



U.S. GREEN BUILDING COUNCIL
IDAHO CHAPTER

2010 Strategic Plan

USGBC Idaho Chapter Vision, Mission and Guiding Principles

Idaho Chapter Vision: We envision a healthy and sustainable future through the promotion and application of environmentally, economically, and socially responsible strategies to the built environment.

Idaho Chapter Mission: Accelerate the implementation of sustainable planning and building concepts, technologies and practices in Idaho through education and advocacy.

Guiding Principle 1: Promote the Triple Bottom Line

Guiding Principle 2: Establish Leadership

Guiding Principle 3: Reconcile Humanity with Nature

Guiding Principle 4: Foster Social Equity (new)

Guiding Principle 5: Maintain Integrity

Guiding Principle 6: Ensure Inclusiveness

Guiding Principle 7: Exhibit Transparency

2010 Board of Directors

Dennis Cunningham • Claudia Day • Leif Elgethun • Lindsay Erb • Suzie Hall • Anthony Marker • Scot Oliver • Sharon Patterson • Ashley Quick • Jane Suggs • Tristan Van Slyke • Scott Wendell

2010 Chapter Priorities

1. Communication
2. Education
3. Guidelines

The chapter operations are divided into 6 functional areas defined through a committee structure called the "General Circle". The 6 committees are:

1. Membership
2. Programming and Events
3. Marketing and Communication
4. Finance and Fundraising
5. Advocacy and Public Policy
6. Emerging Professionals

In the strategic planning session for 2010, the following short-term priorities were defined through the creation of task forces. The 4 task forces are:

1. Branches
2. Building Performance
3. Technology
4. Guidelines

2010 Priorities – Membership

Committee Chair – Christine Duft-McConville

1. Increase Communication / Member Retention
2. Increase New Memberships
3. Establish Membership Value

2010 Priorities – Programming and Events

Committee Chair – Claudia Day

1. Provide Regular Educational Events via Lecture Series, LEED Workshops and Study Groups that Reflect Member and Geographic Diversity
2. Provide Regular Inspirational Events via Green LEEDers Socials
3. Offer Special Events such as Annual Fundraising Drive, Annual Member Drive and Building Tours

2010 Priorities – Marketing and Communication

Committee Chair – Tracy Crites

1. Increase Effectiveness and Efficiency of Communication between Chapter, Members and Public
2. Increase Awareness in the Community of the Benefits of Green Building and LEED
3. Develop Media Relations through a Public Relations and Social Media Campaign

2010 Priorities – Finance and Fundraising

Committee Chair – Lindsay Erb

1. Enlist Donors by Engaging Existing Sponsors, Recruiting New Sponsors and Expanding Sponsorship Platform
2. Develop a Grant Writing Program
3. Hire a Paid Executive Director

2010 Priorities – Advocacy and Public Policy

Committee Chair – Leif Elgethun

1. Educate Policy Makers and Teachers
2. Advocate for Residential Green Building and Green Schools
3. Foster Sound Public Policy through Local Initiatives

2010 Priorities – Emerging Professionals

Committee Chair – Tristan Van Slyke

1. Support Sponsorship through the Design Competition
2. Grow Membership through University Outreach
3. Promote Education through Study Groups

The priorities above are divided into SMART goals by each committee that are specific, measurable, achievable, realistic and timebound. Each goal directly relates to our mission to **accelerate the implementation of sustainable planning and building concepts, technologies and practices in Idaho through education and advocacy**. In 2010, there is a particular focus on improving communication, offering education and defining guidelines throughout the priorities and goals. The committee work plans further define how goals will be achieved by outlining operating guidelines and processes.



2010 Priorities – Membership

Committee Chair – Christine Duft-McConville

1. Increase Communication / Member Retention
2. Increase New Memberships
3. Establish Membership Value

2010 Goals – Membership

1. Increase Communication / Member Retention

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Ensure Members are receiving Chapter Communications	100% of membership is on Constant Contact list by updating new members	Christine Duft	Monthly, by end of month	Access/training for Constant Contact	Increased member awareness & participation
Consistently send Welcome, Renewal Reminder, and Renewal Thank you out	Send to 100% of new, about to lapse and renewed members each month	Salle Robinson, from list provided By Christine Duft	Monthly, by end of month	None outside of Continued access to Chapter Admin	Increased member participation and retention
Personal contact by board members to acknowledge new members and help retain lapsed members	100% of new members from month and members who did not renew from last month contacted.	Board Members, From list provided by Christine Duft	Monthly, by end of month	Commitment and follow through from Board	Increased member retention

2. Increase New Memberships

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Target & recruit new members from Corporations, LEED APs, listserv subscribers, & event attendants	Create recruitment strategies & put plan into practice	Mark Fledderjohann, Sharon, Christine and P&E for lists	By year end	Lists for potential Membership, Coord. w/ P&E for LEED workshops, etc.	Increase new members
Member sign-up/renewal incentive programs	Identify effective opportunities to encourage membership w/ incentives, propose incentive ideas	Kristin Montgomery	Proposal by end of March, evaluate thru out year	\$500 budget, plus additional donations	Increase incentive to sign-up/renew sooner, Increase/maintain membership
Encourage membership sign-ups at as	Sign-ups at each monthly	Membership	Start January,	Trained volunteers,	Increased membership

many chapter activities as possible	meeting, 1 mini-drive per year for each type of chapter activity, Annual event drive.	committee	and thru out year	laptops, internet access at each event, calendar of events for planning, & incentive gifts.	
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3. Establish Membership Value

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Define Membership Value	Get input and buy-off from all chapter groups and establish items of value	Membership committee volunteer needed	End of February	Input and commitment from board, committees	Established value for individuals & employers to support membership
Enforce Membership Value	Discounts to members at all chapter activities, feedback forms at Lecture series & workshops	All groups to provide discounts, Christine Duft to provide lists of members for events, Tony Marker to coord. feedback forms w/ P&E	Provide discounts and lists in January, Feedback forms by March and Throughout year	Calendar of events for planning, coord. w/ P&E.	Increased value to members, Increased quality of programs to all
Communicate Membership Value	Advertise Membership value on website & in collateral	Website posting by Christine Duft, Gina Roberts to coord. w/ M&C	End of March	Commitment from M&C for collateral	Increased awareness of membership value



2010 Priorities – Programming and Events

Committee Chair – Claudia Day

1. Provide Regular Educational Events via Lecture Series, LEED Workshops and Study Groups that Reflect Member and Geographic Diversity
2. Provide Regular Inspirational Events via Green LEEDers Socials
3. Offer Special Events such as Annual Fundraising Drive, Annual Member Drive and Building Tours

2010 Goals – Programming and Events

1. Provide Regular Educational Events via Lecture Series, LEED Workshops and Study Groups that Reflect Member and Geographic Diversity

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Fill in Lecture Series- February through June for Feb deadline. June through Dec by April.	Verify speakers through June for poster release	Scott/March, Claudia/April	2/10/10 Jan – June 4/10/10 July - December	Waiting for approval from Micron	Increase visibility & relevance of Idaho Chapter to those who might join; strengthen value to existing members.
Provide 2 LEED Workshops this year, May and October	Must fill minimum participation in order to provide workshops	Shelby & PE committee to plan, Mkt Com to advertise	3/15/10	Shelby working w Cascadia on dates, requirements	Increase interest in National and local USGBC with strong educational options.
Seek broad range of speakers, interesting and dynamic, and reaching all of membership with the depth of topics. Aim to have each lunch event sponsored.	Keep track of participation related to topics, offer feedback sheets after lecture for members to rate topic and content.	Use Tony's questionnaire to gage success of topic/content. Track number of attendees for each Lecture.	Implement questionnaire for February lecture.	Print copies of questionnaire, hand out at sign in.	Provide members with a voice on current and future topics, and to measure the value we are providing, morph as needed.

1. Provide Regular Inspirational Events via Green LEEDers Socials

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Fill in Green LEEDer's calendar for poster release Feb through June , then July	Feb 28 th deadline for Feb through June speakers, April	Claudia with help from Leif & Ricci	2/28/10 & 4/30/10	Mkt Comm for poster, P & E input	Generate interest in USGBC Idaho, and add

through December. Aim to have each GL event sponsored.	30 th deadline for July through December speakers.			on speakers & sponsors	value to existing members.
Merge with Green Drinks and the Greenworks Idaho Quarterly Business Member Meeting	May 31, 2010	Claudia with help from Leif & Ricci	May 31, 2010		Consolidate resources, grow event, collaborate with like-minded groups

2. Offer Special Events such as Annual Fundraising Drive, Annual Member Drive and Building Tours

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Provide Idaho Green Expo workshops, with an emphasis on both residential and corporate participation.	Use similar questionnaire from lecture series for workshops, and track attendance numbers for future workshop ideas.	P & E committee with Tony & Claudia to formulate workshop topics and learning objectives.	2/25/10	Input from Board, and interested members for workshop topics. Mkt Com for ideas to best publicize events. Mem Com help with sign ups at Expo.	Broaden awareness of USGBC Idaho, and invite people to join at Expo workshops, add value to existing members.
Organize annual fundraising drive and member appreciation event as kick-off to Idaho Green Expo	Dollars raised and new members gained during event	P&E committee in collaboration with fundraising, marketing and membership committees	May 7, 2010	Volunteers to staff event and coordinate musical acts; funds for facility rental, catering, musical acts	Increase public awareness of green building, generate interest in chapter, sponsorship dollars, more members, networking,
Partner with Sierra Club to host building tour of home pursuing LEED H certification being built by Boise High Schools students (first of kind in nation)	Use similar questionnaire from lecture series for tour, and track attendance numbers for future workshop ideas.	P&E committee with help from Sierra Club	May 21, 2010	Marketing of event and signage for home	Outreach to Sierra Club members, potential publicity on national level, increase awareness of LEED for Homes



2010 Priorities – Marketing and Communications

Committee Chair – Tracy Crites

1. Increase Effectiveness and Efficiency of Communication between Chapter, Members and Public
2. Increase Awareness in the Community of the Benefits of Green Building and LEED
3. Develop Media Relations through a Public Relations and Social Media Campaign

2010 Goals – Marketing and Communications

1. Increase Effectiveness and Efficiency of Communication between Chapter, Members and Public

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Increase email marketing to membership	Usage on Mail Chimp	Ashley to send out information to members & Christine to keep list updated	2010	Mail Chimp	Communication with members
Internal communication-write guidelines for board members and committee chairs	Marketing packet & training	Tracy & Ashley	March 3rd	Committee chairs & board members in attendance.	Communication within the chapter on what to access, how to do it, and when to do it
Assist with marketing for chapter events	Attendance at events–Post up in windows around town and in offices	M&C Committee for poster layouts and putting up around town, Tracy C. for printing.	Lecture Series & Green LEEDer’s poster-May 1st	P&E event timeline and descriptions, money for printing, committee support for posting them up around town	Get the information out to members and community so they can put it on their calendars to attend.

2. Increase Awareness in the Community of the Benefits of Green Building and LEED

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
LEED Project Profiles	All Profiles completed and posted on the website-Some printed for handout at	Jason Hynes – website Tracy C-Printed	2010	Website	Publicity for LEED projects in the State of Idaho

	chapter events	material			
Get printed marketing material up to date	Spread sheet + Marketing box	Ricci will handle all printed material, Treasurer to purchase needed material	May	Purchase of printed materials from nationals as well as local materials	Keep our files up to date, have printed material on hand for new members. Give our membership a reason to renew.
Get materials on Website up to date	Get posted on website	Karena	May	Website/extranet	Allow people access to LEED info and brochures online-greater resource to our members

3. Develop Media Relations through a Public Relations and Social Media Campaign

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
PR Releases on projects and events	Attendance and media attention	Chad D. sends out all PR releases	2010	Get all PR releases to Chad two weeks in advance of the event.	More media coverage of our organization.
Increase marketing efficiency organically by engaging in useful conversations on social media sites.	How much it is being used	Board and committees	2010	Facebook & Twitter	Engage our members with updates, conversations, and current issues. They will also be able to interact with committees and see what they are doing.



2010 Priorities – Finance and Fundraising

Committee Chair – Lindsay Erb

1. Engage Existing Sponsors, Recruit New Sponsors and Expand Sponsorship Platform
2. Develop a Grant Writing Program
3. Hire Paid Executive Director

2010 Goals – Finance and Fundraising

1. Engage Existing Sponsors, Recruit New Sponsors and Expand Sponsorship Platform

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Continue Engaging Founding Sponsors to insure value in their sponsorship. - Highlight Sponsors either monthly as a blog post or quarterly in newsletter	All Founding sponsors provide financial support again in 2010.	Lindsay Erb / Connie St. George – set up template for articles Jane Suggs to provide support Cynthia McCaene	Start Seeking renewal sponsorships in 3 rd quarter.	Information from sponsors for articles. Board members to call and thank all sponsors. Thank you cards to be sent.	Continue collecting funds for paid staff and sustain the chapter events and educational effort.
Expand Sponsorship platform to support and stream line efforts for all USGBC events	At least ½ if not more of the EP / Green LEEDers / Monthly Programs should be sponsored in 2010.	Lindsay Erb / Kathy O’neil – P/E	Set up platform by end of Feb.	Good communication between all committees w/ F and F to insure proper communication to all potential sponsors. Board members to cont. to help seek sponsorships.	All events start to sustain themselves / cover costs of events and / or make money for paid staff.
Create Matrix for Fundraising Efforts for all committees to access and encourage communication.	All sponsorship information goes through finance and fundraising committee	Antonio Placencia	Set up matrix by March	May need to buy or get donated a program to use.	Contacts are streamlined and no committee is stepping

					on other committee's toes as well as the overall good of chapter sponsorship
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2. Develop a Grant Writing Program

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Apply for Chapter Challenge Grant	We Get it!	Andy Olsen / Lindsay Erb /Sharon Patterson	April	30K in the bank to match grant funds to	1/3 of what we need to hire paid staff.
Seek other grants to apply for	Receive grant money for specific chapter goals	Andy Olsen / Lindsay Erb	May	Communication from board to help fill out grant applications when necessary	Collect funds for paid staff and / or other specific chapter initiatives.
Engage foundations to match funding for paid staff	A foundation is willing to match our funds to help hire paid staff.	Lindsay Erb / Sharon Patterson / Cynthia McCaene	August	Communication from any member with contacts at foundations.	Collect funds for paid staff

3. Hire Paid Executive Director

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Write Job Description	Approved by the Board	Cathy Sewell / Connie St. George / Lindsay Erb	October Board meeting	Information from other chapters with similar ED positions	To have a complete job description for an ED
Establish Compensation Package for ED - determine if contract or actually a hired staff	Approved by the Board	Cathy Sewell / Connie St. George / Lindsay Erb	October Board meeting	Goal to have 90 K in bank before hiring ED	Determine funds / resources needed for hired ED
Establish Performance goals for first year of hired ED.	Approved by the Board	Cathy Sewell / Connie St. George / Lindsay Erb	October Board meeting		Goals set in place will provide realistic expectations for ED to enable them to sustain their position



2010 Priorities – Advocacy and Public Policy

Committee Chair – Leif Elgethun

1. Educate Policy Makers and Teachers
2. Advocate for Residential Green Building and Green Schools
3. Foster Sound Public Policy through Local Initiatives

2010 Goals – Advocacy and Public Policy

1. Educate Policy Makers and Teachers

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Mayors' Alliance for Green Schools	10 Mayors join in 2010 after Mayor Bieter	Green Schools/Advocacy Committee	2010	Volunteers, letter writing and phone conferences	Recognize 'Green Champions' and their efforts
Give green schools presentation to facilities managers	Present to 2 school districts	Green Schools/Advocacy Committee	2010	Volunteers, possible travel	Make facilities managers aware of available support to provide efficient maintenance and operation of facilities

2. Advocate for Residential Green Building and Green Schools

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Hold Green Schools community events in alternative education environments (parks, Zoo, Discovery Center, YMCA)	3 in 2010	Green Schools Committee	2010	Volunteers, donated materials	Direct interaction with community groups with a wide audience
Mentor students in Idaho Future City Competition	Mentor 3 teams, supply 10 judges at competition	Green Schools Committee/ General Membership	September 2010 – January 2011	Volunteers	
One Green Schools Advocate in each USGBC Idaho chapter	As chapters are established, identify Green Schools Advocate for each	Green Schools Committee/ General	2010/2011	Volunteers, newsletter, website	Increased awareness of benefits of green schools

		Membership			
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3. Foster Sound Public Policy through Local Initiatives

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Increase visibility of Sustainable U Exhibit	Display at 3 high visibility locations – discovery center, green Expo, and either a city hall or airport	Residential Advocacy Committee	2010	Volunteers to move and set up booth.	Increased USGBC promotion to new audience and education
Promote Energy Efficiency Agreement through Idaho Energy Collaborative	5-10 municipalities sign on to at least part of the agreement	Policy committee	2010	Volunteers, phone calls/contact from members to their city/county leaders	Encourages municipalities to lead on green building energy efficiency
Increase membership and participation in Idaho Residential Green Building Collaborative	Increase participation by 40% and Establish 3 concrete local actions	Residential Advocacy Committee	2010	Volunteers, meeting space and promotion at Green Expo	Increased market share and knowledge for residential green building



2010 Priorities – Emerging Professionals

Committee Chair – Tristan Van Slyke

1. Support Sponsorship through the Design Competition
2. Grow Membership through University Outreach
3. Promote Education through Study Groups

2010 Goals – Emerging Professionals

1. Support Sponsorship through the Design Competition

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Host Design Competition & events	Increase Chapter Awareness & provide support to BVVHFH	Larry, Tristan, Ed	Dec. 2009 - Aug. 2010	Communication, doc storage/access	Increase awareness of green design strategies
Gain Sponsorship	Seek sponsorship for competition	Ricci, Ed, Larry, Jake, Nic, Antonio	Dec. 2009 – Aug. 2010	Communication	Increase sponsorship
Promote membership through events	Utilize membership	Nic, w/ assistance from Membership Committee	March 4, '10 May 6, '10 Aug. 5, '10	Membership laptop	Increase membership

2. Grow Membership through University Outreach

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
University of Idaho outreach	Competition promotion	Jake	Nov. 2009- Aug. 2010	Travel to Moscow, flyers	Increase awareness, promote participation
BSU outreach	LEED study group	Macy	Nov. 2009- Aug. 2010	Powerpoint presentation	Provide free service to students interested

3. Promote Education through Study Groups

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
BSU outreach	LEED study group	Macy	Nov. 2009- Aug. 2010	Powerpoint presentation	Provide free service to students interested



2010 Priorities – Task Forces

In the strategic planning session for 2010, the following short-term priorities were defined through the creation of task forces. The 4 task forces are:

1. Branches
2. Building Performance
3. Technology
4. Guidelines

2010 Goals – Task Forces

1. Branches

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Increase membership outside of Boise and Treasure Valley	Increase membership by 30%	Membership Committee	2010	Possible Event to get more members	Increase USGBC voice for all of Idaho
Host educational events in N. Idaho and E. Idaho	Host one live event in each region and at least one webinar	P&E Committee	2010	Money to put event on should be offset by event fees	Provide a service to members outside of the Treasure Valley
Increase Advocacy efforts outside of Treasure Valley	Add at least 1 person to advocacy committee from each region	Advocacy Committee	2010	Contacts from Board	Allow advocacy campaigns to be coordinated statewide

2. Building Performance

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Lack of capacity to address in 2010. Will revisit in the second half of 2010 or 2011					

3. Technology

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Research most effective online data storage service to make Chapter documents available to all board members and committee chairs	Provide 3 options with recommendation on the best option to the board	Technology task force	June 2010		Finds the best online data storage service to fit our chapter's needs
Implement system	Provide board members and committee chairs with easy	Technology task force	August 2010	Time to present tutorial at General	Allows all board members and

	to follow tutorial so that they can download & upload whatever documents they need			Circle meeting or board meeting	committee chairs easy access to all documents
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4. Guidelines

Specific Goals	Metric	Responsible Party	Timeline	Resources Required	Benefit
Write a living document to act as a manual for all officers, chairs, and volunteers for the chapter.	Have Written by the end of 2010 and approved by board.	Steve Benner	2010	Time and energy by ex-board member	Provide a standardized legacy that can be left behind for future leadership of the chapter.
Provide a written manual for the election and voting process used by the chapter and the board for all elections.	Have Written by the end of 2010 and approved by board.	Selena O'Neal	2010	Time and energy by ex-board member	Provide a consistent procedural format for all future voting.
Collect and format all forms and documents used by chapter leaders and chairs and provide in guidelines.	Have Written by the end of 2010 and approved by board.	Lindsay Erb	2010	Time and energy by board member	Provide a consistent standardized set of forms to be used. Provide access on website for chapter leaders to download and use.