

**PRACTICE**

**WHAT WE**

**PREACH**



**Strategic Plan  
September 1, 2024 - August 31, 2027**



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## **AUTHORS:**

Laura Berdebes, President | Stephanie Beals, President-Elect | Dana Lee Immediate Past President | Chris Abel, Treasurer | Hilary Nieukirk, Secretary | Katelyn Pearson, Board Director | Lisa Pavano, Board Director | Katelyn Reynolds, Board Director | Christine Schilke, Board Director | Nichole Peterson Professional Development Committee Chair | Bethany Taylor, Job Bank | Allyson Slattery, Membership Committee Chair | Mary Fox, Professional Development Committee Chair | Chris LeBlanc, Professional Development Committee Chair

*Based on ideas and concepts provided by our members.*

# HOW DID WE DEVELOP THIS PLAN?

## STRATEGIC PLAN

SEPTEMBER 1, 2024 - AUGUST 31, 2027

The first step to developing this plan was holding an in-person strategic planning meeting at CIL in Hartford facilitated by Laura Berdebes and Julia DeFrances on June 26, 2024. Members and previous members participated in breakout sessions to brainstorm ideas and goals for the chapter to move toward. These were prioritized into three Big Ideas.

The second step was holding a virtual chapter leadership meeting, during which board members and committee chairs prioritized all the ideas generated during the strategic planning meeting and ideas generated during prior discussions into SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) Goals.

DO: Ideas that we want to accomplish over the next year.

PLAN: Ideas we will want to start or accomplish over the next three years.

STOP: Ideas that we will not be moving forward with.

Society's Mission and Vision  
Diversity, Equity & Inclusion  
Committee Goals



**MISSION:** TO ADVOCATE FOR,  
**EDUCATE,**  
**AND CONNECT**  
**LEADERS**  
**IN THE BUILDING INDUSTRY.**

**VISION:** BUSINESS  
**TRANSFORMED THROUGH**  
**MARKETING**  
**LEADERSHIP.**

# VALUES

## WHAT WE STAND FOR

### **SMPS CONNECTICUT WILL:**

1. STAY RELEVANT TO INDUSTRY AND MEMBERS: PRACTICE AGILITY, INNOVATION, RESILIENCE, COLLABORATION, AND COMMUNITY.
2. CULTIVATE A DIVERSE AND EQUITABLE ENVIRONMENT.
3. MERGE TECHNICAL, MARKETING, AND BUSINESS DEVELOPMENT PROFESSIONALS TO SHARE IDEAS.
4. FOSTER INNOVATIVE, CROSS-COLLABORATIONS.
5. EMPOWER UP & COMING LEADERS.
6. BE A RESOURCE FOR EXPERIENCED, EXECUTIVE LEVEL PROFESSIONALS.
7. ACKNOWLEDGE AND DEVELOP VOLUNTEERS & MEMBERS.
8. BUILD AWARENESS OF AEC CAREER PATH WITH STUDENTS.
9. PRACTICE WHAT WE PREACH: EXCELLENCE IN MARKETING.

# PLAN AND PRIORITIES

DO: THINGS TO ACCOMPLISH, OR BEGIN THIS YEAR (2024/2025)

PLAN: IDEAS THAT WE WANT TO START OR ACCOMPLISH FOR 2024-2026

## CHAPTER SYNERGY AND COLLABORATION

GOAL Improve collaboration and communication across committees and fully engage all chapter volunteers.

### INITIATIVES

2024 \ 2025	<ul style="list-style-type: none"><li>Launch Trello as a communication across all committee chairs</li></ul>
2025 \ 2026	<ul style="list-style-type: none"><li>Develop strategies to reach out to volunteer</li><li>Develop committee training opportunities to ensure diverse role assignments and opportunities for growth each year</li></ul>
2027	<ul style="list-style-type: none"><li>Review committee responsibilities to keep volunteer engagement high --- if a volunteer has been doing the same task for over a year look for ways to include other members</li></ul>

Participating Committees: All

## DIVERSITY, EQUITY & INCLUSION

GOAL Implement DEI Best Practices (Ongoing)

### INITIATIVES

Fall 2024 - 2027	<ul style="list-style-type: none"><li>Increase representation and inclusion within SMP SCT as well as membership &amp; committee members.</li><li>Include programming topics that impact various groups, such as Designing for Diverse Communities.</li><li>Develop an inclusive communication strategy to show we represent diverse populations and perspectives who are treated fairly and equally. Accomplished through the use of plain language, multiple communication styles and voices.</li><li>Increase the use of minority-owned, women-owned, and other diverse suppliers for events, catering, or other chapter needs.</li><li>Use of various social and ethnic backgrounds and genders for our speakers, moderators, and panelists.</li><li>Research options for diverse venues based on cost, location, and format.</li></ul>
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Participating Committees: All

## COMMUNICATIONS

**GOAL** Utilize SMPS CT's communications channels to help meet the Chapter's Membership retainment and recruitment goals

### INITIATIVES

2024 / 2025	<ul style="list-style-type: none"> <li>Working with the Membership Committee, create a strategic campaign(s) to retain members               <ul style="list-style-type: none"> <li>Create and issue dynamic emails, videos, and social media posts that tout the benefits of membership</li> <li>Create social media posts that welcome new members</li> <li>Work with Membership Chair to create new member process</li> <li>Create social media posts celebrating member milestones</li> </ul> </li> </ul> <p>METRICS – Retainment goals met 85%; member survey results Recruitment goals met 15%; member survey results</p>
2025 / 2026	<ul style="list-style-type: none"> <li>Finalize social media best practices and plan based on lessons learned from restructuring</li> <li>Develop final Chapter Communication Plan</li> </ul>
2027	<ul style="list-style-type: none"> <li>Review progress adjust as needed</li> </ul>

Participating Committees: Communications, Membership

**GOAL** Work with Program Development Committee to achieve attendance goals

### INITIATIVES

Fall 2024 - 2027	<ul style="list-style-type: none"> <li>Working with the Program Development Chair, create strategic campaigns to entice event attendance               <ul style="list-style-type: none"> <li>Create and issue dynamic emails, videos, and social media posts that drive event registration</li> <li>Promote events via corresponding articles, speaker promos, etc.</li> </ul> </li> </ul> <p>METRICS – Attendance goals met; email open &amp; click rates; add question to registration about how people heard about the event</p>
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Participating Committees: Communications, Professional Development

**GOAL**    Audit and assess current communications to ensure maximum efficiency and effectiveness

### INITIATIVES

Winter / Spring 2025 - 2027

- Review current communication channels to determine which are the most utilized
    - o SMPS CT Website
    - o Emails
    - o Blog
    - o Social Media
    - o Newsletter
  - Recommend improvements for improved performance
    - o Create a monthly content calendar
  - Utilize technology to improve coordination among committees and individuals
  - Adjust timelines to align with Chapter goals
- METRICS – Improved coordination among committees and individuals; increased member engagement; increased ease and efficiency of reoccurring processes

Participating Committees: Communications

## PROFESSIONAL DEVELOPMENT

**GOAL** Recruit new members including more students, technical professionals, and individuals from diverse cultural backgrounds.

### INITIATIVES

2024 / 2025	<ul style="list-style-type: none"> <li>• Provide better communication in our description of events – who benefits?</li> <li>• Add learning objectives and target audience to the description of the program/event template in StarChapter beginning 9/1/24.</li> <li>• Will prompt whoever adds a description of the program to the website to enter information or ask for it from someone else</li> <li>• Include target audience, learning objectives, and other information on Communications’ Google doc to aid in better event promotion. Deadline 12/31/24</li> <li>• Build monetary resources back up</li> <li>• Develop a short list of no-to-low-cost venues by 8/31/25.</li> <li>• Offer sponsorship barter to lower the cost of speakers, AV vendors, etc. at the time of contract/agreement signing beginning 10/1/24.</li> </ul>
2025 / 2026	<ul style="list-style-type: none"> <li>• Attract and retain diverse professionals with varying experience levels.</li> <li>• Obtain education reports from other chapters through HQ, and/or research other Chapters’ websites to see what type of programming they offer by 8/31/24.</li> <li>• Offer quarterly career track programming beginning 3/1/26.</li> <li>• Highlight/Attract more CPSMs</li> <li>• Work with the CPSM sub-committee to discuss a Domain-focused webinar or programming series. Begin the conversation by 5/1/25</li> </ul>
2027	<ul style="list-style-type: none"> <li>• Review progress adjust as needed</li> </ul>

Participating Committees: Professional Development, Membership

## INDUSTRY COLLABORATION

**GOAL** Add value to SMPS programming with the reputation and visibility of other organizations, while doing the same for them. Additionally, provides more opportunities to educate, connect, and advocate.

### INITIATIVES

Winter 2025	<ul style="list-style-type: none"> <li>• Begin reaching out to other industry associations with new Collaborating Sponsor opportunity</li> <li>• Explore Untraditional Sponsor opportunities</li> </ul>
Spring/ Fall 2025-2026	<ul style="list-style-type: none"> <li>• Develop an established list of Collaborating Sponsors that regularly promote SMPS CT programs</li> <li>• Diversify sponsors to include more Untraditional Sponsors</li> <li>• Collaborate with organizations who have a strong focus on diversity, equity and inclusion</li> <li>• Collaborate with other chapters to promote programs</li> </ul>
2027	<ul style="list-style-type: none"> <li>• Review progress adjust as needed</li> </ul>

Participating Committees: Professional Development, Sponsorship, Communications

## MEMBERSHIP

**GOAL** Retain and celebrate members while recruiting professionals from diverse backgrounds.

### INITIATIVES

2024 / 2025	<ul style="list-style-type: none"> <li>Utilize free membership as a recruiting tool or thank you (prospects, volunteers, immediate past president).</li> <li>Create a 2-year on-boarding process</li> <li>Regularly checking in with existing and new members</li> <li>Clearly define what each member is looking to obtain from an SMPS membership</li> <li>Outline Member benefits for distribution</li> <li>Increase communication with National to utilize their resources &amp; guidance</li> <li>Develop a prospect list of both AEC and ancillary services firms to begin targeted outreach</li> </ul> <p>METRICS – 85% Retention / 15% New Member ratio</p>
2025 / 2026	<ul style="list-style-type: none"> <li>Give a swag bag to all volunteers</li> <li>Develop talking points for potential and current members to take to Principals/Marketing Directors outlining the benefits of an SMPS membership</li> <li>Hold a targeted membership drive to uncover “missing members” in small businesses or aligned/related business sectors</li> <li>Develop a “Five Reasons Why Campaign” outlining the benefits of membership</li> </ul> <p>METRICS – 85% Retention / 15% New Member ratio</p>
2027	<ul style="list-style-type: none"> <li>Review progress adjust as needed</li> </ul>

Participating Committees: Membership, Communications

## SPONSORSHIP

**GOAL** Re-establish roles and responsibilities

### INITIATIVES

2024 / 2025	<ul style="list-style-type: none"> <li>Create methods of consistently reaching out to existing sponsors</li> <li>Promote the benefits of sponsoring</li> <li>Ways to thank our sponsors</li> <li>Willingness to customize sponsorship</li> <li>Reach out to other promotional marketing businesses, ex. Hartford Business Journal</li> <li>Add another committee member / more board support</li> <li>One person in charge of Administration / One person focused on outreach</li> </ul>
2025 / 2026	<ul style="list-style-type: none"> <li>Implement methods of consistently reaching out to existing sponsors</li> <li>Promote the benefits of sponsoring</li> <li>Ways to thank our sponsors</li> <li>Willingness to customize sponsorship</li> <li>Reach out to other promotional marketing businesses, ex. Hartford Business Journal</li> <li>Add another committee member and/or more board support</li> </ul>
2027	<ul style="list-style-type: none"> <li>Review progress adjust as needed</li> </ul>

Participating Committees: Sponsorship, Communications, Professional Development and the Board

## MENTORSHIP

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**GOAL** Provide structure and increase engagement in the mentorship program

### INITIATIVES

Winter 2025	<ul style="list-style-type: none"><li>• Restructure the committee by identifying a leader</li><li>• Launch a campaign to educate members and increase engagement</li><li>• Engage members and other volunteers</li></ul>
2025 / 2026	<ul style="list-style-type: none"><li>• Organize a mentorship event</li><li>• Bring back Cohort meetings – Quarterly</li><li>• Bring back mentor/ protégé pairings</li></ul>
2027	<ul style="list-style-type: none"><li>• Review progress adjust as needed</li></ul>

Participating Committees: All

## CPSM PROGRAM

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**GOAL** Provide a more consistent CPSM study session experience to our members, and develop outreach initiatives to encourage certification.

### INITIATIVES

Winter / Spring / Fall 2025-2027	<ul style="list-style-type: none"><li>• Formalize annual outreach process to eligible members</li><li>• Stay connected with neighboring Chapters to share CPSM Study Group resources and best practices</li><li>• Promote CPSM Scholarship, including “Re-take Scholarship” for re-testing fee</li><li>• Promote awareness of the Fellows Program and develop a two-prong outreach process: eligible members who are already CPSMs and eligible members who need to become CPSMs to apply</li></ul>
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Participating Committees: CPSM

# 2027 GOALS

## FUTURE PRIORITIES

### THINGS WE WANT TO ACCOMPLISH BY 2027

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These items are to serve as guidance for SMPS CT Members & Board Members when they approach strategic planning over the 2024/2025, 2025/2026, and 2026/2027 program years.

These items are presented with the acknowledgment that internal and external factors will impact how much is possible, and are second in priority to the continued efforts of any high-priority initiatives.

- Increase diversity in membership and non-member participation (double the number of: students, male/non-binary members, technical professionals and people of color)
- Develop a plan to provide content for all career levels
- Implement a strategy to advocate for SMPS CT and increase perceived value
- Develop a membership retention plan
- Develop a membership recruitment plan
- Develop and implement a succession plan
- Work with the Society on best practices for chapter support
- Develop a strategy for “pivoting” and planning for the unexpected

# 2027 GOALS

## HOW WILL WE GET THERE

### RESOURCES WE WILL NEED

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The following is a list of the resources we will need to accomplish our 2024-2027 Strategic Plan:

- **Volunteers:** We will need to recruit more volunteers and priority champions to support all initiatives and avoid volunteer burn out.
- **Sponsors:** We will need to secure annual and in-kind sponsors (photographers, printers, etc) as well as special event sponsors ( ex. Win More Work) to ensure we have the financial resources to advance our plan.
- **Speakers and Venues:** We will need to engage diverse speakers and panelists and secure venues that provide accessibility to a variety of our members.
- **Prospect Lists:** We will need to develop contact list of local MBE/DBE firms, local college career centers, and others to aid in outreach and promotion.
- **Collaboration Tools:** We will need to deploy communication and collaboration tools that provide consistent content and clear communication of our initiatives to all of our volunteers.
- **Training:** We will need to develop training for our volunteers to make sure they are well-equipped to advance Chapter initiatives.
- **Society:** We will need to utilize Society resources to the fullest to provide resources and support to our committees.
- **Swag!:** We will need to invest in promotional items to create excitement around SMPS CT and membership.

**sm<sup>ps</sup>**  
  
Connecticut