

As A Home Builder I've had to evolve my business as the market, home building industry and consumer preferences have changed. This has been challenging at times, but also a tremendous opportunity. I've learned in order to survive and grow a business needs to be in tune with their customers. They must be nimble and quick to respond. They need to observe trends, project habits, and be open to new ways of doing business.

I believe these same things can be said for non-profit organizations...including SAHBA. The real-estate, development and construction industry, runs in cycles. We saw a period of unprecedented growth in the mid-2000's followed by an unprecedented recession, and now we are in a period of more modest, sustainable, growth. With that, SAHBA too has had to adjust, from its staff, to number of events and other services we provide. To the credit of many of you, and a dedicated professional staff, SAHBA has maintained a high-level of service in spite of market conditions.

While we have done well, there is an opportunity for thoughtful analysis and improvements. Our priority is to ensure we meet the value proposition of not only our current members but non-members who would benefit from what we provide. We should also try to anticipate the future needs of new businesses that will be entering the marketplace.

Over the years, I've learned success comes to those who are willing to invest...invest in themselves and invest in their businesses. SAHBA too must make an investment for our future.

There are four key areas that I will urge the Board to invest and look to you, the members for support:

First, SAHBA must **Invest in Who We Are**, we have to clearly define our purpose, our objectives and how these things benefit all professionals within the home building industry. If we are not able to succinctly articulate these things, we will lack a strong brand identity, and risk getting lost amongst the many other organizations that serve the business community. While there are many action items we will look to accomplish in this area, I believe our first priority is to revisit and refresh our Mission, Vision, and Values and "from there" we can build our programs and services to match today's changing times.

Second, it is Imperative we **Invest in our Members**. It is the strength of our members that enables us to continue. They are the backbone of our organization. I like to say, we represent "Almost 400 member companies" not just Individual members. After all, whether you are the largest builder in Tucson or a small "mom and pop" business, we are all companies that rely on a healthy economy and increased sales. I will encourage our Board and staff to create new opportunities to promote our member companies. We are a trusted entity in the community and can serve as a resource for consumers when looking for anything from a new custom home to landscaping, to even a plumbing repair.)

Third, **Invest in our Community**. Southern Arizona is where we work, where we play and where we enjoy time with our families. We want to see the place we call home be prosperous. Investing in our Community will pay dividends for years to come. This will require us to think beyond quarterly results and see how good roads, quality schools and recreational amenities, all create a foundation for business retention, expansion and a need for our member company's products and services. I look to you and all our members to take a "hands on" approach to civic engagement. Participate in a stakeholder process, join the Board of a charitable organization, seek service on a commission in the community you live ...maybe even run for office.

Finally, we must **Invest in our Industry**. We still have a critical gap in skilled labor. With your help, SAHBA can continue to close this gap by creating opportunities for young people who are interested in the trades to find training and jobs.

Teddy Roosevelt once said, "Every man owes part of his time to the business or industry in which he is engaged. This ethic was held by Greg Miedema who we honored earlier. And while these words were said nearly 100 years ago, they ring true today. People like Greg, Steve Canatsey and Larry Hume have all chosen to give back to the industry where they make their livelihood.

To finish, I would like to thank all of you for your continued support of "SAHBA", the Home Building Industry and our community. Remember **Be Active and Get Involved**. "Thank You"