



**U.S. Green Building Council
Central Texas – Balcones Chapter**

Strategic Plan 2009-2011

Version 2.1 Approved April 14, 2009

Version 3.0 Revised July 12, 2010 – Draft to BOD for input by 7.23.10

Version 3.0 Revised July 26, 2010 – BOD approved 8.30.10

Version 4.0 Updated March 11, 2011 – for BOD approval 3.14.11

PO Box 157
Austin, TX 78767
Tel: 512-470-9923
www.usbgc-centraltexas.org

Table of Contents

| | |
|--|-------|
| Overview | 3 |
| Introduction | 4 |
| Vision and Mission | 5 |
| USGBC National’s Vision | 5 |
| Chapter’s Vision, Mission & Commitment..... | 5 |
| Chapter’s Key Messages | 6 |
| Demographics | 7 |
| Target Markets & Target Audiences | 7 |
| Potential Strategic Alliance and Partner Organizations | 8 |
| Potential Revenue Generating Sources | 8 |
| SWOT Analysis | 9-10 |
| Primary Challenges to be addressed in 2011 | 10 |
| Chapter SMART Goals and Strategies | 11 |
| Chapter Priority Goal Areas | 11 |
| Chapter SMART Goals and Strategies..... | 12-15 |
| Goal 1: Organizational Excellence | 12 |
| Goal 2: Green Building Marketplace..... | 12 |
| Goal 3: Sustainable Cities & Communities | 13 |
| Goal 4: Public Policy..... | 14 |
| Goal 5: Climate & Natural Resources | 14 |
| Goal 6: International..... | 15 |
| Chapter Leadership Structure | 16 |
| Conclusion | 16 |
| Strategic Plan Maintenance | 17 |
| Revision Record Sheet | 17 |

Appendix

| | |
|---|-------|
| Chapter Organization Chart..... | 18 |
| Chapter Leadership 2011 | 19-20 |
| Potential Strategic Alliance and Partner Organizations..... | 21-23 |

Attachments

| | |
|--|--|
| 2011 Board Roster | |
| 2011 Committee Leadership Roster | |
| 2011 Programs & Education Calendar (subject to change) | |
| 2011 Chapter Operations Calendar | |

Overview

Strategic planning is an organization's process of defining its future direction and then making decisions on allocating its resources to pursue this strategy.

The planning process for the Chapter needs to be a continuous, systematic effort, refocusing as necessary to ensure that our endeavors are directed at achieving our mission and goals.

The process involves four parts:

- Three Year Strategic Plan
- Three Year Budget
- Three Year Action Plan
- Action Tracking Sheet

The purpose of the **Strategic plan** is to serve as a guiding document to explain why the Chapter exists and what the goals and strategies are to actualize the Chapter's vision and achieve its mission during a three year period. The section for Mission, Vision and Commitments portrays the overall direction and idealized future of the Chapter.

Each year the organization's leadership will re-visit the Strategic Plan and associated Budget and update them as necessary. The objective of the Strategic Plan is to align the Chapter's purpose and actions so that the BOD can make best use of Chapter resources while attaining its long-term goals. This plan is presented as an evolving document.

The **Action Plan** supplements the Strategic Plan, identifying detailed set of actions, measurable outcomes and deadlines associated with the objectives. Objectives are given "Start Time Frames" to denote when actions are expected to begin over the next three years prioritized by year and assigned owners, owners oversee the work plan. Each committee has its own more detailed Annual Action plan.

An **Action Tracking Sheet** monitors the status of objectives throughout the year and is managed by the Board (BOD) Chair and Executive Director (ED) with input from the Board Liaisons and Committee Leadership. This document is housed on Webex and should be updated by the Committee Chairs prior to each BOD meeting.

In addition, an **Annual Operations Calendar** should be updated at the beginning of each year for use as a reference and planning guide for the BOD and Committee leadership.

Definitions:

Goals: A projected outcome or state of affairs that the Chapter's intends to achieve.

Strategies: Overall approaches that the Chapter will take to achieve the goals

Objectives: Measurable steps the Chapter will take to implement the strategies, including when they are due to start.

Actions: The specific actions and resources the Chapter will use to accomplish the objectives. They are the 'what' and 'how' the objectives will be accomplished.

Introduction

The Central Texas – Balcones (CT-B) Chapter of the U.S. Green Building Council is a 501(c)(3) non-profit dedicated to influencing green building outcomes in its 72 county region.

As a 501(c)(3), the Chapter relies heavily on the community's support to help provide the programming and outreach necessary to advance its mission. It achieves this through volunteer membership from a diverse bioregion across central Texas and from financial contributors through donations and sponsorships.

The Chapter has developed a diverse advocacy-based Board (BOD) of 15 members and 2 alternates from across a wide range of disciplines involved in moving green building forward. In addition, in January 2009 an Advisory Council was established to provide strategic guidance on an on-going basis and influential outreach within the Council members' communities.

As a mission driven organization the Chapter's role is to encourage and support the efforts by related industry, professional and trade associations to promote green building and sustainable development in the region.

The Chapter's work supports the policies and mission of the National USGBC organization and maintains consistent dialogue with National regarding Chapter structure and operations in line with its Chapter Charter.

Vision and Mission

USGBC National Vision

1. Promote the triple bottom line – economic, social and environmental success (people, planet, profit)
2. Establish leadership in the sustainability movement
3. Accelerate growth in sustainable green buildings
4. Foster Social Equity and Integrate within our work
 - Social Equity Task Force
 - Increase representation and diversity in decision-making structures

Chapter Vision and Mission

Vision: Buildings and communities will regenerate and sustain the health and vitality of all life.

Mission: To accelerate the transformation toward sustainable building and land development practices in Central & South Texas through innovation, education, advocacy, and partnerships.

Commitment: The Chapter is dedicated to progressive achievements toward a sustainable built environment. We will serve as a respected and visible catalyst for change in the region for green building practices, technologies, policies and standards.

Chapter's Key Messages

Key messages enable the Chapter, its members, volunteers and partners to understand the Chapter's role and purpose, and to use them as a reference when implementing outreach.

About the Chapter

- The Chapter's mission is to accelerate the transformation of sustainable building and land development practices in Central & South Texas through innovation, education, advocacy and partnerships.
- Our goal is to move the green building movement forward by providing the education and training necessary to further an understanding and implementation of green building and sustainable practices.
- The USGBC Central Texas – Balcones Chapter is a 501(c)(3) non-profit organization and as such is tax exempt and donations to the organization are deductible.
- Programs include symposia, lectures, topical workshops, including LEED certification and accreditation programs, lunch-n-learns, study groups and other educational events. In addition, the Chapter holds an annual party and other networking mixers on a regular basis in an endeavor to expand the conversation between all parties involved in the green building discussion.
- As a 501(c)(3), the Chapter relies heavily on the community's support to help provide the programming and outreach necessary to advance its mission. It achieves this through volunteer membership, partnerships, donations and sponsorships.
- The Chapter has developed a diverse advocacy-based Board (BOD) of 15 members and two alternates from across a wide range of disciplines involved in moving green building forward. In addition, in January 2009 an Advisory Council was established to provide strategic guidance on an on-going basis and influential outreach within the Council members' communities.
- The diversity of the chapter's more than 500 members reflects the fact that "green" is now mainstream in the built environment. In addition to serving as the central hub for green building experts, our membership includes a wide range of non-building professionals passionate about ensuring a sustainable future for Central Texas.
- The Chapter is focused on more than just individual buildings. Green building is evolving to focus on sustainability more broadly, including water conservation and protection, land use planning and conservation, multimodal transportation and urban redevelopment.

About Green Building in Central & South Texas

- **A wave of green building is coming to Central & South Texas.** While there are already more than 75 LEED certified projects in this region, there are more than 300 registered projects planned or under construction.
- **"Green" is now mainstream.** In addition to serving as the central hub for "green" building experts, our membership includes a wide range of non-building professionals passionate about the cause of a greener, more sustainable Central & South Texas.
- **"Green" building is evolving to focus on sustainability on a broader scale.** We are focused on more than just individual buildings. This includes integrated design, natural resource conservation and protection, land use planning and conservation, multimodal transportation and urban redevelopment.
- **Climate change is the greatest challenge of our lifetime.** USGBC is the green building community's flagship institution, with LEED as the world's leading standard for high performance buildings.

Demographics

Identifying target markets and target audiences serves as a guideline for target areas on which the Chapter should focus. The lists should be reviewed and adjusted based on demographic surveys such as member and non-member surveys, along with trends and developments occurring in the industry and the region. It should also be recognized that it is a large list and therefore selections should be made in terms of priority and importance rather than trying to reach them all at one time.

Primary Target Markets

- Greater Austin area, including Buda, Cedar Park, Dripping Springs, Georgetown, Pflugerville, Round Rock, and San Marcos
- Greater San Antonio area, including Boerne, and New Braunfels.
- Greater Waco area, including Killeen, Belton and Temple
- Rio Grande Valley, including Brownsville, Harlingen, McAllen, and Edinburg
- All associated counties, including Bexar, Comal, Hays, Kendal, McLennan, Travis, Williamson, Hidalgo, Cameron and Willacy.

Primary Target Audiences

- Appraisers
- Architects and designers (including landscape, interior etc.)
- Bankers and other financial institutions
- Building owners and operators
- Commissioning agents
- Corporations with campuses (Human Resources, Operations and Maintenance, Green Employee Groups, Purchasing)
- Developers
- Education authorities: (Faculty, Directors of Sustainability, Operations & Maintenance, Planning & Development)
- Engineers (consulting and quality) – mechanical, electrical, civil, structural
- Government officials, who can influence related legislation and policies
- Lawyers involved in retail, leasing and construction contracts
- Media - all trades/industry/business/social commentators
- Mortgage brokers
- National USGBC member companies in Central & South Texas
- Planners
- Product manufacturers and Suppliers
- Realtors
- Recycling companies
- Resort developers, hotel owners and management companies, attractions (Sea World SA) etc.
- Students
- Young professionals in related occupations.

Potential Strategic Alliance and Partner Organizations

The Chapter seeks to form partnerships and strategic alliances with other local and regional organizations to accomplish common goals and objectives (comprehensive list Appendix C).

- Business organizations
- Educational Institutions
- Environmental organizations
- Government organizations – municipal, county, state, federal
- Utilities
- Media
- NGO (trade, industry & professional)
- Non-profits

Potential Revenue Generating Sources

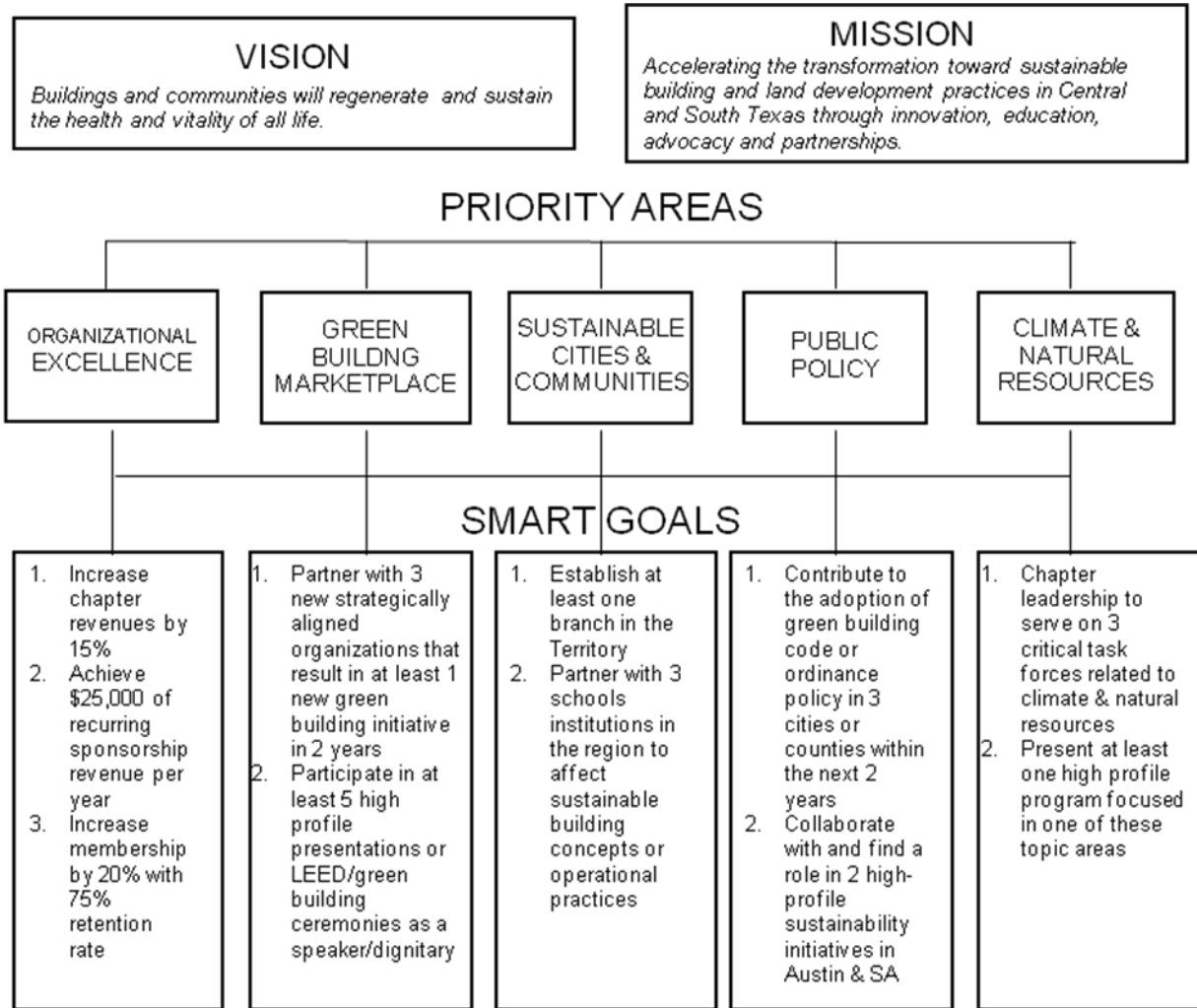
As a 501(c)(3), the Chapter relies on a variety of funding sources to enable it to achieve its mission. Following are some of the potential revenue generating sources:

- Donors – individual and corporate
- Educational programs
- Endowments
- Grants (National USGBC, public and private)
- Membership dues
- National dues allocation
- Programs and Events
- Recurring donations
- Sponsorships – cash and in-kind
- Passive revenue streams

USGBC National Priorities

1. Green Buildings as a solution to climate change
2. Green Schools
3. Green Affordable Housing
4. Sustainable Communities

Chapter SMART Goals and Strategies



Priority Goal Areas

The Chapter's priority goal areas are based on those set by National USGBC and were originally identified in the Chapter's first strategic plan created in 2009. In January 2010 the BOD agreed to revise them slightly as follows:

- 1. Organizational Excellence:** To be a well governed and fiscally sound organization with effective, innovative and empowered leadership
- 2. Green Building Marketplace:** To employ the Chapter's organizational capacity and expertise in green building and sustainable development to help broaden and build a regional green economy
- 3. Sustainable Cities & Communities:** To grow the demand from and engagement of the industry and community in economic, environmental and social sustainability
- 4. Public Policy:** To advocate for effective and comprehensive green building policy and codes at local and state levels of government to assure achievement of the triple bottom line throughout society
- 5. Climate & Natural Resources:** To be a leader in the dramatic reduction and eventual elimination of building construction and operations' contribution to climate change and natural resource depletion
- 6. International** (revisited in 2011 and agreed that no action would be taken in this area)

Goals and Strategies

Goal 1: Organizational Excellence

Overview:

The purpose of Organizational Excellence is to build the Chapter's capacity to deliver results and be leaders. To this end, internal objectives are created that focus on the BOD, committees, volunteers and membership. The BOD must understand its roles and that of its partners as well as have a clear process for decision-making and sustaining the Chapter. Volunteers will be engaged, empowered to lead initiatives and effective at completing their objectives. Members will be proactively recruited and retained. Measurement and accountability will be inherently built into Chapter operations.

Goal statement:

The Chapter will be a well governed and fiscally sound organization with effective, innovative and empowered leadership.

SMART GOALS 2011:

1. Increase chapter revenues by 15% and re-examine target goal in July
2. Achieve \$25,000 of recurring sponsorship revenue per year
3. Increase membership by 20% with a 75% retention rate

Key Strategies:

1. Increase strategic focus of the BOD by empowering Excom to approve day-to-day operations and committees to make decisions within the context of the priority goals
2. Develop a National Member recruitment and outreach campaign, in collaboration between Communications, Development, Education and Membership committees to increase National Member revenues, grow Chapter memberships, provide education programs, and gain sponsors
3. Reach out to potential major contributors in the contractor, product manufacture/supplier, developer and professional sectors to achieve recurring sponsorships over a multiple year period
4. Target existing 5,000 non-member e-mail list only to encourage them to become members
5. Hire at least one support staff to coordinate volunteer development and provide administrative support.
6. Ensure that all chapter activities are as close to self-funding as possible, including administrative costs in order to enable funds raised through membership, development, education and programs to be used to ensure a sustainable future for the Chapter
7. Enhance collaboration between committees to increase reach and reduce workloads by encouraging increased communication between committee leadership
8. Educate and motivate BOD members to achieve the \$2,500 or more goal through in-kind or personal donations
9. Develop annual, monthly giving or legacy donor programs.

Goal 2: Green Building Marketplace

Overview:

The purpose of a Green Building Marketplace is for the Chapter to drive an overall increase in the market's capacity for green building, by engaging and educating critical stakeholders associated with the building industry, including builders, bankers, appraisers and insurers. These stakeholders often hold misperceptions about green building and/or are not informed about the benefits available.

Goal Statement:

The Chapter will employ its organizational capacity and expertise in green building and sustainable development to help broaden and build a regional green economy.

SMART GOALS FOR 2011:

1. Partner with three new strategically aligned organizations that result in at least one new green building initiative in two years
2. Promote status as the recognized authority for green building information among the business, industry, education and related online media, policy makers and individuals and corporations seeking education and training in the field by participating in at least five high profile presentations or LEED/green building ceremonies as a speaker/dignitary

Key Strategies:

1. Identify and develop joint collaboration with at least three key partners in each city – key partners defined as those with whom we can partner on advocacy issues, those who need educating and those with whom we can further green building by partnering with them – such as Building Owners, Developers, Contractors, Chambers of Commerce, Industry Associations (BOMA, AGC, ABC, Ashrae, ULI and RECA), higher education institutions and government institutions such as the military
2. Provide Credential Maintenance Program support for LEED APs and encourage LEED accreditation enrollment prior to June 2011 deadline by becoming an education provider and conducting customized education offerings
3. Increase involvement in conferences as presenters, and plaque ceremonies and on relevant task forces by developing a Speakers Bureau and following up with LEED certified projects owners and operators
4. Focus on bringing commercial real estate industry on board by holding two Executive Roundtables in San Antonio and Austin with 15-20 C-level real estate participants and owners/developers to determine where green building is at that level
5. Identify media outreach opportunities and achieve more visibility through regular targeted media outreach, social media participation and further development of Speakers Bureau.
6. Reach the range of diverse audiences associated with green building practices by providing a variety of programs at different price points and levels of involvement.

Goal 3: Sustainable Cities & Communities

Overview:

Sustainable Cities and Communities go beyond new buildings to address community aspects such as urban renewal, rebuilding initiatives and neighborhood development. The Chapter's entire suite of engagement programs will be used to promote sustainable cities within our impacted communities.

Goal Statement:

The Chapter will grow the demand from and engagement of the industry and community in economic, environmental and social sustainability

SMART GOALS 2011:

1. Establish at least one branch in the territory to expand chapter's reach (could also be under Goal Area 2)
2. Partner with 3 schools institutions in the region to affect sustainable building concepts or operational practices

Key Strategies:

1. Provide support and resources for Branch establishment in the Rio Grande Valley
2. Identify three new local school districts on which to focus efforts to educate them in the areas of green buildings and operational policy
3. Identify two mayors and encourage them to join Austin and San Antonio mayors on the Mayors Green Schools Alliance
4. Identify one potential LEED ND development and have at least one meeting with key stakeholders to advocate for green building and sustainable development practices

Goal 4: Public Policy

Overview:

Support from local and state governments can be instrumental in the proliferation of green building. By setting Public Policy goals, USGBC Chapters can promote green building policies and regulations for continual improvement, removal of barriers, and addition of incentives to meet performance standards. As a part of public policy work, coalitions will be created to forward green building policy at all levels of government.

Goal Statement:

The Chapter will advocate for effective and comprehensive green building policy and codes at local and state levels of government to assure achievement of the triple bottom line (economic, social and environmental success) throughout society.

SMART GOALS 2011:

1. Contribute to the adoption of green building code or ordinance policy in three cities/counties within the next two years
2. Collaborate with and find a role in two high-profile sustainability initiatives in Austin and San Antonio

Key Strategies:

1. Determine which cities or counties would be ideal targets for working with to encourage the adoption of green building code or ordinance policy and then reach out. BOD agreed to incorporate LEED “regional credits” to within policy recommendations/platforms.
2. Identify relevant niche/s in Mission Verde and Pecan Street projects and offer chapter involvement
3. Review City Halls’ agendas and participate where appropriate to influence policy for sustainable communities
4. Partner with at least the top one or two strategically allied sustainable city/community efforts or organizations (identify priority list from potential target organizations in Strategic Plan) – This option was agreed to be stricken from the Key Strategies list by the BOD.
5. Assess importance of USGBC involvement in all state legislative sessions and action when appropriate according to the chapter’s priority goals
6. Engage the student chapters in the advocacy efforts.

Goal 5: Climate & Natural Resources

Overview:

Climate change has continued to raise societal concerns regarding the impact of greenhouse gas (GHG) emissions. Since buildings through their construction and operation release significant amounts GHG emissions and contribute to climate change, the building community has the opportunity and responsibility to forward a solution.

Goal Statement:

The Chapter will be a leader in the dramatic reduction and eventual elimination of building construction and operations’ contribution to climate change and natural resource depletion.

SMART GOALS:

1. Chapter leadership to serve on three critical task forces related to climate & natural resources
2. Chapter to present at least one high profile program focused in one of these topic areas – this year’s focus is on water.

Key Strategies:

1. Reach out to appropriate external organizations (natural resources, climate) such as: Air e.g. AACOG; Water e.g. EAA, and Land e.g. NWC to offer involvement in task forces

2. Partner with appropriate external organizations such as EAA, SAWS, LCRA to share proven regional best practices and seek opportunities to work together on leadership development, education and other related programs (chapter's lecture series)
3. Develop measurable criteria specific to local conditions/context for building constructions and operations and encourage participation by Chapter members in LEED regionalization task force; incorporate outcomes into all publicity outlets.

Goal 6: International

Overview:

The USGBC has the opportunity to influence and support a worldwide transformation in the design, construction, and operation of buildings and communities. Expanding beyond our borders to support through collaboration with like-minded organizations in other countries should be the long-term goal of all USGBC chapters.

Goal Statement:

Since the Chapter is still in its growth phases, the BOD agreed at its January 2011 retreat that international efforts would not be a priority again in FY 2011.

Chapter Leadership Structure

The Chapter encourages and serves local and national membership from a broad geographic region, permitting members to affiliate as they so choose. The Chapter works through a committee structure (see Appendix A) that informs the BOD and builds partnerships with other regional organizations to accomplish region-wide consensus on key tools, products, programs and events.

- Board of Directors
- Executive Committee
- Advisory Council
- Advocacy
- Communications
- Development
- Education
- Emerging Professionals
- Green Schools
- Membership
- Nominations
- Programs
- Technology & Research
- Ad Hoc Initiatives – Commercial Real Estate Initiative

A listing of the current year Committee leadership can be found in Appendix B.

Conclusion

The USGBC CT-B Strategic Plan symbolizes the integration of guidance from USGBC National as well as execution from the Chapter. The Strategic Plan is not just a document but also a guidance map that when followed will ensure the Chapter effectively serves its community, members, sponsors and volunteers as well as the natural environment. The BOD recognizes this “map” will need updating in order to accurately represent the changing landscape of green building in our region.

Strategic Plan Maintenance

Strategic Plan maintenance and evaluation details how the document is controlled, updated, reviewed and accountability for delivering on goals is ensured.

The Strategic Plan is a controlled, living document and will be maintained as follows:

- **Annual Review** - The Strategic Plan will be reviewed annually during Q1 by the BOD.
 - Each objective will be evaluated as to whether it should remain in the plan
 - New objectives should be proposed as appropriate.
 - USGBC Chapter Initiatives should be considered as potential objectives.
 - Action Plan and Objective Tracking Sheet should be updated or created as required including measurable outcomes
 - Updates should be submitted to the USGBC Chapter Coordinator for the South Central Region.

- **Revision Tracking** - Changes with approvals made to this Strategic Plan are documented in the Revision Record Sheet below. Any recommended changes to the Strategic Plan during the annual review will be sent out at least two weeks prior to the annual Board Retreat for approval. Important: Changing a strategy in this document requires making the same changes to the objectives in the Action Plan.

- **Version Names** - New versions will be saved as different version numbers v2.1, v2.2 for 2009 changes; v3.0, 3.1 for 2010 and so on.

- **Storage** - The master strategic plan is stored on the Chapter's extranet located at <http://usgbc.webexone.com> and is available for viewing by the public via its website.

Revision Record Sheet:

All revisions of this document must be routed through the document owner and be approved by each impacted leadership group of the Chapter. The program document owner will not release a Strategic Plan revision until verification has been provided that the affected personnel have approved the revision

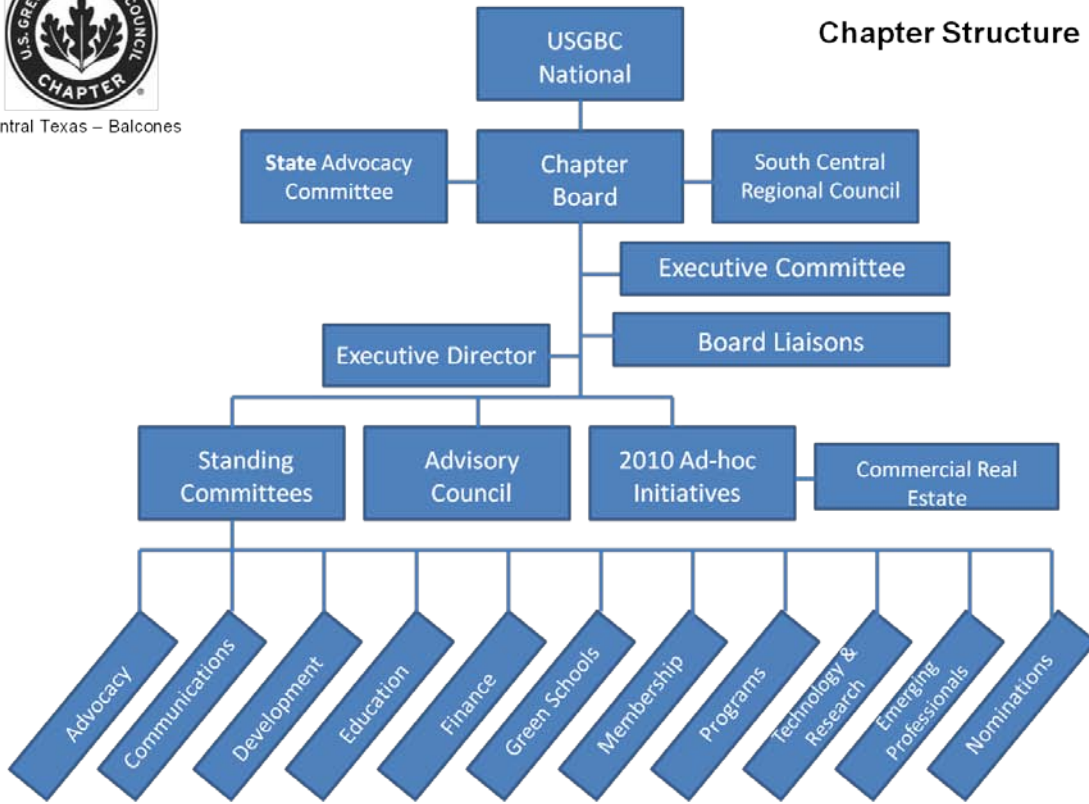
Document Owner: Board Secretary

| Version No. | Summary of Revision | Initiator Name | Approval Needed by: | | | Release Date |
|-------------|--|---------------------|---------------------|-----------------|-------|--------------|
| | | | BOD | COMMITTEE CHAIR | OTHER | |
| 4 | Extensive updates based on 2010 results and 2011 strategic planning process outcomes | Jane Baxter Lynn | x | | | 3.14.11 |
| | | | | | | |
| | | | | | | |

USGBC Central Texas – Balcones Chapter
Chapter Structure



Chapter Structure



USGBC Central Texas – Balcones Chapter Committee Leadership 2011

Executive Committee

| | |
|----------------------|-----------------|
| Chair | Jeff Haberstroh |
| Co-Vice Chair | Effie Brunson |
| Co-Vice Chair | Diana Glawe |
| Treasurer | Andrew Kelch |
| Secretary | Liza Meyer |
| Immediate Past Chair | James Andrews |

Advisory Council

| | |
|---------|---------------|
| Liaison | James Andrews |
|---------|---------------|

Advocacy

| | |
|-------------------------|----------------|
| Liaison | Larry Zinn |
| Chair | Edgar Farrera |
| Vice Chair, Austin | Arkady Horak |
| Vice Chair, San Antonio | David Matiella |
| State Advocacy Rep | Vacant |

Communications

| | |
|-------------------------|--------------------|
| Liaison | Erin Zayko |
| Chair | Richard Grayum |
| Vice Chair, Austin | Mike Clark-Madison |
| Vice Chair, San Antonio | Jeff Coyle |

Development

| | |
|-------------------------|------------------------|
| Liaison | Marc Stroope |
| Chair | Vacant |
| Vice Chair, Austin | Drew Sloat/Mike Krentz |
| Vice Chair, San Antonio | Jamie Blakeslee |

Education

| | |
|-------------------------|-------------------|
| Liaison | Heather Holdridge |
| Chair | Liana Kallivoka |
| Vice Chair, Austin | Karen Heet |
| Vice Chair, San Antonio | Brett Dillon |

Emerging Professionals

| | |
|-------------------------|------------------|
| Liaison | Marita Roos |
| Chair | Lina Luque |
| Vice Chair, Austin | Thashara Gunda |
| Vice Chair, San Antonio | Jose Arturo Nino |

Finance

| | |
|-----------------|----------------|
| Chair | Andrew Kelch |
| Treasurer Elect | Bradley Garner |

Committee Leadership 2011/2

Green Schools

| | |
|-------------------------|----------------|
| Chair | Denise Shaw |
| Vice Chair, Austin | Bonny Shaw |
| Vice Chair, San Antonio | Roy Schauffele |

Membership

| | |
|------------------------|--------------------|
| Liaison | Cliff Braddock |
| Chair | Christopher Flores |
| Vice Chair, Austin | Brian Stevens |
| Vice Chair San Antonio | Aaron Stein |

Nominations

| | |
|---------|-----------------|
| Liaison | Jeff Haberstroh |
| Chair | Brian Uhrich |

Programs

| | |
|-------------------------|-----------------|
| Liaison | Dana Nichols |
| Chair | Patrick Blische |
| Vice Chair, Austin | Matt Hart |
| Vice Chair, San Antonio | Camp Bradshaw |

Technology & Research

| | |
|-------------------------|------------------|
| Liaison | Kalpana Sutaria |
| Chair | Alex Gonzales |
| Vice Chair, Austin | Herb Ganz |
| Vice Chair, San Antonio | Hazem Rashed-Ali |

Commercial Real Estate Initiative

| | |
|---------|----------------|
| Liaison | Gerry Acuna |
| Chair | Bradley Garner |

Rio Grande Valley Branch Development Task Force

| | |
|-------|---------------|
| Chair | Eduardo Parra |
|-------|---------------|

South Central Regional Committee

| | |
|----------------|---------------|
| Representative | Kathy Zarsky |
| Associate | John Walewski |

Potential Strategic Alliance and Partner Organizations

The Chapter seeks to form partnerships and strategic alliances with other local and regional organizations to accomplish common goals and objectives. Just some of our potential partners are:

Business organizations:

- Chambers of Commerce - economic development initiatives
- Texas Economic Development Council (TEDC)
- Industries Sustainability Leadership for Austin (ISLA) - a coalition of Austin's largest employers
- Organizations with campuses (Dell, USAA)

Educational Institutions:

- Schools/ISD (AISD, EISD)
- Community Colleges
- Universities (UT at Austin, UT San Antonio, Texas State, Baylor, Trinity)

Environmental organizations:

- Center for Maximum Potential Building Systems (CMPBS)
- Clean Tech Forum (SA)
- Center for New Urbanism
- EnviroNetwork Environment Central Texas
- Green Spaces Alliance
- Hill Country Conservancy
- Liveable Cities.org
- Sierra Club
- Tree Folks.org
- Urban Land Institute
- Waterwise Council of Texas

Government organizations:

- Area councils of government (AACOG, CAPCOG, CTCOG)
- Municipal:
 - City of Austin (Climate Protection Agency)
 - City of New Braunfels
 - City of San Antonio (Mission Verde Center; Department of Environmental Policy)
 - City of San Marcos
 - City of Waco
- County :
 - County governments
- State:
 - Department of Agriculture
 - Department of Rural development
 - Texas Office of Environmental Defense Fund
 - State Association of Mayors
 - State Energy Conservation Office
 - Texas Forest Service
 - Texas National Park Service

Potential Strategic Alliance and Partner Organizations/2

- Federal:
 - DOT (highway rest stops, pavements and streetscapes - accessibility, drainage, infiltration)
 - Economic development agencies (Which ones?)
 - HUD
 - Military
 - National Guard
 - Workforce development

- Utilities:
 - Austin Energy Green Building program
 - Build San Antonio Green
 - Lower Colorado River Authority (LCRA)
 - CPS Energy
 - San Antonio Water System (SAWS)
 - Pedernales Electric

Media (full media list is available from ED or the Communications Committee):

- Texas Real Estate Business
- Business and consumer press (Austin Statesman)
- Consumer magazines (Dwell)
- On-line resources and social media outlets

NGO (trade, industry & professional) already plugged into our mission such as:

- Trade Associations:
 - Associated Builders and Contractors (ABC)
 - Associated General Contractors (AGC)
 - Austin Association of Facilities and Maintenance Engineers (AAFAME)
 - Building Owners and Managers Association (BOMA)
 - Commercial Building Trade Associations (CBTA)
 - Hispanic Contractors Association
 - Home Builders Associations (HBA)
 - International Facility Management Association (IFMA)
 - Master Builders Association (MBA)
 - San Antonio Association of Building Engineers (SAABE)

- Industry Associations:
 - Association of Commercial Real Estate Administrators (ACRA SA)
 - Cement Council of Texas
 - Certified Commercial Investment Member (CCIM)
 - Commercial Leasing Broker Association (CLBA)
 - Commercial Real Estate Women (CREW)
 - Illuminating Engineering Society (IES)
 - Institute of Real Estate Management (IREM)
 - National Association of Industrial Office Properties (NAIOP)
 - Real Estate Council of Austin (RECA)
 - Real Estate Council of San Antonio (RECSA)
 - Society of Industrial and Office Realtors (SIOR)
 - Turf Grass Producers of Texas

Potential Strategic Alliance and Partner Organizations/3

- Professional Associations:
 - American Institute of Architects (AIA)
 - American Society of Civil Engineers
 - American Society for Heating & Air Conditioning Engineers (ASHRAE)
 - American Society of Interior Designers
 - American Society of Landscape Architects
 - Association of Energy Engineers (AEE)
 - Institute of Electrical and Electronics Engineers (IEEE)
 - Structural Engineers Association (SEA)
 - Texas Society of Architects (TSA)

Non-profits:

- A Nurtured World
- American Youth Works
- Architecture for Humanity
- Austin Community Design and Development Center (ACDDC)
- Design~Build~Live
- Girl Scouts of America
- Greenlights
- Habitat for Humanity
- Housing Works
- Uplift Austin