



New Hampshire Chapter U.S. Green Building Council

Leadership Retreat Report

Report delivered: April 3, 2013

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**New Hampshire Chapter
U.S. Green Building Council
Leadership Retreat Report**

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U.S. Green Building Council
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CHAPTER RETREAT SUMMARY

The purpose of the New Hampshire Chapter board retreat on March 9, 2013 was to clarify the board vision, assess the previous year strategic plan, establish goals and priorities for 2013, review committee and taskforces required to implement the work, and draft objectives, deadlines and accountability for each goal. In addition, the board engaged in a visioning and goal-setting exercise to identify the chapter's top priorities in 2013.

Attendance: All 9 Board Members, 0 Emerging Professionals, and 3 additional committee members were in attendance.

CHAPTER VISION AND MISSION

New Hampshire Chapter Vision

USGBC New Hampshire envisions a built environment where we live, prosper and play within the sustainable cycles of nature

New Hampshire Chapter Mission

The USGBC NH Chapter promotes, educates, and advocates for green building in New Hampshire based on standards embodied in the Leadership in Energy and Environmental Design (LEED) program with the intent of transforming the built environment to one that supports a healthy community built on social responsibility, environmental stewardship and economic prosperity.

VISION THEMES

Energy or climate related
"efficiency", "change", health
Leadership in environmental and energy design
Cost savings and energy efficiency
Focus on things that are NOT energy
Holistic environmental performance
More than just a building

COMMUNICATION AND ACCOUNTABILITY

Action items for each board member – have strategic goals and report back

Limit what we “attack” – group has two different directions: 1) back to basics and 2) outreach, advocacy and education

Back to basics = check emails sent to members – what is sent and were they go; follow up, procedures and policies, unified “pitch”, systems in place

Each board member shares what they’ve done – don’t let too many tasks fall on to 1 person

Committee meetings independent of board meetings

Board member spearheads committee meeting

Feedback from board to committees – open flow of communication

Don’t take on tasks that are too big – build on success

Fundraising training – what do I need to know to be an effective board member?

EXISTING COMMITTEE ASSESSMENT

* = Bylaw committees

*Program (Jennifer Hatch, Heather Fournier)

*Membership (committee of entire board)

*Governance (Rick) and includes Nominating (Mark)

*Finance (Ed)

Idea Charette – becomes a board meeting agenda item

Green Apple Task Force – Jill (“NO”)

~~Fundraising (inactive)~~

~~Communication~~

~~Education & Advocacy~~

~~2012 #1 Value of LEED~~

~~2012 #2 Outreach to groups~~

~~Green Schools~~

2013 Priority Alignment

- Advocacy
- Green Apple Day of Service
- LEED V4

BIKE RACK

Review what committees are required in the bylaws

ME/NH/VT – regional board retreat – like the regional summit

Fundraising training
Membership
30 second elevator pitch
Thank you calls
LEED certification – easier – regional summit
Password protected section on website

WHAT SUCCESS WILL FEEL LIKE THIS YEAR

Give a Green Eggs presentation – increase number of people interested
Becoming a more effective chair, expand circle; enable volunteers
Outreach to community service organizations – LEED – chapter and get feedback
Expand - more people engaged into sustainability
Get a town or two to adopt green code ordinance or standard
Teak skills to those unemployed – green audit
Help board keep moving forward; build sound organization
Bring LEED and sustainability to schools
Expand education – move ahead – grow chapter
Residential sector – connect
Back to basics – work on creating a solid foundation

2013 GOALS AND TASKS

A Note on Terminology

The chapter's annual work plan is organized in tiers:

→ **GOAL** (large scale; the desired outcome in our chapter, has measures of success)

→ **TASK** (a project, initiative, or event; necessary steps to complete the action)

The **GOALS** in your annual plan are expected to change little over the next year. The **TASKS** form your annual work plan and have names and deadlines attached to them. Your overarching goals should be reviewed and revised each year, and the chapter should conduct a long-term strategic planning process every two to three years. The annual work plan 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. See Appendix E for the Goals and Tasks for 2013.

END OF MAIN DOCUMENT

APPENDIX A: LIST OF GOALS IDENTIFIED

Numbers in parentheses are the votes each one received

- 1. Organizational structure and underpinnings – core documents, policy and procedure manual**
- 2. Outreach – idea charrette, education, friends**

Make LEED certification process easier and less expensive implementation of LEED process (4)

Holistic nature and breadth of program – communicate to public (3)

Complete elevator pitch (6)

Find friends in municipal, state government and legislature to promote LEED building construction laws and ordinances (2)

Increase membership in local energy working group (town energy committees)

Reach out to different organizations – share news (like what PlanNH does) with links

Increase chapter visibility and usefulness in community

Chapter calendar with links on web site

NH and ME states to support LEED and not oppose it – department of Education, Public works, etc. (wood certification)

Focus on immediate benefits of LEED – reach out to naysayers

Complete Policy & Procedure manual (2)

One on one – explain value of LEED for implementation

Outreach to members and public – holistic nature of LEED and hear from members what they need

Increase exposure – larger audience

Recurring fundraising, literature – develop base set of documents to send out to corporations (sponsorship) (3)

Go to source for education (4)

Make website a resource

Help people understand why green buildings are important

Promotion of GCC as a vehicle for LEED standards

People open to new ideas

Discussion-style board meetings – “generative”

Help build a LEED-certified elementary or high school

Publicize positive results (not just LEED but benefits)

Have an idea charrette – invite legislators and state municipal governments – discuss how do we get to these goals – what are needs and obstacles – policy makers (4)

Invite reps from local agencies who are engaged in this – water quality, etc.

Community outreach – PR – branch out to people with similar goals and values (2)

Have plans and resources laid out (structure) (2)

Single ½ day program – engineers, brokers, architects – pre qualified CEU

Look to other successful chapters and replicate their goals

Partner/co-sponsor ALL green events in state (4)

Discussion – open to all event

NH planners/local government – offer to make presentations to their groups

Sticker for NHGBC chapter

Host regional summit

APPENDIX B: EXISTING AND POTENTIAL BOARD PROFILE WORKSHEET

This worksheet can be adapted by organizations to assess their current board composition and plan for the future. The governance committee can develop an appropriate grid for the organization and then present its recommendations to the full board. In considering board building, an organization is legally obligated to follow its bylaws, which may include specific criteria on board size, structure, and composition. Or the bylaws may need to be updated to incorporate and acknowledge changes in the environment and community that have made board structure changes necessary or desirable. Remember, an organization will look for different skills and strengths from its board members depending on its stage of development and other circumstances.

Current Members Prospective Members

	1	2	3	4	5	6	A	B	C	D	E	F
Age												
Under 18												
19 – 34												
35 – 50												
51 – 65												
Over 65												
Gender												
Male												
Female												
Race/Ethnicity												
African American/Black												
Asian/Pacific Islander												
Caucasian												
Hispanic/Latino												
Native American/Indian												
Other												
Resources												
Money to give												
Access to money												
Access to other resources (foundations, corporate support)												
Availability for active participation (solicitation visits, grant writing)												
Community Connections												
Religious organizations												
Corporate												
Education												

APPENDIX C: BOARD MEETING EVALUATION FORM

To assist the board in making effective and efficient use of board meeting time, please take a couple of minutes to fill in this form and leave it on the table before you depart.

	Item to Evaluate	OK	Needs Improvement	Suggestions for Improvement
1.	The agenda focused on issues of long term importance, was supported by the necessary documents			
2.	The meeting materials were circulated in sufficient time prior to the meeting.			
3.	All board members were prepared to discuss materials sent in advance.			
4.	Reports were clear and contained needed information.			
5.	We avoided getting into administrative/management details.			
6.	A diversity of opinions was expressed and issues were dealt with in a respectful manner.			
7.	The chair guided the meeting effectively.			
8.	Members participated responsibly.			
9.	Next steps were identified and responsibility assigned.			
10.	A substantial majority of board members were present.			
11.	The meeting began and ended on time.			
12.	The meeting room was conducive to work.			
13.	I am glad I came. It was a worthwhile use of my time.			

Additional thoughts/comments towards improvement:

APPENDIX D: INDIVIDUAL BOARD MEMBER EVALUATION FORM

Your name: _____

Part 1: Are you satisfied with your performance as a board member in the following areas? (check spaces that apply below)

	Very good	Adequate	Needs work
Input in policy development and decision-making			
Committee participation			
Fund-raising			
Community outreach			
Other (state below)			

Part 2: What factors contributed to your performance or lack of performance in the areas above? (please be specific)

Part 3: Here's what I would need from the organization to maintain/increase my level of board commitment:

Part 4: Do you have any other comments or suggestions that will help the board increase its effectiveness?

APPENDIX E: GOAL STATEMENT WORK SHEETS

Goal #1: Create a sufficiently robust organizational structure to support all other goals.

SMART Objectives

What steps do you need to take to achieve the above-stated goal? Write your objectives in the “SMART” format. (Specific, Measurable, Achievable, Realistic and Timebound.)

Example of a SMART Objective: “Decrease smoking rates among teenage girls in 5 states by 10% by 2014.”

Example of an objective that is not SMART: “Reduce teenage smoking.”

Objective	Who is accountable?	Deadline/ Timeframe	Benchmark How will you know if successful?
Create the text of the 30 second elevator pitch on or before April 4, 2013.	Rick Smith	4.4.13	
First draft completed by April 1.	Rick	4.1.13	
Share with board for feedback on April 4.	Rick	4.4.13	
Finalize and distribute prior to April 18.	Rick/John	4.18.13	Use the pitch at next member meeting
Put the pitch on each agenda with vision and mission	John	ongoing	
Develop a USGBC-NH window (decal inside of window) – first draft	Karena	4.4.13	
Get a copy of Maine’s graphic for the sticker – can we copy it?	Karena	4.4.13	
Establish a budget for the decal (500 quantity or \$500 max)	Karena	4.4.13	

Objective	Who is accountable?	Deadline/ Timeframe	Benchmark How will you know if successful?
Print decals	Karena	6.1.13	On cars everywhere
Fundraising collaterals – partnership levels, mission, benefits of sponsorship – 1. Sponsorship levels and benefits 2. Update donor button on website			
Policies + Procedures manual for Fundraising			
olicies and Procedures manual – table of contents is done, but it needs to be reviewed each section			
<p>Have each board member review his/her section of the P&P and flesh it out</p> <p>Finance/Treasuring – Ed – 5.1.13</p> <p>Nominating – Mark – 5.1.13</p> <p>Membership – Review what is available from National and include sections for the P&P manual – Nathan + Hilary</p> <p>Membership – Hilary brings one item to each board meeting to review and/or needs to be developed – trouble spots and improvements by 6.1.13</p> <p>Governance – board orientation and info for board members – conflict of interest, etc. – Karena to review –</p> <p>New board member notebook compiled – 9.1.13 – Rick</p> <p>Website – donation button – it is called Sponsorship, needs to be changed – Gretchen – 4.4.13</p>			

Website policies for updating – Ken – John will ask Ken to do by 6.1.13 Posting information, sending emails – Gretchen will take on			
Create a fundraising packet including letter, card and envelope.	Ed	5.1.13	
Review marketing materials available for free from USGBC National.	John	4.4.13	
Calendar on website with events – one-place with info – Gretchen will review and see if she can do it. 6.1.13			

Goal #2: Outreach – idea charette

SMART Objectives

What steps do you need to take to achieve the above-stated goal? Write your objectives in the “SMART” format. (Specific, Measurable, Achievable, Realistic and Timebound.)

Example of a SMART Objective: “Decrease smoking rates among teenage girls in 5 states by 10% by 2014.”

Example of an objective that is not SMART: “Reduce teenage smoking.”

Objective	Who is accountable?	Deadline/ Timeframe	Benchmark How will you know if successful?
Review list of 4 other entities or organizations that are potential partners <ol style="list-style-type: none"> 1. Green Alliance 2. Plan NH – advertise events of interest to members 3. AIA NH – advertise events of interest to members 4. Build NH 			
Identify two partners that would be best match for co-sponsoring the idea charrette – assign to board to do by 5.4.13 board meeting.	Board	5.4.13	
Hilary will send list of all (20-30) possible partner entities by 3.19.13	Hilary		
Hold 9 Green Eggs events in 2013 with an average attendance of 20 per event – retroactive from January, 2013 through December, 2013.	Jennifer Hatch and Heather Fournier – Program Committee		
Have one board member attend each Green Egg event. Distribute calendar and ask each board member to sign up for at least one Green Egg event. 4.4.13	John to put on agenda		
Plan an Idea Charette instead of an awards ceremony for annual meeting to be offered in 2014.			
What is the goal of the Idea Charette? – assign as a board agenda item – 6.4.13	Board		

Green Apple Day of Service – Jill spearhead effort – consider expanding to other schools. – 9.28.13			
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USGBC

New Hampshire Chapter Retreat – Saturday, March 9, 2013

Location: Phillips Exeter Academy, Exeter, NH 9:30 AM to 3:30 PM

- 9:30 Arrive and get settled**
- 9:45 Welcome remarks from Chair and Opening Round** – introduce ourselves, where we work/live, position on the board.
- 9:55 Review agenda, meeting objectives, meeting agreement, meeting norms and bike rack**
- MEETING OBJECTIVES:** Clarify intent of meeting and expected outcomes.
- MEETING NORMS:** No blackberry, laptop or cell phone use. All devices are turned off. Two 15-minute breaks and lunch are scheduled for folks to catch up on office correspondence at that time. The facilitator will transcribe all notes, so no staff or volunteers need to take notes. We need 100% participation and presence in the room. In addition, attendees are invited to add norms they would like to see used today at this time.
- MEETING AGREEMENT:** As facilitator, Lisa agrees to be responsible for process. Attendees are asked to be responsible for content. Ask for unanimous agreement on this approach.
- BIKE RACK:** Purpose of Bike Rack is to capture important information that is not specifically pertinent to today's agenda. At the end of the meeting we will assign responsibilities and deadlines to the Bike Rack items.
- INTERRUPTIONS and EARLY DEPARTURES:** Is there anyone who will need to leave and return? Is there anyone who needs to leave before we adjourn at 3:30?
- 10:05 Think-Pair-Share** – think to yourself, “What do I want to get out of my experience of serving on the as a volunteer of this chapter this year? What will feel like success to me regarding my service as a committee or board member?” Write your answer on an index card, turn to a person on your left or right and share your answer. A few people will share why their partner (not themselves) are
- 10:20 Accountability + Communication Discussion**
- How will we be accountable towards our mission and toward each other this year? Think-pair-share question: “What is one thing regarding meetings I'd like to ensure happens or doesn't happen this year?” Share “Tools to Use” and discuss committee structure – what is working and what isn't working? After sharing Tools, ask people to write down any questions, concerns or lingering doubts about communication.
- 10:45 Review NH 2011 Snapshot**
- 10:55 Mission & Vision Discussion + Exercise**
- Small Group Exercise** Finding the passion in the room – if an article were published in an international magazine about you and your involvement with your Chapter in five years, what would you want it to say? Working in groups of 3 or 4 people, create a cover image, headline, photos/drawings with captions and a short story. Use a piece of flip chart paper as your “magazine cover.”
- Small groups share their magazine covers.**
- 11:20 Review Strategic Planning process, cycle and steps. Review “red/yellow/green” goal assessment sheet.**
- 11:30 Review list of existing committees.**
- 11:35 Goal Listing:** Based on vision exercise completed earlier, conduct round with goals – one goal per person per round until all ideas are exhausted. Use the innovation exercises during rounds to encourage broader thinking.
- 12:00 LUNCH**

- 12:20 Streamline, organize and prioritize goals.** We will review list of goals to combine similar ones, delete redundant ones and clarify intentions. Each meeting attendee has 3 votes to use anyway he/she chooses. All 3 can be used on one goal, or use one for three different goals. Place votes on the goal sheets and they will be tallied up.
- 12:30 Reveal top 3 goals** - discuss implications and how other goals that were not chosen may naturally “fit” under some of the top 3 goals.
- 12:35 Next steps in process and board liaisons**– Link how these goals fit into committees and where we are headed with next steps. Remind board that one of our goals today is to fill board liaisons positions on each committee.
- 12:45 Review how to write SMART objectives** (Specific, Measurable, Achievable, Realistic and Timebound.) Practice writing SMART objectives as a group and then individually.
- 1:00 Write SMART objectives for top goals.** Break into three or four groups to complete “goal statement sheets” (one group per goal.) Goal statement sheets include measurements – “how will we measure success with each objective?”
- 1:25 BRIEF report out from goal groups on their progress.** We are listening for what taskforces, committees and working groups will be needed in 2013 to achieve goals as well as which objectives may fall under which committees. Sheets with the committee names will be at the front of the room. As they are shared, we will indicate which objectives fall under which committee.
- 1:40 Based upon the SMART goal high points and report outs, determine what committees/taskforces and working groups may be required** in the coming 12 months to get the work done; list committees. How many volunteers are needed to staff each committee? Do we have the amount of human resources we need? Where are the gaps?
- 1:55 Moving from Strategic Plan to Action Plan:** Review *Committee Charge Sheets*. Break into small groups to begin action plans and drafting **BOARD DIRECTIVES** and **BOARD LIAISON POSITIONS** of *Committee/Taskforce Charge Sheets*.
- 2:15 Exercise – questions, observations, critical obstacles or board actions that may be needed to move forward.**
Questions to consider: (Individuals write responses to facilitator’s questions then share bullet points.)
 What are the next steps, including organizational strategies, that are needed to reach an optimum level of success with this committee? What other questions do we need to be asking ourselves?
- 2:30 Ensuring Committee Success – specific strategies to use with volunteers, board members and board liaisons to measure progress and achieve success in 2013.**
- 2:45 Review next steps in Strategic Plan/Action Plan process**
- 3:00 Visit “bike rack” issues** – assign tasks with deadlines.
- 3:15 Closing round** – What will success feel and look like for you at the end of this year? Say it in one word.
- 3:30 Adjourn**

About the facilitator

Lisa Whited is an entrepreneur and consultant with more than 25 years’ experience. Recognizing that volunteers have limited time to devote to achieving their mission, yet knowing that they want to make a difference in the world, Whited has developed a simple five-step process for groups to clarify their vision and implement strategies to achieve their mission at a record pace. Attracting and motivating volunteers is a primary challenge non-profits face. Whited’s expertise of engaging stakeholders in the change process creates a fan base for the organization and also saves re-work on the back-end of planning: because all voices are heard throughout the planning process, they are more likely to support and be engaged in the tactical work required to achieve the vision.

Whited has developed and delivered workshops and facilitated strategic planning retreats for numerous groups throughout the U.S. Areas of expertise include group dynamics, situational leadership, difficult dynamics, board survival basics, strategic planning, and leading and inspiring volunteers to success. Her approach is grounded in practical experience as well as theoretical. In addition to holding an M.S. in Management & Organization with a focus on NPOs from Antioch University, she has served in leadership capacities

for eight national or local non-profits. Lisa was also honored with an IIDA international leadership award in 2002 for her advocacy work. A creative and innovative thinker, and an enthusiastic and energetic speaker with a good sense of humor, she loves solving problems. Lisa bristles at the word "can't" and started her own company when she was 23.

APPENDIX G: BLANK COMMITTEE CHARGE SHEET

COMMITTEE CHARGE SHEET

COMMITTEE NAME: _____

Background:	Describe why this committee exists, what it has done in the past, etc.
Responsibilities:	List the expectations of what this committee is to achieve by the end of its term. Be as specific as possible.
Board Charge for 20XX:	Specific charges/requests of the board to this committee for this term.
Meetings:	List the expectations for meetings – in-person, telephone, web, how often, etc.
Resources:	Any previous work that has been done in past years, budgets from previous years, committee reports regarding work completed, names of people previously involved or who may have good information to share, websites that should be considered....all known relevant resources should be listed here.
Deadlines & Milestones:	List specific dates that must be met – deadlines for securing a venue, when reports are due to the board, any other specific deadlines.
Budget:	(Note – this budget is for the committee to conduct its work – not the overall budget for the event.)
Term Expires:	December 31, 20XX for all committee members unless noted otherwise. Ad Hoc committees and taskforces may have a shorter term, per the

Chair's direction.

Responsible Director: Responsible director is the director on the board that acts as the liaison with the committee chair. In some cases the committee chair may be a director on the board – in which case the Chair and Responsible Director are one in the same.

Committee Chair:

Committee Member:

Committee Member:

Committee Member:

Committee Member:

Committee Member:

Note: When considering committee members, think about diversity – geographical, professional, etc. Consider the skills and strengths needed for the committee to succeed, and then review the list of members and/or talk with others to see if certain names come up. Additionally, consider posting specific committee descriptions (like these charge sheets or the *committee volunteer interest* sheet) on the chapter's web site and invite members to volunteer. Final appointment to committees would always be by Chair and/or board approval.

ADDITIONAL NOTES

APPENDIX H: STRATEGIC PLAN ASSESSMENT FORM (RED/YELLOW/GREEN FORM)

New Hampshire Chapter Strategic Plan Assessment (2009-2012 Strategic Plan)

March 2013 Check-In

Instructions: Use the colored legend in the “status” box below to indicate where each objective stands to date. Write BRIEF notes if necessary to explain status. NOTE: this is more useful if whomever completes it is honest in his/her assessment. This is not a punitive tool; it is to help us realistically assess what has been accomplished and what we need to do to either stay on track or refine our strategic plan.

LEGEND:

>>>>>	Objective completed
>>>>	Making progress on objective
>>>>	Not moving ahead

NOTE: Taken from the January 23, 2012 strategic planning document.

STRATEGIC GOAL #1: Define and communicate the value of sustainability and change the perception of LEED and sustainability as being too expensive.

OBJECTIVE	STATUS	NOTES (w/original target date)
1. Collect historical NH case studies with actual statistics of benefits achieved by LEED prescribed measures.	>>>>>	3.21.12 – <i>Some NH LEED buildings identified from Goal 2, Objective 1 of 2009.</i>
2. Obtain authorization for using performance data	>>>>>	3.21.12
3. Collect and publish articles with actual costs of not being sustainable	>>>>>	3.21.12
4. Collect and put on web life cycle cost analysis and data	>>>>>	3.21.12
5. Articles on health benefits of sustainable green materials – provide links to established articles	>>>>>	3.21.12
6. Educate about existing construction recycling	>>>>>	3.21.12

STRATEGIC GOAL #2: Communicate the USGBC Chapter mission with groups and organizations.

OBJECTIVE	STATUS	NOTES (w/original target date)
1. Identify all groups, including our members	>>>>	2.29.12
2. Narrow field of groups to those whose function is closer to ours. Catalog and prioritize.	>>>>	3.1.12
3. Define the vehicles for communications	>>>>	3.8.12
4. Reach out to groups and reciprocate	>>>>	4.5.12
5. Follow up on reach out	>>>>	ONGOING
6. Have 20 attendees at Green Eggs Events	>>>>	<i>Averaging about 15?</i>
7. Increase membership to 200	>>>>	12.31.12 – <i>holding steady at about 70</i>

STRATEGIC GOAL #3: Develop organizational capacity and structure to ensure the successful delivery of our mission and vision.

OBJECTIVE	STATUS	NOTES (w/original target date)
1. At board meeting – spend time to check in on goals set.	>>>>	MONTHLY – <i>Stopped doing this in 2012</i>
2. Redo the organization chart	>>>>	2.9.12
3. Have board be liaison to committee and identify a committee chair.	>>>>	2.9.12
4. Review bylaws – establish governance committee	>>>>	3.21.12
5. Nominating process	>>>>	8.31.12
6. Policy and procedure manual	>>>>	10.31.12

NOTE: To place the above 2012 goals and objectives in perspective, the goals and objectives below are taken from the New Hampshire 3-year strategic plan document dated June 22, 2009.

Goal 1: Grow A Potent Organization

Objective	Status	Notes
Objective 1: Strategically manage the New Hampshire Chapter.	>>>>>	
Objective 2: Achieve financial self-sufficiency and capacity to further our mission.	>>>>>	
Objective 3: Ensure a high-performing board that reflects a desired level of diversity.	>>>>>	
Objective 4: Grow membership.	>>>>>	
Objective 5: Strengthen relationship and participation with Regional Council.	>>>>>	
Objective 6: Develop collaborative relationships with complementary groups.	>>>>>	
Objective 7: Model green meetings and behavior	>>>>>	

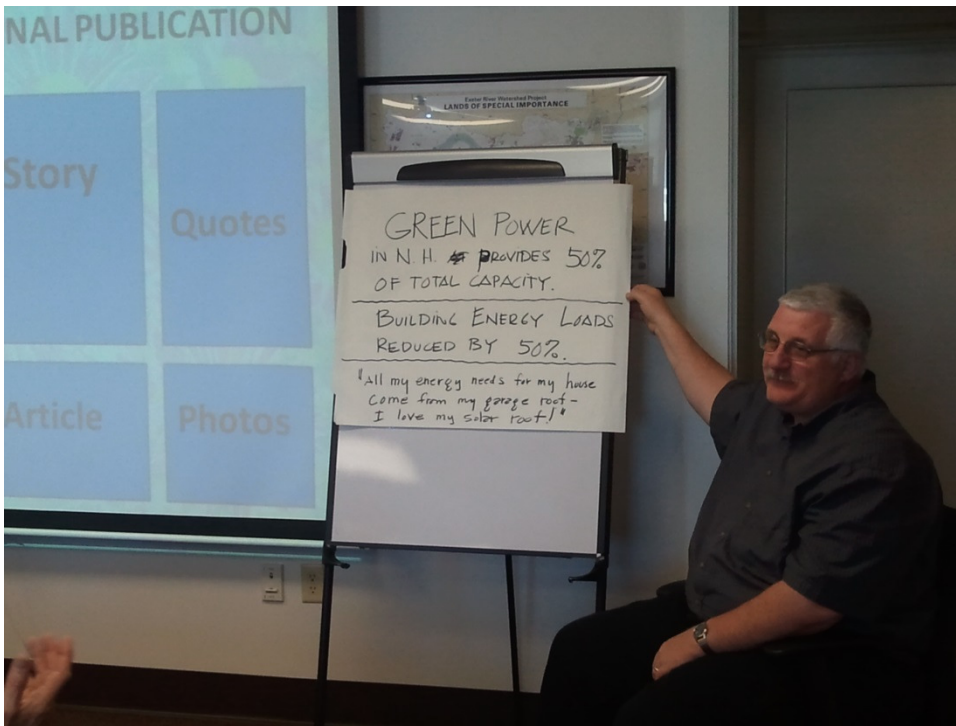
Goal 2:
Develop quality information which distinguishes NHUSGBC from other organizations.

Objective	Status	Notes
Objective 1: Establish a catalog of green buildings in NH	>>>>>	<i>Started, but never finished or updated</i>
Objective 2: Develop metrics to compare buildings in NH	>>>>>	
Objective 3: Create “90 second” information (simplify) of what LEED is	>>>>>	

Goal 3:

Communicate effectively or develop a communication plan or execute a communication plan (some discussion on how this should be worded.)

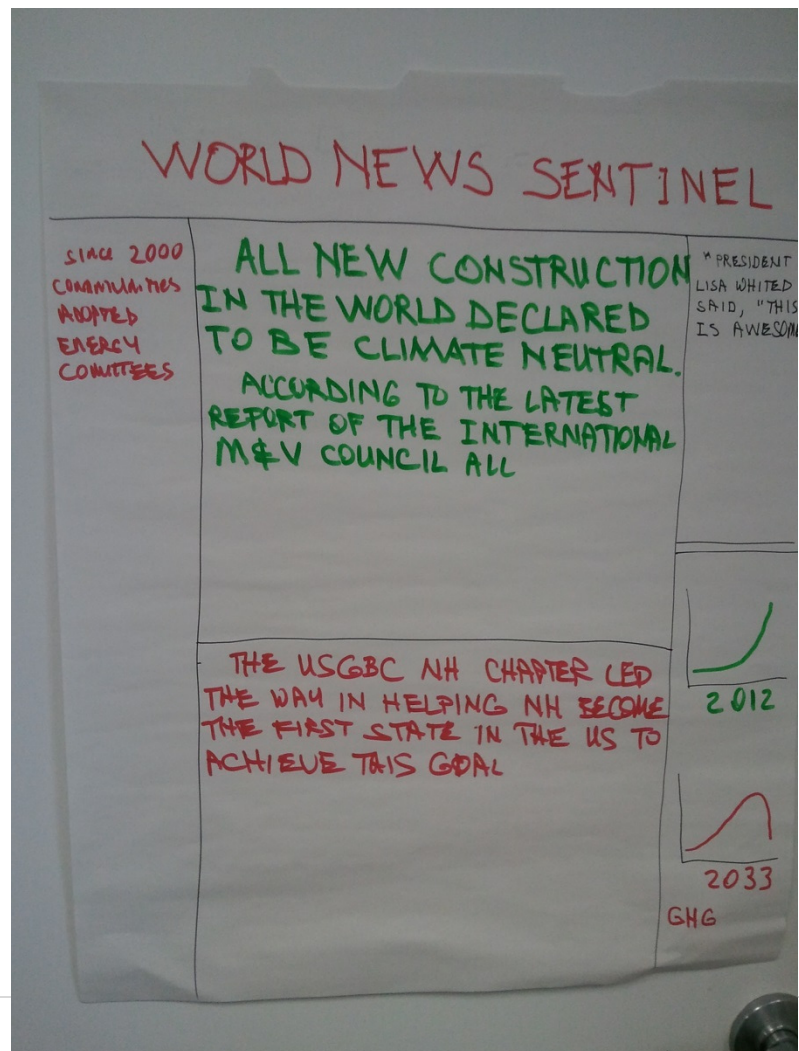
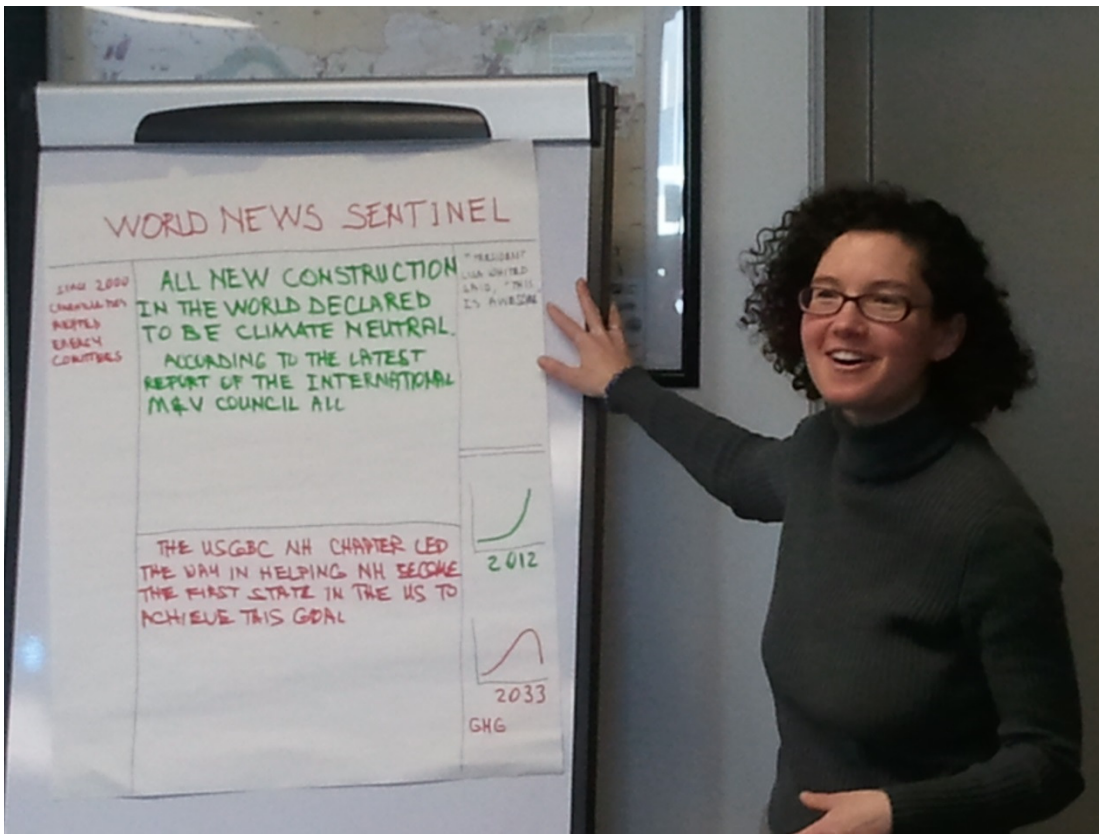
Objective	Status	Notes
Objective 1: Disseminate information about LEED V3	>>>>>	
Objective 2: Distribute 90 second message	>>>>>	
Objective 3: Establish an action plan for distributing education	>>>>>	<i>Slow going</i>
Objective 4: Develop appropriate communication tools, methods and models	>>>>>	
Objective 5: Be an active participant of current legislative conversations in state about green building (advocacy)	>>>>>	
Objective 6: Communicate sustainable initiatives, editorials and information with community.	>>>>>	

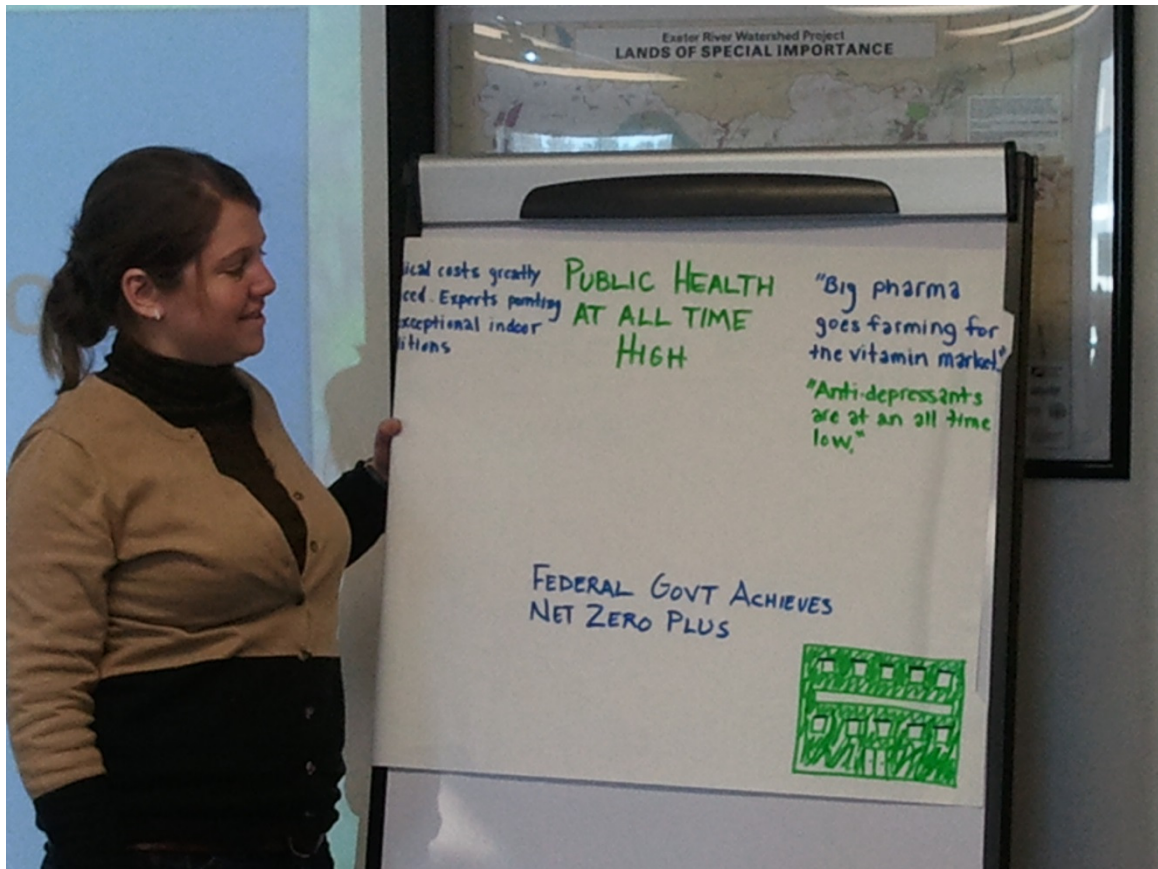
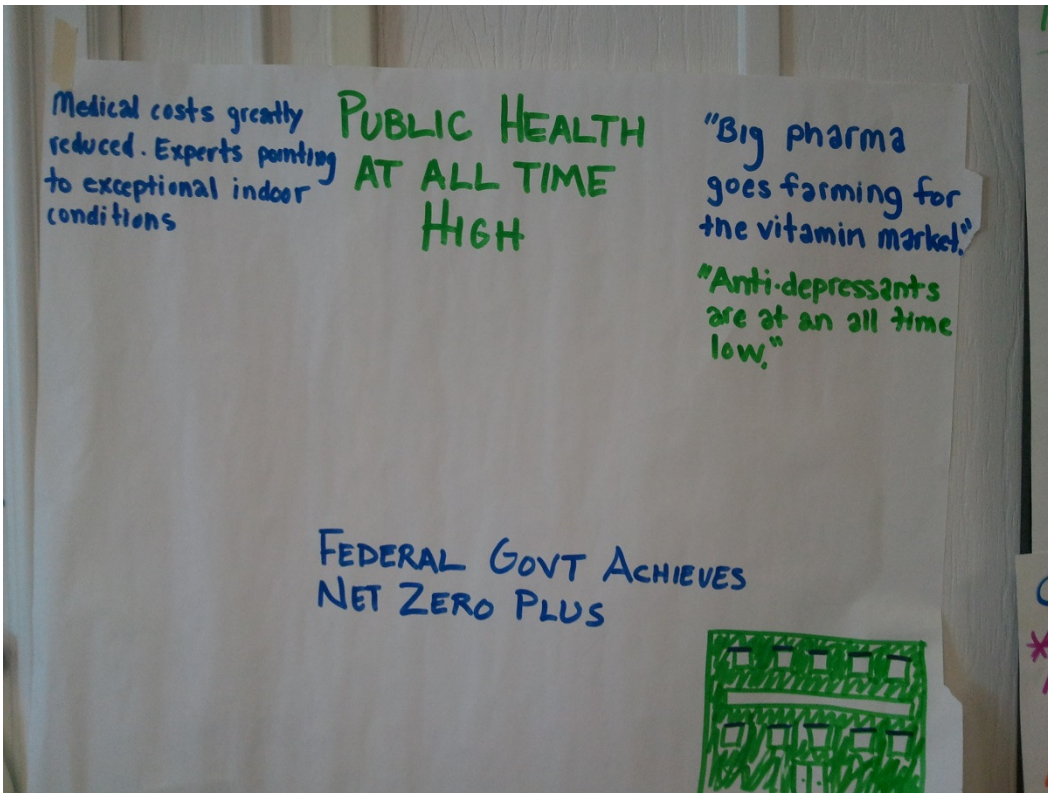


GREEN POWER
IN N. H. ~~IS~~ PROVIDES 50%
OF TOTAL CAPACITY.

BUILDING ENERGY LOADS
REDUCED BY 50%.

"All my energy needs for my house
come from my garage roof -
I love my solar roof!"





ICEBERGS GROW, SEA LEVEL FALLS

ROBINSON
NAMED US
SEC. OF
ENERGY

98%
RENEWABLES

NH-BASED LEED WHITETM
ADOPTED NATIONWIDE
(NO FEES OR TAX)

CHINESE
AMBASSADOR
SAYS, "CHINA
WILL ADOPT
LEED WHITE!"

ALL NEW ENGLAND HOMES
NET-ZERO ENERGY

LANDFILLS REFORESTED

ICEBERG-

LEED
- WHITE -

