



Strategic Plan 2009 - 2011

Delaware Valley Green Building Council

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Executive Summary

The mission of the Delaware Valley Green Building Council (DVGBC) is to transform the Delaware Valley through sustainable and environmentally responsible planning, design, construction and operation of the region's buildings, landscapes, cities and communities, mindful of the legacy left for future generations. The DVGBC envisions a future in which cities and communities throughout the Delaware Valley region enjoy clean air, water and energy, a thriving economy, and schools, homes and buildings that are protected, enhanced and preserved by environmentally sustainable construction and rehabilitation.

The DVGBC's Strategic Plan 2009 - 2011 is intended to serve as a roadmap for change and development over the next three years.

DVGBC Strategic Goals 2009 - 2011

- Goal 1** Lead the advancement of green building policies, practices and projects throughout the Delaware Valley region.
- Goal 2** Advocate for effective and comprehensive green building policy and building and zoning codes to all levels of government in the Delaware Valley region.
- Goal 3** Build social equity by supporting community leaders as advocates for green communities including infrastructure, landscapes, building design, rehabilitation, and operation.
- Goal 4** Increase membership and create an exceptional member experience that provides meaningful opportunities for professional development, social networking and thoughtful discussion of green building policies and practices.
- Goal 5** Develop the DVGBC's organizational structure and leadership capacity to leverage the knowledge, expertise and passion of all DVGBC members.
- Goal 6** Position the DVGBC as the Delaware Valley region's green building leader and first point of contact.

The achievement of these strategic goals will help position the DVGBC to be the Delaware Valley region's green building leader, including:

- The first point of contact for anyone interested in green building.
- A catalyst for projects and products that yield environmentally sustainable buildings and homes, both new and old.
- A respected advocate and champion for green building policies, products and practices.

Introduction

The Delaware Valley Green Building Council (DVGBC) is a nonprofit membership organization whose mission is to transform the Delaware Valley through sustainable and environmentally responsible planning, design, construction and operation of the region's buildings, landscapes, cities and communities, mindful of the legacy left for future generations.

Organizational Profile

Formed in 2001, the DVGBC is a chapter of the United States Green Building Council, the nation's foremost coalition of leaders from across the building industry working to promote buildings that are environmentally responsible, profitable, and healthy places to live and work. The DVGBC is the primary point of contact for users, agencies, and companies interested in sustainable communities and is a leader in fostering cooperation and collaboration among organizations dedicated to environmentally responsible practices in the building industry. The objective of implementing green building practices is to improve site planning; to safeguard water and ensure its efficient use; to maximize energy efficiency, conserve materials and resources and insure indoor environmental quality. The goal is to significantly reduce or eliminate the negative impact of buildings on their occupants and on our environment.

Context for Strategic Planning

In 2008, the DVGBC retained The Nonprofit Center at LaSalle University to facilitate a comprehensive strategic planning process for 2009 - 2011. Under the direction of a Strategic Plan Steering Committee, The Nonprofit Center conducted interviews and surveys to gather data from the DVGBC's stakeholders, including the Board of Directors, staff, members, funders, partners, supporters, policymakers, volunteers and the media. In addition, The Nonprofit Center conducted an audit of the DVGBC's internal capacity for management and operations. A situational analysis of the stakeholder data and internal assessment indicates that *the DVGBC is in a position of great strength with an excellent reputation in the community for delivering programs that address a growing social, political and economic concern*. Boundless opportunities exist to fulfill the DVGBC's mission, reach new and existing constituency groups, and champion sustainability and environmentally responsible planning, design, construction, and operation. However, current levels of organizational capacity and financial resources, external economic and political trends, and the need to align the DVGBC's mission and vision with a meaningful set of core programs designed to achieve maximum impact necessitate the creation of a deliberate and focused set of strategic goals and objectives for governance, management, operations and programming over the next three years.

Vision Framework

<p style="text-align: center;">Mission Statement</p> <p>Our mission is to transform the Delaware Valley through sustainable and environmentally responsible planning, design, construction and operation of the region’s buildings, landscapes, cities and communities, mindful of the legacy left for future generations.</p>	<p style="text-align: center;">Vision for the Future</p> <p>We envision a future in which cities and communities throughout the Delaware Valley region enjoy clean air, water and energy, a thriving economy, and schools, homes and buildings that are protected, enhanced and preserved by environmentally sustainable construction and rehabilitation.</p>
<p style="text-align: center;">Core Values</p> <ul style="list-style-type: none"> • Promote the Triple Bottom Line • Collaborative Leadership • Reconcile Humanity with Nature • Reduce Global Climate Change • Foster Social Equity • Maintain Integrity • Ensure Inclusiveness • Exhibit Transparency • Promote a Culture of Learning 	<p style="text-align: center;">Institutional Vision</p> <p>DVGBC will be the Delaware Valley region’s green building leader, including:</p> <ul style="list-style-type: none"> • The first point of contact for anyone interested in green building. • A catalyst for projects and products that yield environmentally sustainable buildings and homes, both new and old. • A respected advocate and champion for green building policies, products and practices. • The most avid supporter and enhancer of all LEED products and programs.

Strategic Goals and Objectives for 2009 - 2011

- 1.0 Lead the advancement of green building policies, practices and projects throughout the Delaware Valley region.
 - 1.1 Enhance and expand training, education and networking opportunities for planning, design and building professionals.
 - 1.2 Improve collaboration and communication with other organizations that provide green building programs in the region.
 - 1.3 Actively participate in and support US Green Building Council's initiatives related to education, advocacy, and membership at the local level.
- 2.0 Advocate for effective and comprehensive green building policy and building and zoning codes to all levels of government in the Delaware Valley region.
 - 2.1 Develop a green building policy resource kit for state and local government officials.
 - 2.2 Conduct targeted outreach and support to municipal governments.
 - 2.3 Produce a Delaware Valley green building market report to benchmark local initiatives.
- 3.0 Build social equity by supporting community leaders as advocates for green communities including infrastructure, landscapes, building design, rehabilitation, and operation.
 - 3.1 Develop green building resource kits for the design and rehabilitation of community buildings and residential homes.
 - 3.2 Work with allied government and nonprofit agencies to conduct targeted outreach and education to community institutions, including community development corporations, school districts, nonprofits and others.
 - 3.3 Actively participate in US Green Building Council's Green Schools campaign.
- 4.0 Increase membership and create an exceptional member experience that provides meaningful opportunities for professional development, social networking and thoughtful discussion of green building policies and practices.
 - 4.1 Strengthen internal communications systems among Board, staff and membership to reinforce core values.
 - 4.2 Enhance networking and learning opportunities for individuals interested in green building.
 - 4.3 Support committee and affinity group discussions of innovative ideas to germinate new programmatic opportunities for DVGBC.
 - 4.4 Provide members with robust online tools for professional and business development.

- 4.5 Create and execute a membership plan to increase membership, improve retention, and reach a broader base of potential constituents.
- 5.0 Develop the DVGBC's organizational structure and leadership capacity to leverage the knowledge, expertise and passion of all DVGBC members.
 - 5.1 Create a learning organization, structured and designed to unify the Board of Directors, branches, committees, members and staff in pursuit of DVGBC's mission, vision and goals.
 - 5.2 Refocus the Board of Directors on strategic initiatives and policy governance.
 - 5.3 Improve communications between the Board of Directors and committee leadership, especially in providing direction for committee work.
 - 5.4 Establish and maintain clear and transparent policies and procedures for the design, development and approval of new programs and activities.
 - 5.5 Establish and maintain clear policies and procedures for optimal organizational governance and operations.
 - 5.6 Conduct board development activities to strengthen board performance, diversity, integrity, and accountability.
 - 5.7 Evaluate the current Board structure, evaluating effectiveness, and managing the transition to mature organization. (Ex. Size, term, responsibilities, officers.)
- 6.0 Position the DVGBC as the Delaware Valley region's green building leader and first point of contact.
 - 6.1 Execute a business plan to create a model for managed growth and long-term financial sustainability.
 - 6.2 Enhance capacity for fundraising and resource development.
 - 6.3 Execute a marketing communications plan to raise awareness of DVGBC's brand identity and visibility in the region.
 - 6.4 Create a policy and strategy for service expansion through the branch structure.

Implementation

The DVGBC's strategic plan is a management tool that provides a roadmap for decision-making, budgeting, program and service delivery, fundraising, communications and recruitment. The plan is designed to help the Board of Directors and staff focus their time and resources on activities that enhance the mission and build long-term sustainability to increase the value of the organization to its constituents and the community. A tactical plan for implementation, including tasks, timelines, resource needs and intended outcomes, is necessary to monitor and ensure progress towards completion of each of the DVGBC's strategic goals and objectives.

To help develop the tactical plan, either the Executive Director or a DVGBC Board committee will be assigned the leadership responsibility for implementation of each strategic goal. Goal leaders should develop annual work plans within three months of Board approval of the strategic plan. These annual work plans may then be compiled by the Executive Director into a comprehensive tactical plan that allows for strong oversight and budget forecasting for the lifecycle of the strategic plan.

Lead Responsibility for Implementation

Goal 1	Lead the advancement of green building policies, practices and projects throughout the Delaware Valley region.	Executive Director
Goal 2	Advocate for effective and comprehensive green building policy and building and zoning codes to all levels of government in the Delaware Valley region.	Programs & Advocacy Director
Goal 3	Build social equity by supporting community leaders as advocates for green communities including infrastructure, landscapes, building design, rehabilitation, and operation.	Programs & Advocacy Director
Goal 4	Increase membership and create an exceptional member experience that provides meaningful opportunities for professional development, social networking and thoughtful discussion of green building policies and practices.	Membership & Outreach Coordinator
Goal 5	Develop the DVGBC's organizational structure and leadership capacity to leverage the knowledge, expertise and passion of all DVGBC members.	Governance Committee
Goal 6	Position the DVGBC as the Delaware Valley region's green building leader and first point of contact.	Executive Director

Evaluation Process

The DVGBC's Board of Directors should evaluate progress towards completion of the tactical plan for each strategic goal at every Board meeting. In addition, the Board of Directors should hold an annual strategic planning review meeting to assess long-term progress towards accomplishment of all of the goals and objectives in the strategic plan. This will allow the DVGBC to build on its successes, identify challenges or barriers to the implementation of specific goals or objectives, and have the flexibility to alter the strategic plan to reflect changes in the organization's operating environment. Meeting participants may include a variety of key stakeholders, including the Board of Directors, staff, members, funders, constituents and community partners. Achievements should be noted in the DVGBC's annual report, special events and in other communications to members and supporters.

In 2011, the DVGBC's Board of Directors and Executive Director should begin preparations for the next strategic planning cycle.