

BACKGROUND/SWOT/INTRODUCTION

Over its 60-year history, TAA has set standards for advocacy, education and member services. The organization's initiatives have delivered innovative solutions to help members succeed in a competitive business environment, enjoy rewarding volunteer opportunities and connect with peers. As a result, TAA has seen consistent growth in several quantitative metrics such as membership, TAA Click & Lease enrollment, PAC contributions and ONE Conference attendance. TAA has also seen consistent growth in more qualitative functions including volunteer leadership, member engagement, advocacy and education. The growth of both these quantitative and qualitative factors has given TAA the fiscal strength and volunteer trust to not only adapt but to also act decisively in service of its members' interests.

Although these successes have provided a strong foundation for TAA, the strategic planning process undertaken in 2023 demonstrates that more remains to be done. While there are many well deserved accolades for TAA's accomplishments over the years, the inevitable changes in industry operations, member expectations and generational needs provides a catalyst for how TAA can, and should, do better to serve its members. The **TAA strengths, weaknesses, opportunities and threats** listed below illustrate the need to address challenges to ensure not only TAA's continued leadership of the rental housing industry but also its relevance to members.

- High level of volunteer leader engagement
- Fiscal health
- Professional staff
- Advocacy
- Click & Lease
- Credible source of information and expertise

TAA STRENGTHS

- Reluctance to change or challenge the status quo
- Complacency
- Undefined brand strategy
- Technology utilization
- Stagnant governance/volunteer process

TAA WEAKNESSES

- Leverage growth of rental housing market in Texas
- Capture more opportunities to demonstrate thought leadership on industry issues
- Deploy technology advances to enhance member experience and preserve market leadership for TAA Click & Lease

TAA OPPORTUNITIES

- Lack of relevance to young, emerging professionals
- Increasing availability of alternative sources of information
- Advocacy / communications from groups opposed to TAA member interests

TAA THREATS

THE STRATEGIC PLANNING PROCESS IDENTIFIED SIX CORE TAA FUNCTIONS INCLUDING:

1
TAA Click & Lease

2
Marketing & Communications

3
TAA Local Associations

4
ONE Conference & Expo

5
Leadership Development

6
TAA PAC

AS PARTICIPANTS IN THE STRATEGIC PLANNING PROCESS DISCUSSED THESE SIX CORE FUNCTIONS, FOUR COMMON PRIORITIES EMERGED INCLUDING:



TAA must embrace more sophisticated technology



TAA must embrace emerging talent and adapt for generational differences



TAA's culture must be innovative, not afraid of failure and be open to change



TAA must improve how it communicates the value proposition of membership

TAA CORE FUNCTIONS & STRATEGIC PRIORITIES

PRIORITY

TAA Click & Lease

DESCRIPTION

TAA Click & Lease (“TCL”) publishes lease forms, REDBOOK Online and other materials for use by owner/managers of rental housing properties. TCL forms protect owner/managers’ legal rights and foster a consistent, positive experience for residents. Due to the forms’ widespread use, TCL forms are recognized by courts, attorneys and other stakeholders throughout the state of Texas as the “gold standard” of rental housing agreements.

Access to TCL’s library of forms attracts and retains association members. The program is also a source of significant funding for both TAA and local associations.

In order to retain market leadership, TCL must continue to provide best in class, peer reviewed lease forms, add new forms to serve its members across the spectrum of rental housing types and deploy the latest technologies to ensure relevance and ease of use.

STATEMENT

**TAA CLICK & LEASE
WILL EMBRACE
NEW TECHNOLOGIES
TO IMPROVE THE
PROGRAM’S
FEATURES AND
SERVICES.**

OUTCOMES

- TCL will be recognized as THE technology-forward, preferred leasing platform for users and rental housing technology providers.
- TCL will retain its current user base and add new users.
- By delivering the preferred leasing program in the state of Texas, TCL will enable its members to protect their legal interests and provide membership and financial support for both local associations and TAA.



TAA CORE FUNCTIONS & STRATEGIC PRIORITIES

PRIORITY

Marketing & Communications

DESCRIPTION

TAA's brand includes more than its logo. TAA's brand encompasses the organization's internal and external communications, email marketing, publication, websites, social media and events (eg - ONE Conference / TAA Board of Directors Meetings). Although each of these marketing and communications activities utilize different delivery platforms, they are geared to different audiences and have different life-cycles. The TAA brand must be consistent across these distinct media as well as appealing, relevant, and easily recognized.

TAA will commission a review of its marketing and communication functions to assess current scope and effectiveness. The comprehensive review will include discovery and in-depth interviews to allow TAA to develop a brand promise and/or position to support specific messaging, and communication mediums will be evaluated to identify opportunity areas as the Marketing Communications Plan is developed. TAA will undergo a refresh of logo, brand guidelines and processes and TAA's marketing and communications deliverables will be revised to reflect the new brand promise and visual identity.

STATEMENT

TAA WILL ADOPT A COMPREHENSIVE AND CONSISTENT BRANDING STRATEGY TO ENHANCE MARKETING COLLATERAL AND COMMUNICATIONS WHICH ADD VALUE TO TAA'S PRODUCTS, SERVICES AND EVENTS.



OUTCOMES

- In a world where members are bombarded by different forms and types of messaging, a consistent, informed approach to TAA's marketing and communications materials will ensure that these materials are noticed, valued and utilized by both members and stakeholders.

TAA CORE FUNCTIONS & STRATEGIC PRIORITIES

PRIORITY

TAA Local Associations

DESCRIPTION

TAA's is comprised of 24 local associations to serve members within those areas. To be a member of TAA, prospective members must first join a local association. Local associations collect and remit membership dues to TAA, contribute delegates for the TAA Board of Directors and provide significant funding for the TAA PAC.

To ensure a consistent membership experience across all 24 local associations, TAA's Standing Rules include performance standards for local associations. The performance standards establish a consistent, federation-wide approach for governance and financial reporting, communications, education and member events.

TAA's current performance standards for local associations were introduced in 2019. Because some of the performance standards were new and not reflected in past standards, local associations were given a three-year grace period to comply. This period was extended during the COVID-19 pandemic.

Beginning in 2024, TAA will implement a scoring assessment system for local association as part of its performance standards. TAA will work with local association staff and leadership to address deficiencies and help all 24 local associations not only comply but excel at these performance standards.

If a local association refuses to comply with TAA's performance standards, despite TAA engagement and support, the TAA Executive Committee and Board of Directors may recommend to NAA that a local association's charter be amended or revoked.

STATEMENT

TAA IS STRONGER WHEN LOCAL ASSOCIATIONS ARE STRONG AND PROVIDE A CONSISTENT MEMBERSHIP EXPERIENCE. TO ENSURE A CONSISTENT MEMBERSHIP EXPERIENCE, TAA WILL WORK WITH AND SUPPORT LOCAL ASSOCIATIONS TO ENABLE ALL TO EXCEL IN ALL AREAS OF PERFORMANCE.

OUTCOMES

- A consistent, highly valued membership experience throughout all 24 local associations.
- A network of thriving, effective local associations.

TAA CORE FUNCTIONS & STRATEGIC PRIORITIES

PRIORITY

TAA ONE CONFERENCE & EXPO

DESCRIPTION

Conferences around the country are evolving in the post-COVID era. TAA ONE Conference, the largest gathering of industry professionals in Texas each year, will evolve to more effectively position the organization, emphasizing thought leadership and its impact. The conference provides opportunities for attendees at all levels to be fully engaged in education that builds careers. The expo environment and intentionally designed networking activities create memorable experiences for attendees to form binding ties to the industry and the organization. New technologies will provide a more elegant attendee experience, and new approaches for collecting feedback will inform ongoing improvements. Each year, vendors and attendees leave with their objectives met or exceeded and plan to return the following year. TAA ONE Conference will become a content generator for education and career development that will extend the reach of the conference by providing additional virtual professional development opportunities throughout the year.

STATEMENT

THE TAA ONE CONFERENCE REFRESH WILL INCREASE ATTENDANCE, IMPACT, AND REVENUE, MAKING IT THE BIGGEST AND BEST “MUST ATTEND” NETWORKING AND CAREER DEVELOPMENT OPPORTUNITY OF THE YEAR.



OUTCOMES

- Attendee, exhibitor participation, and net revenue grow.
- Exhibitors and attendees, including decision makers, demonstrate increasing satisfaction and loyalty to the TAA ONE Conference.

TAA CORE FUNCTIONS & STRATEGIC PRIORITIES

PRIORITY

Leadership Development

DESCRIPTION

Educational advancement and professional development are important member benefits for many members and for TAA itself. TAA's existing leadership development offerings are well-received but too limited to meet the existing demand or prepare for the organization's future. Emerging talent, in particular, is inadvertently excluded due to barriers embedded in the organization's policies and practices.

The Leadership Committee will assess the impact of all leadership development programs as well as the actual and perceived barriers to participation. Two existing approaches – Lyceum and Mentorships – will likely be modified and expanded. Multiple leadership development tracks will be offered, effectively serving the wide-ranging needs of those new to the industry, maturing professionals, and senior executives. Potential partnerships with external leadership development programs will be considered and adopted as determined best. All programs TAA offers will be assessed in terms of their impact; participants in leadership development programs will evaluate their own experiences and TAA will track participants' career and organizational progress.

As a pilot project for 2024, TAA will add two, non-voting Vice President at Large positions to the Executive Committee, specifically for emerging leaders. The two new positions will be reserved for persons under 30 years old for one-year terms only. Following the pilot project, the Executive Committee will recommend appropriate bylaw changes to the Board of Directors.

STATEMENT

TAA WILL ADVANCE THE PROFESSIONAL CAPABILITIES OF ITS LEADERSHIP AT ALL LEVELS OF THEIR CAREERS.

OUTCOMES

- A growing pool of talent that strengthens both the growing industry and the organization.
- Various paths to organizational leadership development are explicitly communicated to all members and barriers to participation are reduced.
- Governance practices are transparent and inclusive.



TAA CORE FUNCTIONS & STRATEGIC PRIORITIES

PRIORITY

TAA PAC

DESCRIPTION

A healthy TAA PAC helps ensure a healthy legal and regulatory climate for TAA members. The TAA PAC allows TAA to help elect candidates for the Texas Legislature and statewide offices that share TAA's commitment to ensuring Texas remains a preferred destination to own and operate rental housing. The PAC provides opportunities for networking at fundraising events and allows members to directly participate in the political process.

The TAA PAC is funded from two sources – (1) Local Association Fair Share Contributions and (2) Individual Contributions. Fair Share contributions are raised by local associations and contributed to the TAA PAC. Individual contributions are raised by solicitations to individual members of TAA.

To ensure a healthy, sustainable PAC, TAA must increase contributions from individual contributors. This may be accomplished by adopting new programs to recognize and reward donors, hosting engaging fundraising events and utilizing peer contacts.

To ensure its contributions to candidates are meaningful, the TAA PAC will significantly increase contributions to selected candidates for the Texas Legislature.

TAA staff will recommend fundraising goals to the Legislative Committee that ensure the impact and effectiveness of TAA PAC contributions to elected officials.

STATEMENT

THE CONTINUED SUCCESS OF TAA'S PAC REQUIRES A STRONG FUNDRAISING BASE AND THE ABILITY TO MAKE MEANINGFUL CONTRIBUTIONS TO CANDIDATES.



OUTCOMES

- Access to elected officials
- Consideration of TAA's perspective on issues
- Deterrence of policies that harm property owner/managers
- Member engagement