



Strategic Plan Refresh (February 2026)
September 1, 2024 - December 31, 2027

PRACTICE

WHAT WE

PREACH



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Based on ideas and concepts provided by our members.

STRATEGIC PLANNING REFRESH

REFRESH THE SEPTEMBER 1, 2024 - DECEMBER 31, 2027 PLAN

The 2025 SMPS CT Strategic Planning Workshop was designed as an interactive session focused on reflection, collaboration, and goal setting.

Breakout Session: Where Are We Going?

Participants were divided into four groups, each focused on one SMPS CT core value:

- Stay relevant to industry and members through agility, innovation, resilience, collaboration, and community.
- Empower up-and-coming leaders.
- Acknowledge and develop volunteers and members.
- Practice what we preach: excellence in marketing.

Each group explored how the Membership, Communications, Professional Development, and Sponsorship committees could advance these values and identified one “Big Idea” for each committee.

Breakout Session: How Will We Get There?

Committees then reconvened to translate their ideas into actionable goals. Each committee selected two priority initiatives, identified near-term and longer-term objectives, and outlined specific action items for the 2025 program year.

Closing & Next Steps

The workshop concluded with a presentation of committee goals and a shared understanding that strategic planning is an ongoing process of alignment, evaluation, and action.



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		Strengthen alignment, communication, and leadership continuity across committees to deliver a consistent, high-value SMPS CT member experience.
		INITIATIVES
2024	2025	- Launch Trello as a communication across all committee chairs - Sunset goal - Committees are communicating via email effectively
2025	2026	- Conduct individual leadership check-ins with Committee Chairs to review progress, clarify goals, and identify needed resources. - Implement a brief annual Volunteer Pulse Survey (5–7 questions) to gather feedback on engagement, workload, and leadership support. - Clarify committee roles, responsibilities, and time expectations to support volunteer sustainability and succession.
2027		- Identify and mentor emerging leaders within committees. - Establish simple impact-based reporting (member engagement, volunteer satisfaction, programming value). - Review committee structure to ensure alignment with National’s priorities and evolving chapter needs.

Participating Committees: All

DIVERSITY, EQUITY & INCLUSION

GOAL		Cultivate an inclusive chapter culture that expands access, representation, and belonging across career stages and backgrounds.
		INITIATIVES
Fall 2024 - 2027		- Representation & Access - Track representation metrics (students, technical professionals, career stage diversity). - Promote student member benefits with local colleges and on our website/ social pages. - Inclusive Programming - Each program to clearly identify its target audience (entry-level, senior-level, etc.). - Offer at least one program annually focused on inclusive leadership, equity in marketing, or human-centered business. - Inclusive Volunteer Pathways - Provide transparent volunteer role descriptions and time expectations. - Rotate committee leadership opportunities intentionally. - Accessibility & Belonging - Rotate program locations statewide. - Offer virtual options where feasible. - Standardize inclusive language across communications.

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	- Working with the Membership Committee, create a strategic campaign(s) to retain members - Create and issue dynamic emails, videos, and social media posts that tout the benefits of membership - Create social media posts that welcome new members - Work with Membership Chair to create new member process - Create social media posts celebrating member milestones METRICS – Retainment goals met 85%; member survey results Recruitment goals met 15%; member survey results
2025 / 2026	- Finalize social media best practices and plan based on lessons learned from restructuring - Develop final Chapter Communication Plan - Committee Introduction Videos to explain each committee’s role and available volunteer opportunities, helping members understand where they can get involved. - Tech Tips to share practical marketing and design insights. The team will collect both member-submitted tips and questions, organizing the process through shared forms or spreadsheets. - Grow LinkedIn Followers to Increase awareness
2027	Review progress adjust as needed

Participating Committees: Communications, Membership

GOAL Work with Program Development Committee to achieve attendance goals

INITIATIVES

Fall 2024 - 2027	- Working with the Program Development Chair, create strategic campaigns to entice event attendance - Create and issue dynamic emails, videos, and social media posts that drive event registration - Promote events via corresponding articles, speaker promos, etc. METRICS – Attendance goals met; email open & click rates; add question to registration about how people heard about the event
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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 - SMPS CT Website - Emails - Blog - Social Media - Newsletter - Recommend improvements for improved performance - 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
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Participating Committees: Communications

PROFESSIONAL DEVELOPMENT

GOAL	Provide relevant, high-quality programming that supports members across career stages and reflects emerging trends in AEC marketing and business development.
INITIATIVES	
2024 / 2025	• Provide better communication in our description of events – who benefits? • Add learning objectives and target audience to the description of the program/event template in StarChapter beginning 9/1/24. • Will prompt whoever adds a description of the program to the website to enter information or ask for it from someone else • Include target audience, learning objectives, and other information on Communications’ Google doc to aid in better event promotion. Deadline 12/31/24 • Build monetary resources back up • Develop a short list of no-to-low-cost venues by 8/31/25. • Offer sponsorship barter to lower the cost of speakers, AV vendors, etc. at the time of contract/agreement signing beginning 10/1/24.
2025 / 2026	• Programming Development * Continue using event descriptions that clearly identify target audience and learning objectives to improve program promotion. • Career-Level Programming: * Expand programming that supports multiple career stages, including entry-level, mid-level, and senior professionals * Begin incorporating leadership-focused programming into upcoming events. • Industry & Business Development Topics * Offer programs focused on business development, marketing strategy, and emerging tools, informed by results from the SMPS CT membership and industry trends survey. • Senior-Level Engagement * Develop programming targeted to senior-level professionals, including leadership and strategic topics such as mergers and acquisitions. • CPSM Engagement * Partner with the CPSM subcommittee to explore domain-focused webinars or programming series and promote CPSM certification.
2027	• Review programming effectiveness using member feedback and attendance trends. • Adjust programming topics and formats to reflect evolving industry needs and member interests.

Participating Committees: Professional Development, Membership , CPSM

MEMBERSHIP

GOAL	Retain and celebrate members while recruiting professionals from diverse backgrounds.
INITIATIVES	
2024 / 2025	• Utilize free membership as a recruiting tool or thank you (prospects, volunteers, immediate past president). • Create a 2-year on-boarding process • Regularly checking in with existing and new members • Clearly define what each member is looking to obtain from an SMPS membership • Outline Member benefits for distribution • Increase communication with National to utilize their resources & guidance • Develop a prospect list of both AEC and ancillary services firms to begin targeted outreach METRICS – 85% Retention / 15% New Member ratio
2025 / 2026	• Give a swag bag to all volunteers • Develop talking points for potential and current members to take to Principals/Marketing Directors outlining the benefits of an SMPS membership • Hold a targeted membership drive to uncover “missing members” in small businesses or aligned/related business sectors • Develop a “Five Reasons Why Campaign” outlining the benefits of membership • Casual Meet-ups held around the state • New Member Visibility by recognizing recent members at events • Update Member Handbook METRICS – 85% Retention / 15% New Member ratio
2027	• Review progress adjust as needed

Participating Committees: Membership, Communications

SPONSORSHIP

GOAL	Re-establish roles and responsibilities
INITIATIVES	
2024 / 2025	• Create methods of consistently reaching out to existing sponsors • Promote the benefits of sponsoring • Ways to thank our sponsors • Willingness to customize sponsorship • Reach out to other promotional marketing businesses, ex. Hartford Business Journal • Add another committee member / more board support • One person in charge of Administration / One person focused on outreach
2025 / 2026	• Implement methods of consistently reaching out to existing sponsors • Reach out to other promotional marketing businesses, ex. Hartford Business Journal • Young Professional Sponsorship Package: Develop a branded opportunity for firms to support emerging professionals with event tickets or special programming.
2027	• Add another committee member and/or more board support • Broaden Sponsor Pool: Reach beyond AEC firms to include photographers, videographers, and other creative industry partners. • Incentivize Sponsor Referrals: Offer rewards (e.g., free program registration or discounts) for members who bring in new sponsors. • Visibility & Appreciation: Expand sponsor recognition through events, thank-you campaigns, and an end-of-year Annual Impact Report showcasing chapter achievements made possible through sponsorship support.

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

MENTORSHIP

GOAL Provide structure and increase engagement in the mentorship program

INITIATIVES

2024/ 2025	- Restructure the committee by identifying a leader - Launch a campaign to educate members and increase engagement - Engage members and other volunteers
2025 / 2026	- Organize a mentorship event - Bring back Cohort meetings – Quarterly - Bring back mentor/ protégé pairings
2027	Review progress adjust as needed

Participating Committees: All

CPSM PROGRAM

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	- Formalize annual outreach process to eligible members - Stay connected with neighboring Chapters to share CPSM Study Group resources and best practices - Promote CPSM Scholarship, including “Re-take Scholarship” for re-testing fee - 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
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Participating Committees: CPSM

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

2025	- Begin reaching out to other industry associations for new Collaborating Sponsors - Explore Untraditional Sponsor opportunities
2025- 2026	- Develop an established list of Collaborating Sponsors that regularly promote SMPS CT - Diversify sponsors to include more Untraditional Sponsors - Collaborate with organizations who have a strong focus on diversity, equity and inclusion - Collaborate with other chapters to promote programs
2027	Review progress adjust as needed

Participating Committees: Professional Development, Sponsorship, Communications

2027 GOALS

FUTURE PRIORITIES

THINGS WE WANT TO ACCOMPLISH BY 2027

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.

1. Elevated Member Experience
- Increase retention to 85%+ annually. - Deliver programming for all career levels annually.
2. Content & Programming Excellence
- Establish SMPS CT as the regional hub for business development and marketing leadership. - Increase CPSM participation and certification awareness.
3. Volunteer & Leadership Sustainability
- Maintain committee leadership pipeline. - Reduce volunteer burnout through defined roles and term clarity.
4. Chapter Alignment with National
- Increase participation in regional and national events. - Promote ONE SMPS brand consistency in communications and experience.
5. Growth & Industry Influence
- Expand partnerships with other industry associations. - Increase student and technical professional participation.

2027 GOALS

HOW WILL WE GET THERE

RESOURCES WE WILL NEED

To execute our strategic priorities and sustain a high-value member experience, SMPS CT will focus on five core enablers:

1. LEADERSHIP & VOLUNTEER SUSTAINABILITY
- Defined roles, expectations, and term clarity
 - Leadership check-ins to maintain alignment and remove barriers
 - Annual Volunteer Pulse Survey to monitor engagement
2. MEASURABLE MEMBER IMPACT
- Clear retention and participation metrics
 - Regular member feedback
 - Impact-focused reporting tied to member value
3. PROGRAMMING EXCELLENCE
- Access to high-quality speakers and subject matter experts
 - Strategic collaboration with SMPS National and peer chapters
 - Flexible delivery formats to increase access
4. FINANCIAL & PARTNERSHIP STRENGTH
- Sustainable sponsorship support
 - Strategic industry partnerships
 - Financial planning aligned with priorities
5. ALIGNMENT & AGILITY
- Active engagement with National resources and initiatives
 - Consistent ONE SMPS brand experience
 - Flexibility to adjust as member and industry needs evolve

APPENDIX

DEVELOPING THE 3-YEAR 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



