



Green Building Association of Central Pennsylvania

Strategic Action Plan

2007-2012

April 2007

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Executive Summary

The Green Building Association of Central Pennsylvania was formed in 1997 by design and construction professionals who recognized the need to educate themselves and their colleagues about sustainability. We are a member organization with a broad-based constituency. Our outreach targets include architects, engineers, builders, contractors, developers, financiers, facility managers, government officials, interior designers, landscape architects, specifiers, realtors, urban planners, consultants, educators, and environmentalists.

We have published a regular newsletter since 2001, sponsored a variety of educational events, developed a web site, created an organizational structure, and received funding from various sources. David Sheridan joined our organization in 2005 as a part-time Executive Director and has been instrumental in getting the organization on a firm financial track.

During the summer of 2005 the Board of Directors began a process of strategic planning for the next five years. This process took longer than anticipated but has resulted in this plan which will be revisited on an annual basis to assess results as they relate to the achievement of our goals. The plan emphasizes strategies and actions which can be measured to track progress and results.

Vision Statement

Our vision is to achieve a sustainable Central Pennsylvania built environment, in which green practices have become mainstream.

Mission Statement

The mission of the Green Building Association of Central Pennsylvania is to promote environmentally responsible design, planning, construction, and operation of the built environment through education, outreach and networking.

Goals and Objectives

Goal 1: Significantly increase market demand for green building practices in Central Pa.

The primary mission of our organization is to influence the market through education. We recognize the U. S. Green Building Council's LEED Green Building Rating System as the premier tool to accelerate regional adoption of green building practices and will continue to conduct LEED training events. Our primary educational targets remain design professionals and building owners although additional outreach is planned for public policy decision makers.

Goal 2: Provide valuable services to our members.

Our members are our most important asset. It is the expertise and interaction of our members which will guide this organization. We will strive to meet the informational needs of our members through presentation of high quality seminars and workshops. Feedback from our members concerning seminar and workshop topics will be actively solicited through website surveys and regular communication.

Goal 3: Establish GBACPA as the region's primary independent source of information about green building technology.

We shall continue to deliver objective, high-quality information about new technology, sustainable materials, and novel approaches to the development of environmentally responsible construction and development practices. Development of organizational marketing strategies will increase GBACPA's profile in the region and we shall seek to create alliances with key industry professional organizations.

Goal 4: Improve GBACPA'S financial stability and organizational capacity; hire full time administrator.

Although we expect the primary source of organizational income to be derived from our membership base, GBACPA will endeavor to develop diverse sources of income and revenue to provide for organizational sustainability. We hope to be able to engage a full time Executive Director by 2009.

Strategies and Actions

The Green Building Association of Central Pennsylvania will consistently strive to implement strategies and take actions to achieve the goals and objectives of the organization.

The specific strategies are directed in the areas of education, networking, membership development, relationship building, and fiscal responsibility.

Educational efforts include workshop, seminars, tours, lectures, presentations, case studies, regular newsletter, media outreach, and a web site. The entire organization will act consciously and deliberately to deliver high quality, objective, unbiased information.

We will strive to foster networking opportunities at all of our events and will hold specific events for this purpose. Our members will always be our most important resource. We will constantly seek the input of our members and provide ample opportunities for professional development.

Formal and informal relationships with local, regional, state-wide and national organizations will be established to foster our goals. Finally, the organization will seek a diversity of revenue to support our activities. The ultimate goal is to be almost fully supported by memberships, sponsorships, and fees.

Actions are the specific activities to be undertaken by our organization within a specific time frame. Activities are listed for each year covered by this strategic plan. The quantity of activities is also projected through 2012. Memberships are projected to grow by almost 500% by 2012.

Budget

The annual budget is expected to grow from just under \$100,000 for '06/'07 to \$150,000 annually by 2012. In order to accomplish this, the membership base will have to continue to grow and additional sources of revenue must be identified and pursued.

Goals and Objectives

Our hierarchy is, from top (most general) to bottom (most specific): vision; mission; goals; objectives; strategies; actions. They work together, as follows: goals are comprised of more specific objectives; strategies are a means to achieve an objective; and actions lead to the implementation of a strategy.

Goal 1: Significantly increase market demand for green building practices in Central Pa.

Objective 1.1: Educate institutional, industrial, commercial and residential building professionals and owners in green building practices.

Objective 1.2: Increase outreach to the public and decision makers.

Objective 1.3: Affiliate with other organizations to promote green building practices.

Goal 2: Provide valuable services to our members.

Objective 2.1: Provide professional development opportunities.

Objective 2.2: Foster business opportunities for our members.

Objective 2.3: Create a network for exchange of information and ideas.

Goal 3: Establish GBACPA as the region's primary independent source of information about green building technology.

Objective 3.1: Deliver objective, high quality information.

Objective 3.2: Develop marketing strategies that increase the organization's profile in our region.

Objective 3.3: Create alliances locally with key industry professional organizations.

Goal 4: Improve financial stability and organizational capacity; hire full time administrator.

Objective 4.1: Develop a diverse pool of revenue sources.

Objective 4.2: Expand GBACPA membership base in diversity and size.

Strategies and Actions

Strategies

Strategies are the means to our ends (goals and objectives). A single strategy could apply to several objectives.

1. Host green building training workshops including USGBC-sponsored LEED Training Workshops. Co-sponsor trainings provided by others.
2. Develop a useful, informative, and attractive web site. Use the website as a member communications and database tool.
3. Produce a regular newsletter for members. Solicit members for articles.
4. Conduct seminars, meetings, lectures and tours. Use short seminars to educate busy people.
5. Deliver presentations at industry and professional meetings.
6. Reach key decision makers to accelerate green building acceptance.
7. Reach educators and students.
8. Use the media to deliver our message.
9. Promote the USGBC and LEED professional accreditation.
10. Periodically survey our members to determine their needs.
11. Periodically evaluate our delivery capability.
12. Provide ample networking opportunities at our events.
13. Provide for announcements at our events and electronically.
14. Hold events that promote social cohesion.
15. Build and maintain common marketing materials.
16. Develop a formal relationship with USGBC.
17. Develop productive relationships with related national groups.
18. Develop productive relationships with local organizations, including ABC, AIA, ASHRAE, ASID, CSI, IESNA, IFMA, and PSPE.
19. Develop productive relationships with local and state governments.
20. Develop and implement quality control procedures.
21. Act consciously and deliberately as an unbiased information provider.

22. Secure a significant portion of revenue from our members, including membership fees and charges for services.
23. Seek funding from a variety of sources including grants, contracts for our work, focused sponsorships and in-kind services.
24. Seek members from among: architects, engineers, interior designers, specifiers and other design professionals; building managers and operators, constructors, contractors, realtors and developers, financial professionals; planners and government officials; and educators, environmentalists and others who relate to the built environment.
25. Identify other groups whose membership would materially expand the reach of our message.
26. Use a suite of activities to support, inform and attract members. Retain at least 90% of current members.
27. Manage finances in a professional, businesslike manner.
28. Establish satellite branches in geographically distant reaches of the Central Pennsylvania region to better serve those areas.

Actions

Actions are specific tasks to implement a strategy. One action may also implement more than one strategy.

2007

- Produce a quarterly newsletter in print form and distribute to our membership
- Solicit newsletter articles from our membership
- Develop a stock presentation to be delivered to service clubs and other interested organizations
- Develop a speakers' pool of qualified presenters to deliver the presentations
- Solicit a minimum of 10 presentations to be delivered throughout the region
- Develop a media campaign to spread the word about green buildings throughout the region
- Develop a monthly electronic newsletter
- Continue to update the website and add informational content
- Enter 10 new case studies on the website
- Develop annual green building award contest in conjunction with annual meeting event

2008

- Phase out quarterly newsletter and replace with electronic version
- Establish one satellite branch in geographically distant area of region
- Expand/edit stock presentation in response to audience comments and continue presentations to service clubs; deliver a minimum of 10 presentations
- Develop stock presentation aimed at educational institutions and private colleges; deliver a minimum of 5 presentations
- Expand green building media campaign

- Ongoing website maintenance and updating; develop and update list of businesses that recycle construction waste
- Continue annual green building award contest
- Develop network and pool of corporate sponsors; upgrade outreach to corporate sponsors to enable them to select programs to sponsor that make most sense to them.
- Hire full time staff member

2009

- Increase capacity of satellite branch
- Continue stock program presentation to service clubs; deliver a minimum of 10 presentations
- Expand/edit stock presentation geared to educational institutions in response to audience comments and continue presentations; deliver a minimum of 10 presentations
- Develop stock presentation geared to legislators; deliver a minimum of 5 presentations
- Develop satellite branch media campaign
- Continue to update the website and add informational content
- Continue annual green building award contest
- Develop network and pool of corporate sponsors in region covered by satellite branch
- Assemble funds for part-time staff member

2010

- Develop second satellite branch in geographically distant area of region
- Continue to increase capacity of initial satellite branch
- Continue stock program presentation to service clubs
- Continue stock presentation geared to educational institutions
- Expand/edit stock presentation geared to legislators in response to audience comments, continue presentations
- Continue to update the website and add informational content
- Continue annual green building award contest
- Hire part-time staff person

2011

- Increase capacity of second satellite branch, continue support of initial satellite branch
- Continue presentations to service clubs, educational institutions and legislators
- Develop media campaign for second satellite branch
- Develop network and pool of corporate sponsors in region covered by second satellite branch
- Continue to update the website and add informational content
- Continue annual green building award contest
- Assemble funds to increase part-time staff person to full time

2012

- Continue to support and build capacity of satellite branches

- Continue presentations to service clubs, educational institutions and legislators
- Continue to update the website and add informational content
- Continue green building award contest
- Increase part-time staff person to full time