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Strategic Plan

The purpose of strategic planning is to develop a three to five year plan for the purpose of establishing an organizing framework by which the leadership of the organization may enable its capacity to flourish. Strategic planning is a way to help an organization to more productively contribute to the broader community by helping guide the allocation of resources in order to achieve long term organizational goals, adapt to emerging practice and policy and optimally influence outcomes that are aligned with its mission. It grounds the identity of the organization and lays out concrete ways in which the organization achieves its mission.

Our organizational goals serve four basic functions

1. Provide guidance and direction,
2. Facilitate planning and decision making
3. Motivate and inspire employees
4. Help organizations evaluate and control performance.

Our target market/audiences

Professional audience

Private sector:

- Planners
- Architects and Designers
- Energy, Water, Landscape consultants
- Sustainable Solution Product Vendors
- Developers and building owners
- Building Engineering and Property Management

Public sector

- Planners
- Regulators
- Policymakers
- Elected officials

Educators and Academia

- K-12
- Universities



General public

General public

- Business owners
- Homeowners

San Diego Green Building Council guiding principles

Vision: Our buildings and communities will regenerate and sustain all life within our generation

Mission: inspire, educate and collaborate within our community to transform our built environment towards true sustainability

Value proposition: We are the change makers transforming our community by contributing education, resources and a platform to push boundaries of sustainable innovation.

Core values

By establishing SDGBC's core values we can preserve guidelines for our collective vision

- **Empowerment and inspiration.** We inspire and empower our community members to engage and impact sustainability of our built environment.
- **Innovation, collaboration and education.** Our education efforts reflect the needs of our community and facilitate relationships that promote best outcomes.
- **Accountability and integrity.** Through our interactions we strengthen our organization's position as valuable partner.
- **Enjoyment** and sustainability. Through our actions we promote a positive impact on all individuals and communities involved with our organization.



Strategic Goals

We activate our mission and value proposition through four key impact areas:

1. **Culture shift** - Transform understanding of sustainability
2. **Education and Outreach** - Increase sustainability proficiency
3. **Initiatives and Advocacy** - Empower community engagement
4. **Community Development** - Activate SDGBC community

Culture shift - Transformation

Organization Culture & Engagement

Professional audience

- Promote systemic approach to sustainability in effort to dissolve cultural and organizational silos to advance implementation in the San Diego region
- Advocate and engage in social equity and diversity issues related to sustainability. Be an enable/facilitator through education and civic engagements
- Actively participate and be a voice in region's Climate Action Plans (CAP) implementation
- Strengthen Public Relations and media communication (e.g print, TV) and social media, SDGBC website etc.
- Revamp the awards program to recognize and promote sustainable design and operational excellence (e.g. LEED Platinum/Gold, Living Building Challenge project and/or initiative, educational program, leaderships) above and beyond generally accepted practices.

General public

- Foster and **drive** sustainable work and lifestyle as 'normal' rather than 'nice to have'

Leadership

- Use programs and projects as a platform to advance sustainability leadership in our region (San Diego/Tijuana region).
- Develop programs specifically based on leadership skills development

Education and Outreach - Proficiency

- Support and engage the next generation of changemakers by integrating sustainable principles in curriculums



- Work with workforce partnerships, government organizations, and training programs to integrate sustainability principles
- Provide resources and networking opportunities for business owners, building operators and homeowners
- Develop programs that advance sustainability while providing educational opportunities (GAP)

Advocacy - Community Engagement

- Foster involvement & participation in advocacy issues by engaging SDGBC membership in local and state environmental goals (Energy, Water, Waste, etc)
- Educate and influence elected officials. Engage with city council, county board of supervisor members to actively discuss sustainability related issues in the community
- Support and foster innovative projects by engaging SDGBC community.
- Partner and develop support systems with non-profits that align around similar advocacy goals.

Community Development - SDGBC community

- **Membership:**
 - Be the catalyst opportunities for professional development, networking and regional engagements
 - Activate SDGBC members as advocates in community
- **Volunteers:**
 - Provide opportunities for professional development, networking and regional engagements
 - Develop corporate volunteering program
 - Develop project based volunteering opportunities
- **Board of Directors**
 - Foster stronger development of leadership skills among board members
 - Activate board members as advocates for SDGBC mission



Programs and initiatives

SDGBC delivers and supports our strategic goals through the programs and initiatives listed below.

SDGBC Programs

1. Living Building Challenge Collaborative: Net positive water/energy/waste **(3+4)**
2. Events (EIC, regular events, annual conference) **(1, 2, 3)**
3. Green Apple Day of Service **(3)**
4. Certification rating systems (LEED, Living Building Challenge, WELL, etc) **(2+3)**
5. Green Assistance Program **(1,2,3)**
6. Local Government Partnership **(1,3,4)**
 - a. Business outreach
 - b. Staff training

SDGBC Initiatives

1. Women in Green **(1, 2)**
2. Trees San Diego - Circular economy **(4)**
3. Emerging professionals **(1, 2)**



Next Steps - Create Work Plans

1. Marketing & Communication Strategies

- a. SDGBC branding development
- b. Website redesign
 - i. Add more functionality
 - ii. Users generated content
 - iii. Social media integration
- c. Media strategy (how to tell our story)
- d. Partnership development

2. Operational

- a. Develop and/or revamp existing programs/initiatives to match our newly identified area of focus (i.e. strategic goals that supports our mission and value proposition)
 - i. Funding strategy to support our programs and initiatives
 - 1. Grants strategy and prioritization
 - 2. Sponsorship strategy
 - ii. Develop Metrics
 - 1. Key performance indicators
 - a. How do you measure our impacts and success?
 - 2. Identify the key milestones (i.e. timeline over the next 12, 36 months)
 - a. What do we need to accomplish to reach our strategic goals
- b. Staff
 - i. Professional development
 - ii. Staff evaluations & performances
 - iii. Staff expansion & retention strategy
- c. Board members engagement
 - i. Selection and nomination process
 - ii. Role and responsibilities
 - iii. Performance
- d. Membership

2. Financial Strategy

- a. Fundraising plan
 - i. To support existing and new programs and or initiatives
 - 1. Sponsorship strategies
 - 2. Grant strategies



3. Crowd funding
4. Giving Tuesday
- b. Income Diversification
- c. Cost savings and resource optimization
- d. Timeline over 12, 36 months
 - i. How do we measure our success?