

NV Chapter

U.S. Green Building Council

2011-2012

Strategic Plan Document

Updated: October 12, 2010

Prepared by Lisa Whited, USGBC Organizational Development Consultant

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**Nevada Chapter
U.S. Green Building Council
2010 – 2012 Strategic Plan**

Prepared By Lisa Whited, USGBC Chapter Growth Consultant

First Draft – August 22, 2010

Brief Overview of Strategic Planning Process

Strategic planning has been around since the sixties. It is defined as the process that leaders use to envision an organization's future and, in turn, empower employees to achieve. Essentially it is a method for aligning short-term decisions with long-term goals. Strategic planning is used typically with corporations and non-profit organizations as a business development tool, and is often tied directly to an organization's business and marketing plan. Strategic planning answers the questions:

- Where are we today?
- Where do we want to be in the future?
- What should we be focused on today in order to make it to where we want to be in the future?

Strategic planning is a system to plan, track and measure success. A typical process includes:

- **Conducting an environmental scan and/or survey** – this was done by conducting surveys of directors and members. *(Issued to chapter members in July, 2010. Data aggregated and distributed to board on August 7, 2010.)*
- **Holding a day-long brainstorming session** – members, directors, employees, company leaders and in some cases clients or vendors, participate in a session that includes brainstorming, conducting a SWOT analysis (**S**trengths, **W**eaknesses, **O**pportunities and **T**hreats), identifying and prioritizing goals and drafting a vision and mission statement. *(Completed August 14, 2010)*
- **Creating a strategic plan document** – this document is a “road map” that includes documentation from the environmental scan and brainstorming session, as well as goals, objectives, strategies and tactics. *(First draft issued August 22, 2010)*

- **Creating a tactical work plan or business plan with budget** – this becomes the financial business plan for the organization – and it is directly aligned with the organization’s strategic goals. (*Begun by retreat attendees on August 14, 2010.*)
- **Creating an accountability/reporting mechanism for achieving tactics** – deadlines, names of responsible persons and required check-in points are established, as well as a way to monitor and track progress on specific goals. (*Begun on August 14, 2010. You may need to follow up by drafting charge sheets for all committees – ideally no later than October 15, 2010.*)
- **Implementing the plan** – implementation of the plan requires all stakeholders (company leaders, employees and others) to understand and accept the plan and then “live and breathe” the plan. (*Time frame for this plan is January, 2011 through December, 2012.*)
- **Assessment** – at the end of a cycle, typically a 12-month period, the plan is revisited to review what goals were met, what was not accomplished and the challenges faced. This plan then becomes the starting point for repeating the entire cycle. (*Assessment/check-in on progress of this strategic plan should happen no later than July, 2011, with an interim check in February, 2011.*)
- **Repeat, repeat, repeat!**

Please see separate document (*Strategic Planning Guide*, Whited 2009) for an expanded version of this process.

Vision Statement

A vision needs to be simply stated – what you strive for – your “big hairy audacious goal” (or BHAG). Remember that the vision is what you are shooting for – it is a statement that makes you very proud to be associated with the chapter. Another way to think about your vision is this: If the Nevada Chapter was featured on the front page of the *New York Times* in five years, what would you want the headline to be? What would make you feel proud about being associated with the chapter? That is the essence of a vision – something to reach for, something that motivates you and makes you want to “get out of bed every day to achieve.” It should also be simple to remember and stated in the present tense.

During our strategic planning retreat on August 14th, we reviewed Nevada’s current vision statement and also referenced National’s vision statement. Several chapters have adopted National’s

vision statement as their own – this may be something the Nevada Chapter wants to do – but it is not required by National. You may choose to refine your current vision statement, create a new vision statement, or adopt National’s vision statement.

The following vision statements are based upon the initial “headline” exercise that each retreat participant created during our meeting (see attachment ___). The statements below are presented here for the board’s consideration. As a board you should refine and choose one vision. However, do not get bogged down in word-smithing your vision. The intent is what needs to be clear. To have a group of 12 people (or more) agree on the exact wording is energy diverted from achieving the vision.

Nevada Chapter Current Vision Statement:

We are an active and influential organization promoting and contributing to significant advances in the built, natural, and social environment of our regional community. We strive for continuous regeneration in our people, products and programs.

Proposed Vision Statement I: (National's vision statement)

Buildings and communities will regenerate and sustain the health and vitality of all life within a generation.¹

Proposed Vision Statement II:

Nevada is a model for sustainable re-use of existing buildings and renowned in the region for its outstanding quality of life.

Final Board-Approved Vision Statement:

Nevada is a model for sustainable buildings and communities and is renowned in the region for its outstanding quality of life.

¹ Generation is defined as the average time between two generations of a species – about 35 years for humans. USGBC, for some reason, calls a generation 20 years.

Mission Statement

The mission is what the chapter exists to do – it reflects the day-in and day-out work of the chapter. For reference, National’s mission statement is: “To transform the way buildings and communities are designed, built and operated, enabling an environmentally and socially responsible, healthy and prosperous environment that improves the quality of life.”

Existing Mission Statement

We exist to make a positive difference in the built, natural, and social environments of the State of Nevada. We will promote healthy, sustainable, socially responsible, and economically viable built environments through collaboration, education, networking, diversity and environmental stewardship.

An important item about the mission statement is that your goals must relate directly to, and support, your mission statement. Ideally, key words in your mission statement show up as your primary goals. Therefore, again for the board’s consideration – and keeping in mind the top three goals identified by the retreat attendees – the following mission statement is proposed:

Proposed Mission Statement: *(Approved by Board on 9-1-10.)*

The USGBC Nevada Chapter advocates adoption of sustainable codes, implementation of sustainable construction practices for existing and new buildings and access to sustainable education throughout the state.

(Reminder – here are the top 3 goals – highlighted to connect to mission statement: 1) **Advocate for green buildings and codes** at all levels of government, 2) Design an approach **model for existing buildings** (*need to define intent*), 3) **Become an Education Provider** which will make certification maintenance more **accessible**.)

Mission Statement – with color highlights: “The USGBC Nevada Chapter advocates adoption of sustainable codes, implementation of sustainable construction practices for existing and new buildings (*verify with September Board of Director minutes*) **and access to sustainable education** throughout the state.”

SWOT Analysis

Typically we conduct a SWOT analysis before writing the mission, vision and goals of an organization. A SWOT is just a listing – by brainstorm – of **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats. Chapter members responded to a pre-retreat survey and indicated the top weaknesses and strengths. On August 14th, the board members developed the following list during a brainstorming session:

Strengths	Weaknesses	Opportunities	Threats
Incredible volunteers	All-volunteer organization (burn out potential)	Regional potential in solar & wind	Legislature – keep eye on in case they lower the bar to kick-start growth
Lot of professional involvement from design and building industries	Community outreach	Receptive mentality of climate	Competing green standards – confusion in marketplace/dilution of standards
Dynamic members and leaders	Leadership not cohesive/unified	Use technology better for connection to North	If economy is still bad – this is lost as a priority
Committed leaders (board) at high level	Public awareness	Participate in events (Relay for Life)	Baby steps to LEED achievement = too much resistance to expense
Knowledge-base of leaders	Try to be all things to all people	Involve companies in chapter (company leaders – draw on resources)	Perception that green building costs more
Important mission	Decision-makers at state level not aware of USGBC NV	Capture existing buildings market	Greenwashing
Passion in general	Transient nature of Las Vegas	Be a resource for building inspectors and planners	Many organizations with their own sustainable committees
Broader diverse membership	Lack of activity and lower numbers in North	Outreach to schools	Paul Gerner - head of facilities at school district is a loud opposing voice
Fiscally sound	Lack of leadership	Good interest level and curiosity about sustainable building practices	For-profit LEED education providers
Provide good monthly program attracting 90-100 members	Fundraising	Coordinate with Green Drinks and Green Alliance	Loss of credibility with other organizations because of credential maintenance
Willingness to change	Too many foci	Engage and help promote existing green buildings for building owners	Discouragement – bar keeps being raised
Professionalism	Don't recognize volunteers enough	Monthly meetings – team/partner with another group	“LEED – equivalent” buildings
Amount of opportunities to be successful	Don't do enough LEED-specific training	General public has open minds – ready to take on new standard and become mainstream	Inability of financial institutions to aid in creating LEED buildings
Part of strong national group – popular movement	Succession planning & recruiting leadership	Green building – coordinate message with health and wellness	Short term institutional memory
Recognized brand	Continuity/legacy	Partner with champions within local governments – be a liaison for changing codes	Economy

Strengths	Weaknesses	Opportunities	Threats
Appeal to a broad member base	Consistent messaging about the chapter	Involvement with planning and town boards	State allows tobacco smoke – this dilutes the message about sustainable buildings
A lot of success in spite of economy	Volunteers losing passion for cause	Be a resource to building owners – so they call USGBC first	Support from government agencies & organizations
Credibility	Luke-warm membership – not hands-on	Focus a message to the legislature on 2/21/11 when they reconvene	Academic institutions not focused on sustainability in education
Fun – for a cause instead of for personal business	Don't have bite-sized steps for membership and general public	New economy/economic development (profit vs. doing the right thing)	Limited industries
Strong legislative voice	Letting people know what our successes and accomplishments are	Engage volunteers	
Strong administrative support	Don't participate in public activities enough	Educate private sector on economic advantages	
Low membership fees	Public perception very different	Be an education provider	
Mission-driven	Do not have relationships with other organizations	Capitalize on interest of homeowners – families and kids	
Non-partisan – neutral presence	Organizational structure; policies and procedures not documented	Educate people about federal incentives for existing structures (energy retrofits and rebates)	
	Membership has declined	Profit & legislation – emphasize ROI	
	Current strategy	Help members show how they are accomplishing green economy	
	North/south connection	Resource to public about financial incentives	
	Volunteer management	Pull both sides (partisan) in for member discussion and education	
	Misunderstood mission and values by leadership	Capture major utilities & companies as sponsors to Friends of the Chapter	
	Committee overlap	Involve hospitality giants	
		Goals that involve chapter with community at large	
		Reach out to channel 10 and NPR	
		Free membership for LEED building owners	
		Connect to colleges & univ's.	

A Note on Terminology

In accordance with the terminology of the USGBC National Strategic Plan, released in August 2008, the Regional Council's strategic plan is organized in four tiers:

GOAL (very large scale)

OBJECTIVE (the desired outcome in our chapter, has measures of success)

ACTION (also known as STRATEGY) (a project, initiative, event; involves one or several committees)

TASK (necessary steps to complete the action)

The **GOALS** and **OBJECTIVES** are your Strategic Plan and are expected to change little over the next few years. The **ACTIONS** and **TASKS** form your annual Work Plan for 2011-2012 and have names and budgets attached to them. These items are reviewed and revised each year. This Strategic Plan document includes goals and objectives for 2011 – 2012. The Work Plan includes all of this, *plus* actions and tasks for 2011 – 2012. The Work Plan also indicates who is accountable (the person that sees the task is done), who is responsible (the person or committee that carries out the task), and deadlines for each task.

Goals

At the retreat, the group identified and prioritized goals. (A list of all goals identified at the retreat can be found in Attachment C.) The top goals, as prioritized by the group, are indicated below. (Note: "Goal" is the same as "Aim" in Dynamic Governance lingo.) 18-24 months is the time frame we are looking at for goals. The objectives, actions/strategies and tactics for each goal are more specific and typically have a shorter time frame for accomplishment.

The numbers in parentheses indicate the number of votes each goal received. It is recommended that no more than three goals be established (four, including "Organization.")

1. **ADVOCACY - Advocate for green buildings and codes at all levels of government – coalition; sponsor green building (7)**
2. **EXISTING BUILDINGS - Design an approach model for existing buildings - campaign to promote awareness (7)**

3. **EDUCATION - Become an Education Provider which will make certification maintenance more accessible.** (4)
4. **ORGANIZATION – Become an efficiently-run organization, allowing our volunteers to more effectively focus on the chapter’s mission.** This is a goal that all chapters need to include – it has to do with the organizational structure including bylaw review, nominating committee procedures, written documentation of policies and procedures, written performance evaluation of staff, etc.

Objectives

As mentioned under *A Note On Terminology* (page 8) a goal is large scale and an objective is a desired outcome that has measures of success. Each of the goals written above has corresponding objectives that can be identified by the Nevada Board. To begin discussion, the author has listed possible objectives under each of your goals. During our breakout planning sessions on Saturday, the groups also identified objectives for goals. Additionally, by reviewing the list of goals in Attachment C, the board may find several other items that can be included as objectives under the following goals. The final objectives must be determined by the Board – but, remember to make them measurable in some way – whether that is by numbers, percentage, time frame, etc. (A SMART goal is **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**imebound.) Actions and tasks, which fall under the objectives (part of the work plan) always have deadlines and responsible persons identified to be accountable.

Goal 1: ADVOCACY - Advocate for green buildings and codes at all levels of government

Objective 1: Conduct a review of existing codes from neighboring states, International IGCC, BOMA and other organizations by December 31, 2010.

Objective 2: Adapt/adopt and advocate for a model code by February 28, 2011 (be a resource for development).

Objective 3: Develop a target list and identify champions within Nevada’s cities, counties, the state and utilities by December 31, 2010.

Objective 4: Find advocates and allies within aligned organizations (AIA, Engineers, AGC, Unions, etc.) by February 28, 2011. (Ideally, have a position statement all organizations can sign on to by 2/28/11.)

Objective 5: Approach targets such as local government and utilities, through two targeted workshops, developed with the Education Committee, by May 1, 2011.

Objective 6: Continue monitoring, lobbying and working the hearings with the PUC, County Commissions, etc. through October 31, 2011.

Objective 7: Rework the model language, adjust and update as required up until the legislature reconvenes (December, 2011.)

Objective 8: Adopt and implement a new building code by the end of the legislative session, 2012.

Objective 9: Continue to monitor and oversee legislation for duration of committee.

Goal 2: EXISTING BUILDINGS - Design an approach model for existing buildings

Objective 1: Identify the audience/stakeholders and prepare an effective, targeted message by September 30, 2010.

Objective 2: Create an effective marketing piece, via web and print media, that can begin being distributed to stakeholders by November 30, 2010.

Objective 3: Collaborate with two other organizations to share in distribution of message by January 1, 2011.

Objective 4: Develop three distinct programs with existing chapter committees to deliver targeted message by June 30, 2011.

Goal 3: EDUCATION - Become an Education Provider which will make certification maintenance more accessible

Objective 1: Complete and submit application and fee by November 30, 2010.

Objective 2: Write and distribute guidelines to all chapter members for submitting an educational program by December 10, 2010.

Objective 3: Receive 10 programs that meet requirements; submit all 10 courses for review to National by April 1, 2011.

Objective 4: Ten programs are offered throughout the state; 75% of the programs receive an average of “good” or “great” ratings by attendees.

Goal 5: ORGANIZATION – Become an efficiently-run organization.

Objective 1: All required national reports are filed on time in 2011.

Objective 2: A clearly written policy and procedure manual is adopted by the Board by the end of the first quarter, 2011.

Objective 3: A board assessment survey conducted in December 2011 indicates that 100% of board members are “pleased” or “very pleased” with the overall leadership and accomplishments of the previous year due to the comprehensive board orientation program they received in January, 2011.

Objective 2: A diverse and robust board is in place in January 2012 as a result of the new nominating procedures and guidelines that were implemented in 2011.

Objective 4: All committees and taskforces successfully complete their work in 2011, with a higher than 90% satisfaction rating by committee volunteers on their experience, due to the volunteer training they received in the 2nd quarter of 2011.

Objective 5: More than 95% of the committee volunteers ask to be involved in a committee in 2012.

The Work Plan

In a traditional strategic planning process, the logical next step is to establish a Work Plan sub-committee to refine the above objectives and then write actions and tasks for each objective. This becomes the Work Plan. The Work Plan is a spreadsheet that shows specific tasks for each action. The Work Plan also includes deadlines to achieve the actions and assigns people (or committees) to complete each task. The work/action plan can take different forms, as long as some method is used so progress can be measured and assessed.

What we ultimately achieve with this process is not only a Work Plan that is tied directly to the Council’s strategic plan, but also a document that allows you to accurately assess progress toward your goals, mission and vision. This is a cyclical process that is repeated every 12 months – not reinventing

the plan every year, but rather measuring progress and adjusting actions and tasks as necessary to achieve your vision. (Tie to committee & individual job assessments.)

During our retreat in August, we broke into smaller groups and began writing the work plan for each of the goals. Those work plan sheets are found in Attachment I.

Committees/Taskforces and Charge Sheets

Working Groups are created based upon the objectives and strategies of the plan. Some objectives and strategies can be assigned to one volunteer to complete, rather than establishing an entire working group. Other assignments might be completed by a consultant or the USGBC Organizational Development Consultant. However, each committee deserves a written description (*Committee Charge Sheet* – see Attachment D) of what needs to be accomplished with deadlines so that volunteers are clear on expectations. Additionally, this written description becomes a mechanism for accountability.

The Nevada Chapter has several existing committees – some of which may be combined for efficiency. Responsibility for meeting the goals that were identified at the retreat can be spread across existing (and new) committees. The board should review the objectives for each goal and assign responsibility to individuals or committees for completing the tasks.

Conclusion and Recommendations

The Nevada Chapter has accomplished a great deal over the years. It is an established, respected organization that simply needs fine-tuning to become an even more vibrant and viable voice for sustainable building in Nevada. Spending a good portion of energy and resources in 2011 on organization, streamlining processes, clarifying committee assignments, training volunteers and strengthening the organizational structure of the Chapter will be time well spent – an effort that will benefit the chapter for years to come.

Next Steps

As you read through the following pages of attachments, you may find yourself wondering, “This is too much – how will we get this done and what’s next?” The following is a recommend step by step list of actions the board is encouraged to follow to ensure the plan is successful this year.

1. Read and review Strategic Plan document; note questions for board discussion.
2. Board votes to adopt strategic plan at its board meeting in October. (NOTE: Adopting the strategic plan as written does not mean that you anticipate completing all items in this plan in 2011. Rather, adopting the plan means that you believe in the intentions and ideas shared in the document and will work together as a board towards successful implementation of the plan.)

3. Committee chairs complete charge sheets, using notes from this document by an agreed upon date (end of October would be good.)
4. List of committees found in Attachment I is completed – assigning volunteers to each committee. Board ratifies committee assignments at a regular board meeting (or via email consent).
5. All committee members are issued the charge sheet, committee chair job description and a committee member job description (The committee chair job description could be modified slightly to become a committee member job description).
6. Board members hold each other accountable for submitting timely and complete written committee reports prior to board meetings (you might want to rotate the reports – half due one month and half due the next month – essentially having a committee submit a report every two months.) NOTE: committee chairs should only be reporting on issues that require board action – obstacles or challenges to getting the work done.
7. By the end of the first quarter of 2011, a sub-group of the board (should include the incoming chair/vice-chair and one or two other members – or volunteers from the governance committee) conducts a review of this plan and assesses completion of the objectives and work plan. This is done to simply see what is on track and what has derailed.
8. A member survey should be prepared for mid-year 2011 that can measure some of the objectives listed in this document. The cycle of strategic planning then begins for 2012. (Please see separate Strategic Planning Guide document for a complete description of the process.)

END OF MAIN DOCUMENT

Attachment A

Objectives of Attendees at Retreat

Sarah – Want my life energy spent effectively and efficiently

Olivia – Clarity, direction – to be on the same page to serve each other

Dave – goal for the year that implements stronger community connectivity

Rick – 3 main focused goals for next year

Jenn – more organized and focused

Tara – know where we are going to better serve the chapter

Katrina – develop better relationships with people in the room

Richard – focus tactics on objectives and getting things done in a short amount of time

Dave – we've accomplished a lot – want to recognize strengths and all we've done; work more dynamically together

Roger – establish a framework – focused goals and implement the goals

Matthew – specific goals for board and committees – know expectations of peers

Kenya – where are we going – achievable goals; reportable results

Attachment B

“Headline” Exercise

“USGBC NV Leads The State From Despair To Sustainable!”

“Nevada Chapter Leads The Nation In The Number Of Sustainable Buildings Per Capita”

“The USGBC In Partnership With _____ Organization Has Recently Completed _____ Project”

“USGBC NV Recently Helped To Raise _____ Dollars For _____ Event”

“USGBC NV Chapter Plays A Key Role In The Creation & Implementation Of NEV-GREEN, Nevada’s Green Building Code For Commercial And Residential Construction”

“The Nevada Chapter Is The Recognized Leader In Sustainable Community Development And Environmental Stewardship”

“USGBC Nevada Chapter Influential In Adopting A Statewide Green Building Code”

“NV Reaches 100% Renewable Energy Thanks To Tireless Lobbying And Activism From Organizations Such As AIA Nevada and USGBC NV”

“USGBC Nevada Recognized by U.S. President For Leading The State To Sustainability Successes”

“Nevada Chapter Pushed Highest Rate of Building Stock Conversion To Sustainable Buildings”

“USGBC Nevada Chapter Achieves The Adoption Of Green Schools Initiative By The State of Nevada”

“USGBC NV Plays Integral Role In Development Of First Fully Sustainable Community In Las Vegas”

And – a caption (that, I think, would appear under a photo of the Governor and members of USGBC NV):

“The governor of Nevada, with key members from the USGBC NV Chapter who spearheaded the campaign, signs into law a bipartisan bill promoting green schools for all students in Nevada by 2020.”

This “headline” exercise prompted the following discussion and phrases to be considered in the creation of a vision statement:

Regenerative

Nevada

Built environment

In alignment with Nevada's political and economical environment

Direct connection to U.S. Green Building Council

NV as a model for green building and sustainable development

Renewable energy

Improving daily lives and quality of life

Attachment C

List of Goals Identified for 2011-2012

(Note: Goals = Aim in Dynamic Governance lingo. 18-24 month is the time frame we are looking at for goals.) The numbers in parentheses indicate the number of votes each goal received. The red items are the top three goals. After the group created an initial list of goals, we reviewed and combined some goals that were redundant or clearly were a strategy or tactic to achieve a larger goal. Some of the items listed that did not make the “top three” may fall under overarching goals as objectives, strategies or tactics.

Advocate for green buildings and codes at all levels of government – coalition; sponsor green building (*Government Affairs Committee*) (7)

Design an approach model for existing buildings - campaign to promote awareness (*Across All Committees*) (7)

Become an Education Provider which will make certification maintenance more accessible (*Education Committee*) (4)

Enhance interaction within and outside organization – collaborate with other organizations (2)

Find a way to engage new volunteers – volunteer engagement (1)

Create a more integrated and connected chapter (3)

Increase participation and attendance at meetings from 25% to 35% (2)

Conduct a media outreach campaign (0)

Participate as an organization in at least 6 charitable events in community (1)

Become defacto expert and resource for sustainable buildings in community (3)

Greenifying schools/adopt a school (1)

Walk a community through all steps of becoming sustainable (Develop a smart home) (2)

Increase membership to 600 or 700 (3)

Get an Executive Director (2)

Set up an endowment or scholarship program on education side (3)

Create a system for tracking achievements (0)

Attachment D
Sample Charge Sheet

USGBC Nevada Chapter CHARGE SHEET
COMMITTEE NAME

Background:	
Responsibilities:	
Meetings:	
Resources:	
Deadlines:	
Budget:	
Term Expires:	December 31, 20__ for all committee members
Responsible Director:	To be determined
Committee Chair:	To be determined
Committee Member:	To be determined
Committee Member:	To be determined
Committee Member:	To be determined
Committee Member:	To be determined

Attachment E

Committee Chair Job Description Example (to be modified as required.)

Chapter Role Description & Responsibilities

Title: COMMITTEE/TASK FORCE/WORKING GROUP CHAIR

Term: One year appointment unless noted otherwise

Reporting Structure: Committee Chair reports directly to Responsible Director

By-Laws Description: WORKING GROUPS, COMMITTEES & TASK FORCES. Working groups, committees and task forces shall be established by the Council to perform specific activities and shall be constituted and staffed as provided in Policies. (Verify if there is language in the USGBC by-laws that describe this work.)

Policies Description: WORKING GROUPS, COMMITTEES & TASK FORCES:

1. Shall take into consideration the region as a whole when performing their assigned task.
2. Shall be given a clear definition of purpose and/or work to be performed.
3. Shall be required to submit one (1) written summary report to the Board at the end of each year which shall include its assignment, results, financial report and any recommendations.
4. Shall make interim reports to the Board for its review as necessary. All reports must include the necessary information to allow the Council members to make decisions that are in the best interest of the region.
5. Working groups, committees and task forces are the support groups whose assignments are directly tied to accomplishing specific tasks of the region's current work/action plan, within the current year. Assignments are contained within a defined time period, lasting no longer than one work plan year. Working groups, committees and task forces are disbanded at the conclusion of their assignment or at the direction of the Council.

NOTE: Typically a task force or working group functions for a finite period of time; a committee is on-going (a standing committee, such as Nominating.) However, in this document the term "committee" is interchangeable with "task force" or "working group."

General Responsibilities

1. Each committee/task force/working group has a direct line of responsibility to a Board Member ("responsible" member). In turn, the Board Member briefs the full Board about issues that may arise with the committee/taskforce/working group.
2. The chair shall submit a *Working Group/Committee/Task Force Report* to his/her Responsible Member as requested by the Council, on the dates established on the *Working Group/Committee/Task Force Charge Sheet*.

Responsibilities To Committees

1. The incoming chair shall be contacted by the Responsible Member to obtain a listing of appointed committee members and to open the lines of communication within 30 days of the chair's appointment. The purpose of this introductory call/email will be to brief the incoming chair on the history of the committee, background information, schedule and overall concerns the Board may have with the committee's task.

2. The director shall forward to the incoming chair any pertinent information that will assist the chair and committee in their tasks. (Caution should be taken not to overload the incoming chair with papers and information that are not essential to the task at hand.)

Keys To A Successful Committee

1. Ask for a volunteer (or appoint a secretary) to take minutes of all meetings. The meeting minutes are for the committee's use in achieving their goals, but also shall be forwarded to the Responsible Member.
2. At the first meeting, establish goals for the year based on the *Strategic Plan* of the Chapter. (Current copy of *Strategic Plan* MUST be given to you by your responsible member. If you haven't received one by the time of your first meeting, please contact the office administrator for a copy.) Write the goals down and refer to them often – virtually every decision made by the committee should answer to the strategic plan and mission of the Chapter.
3. Develop strategies to help the committee achieve goals. Your Responsible Member is available to assist you in this process.
4. Divide the strategies into tasks. Present the strategies to your committee members and allow them to choose which tasks they wish to work on. These members then become the coordinators for that portion of the goal.
5. Establish (by consensus) a calendar for phone/e-mail/in-person meetings. Keep the lines of communication open with your Responsible Member. He/She is here to help you.

Attachment F

Committee/Taskforce Report Template (to be modified as required.)

Committee/Task Force Report Page 1 of 2 Date Filed: _____

Name of Committee/Task Force:	
Chair:	
Co-chair (if applicable):	
Committee Board Liaison:	
Members (including chairs): <i>(include name, address, phone, e-mail)</i>	
Name:	Address line 1:
City, State:	Address line 2:
Telephone:	Zip Code:
e-mail:	Notes:
Name:	Address line 1:
City, State:	Address line 2:
Telephone:	Zip Code:
e-mail:	Notes:
Name:	Address line 1:
City, State:	Address line 2:
Telephone:	Zip Code:
e-mail:	Notes:
Name:	Address line 1:
City, State:	Address line 2:
Telephone:	Zip Code:
e-mail:	Notes:
Mission of Committee/Task Force: <i>(brief statement of purpose or assignment; also indicate goal # and objective/strategy from current Strategic Plan that this Committee/Task Force</i>	

relates to.)

Tasks	Current Status	Date Due

Previously completed material that is available: *(this includes reports, research, applications -- any pertinent information that will assist the committee/task force with their work.)*

Summary Report: *(include any specific information that you want the Council members to be aware of – problems, suggestions, etc. If you need more room, feel free to*

add another page.)

Budget: *(Working with Board members, committee will determine budget needed -- as it relates to the strategic plan & 2010-11 budget. This section is for noting history of budget, funds and resources available.)*

Attachment G

Agenda from August 14, 2010 Strategic Planning Retreat

USGBC Nevada Chapter 2010 Board Retreat Agenda

Date: *Saturday, August 14, 2010*

Location: *Cili Restaurant, 5160 South Las Vegas Boulevard Las Vegas, NV 89119*

Time: *8:00 AM – 5:00 PM*

Contact: *If running late or another problem arises the day of the meeting, please contact Jennifer Turchin at 702 232 3501*

Facilitated by: *Lisa Whited, USGBC Organizational Development Consultant*

8:00 – 8:30	Breakfast/coffee
8:30 – 8:35	Welcome and comments from Chair
8:35 – 8:50	Introductions (state name and one objective for the day per person - 30 seconds/person max – objectives will be written on flip chart)
8:50 – 9:05	Review agenda, establish norms for the meeting and "parking lot/bike rack"
9:05 – 9:20	Review Strategic Planning process, cycle and steps
9:20 – 9:25	State mission and vision of Nevada Chapter (will be written on flip chart to refer to)
9:25 – 9:40	Vision & Mission Check – “headline” exercise – finding the passion in the room
9:40 – 9:55	Review results of member survey (will be summarized on Power Point by facilitator)
9:55 – 10:30	Conduct SWOT Analysis (strengths, weaknesses, opportunities, threats)
10:30– 10:40	Break (order lunch from menu)
10:40 – 10:55	Big picture goals for 2011 – 2012 – popcorn list – no judging or editing
10:55 – 11:00	Clarify intention or comments about popcorn goals
11:00 – 11:15	Combine similar goals, if necessary (streamline list)
11:15 – 11:25	Vote to prioritize goals (3 votes per person – use them however you’d like)
11:25 – 11:50	Based upon list of prioritized goals, determine what committees and task forces may be required in the coming 12-24 months to get the work done. Review list of committees and determine where tasks could be placed; which committees should be changed, deleted, morphed or frozen? List committees and assign tasks.
11:50 – 12:40	Break for lunch – informal discussion – “How Do You Know When You Are Ready To Hire An Executive Director?”

12:40 – 12:55	Identify Critical Obstacles – identify gaps or areas where obstacles must be overcome to achieve selected goals for 2011-2012. Assign gaps to “parking lot” list.
12:55 – 1:20	Moving from Strategic Plan to Action Plan: Review <i>Just Enough Planning Steps</i> and process. Review <i>Committee Charge Sheets</i> . Determine groups and assign goals.
1:20 – 2:10	Break into small groups to begin action plans and drafting <i>Committee/Taskforce Charge Sheets</i> .
2:10 – 2:50	Small groups report out to larger group
2:50 – 3:05	Review next steps in Strategic Plan/Action Plan process
3:05 – 3:15	Visit "parking lot/bike rack" issues – assign tasks with deadlines where required
3:15 – 3:50	Dynamic Governance Primer – the steps and process
3:50 – 4:20	Dynamic Governance example – conducting an election with DG
4:20 – 4:30	Q&A on DG process
4:30 – 5:00	Closing round and adjourn

List of Attendees:

1. Jennifer Turchin
 2. Roger Thomas
 3. Rick Van Diepen
 4. Kenya Henderson
 5. Katrina Bruce
 6. Olivia Fisher
 7. Matthew Weinman
 8. Dave Ray
 9. David Schmidt
 10. Tara Harvey
 11. Sarah Mojzer
 12. Ron Scarnecchia (for part of the meeting)
 13. **Facilitator:** Lisa Whited, USGBC Chapter Growth Consultant
-

Bike Rack

Issue/Topic	Assigned To	Deadline
High school and middle school outreach – including finding a green schools champion	Education Cmte	Ongoing
Look into pros and cons of chapter membership being managed by national	Membership Cmte & Alternative Mgt.	10-01-10
Reach out to names on survey (people that responded and are interested in volunteering)	Ron & Sarah	9-15-10
Have a discussion about financial incentives	Matt to talk to Dave	8-30-10
Have a conversation about having an Executive Director	Roger	11-21-10
Advocate and Government Affairs	Matt & Kenya	10-27-10

Attachment H

Updates on Existing Committees

* NOTE: The only committees that the chapter bylaws recognize are Nominating and Executive Committee.

Executive Committee – meets every two weeks via phone

Finance Committee – not yet in place

Governance Committee (which includes a smaller group to focus on nominating process) – not yet in place

Government Affairs Committee – largest committee; engaged and active(6 to 8 active members.) Legislature convenes every other year. Involve municipalities in work. In process of writing their plan for the year. Wonder if this is the right mix of people. They are gaining focus on the work.

Education Committee – brand new; community outreach, continuing education, workshops with AGC for training subcontractors; Coordinate with student chapter at UNLV – National LEED workshops and LEED study groups.

Programs Committee – organizes monthly breakfast meetings; sponsors every other month lunch and learns – good, healthy committee

Membership Committee – getting stronger as a committee –make personal calls to new members; provide assessment with lapsed membership; mixers and events/ announce new members at breakfasts; Retention, interaction, benefits, social networking.

Fundraising/Friends Committee – exceeded sponsorship commitments from last year.

Communications Committee – consists of a “to do” list – E-blasts, maintain website, events to outreach in community, flyers, website content, Facebook page, Web updates (have Steve to help.)

Sustainable Communities Committee – Focused on residential issues, but have four sub-groups in place: Housing, Transportation, Land Use, Sustainable Technologies

Northern Nevada – Programs Committee, Education, quarterly luncheon “Munch & Learns”

Appendix I

List of Nevada Taskforces/Committees for 2011-2012

NOTE: In many cases a board member serves as Committee Chair. However, there may be opportunities to have a “Responsible Director” or liaison with a non-board member chair. The Responsible Director may or may not be a participant on the committee. He/she is the person that the chair of the committee communicates with regarding questions, information needed, etc. The chair of the committee submits reports (when required) to the Responsible Director, who then shares the reports with the board of directors. This model (non-board member Chair) allows more members to be engaged as volunteers and gives the board more opportunities to find potential leadership within the chapter by tapping high-performing committee chairs to potentially join the board.

<p>Governance Committee (new for 2011) Chair: Member: Member: Member: Responsible Director:</p>	<p>Executive Committee Chair: Member: Member: Member: Responsible Director:</p>
<p>Fundraising/Friends Committee Chair: Member: Member: Member: Responsible Director:</p>	<p>Finance Committee (might be combined with Exec Cmte?) Chair: Member: Member: Member: Responsible Director:</p>
<p>Sustainable Communities Committee Chair: Member: Member: Member: Responsible Director:</p>	<p>Nominating Committee (new for 2011) Chair: Member: Member: Member: Responsible Director:.</p>

<p>Government Affairs Committee</p> <p>Chair:</p> <p>Member:</p> <p>Member:</p> <p>Member:</p> <p>Responsible Director:</p>	<p>Northern Nevada Programs/Education Committee</p> <p>Chair:</p> <p>Member:</p> <p>Member:</p> <p>Responsible Director:</p>
<p>Programs Committee</p> <p>Chair:</p> <p>Member:</p> <p>Member:</p> <p>Member:</p> <p>Responsible Director:</p>	<p>Communication Committee</p> <p>Chair:</p> <p>Member:</p> <p>Member:</p> <p>Member:</p> <p>Responsible Director:</p>
<p>Membership Committee</p> <p>Chair:</p> <p>Member:</p> <p>Member:</p> <p>Member:</p> <p>Responsible Director:</p>	<p>Education Committee</p> <p>Chair:</p> <p>Member:</p> <p>Member:</p> <p>Member:</p> <p>Responsible Director:</p>

GOAL: Organization

The following retreat attendees worked on this goal: Rick, Sarah, Roger, Tara & Lisa. The group was asked to state the goal in a measurable, achievable way and write the steps to achieve the goal.

“Create clear, concise and fair operational procedures that include accountability by December 31, 2010.”

Task	Timeframe	Person	Benchmark/Notes
Appoint a Governance Committee	9/15/10	Chair & Board	Determine who should be on committee – recommended that it include 3 people – a past board member, someone knowledgeable about non-profit structure and perhaps a past chair.
Draft charge sheet for Governance Committee	9/15/10	Chair	Chair to assign to one person to draft – perhaps the secretary? (Items on this list can be simply inserted into the charge sheet to make that document.) (RT/JT)
Review charter document – separate policies & procedures out to create a new P&P Manual.	2/28/11	Governance Committee	Note – your existing “charter” document is a combination of efforts. You should have the Bylaws (legal document) and a separate P&P Manual. What you now call the charter should be eliminated. (Your official charter with USGBC is on file with National.)
Create written job descriptions for all positions	12/31/10	Governance Committee	These are available on the Extranet – no need to reinvent the wheel. RVD has most of these downloaded already.
Create a volunteer commitment form and board commitment form; have all board members sign	1/31/11	Governance Committee	On the Extranet (I can send you a sample if you cannot find it.)
Create a board orientation manual & program	12/31/10	Governance Committee	A lot of info on the Extranet – be great if this was in place for all board members to participate in by January 2011.
Conduct a bylaw review	3/31/11	Governance Committee	This is to make sure that your current structure is in alignment with your bylaws – they may need to be modified. (Governance can propose changes – vote to approve changes would need to be by board and membership as stated in your bylaws.)
Review/establish branch guidelines, policies and procedures	12/31/10	Chair to assign to ?	In addition to the chapter bylaws, a review of the Northern Branch should be conducted. The policies & procedures created for the chapter should be universal enough to apply to the branch.
Establish nominating committee	8/31/11	Chair	This is a late effort – ideally it is established by early summer for the fall elections. But, in case it has not been established, it’d be ideal to create a nominating committee ASAP.
Draft policies and procedures for nominating committee	11/31/11	Chair	If this does not exist, I suggest you ask the nominating committee to track what they do and create policies & procedures for future nominating committees to use.
Conduct a full board orientation	1/30/11	Chair or Past Chair	This should be done at the first board meeting of the year in 2011.

Critical Obstacles identified by group to achieving the above:

Leadership in assigning tasks

Accountability to ensure tasks are completed

GOAL: Advocate for green buildings & codes

The following retreat attendees worked on this goal: Dave, David and Kenya

“Advocate for green building codes and policy at all levels of government by developing a Nevada Green Code.”

Task	Timeframe	Person	Benchmark/Notes
Gather information	12/31/10	GA, EDU, Sust Comm, BOD	A. Other states CA, NM, AZ, TX B. Federal Green Codes C. International IGCC D. USGBC – BOMA (National Organizations)
Adapt/adopt and write code	2/28/11	GA, EDU	
Develop target list/identify champions	12/31/10	GA, EDU, Sust Comm., BOD	A. Cities B. Counties C. State D. Utilities
Find advocates/ allies	2/28/11 (sooner)	GA, EDU, BOD, Sust Comm	AIA, Engineers, AGC, Unions, Sierra Club, Nevada Conservation League, Casino - Revenue
Approach targets through workshops	5/01/11	GA	Local Government, Utilities
Continue work through hearings	Fall 2011	GA	PUC, County Commissions
Rework – adjust – update	Dec 2011		
Adopt & Implement	2012		
NV State Legislation	2013		

Critical Obstacles identified by group to achieving the above:

- The state of the State budget
- State government and resistance to change
- Prioritizing agenda for legislation –how?
- Time commitment
- No lobbyist – see if GA Comm wants chapter to hire for part of 2011 session
- No relationships with legislators
- Establishing what codes to advocate for
- Ensuring compliance with 501 (c) (3) status
- Budget – travel and time of volunteers
- Perceived cost impact of changes
- To remain non-partisan, yet be an advocate
- Finding a champion
- Need a matrix to measure success – so we don’t get to feeling defeatist

GOAL: Design an approach model for existing buildings (re-word/clarify intent)

The following retreat attendees worked on this goal: Richard, Olivia and Matthew

“Promote sustainability/sustainable improvements in existing buildings.”

Task	Timeframe	Person	Benchmark/Notes
Identify audience/stakeholders		Communication Committee	
Prepare message		Communication Committee/ Education Committee	Simplify LEED EB process Tailor to Nevada/Southwest region
Research completed	9/30/10		
Upload brochure to website	11/30/10		
Educate public of benefits			
Collect information specific to project (i.e., cost benefit analysis)			
Using “to go” person to educate public about incentives		GA/Communication committee	
Participate with organizations; promotions	1/1/11		
Develop plans with different programs with all committees	Oct, Nov & Dec200		

Critical Obstacles identified by group to achieving the above:

- Many different conditions of existing buildings
- Hard to define when we reach success
- Who will implement, follow through and get it done?
- Need to define “approach model”
- Mind-set against retrofitting
- Pre-requisite to have no CFC in building – note – this is not a 100% accurate statement
- Opposition to HERS legislation (POS law)
- Public listing of efficiencies
- Culture of celebrating everything new
- Time constraints
- Difficult to find key person
- Get financial institutions lending/financing
- Shortage of tenants for any building
- Public awareness of property managers, tenants and owners
- Liabilities of presenting information on efficiencies

GOAL: Education Provider

The following retreat attendees worked on this goal: Jenn and Katrina

“Become an Education Provider and have 10 ERB approved classes in 2011.”

Task	Timeframe	Person	Benchmark/Notes
Approve expenditure of \$500 annually	Sept board meeting	Jenn to present proposal to board	Board approves proposal
Complete application	?	Jenn	Completed application is submitted with fee
Create guidelines	?	Jenn	<ul style="list-style-type: none"> - Must be a chapter member - Possible limitations of 1 course/member, depending on response - Limited to first 10 submitted - Agreement to offer classes 2 times/year for time period on the list (each year) - Intent to submit within a two month timeframe - Meet requirements of national program - Share with WMR? Talk with Melissa Kemp
Notify members of the program	12/10/10	?	?
Assign someone in education to monitor/guide applicants	?	?	?
Submit programs for approval	4/1/11	?	?
Schedule & track presentations	6/1/11	?	?

Critical Obstacles identified by group to achieving the above:

- Cost of \$1200 for up to 10 programs
- Assigning responsibility
- Time investment – start-up
- Determining who the 10 are
- Need a marketing tool to publicize
- Exception to current budget
- Might be overwhelmed with interest