



Strategic Plan

Prepared by:

Glenn Tecker

Chairman and Co-CEO

gtecker@tecker.com

Greg Fine

Principal Consultant

gfine@tecker.com

Cheryl Williams

Senior Consultant

cwilliams@tecker.com

Jennifer Kelly

Senior Consultant

jkelly@tecker.com

www.tecker.com

Tecker International, LLC

301 Oxford Valley Road

Suite 1504B

Yardley, PA 19067



Timeless Core Ideology

*Core ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: the Mission and a set of Core Values. The **Mission** describes the organization's reason for being. Our **Core Values** are the essential and enduring principles that guide the behavior of the organization.*

NAHB MISSION

NAHB strives to protect the American Dream of housing opportunities for all, while working to achieve professional success for its members who build communities, create jobs and strengthen our economy.

CORE VALUES

- **Commitment:** We have an unwavering commitment to the industry and our Mission.
- **Dedication:** We are dedicated to the fundamental value of an attainable place for all to call home.
- **Integrity:** We create a solid foundation for our professional network and communities to thrive.
- **Collaboration:** We are active partners with local and state associations to best respond to evolving industry and member needs.
- **Trust:** We are respectful, honest, and transparent in our decision-making to fulfill our mission

Envisioned Future

*The **Envisioned Future** conveys a concrete, yet unrealized, future for the organization. It consists of two elements: a **Vision** – a clear and compelling catalyst that serves as a focal point for effort, and a **Vivid Description** - a vibrant and engaging outline of what it will be like to achieve the Vision. The Vivid Description articulates how the world could be different for the organization's key stakeholders based on the work that is carried out. Together the two Envisioned Future elements describe the intersection of what a group is passionate about, what they do best, and how they can collectively leverage the resources available to accomplish on behalf of their mission and members.*

NAHB VISION

Building Homes, Enriching Communities, Changing Lives

VIVID DESCRIPTION OF A DESIRED FUTURE

We build homes, enrich our communities, and change lives. NAHB is the leading voice for the housing industry to protect the American Dream of housing opportunity for all, whether through rentership or ownership. This association is recognized as a highly trusted source of information, the vanguard in advocating for pro-housing policy and an essential resource for the residential home building industry and its members. All members advocate for the industry and proactively seek opportunities to engage with one another for the greater benefit of all. Members are fully aware of the benefits and necessity of belonging to NAHB. As a result, membership continues to grow and strengthen because building the business of association members is the business of NAHB.

All three levels of the Federation are connected through a shared vision and unifying strategic focus. NAHB has strengthened its value proposition by developing innovative ways to address big picture issues facing the housing industry and the Federation.

The Federation has solidified its position as the leading advocate for residential construction through the lessening of impacts of overly restrictive regulations and increasing availability of single- and multi-family. Many governmental bodies recognize the value of the NAHB brand, inclusive of our state and local affiliated associations and legislative partners. NAHB's staff and representatives across the association are sought after for their expertise and experience. Based on the trusting relationships established with lawmakers at all levels, the association proactively influences legislation, regulation, and codes before they are voted on and/or adopted.

NAHB has developed and embraced the most diverse resources and solutions for increasing housing attainability. As the industry's profile is elevated, there is increased interest in the residential building industry as a viable and highly rewarding career choice. Access to housing has improved and more homes and housing options are built where they are needed because of the work of our staff and member experts. The public receives higher quality housing because of NAHB, increasing access to housing choice.

Goals and Objectives

Goals serve the organization for the next three years. They are outcome-oriented statements that represent what will constitute the organization's future success. The achievement of each goal will move NAHB towards the realization of its vision.

Objectives describe what we want to have happen with an issue and what constitutes success in observable or measurable terms. They indicate a direction that the organization should take. Objectives have a three-year timeframe and are reviewed regularly by the Board.

GOAL: NAHB AS A FEDERATION

GOAL

NAHB will enhance the partnership with affiliated state and local associations to provide premier member and federation value and support.

OBJECTIVES

1. Create alignment between all NAHB leadership and the strategic plan while pursuing awareness of the plan among local and state association leadership.
2. Increase favorable perception of NAHB as proactive, responsive, relevant and a good steward of member dues and volunteer's time and effort.
3. Increase engagement with state and local association leaders and Executive Officers to increase overall effectiveness of the association.

GOAL: MEMBERSHIP GROWTH AND ENGAGEMENT

GOAL

NAHB is a results-driven organization that delivers value, profitability and growth to its members, the industry, and the Federation.

OBJECTIVES

1. Increase members' awareness of the 3-in-1 Membership.
2. Increase membership recruitment and retention resources.
3. Increase collaboration and buy-in between all three levels of the Federation.

GOAL: ADVOCACY FOR OUR INDUSTRY

GOAL

The NAHB Federation is regarded by legislative and regulatory bodies, the public and the industry at large as the undisputed expert on legislative, economic, legal and regulatory policies which impact the housing industry.

OBJECTIVES

1. Increase the resources devoted to advocacy across the Federation.
2. Bolster government entities' awareness of NAHB as an expert on housing issues and a necessary partner in policy development.

3. Increase NAHB's effectiveness over opposing special interest groups.
4. Increase advocacy and legal challenges that result in a reduction of overly burdensome regulations and zoning requirements.
5. Increase advocacy aimed at improving housing attainability and increasing housing production.

GOAL: WORKFORCE DEVELOPMENT

GOAL

Careers in residential construction will be elevated to attract and retain a larger workforce.

OBJECTIVES

1. Increase efforts to identify and recruit prospective workers to the residential construction industry.
2. Increase opportunities to introduce residential construction careers in early education.
3. Define the opportunities of careers in residential construction in order to attract more construction education candidates.
4. Increase positive public perception of careers in the residential construction industry.
5. Increase opportunities and resources for skilled labor training.

GOAL: PUBLIC PERCEPTION

GOAL

The public embraces the importance of attaining a home for all, and values NAHB and its members' contributions to facilitating the American Dream of housing opportunity.

OBJECTIVES

1. Create a cohesive brand strategy in collaboration with local and state HBAs to build greater engagement with our members, consumers and our communities.
2. Increase public understanding of the value and contributions of the home building industry.
3. Increase resources to expand brand awareness of NAHB.
4. Drive public brand recognition and value of NAHB.

NAHB ON-SITE STRATEGIC PLAN TEAM

NAHB acknowledges the many members who contributed to the formation of this strategic plan document, with particular recognition and acknowledgement for the members and executive officers who participated as part of the peer nominated, on-site strategic plan team.

Adam Aschmann
Brandon Bryant
Taylor Burton
Gary Campbell
Myles Cardenas
Andrew Chaban
Laura MacGregor Comek
Don Dabbert
Joshua Dean
Andi Dirkschneider Bliss
Billy Doelker
Eugene Graf
Jess Hall
Carl Harris
Gary Hill
Alicia Huey
Buddy Hughes
Andrew Kaye
Jerry Konter
Heather Laminack
Greg Lane
Kimberley Mackey
Helmet Mundt
Bill Owens
Bob Peterson
Billy Ray
Tim Shigley
Jeffrey Smith
Craig Toalson
Greg Ugalde
Edwin Williams