



Washington Association of Building Officials

Business Plan



"You can't build WABO without a plan."

2019

WABO Business Plan

(Revised August 2019)

1.0 EXECUTIVE SUMMARY

Overview

Mission Statement: Leading the way to excellence in building and life safety.

The Washington Association of Building Officials (WABO) is a non-profit professional trade association. The membership consists of Building Officials in the State of Washington and Associate Members from the construction industry, building products manufacturers, and regulatory agencies who are dedicated to effective code administration, and safe building and design practices. The vision of the Association is for WABO to help lead Washington State to be known as the best place for citizens to live and businesses to thrive in a built environment that is safe and resilient.

The current business subdivisions set up by WABO are generally on a strong footing. The welder certification, special inspection certifications, bookstore, and educational programs provide the majority of the Association's revenues. Membership dues, sponsorships and other incidental sources of revenue combine with the aforementioned programs to fund the Associations over \$1 million annual budget. Other programs such as government affairs and technical code development efforts are recognized in this plan as revenue negative in the short term; however these programs indirectly contribute to the WABO revenue stream in the long term through their ability to attract members interested in those efforts.

This business plan identifies opportunities for growth in every WABO program. In the near term, those programs that result in negative cash flows can be maintained by revenues from other programs while these opportunities are explored and exploited. The membership must continue to recruit new members and increase participation by all members, thus increasing revenues and bringing new ideas and energy to the organization. The plan also highlights the importance of an on-going evaluation program that monitors all WABO programs to assure that they meet revenue expectations both in the long and short terms and are responsive to the needs of the membership and building industry at large.

The Organization

WABO was incorporated in 1977, and according to the Articles of Incorporation, for the purposes of:

1. Development of uniform performance standards and requirements for construction and construction materials, consistent with nationally recognized standards of engineering, fire, health and life safety throughout the state;
2. To promote and conduct regional workshops and educational seminars on construction related codes, enforcement of said codes and all other areas of building and construction-related codes;
3. To review and act as advisor to the state legislature and the State Building Code Council on proposed changes to construction related codes; and

4. To assist and advise local building officials in the applicability of construction-related codes, including but not limited to, plans examination, departmental procedures, inspection programs and methods.

Management of the Association is conducted by a Board of Directors and Officers of WABO working closely with the association's management firm. In addition, a professional lobbyist is employed to keep the membership apprised of legislative activities, and two technical consultants are employed as independent contractors to provide advice and services to the certification and registration programs.

Services

WABO provides a variety of services to its members and the public. Those services include a welder certification, special inspector certification, educational seminars, a retail store selling code books, and quarterly business meetings for networking and training. In addition, the Association's service menu includes providing a technical code development program; advisory services to the State Building Code Council and legislature; and outreach services bringing building officials, the public and building industry professionals together to promote safety in the built environment.

Financial Considerations

Primary funding for WABO programs comes from fees associated with the welder certification program. Smaller amounts come from member dues, book sales, training seminars, sponsorships and advertising. A goal of the organization is to diversify income to reduce dependency on one program and to allow for expansion of WABO programs to provide quality services to the members.

1.1 Objectives

1. The WABO Strategic Plan is the governing document of the Association and therefore provides the guiding principles of the Business Plan, which in turn assists in the budget process.
2. Increase participation in and income from the following programs:

WABO Bookstore:	Provide excellent service to members
Education Seminars:	Provide necessary training to keep code officials up critical issues
Certification:	Welding Program – maintain current levels Special Inspection Program – cover costs of the program
Membership:	3-5%
Sponsorships:	3-5%
Advertising:	5-7%
3. Increase participation of WABO volunteers to offset the cost of new and established programs.
4. Set up procedures to review all WABO fees on a biennial basis.
5. Establish a method for WABO Committees to set goals based on the WABO Business Plan, monitor progress, and report information back to the Executive Board.
6. Establish procedures for evaluating proposed new programs and assessing the effectiveness of existing ones.

7. Reduce reliance on the welder certification program as the main income source for the Association.

1.2 Implementation

The business plan should be targeted to support the strategic plan, so that WABO's resources can be focused to support the primary values of the organization.

- Executive Board assigns priorities and specific duties to each WABO Committee. Establish a process for developing annual work plans for WABO Committees.
- Analyze the current customer base in each program to determine who are actually using WABO services – member, nonmember, associates, etc.
- Retain and expand current market and determine who is a potential customer – the present market includes mainly Washington code officials, construction industry, and students.

2.0 ORGANIZATION SUMMARY

The Washington Association of Building Officials budget for 2018-2019 was over \$1,000,000. Primary sources of income are the Welder Certification Program, Special Inspection Program, the WABO Bookstore and the Annual Education Institute. Less than five percent of the budget comes from member dues, which is very unusual for a professional association. Funds raised by the four main income sources are used to offset the remainder of services provided, such as the lobbyist, code official accreditation program, emergency responder program, quarterly business meetings, training, code development, office expenses, other member services, and management fees.

WABO acknowledges the trend in book sales is moving from printed documents to electronic versions. As that trend increases, the function of the Bookstore is moving from a revenue center to becoming primarily a member service.

2.1 Legal Entity

The Washington Association of Building Officials is a Washington State nonprofit corporation.

2.2 Association Management Company

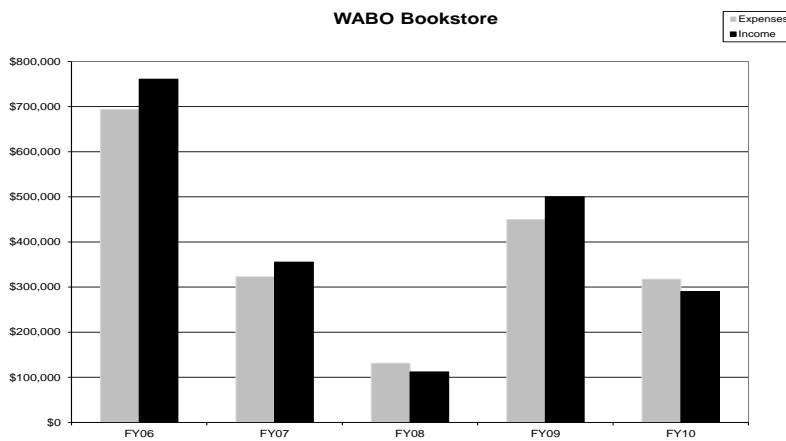
The business interests of the association are managed by a management contractor under a three-year contract. The management company provides accounting, project management, public relations, membership maintenance, and coordination of services for all of the Associations activities. In addition, the management company manages the association's bookstore, certification and registration program, code official accreditation program, emergency responder program and the WABO Newsletter. Additional information on the Associations current management company is available in Appendix A of this plan.

3.0 SERVICES

3.1 The WABO Bookstore

PURPOSE: To offer a local source for purchase of code books to members and the public while providing an additional stream of revenue to help fund other WABO programs.

Background: The WABO Bookstore opened in October 1998 and currently sells code books and other reference materials from vendors such as International Code Council, IAPMO, NFPA, NEC, American Wood Council, State of Washington (amendments), and others. There is a cyclical nature to the income from code books as the model codes and standards are generally updated every three years. During a code change year, sales increase dramatically, however, during the last year of cycle, sales are greatly reduced.



3.1.1. Competition

There are several places available to purchase code books and related publications including, ICC, IAPMO, NFPA, Amazon and others. However, the largest competitive impact is the trend of the publishers to move from printed documents to electronic books. By selling electronic books, the publishers eliminate intermediate booksellers such as WABO and market direct to the end user. As this trend continues, there will be a significant impact on Bookstore revenues, and WABO will need to look at the Bookstore as a member service instead of a primary revenue source.

3.1.2 Service Level

- WABO has outstanding customer service and quick delivery unmatched by other vendors. If the item is in stock, WABO ships within 24 hours as opposed to ICC, which usually ships within seven days. When customers call the WABO office, they talk directly to the person who can deal with orders, backorders, invoicing, credit cards, and follow ups.
- Territory - Most other vendors cover the national market. WABO focuses mainly in the State of Washington.
- Marketing – WABO mainly markets to its members. The Bookstore occasionally travels to locations where code training is held at the request of other ICC chapters.

3.1.3 Pricing

Gross profit from sales is being eroded by two factors being imposed by the publishers. First, the percentage discount to resellers is being reduced and in some cases eliminated altogether. For instance, ICC recently eliminated any reseller discount on titles they sell but are published by others. On these publications, the Bookstore now pays the same price as any other ICC member. Second, minimum quantities required for discounts have been increased. Whereas WABO used to be able to order small quantities of code books from ICC and IAPMO and still get the maximum discount available, we now must order 50 or 100 copies at a time to get the best discount.

WABO consistently offers the lowest price for members. Retail prices are lowest nearly half of the time. Suggestions for ways to increase profits via pricing include:

- Increase desired profit margin for our retail products. As the Bookstore transitions from revenue center to a member service, competitive pricing for retail sales becomes less important.
- Continue to review the printing policies for Washington State Amendments. Utilize the lowest overall cost method, whether printed in-house or by local printer.
- Seek other sources for book purchases.
- Because of the good service provided, WABO prices should match those available to national association members and retail prices should at least match the vendor prices if it meets the targeted profit margin. A higher price should be implemented if needed to reach that margin.

3.1.4 Marketing Strategy

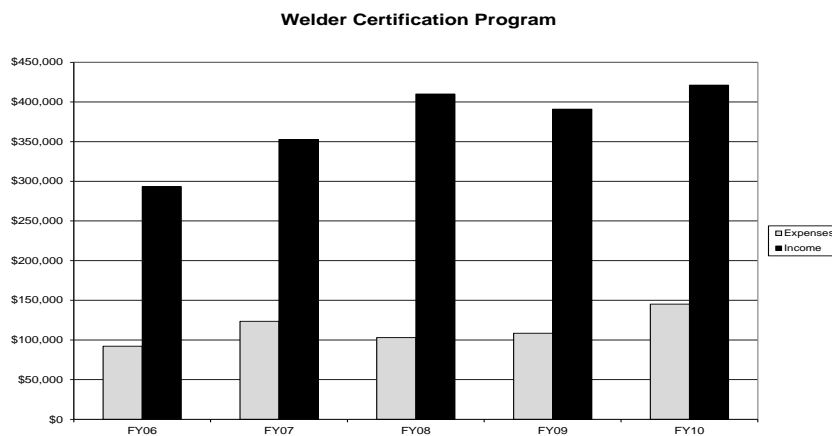
- While maintaining competitive pricing, WABO's goals are to continue to provide quality service and one-stop shopping for members and non-members.
- Reduce the number of titles maintained in inventory to avoid an inventory of outdated material.
- Eliminate stocking titles marketed to groups other than WABO Members.

3.2 CERTIFICATION AND REGISTRATION PROGRAMS

3.2.1 Welder Certification

PURPOSE: To establish uniform qualification procedures and testing for certification of welders, welding operators and tackers for building officials.

Background: WABO developed the welder certification program in November 1980 and is intended to provide building departments with the means to meet the certification obligation imposed on the building official to ensure conformance with the International Building Code. To become certified, a welder must successfully pass a welding test for individual categories given by a WABO approved weld testing agency. There are currently over 8,500 certified welders enrolled in the program and 54 WABO weld test agencies. Income from this certification program funds the majority of WABO programs. The program's success has expanded to become an industry standard.



3.2.2 Service Level

Awareness of this program continues to increase in the construction marketplace and serves a number of entities. It serves WABO members by providing a program that verifies the qualifications of welders to work on various welded building components and connections. It serves many:

- Special inspection agencies/personnel performing structural steel special inspections per IBC Chapter 17 assuring that person performing the welding tasks have demonstrated satisfactory welding skills.
- Architects and engineers have confidence that their designs are being constructed as detailed. It serves building owners and users with confidence that the buildings they own, use and maintain were constructed by skilled tradespersons.
- It serves as professional recognition of skills for the welding industry. In addition, agencies such as WDOT specify WABO certified welders in many of their project specifications.

3.2.3 Competition

Competition comes mainly from the American Welding Society (AWS) program, although there are many differences between the programs. There is also the Canadian Welding Bureau who has expressed an interest in working with WABO, and in exploring an international certification process with ICC. The program is widely embraced by the welding industry and highly recognized by the professional design community.

3.2.4 WABO Weld Testing Agencies and Examiners

There are currently 54 qualified weld testing agencies and 86 examiners. Weld testing agencies are required to have an audit of their facility every three years and examiners renew their certification every year.

3.2.4 Fees

WELDER AGENCY

Registration – Application & Evaluations	\$300
Renewal (every three years)	\$300

WELDER EXAMINER

Initial Registration	\$135
Renewal	\$55
Late fee	\$20
Lost card	\$20
Transfer fee	\$55

WELDER

Initial Registration	\$55
Renewal (every year)	\$55
Late fee	\$20
Lost card	\$20

The fee for welder renewal increased for the July 2018 renewal period to \$55. It is recommended that there be a review of fees every two years.

3.2.5 Marketing Strategy

- The WABO Welder Certification is one of the most successful programs of the organization. Because it is so well accepted in the industry, we must continue the integrity of the program.
- WABO and private industry have partnered to create a successful program. WABO values this partnership and will continue to involve private industry in the development, enhancement and promotion of the welder program.
- In 2006, a scholarship program was established for students enrolled in a welder program. Scholarships of \$500 are awarded to 10 students per year meeting eligibility requirements. In the fall of 2009, the number of recipients increased to 20 per year.
- In recognition of participation in the program, continue to provide hard hat decals to each welder when they renew.

- Growth for the program could be achieved by encouraging building departments in Washington to always require WABO certified welders on jobs and assuring that their personnel and the special inspection personnel check the welder's credentials.

3.3 Special Inspection Certification Program

PURPOSE: To assist building officials with the requirements of Chapter 17 of the IBC by establishing up-to-date qualification criteria and guidelines for registering special inspection agencies and for testing and certifying special inspectors.

Background: The Special Inspection Certification Program was developed in January 1993 and was designed around the philosophy that the "special inspector" referenced in the International Building Code, section 1704, is a quality control agency, organized with qualified management, and supervisory personnel, special inspectors and laboratory technicians together with the appropriate equipment and facilities to conduct material testing in accordance with those standards referenced in the IBC.

The program provides building departments with the means to meet the obligation imposed on the building official to approve special inspectors. The voluntary registration program was designed to provide a means of documenting special inspection and testing qualifications and competency in the various types of work cited in the IBC.

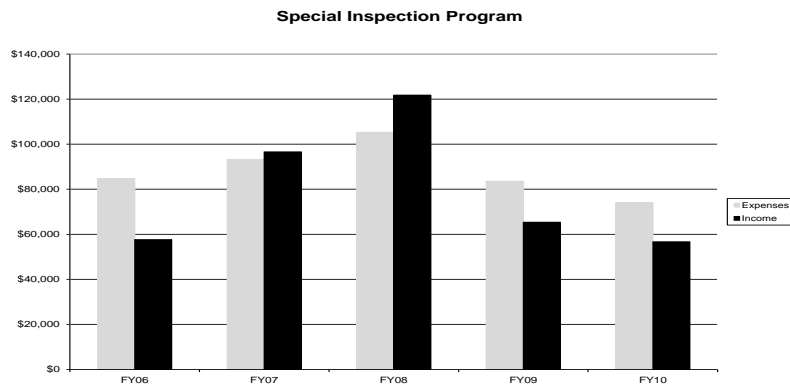
The program provides for registration of organizations as Special Inspection Agencies and individuals as Special Inspectors in the following categories:

1. Reinforced Concrete
2. Concrete Placement
3. Pre-stressed Concrete
4. Shotcrete
5. Structural Masonry
6. Structural Steel and Bolting
7. Structural Welding
8. Spray-applied Fire-resistive Materials
9. Lateral Wood
10. Cold-Formed Steel Framing
11. Proprietary Anchors
12. Fire-Resistant Penetration and Joints

Proposed new categories are considered by the Certification and Registration Committee before being brought before the membership for final adoption.

3.3.1 Service Level

The Special Inspection Program provides a valuable service to Building Code Officials, Architects, Engineers, building owners, and Special Inspection Agencies. From a financial stand point, however, the program is very technical in nature and requires a good deal of administrative support. When it was established, the goal was to make sure the fees for the program were enough to cover the cost of running it.



3.3.2 Fees

Fee schedules attached (Appendix C)

3.3.3 Marketing Strategy

- Educating building officials on special inspection requirements and how the WABO program assures inspector and agency competency could perhaps increase awareness of the value of the WABO program in assuring code requirements are met.
- Strongly encourage members to adopt local ordinances that require WABO or equivalent certification for all special inspections required by code thus increasing the demand for certified special inspectors and agencies.
- Develop new marketing material to distribute to those who don't use the program.
- WABO and private industry have partnered to create a successful program. WABO values this partnership and will continue to involve private industry in the development, enhancement and promotion of the special inspection program.
- Reduce overhead costs by utilizing WABO volunteers in the certification process. Reduce consultant fees by developing a cadre of trained association members to perform interviews of inspectors and key agency personnel required as part of the certification process, as well as conduct agency audits.
- Review the program's fee schedule every two years and adjust fees as necessary to assure the program meets cost recovery goals.

3.3.4 WABO Steel Fabricator Registration Program

This registration program was developed in 2010 to assist building officials in meeting the requirements imposed in Chapter 17 of the International Building Code (IBC) by "establishing and recognizing" a person, firm or corporation as an "Approved Fabricator." The program also aids the design community, registered WABO Special Inspection/Testing Agencies and the fabrication industry by providing a standardized process for evaluating and registering fabricators of structural steel. Work done on the premises of an "Approved Fabricator" is not

subject to special inspection as required by IBC chapter 17 for such work done within the scope of the fabricators quality system manual.

3.5 Member Services

PURPOSE: To provide a forum for building officials and industry partners to network with their peers, receive training on the latest in building codes and construction materials, and work together to help educate the public on the importance of building safety.

WABO offers many services to its members for the low cost of annual member dues. Members receive discounts on code books ordered through the Bookstore and on WABO sponsored training seminars. They maintain a website with up-to-date information; have the ability to register for events online, and place low cost ads for employment. They receive a quarterly newsletter and participate in quarterly business meetings at locations around the state of Washington. They also are able to join a chat line where they can discuss topical issues with their counterparts across the state.

In 2009, WABO became registered by the State of Washington to establish the Code Officials Apprenticeship Program. There is a shortage of skilled workers in the building code industry as many experienced officials are ready for retirement. The Apprenticeship Program was unable to gain funding through legislation and was converted to the Code Official Accreditation Program. The program offers a path for new inspectors to obtain standardized training , which will foster a productive and loyal workforce for the future.

In August 2010, the Accredited Code Official Program (ACO) was finalized and available for building officials to apply. The accreditation program demonstrates that the accredited code official has passed a WABO approved examination that covers Washington laws related to state building codes including, but not limited to, administrative procedures, architectural barriers, and Washington amendments to the administrative codes. It is intended that each jurisdiction employ a building official that meets certain minimum requirements.

3.5.1 WABO Membership

While most associations rely heavily on member dues to fund programs, less than 5% of the WABO budget comes from dues. Compared with other building official organizations in other states, WABO offers its members a “dues bargain” because of the strengths of the certification programs and bookstore.

3.5.2 Fees – Member Dues (revised 2011)

Population under 50,000	\$ 95.00
Population 50,000 - 100,000	\$185.00
Population over 100,000	\$275.00
Associate Member	\$195.00
Government Employees	\$ 45.00
Active Students	\$ 45.00

3.5.3 Marketing Strategy

- Evaluate and publicize the actual “value” received from membership and review the amount charged for member dues.
- Examine additional categories for associates to promote associate participation in the organization, and a higher rate for those who join just to get member prices on books and education.
- Investigate funding mechanisms to fully fund the Code Officials Accreditation Program.
- Explore the concept of WABO becoming a statewide chapter.
- Provide assistance to other chapters with their membership and training needs.
- Encourage members to become more actively involved in Association activities to improve the association in general and reduce the overhead costs of programs.
- Explore options for wider marketing of the Association via the webpage, mailings and other resources.
- Consider offering “promotional” memberships to jurisdictions in order to pique their interest in the Association.
- Provide more programs geared to promoting associate membership and participation.
- Develop programs to encourage active members to recruit new members from their neighboring colleagues. Consider local area “bonding day” lunches for plans examiners and inspectors from different jurisdictions.
- Provide formal invitations to local elected officials and staff directors to attend WABO meetings.

3.5.4 Quarterly Business Meetings

WABO currently holds business meetings four times per year – January, April, July, and October. The summer and fall meetings are held in various venues around the state, with the spring meeting in Leavenworth and the winter meeting in Olympia. The April meeting averages the most attendees (70+) and the January meeting is the lowest attended (45).

There is a consistent core group who attend regularly. They come for networking with their peers, participation on committees, and professional development.

3.5.5 Fees

Quarterly meetings are usually held at hotels with meeting rooms large enough to accommodate a group of 60-80 people, with breakout rooms for committee meetings. Coffee and pastries are supplied in the morning, a lunch at noon and snacks at an afternoon break. The annual business meeting in the summer includes an evening awards banquet. The registration fees do not cover the entire cost of the meetings, so quarterly meetings are supported by other programs.

Registration members	\$65
Registration annual meeting	\$105/\$120

3.5.6 Marketing Strategy

- Encourage member attendance and participation by offering quality programs, training and networking opportunities at quarterly meetings.
- Offset meeting costs by developing a sponsorship marketing program that promotes the value of sponsorship.
- Investigate the use of new technology, such as webinars, to reach those unable to attend in person.
- Examine additional ways to reduce deficit spending for meetings including both cost reduction and revenue improvement such as instituting a food fee, reducing venue costs, etc.
- Consider holding only three meetings per year rather than four. The January and April meeting could be combined and be held in March. The Government Relations Committee could meet in Olympia during the session to remain involved in the legislative process. Other committees could meet outside of the business meeting schedule if necessary to conduct their business.

3.5.7 Additional Sources of Revenue

3.5.7.1 Advertising

WABO currently offers advertising space in the quarterly newsletter; however, no active marketing program is in place to sell advertising. The rates are:

Full page – 7.5” x 9.5”	\$125
Half page – 7.5” x 5.0	\$ 75
Other – 4.5” x 5.0”	\$ 50
Other – 2.25” x 5.0”	\$ 35
Business Card – 2.0” x 3.5”	\$ 25

WABO sells job advertising space to members on the WABO website for \$50 and \$75 for nonmembers. The ads run for 30 days.

Marketing Strategy

- Increase advertising revenues by developing a marketing plan identifying the value of including WABO media (website, newsletter, meeting packets, etc.) in the advertisers marketing mix. Target markets include associate members, testing agencies, industry partners, educational institutions, etc.
- Develop a newsletter program that addresses cost-effective distribution, advertising criteria, a marketing plan and content concerns including encouraging contributions from members and others.
- Develop an online newsletter (instead of print) and increase publications in order to provide more up-to-date information.

3.5.7.2 Sponsorships

WABO seeks sponsorships from associates and interested industry partners to help offset the costs of meetings and other programs.

Sponsorship Categories:

Platinum Sponsor	\$1600.00
Diamond Sponsor	1200.00
Gold Sponsor	800.00
Silver Sponsor	500.00
Bronze Sponsor	250.00
Quarterly Meeting Coffee	250.00
Quarterly Meeting Lunch	750.00
Vendor booth at AEI	250.00

Marketing Strategy

- Increase sponsorship revenues by developing a marketing plan that identifies the value to the sponsor of WABO sponsorship, solicits additional sponsors, and identifies other strategies for retaining existing sponsors.
- Include WABO membership to those who sponsor \$500 or more.
- Increase sponsorship opportunities by investigating additional sponsorship levels for general sponsorship and options for sponsorship of targeted opportunities.

3.6 EDUCATION

PURPOSE: Provide quality educational opportunities to building and fire officials, plans examiners, inspectors, and others in the construction industry that provide attendees with valuable information and required continuing education units, while supplying a stable and diverse revenue stream to WABO.

3.6.1 Annual Education Institute

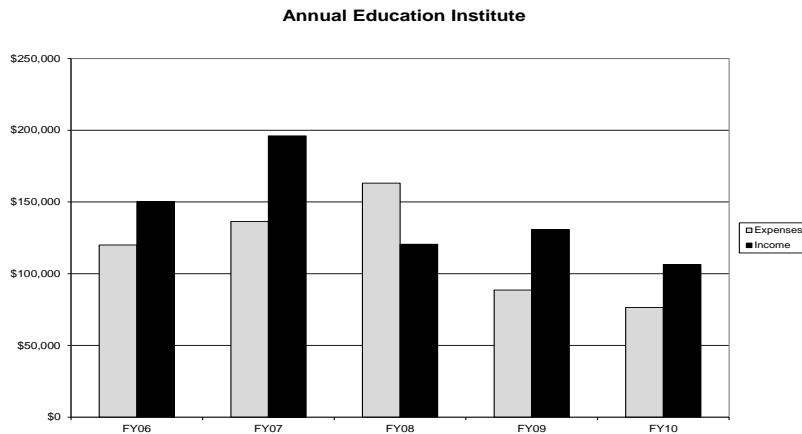
The first WABO Education Institute was held in Leavenworth in April 2002 with approximately 400 attendees. The Institute has been growing continually since and reached a peak in 2016, with over 1300 attending classes. The 2007 Institute was held in Vancouver, WA and did not receive the same support as when it is held in the Seattle area. In 2007, WABO partnered with the Washington Association of State Fire Marshals to offer training to their members at the Institute. In 2010, WABO returned to self-sponsoring the AEI.

3.6.1.1 Fees (revised 2017)

Current fees: Early registration - \$125 member / \$175 nonmember
Late registration - \$150 / \$200

3.6.1.2 Competition

- International Code Council
- Washington State ICC Chapters
- Community colleges
- Other associations and industry groups



3.6.1.3 Marketing Strategy

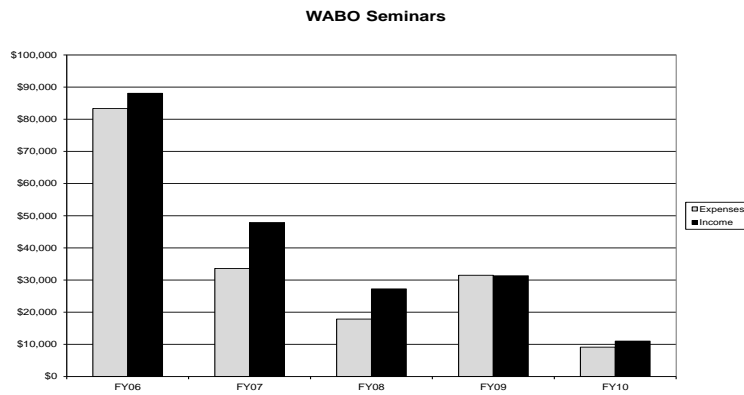
- Conduct on-going surveys to determine future training needs.
- Provide for consistent, quality instruction by developing a cadre of contract presenters.
- Maximize revenues by utilizing volunteer instructors augmented by paid keynote presenters.
- Maximize attendance within the limits of the venue by holding the Education Institute in the central Puget Sound area.
- Maximize attendance per class by limiting the number of tracks available and focusing tracks on technical code, code administration and management, and 1-2 specialty tracks addressing current or emerging needs.
- Review fees on a regular basis to make sure all expenses are covered and the Association receives a profit.

3.6.2 Training Seminars

WABO has been offering topic specific training seminars for regulatory personnel and the construction industry for several years with the goal of providing at least 10 per year. Past efforts include I-code update, structural and non-structural review, IRC classes in association with the Building Industry Association of Washington, and historical/existing building training in conjunction with the Tacoma/Pierce Co. Master Builders Association, etc.

3.6.2.1 Fees

The current fees are \$150 member and \$200 nonmember per full day class.



3.6.2.2 Competition

- International Code Council
- Washington State ICC Chapters
- Community colleges
- Other associations and industry groups such as AIA, SEAW, etc.

3.6.2.2 Marketing Strategy

- Continue providing training for building departments, as well as architects, engineers, designers, etc.
- Develop a marketing plan to more aggressively encourage the participation of builders and other non-regulatory industry members.
- Investigate the use of new technology, such as webinars and online classes, to provide training to those unable to attend in person.
- Consider classes in other languages.
- Maximize profits by cataloging available meeting rooms located at city/county offices, schools, and other venues that are available free of charge or at reduced rates and continue to use hotels that offset food and beverage against meeting room rental.
- Consider cost reduction strategies such as offering box lunches or no-host lunches to cut costs and maximize profits.
- Investigate offering new classes in Green Building.

3.7 GOVERNMENT RELATIONS

PURPOSE: Promote and advance the needs of the Association as it relates to legislative issues.

WABO Articles of Incorporation, Section III, Part 3, states: “to review and act as advisor to the State Legislature and the State Building Code (Advisory) Council on proposed changes to construction related codes...” For WABO to be effective in the legislative arena, WABO must remain involved with both the State Legislature and at the state agency level. To be effective in the Legislature, WABO must be both proactive and reactive.

WABO first contracted with a legislative lobbyist to represent its interest in January 1998. Since laws enacted by the state seriously impact the jobs of building officials, WABO felt it was critical to have someone at the capitol to monitor legislative activity. In 2002, WABO formed a coalition of industry partners to push adoption of the International Codes in Washington. The bill passed in April 2003. Since that time, members have come to realize how important involvement in the legislative process is to the Association.

The Government Relations Committee:

- Determines a list of legislative priorities to be advanced during the meeting of the state legislature.
- Assists the paid lobbyist by responding to requests to testify at legislative hearings.
- Participates in coalition building with other groups who support our positions.
- Participates on the State Building Code Council and serves on TAGs.
- Network with other government agencies to promote our positions on issues.

3.7.1 Fees

Government Relations funding comes from the revenue produced by other WABO programs and goes mainly to employ a legislative lobbyist at a fee of \$3,000 per month (\$36,000 a year).

3.7.2 Marketing strategy

- WABO should continue to develop a yearly Legislative Platform for distribution to not only the members and industry partners, but to legislators and other lobbyists. The list must be continually adjusted, fine-tuned and/or changed depending on the issues being addressed by the Legislature.
- Develop a written agenda and strategy for review of agency rules and a proactive stance for working with various agencies that can help advance WABO’s agenda.
- Continue to employ a lobbyist to represent WABO’s interest as building officials do not have the time needed to do it on a volunteer basis.
- Develop a program promoting better communication with state agencies in order to better influence decisions being made at that level.
- Establish a core committee to review issues as they arise and provide direction to the lobbyist in a timely manner consistent with the pace of legislative activity.

3.8 TECHNICAL CODE DEVELOPMENT

PURPOSE: Represent the association and its members in the code development process by reviewing proposed code requirements for consistency with the mission, goals and objectives of WABO; proposing code amendments necessary to further the interests of the WABO membership; and to provide white papers and technical expertise in interpretation of code requirements to promote consistency in interpretation and application.

The WABO Technical Code Development Committee is made up of dedicated individuals who get involved in the technical side of changes to the existing codes and to offer new ideas for new codes. They attend ICC hearings as well as the State Building Code Council meetings. They provide the expertise that is essential to the Association and contribute greatly to the mission of the Washington Association of Building Officials by ensuring safe building practices to protect the public.

3.8.1 Fees

Funding for the Technical Code Development Committee comes from the general fund and the membership feels that the hard dollar cost of the technical committee is low while most of the value is gained by the participation of the membership. The time investment made by the organizers and participants is worth the small cost incurred.

This Committee offers travel scholarships to members to attend national code hearings. First-hand participation is vital for understanding the code adoption process. Not only does every vote count, but every person adds a few minutes at the microphone. Offering scholarships exposes people to the code development process when they wouldn't otherwise have the chance. Having greater depth of understanding about the codes is a benefit to WABO and its members and having more people attend the hearings increases WABO's effectiveness.

3.8.2 Marketing Strategy

- Take more positions on proposals at the national level and seek support from other Statewide and regional ICC chapters such as the Washington State Association of Fire Marshals, and the Northwest and Southwest Washington chapters. Get involved with the regional divisions of ICC.
- Get more WABO members appointed to ICC Code Development Committees to expand influence.
- Speak up in WABO's name at the code hearings and submit code change proposals and comments in WABO's name.
- Collaborate with others in the industry on code change issues.
- Have more involvement at the state agency level prior to attending the national meetings.
- Increase the time for the Technical Code Development Committee meetings.

4.0 Conclusion

The long term financial stability of the Washington Association of Building Officials is critical, not only to the membership but to all those who rely on WABO for its products and services. This business plan provides an analysis of the Association's many programs, products and services and makes recommendations for future activities to maintain and grow the Association's strong fiscal state.

The business plan, along with the Association's strategic plan, are intended as guides to assure WABO's continued financial health as well as structured growth. It is important that the association monitor and evaluate these plans on a periodic basis to assure they reflect the ideals of the membership and current conditions in the construction industry. Equally important is the development of growth plans for the individual programs that make up WABO's service and product mix. The Association's standing and ad-hoc committees should be charged with developing growth plans on an annual or bi-annual basis (depending on future budget structuring) to assure that the committee work supports both the strategic and business goals of the Association.

The Washington Association of Building Officials continues to be a leader in safety in the built environment, and in the regulatory and code development communities. Programs such as the welder and special inspection certification programs have become so widely accepted in the Washington construction industry that they have become standards used by the industry to assure the competence of thousands of construction workers around the state. With the guidance provided in this and the other planning efforts referred to in this plan, the Association should be well positioned to continue and grow its leadership position while providing for the fulfillment of its members expectations.

Appendix A

Board of Directors – 2019/2020

C. Ray Allshouse, AIA, CBO, ACO
President
City of Shoreline

Kurt Aldworth, CBO, ACO
First Vice President
City of Kirkland

Lee Kranz, CBO, ACO
Second Vice President
City of Bellevue

Tom Phillips, CBO, ACO,
Immediate Past President
Town of Woodway

Jonathan Siu, PE, SE, ACO
Past President
City of Seattle

Trace Justice, CBO, ACO
Past President
City of Mill Creek

Gary Schenk, CBO, ACO
Past President
City of SeaTac

COMMITTEES:

CERTIFICATION & REGISTRATION
Chair – **Brian Smith, CBO**
City of Bellevue

TECHNICAL CODE DEVELOPMENT
Chair – **Micah Chappell**
City of Seattle

EDUCATION COMMITTEE
Chair – **Todd Blevins, CBO**
City of West Richland

ACCRDICATION COMMITTEE
Chair – **Andy Higgins, MCP, CBO, ACO**
City of Seattle

STATE BUILDING CODE COUNCIL
Chair – **Micah Chappell**
City of Seattle

GOVERNMENT RELATIONS
Chair – **Tim Woodard**
City of Blaine

FINANCE
Chair - **Angela Haupt**
City of Kirkland

OUTREACH SERVICES
Chair – **Stacy Criswell, CBO**
City of Monroe

EMERGENCY MANAGEMENT
Chair – **Ray Cockerham, CBO**
City of Puyallup

APPENDIX B

Association Management Company

WABO currently has a management contract with the association management company, Jenkins Management Solutions, LLC to administer the programs of the Association. Jenkins Management Solutions, LLC leases office space at 4405 7th Ave SE Ste 205, Lacey, Washington, where it conducts WABO business. The office is open to the public for purchase of code books, certification renewals and test taking. Jenkins Management Solutions, LLC is an independent contractor to WABO, but represents the business of the Association to the public.

Technical Consultants

WABO currently employs two technical consultants:

Kingsley Drake, Mukultio, Washington

Jay Ponce, Camas, Washington

APPENDIX C

SPECIAL INSPECTION REGISTRATION PROGRAM FEE SCHEDULE

Effective July 1, 2016

AGENCY INITIAL REGISTRATION

Audit/Inspection Preparation - optional service of assistance in preparation of application and/or audit/inspection \$135 per hour plus expenses

Registration Application - includes 3 hours application and deficiency processing time. Additional processing time will be charged the prevailing hourly rate \$350

Registration Audit/Inspection – includes one audit/inspection. Additional time will be charged at the prevailing hourly rate. Includes 2 hours of deficiency processing time. Additional deficiency processing time will be charged the prevailing hourly rate \$700 plus expenses

AGENCY ADDITIONAL TYPES OF WORK REGISTRATION

Registration Application - includes 1/2 hour application and deficiency processing time. Additional processing time will be charged the prevailing hourly rate \$135 per type of work

Registration Audit/Inspection \$135 per hour plus expenses

AGENCY REGISTRATION RENEWAL (every three years)

Renewal Application Processing - includes 2 hours application and deficiency processing time. Additional processing time will be charged the prevailing hourly rate \$350 plus expenses

Registration Audit/Inspection - includes 1 hour of deficiency processing time. Additional deficiency processing time will be charged the prevailing hourly rate \$525 plus expenses

KEY PERSONNEL REGISTRATION

Technical Director Application \$160

Supervising Laboratory Technician Application \$160

Special Inspection Field Supervisor Application \$160 1st category plus \$55 each additional

Annual Certificate Renewal \$55 per certificate

Certificate Reinstatement \$75 per certificate

Certificate Replacement \$30

Certificate Transfer \$65 per certificate

Interview - approximately 1 hour per category \$135 per hour plus expenses

Interview no show \$135

SPECIAL INSPECTOR REGISTRATION

Special Inspector Application \$160 1st category plus \$55 each additional

Special Inspector Proprietary Anchor Application \$160

Placement Inspector Application \$160

WABO Exam Applications - applicants must submit initial application and exam application at the same time \$135 per exam

Annual Certificate Renewal \$55 per certificate

Reciprocal Certificate Renewal - renewed every 3 years on January 1, 2009, 2012, 2015, etc. Includes Shotcrete, Lateral Wood and Lateral Framing \$55 per category

Certificate Reinstatement \$75 per certificate

Certificate Replacement \$30

Interview - approximately 1 hour per category \$135 per hour plus expenses

Interview no show \$135

Note: Expenses include WABO consultant travel time, transportation and meals and lodging, when necessary. WABO attempts to coordinate interviews and audits to allow agencies to share expenses. Current prevailing hourly rate is \$135.