



**5-YEAR  
PLAN  
2022**

DRAFT-10.17.22

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Attachment I            Organizational Chart

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## I. MISSION STATEMENTS

**SPRI continues to be the industry's leading technical collaborative for Members to discuss, develop, and deliver credible data and information to positively influence the roofing industry and code bodies on technical issues.**

## II. PRESENT STATUS OF ORGANIZATION

### SPRI Profile

SPRI is the leading trade association of low-slope roofing system and component manufacturers and stakeholders dedicated to the single ply roofing industry. SPRI consists of various forms of membership including regular, associate, affiliate and other Members such as honorary lifetime members and Staff.

The organization is technically astute, collaborative, innovative and productive. SPRI maintains a high profile in the roofing industry recognized for the development of consensus standards. It is a leading force in the roofing industry with respect to technical expertise and credible data. Participants in SPRI have expertise in various areas including, and not limited to manufacturing, chemistry, architecture, engineering, computer aided drafting, roof consulting, roofing technical support, component integration, and research and development.

SPRI staff members and volunteer membership function as a highly motivated, talented and cohesive team while maintaining the highest level of integrity.

### Services, Programs and Activities

- Industry Statistics
  - Monthly membrane & roof board statistical reporting programs;
  - Quarterly membrane & roof board statistical reporting program by state and province;
  - Quarterly reporting of Canadian Shipments by province; and
  - Annual reporting program by region, application, membrane type.
- DORA™ listing service for roof assemblies;
- ANSI SPRI ES-1 FM4435 Calculator;
- Code development and industry advocacy;
- Annual Wind Seminar and educational programs and events;
- Technical Research;
- White papers and technical document library;
- Website, blogs, and content development;
- Industry wide EPD development;
- Sponsorship of industry events (e.g. IIBEC, NRCA, RICOWI);
- Participation in ASTM & ASHRAE Committees ;
- Membership in industry organizations such as

- AIA/CES, ANSI, ASHRAE, ASTM, IIBEC, ICC, CRRC, RICOWI
- Marketing of SPRI and the industry.

### III. INTERNAL FUNCTIONING OF SPRI

#### A. Organization

1. The organizational chart is appended to this plan as *Attachment I*.
2. Responsibilities and Accountabilities:
  - Functions are set by SPRI's Board of Directors and its President;
  - Duties are assigned by SPRI's Board of Directors, President and Committee Chairs; and
  - Tasks are implemented by: SPRI's staff, committees, subcommittees and task forces.

All activities are undertaken with a focus to accomplish the organizational mission statement in accordance with SPRI values and priorities.
3. All meetings shall follow SPRI's Bylaws and policies including SPRI's antitrust statement and SPRI's Task Force Process document.

#### B. Meetings

1. SPRI's Board of Directors, Technical Committee and staff meet quarterly;
2. SPRI's Executive Committee meets in between quarterly Board meetings if needed;
3. SPRI holds its Annual Meeting generally in conjunction with its Annual Conference;
4. Special meetings will be scheduled for when called for by SPRI's President or 3 Directors;
5. Committee and Task Force meetings may meet at other times as called with noticed provided;
6. SPRI may participate in industry summit leadership meetings as scheduled from time to time.

### IV. INFLUENCING FACTORS AND ASSUMPTIONS

#### A. Internal Environment (Challenges within the control of SPRI) to be met:

1. Demand on SPRI to participate in industry-wide activities will likely increase.
2. Quality industry education by SPRI on a larger scale using credible, accurate data will continue to benefit Members, other industry partners, and the public.
3. There is a continuing need to educate the roofing industry, contractors, consultants, and code officials on SPRI research and standards in new ways and with more urgency and efficiency.
4. There is always the threat of losing the edge in the industry for technical data, therefore vigilance is necessary.

5. Demand on SPRI Membership to proactively address codes and standards as weather event intensity and frequency increases.
6. Energy demand continues to require SPRI Members to further address energy efficiency, respond to code changes surrounding energy use, and bring forward technical updates and developments for contribution to understanding and reducing the industry's environmental footprint.
7. New or expanding technologies, integrating with roofing systems will continue to drive SPRI to research and develop educational programs, codes, and standards.

B. External Environment (Challenges that are largely beyond the control of SPRI):

1. Disasters from extreme weather events are likely to continue increasing given current trends and climate changes;
2. Government regulation may have an ongoing impact on American industry, especially in the areas of health, safety and environment;
3. There will likely continue to be a growing shortage of skilled labor;
4. The short supply of energy resources will likely result in higher material costs and may impact the overall market for the roofing industry;
5. Inflation mitigation efforts by the federal government and others will likely have an adverse impact on demand in the next 5 years;
6. Transportation challenges will likely remain elevated following the impact of Covid 19 and the supply chain shortages that followed;
7. Global conflict and international politics will likely cause issues and concerns;
8. Future impact of global manufacturing and supply practices will likely require SPRI's attention and consideration of actions to take;
9. Future impact to stakeholders from substitutions of untested components during supply constraints will likely become problematic in various ways;
10. Demand forecasting will likely remain difficult;
11. The increased national focus on the environment will likely create an increasing demand from the industry for more environmentally compatible products and sustainability standards;
12. New technology will likely continue to impact industry; and
13. Local and regional jurisdictions will likely continue to place more demand on SPRI to maintain and proactively address changes that may directly impact its Members.

## V. OBJECTIVES

### 5 YEAR GOALS

#### A. **Add membership value:**

1. Expand collection and distribution of meaningful statistics to the participating Members;
2. Develop DORA™ into the roofing industry leading performance directory for the benefit of Members and other stakeholders;
3. Deliver increased technical leadership and advocacy for the roofing component and system manufacturers for the benefit of SPRI Members;
4. Facilitate and advocate for the sustainability and resilience of the Single Ply Roofing Industry; and
5. Recognize Staff and volunteers' contributions regularly, frequently, and more prominently.

#### B. **Code Enhancement:**

1. Drive input from membership for code update and improvements;
2. Lead the Single Ply Roofing Industry in code updates for industry advancement;
3. Deliver measurable value to stakeholders in SPRI's code development process and outcomes;
4. Collaborate effectively with other roofing industry organizations;
5. Invest in resources and processes to achieve SPRI's code goals over time; and
6. Report code proposal activity and success rate to Members.

#### C. **Influence and impact Legislative and Regulatory issues that could affect SPRI Members:**

1. Attend appropriate hearings and meetings;
2. Build and maintain relationships with other industry organizations for the benefit of Members and other stakeholders (e.g. AHPBC, ARMA, CEIR, and NRCA) to increase the industry's voice in Washington, DC; and
3. Develop and execute a more effective technical and information communication strategy to gather and share with Members.

#### D. **Increase SPRI Market Presence:**

1. Double or greater DORA user traffic (visitors) in 5 years;
2. Engage Technical Director role to lead membership in the production of content including articles, technical documents and other publications;
3. Deliver a platform wherein SPRI Technical Director with the support of membership speaks regularly at annual technical events to the benefit of Members and other stakeholders;

4. Invest in professional marketing, promotion assistance to create and increase value to Members;
5. Communicate and advocate loudly on the sustainability and resilience of the Single Ply Roofing Industry;
6. Market proactively SPRI as a leading roofing organization;
7. Publish articles, technical documents, standards, and other publications on a structured timeline to increase content at least 15% annually; and
8. Embrace social media intentionally to the benefit of SPRI and other stakeholders.

E. **Increase membership by at least 5% annually:**

1. Explore new categories of membership and/or participation in SPRI;
2. Execute and invest in new Member outreach to achieve goals annually; and
3. Develop peer-to-peer outreach material and process.

**Impactful Priorities (Change to Summary Table)**

- Increase in Code Activity by SPRI;
- **Technical Director Role in Executing the Plan;**
- Marketing Expansion;
- Sustainability in the Industry;
- **DORA™ future; and**
- Member Types/Expansion

**DORA –**

Strategic Planning Committee believes it is in the best interest of memberships’ extensive investment of resources in DORA to date, that the DORA Steering Committee be led by the SPRI Technical Director and be a standing Committee, not a task force.

Strategic Planning Committee requests the following:

1. The DORA Steering Committee seeks feedback from companies who have listed in DORA and from Committee meeting participants on what “leading performance directory” looks like to stakeholders. Report these findings to the SPRI Board.
2. The DORA Steering Committee to re-affirm specific milestones for 1,3,5 year to accomplish objectives A2 and D1 listed above and report these to the SPRI Board.
3. The DORA Steering Committee deliver an outline of the resources required, i.e., marketing, structure, and leadership required to accomplish the milestones.

## **Technical Director –**

Strategic Planning committee believes that SPRI has an obligation and opportunity to improve member benefit with additional investment in our technical director position. Specifically, the conversion from reactive reporting to proactive technical leadership will bring value to members. Leadership of SPRI strategic objectives would be overseen and coordinated by an expanded technical director role. This role will drive our technical alignment throughout the SPRI organization.

Strategic Planning committee recommends the following to the SPRI board:

1. Update the SPRI technical director responsibilities to align with the strategic objectives listed above prior to its January 2023 SPRI meeting.
2. Expand funding for the SPRI technical director position to execute the increased hours and role required.

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