

**USGBC**

**Central Pennsylvania**

**Chapter**

Strategic Plan, 2011

# USGBC Central Pennsylvania Chapter Strategic Plan March 2011

## Vision Statement

Our vision is to achieve a sustainable Central Pennsylvania built environment, in which sustainable best practices, materials, and products are the mainstream.

## Mission Statement

The mission of the USGBC Central Pennsylvania Chapter is to provide leadership in environmental design, planning, construction and operation of the built environment.

## Goals, Objectives and Strategies

### ***Goal 1: Increase market demand for sustainable building practices in Central Pennsylvania***

- Objective: Build a new USGBC Central Pennsylvania Chapter Marketing Brand.
  - Strategies
    - *Determine name change*
    - *Redesign logo and brand*
    - *Establish a tag line*
    - *Create a unified image throughout the entire organization (Including branches)*
  
- Objective: Build a media marketing plan that will promote sustainable building practices and products in Central Pennsylvania.
  - Strategies
    - *Communication / Messaging*
      - *Full-time Executive Director leading the charge / face of organization*
      - *Press releases / Website / E-Newsletter*
      - *Trade show booth / Brochures*
      - *Speaker / Presentation Circuit*
    - *Social media*
      - *Facebook, Twitter, Linked-in*
  
- Objective: Offer networking opportunities that include diverse groups of professionals throughout the region.
  - Strategies
    - *Each branch to host a minimum of four networking and four educational events in a calendar year.*

- Objective: Partner with other non-traditional professional or trade organizations.  
Strategies
  - *Target outside groups for joint events or educational events.*

**Goal 2: Foster and develop superior educational opportunities in our region.**

- Objective: Provide educational opportunities to enable members to obtain green building credentials.  
Strategies
  - *Provide training for LEED-AP as well as non-USGBC credentials (i.e., Green Advantage, RE:Green Education, Energy Star, NAHB, GREEN GLOBES, etc.)*
- Objective: Provide a comprehensive delivery system for our branches.  
Strategies
  - *Develop a cohesive organizational website so that all branches and leadership can easily access and share core information.*
- Objective: Provide educational opportunities for USGBC Central Pennsylvania Chapter members that will enable them to promote sustainable green building practices and products throughout the Central Pennsylvania region.  
Strategies
  - *Schedule regional green building project tours (Annual Holiday event showcase - each branch?)*
  - *Offer specific trade "BMP" practices*
  - *Develop educational events focusing on existing building and operations*
- Objective: Provide sustainable building educational programs to non-members.  
Strategies
  - *Business – Focus on (IAQ) Indoor Air Quality & (ROI) Return on Investment*
  - *Schools – Provide consultation to elementary and secondary schools, colleges and trade schools*
  - *NAHB / Home Builder Shows (alternate rating system)*
  - *LEED EB – Building Owners, Facility managers*

**Goal 3: Establish USGBC Central Pennsylvania Chapter as the region's premier source of reliable information about green building technology.**

- Objective: Develop a user-friendly web-based database of resources and best practices.  
Strategies
  - *Become the "Hub" of all green / sustainable information in our region*
  - *Links to other green building product / info websites*
  - *Membership discount to partnered website info (sustainable website subscriptions)*
- *Objective: Develop marketing strategies that promote USGBC Central Pennsylvania Chapter as the main source of information and data on green building practices, materials and products within central PA.*

Strategies

- Host "high-profile" guest blog speakers
- Institute a green building practices annual award with regional businesses
  - Partner with Central Penn Business Journal and other publications
- Develop and partner with existing programs that encourage competition in schools at the local level
  - Branch awards
  - Regional awards
- Green building blog / speak with a professional (free with membership)
  - Indoor Air Quality (IAQ), Energy Auditing, Construction Waste Management (CWM), etc.

- Objective: Create alliances locally with key industry professional organizations.

Strategies

- Buy local – use local resources – list local businesses
- Sustainable Building Networks
- Sustainable businesses (specific corporations / joint promotion)

**Goal 4: Secure USGBC Central Pennsylvania Chapter's organizational capacity and stability.**

- Objective: Develop a diverse pool of revenue sources.

Strategies

- Develop a comprehensive annual fundraising strategy (Grants, Foundations, Corporate sponsorship)
- Sustain/Increase membership base
- One major fundraising event per branch, per year (ex. BLGBA Annual Holiday Celebration)

- Objective: Develop a membership recruitment plan.

Strategies

- Include membership with major event sponsorship / admission
- Membership drives at networking events

- Objective: Develop high-quality, income-producing events.

Strategies

- Develop core LEED-credentialing and non-LEED credentialing educational events (4-6 events) to rotate through each branch

- Objective: Increase staffing production.

Strategies

- Full-time Executive director
- Paid support staff
- Interns
- Central office (Harrisburg)

- Objective: Further develop / foster relationships with sustainable leaders.

Strategies

- *Each board member to focus on 2-3 key relationships*
- *Full-time Executive director to assist with developing key relationships*

**Goal 5: Represent the diverse needs of our region and provide leadership for sustainable solutions in the built environment.**

- Objective: Encourage diverse socio-economic participation in the organization's leadership.
  - Strategies
    - *Identify key leadership with outside organizations*
    - *Full-time Executive Director / board members to develop action plans with said groups to meet mutual goals*
    - *Develop two relationships within the 2011 calendar year*
  
- Objective: Identify and address the various sustainable building challenges specific to the diverse cultures of Central Pennsylvania.
  - Strategies
    - *Identify key leadership with organizations*
    - *Create focus groups with goals to address sustainable strategies useful for the existing stock of building and dwelling in our region*
    - *Full-time Executive Director / board members to develop an action plan with said groups to meet mutual goals*
  
- Objective: Provide regional leadership to encourage sustainability especially as it relates to homes, buildings and neighborhoods in our region.
  - Strategies
    - *Identify key leadership with organizations*
    - *Act as a catalyst to create a viable network for existing regional organizations that addresses small businesses and homeowners*
    - *Full-time Executive Director / board members to develop an action plan with said groups to meet mutual goals*

**Goal 6: Advocate for sustainable practices, materials, and products through legislation at state and local government levels.**

- Objective: Inform and educate USGBC Central Pennsylvania Chapter membership about existing and proposed legislation from the state and national level and how it will impact the built environment.
  - Strategies
    - *Set up a series of meetings with other PA chapters to produce an action plan, within the parameters set up for 501C(3) organization, by early 2011*
    - *Identify other like minded organizations to produce an outreach action plan by 2011*
  
- Objective: Educate state and national elected officials on the value of providing legislation that supports an environmentally responsible built environment.
  - Strategies
    - *Contact elected officials in USGBC Central Pennsylvania Chapter territory*

- *Visit the capitol and meet with legislators to discuss importance of green buildings (in partnership with Green Building Alliance & Delaware Valley Green Building Council)*
  - *Develop, through partnership, programs for local code authorities*
- Objective: Educate local elected officials on the importance of providing environmentally responsible built practices in planning and zoning procedures.
  - Strategies
  - *Contact Mayors in USGBC Central Pennsylvania Chapter territory*
  - *Contact / Get involved with local Environmental Action Committees (EACs), smart growth alliances, sustainable living organizations*
  - *Help form local EACs*