



**MASTER BUILDERS
ASSOCIATION**
of King and Snohomish Counties

A LOOK BACK, A LEAP FORWARD

MBAKS 2023 STRATEGIC VISION

Prepared by Master Builders Association
of King and Snohomish Counties

OUR MANIFESTO

Everyone deserves a place to call home. Not just an address or somewhere to take shelter, but a little slice of the universe that's all your own. A place where you can plant roots and grow. Where you have a voice. Where you make memories. Where you always belong. A house is a structure with four walls and a roof—but a home is wherever you can be you. That place might look a little different to everyone, but the feeling of safety and comfort it provides is universal. And to us, that's a feeling no one should live without.

Since 1909, the Master Builders Association of King and Snohomish Counties has been making home happen. We live in one of the best places in the world, and as representatives of our region's housing industry, it's our duty to keep it that way—by making housing available and attainable to everyone. That's why we support those who provide the Puget Sound region with places people can call home.

We've been the voice for builders for more than 100 years, helping to shape our community for the greater good. We devote years to creating legislation that promotes a free market where housing supply can keep up with regional demands.

We collaborate with our communities to develop land in ways that serve everyone, balancing environmental preservation with housing provision. And we're continuously building a home of our own, where our members can connect, learn from each other, and succeed. Together, we're determined to provide our region with attainable housing—today, tomorrow, and for the next 100 years.

There's a reason people say home is where the heart is—because home is where everything begins. It's integral to human success, to creating connected communities, and to building a better tomorrow. That's why, as the Master Builders Association of King and Snohomish Counties, we don't just make housing happen—we make home happen.





**A message from our
Executive Director, Jerry Hall**

The Master Builders Association of King and Snohomish Counties has a long, storied history of advocating for housing solutions. But we can't rest on our laurels. To remain a proactive, positive force in our region, we need to periodically take a hard look at what we do and reassess our strategic goals to best serve our communities. That's how we stay flexible, capable, and relevant enough to make a difference.

As MBAKS' Board of Directors entered 2023, we had one clear goal: create a new strategic plan. At the start of the year, the National Association of Home Builders' leadership team visited MBAKS to discuss opportunities for collaboration, energizing us to move forward with planning in earnest.

We began this process with a discovery session led by the Belief Agency. This led to the creation of a manifesto defining the association, identifying its aspirations, and outlining its priorities.

An outside consulting agency, Crux Consulting, led the Board and staff directors through comprehensive planning sessions to determine the association's new direction. On September 28, the Board formally adopted the new Strategic Plan.

As we close out 2023 and look to the future, our top strategic priorities will include housing advocacy, community engagement, and member success. We will tackle these with a sense of balance, duty, and determination—because to ensure we succeed in our critical work, we have to do it right.

Everyone deserves a place to call home.

Let's make it happen.



**A message from our
Board President, Traci Tenhulzen**

At the Master Builders Association of King and Snohomish Counties, we believe that everyone deserves a place to call home. That place might look a little different to everyone, but the feeling of safety and comfort it provides is universal. MBAKS' purpose is to make home happen and we seek solutions that balance the needs and values of government, the environment, and our community, all of which are impacted by housing attainability.

As a voice for builders for more than 100 years, it's no surprise that MBAKS' Government Affairs hosted over 36 events this year. 900 total attendees were engaged, including local and state elected officials and guest speakers from the Seattle Mayor's Office, King County Council, and Snohomish County's Executive's Office. The Affordable Housing Council also endorsed 60 candidates and made \$69,500 in direct contributions to candidates.

More than 673 Built Green projects were certified this year, continuing the program's successful advocacy for and certification of sustainably built homes throughout our communities.

In support of attainable housing, MBAKS donated a day of building to Habitat for Humanity Seattle-King & Kittitas Counties and presented a check for \$12,500 to the nonprofit organization.

Since 1909, the Master Builders Association of King and Snohomish Counties has been making home happen. We live in one of the best places in the world, and as representatives of our region's housing industry, it's our duty to keep it that way—by making housing available and attainable to everyone. That's why we support those who provide the Puget Sound region with places people can call home.

KEY STATS

Sponsorship & Ads

- In 2023, MBAKS welcomed **34 new sponsorship and advertising partners**, marking a record high not seen in at least six years
- Since 2019, MBAKS' Building Partners program, which acknowledges companies dedicating \$5,000 or more in annual sponsorship and advertising support, has seen a **175% increase** in qualifying participants

Master Builder Magazine Wins Best Publication

Each year, the Association Excellence Awards—presented by NAHB—recognize the outstanding accomplishments of state and local home builders' associations. MBAKS' Master Builder Magazine earned recognition by winning the Best Publication category for associations with more than 600 members, marking a pivotal moment in our journey to inspire and inform the homebuilding industry.

2023 State Legislative Successes

MBAKS successfully advocated for several priority pieces of legislation this year that will have a long-lasting impact. The 2023 Washington State Legislature adopted:

- Middle housing zoning reform
- Permit streamlining
- Statewide ADU legislation
- SEPA improvements
- Condo 'right-to-cure' reform
- Design review guidelines
- Workforce development



Housing Advocacy

In 2023 (to date), MBAKS Government Affairs builders committees have hosted **36 meetings** (with over 900 total attendees). We've welcomed guest speakers from the Seattle Mayor's Office, King County Council, Snohomish County's Executive's Office, and local and state elected officials.

The Affordable Housing Council evaluated and **endorsed 60 candidates, with \$69,500 in direct contributions** to candidates throughout King and Snohomish Counties. The AHC executed **14 independent expenditure campaigns, 6 PAC-to-PAC contributions**, and a **pro-housing voter education e-campaign** that earned 2 million+ impressions.

Housing and Trees Campaign

MBAKS launched a Housing and Trees public affairs campaign to increase awareness about the connection between the housing crisis and local tree policies. Restrictive tree codes can have a significant impact on the ability to produce enough housing to accommodate current residents, newcomers, and future generations. When too restrictive or unclear, tree policies can delay or stop new home construction, which ultimately increases housing costs and creates unnecessary barriers for those who rent or buy.

A few highlights include:

- Launching a tree campaign microsite, HousingAndTrees.com, to serve as the hub of the campaign;
- Releasing a [video promoting balanced tree policies](#), which aired locally on cable and various social media channels;
- Submitting op-eds and engaging in local media interviews, arguing for balanced tree policies, resulting in two MBAKS-authored op-eds being published in [The Urbanist](#) and [Puget Sound Business Journal](#) as well as positive coverage on the news side of [The Seattle Times](#) and [The Urbanist](#).

Action: Please visit our campaign website here: www.housingandtrees.com and sign up for our tree policy newsletter and share these resources with your network about this important issue.

GRIP

- Over **\$47M in total premium** (third largest construction retro program in WA)
- Over **\$13M refunded** to participants in 2023
- Over **\$4M in new premium** brought into the program in 2023
- Average of **over 37% refund per year** over the past 6 years
- **105 fewer injury claims** in 2022-23 Plan Year as compared with 2021-22
- 7.2 injury claims per 100 FTE's in the 2022-23 Plan Year was **lowest on record**

Health Trust

- **17,264** member employees have health insurance through MBA Health Trust
- **25,215** total individuals covered including member employees and dependents
- Participants save an average of **10-15%** on health insurance premiums compared to insuring individually

Built Green

- Certified **673** homes as of end of August
- **37,064** total homes certified since program inception

Membership & Councils

- Members, Overall YTD: **2,460**
 - YTD Builders: **798**
 - YTD Associates: **1,662**
 - Builder/Association Mix: Builder **32.4%**, Associate **67.5%**
- New Members YTD: **154**
 - Percentage of New Members Recruited by Members YTD: **14.5%**
- Councils YTD:
 - PWB: **75**
 - RC: **168**
 - SMC: **57**
- MBAKS Membership Retention YTD: **87.3%**
 - BIAW State Average YTD: **84.9%**
 - NAHB National Average YTD: **76.9%**
- Councils Annual Retention YTD:
 - PWB: **81.4%**
 - RC: **88.8%**
 - SMC: **75.0%**

MBAKS retention rates are among the best in the Federation. We are retaining our members, but not adding new members to offset the normal attrition of membership largely attributed to industry consolidation, retirements, and closing businesses.

Events

- **206** – Total Events and Meetings 2023
- **3,209** – Total Event Attendees YTD

Scholarships

- UW College of Built Environments (Construction Management Program): **\$10,000 by MBAKS**, \$10,000 match by UW
- PWB had 2 Scholarship Recipients, each from one of 2 of our NAHB Student Chapter schools:
 - **Wendy Vermeers:** Wood Tech Center, Residential Construction
 - **Hattie Zhang:** Edmonds College, Construction Management
- An addition to be announced prior to year-end

MBAKS Emerging Professionals Program

- 4 Partner Schools: Edmonds College, Wood Technology Center, Sno-Isle Tech Skills Center, and Lake Washington Institute of Technology.
- Each of these 4 schools are fully financially and operationally sponsored by MBAKS to be NAHB Student Chapters.
- MBAKS is the only local HBA in Washington to have any NAHB Student Chapters.

Member Purchases and Savings Programs

- MBAKS received **\$33,600 in revenue share** from a group of member benefits programs offered by BIAW and NAHB to our members, in addition to the 2-10 Home Warranty program. Our members have saved thousands in product purchases, and other areas featured in NAHB's Member Savings program, like travel and entertainment, automotive, and other business services. Many MBAKS members have been returned thousands (\$21,283 total in 2022 – reporting runs 1 year behind) in rebates from BIAW's rebate purchase program.
- NAHB Members Saved over **\$40,000,000** last year.

COMMUNITY STEWARDSHIP

Big Wins in Community Stewardship This Year

Rampathon – Each year since 2021, we have increased the number of ramps built – 60% increase from 2021 to 2022 and a 30% increase from 2022 to 2023.

Painting a Better Tomorrow has improved logistical processes each year.



RAMPATHON

Total Ramp Applications: **97**

King County – **74**

Snohomish County – **23**

Total Number of Viable Ramps: **45**

Total Number of Builder Companies: **24**

Total Ramps Built: **28** (62% of viable applications)

Ramps by County:

King County – **19**

Snohomish County – **8**

Ramps Per Month:

April – **3**

May – **14**

June – **7**

July – **3**

August – **1**

2023 Volunteer Hours: **2,513**



Rampathon 2023 Quick Facts

- Started in 1993 by NAHB and many home building associations throughout the nation participated.
- In 1994 the MBAKS' Council decided to take the project on as an association-wide event, and it became an annual tradition.
- In 2023 we celebrated 30 years of Rampathon!
- Rampathon is now held from April to August to provide flexibility to build more ramps for folks in need.
- Over those 30 years, there have been 588 ramps built with this year pushing us past 600!
- This year, 28 ramps will be built by 24 captains across King and Snohomish counties.
 - King County ramps: 19
 - Snohomish ramps: 8
- We have over 300 volunteers helping across the 24 teams.
- Our Rampathon recipients' range in age from 92-years-old to 6-years-old!
- Over 75 steps built over/eliminated to provide access to residents homes.
- Dunn Lumber is our Signature Sponsor of Rampathon, donating money as well as lumber supplies for the ramps being built.

This year, BECU is our Community Sponsor and is bringing a team to volunteer at a ramp in SeaTac.



PAINTING A BETTER TOMORROW

20th Anniversary

Total Applications: **10**
 King County – **8**
 Snohomish County – **2**

2023 RECIPIENT: VISION HOUSE

Vision House is a nonprofit service provider that offers transitional housing that helps break the cycle of homelessness for families with children. Regardless of race, religion, national origin, gender, or sexual preference, every person deserves a healthy home. It's not a privilege, but a basic human right.

Vision House's vision is to inspire our community to unite so that all people have access to a healthy home.

PROJECT SCOPE

Volunteer Goal: **50**
 Volunteer Hours estimate: **320**
 Project Square Feet: **3,500**

- 3 offices, 10ft in height and approx. 540 sq. ft.
- Children's Activity Center, varying ceiling height, approx. 1108 sq. ft.
- Family Community Center, 780 sq. ft.
- Hallways estimate 500-800 sq. ft.

KEY VOLUNTEER COMPANIES

Sherwin Williams
 Professional Space designer / color consultant
 Three Professional Painting companies (to be confirmed)

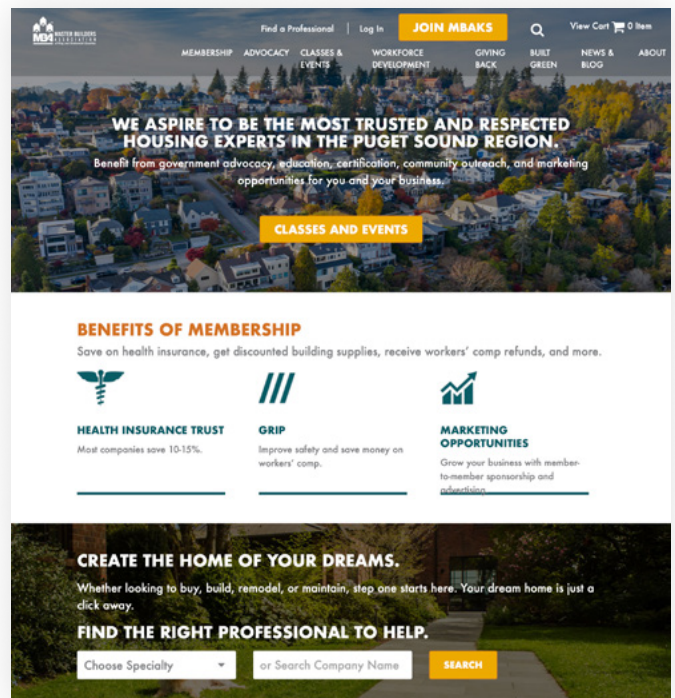
EDUCATION

Big Wins in Education This Year

MBAKS WEBSITE

Creating the new mbakseducation.com was quite an undertaking in the first quarter of this year. The website allowed us to have a greater reach across our membership and provide a variety of educational resources we would not have been able to share previously, emphasizing a more holistic approach to educational programming beyond in-person classes. Since the website's launch in March, we have seen wonderful responses from members, council leadership, and other collaborators. Additionally, we received positive feedback from members highlighting the ease of accessing educational resources and event information. As of Sep. 25, our traffic statistics include:

- **773** Visits
- **594** Unique Visitors
- **1,597** Page Views



SIGNATURE EVENTS

- 01/11/23 **Economic Forecast**
- 02/14/23 **Legislative Hill Day in Olympia**
- 04/13/23 **Golf Tournament – Top Golf**
- 04/26/23 **Elected Officials Reception – King County**
- 05/06/23 **Remodeling Excellence & Trades Remodeling Excellence Awards**
- 06/01/23 **Seattle Builders Council Mixer**
- 06/22/23 **Elected Officials Reception and Crab Feed – Snohomish County**
- 07/19/23 **Golf Tournament – Snohomish County**
- 08/02/23 **Golf Tournament – King County**
- 09/14/23 **Built Green Conference**
- 10/05/23 **Professional Women in Building Conference**
- 10/19/23 **Housing Solutions Breakfast**
- 12/14/23 **Gala**

[View photos of all our events on Flickr](#)



KEY ADVOCACY MILESTONES AND EVENTS BY MONTH

January

MBAKS ADVOCATES FOR PERMITTING FLEXIBILITY IN SNOHOMISH COUNTY

MBAKS introduced the idea and Snohomish County adopted, by unanimous vote, a permit extension ordinance that covers Land Disturbance Agreements and Shoreline Permits. The extension allows for an additional 18 months upon written request.

February

PROMOTING PERMITTING EFFICIENCIES IN AUBURN

Successfully advocated procedure change in Auburn to allow submittal of building permit applications for review prior to final plat being recorded. This simple change has the potential to save weeks on building permit review timelines, bringing more homes to market, sooner.

March

MBAKS LAUNCHES COALITION TO SUPPORT BALANCED TREE POLICY

MBAKS launched the B.O.T.H. (Benefits of Trees & Housing) Coalition as an effort to unite housing partners and community organizations whose aim is to seek a balanced tree policy that supports BOTH housing and trees in Seattle.

April

MBAKS ADVOCATES FOR BALANCED TREE POLICY IN MAPLE VALLEY

The city of Maple Valley adopted amendments to its tree code with input from MBAKS in an effort to achieve balance and meet its housing and tree canopy goals. The city's amendments included a canopy approach, requiring new residential development to have 20% coverage.

May

SEATTLE CITY COUNCIL VOTES TO BALANCE HOUSING AND TREES

In May, the Seattle City Council voted to approve [legislation updating the City's tree code](#) that balances tree protections and replacement requirements with a commitment to predictability and certainty for builders. MBAKS actively engaged throughout the process with many MBA members testifying on behalf of the homebuilding industry. Seattle's decision to balance housing and trees aligns with statewide housing priorities, and this policy can be a starting point for other cities that want to create more equitable, affordable communities. [See MBAKS full press release here](#) and read our op-ed in the [Puget Sound Business Journal](#).

June

MBAKS ADVANCES MIDDLE HOUSING POLICIES IN BOTHELL

In partnership with the city, MBAKS is gathering support for advancing "missing middle" policies in Bothell that would allow four-plexes in all residential zones. The proposal successfully passed out of the Planning Commission this summer and is expected to be approved by the Council early next year.

GRIP:

- In June we provided over \$13M to GRIP participants.
- The first adjustment from the Department of Labor and Industries for the 2021-22 Plan Year came in at a 38.3% refund.
- Enrolled 68 new participating companies with a total premium of \$4.07M.
- Thanks to KOS/RTW reimbursement program, 2021-22 and 2022-23 Plan Year time-loss days are tracking lower than any prior Plan Year.

July

PROTECTING OPEN SPACE AND HOUSING OPTIONS IN FEDERAL WAY

MBAKS successfully advocated for changes to dedicated open space in Federal Way that reduces the on-site performance requirement from 400 sq. ft. to 150 sq. ft. per unit, and exempts development with five units or fewer. For additional flexibility, they expand the fee-in-lieu payment option to all types of residential development to be banked for future park acquisition.

August

PROMOTING TOWNHOUSE DEVELOPMENT IN BELLEVUE

MBAKS and the City of Bellevue partnered to enact a batch of code amendments to promote townhouse development with fee simple ownership. Working together we identified a fix to clearly allow private roads in fee simple townhouse developments going forward. This removes a huge hurdle to future townhome production and ownership in the city.

COMMUNITY CONTRIBUTIONS

- On August 30 we sent a check for \$50K to the BIA Hawaii Foundation to support their recovery efforts for the victims of the Lahaina fire on Maui. This amount matches BIAW's contribution to the effort in helping the many BIAH members who lost businesses and employees, and in helping members rebuild for the many in need.
- We are also making over \$50K in contributions to local organizations who help individuals and families in need across our region. Those organizations include Habitat for Humanity, Sawhorse Revolution and WELD.

AFFILIATE PROGRAM RENEWED

In August, the Board voted for a new, lower cost Affiliate Membership option. As a result, member companies can obtain Affiliate Memberships for \$25.00/year per employee – High Value, Low-Cost add-on for our members to add incredible value to their compensation plans and employee benefits. This program will increase not just membership, but participation and engagement by a new population of members, which will help in building MBAKS for the next generation of members.

September

ADVANCING PERMIT PROCESS IMPROVEMENTS IN REDMOND

Through MBAKS advocacy efforts, the city of Redmond has agreed to allow for concurrent review of preliminary plat applications and civil plans during the permit review process. This small process change will shaved weeks, sometimes months off the process, bringing more homes to market sooner.

BUILT GREEN:

- Built Green Conference on Sep. 14 welcomed 250 attendees to the Lynnwood Convention Center and set a new sponsorship record of over \$30k for the event.
- As of the end of August our Built Green Certification total thus far in 2024 was 673 homes, paired with 343 enrolled projects.
- Completely overhauled Built Green's Remodeling Certification to make it more compelling for that project type and lessen the significant climate impact of existing housing stock.



MBAKS Housing Toolkit

This year, MBAKS released an updated version of the [Housing Toolkit](#), a resource designed to help local communities facilitate more diverse, attainable housing options for our growing region. First released in 2020, the toolkit highlights 43 specific code updates and process improvements to enable more housing choices. The new version contains updates to various resources and reflects recent legislative changes related to existing tools, such as zoning reforms and permit streamlining.



[View the Housing Toolkit](#)



“ We need zoning reform, we need permitting reform, we need to make sure we have available land on which to build, we need to be paying attention to the available supply of labor.

— Lt. Governor Denny Heck

[The Urbanist - Eight Housing Questions with Lieutenant Governor Denny Heck](#)



Raised Our Voices in Olympia, Leading to Policy Wins

Many of MBAKS’ priority issues passed the legislature in 2023 and became law with bipartisan support. These zoning reform bills (middle housing, ADU, and condo reform bills) and permit streamlining measures, among others, are a big step forward for adding much needed housing supply and facing our broader housing crisis head on. MBAKS was part of a broader coalition of housing supporters who saw the great need for more housing choices in our communities and came together to back these important bills.

Importantly, many MBAKS members contributed to this success by stepping up and engaging directly in the legislative process, making a positive difference for housing. Members participated in our virtual Hill Day meetings on February 14, testified at legislative hearings, and joined together with BIAW for its in-person Hill Day and legislative reception on March 21. Prior to session, members met with legislators through our Primary Contacts Program, helping MBAKS to continue building important relationships in Olympia and educate lawmakers on our issues.

MBAKS’ 2023 Hill Day featured more than 30 legislative meetings where members advocated for priority legislation, sharing insight and experiences in homebuilding. MBAKS also hosted a webinar discussion with Rep. Sam Low (R- Lake Stevens) discussing the legislative session and the impact of MBAKS member expertise and involvement.

Advanced Permitting Reform

On May 8, 2023 Governor Jay Inslee signed SB 5290 into law, a bill to reduce permit review timelines and facilitate swifter, more predictable construction. This new law, which was a top MBAKS legislative priority, will streamline the permit review process by requiring local governments to adopt and report timelines. This addresses historically slow permit processes, which have raised housing costs.

MBAKS actively engaged in elevating this important issue to ensure successful implementation as well as advocating for local jurisdictions to make positive changes now, including:

- Developed resource materials educating local governments on SB 5290's requirements and other steps they can take now to streamline the permitting process.
- Published an [op-ed in The Seattle Times](#) by MBAKS Board President Traci Tenhulzen to build greater awareness of the benefits of reduced permit review timelines and predictability in the construction process.
- Made permit streamlining the featured topic at MBAKS' 2023 Housing Solutions Breakfast on October 19, 2023, featuring SB 5290 prime sponsor Senator Mark Mullet and a panel of local mayors.
- Continued advocating to streamline the permit review process. Some examples include: North Bend increasing SEPA categorical exemption thresholds; Issaquah allowing administrative approval of final plats and increasing short plat thresholds from 4 to 9 units; and Covington increasing categorical SEPA exemption thresholds.



Governor Inslee signs HB 1110 and other pro-housing bills into law in Seattle on May 8, 2023. MBAKS was part of a broader coalition of housing supporters who recognized the need for more housing choices in our communities and came together to back these important bills.

Learn more about MBAKS' advocacy at mbaks.com/advocacy

Stood Up for Protecting Energy Choice

This year, MBAKS members joined our coordinated efforts with BIAW to advocate for delayed implementation of the Washington State Energy Code and relay concerns about natural gas restrictions. Members added their voices to those urging the Washington State Building Code Council (SBCC) to reject costly energy code requirements and adopt a more flexible, affordable approach. Thanks to members engaging on this important issue, the SBCC voted 11-1 to delay the implementation of all the state building codes **until March 15, 2024**.

Unfortunately, the revised codes still don't go far enough to preserve access to natural gas in new homes and businesses. The SBCC adopted two modified proposal requests, adjusting the energy code credits in such a way that will deter usage of natural gas in new construction and further add to the cost of building new homes. This is an ongoing issue and MBAKS, BIAW and our members will continue to voice support for protecting energy choice.



BELIEF

Everyone deserves a place to call home.

PURPOSE

To make home happen.

VALUES

Balance

To be in service for the greater good is to be skilled in recognizing tradeoffs. Our work impacts our government, our environment, and our people – and we seek solutions that balance the needs and values of each.

Duty

We've been around since 1909 for a reason – our duty is not only to those who build and preserve homes, but our duty is also to future generations who deserve a place to call home as much as we do.

Determination

The road we're on is a long one, but we'll never lose sight of our goal. We persevere in the present, always with our region's future in mind.



WE MAKE HOME HAPPEN

Housing Advocacy

- Proactively engage in support of pro-housing issues
- Proactively engage in support of pro-housing candidates
- Scale Advocacy Team

Community Engagement

- Deepen Communications Tools & Systems
- Increase Public Awareness About MBAKS and its Values
- Maximize opportunities for member and community participation in the MBAKS' work

Member Success

- Deepen understanding of evolving industry and membership
- Audit current offerings and align resources with highest areas of value
- Implement refreshed member growth and retention strategy

← ORGANIZATIONAL AGILITY & ALIGNMENT →





HOUSING ADVOCACY

Proactively engage in support of pro-housing issues

Tactic	Year
Educate elected officials on housing costs and industry issues	Ongoing
Develop and advance builder council workplans with Tier 1 jurisdictional advocacy objectives	Annual
Develop and promote industry issue resource library	2023-2024
Elevate the level of pressure applied to governmental entities who underperform or act in a manner that should be challenged with legal means or resources	Ongoing
Grow grassroots network and member participation	Ongoing
Semi-annual meetings with all elected officials in assigned jurisdictions	Ongoing

Proactively engage in support of pro-housing candidates

Tactic	Year
Invest in pro-housing candidates	Odd - local Even - state
Grow grassroots network and member participation	Ongoing
Educate candidates on industry issues	Ongoing

Scale Advocacy Team

Tactic	Year
Right size advocacy team	2023-2024



COMMUNITY ENGAGEMENT

Deepen Communications Tools & Systems

Tactic	Year
Evaluate current capabilities and identify opportunities for improvement	2024
Assess current capabilities (website, marketing/communication tracking tools, software, and team structure) and identify opportunities for improvement	2024
Streamline systems and develop communications/marketing strategy that emphasizes consistency	2025-2026

Increase Public Awareness about the MBAKS and its Values

Tactic	Year
Identify priority audiences (i.e. voting constituents, members, end-consumers) and the appropriate avenues to reach them	2024
Define goals and measurement metrics for media/marketing outreach	2024-2025
Launch public awareness/media campaign about MBAKS	2025-2026

Maximize opportunities for member and community participation in the MBAKS' work

Tactic	Year
Develop core purpose, goals, and measurement metrics around community outreach	2024
Assess status quo and see if needs are met or if additional strategic partnerships are needed	2024-2025
Update lobby and building to be more welcoming/modern, increase engagement, and accurately represent brand identity	2025



MEMBER SUCCESS

Deepen understanding of evolving industry and membership

Tactic	Year
Source targeted research and insights to better understand the current state of our industry, incl. outlook (Who are we not reaching and what are their needs, interests, etc.?)	Now
Determine “true” growth and retention potential. Move from measuring by “a number” to market share	2024, Q1
Develop comprehensive member personas	2024, Q2

Audit current offerings and align resources with highest areas of value

Tactic	Year
Perform a GAP analysis of current offers versus research indicated needs/wants	2024, Q2
Evaluate and initiate sunseting of low-value/low-demand/low-relevance programs and offerings	2024, Q3
Identify/plan potential future high-demand/high-relevance programs and offerings; targeted; Plan for agility and flexibility to meet changing trends	2024, Q3

Implement refreshed member growth and retention strategy

Tactic	Year
Identify and propose retention plan for areas/things we can control (versus external factors)	2024, Q2
Perform a complete “implementation feasibility analysis” for complete member success strategy	2024, Q4
Design value proposition communications and distribution plans	2025, Q1

LEADERSHIP

Executive Committee

Traci Tenhulzen
President
[Tenhulzen Residential](#)

Trevor Johnson
1st Vice President
[Blackwood Builders Group](#)

Jennifer Tennyson
2nd Vice President
[Tennyson Homes](#)

Brenda Nunes
Secretary
[Nunes Group Real Estate](#)

Cameron McKinnon
Immediate Past President
[Confluence Development](#)

Jerry Hall
Executive Director (Non-Voting)

Board of Directors

Luellen Smith
[Rhino Wine Cellars & Cooling Systems](#)

Phil Frisk
[PWF Architecture](#)

Kurt Wilson
[Soundbuilt Homes](#)

Vitaliy Gutsalo
[EBM Inc.](#)

Ron Spahman
[JayMarc Homes](#)

April Bettinger
[Nip Tuck Remodeling](#)

John Mirante
[Pacific Ridge Homes, A D.R. Horton Company](#)

Jayson Buechler
[Banner Bank](#)

Troy Schmeil
[Callidus Development](#)

Aaron Hollingbery
[Toll Brothers](#)

Duana Kolouskova
[JMMK PLLC](#)

STAFF

Andrew Adams
Marketing Specialist

Aaron Adelstein
VP of Business Operations

Jennifer Anderson
Director of Government Affairs

Craig Ball
Business Development Manager

Jacob Brownfield
VP of Finance and Shared Services

Kelsey Burdulis
Executive Business Administrator

Allison Butcher
Senior Policy Analyst

Ashley Christ
Education Specialist

Colby Goodman
Director Membership Growth and Experience

Jerry Hall
Executive Director

Russel Joe
Snohomish County Government Affairs Manager

Caroline Keck
Community Stewardship

Jessica Kelley
Event Specialist

Jonathan Lounds
King County Government Affairs Manager

Michelle Magarrell
Strategic Operations Coordinator

Kevin McDaniel
Product and Facilities Manager

Dawn McGuire
Staff Accountant

Cami Moreno
Member Service Associate

Madison Nicholas
Business Development Manager

Sonja O'Claire
Built Green Program Manager

Janna Parry
Applications Manager

Jamie Patnode
Director of Human Resources

Mike Pattison
Sr. Snohomish County Government Affairs Manager

Katrina Peterson
Events Manager

Caroline Maxwell
Marketing Communications Manager

Aliesha Ruiz
Seattle Government Affairs Manager

Veronica Shakotko
Senior King County Government Affairs Manager

James Slone
Content Strategist

Dylan Sluder
State Government Affairs Manager

Amber Snellgrove
Accounting Manager

Ben Taylor
King County Government Affairs Manager

Ha Tran
Accountant A/P and Payroll

Tanya Tsybert
Finance Controller

Gina Tucci
Director of Events

Russ Vanover
Director of Technology

Chance Wallin
Marketing Coordinator

Tasha Weiss
Housing Policy Specialist

Jay Welch
Manager Member Engagement and Experience

Rachel Whiting
Accounting Assistant

Jane Wybenga
Built Green Program Coordinator



A CALL TO ACTION

Membership is the heart of the Association, and members should be our very best recruiters. Currently, member-based recruitment represents only 14.5% of new joins in 2023.

To grow, existing members need to recruit. If each member company recruited just 1 new member, we'd add over 2,500 new members in one year.

MBAKS calls on all members to leverage their industry connections and day-to-day contacts to identify, engage, and convert prospects to new members.

Deliver results and be handsomely rewarded: The new Recruitment Incentive Policy features valuable rewards, in addition to NAHB Spike Credits, like Gift Cards to great restaurants, Logo items from the MBAKS Gear Store, and introduces the Champions Club, which at higher performance tiers provides for thousands of dollars in travel credits, free magazine advertising space, and exclusive club member-only celebration events.

There has never been a better time to recruit new members. We need you.

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