



CONNECTICUT GREEN BUILDING COUNCIL
2014-2016 STRATEGIC PLAN

ADOPTED: JULY 28, 2014

ACKNOWLEDGEMENTS

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LEED AP

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Healthcare

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Energy

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CTGBC VISION, MISSION, + EXECUTIVE SUMMARY

VISION

Buildings and communities will regenerate and sustain the health and vitality of all life within a generation

MISSION

CTGBC transforms the way buildings and communities are designed, built, and operated, enabling an environmentally and socially responsible, healthy, and prosperous Connecticut and improved quality of life for all.

EXECUTIVE SUMMARY

The Connecticut Green Building Council (CTGBC) held a 4-hour strategic planning session in February 2014 at Alexion in Cheshire, CT. It was facilitated by CTGBC member Mark Loeffler, director of the New Haven office of the environmental design consulting firm Atelier Ten. He is an experienced facilitator of sustainability workshops and led this session on a volunteer basis.

The group envisioned its future success in four main categories - Communications, Outreach, Professional Development, and Membership. The group then evaluated the CTGBC's current situation, concentrating mostly on the challenge having too few active, enthusiastic members to fulfill all of its ambitions. Finally, participants interactively prioritized their various visions for success before reaching consensus on seven fundamental strategies to be pursued in a three-year plan.

CTGBC 2014-2016 GOAL

The session focused on a single recurring goal from the last four strategic planning sessions:

CTGBC is the primary and most influential green building resource in Connecticut by 2016.



CTGBC STRATEGIES

The strategies presented here define the priorities CTGBC will pursue in 2014-2016:

BECOME THE HUB OF GREEN BUILDING COMMUNITY

Connect to like-minded organizations via programs that engage and provide value to other communities and stakeholders.

ENGAGE AND ACTIVATE MEMBERS AND SPONSORS

Broaden the support base beyond the architecture, engineering, and construction community, enhancing the value proposition by directing more business attention to members and sponsors, and enabling members to more effectively promote the CTGBC brand.

IMPROVE WEBSITE + LEVERAGE SOCIAL MEDIA

Create a top search engine destination for building a greener Connecticut. Think and act creatively, garner more attention, generate more interest, and attract new stakeholders.

STRATEGICALLY CULTIVATE PROFESSIONAL DEVELOPMENT

Education remains an over-arching goal, but focus is placed on growing the GPRO program, which has demonstrated profitability, to generate ten times more graduates and to serve as a model to use for other professions or “train the trainer” programs. GPRO differentiates the CTGBC as an education provider to the architectural and construction community in the State of Connecticut.

CULTIVATE A NEW, CHARISMATIC IDENTITY

Refine the mission to enhance the definition of green building to engage the entire Connecticut community. Craft popular, well-attended events and activities. Capitalize on and create synergy with an improved website and social media program.

ACTION ITEMS:

The action items that follow for each strategy provide a roadmap for the achievement of strategic plan benchmarks over the next three years. Many action items will require a new approach to outstanding issues, but the focus will be on realistic solutions. Other action items will be related to furthering success in existing programs such as GPRO or streamlining existing processes. The implementation and delivery of these action items will be adjusted as required over the course of the term.



BECOME THE HUB OF GREEN BUILDING COMMUNITY

Action Items:

- Create focused events that attract specialized experts, sponsors, and technologies (lighting, solar, geothermal, insulation). Provide a forum for experts to share their knowledge, for sponsors to reach more target-rich audiences, and for members to learn and discover. Become an information sourcing mechanism. This will be led by the Outreach and Engagement Division with assistance from the Board.
- Develop programs to make green building and socioeconomic value propositions and present case studies to organizations with fixed or publicly-controlled operating budgets such as municipal housing authorities, emergency response and public safety, etc. Continue to work with Habitat for Humanity and explore opportunities for providing funding for sustainable Habitat projects. This will be led by the Outreach and Engagement Division with assistance from the Board and Emerging Professionals.
- Engage further, influence when possible, and link to activity surrounding energy policy in the State. Determine how the overall energy goals for CT align with our mission and programming. This will be led by the Outreach and Engagement Division with assistance from the Board.
- Develop an inventory of all the green building landmarks and achievements in Connecticut to create a visual map for green tourism (eg: solar powered vineyard in Colchester, LEED Certified Buildings, etc). Potentially link with the CT Office of Tourism to create a Green Trail/Tour. This will be led by the Outreach and Engagement Division with assistance from the Board, Communications Committee, and Emerging Professionals.
- Do our homework and measure our success! Create a rich database of metrics for green building in the State. Research and document the number of LEED APs, the number of benchmarked buildings, overall carbon and energy use reductions, etc. This will be led by the Operations Division with assistance from the Board, Professional Development Division, and Emerging Professionals.



ENGAGE + ACTIVATE MEMBERS AND SPONSORS

Action Items:

- Create a menu of options for sponsors to customize and tailor their benefits package. Offer unique and valuable benefits such as LEED plaque subsidy/gift, education credits for CEU-focused sponsors, social media advertising, and other incentives. The Membership Committee will lead this effort with assistance from the Board.
- Continue to develop the Awards Program in to a robust and creditable event. Engage more stakeholders by adding a Student category, potentially adding a sunset period for projects built in previous years, adding new categories each year such as product design, and further cater to the needs of the design teams and owners who build in Connecticut.
- Highlight one sponsor and one volunteer each month on main flash component of the website homepage. The component should scroll through several current events/highlights and this should be updated monthly to keep the content current. This will be led by the Communications and Membership Committees.
- Collect more detailed material from all sponsors at the time of registration. This should include a brief checklist of priorities for the sponsor (eg: education benefits, building certification assistance, preferred advertising methods, etc) and high resolution logos/photos of key people. This will be led by the Membership Committee with assistance from the Communications Committee and Executive Director.
- Obtain a Square to accept on-site payment and make joining/supporting at events as easy as possible (also see action item #1 under the Improve the Website). This will be led by the Finance Committee with assistance from the Executive Director and Bookkeeper.
- Broaden the message and communicate that the goal is to support and contribute to the community.



IMPROVE WEBSITE + LEVERAGE SOCIAL MEDIA

Action Items:

- Examine and improve website navigation and information strategies. Update main flash component monthly to focus on critical items including upcoming events, committees in need, people in action, campaigns, or sponsor highlights. This will be led by the Communications Committee and will require board review.
- Assign a team to continuously monitor and update the content of the website on a regular basis. Monthly and weekly updates should be scheduled based on type of information. This will be led by the Communications Committee
- Obtain member Twitter handles at the time of registration/renewal and allow opt-in to be part of our Twitter feed. Provide info about how to access CTGBC social media at time of registration. Create QR code link card for social media to quickly link members to social media. The Membership and Communications Committees will lead this effort.
- Tweet live from events, board meetings, and use Twitter to promote sponsors. The Communications Committee will lead this effort with help from all Board Members and Emerging Professionals.
- Create an Instagram account and use creatively to promote activities, such as photo competitions. Evaluate the use of Instagram in lieu of Flickr. The Communications Committee will lead this effort with help from the Executive Director.
- Strategically synergize and link all social media so that all accounts are consistently updated in one keystroke. The Communications Committee will complete this task. It should be completed no later than September 1, 2014 and will have a limited cost/time implication.
- Create a plan to use more visual tools, photos, graphics, and social media feeds to advertise events and campaigns. The Communications Committee will lead this effort with assistance from the Outreach and Engagement Division and the Board.



STRATEGICALLY CULTIVATE PROFESSIONAL DEVELOPMENT

Action Items:

- Develop an understanding of market and network that would benefit from GPRO, beyond the architecture and design community. This may include city/state organizations (e.g. building inspectors), municipalities, facility planners, university/college programs, unions, housing authorities, operators, contractors, subs/trades, etc.
- Partner with like-minded organizations who can help promote GPRO training beyond the CTGBC network.
- Identify incentives at state level to position GPRO training according to state/city needs. For example, if a given municipality were to adopt GPRO training as a primary educational method for municipal staff.
- Educate members (including Board Members) of basic GPRO course content to promote marketing and support by existing membership.
- Research and/or promote continuing education requirements by subs/trades such that GPRO becomes a mandatory program (e.g. Urban Green education provider partnership with NYC Unions).
- Close the gap between tradespeople and project managers so that trades are equally educated about GPRO content (which includes LEED/Sustainability topics).
- Establish at least three (3) Sub-Licensee agreements to distribute GPRO training, alleviating the event planning and program coordination by the CTGBC and leveraging/supporting organizations that may have vested interest or direct benefit by offering “in-house” GPRO training.

CULTIVATE A NEW CHARISMATIC IDENTITY

Though this is listed as a strategy, it is really the product of a successful Strategic Plan implementation. ALL Committees and Board Members will be responsible for the following items.

Action Items:

- Develop and vote on new CTGBC mission statement. The Board will do this no later than December 1, 2014.
- Make it fun! Create more opportunities for informal interaction. Happy hours, sustainable food tastings and brewery tours, hands-on learning labs.
- Further engage and interact with students and Emerging Professionals. Flip the ‘kid’s table” over and create an environment of mentorship, mutual learning, and collaboration.
- Refine and polish the CTGBC brand through means mentioned in previous strategies, but also by creating effective printed communication tools.
- Reshape the Board Meetings to include interactive breakout sessions where creative thinking and brainstorming about possibilities can happen. Add more value to time spent by volunteers.
- Get out in the spotlight and create opportunities to be present in the community making tangible differences.
- Get excited about what we are doing and recognize the importance of our work.
- Celebrate progress when it is made!



STRATEGIC PLANNING EXECUTIVE SUMMARY

Executive Summary

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The session focused on a single recurring goal from the last four strategic planning sessions: CTGBC is the primary and most influential green building resource in Connecticut by 2017.

The group envisioned its future success in four main categories - Communications, Outreach, Professional Development, and Membership. The group then evaluated the CTGBC's current situation, concentrating mostly on the challenge having too few active, enthusiastic members to fulfill all of its ambitions. Finally, participants interactively prioritized their various visions for success before reaching consensus on seven fundamental strategies to be pursued in a three-year plan:

1. Develop a fresh new mission statement that enhances the definition of "green building" to engage the entire Connecticut community.
2. Improve the website as the top search engine destination for building a greener Connecticut.
3. Leverage social media to grab more attention, generate more interest, and draw new members.
4. Become the "hub" of green building expertise to connect with like-minded organization with programs that engage the academic, educational, and healthcare communities among others.
5. Triple the active membership and list of sponsors by broadening the base beyond the architecture, engineering, and construction community, enhancing the value proposition by directing more business attention to members and sponsors, and enabling members to more effectively promote the CTGBC brand.
6. Grow the GPRO program to generate ten times more graduates, using the current contractor program as a model to use for other professions or "train the trainer" programs.
7. Cultivate a new, cool, charismatic identity through popular, well-attended events and activities, along with an improved website and social media program.

The next step is for the CTGBC Board and committee chairs to assign individuals or teams to outline an action plan, timetable, and success metrics for each strategy.



STRATEGIC PLANNING SESSION NOTES

Strategic Planning Background (FOR REFERENCE ONLY)

This planning session focused on a single recurring and unfulfilled goal from the last four strategic planning sessions: CTGBC is the primary and most influential green building resource in Connecticut by 2017.

In deciding how to approach this particular planning session, chair Lynne Panagotopoulos and facilitator Mark Loeffler perceived several pressing issues. The CTGBC general membership has fallen below 300, sponsorships are less than 20, and the board is stretched thin. Mark Loeffler recommended focusing on this single ambitious goal, to develop a set of strategies to address these immediate and pressing concerns.

A 3-Year Strategic Plan

The group identified seven fundamental strategies to be pursued in a three-year plan. The following section articulates each strategy with a summary of the discussion leading to the decision to make it part of the framework plan.

1. *Develop a fresh new mission statement that enhances the definition of “green building” to engage the entire Connecticut community.*
 - *USGBC Mission Statement*
 - *Inspiring pitch*

2. *Improve the website as the top search engine destination for building a greener Connecticut.*
 - *Make sponsorship, membership, and awards information prominent and easy to access.*
 - *Improve navigation map*
 - *Assign a team to continuously monitor and update the content of the website.*
 - *Update main flash component on the website on a monthly basis and use it to focus on critical items (upcoming events, committees in need, people in action, campaign, sponsor highlight)*
 - *Optimizing web search, keyword recognition*

3. *Leverage social media to increase attention, generate more interest, and draw new members.*
 - *Obtain member twitter handles and let them opt in to be part of our feed. Provide info about social media account at new member registration.*
 - *Live tweets from events, board meetings, and using Twitter to promote sponsors*
 - *Create an Instagram account and use creatively at event to promote activity. Hold monthly inspired photo competition*
 - *Strategically synergize all social media so that all accounts are consistently updated in one keystroke.*
 - *Use more visual tools, social media feeds to advertise events and campaigns. Create QR code*



STRATEGIC PLANNING SESSION NOTES (CONT'D)

link card for social media to quickly attach members to social media.

4. *Become the “hub” of green building expertise to connect with like-minded organizations with programs that engage the academic, educational, and healthcare communities among others.*
 - *Create focused events that attract specialized experts, sponsors, and technologies (lighting, solar, geothermal, insulation). (eg: The City Dark event)*
 - *Green Tourism*
 - *Housing Authorities*
 - *Energy in CT- we need to get more involved with CEFIA*
 - *Measure our success!!!! Metrics Metrics Metrics*

5. *Triple the active membership and list of sponsors by broadening the base beyond the architecture, engineering, and construction community, enhancing the value proposition by directing more business attention to members and sponsors, and enabling members to more effectively promote the CTGBC brand.*
 - *In process*
 - *Collect more detailed material, high resolution logos of all sponsors.*
 - *Highlight one sponsor each month on main flash component*
 - *Sponsorship suite package – leed plaque, education credits, social media incentives.*
 - *Obtain a Square to accept on site payment.*

6. *If Grow the GPRO program to generate ten times more graduates, using the current contractor program as a model to use for other professions or “train the trainer” programs.*
 - *In process*

7. *Cultivate a new, cool, charismatic identity through popular, well-attended events and activities, along with an improved website and social media program.*

Action Plan for Year One

The next step is for the CTGBC Board and committee chairs to assign individuals or teams to outline a first-year action plan, timetable, benchmarks, and budgets for each strategy. These 5-10 actions should be clear, concise, and practical. Each needs a designated leader or team to take responsibility for achieving by the due date within the time and cost budget. Each action should have a benchmark to determine whether it has been successfully achieved as a step toward fulfilling the overall three-year strategic goal.

