

RCI, Inc.

Strategic Plan

(November 2017)

Core Ideology (Timeless)

Core Ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: **Core Purpose or Mission** – the organization's reason for being – and **Core Values** – essential and enduring principles that guide the behavior of an organization.

Core Purpose:

To advance the profession of building envelope (roofing, waterproofing and exterior wall) consultants.

Core Values:

- Ethical, independent, objective and unbiased practice
- Pursuit and exchange of knowledge
- Commitment to the industry
- Practical sustainability

Long-term Envisioned Future (10+ Years)

The **envisioned future** conveys a concrete yet unrealized future for the organization. It consists of a **vision or BHAG** – a clear and compelling catalyst that serves as a focal point for effort and a **vivid description** which is a vibrant and engaging description of what it will be like to achieve the vision.

Vision:

RCI will be universally recognized as the leading authority for roofing, waterproofing and exterior wall consulting.

Vivid Description of a Desired Future:

RCI, Inc. is the go-to resource for all building envelope consultants (BECs) and the trusted source of information about the BE industry. The association is equally representing and serving all aspects of the building envelope – roofing, exterior walls, and waterproofing. Engineering students are aware of the building envelope field and consider it as a viable career choice. Owners, developers, consumers, and manufacturers recognize and utilize building envelope consultants for their trusted guidance and expert knowledge. They believe that BECs are essential to new building construction and renovations. Membership in RCI, Inc. continues to grow thanks to increased access to credentials and universal recognition of the industry, especially in waterproofing and exterior wall consulting. RCI, Inc. is recognized as a global leader in commissioning, credentialing, certifications, and codes and standards.

By forging strategic partnerships with other like-minded associations, RCI, Inc. has strengthened its value proposition and brand recognition by developing innovative ways to cross-market and promote one another's complementary services. RCI, Inc. influences new building envelope industry legislation and how building codes are adopted, thanks to trusting relationships established with state legislators. All association members advocate for the industry and proactively seek opportunities to engage legislators and provide credible, unbiased expertise. All homeowners' associations (HOAs) are aware of building envelope consultants and the benefits of using their knowledge and advice.

Key Drivers of Change

Key drivers of change are powerful forces that necessitate RCI, Inc. to develop strategies to address. They are conditions and dynamics in the relevant environment that will make tomorrow very different from today.

1. The increasing variety of preferences of how people expect to receive their information and education
2. The continuing marketplace changes and the importance of positioning the association as the source for influencing, understanding, and responding to change
3. The opportunity to include certification in standards and guidelines
4. The continuing legislative and regulatory threats to the building envelope industry
5. The need for increased business development and personal development opportunities and to collectively show the strength of the industry

Goals and Objectives (three to five years)

Goals represent **outcome-oriented statements** intended to guide and measure the organization's future success. The achievement of each goal will move the organization toward the realization of its "Envisioned Future." Supporting objectives further clarify direction and describe what the organization wants to have happen; in other words, a descriptive statement of what constitutes success in measurable terms.

Priority Key:

(I) = Must begin objective in next fiscal year (2018, using existing / approved budget)

(M) = May begin objective, if resources permit, in next fiscal year (2019)

(L) = Begin objective in subsequent fiscal year (2019+)

RCI, Inc. Values

Goal: All stakeholders of the building envelope industry utilize RCI, Inc. as their primary resource for understanding the building envelope and connecting with building envelope consultants.

Objectives:

1. Increase exposure and usage of RCI resources by non-member architects and engineers. (L)
2. Increase marketing of RCI resources beyond association members. (L)
3. Enhance the relevancy of RCI's brand. (I)

Possible Strategies:

1. Develop and implement a multimedia campaign to market RCI.
2. Create an understanding of RCI's current brand.

Advocacy

Goal: RCI continues to champion the interests of its consultant members.

Objectives:

1. Increase influence on federal, state, and local public policy.
2. Increase influence on codes and standards.
3. Increase influence within the building industry.

Possible Strategies:

1. Form coalitions to influence cooperative purchasing, lobbying, tax codes, business regulations, tort reform, and grassroots development.
2. Build coalitions with peer organizations.
3. Develop mentoring/apprentice programs.
4. Reach out to facility managers and building owners to educate.
5. Promote accreditation registrations.
6. Interact with codes and standards-setting organizations.
7. Educate building officials relative to building issue compliance.

Registrations/Certifications

Goal: RCI is recognized as the leading authority in BEC registrations and certifications.

Objectives:

1. Increase the number of registrants, focusing on exterior walls and waterproofing. (M)
2. Achieve accreditation of existing consultant registrations. (I)
3. Develop a BECx certification program. (I)
4. Increase knowledge of current and future registrations/certifications to members, legislators, and the industry. (M)

Possible Strategies:

1. Create and implement project to have our current registrations ISO 17024 certified.
2. Conduct a gap analysis between current educational programs and ASTM E2813.
3. Create project to implement BECx program in accordance with ASTM E2813 and E2947.
4. Create a promotional campaign to build understanding of our registrations and certifications, targeting RCI members, legislators and other components of the industry.

Knowledge Transfer

Goal: RCI members are equipped to achieve business and industry success.

Objectives:

1. Improve the balance of educational offerings and topics related to roofing, waterproofing, and exterior walls. (I)
2. Increase RCI's role in supplying relevant BE industry data. (I)
3. Increase the relevance and value of RCI's policy and position papers. (I)

Possible Strategies:

1. Recruit /increase pool of qualified educators (record Train-the-Trainer).
2. Utilize technology to offer and deliver more operational topics.
3. Develop and disseminate survey to relevant stakeholders to identify their data, policy, and research interests and needs.

Chapters

Goal: Chapters are experiencing greater success and effectiveness through RCI's support.

Objectives:

1. Increase effectiveness of chapter leaders. (M)
2. Enhance the relationship between RCI and its chapters. (M)
3. Enhance the value of local chapters to emerging professionals. (M)
4. Increase effectiveness of chapters in influencing local regulatory and legislative issues. (L)

Possible Strategies:

1. Develop leadership module for 2019.
2. Continue leadership workshop.
3. Incentivize volunteer leaders.
4. Increase CEO involvement at chapter level.
5. Form new RCI committee made up of representatives from each chapter, region directors, and staff as "Chapter Representative Committee."
6. Develop RCI marketing plan for recruitment efforts by chapters.
7. Provide valuable education programs.

Appendix A

Assumptions about the Future (*created: November 2017*)

To make progress toward an envisioned future, an organization must constantly anticipate the strategic factors likely to affect its ability to succeed and to assess the implications of those factors. This process of building foresight about the future will assist RCI, Inc. to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan.

Professional Competition and Structure

1. Certification – there is an industry trend to have more certification and/or be certified. That gives the association an opportunity to recruit the work force from different industries, but also brings pressure to attract and keep certified employees.
2. Things affecting competition in BEC industry
 - a. An increase in workload would affect finances and quality.
 - b. A major decrease in workforce from people retiring means a need to recruit, but also represents a decrease in knowledge. RCI should have something in our plans to educate the new generation.
3. Things affecting structure of BEC industry
 - a. There is a lack of current structure; we come from different backgrounds and often found ourselves essentially falling into this industry. The association needs to be more involved in putting something official in place to help put a face on the industry and designate how to go about joining it.
 - b. There will be an increase in demand for structure in the future. The association could work on building affiliations and other ways to draw the new generation into the industry to replace those retiring.

Global Economic Factors

1. We assume there will be some sort of economic downturn in next 5-7 years.
2. We assume changes in our ability to get natural resources will affect the industry. The association can keep looking for alternative resources.
3. Civil and social unrest – we expect major events around world are likely to have effects.
4. Effects of natural disasters will continue, and there may be a greater frequency of them in future due to climate changes. The association may get more involved in research projects to determine more resilient building practices and materials, education for better building practices, lobbying for changes in building codes, etc.
5. There is the possible deterioration of the infrastructure in U.S. and the rest of the world.

Legislation, Regulations, and Political Trends

1. We assume there will be more attempts to legislate the construction industry.
2. There will be more restriction on immigration, which would reduce the workforce.
3. We believe there will be more time between building code revisions; that will lead to less innovation, and less technology and new products due to the longer cycle. There will be more attempts to legislate new construction project delivery methods (job order contracting, cooperative purchasing) as viable alternatives to established methods (design/bid/build, design/build, etc.)
4. There will be more attempts to privatize state and federal projects.

5. There will be infrastructure legislation that will provide more opportunities in the industry.

Demographics, Social Values, and Consumer Preferences

1. There is a younger workforce that will be moving into the building envelope industry; possibly, they will have higher expectations, including higher pay, more flexibility in how they work, more opportunity for title and position advancement. The association will want to look at more training, more opportunities for employees to serve on committees, use of electronics.
2. Changing consumer preferences and expectations – they want things faster, cheaper, and want to have instant access/gratification. The association will want to help members understand the needs of consumers and to help consumers figure out what they need and want (i.e., online knowledge and information). It might also impact the type of members we seek in future.
3. There will be changing demographics of our members.
4. There will be changing trends in social media and other types of communication vehicles. People looking online have to wade through garbage to figure out what's good and what's bad information. The association could become the final authority on those common questions and issues.

Technology and Science

1. We expect new technology and changes in automation.
2. There will be more members in industry using technology frequently and fluently; technology will keep growing and we'll have to keep up with it.
3. We assume there will be more education and information online, and the association will need to participate.
4. We envision a building envelope product application that will be more efficient (having more prebuilt pieces).
5. We assume codes will become more strict; that's both a good and a bad thing. Efficiency doesn't equal quality.
6. Expectation by consumers will be that member responses will be instant.
7. There will be new technology on the job that appeals to younger generations (e.g., drones). There will be an increased need for the association to promote the technology used in the workplace that will attract people to the industry.

Appendix B

Mega Issues (created: October 2017)

***Mega issues** are issues of strategic importance, representing choices the association will need to make in defining the association's ultimate direction and areas of focus. The mega issues are identified in the form of questions. They form a basis for dialogue about the choices facing the organization and the industry.*

Mega Issue Questions:

1. What is the purpose of our chapters?
2. What is our global strategy? What should it be going forward?