



STRATEGIC PLAN 2024-2026

BACKGROUND/SWOT ANALYSIS

The Texas Apartment Association Education Foundation (TAAEF) was established more than 20 years ago. Its first initiative was establishing a university level property management degree program (with UNT); that effort was funded by one or more charitable contributions. Over time, it has partnered with additional educational and nonprofit entities to promote awareness and preparedness of jobs in the rental housing industry. In recent years, TAAEF has focused specifically on much needed maintenance personnel as well as establishing peer councils in both HR and Maintenance to better understand and address particular staffing needs. The foundation's signature effort, "Room to Grow", was launched in 2017. Its purpose is to raise awareness of careers in the industry. Early in 2023, TAAEF launched an online member-facing Resource Center with excellent tools for staff recruiting, training, and retention.

In 2022, a dues increase was approved by the TAA Board of Directors. A portion of that increase was designated for TAAEF (thereby moving EF away from a fundraising dependent revenue model). The dues-based funding model also brings new demands as it increasingly important that TAA members better understand TAAEF. It also increases requirements to clearly demonstrate the organization's impact.

The foundation has one dedicated staff person in addition to several TAA staff. TAAEF is governed by a 15-member board of directors.

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STRENGTHS / ASSETS

- The new source of revenue creates budget growth and the capacity of expanded programs, services, and communications
- Experienced (albeit tiny) staff
- History of effective collaboration with TAA, including its evolving strategic direction
- Broader vested interest in foundation concerns
- 501c3 status gives the foundation more appeal to donors/potential donors

W WEAKNESSES / LIMITATIONS

- The organic growth path of TAAEF has resulted in a lack of clarity of purpose/scope
- Inadequate basis (metrics) to demonstrate the foundation's impact to TAA members who are the new funders
- Some members don't see relevance/value to their interests
- Balancing the interests of the enormously diverse TAA members and chapters
- The foundation's financial information is difficult to understand

O OPPORTUNITIES

- Expand efforts to attract and develop talent to a rapidly growing industry
- Rebrand to increase understanding of purpose
- Grow TAAEF's capacity by identifying new sources of funding (such as grants and charitable contributions) as well as new programs and services with revenue generating potential

T THREATS

- EF's voice is lost in a noisy environment; its message is unclear and/or increasingly drowned out
- Apparent confusion and redundancy among various providers of employee recruiting and training/development for the industry

STRATEGIC PRIORITIES



Make the public more aware and educated about career opportunities in the Texas rental housing industry.



TAA members and local associations are familiar with, value and utilize TAAEF's offerings.



Develop a larger pool of engaged emerging talent within the industry.

➤ **PRIORITY #1**

Increase Understanding

➤ **STATEMENT**

Make the public more aware and educated about career opportunities in the Texas rental housing industry.

➤ **DESCRIPTION**

The industry is large and growing but few jobseekers consider it as a place for them; in short, the demand for human resources exceeds the informed pool of talent. An array of compelling, relevant and specifically targeted messages will be developed to convey the value and appeal of working in the industry. A strategic marketing/communications plan will be deployed targeting messaging and relevant channels of communication to reach those who could fill the most sought after positions.

➤ **OUTCOMES**

- Increased traffic on the Room to Grow Website.
- Members report a growing talent pool of qualified applicants.

➤ **PRIORITY #2**

Member Benefit

➤ **STATEMENT**

TAA members and local associations are familiar with, value and utilize TAAEF's offerings.

➤ **DESCRIPTION**

Part of TAAEF's role is to empower members to effectively implement their own talent pipeline. This function should be an important element of TAAEF's brand. As part of TAA's broader brand refresh, TAAEF will adopt a new identity that more fully conveys its relevance to TAA members. The related marketing/communications plan will be implemented. From a programmatic standpoint, TAAEF will implement more systematic and robust opportunities to listen to members' content needs and address them. New and relevant tools and services will be delivered in simple and user-friendly ways.

➤ **OUTCOMES**

- Member tracking surveys show increasing awareness of and appreciation for TAAEF.
- Member visits and downloads to the Resource Center will grow.
- A minimum of 2 new products/tools/services will be added to the Resource Center annually.

➤ **PRIORITY #3**

Emerging Talent

➤ **STATEMENT**

Develop a larger pool of engaged emerging talent in the industry.

➤ **DESCRIPTION**

TAAEF's "Be the Next Ambassador" video challenge has surfaced many talented people who are new to the industry – including but not limited to the contest winner. Efforts to develop these individuals will include the implementation of a year-long program of engagement, listening, encouraging their participation in local associations, and encouraging their participation in TAAEF's "influencer network" to advance its mission.

➤ **OUTCOMES**

- Growth in submissions to the "Be the Next Ambassador" challenge.
- Successful year long professional development program designed and rolled out that engages young talent (name tbd).
- Ongoing (multi-year) tracking of participants in the video challenge and (above) development program demonstrates ongoing participation in TAAEF, local chapters, and TAA.
- Effective collaboration and integration of talent development efforts driven by TAAEF, TAA, and local chapters.