

Vision for The Future – Governance and Leadership Strategy



METROPOLITAN
BUILDERS
ASSOCIATION

May 26, 2021

Welcome & Introductions

- Welcome
- Today's Presentation
 - History
 - Case for Change
 - The Planning Process
 - New Proposed Governance Structure

Welcome & Introductions

- Next Steps
 - Phase 1 - Governance Changes
 - Phase 2 - Strategic Plan
 - Phase 3 - Implementation

TODAY - Phase 1

Welcome & Introductions

- Today's Presenters
 - Scott Thistle, Halen Homes
 - David Roembke, Victory Companies
 - Andrea Tjader, Cosentino
 - Kathy Raab, MBA

History

- Organization has been slow to change
- Efforts to refresh the governance and leadership structure were not embraced
- In short, we weren't ready

Leadership Challenges

Large board = Tough to make decisions

Multiple boards = Tough to deliberate,
discuss & achieve unity

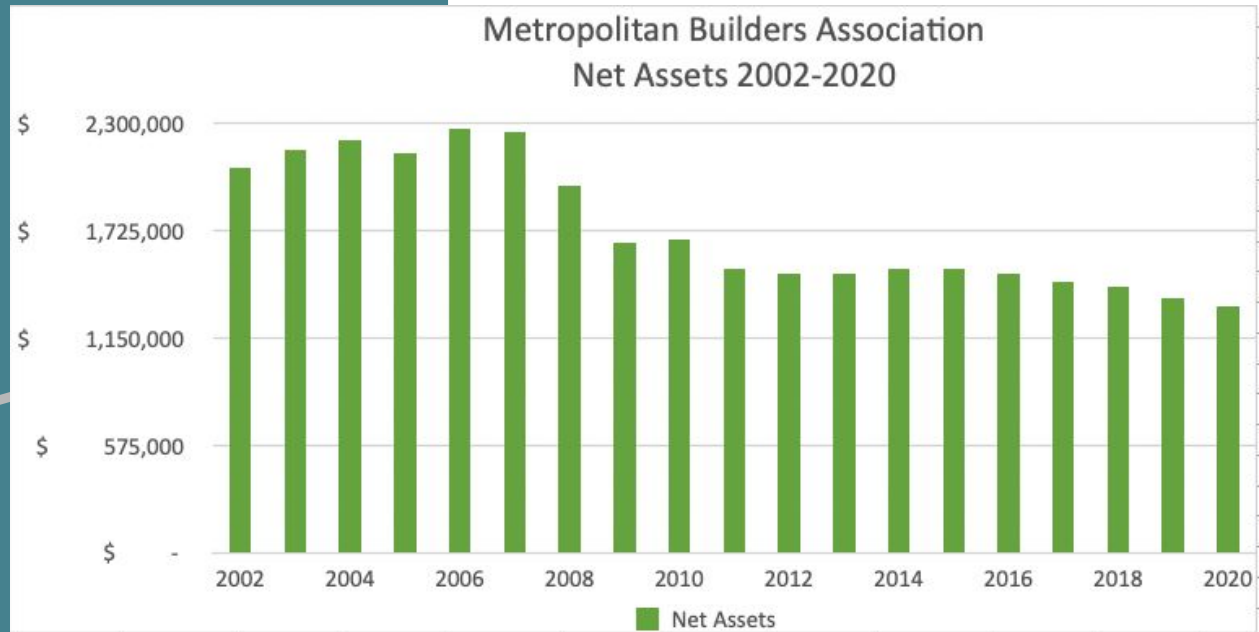
Redundant meetings = Tough to manage
time and keep enthusiasm high

Case For Change

- The Big Picture
 - Engagement
 - Relevancy
 - Resistance to Change
 - Our Future

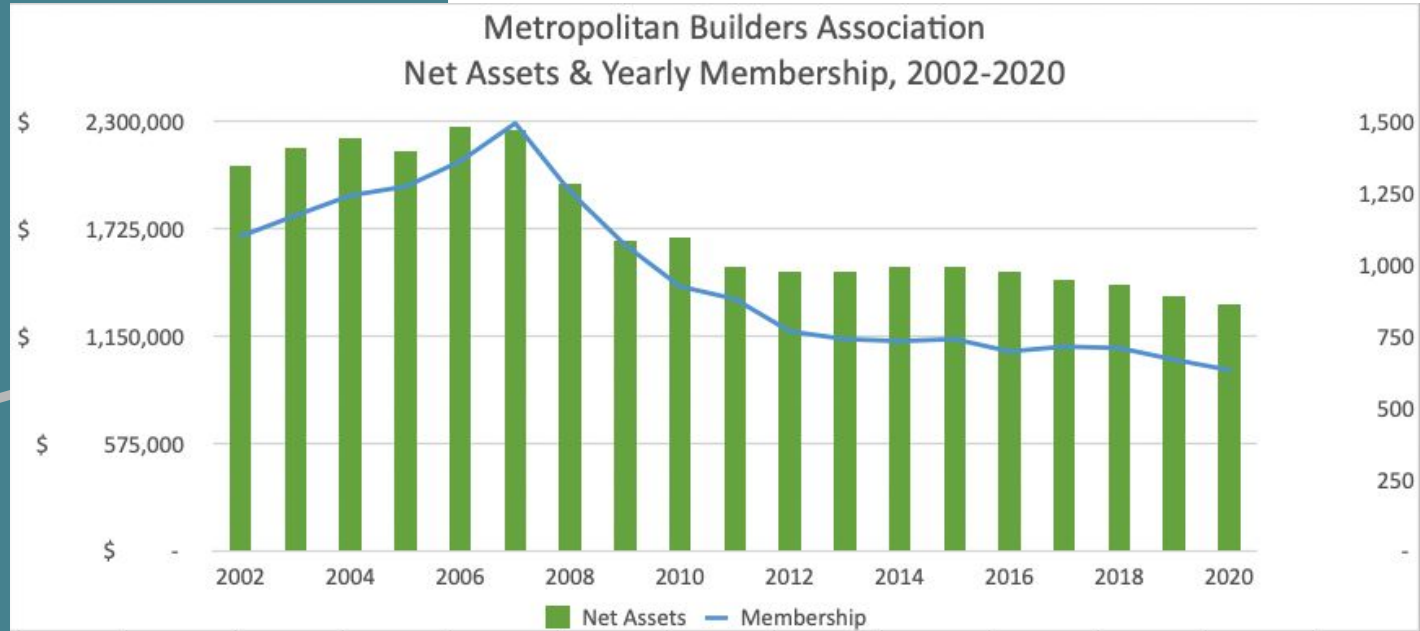
Case For Change

- Net Assets are Dropping



Case For Change

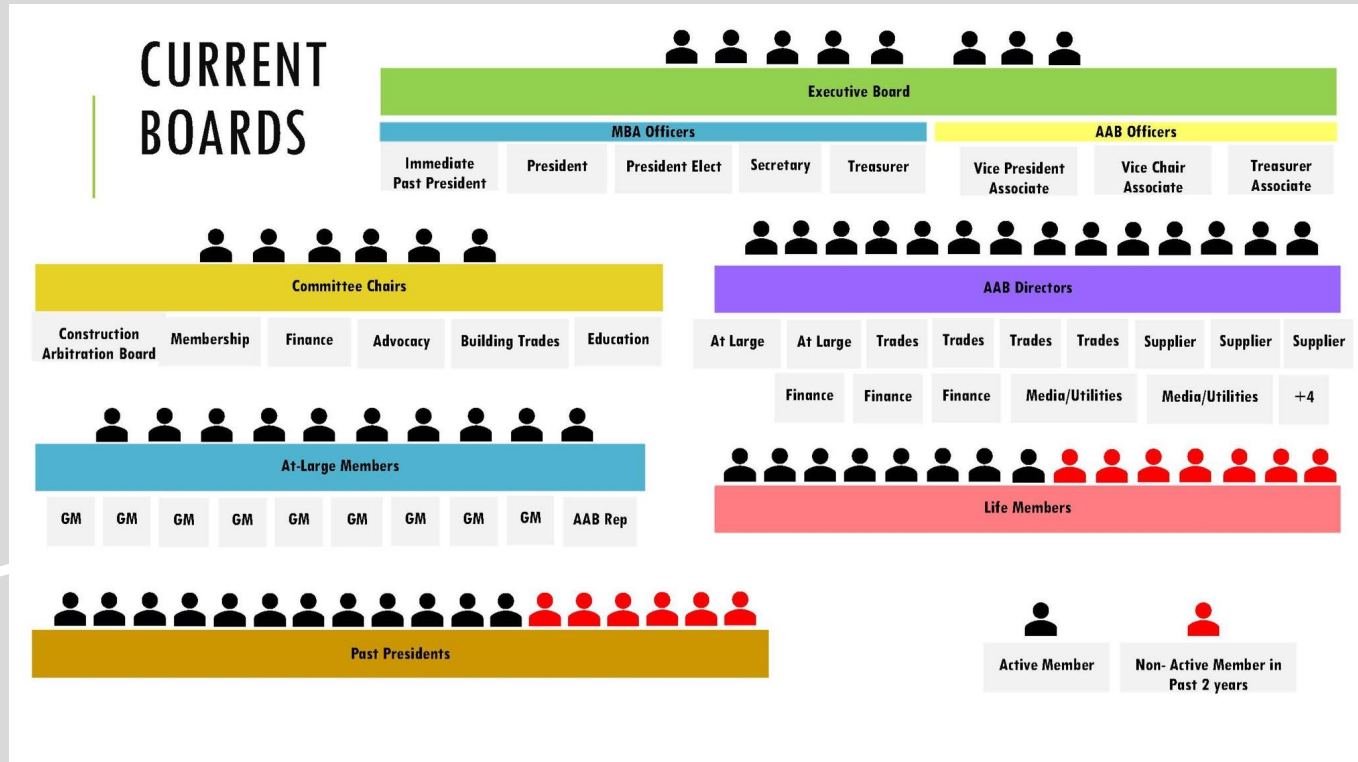
- Membership is Dropping



Case For Change

- Engagement is Dropping
 - Members feel their contributions are not impactful
 - Leadership track is too long & closed to associates
 - Struggle with relevancy

Agility is Near Impossible



Case For Change

- The Time is Now to Reimagine the MBA
 - Legacy behaviors must go!
 - Building sale & reduced O/H
 - Rethinking programs & people

Case For Change

- Covid as a “Case Study for What Works”
 - Smaller Board - Fast and Agile Decisions
 - Combined Executive, AAB & BOD meetings
 - Use of Technology & Zoom
 - Thinking Differently

Case For Change

- The following are symptoms of a large ineffective BOD
 - Poor financial performance
 - Lack of engagement
 - Lack of volunteers
 - Inability to change
 - Lack relevancy
 - No planning for the future

The Process

- Thoughtful, strategic process
- Backstory
 - Focus Groups
 - Board Meeting Discussions
- Governance Strategy Sessions

7 Hours

Day 1 Agenda:

Welcome & Introductions

Large Group Discussion

Small Group Activities

Presentations

Group Discussion

Action Plans

Day 2 Agenda:

Recap

Presentation of the Model

Discussion

Weighing the Options

Model Revisions

Consensus

27 Leaders

John Atlee, Water Doctors

Shelly Basso, Aspen Homes

Mike Bauman, Joseph Douglas
Homes

David Belman, Belman Homes

Brad Dagen, Dagen Law Office

Steve DeCleene, Neumann
Developments

Jim Doering, Homes by
Towne/Towne Realty

Wayne Foster, Foster Group

Dean Frederick, Thompson
Companies

Linda Heipp, Hallmark
Building Supplies

Brad Herda, FocalPoint
Business Coaching

Joe Meyer, Ubuildit Custom
Homes & Renovations

Dave Mihalovich, Digitek

Don Miller, Brehmer Agency

Heather Noel, Ampersand

Tim O'Brien, Tim O'Brien
Homes

Daryl Prusow, Espire
Homes/Renovations Group

27 Leaders

Kathy Raab, MBA

Dave Roembke, Victory
Companies

Matt Seitz, R&R Insurance
Services

John Siepmann, Siepmann
Realty Corp/Ascent

John Stoker, Victory
Companies

Steve Styza, Harmony
Homes/Land & Home

Scott Thistle, Halen Homes

Andrea Tjader, Cosentino

Toby Van Sistine, MBA

Bill Zach, Zach Building
Company

**Almost 500
Years MBA
Membership
Experience!**

**Over 175 Mental
Hours Invested
in Change!**

18 Flipcharts

HANDS FOR -

1. ANYONE THAT FELT LIKE AN MBA MEETING WAS LONGER THAN IT SHOULD HAVE BEEN!
2. ANYONE THAT FELT LIKE TOPICS ARE DISCUSSED OVER + OVER AT DIFFERENT MEETINGS
3. ANYONE THAT HAS FELT LIKE THEIR TIME INVESTMENT + ENERGY IS NOT RESPECTED BY OTHERS.
4. ANYONE THAT HAS SPENT A LOT OF TIME ON AN MBA PROJECT TO HAVE IT PICKED APART AT THE BOARD WHEN PRESENTED.
5. ANYONE THAT FEELS LIKE THINGS TAKE FOREVER TO GET DONE @ MBA

INTRO

1. WHAT ARE WE DOING HERE?

- Trends / membership + \$
- Relevancy
- Social Transformation
- Power of "Why"

BOARD OF DIRECTORS

1. NOT DELIBERATIVE
2. MEMBERS NOT ENGAGED
3. THE REASONS FOR NOT MAKING CHANGE QUICKLY
4. Trends are a by-product of social norms + structure!

2. WHAT THIS IS "NOT"

- A Problem Solving Meeting
- Not Going to throw out everything the MBA has done

3. WHAT TO EXPECT -

- Be fully engaged
- All ideas are valid!
- Leave personal agenda out
- Recognize that doing nothing is NOT an option

← OFFICERS - President
- Vice President
- V.P. Treasurer
- Sec.

Committee
- Budget (Finance)
- Social
(Social Learning)

Student Finance
- Budget
- RECREATION
- BUILDING THINGS

3 @ Large
1 MATH
1 WFL

Term - 2 years / 1st 2 terms / full term class

Must Be Healthy or Quarterly
Officers deal with no policy.

1 Mission

Bring together diverse participants with varying opinions while leveraging the one thing we have in common...

A passion for the organization and the future of the Association!

The Process

Session 1

- Large Group
 - Introduction and Case for Change
- Breakouts
 - Format
 - Small group discussion - Specific topics
 - Flip Chart documentation
 - 5 Minute report to large group
 - 1. Prouds & Sorrys
 - What are you most pleased with re: the MBA BOD
 - What are the biggest disappointments
 - 2. Ideal Design - Part 1
 - Purpose of BOD
 - Purpose of Exec Committee
 - Board Size
 - Makeup of BOD
 - 3. Ideal Design - Part 2
 - Number of people
 - Officers/Roles
 - Representation (Builder/associate/etc.)
 - Entry to BOD
 - Future leaders
 - Tenure
 - Committee/Chairs
 - When to Meet/How Often
- Large Group
 - Discussions & General Consensus
 - Action Plan & Reconvening Promptly

The Process

Session 2

- Presentation of Proposed Structure
- Line by line review and discussion
 - Officers/Leadership Track
 - Committee Chairs
 - At Large Members
 - Representative Members - NAHB/WBA
- Consensus
- Casting a Vision to Membership

Proposed Governance Structure

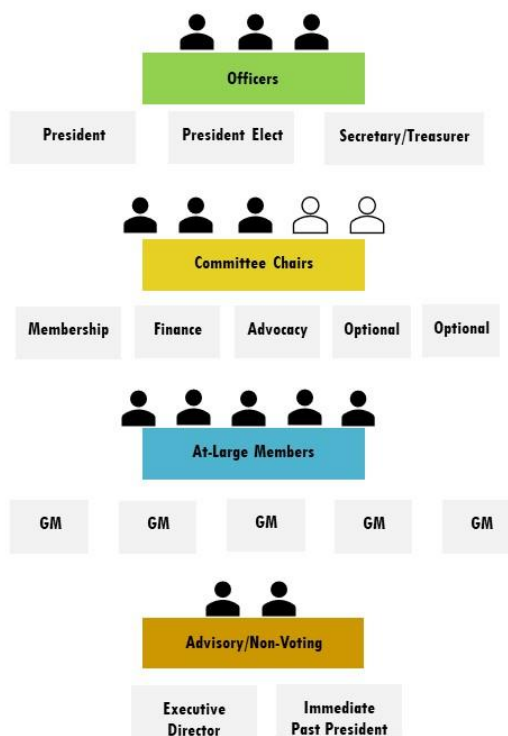
- Single Board Model
 - One Voice
 - No “Exec Board” Distinction
 - Focus on Strategic Direction
 - Builder/Associate Equal Opportunity to Serve on Board and as Officers

Proposed Board Makeup

11-13 BOARD OF DIRECTORS

■ Officers
■ Committee Chairs
■ At-Large
■ Advisory

Frequency: Meet 6 times annually.
May meet virtually during busy periods; ability to call special meeting if needed.



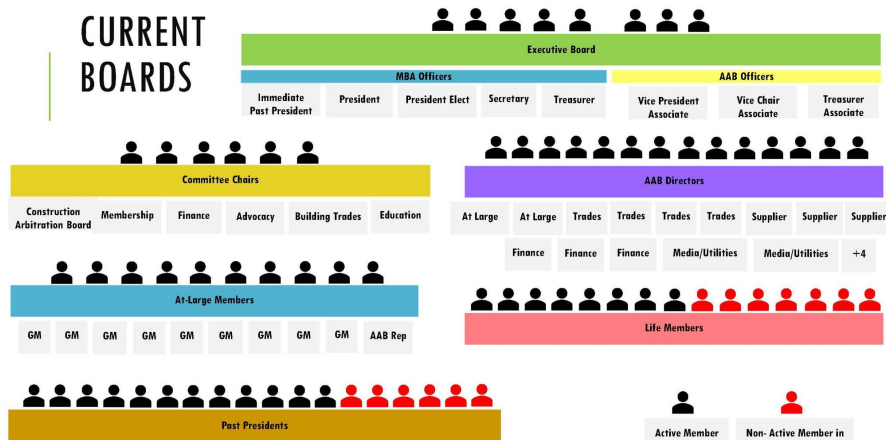
- General Membership (GM) elects Secretary/Treasurer each year (alternating between Builder/Non-Builder) who moves to President Elect and then President.

- Committee Chairs are elected by their respective committees.
- Committee chairs serve 1-year terms and cannot exceed 3 terms.

- At-Large members selected from General Membership

Proposed Board Makeup

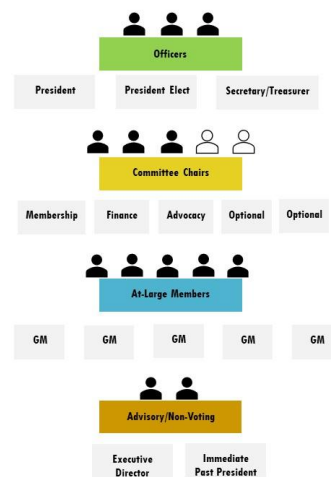
CURRENT BOARDS



11-13 BOARD OF DIRECTORS

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■ At-Large ■ Advisory

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Proposed Governance Structure

- Tenure
 - Can serve two consecutive 2 year terms, with 1 year off to rerun for third
- Meeting format
 - Bi Monthly or as Needed
 - Live or Virtual Meetings
- Miscellaneous
 - NAHB/WBA Delegates Removed from BOD
 - 3 Initial Committees with Room to Flex if Needed
 - Fiscal Responsibility - Officers to be active on Finance Committee

Next Steps

Today: Presentation to Members

- Check your email for:
 - Link to Recorded Presentation
 - The Proposal For Change Document
 - Presentation Slides
 - Bylaw Revisions
 - Proxy Form
 - Notice of the voting meeting at Noon on June 16th 2021

For review prior to the June 16th Vote

Next Steps

- **June 16** - Vote Day
 - In-Person
 - by Proxy, **Due by Noon**
- **Phase 2** - Strategic Planning Q3 2021
- **Phase 3** - Implementation begins Q4 2021

Next Steps

- Nominating Committee will meet to prepare the 2022 Slate of Candidates
- 2022 Officers
 - President - Mike Bauman
 - President Elect - Dave Roembke
 - Secretary/Treasurer will be an Associate Nominee
- 5 At-Large Directors
- 3 Committee Chairs Eligible to Continue
- Past President - Bill Zach

In Conclusion...

Resistance to Change -> Embracing Change

Big & Redundant Boards -> Smaller, Focused, Single group
of Leaders

Builders vs. Associates -> Equal Leadership Opportunities

Cumbersome & Slow -> Agile & Relevant

Q & A

Contact Information

MBA President | Bill Zach
billzach@live.com

Associate Advisory Board | Andrea Tjader
andreat@cosentino.com