



# **NAHB Strategic Plan**

## **January 2020 – December 2023**

**Approved by the NAHB Board of Directors  
September 11, 2019**

# Plan Elements

Commitment Statement .....	3
Planning Process .....	4
Plan Oversight, Reporting, and Review Requirements.....	5
Mission.....	7
Vision .....	7
Value Proposition.....	7
Goals and Objectives.....	8
Acknowledgements.....	11

## Commitment Statement

The National Association of Home Builders (NAHB) recognizes the value robust strategic plans provide. Organizations utilizing such plans share a common set of well documented priority goals and objectives. These organizations report progress towards addressing goals, have better control over both expenses and revenues, and experience improved operational performance. Additionally, individuals supporting these organizations, both members and staff, benefit from a sense of shared purpose.

With the Board's approval of the **NAHB Strategic Plan 2020 – 2023**, the NAHB Board commits:

- **To charge** the Association's Leadership with implementing the Strategic Plan.
- **To communicate** the approved Strategic Plan broadly through the Federation.
- **To direct** NAHB's Committees and Councils to work to advance the Plan's Goals.
- **To develop** annual workplans which support the Goals & Objectives.
- **To use** the Plan to determine the best use of the Association's resources.
- **To report** progress toward the Goals and Objectives to the NAHB Leadership annually.
- **To evaluate** the Plan Goals and Objectives every 3 years with the broader Federation.
- **To validate** the current Strategic Plan with the NAHB Board every 3 years.

## Planning Process

The planning process used to develop the **NAHB Strategic Plan 2020 - 2023** was designed to be inclusive and reflective of the priorities of the entire Federation. Though facilitated by a targeted group of Leaders, the Plan was built upon input received from a broad group of NAHB stakeholders, including: the 2019 Strategic Implementation Team members, National Area Chairs, National Associate Chair, State Representatives, all NAHB Committee and Council Leaders, the NAHB Executive Officers Council, the NAHB Senior Staff, the NAHB Directors, participants in the NAHB Area Caucuses, and the NAHB Delegates to the Leadership Council.

The initial Plan research and framework was directed and developed by a small, targeted *Senior Project Team*. This Team was comprised of 2019 NAHB Chairman Greg Ugalde, NAHB CEO Jerry Howard and NAHB COO Deb Malone. This Team utilized resources from across the Association, including a broad-based survey (an environmental scan) which documented the opportunities and challenges NAHB stakeholders anticipated will face the industry over the next three to five years. These opportunities and challenges become the basis to identify key priorities for incorporation into the Strategic Plan.

These priorities and all Plan elements were then turned over to a targeted *Member Validation Group* for further refinement and initial vetting. The NAHB Association Planning Committee served in this role, weighing in on the basic plan elements and structure as well as facilitating vetting the Plan with the broader NAHB Leadership Team.

Both the Senior Project Team and the members of the Association Planning Committee kept the NAHB Senior Officers apprised of the Plan's progress throughout the development process. The Officers provided feedback to the Plan elements and the resulting Goals and Objectives and supported the final Plan document presented to the NAHB Board of Directors.

The 2019 *Transitional Board* was responsible for the final review and action formalizing the Strategic Plan. The approval of future NAHB Strategic Plans will be the purview of the NAHB Board of Directors. However, as addressed in the **Plan Oversight, Reporting, and Review Requirements** section, the process used to evaluate and develop the Goals and Objectives of all future NAHB Strategic Plans will continue to include input from across the Federation.

## **Plan Oversight, Reporting, and Review Requirements**

### ***Oversight***

The NAHB Strategic Plan provides the Association with guidance regarding both resource allocation and policy priorities. As such the oversight responsibilities and reporting requirements are shared by the NAHB Leadership Teams charged with the business operations of the Association (NAHB Board of Directors) and the policy development concerns of the Federation (NAHB Leadership Council).

### ***Reporting***

The NAHB Board of Directors has the ultimate authority over the approval of the NAHB Strategic Plan. Additionally, the Board charges the NAHB Officers with the responsibility of implementing the NAHB Strategic Plan. This Plan, the result of collaborative efforts across the Federation, will ultimately guide the resource decisions of the NAHB Board, from budgeting to staffing requirements. The NAHB Officers will report the Plan's implementation status and resource requirements annually as the Board reviews the NAHB Operating Budget for the coming year (beginning with the 2021 Budget Process). It should be noted, that the NAHB Directors may direct the Officers to provide the Board with a Plan status report at any time throughout the year with 30 days advanced notice.

The NAHB Leadership Council is charged with directing the policy priorities of the Association. This includes the oversight and direction of the NAHB Committees and Councils. Each year, the Leadership Council will charge the Committee and Councils with utilizing the NAHB Strategic Plan to guide operations and to develop any required annual workplans. Committee and Council Leadership will be called upon to report to the Leadership Council progress made towards addressing the Association's documented Goals and Objectives at the close of each Leadership Year. As with the Board, the NAHB Delegates may direct the Officers or the Committees and Councils to provide the Leadership Council with a Plan status report at any time throughout the year with 30 days advanced notice.

### ***Review***

As noted above, reports as to whether and how the Plan is advancing will be provided to the NAHB Leadership Council and Board at least annually. As Plan progress is reviewed, both bodies will be provided the opportunity to submit for future consideration modifications to the NAHB Strategic Plan.

As the third Leadership Year governed by the Plan begins (2022 Spring Board Meeting), the Board will be asked to consider whether an effort to revise the Plan should be implemented. If the Plan is determined by the Board to be valid and assisting in the successful operation of the Association, the Board could delay beginning a revision effort until the following Leadership Year (2023 Spring Board Meeting).

However, should the Board determine a Plan update is warranted, the NAHB Senior Officers will be directed to initiate the Strategic Planning Review Process. Though the details of this process can be adjusted as determined necessary by the NAHB Senior Officers, at a minimum the process will include the following:

- An updated Environmental Scan (stakeholder survey) or SWOT analysis;
- Insights of the Association Planning Committee;
- Feedback from the NAHB NACs and State Representatives;
- Feedback of all NAHB Committees and Councils;
- Feedback from the NAHB Executive Officers Council Leadership; and
- Validation by the broader NAHB Leadership (Board and Leadership Council).

The resulting updated Plan documentation will be provided to the Board for review and action no later than the Board meeting held in conjunction with the next approaching International Builders Show (IBS). Should the Plan update be completed prior to the IBS, approval of the Plan can be sought at any regularly scheduled meeting. Once approved, the Plan will be communicated to the broader Federation. Regular reports as to the Plan's progress will resume following Plan approval.

## **Mission, Vision and Value Proposition**

The foundation of NAHB's Strategic Plan is the Mission, Vision and Value Proposition of the Association. These key elements were developed by the elected leaders of the Federation and were adopted by the NAHB Board of Directors. These statements were again validated as the **NAHB Strategic Plan 2020-2023** was approved by the NAHB Board of Directors in September 2019.

### ***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.

### ***Vision***

Building Homes, Enriching Communities, Changing Lives.

### ***Value Proposition***

NAHB represents the largest network of craftsmen, innovators and problem solvers dedicated to building and enriching communities. Operating at the local, state and national levels, the NAHB Federation helps its members gain a competitive advantage through:

- ***Knowledge*** - Offers education and other resources members need to expand their businesses and achieve personal success.
- ***Networking*** - Creates opportunities within a community of home building professionals for members to build key relationships and increase their profitability.
- ***Expertise*** - Develops solutions for members' businesses through access to experts who provide insight and information.
- ***Advocacy*** - Improves the business environment on Capitol Hill, in state capitols and in local communities by eliminating excessive regulations.
- ***Savings*** - Saves members money through advocacy efforts, exclusive services and products, and the Member Advantage program.

## Goals and Objectives

### Goals

Built upon the Mission, Vision and Value Proposition guiding the Association, NAHB has established six Strategic Goals. It is these Goals the Association will work to further in the term addressed by this Strategic Plan, 2020 – 2023.

The Strategic Goals include:

**Strategic Goal A:** *Create Membership Opportunities*

**Strategic Goal B:** *Maintain an Effective Federation*

**Strategic Goal C:** *Commit to a Pro-Business Environment*

**Strategic Goal D:** *Expand Access to Housing*

**Strategic Goal E:** *Secure the Industry's Future*

**Strategic Goal F:** *Raise the Stature of the Residential Construction Industry.*

### Objectives

The below documented Objectives are the steps NAHB will take to reach the Strategic Goals. The Tactics, the specific activities to be implemented to meet the Objectives and further NAHB's goals, will be developed by the Association's leadership (Senior Officers, National Area Chairs, State Representatives, Committees, Councils, Executive Officers Council, and NAHB Staff) annually.

#### **Strategic Goal A:** *Create Membership Opportunities*

- A.1 Create membership opportunities which meet the needs of a diverse and evolving residential construction industry.
- A.2 Engage younger members in priority efforts of the Federation.
- A.3 Introduce industry tools and techniques to NAHB members which are designed to further their success in the industry; focus on financing solutions and new technologies.
- A.4 Promote the benefits of doing business with NAHB members.

*Strategic Goal B: Maintain an Effective Federation*

- B.1 Increase the number of members participating in a meaningful fashion in the Federation at all levels and in all classes of membership.
- B.2 Prepare the Federation, the membership and the broader industry for economic fluctuations (e.g. possible recession).
- B.3 Advance the business operations of the Federation through streamlined, efficient processes.
- B.4 Create rewarding membership experiences through enhanced member engagement at all levels of the Federation.
- B.5 Expand the tools and techniques used to communicate with NAHB members and industry stakeholders.
- B.6 Provide enhanced business tools and support to state and local HBAs.

*Strategic Goal C: Commit to a Pro-Business Environment*

- C.1 Promote an economic and capital markets environment that supports residential construction.
- C.2 Promote government and regulatory actions which support entrepreneurs and foster economic growth.
- C.3 Advocate for government decision making entities to take actions favorable to NAHB members and the industry.

*Strategic Goal D: Expand Access to Housing*

- D.1 Advance housing affordability at the local, state and national level.
- D.2 Secure reliable and stable housing financing for the industry and the consumer.
- D.3 Enhance economically sound sustainability practices.

*Strategic Goal E: Secure the Industry's Future*

- E.1 Support industry growth by promoting the techniques and tools of the future.
- E.2 Encourage workforce development by advocating home building and related careers as positive career pathways.

*Strategic Goal F: Raise the Stature of the Residential Construction Industry.*

- F.1 Promote the importance of housing, housing affordability, and the industry members who provide it to the public.
- F.2 Clearly communicate the value of the industry to all NAHB members (Builder, Associate, Affiliate and Student).
- F.3 Promote the benefits of and opportunities available through the industry to skilled industry workers and prospective workers.

## **Acknowledgements**

The 2019 NAHB Senior Officers would like to take this opportunity to express their gratitude to the broader NAHB Leadership for their commitment to the creation of a robust Strategic Plan. The Officers recognize the time and effort required by those participating in the broad-based data collection efforts associated with the Environmental Scan. Additionally, the Officers thank those leaders who reviewed and provided feedback to the draft Goals and Objectives. The input of the Committee and Council Chairs, the NACs, the State Representatives, the Executive Officers Council, and the many NAHB Delegates and NAHB Directors make this Plan a truly valuable, collaborative, guiding document.

Above all, the NAHB Officers wish to thank the 2019 Association Planning Committee for their leadership throughout the planning process. Their work was critical to the success of this effort.

The Senior Officers look forward to working with future leadership teams as this Plan is implemented. Together the NAHB leadership will secure the future of the Association, the Federation, and the industry.