



**NEW JERSEY**

# 2013-2018 STRATEGIC PLAN

# ACKNOWLEDGEMENTS

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## 2014 ADVISORS AND CONSULTANTS:

Harry E. McLellan, Esq., LEED AP, BD+C  
*General Counsel*

### Advocacy Management Group:

A.J. Sabath  
Jessica Frasco  
Lynn Haynes

## CHAPTER LEADERS – 2014 RETREAT

Jason Kliwinski AIA, LEED AP BD+C ,  
O+M, LEED Fellow  
John Henry, LEED Green Associate  
Andy Topinka  
Ed Abaid  
Ray Perkins  
Peter VanDerkooy  
Robert Emert  
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## 2014 CORE TEAM (STAFF)

Florence Block, LEED Green Associate,  
*Executive Director*

Mary Ellen Garrigus, PhD,  
*USGBC NJ Chapter Coordinator*

Medea Villere,  
*USGBC NJ Membership and Program Coordinator*

Jill W. Gault  
*Bookkeeper*

# Every story about green building is a story about people.

*(Adapted from the 2013-2015 USGBC Strategic Plan)*

Our built environment is much more than a collection of physical structures. It is the place where we write the story of our lives; where we raise our families, educate our children, labor, create, gather our communities, exalt our spirituality, and care for our elders. Our intuition and our experience tell us that the design and composition of these spaces matter. They can inhibit or inspire, stifle or allow us to breathe, disrupt or harmonize with our natural surroundings, shut us out or welcome us home.

The vision and mission of the U.S. Green Building Council (USGBC) and USGBC NJ is to improve the quality of life by transforming the design, composition, and operation of the places where we live, learn, work, and play within the short space of a generation. This mission means that our children and grandchildren will grow up in green and healthy homes. They will know what it is to conserve water and energy and how conservation improves their own lives and those of others. It means their generation will attend schools designed to support learning, schools filled with sunlight and fresh, clean air. It means they will live in dynamic communities that draw on the innovations and opportunities fostered by the green building movement to power their economy, improve their environment, and conserve resources for future generations.

Over the past two decades of working toward this vision, USGBC has grown rapidly, building a diverse and impassioned community. The USGBC community - composed of members, chapters, volunteer leadership, international green building councils, and a broad circle of supporters - has shown itself committed to the goal of transforming lives, not only for those close to home, but also for people and communities around the world.

With USGBC NJ leadership and members' continued support, USGBC is now uniquely positioned to lead a global movement for meaningful change. Together we will write a new story about people and their relationships with the built and natural environment – a story that leads us to a healthy climate, healthy environment and healthy individuals.

This Strategic Plan is our path forward for 2013-2018. To move toward the realization of our vision over the next five years, USGBC NJ commits to:

- Expand our mission beyond individual buildings to embrace the larger built environment and broader aspects of sustainability, including a more focused approach to social equity and human health;
- Focus on opportunities to improve the energy and environmental performance of existing buildings;
- Improve strategies that reduce the built environment's contributions to climate change;
- Increase the adoption of green planning, design, construction and operational strategies in government buildings;
- Increase the capacity within the building trades to meet the growing demand for green buildings, infrastructure and communities;
- Work with USGBC to add new tools, strategies, technologies and data to measure building performance;
- Deliver accessible education on how to manage, operate, and inhabit green buildings;
- Accelerate adoption of green building strategies; and
- Enhance collaboration within our community of members, chapter networks, volunteers, Accredited Professionals (APs), and supporters.

# USGBC VISION, MISSION & GUIDING PRINCIPLES

## **MISSION**

To be New Jersey's foremost leader promoting, advocating, providing tools and education for the planning, design construction, operation and maintenance of high performance buildings and communities that are environmentally responsible, resilient, cost effective, productive, and healthy places to live, learn and work.

## **GUIDING PRINCIPLES**

Along with our vision and mission, USGBC NJ's guiding principles provide the foundation upon which the work of the organization stands and the reservoir of intent and imagination out of which our strategy grows. They also serve as touchstones by which USGBC evaluates the success and integrity of our work both inside and outside of the organization.

### **PROMOTE THE TRIPLE BOTTOM LINE**

USGBC NJ will pursue robust triple bottom line solutions (people, planet, profit) that clarify and strengthen a healthy and dynamic balance between environmental, social, and economic prosperity.

### **ESTABLISH LEADERSHIP IN GREEN BUILDING BEST PRACTICES**

USGBC NJ will foster both revolutionary and evolutionary leadership by championing sustainable models that achieve a more robust triple bottom line.

### **RECONCILE HUMANITY WITH NATURE**

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

### **FOSTER SOCIAL EQUITY**

USGBC NJ will continue to respect all communities and cultures and aspire to be a fully inclusive movement that embraces opportunities, which broaden and expand our reach through partnerships and initiatives.

### **BE INCLUSIVE**

USGBC NJ will ensure inclusive, interdisciplinary, multi-sector, and democratic decision making with the objective of building understanding and shared commitments toward a greater common good. In this spirit, USGBC NJ will continue to seek common ground and partner with allied, influential organizations and leaders in the field to confront mutual challenges.

### **EXHIBIT TRANSPARENCY**

USGBC NJ will continue to operate in an organizational culture that places honesty, openness and transparency above all else.

## STRATEGIC GOALS

The strategic goals presented here define the priorities USGBC will pursue globally to further our mission in 2013-2015:

1. Expand the **green building marketplace**
2. Influence green building **policy** at local and state government
3. Enhance education and outreach regarding global and local **economic, health and environmental benefits** of green building
4. Achieve higher mission impact through **organizational** and **community excellence**

Together, these four complementary strategic goals represent broad yet actionable and measurable pathways toward market expansion and the transformation of the relationship between humans and the global environment.

## STRATEGIES

The strategies outlined per goal demonstrate how USGBC NJ will work to achieve our goals over the next five years. Some strategies will be implemented through existing programs, such as LEED (Leadership in Energy and Environmental Design) advocacy and education, the USGBC NJ Green Schools initiatives and USGBC NJ Advocacy programs, while others will require the development of new initiatives. Depending on market, economic and technology factors as well as Chapter and Chapter Leadership capacity, the strategies and pace of delivery will be adjusted and prioritized to achieve these.

## GOAL 1: EXPAND THE GREEN BUILDING MARKETPLACE

In order to advance our mission in a multidimensional, entrepreneurial, and comprehensive way, USGBC recognizes that it must continue to pursue strategies, relationships and partnerships that constantly expand, diversify, and scale our targeted markets, stakeholders and communities.

We celebrate the success of LEED and its leadership position among global building rating systems. NJ has 317 LEED Certified Buildings in its portfolio and 942 Registered Buildings. Concurrently, we must continue to evolve LEED and further incentivize its advancement and demand in the marketplace, realizing new innovations that will soon allow us to benchmark the performance of buildings across the state of New Jersey. Also included in the scope of performance will be a focus in concert with USGBC on the role that buildings play in human health and well being, productivity and quality of life.

We must also renew our commitment to explore collaborations with our stakeholders and to expand the marketplace for green building practices in general. These connections will accelerate dramatic innovations in green products, new technologies and the creation of a rapidly expanding marketplace exclusively dedicated to building performance, while simultaneously identifying new opportunities for engagement.

### STRATEGIES

- Expand and articulate the value proposition of green buildings and communities in NJ to further encompass health, well-being and social benefits at a local and state level;
- Grow Capacity in education, knowledge sharing and credentialing;
- Create a benchmarking system to showcase green buildings as a resource to businesses, schools, health care institutions and government;
- Grow capacity for innovation in green building education, knowledge sharing, credentialing, and certification, through development and implementation of a communication and outreach framework;
- Engage and broaden the stakeholder base through partnerships and collaborations that facilitate green building innovation and expansion;
  - serve both the highest achieving buildings and those just starting to address sustainability;
  - support the provider community including manufacturers, subcontractors, and designers to deliver healthy green buildings;
  - move toward regenerative buildings that meet the needs of people, neighborhoods and the planet

## GOAL 2: INFLUENCE GREEN BUILDING POLICY AT LOCAL & STATE GOVERNMENT

Over the next five years, USGBC NJ will continue to provide high-impact non-partisan leadership at the NJ local and state government through innovative, comprehensive and increasingly sophisticated policy strategies and stakeholder engagement campaigns. By leveraging and mobilizing our community of volunteers, USGBC NJ will distinguish itself as a resource for sustainability of the built environment at local and state government.

As a recognized international leader in market transformation via the global brand recognition of LEED, USGBC NJ is uniquely positioned to promote alternative pathways to sustainability, including green building codes, complementary green building rating systems, and government programs and initiatives created to spur market transformation.

USGBC NJ will continue to be inclusive of all communities, especially the underserved, in our advocacy and public policy efforts, ensuring that the triple bottom line promise of sustainability reaches all communities.

### STRATEGIES

- Advocate for high-impact comprehensive green building policies and codes;
- Preserve our trusted advisory role with policy makers, market decision makers, and other advocates;
- Actively promote the benefits of LEED certification and the adoption of LEED as global best practices;
- Strengthen green building advocacy efforts directed toward underserved communities;
- Develop and advocate policies that help reduce the negative impact of buildings on climate, natural resources, and human health and well-being; and
- Coordinate public policy efforts and incentives, and support them at state and local levels.

## GOAL 3: ENHANCE EDUCATION & OUTREACH ON THE ECONOMIC, HEALTH, ENVIRONMENTAL BENEFITS OF GREEN BUILDING

The built environment and human behavior can have a detrimental impact on the larger environment, contributing to air and water pollution, climate change, natural resource depletion, biodiversity loss, and other unsustainable trends. Conversely, green buildings and communities have demonstrated that the design, construction and operation of the built environment, from the scale of buildings to the scale of metropolitan regions, can play a crucial role in advancing responsible environmental stewardship and sustainability. Common language, strategies, tools, and metrics have the potential to advance green building initiatives globally. Cultural, political and market barriers must be addressed to ensure thoughtful progress.

USGBC NJ will continue to educate and facilitate the dissemination of LEED and other allied green building standards. USGBC NJ'S valued and increasing role as a premier educator in sustainability and LEED has grown exponentially over the past 4 years and seeks to further expand our reach in the private and public sectors.

### STRATEGIES

- Educate businesses, schools, communities, and professionals about the benefits of green building and its direct impact on each sector;
- Partner with like-minded organizations to expand education and communications regarding economic, environmental and health benefits;
- Communicate benchmarking data
- Recognize and celebrate green building initiatives and accomplishments in NJ.
- Focus on and support grass roots relationships;

## GOAL 4: ACHIEVE HIGHER MISSION IMPACT THROUGH ORGANIZATIONAL AND COMMUNITY EXCELLENCE

Through the diversity, strength, resiliency, passion and intellectual capital within our broad community, USGBC NJ has been able to provide and foster leadership across the marketplace during both robust and challenging economic times.

This Community – comprised of our board and committee leaders, advocates, employees, emerging professionals, students and supporters – is uniquely poised to solve the challenges which face our planet and to recruit, retain, grow, develop, motivate and inspire our community to solve tomorrow’s needs.

Only by aspiring to and ultimately achieving organizational excellence and optimum efficiency across our movement will we be able to solve the challenges of tomorrow and realize the vision and mission of USGBC NJ within a generation through stewardship of our buildings and environment.

### STRATEGIES

- Recruit and retain strong leadership internally and through our board, committees, and volunteers;
- Cultivate an organizational culture to reflect the diversified perspectives of members, volunteers, board, and staff, with the right balance of technical, management, communication, education and advocacy skills to take on critical leadership roles within USGBC NJ;
- Regularly measure organizational performance through metrics of quantitative and qualitative indicators;
- Regularly assess organizational structure and refine as needed to align volunteer and staff efforts in support of USGBC’s mission and vision, conveying clearly how such decisions are made and implemented across the organization; and
- Actively identify, support, mentor, and develop students and emerging professionals within our USGBC NJ membership to become leaders in the community and larger market.

## ACTION ITEMS AND METRICS:

### **ACTION ITEMS: MEMBERSHIP, SPONSORSHIP, AND SOCIAL EQUITY:**

- Develop marketing and communication plan to enhance dissemination of value proposition and to engage and expand chapter partnerships: Sponsors, Members, Partner Organizations, and Government;
- Cultivate an organizational culture to increase diversity on the board, staff, with the right balance of technical, management, communication, education and advocacy skills to take on critical leadership roles within USGBC NJ;
- Continue to expand presence, education programs and influence within the Green Schools initiatives in partnership with NJSBA, Sustainable Jersey, Buildings and Grounds, DOE;
- Solidify relationships with like minded and diverse organizations: NJ Future, APA, AIA, BOMA, IIDA ASID, Habitat for Humanity, VA Education Programs, Urban Development Districts.
- Continue to partner with USGBC on Impact Grant for Green Schools and expand to further pilot projects.
- Strengthen Branches and committee membership and programs
- Continue to grow membership to reach 1,500.
- Expand donation of chapter services to the underprivileged, and mission driven opportunities compatible with USGBC NJ mission by 10%.

### **EDUCATION:**

- Continue to procure grant funding to expand awareness and understanding of LEED and triple bottom line resulting from sustainable practices.
- Continue to provide training and education within the school districts and boards as well as “train the trainer” programs.
- Leverage the chapters standing as USGBC Education Partner to cross pollinate with other professional education providers to diversify our offerings
- Develop on line courses from our library of offerings.
- Expand LEED V4 training.
- Meet our goal 04 80-100% in supporting USGBC Green Apple Day of Service.
- Provide continuing education programs to emerging professionals to cultivate next generation of leadership.

**ADVOCACY:**

- Advance residential and commercial green building resiliency tax credit legislation;
- Support and Education Local and State Legislators on LEED V.4
- Implement USGBC NJ Ambassador Program
- Continue to advocate for adoption of a “Green Construction Code”.
- Advance legislative relationships, NJ Cabinet, and their respective staff.
- Continue to meet regularly with state and local legislators and officials.
- Maintain legislative and regulatory monitoring effort.

**ORGANIZATIONAL EXCELLENCE AND FISCAL RESPONSIBILITY:**

- Continue to maintain transparency and integrity.
- Continue to practice operational fiscal responsibility.
- Implement programs and events that is financially responsible
- Increase Gala and other event attendance, sponsorships and revenue by 20%
- Recruit and renew new, current and lapsed sponsors to increase sponsorships by 20%
- Expand Social Media communications to increase event attendance, membership
- Continue to comply with federal and state accounting practices in implementing our grant programs
- Develop a USGBC NJ investment policy.

**METRICS:**

**(Attached)**