



2026-2028

**HOME BUILDERS ASSOCIATION
OF METROPOLITAN HARRISBURG**

STRATEGIC FRAMEWORK

BUILDING FORWARD: HONORING OUR PAST, BUILDING OUR FUTURE

WE LIVE IN A WORLD OF CHANGE, YET WE ACT BASED ON CONTINUITY. CHANGE IS UNFAMILIAR; IT DISTURBS US. WE IGNORE IT, WE AVOID IT; OFTEN WE TRY TO RESIST IT. CONTINUITY ON THE OTHER HAND, IS FAMILIAR; IT PROVIDES SAFETY AND SECURITY. THUS, WHEN WE PLAN FOR THE FUTURE, WE EXPERIENCE UNNECESSARY LOSS AND MISS UNSEEN OPPORTUNITIES. I PROPOSE A NEW APPROACH TO THE FUTURE AND A NEW STRATEGY FOR DEALING WITH IT. THIS NEW APPROACH IS TO RECOGNIZE THAT CHANGE IS NATURAL AND EXPECTED, AND THAT CONTINUITY IS UNNATURAL AND TO BE SUSPECTED. WE NEED TO IDENTIFY CHANGE AS THAT WILL AFFECT OUR BUSINESSES AND ASSOCIATION, AND OUR PERSONAL LIVES. IF WE MAKE THIS STRATEGY A CONSCIOUS ONGOING ACTIVITY, CHANGE WILL BECOME FAMILIAR AND WE WILL WELCOME IT, SEEING IT NOT AS A CAUSE FOR ALARM, BUT AS A REASON FOR ACTION. AND AS WE COME TO UNDERSTAND AND USE CHANGE, WE WILL BE BETTER PREPARED FOR THE FUTURE, INCREASINGLY ABLE TO MAKE TOMORROW'S WORLD THE WORLD WE WANT.

-LEON MARTEL

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Introduction.

The Home Builders Association of Metropolitan Harrisburg (HBA) enters this strategic planning cycle from a position of strength. Over the past several years, volunteer leaders and professional staff have made significant decisions that have strengthened the Association's long-term viability and positioned it for future growth. Key accomplishments from the previous strategic planning period include:

- Sale of the Association headquarters building
- Implementation of a tiered dues structure
- Expansion and enhancement of the Pyramid Awards program
- Creation of an annual Clay Shoot event that generates revenue while strengthening member relationships
- Modernization of the Association's branding and communications efforts
- Continued advocacy efforts on behalf of the residential construction industry

These accomplishments provide a strong foundation upon which to build the Association's future.

As the residential construction industry continues to evolve, the Association must remain adaptable, relevant, and financially sustainable. This strategic plan establishes priorities that will guide decision-making and resource allocation through September 2028.



Mission Statement

The Home Builders Association of Metropolitan Harrisburg supports the Professionals who create the places people call Home, advancing the residential construction industry through advocacy, education, and connection, and contributes to the strengthening of our community.



Strategic Planning Philosophy

The Association recognizes that today's environment is characterized by rapid change, evolving member expectations, workforce challenges, economic uncertainty, and increasing regulatory pressures.

Success will require:

- Focused priorities
- Clear accountability
- Strong volunteer leadership
- Sustainable financial management
- Strategic use of staff resources

All initiatives undertaken as part of this plan will be evaluated based on available staff capacity, volunteer leadership, financial resources, and organizational readiness.

Strategic Priorities

FINANCIAL STABILITY & SUSTAINABILITY

The Association currently relies on investment income and reserve transfers to support operations. Long-term sustainability requires strengthening operational revenue and reducing dependence on reserves.

LEADERSHIP DEVELOPMENT & ENGAGEMENT

Like many associations, HBA faces challenges in recruiting, developing, and retaining volunteer leaders. Long-term organizational success requires a sustainable leadership pipeline.

MEMBERSHIP GROWTH & MEMBER VALUE

Member value is defined by the member. The Association must continually demonstrate relevance and provide meaningful benefits that support members' businesses and professional success



Strategic Priority #1

Financial Stability & Sustainability

Key Issue

The Association currently relies on investment income and reserve transfers to support operations. Long-term sustainability requires strengthening operational revenue and reducing dependence on reserves.

Goal

Reduce the annual operating deficit by at least 50% and establish a clear path toward a balanced operating budget while minimizing reliance on reserve transfers.

Deadline

September 2028

Responsible Parties

Executive Committee, Treasurer, Finance Committee, Professional Staff, and applicable Committees and Task Forces.

Potential Strategies

- Evaluate existing programs, events, and services for profitability and member value.
- Identify new non-dues revenue opportunities.
- Increase sponsorship participation and sponsorship value.
- Explore new educational offerings and fee-based programs.
- Improve event attendance and participation.
- Evaluate opportunities for partnerships and collaborative initiatives.
- Develop annual budget targets aligned with strategic plan objectives.

Measures of Success

- Annual operating deficit reduced by at least 50%.
- Increased non-dues revenue.
- Reduced need for reserve transfers.
- Positive budget trends year-over-year.



Strategic Priority #2

Leadership Development & Engagement

Key Issue

Like many associations, HBA faces challenges in recruiting, developing, and retaining volunteer leaders. Long-term organizational success requires a sustainable leadership pipeline.

Goal

Develop a strong and sustainable leadership pool that supports the long-term success of the Association.

Deadline

Launch September 2026; ongoing thereafter.

Responsible Parties

Executive Committee, Professional Staff, Board of Directors, and Leadership Development Task Force.

Potential Strategies

- Identify prospective leaders through committee and event participation.
- Establish leadership expectations and role descriptions.
- Create leadership development opportunities throughout HBA, PBA, and NAHB programs.
- Expand volunteer opportunities through committees and task forces.
- Strengthen committee engagement and effectiveness.
- Recruit and prepare future Board members.
- Reintroduce and strengthen key member groups, including the Remodeler's Council.
- Promote the mentor program that connects experienced members with emerging leaders.

Measures of Success

- Increased committee participation.
- Increased volunteer engagement.
- Expanded leadership pipeline.
- Improved succession planning.
- Increased participation in leadership development programs.



Strategic Priority #3

Membership Growth & Member Value

Key Issue

Member value is defined by the member. The Association must continually demonstrate relevance and provide meaningful benefits that support members' businesses and professional success.

Goal

Increase membership value in a manner that generates a net increase in Builder membership of at least 20%

Deadline

September 2027

Responsible Parties

Membership Committee, Professional Staff, Board of Directors, and applicable Committees and Task Forces..

Potential Strategies

- Clearly communicate member benefits and return on investment.
- Promote advocacy successes and industry representation.
- Increase educational offerings and professional development opportunities.
- Develop member testimonial and success story campaigns.
- Expand networking opportunities.
- Recruit developers and other housing-related stakeholders.
- Relaunch the Remodeler's Council with clearly defined value and purpose.
- Offer peer roundtables and industry discussion forums.
- Enhance member onboarding and engagement efforts.
- Expand the Mentor Program.

Measures of Success

- 20% increase in Builder membership.
- Improved member retention.
- Increased event participation.
- Increased committee participation.
- Improved member satisfaction and engagement.

Strategic Plan Implementation

Successful implementation will require ongoing attention, accountability, and community. To support implementation, the following steps are recommended:

STRATEGIC PLAN MONITOR

The Board will appoint a Strategic Plan Monitor who will provide regular progress updates and assist with tracking strategic initiatives.

BOARD OVERSIGHT

Strategic Plan progress will be included as a standing agenda item at Board Meetings.

COMMITTEE ALIGNMENT

Responsibilities for specific goals, objectives, and initiatives will be assigned to Committees and Task Forces.

ANNUAL REVIEW

The Board of Directors will review progress annually and make adjustments as necessary based on changing industry conditions, member needs, and organizational capacity.

Committee & Task Force Structure

The following groups should be evaluated and aligned with strategic plan priorities.



STANDING COMMITTEES

- Executive Committee
- Finance Committee
- Membership Committee
- Government Affairs Committee
- Programs & Events Committee
- Education Committee

COUNCILS

- Remodeler's Council

TASK FORCES

- Leadership Development Task Force
- Membership Growth Task Force
- Strategic Plan Implementation Task Force
- Other Task Forces as needed

Task Forces may be utilized when short-term projects of specialized expertise are needed and may provide a more flexible volunteer engagement model than traditional committees.



Looking Ahead.

The Home Builders Association of Metropolitan Harrisburg has a strong foundation, dedicated members, and an important role in advancing the residential construction industry throughout the region.

Through focused attention on financial sustainability, leadership development, and membership value, the Association will continue to strengthen its impact on the industry, its members, and the communities they serve.

**Building Forward:
Honoring Our Past,
Building Our Future.**

GLADSTONE GROUP, LLC

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