

# HPBA: PAST, PRESENT, AND VISION FOR A THRIVING FUTURE

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Over the last two years, the Hearth, Patio & Barbecue Association (HPBA) has embarked on an ambitious journey to modernize its operations, enhance member value, and demonstrate consistent financial stewardship. At the heart of this transformation is our commitment to fostering a culture of collaboration and feedback. This approach allows us to respond proactively to the needs of our diverse membership while laying the groundwork for a sustainable future.



## A LISTENING TOUR SPARKS TRANSFORMATION

The journey began with a CEO listening tour, where I met with members across the industry to understand their challenges, expectations, and aspirations for HPBA. Through these conversations, a few consistent themes emerged:

- Members needed stronger support in a competitive and evolving business landscape.
- HPBA needed to restore its financial footing.
- A collaborative and informed decision-making process was essential for business growth.

Based on these insights, we prioritized short-term goals aimed at refocusing HPBA on its core membership and creating lasting value for the industry.

## FINANCIAL STABILITY: A CORNERSTONE OF PROGRESS

One of our top priorities was restoring HPBA's financial health. After five years of operating at a net loss, as of 2023 year-end, HPBA is now back in the black. In the past 20 months, we eliminated \$600,000 of post-pandemic debt and reduced overall operating expenses by 15%. These measures were challenging but essential for stabilizing our finances. These measures included significant staff restructuring and reducing dependence on outside contractors. While challenging, these changes were essential for stabilizing our finances.

This financial turnaround has positioned us to rebuild reserves, invest in member benefits, and ensure HPBA remains a sustainable, agile organization. Across national and affiliate members, overall member retention is at 97%, and HPBA's total assets have increased by 34%. These metrics underscore the effectiveness of our strategy and the trust our members place in us.

## STRENGTHENING MEMBER RELATIONSHIPS

Two key areas have been central to enhancing member engagement: HPBExpo and our network of affiliates.

### HPBEXPO: THE INDUSTRY'S PREMIER EVENT

HPBExpo continues to serve as the industry's marketplace for business connections, innovation, and professional development. Recent improvements, informed by member feedback, have significantly boosted engagement. Highlights include:

- Revamped programming, including Retailer Roundtables and enhanced professional development sessions.
- The first-ever Ultimate Awards Ceremony, celebrating industry leaders with four new award categories.
- Clearer policies to prevent unauthorized solicitation, ensuring a fair and professional environment for exhibitors.

These changes have not only improved the Expo experience but also contributed to a substantial 18% increase in revenues since 2022. As we look ahead to HPBExpo 2025 in New Orleans, our focus will remain on fostering innovation, expanding industry participation, and delivering unmatched value.



### AFFILIATE COLLABORATION: A PILLAR OF SUCCESS

Affiliates are the backbone of our organization, connecting retailers and regional networks with HPBA's broader mission. By coordinating advocacy efforts and enhancing support for affiliates, we've strengthened our collective ability to address industry challenges.

With our affiliates, we have worked against gas restrictions in several state and local jurisdictions, helped to pass a ballot measure in Washington State to ensure access to natural gas, and voiced our concerns with the new Colorado state energy code.



### ADVOCACY AND INDUSTRY LEADERSHIP

HPBA's advocacy efforts remain a cornerstone of our mission, addressing critical regulatory and legislative issues. We actively engage with federal, state, provincial, and local officials to ensure codes and standards support a safe and economically viable industry.

For example, our recent success in overturning the ASHRAE addendum underscores the importance of vigilance and industry representation. Challenges like the solid fuel NSPS and fuel choice legislation will require continued engagement, and we encourage all members to lend their voices to these efforts.

Together with coalition partners, we've achieved significant wins, such as overturning an ASHRAE requirement that would have banned vent-free room heaters, passing fuel-choice legislation in Nebraska, and blocking a forced electrification bill in Maryland. These victories reflect the power of collaboration between HPBA, its affiliates, and our engaged members.






## A STRATEGIC PLAN FOR THE FUTURE

For the first time in HPBA's history, we are guided by a comprehensive strategic plan—a living blueprint designed to align resources with member needs while adapting to an ever-changing business environment. This plan focuses on five key pillars:

1. **Advocacy:** Strengthening our role as the industry's voice in legislation and regulation.
2. **Value:** Expanding member benefits and delivering actionable industry insights.
3. **Future Forward:** Preparing HPBA for changing business environments and fostering innovation.
4. **Affiliate Network:** Enhancing collaboration and support across regional affiliates.
5. **Resources:** Ensuring sustainable financial stewardship and diversified revenue streams.

This plan is more than a document that sits on a shelf—it's a commitment to our members, ensuring HPBA remains a proactive, solutions-oriented organization.

## Strategic Plan Snapshot

ADVOCACY	VALUE	FUTURE FORWARD	AFFILIATE NETWORK	RESOURCES
As the industry's voice and legislative leader, HPBA positively influences legislation, regulations, codes, and standards.	HPBA is committed to providing members with professional growth and value for their businesses.	Prepare HPBA for changing business environments and members of the future.	Encourage and support the network of affiliates.	Diversify and grow leaders and revenue to carry out the mission of HPBA.
 <p>HPBA advocates for members and industry, engaging with federal, state, provincial, and local officials, and regulators.</p> <p>HPBA is the leader for legal, regulatory, and technical issues in the industry.</p> <p>Uniting industry leaders, innovators, and coalition partners, we tackle the industry's complex issues together.</p>	 <p>We provide industry data, curated communications, and relevant content designed to inform your business decisions.</p> <p>HPBA connects you with fellow members and thought leaders to foster meaningful discussions, business relationships, and learning.</p>	 <p>HPBA is evolving its brand and programming to ensure it aligns with industry and marketplace trends.</p> <p>HPBA is building a pipeline of future leaders through education programs, service roles, and recognition.</p>	 <p>HPBA continues to expand tangible benefits for retailer members, reinforcing our commitment to retailer growth and prosperity.</p> <p>Together, with HPBA Affiliates, we're building a stronger, more connected industry that thrives on collaboration, support, and shared success.</p>	 <p>HPBA is optimizing resources to scale its value and influence by engaging member volunteers, staff, and other stakeholders.</p> <p>As responsible and innovative stewards, HPBA will have the means to continue to deliver on its mission to serve members.</p>

## INVESTING IN RESEARCH AND WORKFORCE DEVELOPMENT

HPBA's industry research provides critical insights to support member businesses. Recent reports, such as the Hearth Appliance Shipment Report, highlight market trends and consumer behavior, empowering members to make informed decisions. For instance, data shows a steady increase in electric appliance shipments and strong consumer adoption of outdoor hearth products, offering opportunities for growth and diversification.

Additionally, we are investing in workforce development through initiatives like the Government Affairs Leadership Academy (GALA). This program equips industry professionals with advocacy skills and prepares them for leadership roles within HPBA, the industry, and their own companies.

### **A VISION FOR CONTINUED SUCCESS**

As we approach 2025, HPBA's vision is clear: to be a responsive and forward-thinking organization that not only addresses the needs of our members but also drives the evolution of the hearth, barbecue, and outdoor living industry.

We're committed to:

- Reducing members' financial burden by diversifying revenue streams to advance our mission.
- Growing our member base to support the industry.
- Enhancing the value of HPBExpo and other member programs.
- Continuing to build a world-class team to support our vision and member needs.
- Strengthening our advocacy efforts to address emerging challenges.
- Building a pipeline of future leaders through education and recognition programs.

### **YOUR ROLE IN OUR JOURNEY**

HPBA's success depends on the active participation and feedback of the hearth, barbecue, and outdoor living community. Their insights shape our priorities, inform our advocacy, and drive innovation in our programs. Whether through engagement in industry sections, participation in HPBExpo, or involvement in the Government Affairs Leadership Academy, we are excited to see how these insights shape our collective progress as a community.

### **LOOKING AHEAD**

The past two years have demonstrated the strength of our community and the transformative power of collaboration. While we celebrate our successes, we remain focused on the challenges ahead and the opportunities to build an even stronger industry.

Together, we can continue to thrive in an evolving marketplace, ensuring HPBA remains a trusted partner and advocate for your business. Thank you for your ongoing support and commitment to our shared mission.

I look forward to working with all of you to build a vibrant future for the hearth, barbecue, and outdoor living industry.

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