

DHI STRATEGIC PLAN

Final Version
Approved by the
DHI Board of Governors
March 2007

INTRODUCTION

The DHI Strategic Plan details the strategic direction of the Institute. It is the result of a series of meetings throughout 2004 and Spring 2005.

The Plan is comprised of our strategic vision for the Institute (core ideology; big audacious goal; envisioned future; and branding) and our long-term (three to five year) goals. The plan also presents objectives for which progress towards these goals can be measured. The plan is revisited each year to ensure its appropriateness.

The DHI Operational Plan is a new document this year. In the past, our Strategic Plan incorporated strategies and tactics. These are now addressed in an Operational Plan that outlines DHI's activity for the next year to eighteen months. Specifically, the Operational Plan details the work planned for ongoing programs as well as strategies addressing the specific long-term goals and objectives. Each year the DHI Operational Plan will be completely rewritten by staff and approved by the leadership.

These two documents, the Strategic Plan and the Operational Plan, are working documents to be employed by the DHI leadership and staff in the strategic management of the Door and Hardware Institute.

ANNUAL DEVELOPMENT SCHEDULE

In the future, the following schedule will be executed every year.

Spring Meeting of the Board of Governors

- The DHI Board of Governors will receive a report from the Strategic Advisory Council produced over the previous twelve months, identifying new issues not addressed in the DHI Strategic Direction & Vision. The DHI Board of Governors will determine if there is a need to change the Strategic Direction & Vision based upon the Council's report.
- DHI staff will present the basic framework of the upcoming Operational Plan for the Institute to receive the Board of Governors' direction.

Summer Meeting

- Based upon feedback at the spring meeting, the DHI Finance Committee and staff will present changes to the Strategic Direction & Vision document, the Operational Plan, and budgets for final approval by the DHI Board of Governors at its summer meeting.

Complete Rewrite of Strategic Direction & Vision

- In three to five years, timing as appropriate, leadership and staff will undertake a complete re-write of the Strategic Direction & Vision for DHI.

STRATEGIC PLAN

DHI'S CORE IDEOLOGY

DHI CORE PURPOSE

To advance the safety and security of the built environment.

DHI CORE VALUES

- *Integrity*
- *Accountability*
- *Focus on members*
- *Financially responsible*
- *Commitment to technology*
- *Responsible leadership*
- *Committed to diversity*

DHI'S ENVISIONED FUTURE

DHI'S BIG AUDACIOUS GOAL

DHI will be recognized and branded as a powerful public policy advocate and unified voice that creates a positive business environment in the life safety and security industry.

VIVID DESCRIPTION

- *The built environment and government will look to our industry as the authority on life-safety and security in all types of buildings.*

- *Our members will be called upon at the development stage of all building projects, and construction stakeholders will value the knowledge and expertise of our industry.*
- *Our members and their companies will experience greater success due to the positive business environment.*
- *Building code organizations will rely on DHI as an authority in life safety and security.*
- *Other organizations will seek DHI's guidance and support in their code efforts.*
- *The world will be safer for building occupants and first responders as a result of an improvement in creating a balance between life safety and security.*
- *Our industry will be considered an exciting career opportunity for those interested in participating in the building development, design and construction industries.*

DHI'S IDENTITY OF EXCELLENCE

DHI will be branded for providing excellence and eminent influence.

VALUE PROPOSITION

- *Develop strategic alliances, coalitions, and relationships with a variety of organizations to advance the safety, security, and accessibility of the built environment.*
- *Maintain personalized relationships with key government decision-makers and agencies at the national and state level.*
- *Build a strong strategic position and wide recognition as the credible source of information about the life safety and security industry.*
- *Develop positions on key issues of interests and importance to members and the life safety and security industry.*
- *Become branded for being a powerful advocate and voice for the life safety and security industry.*

VALUE DISCIPLINE

- *Be viewed as a credible resource of valuable, research based information on the life safety and security industry.*

- *Position the association as the spokesperson and visionary concerning the future of the life safety and security industry.*
- *Develop access to strong research and data gathering capabilities.*
- *Understand views of other key constituents in the life safety and security community.*
- *Reshape the organization's infrastructure to support this proactive advocacy role.*

DHI MEGA ISSUES

Mega Issue 1: *How does DHI improve its members' ability to understand and influence the regulations and codes, which will continue to be a major factor in the role the distributor plays within our channel?*

Mega Issue 2: *How does DHI increase the value and professionalism within all distribution channels to improve business practices?*

Mega Issue 3: *Is there an urgent need for DHI to provide a lead role to help identify, attract and retain, promote and develop leadership talent and Human capital to the industry? How does DHI provide leadership to solve this issue?*

Mega Issue 4: *How does DHI help shareholders expand their current Electronic Security and Access Control offerings, penetrate existing opportunities, become active in new or expanded arenas, and provide additional value within the channel?*

DHI LONG TERM GOALS (THREE TO FIVE YEARS)

Goal A: DHI will be the members' indispensable resource for industry trends, professional development and best business practices.

Objectives:

An increase in:

- 1. activity and resources directed to reviewing, updating and developing relevant information to prepare the industry for the significant changes that are going to occur in its business environment*
- 2. participation in education programs*
- 3. local chapter participation in DHI programs and services*
- 4. participation at the annual meeting*
- 5. programs for membership recruitment and retention*
- 6. the retention of credentialed members*
- 7. providing information on opportunities with Electronic Security and Access Control*

Mega Issue:

Mega Issue 2 and 4 are addressed in this goal:

- #2. How does DHI increase the value and professionalism within all distribution channels to improve business practices?*
- #4. How does DHI help shareholders expand their current Electronic Security and Access Control offerings, penetrate existing opportunities, become active in new or expanded arenas, and provide additional value within the channel?*

Goal B: DHI will be a powerful advocate who creates a favorable code environment in the life safety and security industry.

Objectives:

An increase in:

1. *DHI's impact on future code language that supports its members.*
2. *amendments to current code language that may be damaging to DHI members.*
3. *partnerships with other organizations to better influence codes.*
4. *code review communication bodies proactively seeking DHI participation.*
5. *interaction and cooperation with fire marshals to have DHI as a major resource for code interpretation.*

Mega Issue:

Mega Issue 1 is addressed in this goal:

How does DHI improve its members' ability to understand and influence the regulations and codes, which will continue to be a major factor in the role the distributor plays within our channel?

Goal C: DHI will be branded as a leader in safely securing the built environment.

Objectives:

An increase in:

1. *strategic alliances with other related trade associations and organizations (resource sharing).*
2. *advertising in related trade journals.*
3. *requests for DHI expert members and/or resources for government committees or groups*
4. *the number of white papers published that define DHI's vision of safely securing the built environment.*

5. *attracting and retaining qualified personnel to the industry.*

The existence of a/an:

5. *associate membership class for non-traditional stakeholders (architects, fire marshals, insurance representatives, trades, etc.).*
6. *certified distributor programs that use industry standards.*

Mega Issue:

Mega Issue 3 is addressed in this goal:

Is there an urgent need for DHI to provide a lead role to help identify, attract and retain, promote and develop leadership talent and Human capital to the industry? How does DHI provide leadership to solve this issue?

2010 DHI Vision:

- o *Increased membership growth.*
- o *Increased its value to members.*
- o *Safety and security education outside of its traditional industry (e.g., regional fire marshals office).*
- o *Created New regional programs for electronics.*
- o *Be acknowledged for its certification program.*
- o *Re-branded itself and enjoy increased awareness with key stakeholder audiences.*
- o *New best practices training.*
- o *A reputation as a powerful advocate who creates a favorable code environment in the life safety and security industry*