Much has changed since we opened for business in 1989. What began as a need for a reliable, independent program to certify fenestration energy performance has become a solution through the creation of the National Fenestration Rating Council (NFRC).

In 2000, NFRC developed a strategic plan to guide the organization into the new millennium. The 2000 plan worked as intended, and ushered in a period of tremendous growth. The number of manufacturers in the Certified Products Directory grew from 240 to 400. Certified fenestration products grew from 80,000 to over 280,000. And in terms of inclusion in state and local energy codes, NFRC is now referenced in 42 states – double the number in 2000.

To maintain this momentum and meet new challenges, the NFRC Board of Directors, with the help of NFRC staff, has developed a new strategic plan to pick up where the previous plan leaves off. It is designed to shape and direct NFRC’s actions through the end of this decade and into the next.

The 2005 Strategic Plan includes a newly approved vision, mission, core values, goals, and objectives designed to strengthen the organization, evaluate and improve existing NFRC programs, create new programs as needed, and keep an eye to the future with a long-term global focus.

And this is just the beginning. This living document will change and evolve as the approved goals form into objectives, which will then become specific action items that are achievable, measurable, and noticeable. Each decision we make, priority we assign, and project we undertake should reflect the intentions of this strategic plan.

As always, a plan of this scope must remain flexible and ready to adapt to changing environments as necessary. We welcome your comments and suggestions as we begin this next chapter in NFRC history.

Marvin Stover
NFRC Chairman

James C. Benney
NFRC Executive Director
VISION
NFRC is the recognized global leader in delivering energy and related performance ratings and certification for fenestration products and systems.

MISSION
NFRC develops and administers comparative energy and related rating programs that serve the public and satisfy the needs of its private sector partners by providing fair, accurate, credible, and user-friendly information on fenestration product performance.

CORE VALUES
Board Leadership
• Commitment to the public interest
• Conscientious, strong, and independent
• Consensus driven process – varied interests working together crafting a balanced approach to our work
• Creative tension – respecting and valuing diversity of input from our stakeholders
• Protecting / preserving the integrity of the NFRC ratings and brand
• Inclusive attitude – desire to serve all segments of the fenestration marketplace

GOALS
1. Strengthen the organization’s ability to achieve its mission
2. Continually evaluate and improve existing NFRC programs
3. Build new programs as needed
4. Maintain a long-term global focus
**GOAL 1  STRENGTHEN THE ORGANIZATION’S ABILITY TO ACHIEVE ITS MISSION**

**Financial**
- Establish a viable and diversified revenue model to support the long-term self-sufficiency and development of the organization

**Customer**
- Improve the effectiveness of NFRC external marketing and education activities to become the energy information clearinghouse of choice for NFRC members and stakeholders

**Internal Business**
- Improve operations of NFRC programs (LAP, CAP, and PCP)
- Establish and support a staff organizational model and succession plan capable of supporting future growth and development of NFRC
- Improve / enhance the financial management capabilities and processes
- Strengthen the skills, capacities, and satisfaction levels of NFRC staff
- Improve the effectiveness of NFRC internal communications

**Learning & Growth**
- Clarify the roles and responsibilities of the Board of Directors and improve overall Board operations

**GOAL 2  CONTINUALLY EVALUATE AND IMPROVE EXISTING NFRC PROGRAMS**

**Financial & Customer**
- To establish and implement real-time, web-based processes that provide a system of rules for the fast, friendly, and efficient input, storage, and dissemination of accurate fenestration energy performance ratings for our certification program participants and other users

**Internal Business**
- Simplify NFRC 100 and NFRC 200 to allow additional grouping of products to decrease repetitive simulations
- Decrease dependence on physical tests for validation without sacrificing credibility and accuracy
- Provide a film attachments certification and rating program
- Maintain and enhance the current certification and rating programs (LAP, CAP, and PCP)
- Review existing technical programs; identify product features not well addressed in simulation procedures and make recommendations for how to address these

**Learning & Growth**
- Establish an organizational culture, which supports thoughtful, valuable, and merited change
GOAL 3  BUILD NEW PROGRAMS AS NEEDED

Financial
• Obtain adequate financial backing to minimize the risks associated with establishing the component-based rating system
• Set a goal of generating a minimum of $300k in annual fees in early years and break even even in a reasonable time frame (3-5 yrs)

Customer
• Demonstrate real, tangible, and cost-effective value to nonresidential end-users

Internal Business
• Operate a successful web-based rating and reporting system that allows manufacturers to reference and use those ratings to satisfy the needs of the nonresidential building industry
• Define NFRC role in annual energy performance
• Define NFRC role in long-term energy performance

Learning & Growth
• Educate the members and directors on the needs of the nonresidential building industry

GOAL 4  MAINTAIN A LONG-TERM GLOBAL FOCUS

Internal Business
• Remain engaged with international standard setting organizations
• Be on the cutting edge of fenestration thermal performance calculations and modeling so that world experts accept NFRC rating methods

Learning & Growth
• Monitor and assess international activity for fenestration energy standardization activities