



**2010-2015 Strategic Plan
Building Commissioning Association
Draft 1~March 16, 2010**

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Introduction

This document, developed by the Building Commissioning Association (BCA) Board of Directors and staff, provides a five-year roadmap. The Board of Directors will review progress bi-yearly and will review and update the plan annually as needed.

The Building Commissioning Association mission is to guide the building commissioning industry through advancing best practices and education, and promoting the benefits of building commissioning.

This strategic plan is a result of work performed at a three-day Leadership Retreat in February 2010. Those in attendance included: members of the International Board of Directors, committee chairs for Marketing and Outreach, Certification, Professional Development and members of the Executive Committee of all Regional Chapters. The strategic direction and goals included in this plan are the BCA's response to its understanding of what members value most about the organization and current opportunities and challenges in this growing industry.

Three goals identified as important to the BCA over the next five (5) years: Education, Best Practices, and Industry Promotion. Each of these are independent goals yet rely on cross-pollination between the committee and chapters for maximum promotion to the target groups. Target groups are defined as members and non-members of the association with the following titles: building owners and their representatives, architect, construction managers and commission providers.

As an outcome of the planning process, the BCA Board of Directors will pursue the following strategic direction between 2010 and 2015.

Goal: Education

Provide opportunities to educate the industry on the BCA Best Practices, technical advancements and initiatives within the building industry.

Prioritize by audience:

- Commissioning Providers
- Owners, Architects & Contractors
- Students

Goal: Best Practices & Standards

Develop a comprehensive whole building comprehensive manual based on the BCA’s Best Practices to improve the consistency and quality of commissioning industry.

Goal: Industry Promotion

Assemble and refine the BCA’s Commissioning portfolio of marketing materials and demonstrate the value of commissioning to the building industry stakeholders.

Industry Stakeholders are defined as:

1. Member Organizations – USGBC, AIA, ASHRAE, BOMA, NIBS, IFMA, etc.
2. Policy and Regulatory – Governmental regulatory authorities and policy makers
3. Owners – operations and maintenance personnel facilities managers
4. Design professionals – Architects and Engineers
5. Construction Professionals – construction managers and contractors
6. Commissioning Providers

Strategies and Objectives:

Strategies serve as a roadmap to accomplish the association’s goals. Strategies include a collaborative effort of committees, task forces, and chapters. Each strategy employs multiple objects that have milestones tied to their completion.

Objectives and tactics are the action items of the board, committees, and chapters. Each strategy employs several step-wise objectives which roll-up into the eventual accomplishment of the strategy and support the overall goal.

Education

- *Strategy – Educate the building industry by strengthening education offerings that focus on the various building systems: electrical, fire protection, building enclosures.*

Objective/Tactic	Timeframe	Lead/Support
Create webinars to focus on various building systems	Q2 2010	PDC
Cross Reference Education Initiatives with other Chapter and Committee Initiatives (i.e., Certification, Standards, etc.)	Q2 2010	PDC/Chapters and Committees
Offer ½ day Cx for LEED presentation	Q2-Q4 2010	Regional Chapters
Offer presentations on OPR	Q3-Q4 2010	Regional

and BOD		Chapters
Speaker Bureau	Q3 2010	PDC
BCA Website Specific Education Page/Section	Q3 2010	PDC/Staff
Library of PPT/Webinars/Education Training materials that can be leveraged by chapters and committees	Q4 2010	PDC/Marketing and Outreach/Staff
Support Marketing & Outreach efforts to place qualified speakers at national conventions/education programs	2010	Marketing and Outreach/PDC

- *Strategy – Educate ancillary partners such as: owners, architects and contractors*

Objective/Tactic	Timeframe	Lead/Support
Work with organizations such as BOMA, USGBC, AIA to identify regional training opportunities	Q2-Q3 2010	Chapters/PDC/ Marketing and Outreach
Work with regional chapters of these organizations to get on their educational program agendas	Q3-Q4 2010	Chapters/ Marketing and Outreach/PDC
Offer presentations on AIA in relation to LEED	Q3-Q4 2010	Regional Chapters
Develop measurement tool to determine increased membership as a result of tactics above	Q1-Q2 2011	Staff/Chapters/Committees

- *Strategy – Improve member awareness of education opportunities*

Objective/Tactic	Timeframe	Lead/Support
Work with other organizations to identify regional training	Q2 2010	Chapters/PDC/ Marketing and Outreach

opportunities		
Improve member awareness of BCA educational opportunities within regional chapters	Q2 2010	Chapters/Regional Reps/Staff
Improve member awareness of BCA-sponsored educational opportunities (U of WI course, co-branded courses)	Q2 2010	PDC/Marketing and Outreach/Chapters/Staff
Develop educational sessions targeted to college students	2011-2015	PDC/Staff
Promote educational opportunities at trade shows and events	2010-2011	Marketing and Outreach/PDC/Chapters
Create education calendar accessible to all members for ease in collaboration	Q2- Q3 2010	Staff

Best Practices and Standards

- *Strategy – Complete NC Best Practice document*

Objective/Tactic	Timeframe	Lead
Recruit volunteers to assist with NC Best Practices document	Q1-Q3 2010	Regional Chapters
Bi-weekly conference calls thru year end	bi-weekly	Best Practices sub-committee
Final Draft NC-BP Document completed	9/1/10	Best Practices sub-committee
Draft NC-BP Presentation completed	9/21/10	Best Practices sub-committee
Receive comments from Draft NC-BP	11/1/10	?
Incorporate comments into Final NC-BP	11/21/10	Best Practices sub-committee
Forward Final NC-BP for incorporation into December Board Package	12/10/10	Best Practices sub-committee/Staff

Approval Vote for Final NC-BP at December Board Meeting	~12/21/10	Board of Directors
Present NC Best Practices to the Industry	Q1 2011	Marketing and Outreach Committee/Best Practices sub-committee

- *Strategy – Develop EB-BP Cx Manual*

Objective/Tactic	Timeframe	Lead
Recruit volunteers to assist with EB-BP Cx Manual	Q1-Q3 2010	Regional Chapters
Review Other Guides & Standards	Q2-Q3 2010	EB-BP Manual sub-committee
Identify Internal Resources and External References for content	Q2-Q3 2010	EB-BP Manual sub-committee
Develop & Outline Content	Q2-Q3 2010	EB-BP Manual sub-committee
Compile Draft EB-BP Manual	Q3 2010	EB-BP Manual sub-committee
Present EB-BP Manual at Greenbuild	Q4 2010	Marketing and Outreach Committee with sub-committee members
Review Draft EB-BP Manual	Q4 2010	EB-BP Manual sub-committee
Incorporate comments	Q1 2011	EB-BP Manual sub-committee
Finalize EB-BP Manual	Q1 2011	Board of Directors

- *Strategy – Develop NC Best Practices Cx Manual*

Objective/Tactic	Timeframe	Lead
Recruit volunteers to assist with NC-BP Cx Manual	Q3 2010	Regional Chapters
Develop & Outline of Content	Q1 2011	EB-BP Manual sub-committee
Identify Internal Resources and External References for	Q1 2011	EB-BP Manual sub-committee

content		
Complete Missing Components	Q1 2011	EB-BP Manual sub-committee
Compile Draft NC BP Manual	Q2 2011	EB-BP Manual sub-committee
Review Draft NC BP Manual	Q2 2011	Marketing and Outreach Committee with sub-committee members
Incorporate comments	Q3 2011	EB-BP Manual sub-committee
Finalize NC BP Manual	Q4 2011	EB-BP Manual sub-committee

- Long-term Strategies (2010-2015)
 - Develop Building Type BP Supplements
 - Develop Users Guide?update
 - Create Ask the Expert Component
 - Develop Membership Knowledge Pool (in conjunction with Member Data Collection) – 2010

Industry Promotion

- *Strategy – Define and refine the Cx Portfolio*

Objective/Tactic	Timeframe	Lead
Review action steps determined by Chapters and Committees	Q2 2010	Marketing and Outreach
Examine action steps and the value of each component to target organizations (based on Cx portfolio)	Q2 2010	Marketing and Outreach
Create C-level proposals and promotions based on the target group	Q2 2010	Marketing and Outreach
Report out to Committees and Chapters so those working on a regional level are apprised of what is happening at the National/International level	End Q2	Marketing and Outreach/Chapters Leadership/Committee Chairs

- *Strategy – Identify value proposition for key groups (USGBC, GSA, AIA)*

Objective/Tactic	Timeframe	Lead
Determine what the Cx portfolio will contain for each group	Q2-Q3 2010	Marketing and Outreach
Work with Chapters to identify regional internal champions for each organization	Q2-Q3 2010	Marketing and Outreach/Chapters
Focus messages on total building, high performance, and compliance path to each group	Q3-Q4	Marketing and Outreach
Determine the needs of the organization through internal champions	Q4 2010	Marketing and Outreach/Chapters
Write group specific messages	Q4 2010	Marketing and Outreach
Provide script for Chapters to initiate focused marketing to key stakeholders. "The elevator speech"	Q4 2010	Marketing and Outreach

- *Strategy – Create Relationships with Identified Organizations*

Objective/Tactic	Timeframe	Lead
Determine the end game for each group (USGBC, GSA, AIA)	Q1 2011	Marketing and Outreach/Chapters/Committees
Determine "BCA champions" within each group both at the international and regional levels	Q1-2 2011	International BOD/Regional Chapters/Marketing and Outreach
Co-brand events with these organizations at the International level	2011	Marketing and Outreach/International BOD/Staff
Co-brand events with these organizations at the Regional Chapter level	2011	Regional Chapters/Marketing and Outreach
Determine what resources	Q3-4 2012	Marketing and

(presentations, leave-behinds, etc.) are important to each group and provide them		Outreach Committee
Regular conversations about BCA in existing relationships	2010-2012	Regional Chapters