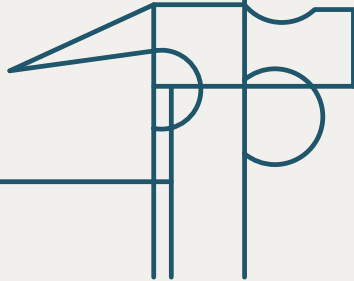


*Sustainably beautiful homes
for future generations.*



**BYGG
MEISTER**
DESIGN | BUILD

2024 - 2026 Strategic Plan

Table of Contents

Strategic Planning Doc

Introduction _____	3
Key Players _____	4
Purpose Statement & Guiding Principles _____	5
Strategic Priorities _____	6
Team Goals _____	10

January 2024

I am pleased to introduce Byggmeister’s 2024-2026 strategic plan — our first-ever “official” strategic plan and our first as a worker-owned company. This is a big milestone. While Byggmeister is no stranger to planning (rigorous planning is a hallmark of our design-build process), this is the first time we have collectively defined our purpose and our priorities as a company.

We embarked on worker-ownership believing that this company belongs to all of us, and that everyone who works at Byggmeister shares the benefits of and is responsible for our flourishing. This strategic plan is an expression and fulfillment of that belief.

The brevity of this plan belies the hundreds of hours that went into it. Led by a strategic planning task force with representatives from each team, the process was transparent, collaborative, and comprehensive. Every employee has contributed ideas and helped shape the final product. Every employee will also play a key role in bringing the plan to life.

To that end, each team will develop annual action plans with clear objectives, tasks, and timelines that advance our strategic priorities. These plans will also include metrics to track and measure our progress. At the end of each year, we will assess and report on how we have done and update our action plans. The annual action plans and reports will become appendices to the three-year strategic plan and together will inform the next round of strategic planning.

Onward,

Rachel White
CEO



Key Players

Strategic Planning Task Force

Brendan Kavanagh
Sales and Project Management Team

Frank Dill
Design Team

Josh Menard
Production Team

Rachel White
Management Team

Employees

Annie Chow
Interior Designer, ASID

Bill Harper
Architect, AIA
Co-owner

Brendan Kavanagh
Project Manager &
Performance Manager
Co-owner

Cador Pricejones
Estimator
Co-owner

Ed Nicholson
Apprentice Carpenter
Co-owner

Emily Sills
Carpenter
Co-owner

Francis Prunier
Lead Carpenter
Co-owner

Frank Dill
Architect, AIA, LEED AP

Jacob Henderson
Carpenter

Josh Menard
Production Manager
Co-owner

Maria Washington
Business Manager
Co-owner

Meg Bennet
Interior Designer

Michael Gimbrere
Lead Carpenter
Co-owner

Rachel White
CEO
Co-owner

Zach Tran-Trinh
Carpenter



Purpose Statement & Guiding Principles

Purpose Statement

We are a worker-owned design build remodeling firm striving to serve as an exemplary steward of existing homes and to build a more equitable and sustainable future.

Guiding Principles

- Every renovation project is an opportunity to improve home performance.
- We believe designers and builders produce better homes by working together as part of the same company.
- We follow triple-bottom lines business practices, prioritizing the well-being of the planet and people as much as the financial health of our company.
- A good project depends on an equally good process — rigorous, thorough, collaborative, and service-oriented.
- We track and measure the effectiveness of our work and continuously strive to improve.



Strategic Priorities

1. Build and maintain an exemplary workforce that develops, attracts, and retains top talent.

We aim to be an employer of first resort for the most promising job seekers in our industry who share our values, believe in our purpose, and desire meaningful careers. When we hire, we are hiring future owners, so we seek out and cultivate workers who are eager to have a stake and a say in the long-term success of the company.

We have made this a strategic priority to embody our commitments to the people bottom line and to justice, equity, diversity, and inclusion; to stand out from our peers in a competitive marketplace; and to ensure that we thrive and serve as a model worker-cooperative for the long-term.



Acting on this priority will likely mean:

- helping to build the next generation of design and construction workers
- creating a culture where employees of different identities and backgrounds feel welcomed and safe
- supporting employees' personal needs and professional growth
- educating employees about operations and giving them voice in refining and improving how we do our work
- providing meaningful opportunities for engagement and connection both within teams and across the company

Strategic Priorities

2. Address the urgency of the climate crisis by expanding and deepening our focus on residential decarbonization.

There are 3 million housing units in MA that are responsible for 20% of our state's annual greenhouse gas emissions. Emissions from existing single-family homes and small multi-family homes are among the most difficult to cut.

We have made this a strategic priority because it is core to our purpose as a company and because our long track record of improving the efficiency of existing homes puts us in a unique position to make progress.



Acting on this priority will likely mean:

- evaluating our sales, design and construction processes and identifying opportunities to further prioritize decarbonization
- sharing best practices for improving home performance and continuing to serve as a thought leader in this arena
- advocating for policies that advance residential decarbonization
- scrutinizing emissions of our own operations, such as transportation emissions

Strategic Priorities

3. Continuously refine our design-build process to optimize collaboration and provide outstanding service to our clients and their homes.

After decades of relying primarily on subcontracted design services, we have successfully built an in-house design team to partner with our in-house production team and are now able to realize the full potential of this partnership.

We have made this a strategic priority because we believe that a fully integrated and optimized design-build process will elevate the quality of our services, enhance the client experience, improve our ability to consistently deliver successful projects, strengthen our team and our culture, and improve our individual and collective job satisfaction.

Acting on this priority will require:

- evaluating our design-build processes, identifying areas of weakness, and developing and implementing plans to address these
- assessing our work with subcontractors, both on the design and construction side, and identifying ways to improve those partnerships and our delivery of those services
- building in more effective feedback loops (including but not limited to feedback from our clients) into our processes to support continuous improvement
- creating further opportunities for collaboration and shared learning across teams



Strategic Priorities

4. Modernize and streamline our systems and procedures to reduce friction, increase efficiency and productivity, and ensure consistent and predictable service delivery and business operations.

We have made this a strategic priority for two reasons. First, since we are serious about our commitment to continuous improvement, we need to apply the same level of scrutiny and the same spirit of innovation to our administrative systems as we do to everything else. Second, we are living in an era of rapid technological change and evolving consumer expectations; staying abreast and even ahead of these trends represents a tremendous opportunity. Conversely, maintaining the status quo could put us at risk of falling behind.

Acting on this priority will require:

- assessing our administrative systems and identifying opportunities to improve efficiency, provide a better user experience, and ensure access to accurate, timely and actionable information
- documenting administrative procedures and processes and ensuring consistent execution
- prioritizing technological competency in hiring, training, and promotion



Team Goals

Sales and Project Management

1. Develop a business plan for performance-focused (non-design or design-lite) projects with goal of establishing dedicated performance project pipeline in FY25 – **Brendan**
2. Review ballpark budgeting process & tools and make improvements to ensure that ballpark budgets are reliable, current, and timely – **Cador**
3. Develop and implement design budgets and schedules on all projects – **Rachel**
4. Review current sales tracking, identify key metrics to track going forward and implement quarterly reporting – **Rachel**

Design

1. Document high performance assemblies and establish a process to improve them to align with code, buildability, low embodied carbon, and other goals – **Frank**
2. Improve our material and product selections by staying current on new and evolving materials/technologies, maintaining high standards for health and performance; and ensuring that our clients can make fully informed decisions – **Meg and Annie**
 - a. Tackle three products per year focusing on products specified in multiple projects
3. Refine our existing client facing design templates and add new ones – **Annie**
4. Improve our utilization of Chief Architect becoming as proficient with Chief as with previously used design software – **Frank and Bill**
5. Formalize design continuing education – **Bill**

Production

1. Develop and implement virtual job book – **Zach**
2. Institute regular hands-on training for field crew – **Jacob**
3. Develop environmental impact (esp. related to carbon emissions) guidance/standards for materials that production crew selects and purchases (i.e., not designer specified) – **Ed, with Emily assisting**
4. Develop mechanisms for closing feedback loops between design, estimating and production – **Michael**

Management

1. Find and move into combined office and storage space that will meet our medium and long-term needs – **Maria**
2. Develop and implement design capacity plan that keeps the design team fully booked (but not overbooked) and aligns with production schedule and capacity – **Frank**
3. Develop and implement a recruitment plan that consistently attracts a diverse pool of top talent for all open positions – **Rachel**
4. Document standard operating procedures and assess existing administrative and financial systems to identify opportunities to streamline and improve efficiency – **Cador**