



U.S. Green Building Council® - Arizona Chapter

STRATEGIC PLAN 2011-2013

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1. Introduction

U.S. Green Building Council® -Arizona Chapter (USGBC Arizona) has developed this strategic plan in an environment of rapid growth of “green” initiatives that dramatically affect the built environment, urban planning, and economic prosperity of our communities where we work and live.

Key strategic issues facing the green building community in general and USGBC in particular, include¹:

- Shift in emphasis from individual buildings toward the built environment, communities and broader aspects of sustainability, including a more focused approach to social equity;
- Need for strategies to reduce contribution of the built environment to climate change;
- Rapidly increasing activity of government in the green building arena;
- Lack of capacity in the building trades to meet the demand for green buildings;
- Lack of data on green building performance;
- Lack of education about how to manage, operate, and inhabit green buildings;
- Increasing interest in and need for green building expertise.

As our understanding of USGBC’s mission broadens, the Arizona Chapter’s contribution to effect the transformation of our built environment in our state must evolve and expand as well as the scope of our strategies and programs that support it. This plan sets forth our strategic goals for the next three years.

2. Vision and Mission

Our Vision

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

Our Mission Statement

To engage, educate and encourage the Arizona community to choose to live in and support the advancement of a sustainable, environmentally responsible and economically prosperous built environment.

¹ U.S. Green Building Council Strategic Plan 2009-2013

3. Core Values: Guiding Principles

Along with its Vision and Mission, the Arizona Chapter has adopted the following National USGBC Guiding Principles to provide the foundation upon which the work of the organization stands and the reservoir of intent and imagination out of which its strategy grows. They also serve as touchstones by which the Arizona Chapter will evaluate the success and integrity of its work.

Promote the Triple Bottom Line

USGBC Arizona will pursue robust triple bottom line² solutions that clarify and strengthen a healthy and dynamic balance between environmental, social and economic prosperity.

Establish Leadership

USGBC Arizona will take responsibility for both revolutionary and evolutionary leadership by championing societal models that achieve a more robust triple bottom line.

Reconcile Humanity with Nature

USGBC Arizona will endeavor to create and restore harmony between human activities and natural systems.

Foster Social Equity

USGBC Arizona will respect all communities and cultures and aspire to an equal opportunity for all.

Maintain Integrity

USGBC Arizona will be guided by the precautionary principle³ in utilizing technical and scientific data to protect, preserve and restore the health of the global environment, ecosystems and species.

Ensure Inclusiveness

USGBC Arizona will ensure inclusiveness, interdisciplinary, democratic decision-making with the objective of building understanding and shared commitments toward a greater common goal.

² The “triple bottom line” is an accounting framework that incorporates three dimensions of performance: social, environmental and financial. It is also commonly called the three Ps: people, planet and profits.

³ “Precautionary principle” is the theory that an action should be taken when a problem or threat occurs, not after harm has been inflicted; an approach to decision-making in risk management which justifies preventative measures or policies despite scientific uncertainty about whether detrimental effects will occur.

Exhibit Transparency

USGBC Arizona will strive for honesty, openness and transparency.

4. Strategic Goals and Objectives

The strategic Goals and Objectives presented here define the priorities USGBC Arizona will pursue to further its Mission.

I. ORGANIZATIONAL EXCELLENCE

Goal:

Achieve organizational clarity and excellence that supports building an innovative, high-performance, leadership organization that serves as a model for USGBC chapters nationwide.

Objectives:

- 1.** Increase operational and organizational effectiveness through clearly defined roles, responsibilities and priorities for volunteers, leadership and staff.
- 2.** Orient and train board and branch council members annually in fiduciary and governance responsibilities, board leadership, board and staff roles, organizational goals, structure, committees, engagement opportunities, fundraising and best practices.
- 3.** Continually strengthen the governance structure to enhance the strategic planning ability of the board and promote growth and effective communications among chapter, branches and committees.
- 4.** Enhance branch engagement and support systems to ensure effective integration with the overall Chapter, support program planning and implementation, succession planning, and leadership development.
- 5.** Diversify the chapter board, branch councils, volunteer leadership, and membership to provide a broader community perspective and engagement.

6. Develop and support a professional staff which implements the Chapter's strategic goals, provides leadership, works collaboratively with the board, branches and volunteers, and practices continuous improvement in all systems and operations.

II. EDUCATION AND ADVOCACY

Goal:

- A. Community: Raise awareness of critical issues that influence the development of sustainable communities as well as implementing green building practices among a wide range of sectors within the building community, including those who purchase, manage, operate, maintain and regulate buildings.*
- B. Legislative: Enable members to identify and effectively advocate for public policies that advance green building and the creation of sustainable cities and communities by providing training, resources and communication support.*
- C. Professional Development: Expand training opportunities for professionals on the implementation of green building processes and techniques while building a strong and effective professionally credentialed workforce.*

Objectives:

1. Develop and maintain scholarships that support educational opportunities for students and professionals that help raise awareness on critical issues and allow the development of real-world solutions that support the Chapter's mission.
2. Implement a communications and marketing plan to raise awareness of green building practices and sustainable communities that includes utilization of diverse messaging channels such as email, social media, public service announcements and print campaigns.
3. Organize an annual green building tour that allows participants to experience the benefits of green building as well as educate on the value and savings associated with the practice.
4. Engage the community with a green building challenge that promotes improved environmental performance of their businesses and operations of buildings.
5. Establish and maintain USGBC Arizona as a valuable resource and critical voice in state regulatory decisions that interpret, deliberate or implement state policy that can facilitate or hinder building or retrofitting green in the state.

6. Coordinate an annual advocacy day for legislators and key officials in local and state governments to promote relationships with the green building community and chapter membership.
7. Support the adoption or update of local building energy codes and standards to achieve 90% statewide participation.
8. Promote a holistic approach to building codes and standards with the adoption of the Standard 189.1 compliance path of the International Green Construction Code (IGCC) as a distinct and complementary policy addition to LEED incentives, and adoption of LEED by highly visible, publicly owned and funded buildings.
9. Identify and develop strategic partnerships with at least three (3) relevant community-based organizations by offering events, lectures or training opportunities on a quarterly or annual basis that support the vision of sustainable communities.
10. Provide opportunities for members to attend at least four (4) LEED-specific trainings at nominal or no-cost that support professional credentialing maintenance.
11. Increase chapter membership of LEED accredited professionals by 15% each year by providing opportunities such as mentoring, project-level experience and educational resources.
12. Provide experienced industry professionals to the community with the development and maintenance of a Speakers Bureau.

III. FINANCIAL STABILITY

Goal:

Provide an environment of financial stability that allows committees, branches and the board the financial resources necessary to function prudently and efficiently to maintain the stability of the Chapter's mission, programs and ongoing operations.

Objectives:

1. Financial policies and procedures are in place, including monthly and annual reviews, for key aspects of operations that allow for transitions in leadership without any gaps in information.
2. Implement a membership recruitment and retention plan that effectively retains 70% of the chapter members on an annual basis and supports recruitment of companies and organizations at the national level.

3. Develop and maintain an annual fundraising plan that provides a diversity of funding sources, identifies and cultivates individual donors as well as corporate partners, and supports the achievement of the Chapter's budget.
4. Establish and maintain a reserve fund equal to six months (or 50%) of the Chapter's annual operating budget.

5. Implementation

The strategic Goals and Objectives presented in this plan are intended to propose how USGBC Arizona will work toward achievement of its mission during the next three years. Branches and Committee Vertical Circles will be responsible for the Actions and Tasks by developing and presenting focused annual work plans that support the strategic goals and objectives in this plan. The Chapter Board will be responsible for general oversight and ensuring that annual plans and budgets are aligned with strategic goals and objectives.