

STRATEGIC PLAN

2019 - 2024





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RENEWING OUR VISION FOR THE FUTURE



In 2018, we marked our 40th year by shaping a vision for sustainability in Atlanta and across the Southeast while serving our community. With our history firmly in place, I am eager to share this Strategic Plan for the future.

It is the result of an extensive effort to envision our goals for the next five years and to restate, in contemporary terms, the mission, vision and values upheld by our organization.

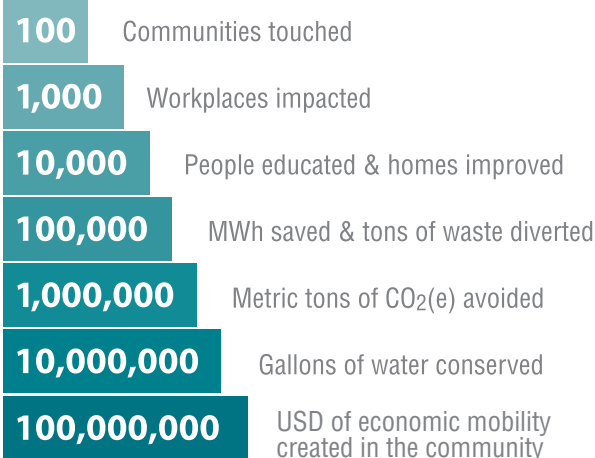
In early 2017, I recognized how pivotal Southface's role has been in building Atlanta's national reputation as a city committed to sustainable community development and resource conservation. Our achievements required dedication, passion and foresight.

With this plan, we hope to continue and expand upon this legacy in order to be the leading voice in a regenerative economy that is sustainable, resilient, equitable and healthy for all—not only within the Atlanta region but across the Southeast and beyond. **For Southface, a regenerative economy is defined as one that returns greater value than the invested social, environmental and financial capital. In short, a regenerative approach gives back more than it takes.**

In addition to the details provided for tactics and intended outcomes of each of our goals, we are also excited to unveil our overarching five-year impact outcomes: seven mission-aligned outcomes to be accomplished by 2024, known as **7 x 10 x 24**.

Throughout the course of crafting this Plan, we solicited invaluable input across our diverse stakeholders, including members, partners,

7 x 10 x 24



sponsors, supporters, clients and our greater community, in addition to our staff and Board of Directors. We wanted to better understand their priorities and vision for our region, as well as the unique role they feel Southface plays to bring that vision to life. Their important feedback motivated us to think bigger, pushed us to ensure our future efforts are inclusive and reminded us of our power and potential as an organization.

I want to thank all who have participated in the process for your commitment and support of this effort. This five-year Strategic Plan sets out a vision for our near-term future, sets us up for long-term success and provides guidance for decision-making that will have a profound and positive impact on the programs we champion, the services we provide and the experience of our partners and community.

Andrea Pinabell
President

The Challenge



As home to over half the world's population, urban areas are powerful economic drivers, generating 80% of the global GDP and 86% of jobs. As contributors to more than 70% of the greenhouse gas emissions, cities are also part of the problem¹. From flooding and heat islands, to lack of greenspace and clean transportation alternatives, there are a myriad of shocks and stresses associated with a warming, urbanizing world, desperately in need of immediate and sustainable growth planning, which will lead to healthy communities for all.

Growth mapping for the next 30 years points to a future in which urbanization increases from 55% to 68%. Globally, by 2050, an expected additional 2.5 billion people are expected to move to cities². Rapidly increasing population growth means communities large and small must be prepared to take on the resulting environmental and social challenges, including increased stress on existing natural resources and aging infrastructure, as well as diminishing healthy and efficient affordable housing.

At the same time, there is an increased need for training for the growing green economy, leveraging private and public sectors for sustainable construction and operations, and empowering cities of all sizes to be resilient in the changing economy and climate.

¹ www.worldbank.org/en/topic/urbandevelopment/overview

² www.un.org/development/desa/en/news/population/2018-revision-of-world-urbanization-prospects.html

A little closer to our headquarters, cities and communities across the Southeast continue to fall into the top 25 fastest growing areas in the U.S. and show no signs of slowing down. Without a thoughtful, strategic growth plan in place, these cities and communities are at risk for reactive and precarious growth implementation that will only exacerbate the short-term shocks and long-term stressors on existing systems.

Since 1978, Southface has been a leader in the research, advocacy, building performance and green building skills training required for sustainable market transformation towards a regenerative economy in the Southeast and beyond. Over this time, we have driven innovative policies and solutions to support resource efficiency, building science and sustainable communities. It is through this approach that we help foster a renewed vision for a growing and changing economy, generating the outcomes that lead to vibrant, healthy and prosperous communities for all.

With this urgency as our backdrop, we are very excited about the impending purchase of our existing land and campus expansion at the Atlanta Civic Center property. This growth will allow us to deepen and extend our reach. We are excited about the years ahead and the blueprint for success this Strategic Plan represents.





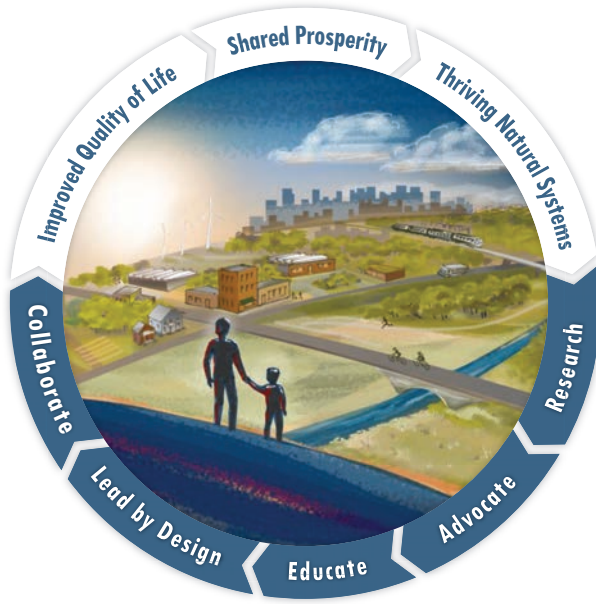
Our VISION

A regenerative economy,
responsible resource use
and social equity through a
healthy built environment
for all.

Our MISSION

Southface promotes
sustainable homes,
workplaces and communities
through education,
research, advocacy and
technical assistance.

Southface has always taken a holistic, triple bottom line approach to our mission, clearly aligning with the areas of our intended outcomes: improved quality of life, shared prosperity and thriving natural systems.



Our VALUES

- **A Sustainable Future** - We promote the concept of regenerative, socially equitable systems.
- **Sound Science** - We develop programs and services based on proven scientific principles.
- **Our Staff** – We create a workplace that offers opportunities for growth, learning and leadership.
- **Integrity** - We lead and educate by example and with transparency.
- **Kaizen** - We strive for continuous improvement through small, positive changes in order to perform as a best-in-class nonprofit.
- **The Marketplace** - We engage with and recognize the marketplace as the forum for change.
- **Collaboration** – We work with government, industry, nonprofits and community members because each has a vital role to play in advancing our mission.

2019-2024 STRATEGIC GOALS

Goal 1

Be the leading organization in building a regenerative economy across the Southeast.

Goal 2

Leverage our expertise to drive policies, programs and strategies that advance resiliency, environmental sustainability and social equity.

Goal 3

Connect, educate and inspire diverse groups of people on the positive impacts of a regenerative economy.

Goal 4

Deliver real-world training and opportunities for participation in the “green” workforce.

Goal 5

Leverage research outcomes for cross-disciplinary use and market innovation.

Goal 6

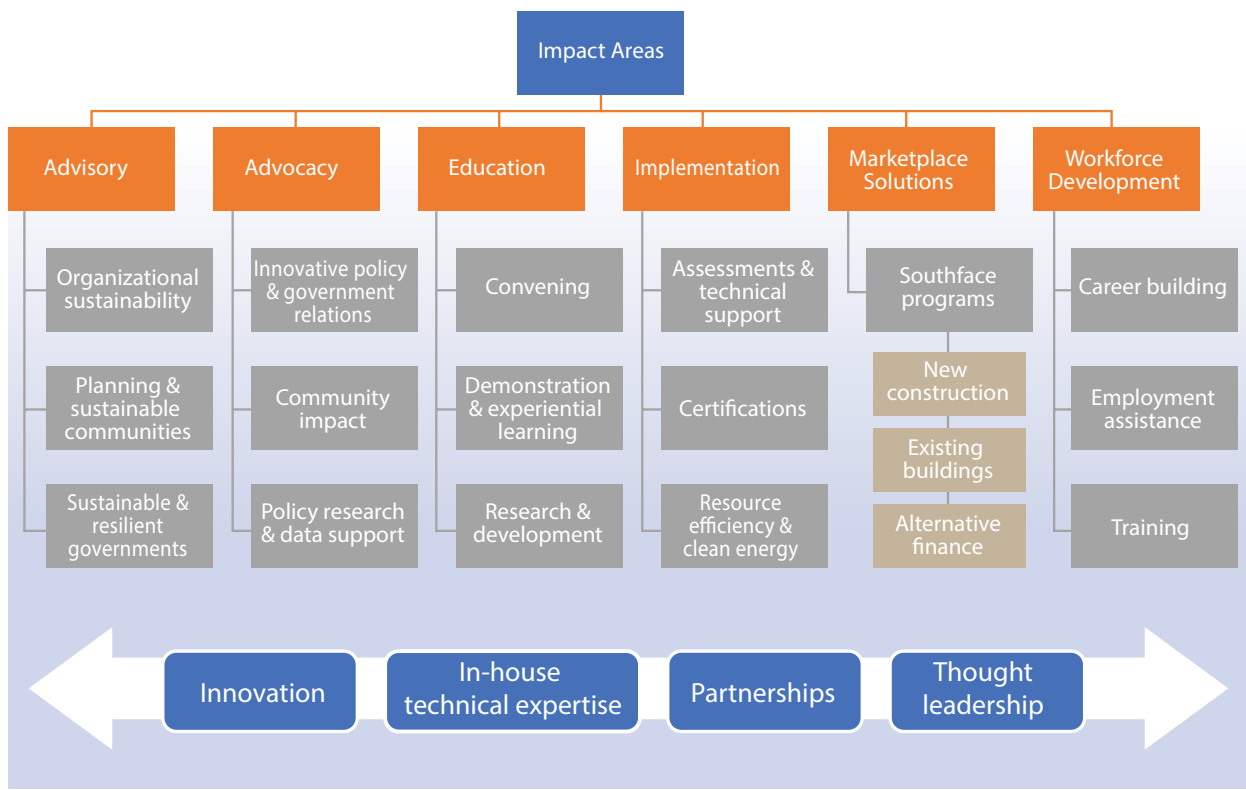
Increase administrative efficiency and effectiveness throughout the organization.

Goal 1 in Action

Be the leading organization in building a regenerative economy across the Southeast.

OBJECTIVES

Leading the transition to a regenerative economy means we must transform the market to drive toward shared prosperity, improved quality of life and thriving natural systems. Defining and embracing our unique role to bring about this shift requires us to reflect on our activities and how we communicate across our audiences. We must determine how we can most effectively catalyze business, government and communities to embrace the transition to the regenerative economy. The strategies outlined below detail how this five-year strategic plan will leverage our expertise and partnerships to integrate science and story, theory and practice, and human factors and technology.



TACTICS

Year 1 - 2 Defining & Focusing	Year 3 - 5 Scaling & Expanding
<ul style="list-style-type: none"> ■ Educate the marketplace about the regenerative economy and Southface's thought leadership. ■ Deepen relationships with key partners. ■ Align Southface practice areas and programs to develop goals and expansion strategies. ■ Focus design of campus expansion to elevate education, demonstration and experiential learning, utilizing elements of regenerative design. ■ Expand and deepen our expertise in regenerative design and its benefits across the built environment. 	<ul style="list-style-type: none"> ■ Increase penetration of Southface programs into 3-5 key markets. ■ Further develop and modify programming to meet market needs. ■ Evaluate opportunities for growth through merger, acquisition and market penetration. ■ Feature demos and displays of advanced building techniques. ■ Highlight outcomes and innovations of Southface programs in campus interactivity. ■ Leverage construction and opening of expanded campus to redefine Southface's role in a regenerative economy. ■ Be recognized as a leader in regenerative design and implementation across our Impact Areas.

INTENDED OUTCOMES

- Enhanced reputation of Southface Institute as a leader driving the regenerative economy.
- Increased effectiveness of Southface's programs.
- Increased engagement with Southface Institute.

Goal 2 in Action

Leverage our expertise to drive policies, programs and strategies that advance resiliency, environmental sustainability and social equity.

OBJECTIVES

Since our founding in 1978, Southface has focused our efforts on addressing sustainability across organizations and the built environment landscape through planning, strategic advice, programming and technical assistance. This work drives the economic and environmental benefits of active engagement and responsible resource use. By developing, quantifying and promoting implementable strategies, we have taken what were often seen as fringe ideas into the mainstream and spawned new policies, processes, products and services. This work has championed the triple bottom line approach to sustainability: projects that provide environmental, social and economic benefits.

TACTICS

Year 1 - 2 Defining & Focusing	Year 3 - 5 Scaling & Expanding
<ul style="list-style-type: none">■ Build capabilities focused on organizational sustainability.■ Deepen and expand city and municipal relationships for policy and program alignment.■ Align policy priorities for highest and best use.■ Assess code landscape across Southeast to advance high-performance buildings and resource efficiency.■ Adopt mission/money matrix approach for program alignment.■ Identify outcomes for mission-based programs that support 7 x 10 x 24.	<ul style="list-style-type: none">■ Successfully promote the value of high-performance buildings and resource efficiency through our practice areas.■ Establish Southface as a leader in sustainable policymaking.■ Leverage new Southface HQ to connect with regional/national partners and inspire policymakers.■ Leverage outcomes of 7 x 10 x 24 to better tell the Southface story.

INTENDED OUTCOMES

- Increased effectiveness of Southface's policy, advisory and programmatic efforts.
- Increased engagement with organizations and cities/municipalities to advance resiliency, environmental sustainability and social equity.
- Enhanced reputation as a policy resource in the region.

Goal 3 in Action

Connect, educate and inspire diverse groups of people on the positive impacts of a regenerative economy.

OBJECTIVES

To speed the transition toward a regenerative economy, we must educate and inform local, state and national partners on effective practices and policies. Southface is dedicated to serving as a leader in and conduit for educating both consumers and businesses to support the regenerative economy. We will concentrate our efforts in the coming years to move people from awareness to action through accessible educational resources that emphasize continuous improvement and experiential learning.

TACTICS

Year 1 - 2 Defining & Focusing	Year 3 - 5 Scaling & Expanding
<ul style="list-style-type: none">■ Define the most effective outreach channels, tactics and resources for engaging stakeholders.■ Determine baseline market awareness of the regenerative economy.■ Expand opportunities for demonstration and experiential learning.■ Develop our strategy for collecting and sharing thought leadership.■ Create diverse engagement opportunities that encourage sustained relationships with stakeholders.	<ul style="list-style-type: none">■ Leverage expansion opportunities to build additional awareness across the Southeast.■ Establish Southface's expanded campus as the showcase for the regenerative economy.■ Develop and expand channels and consumer penetration, including thought leadership.■ Amplify the Southface story across the United States and beyond.■ Scale the engagement opportunities with the highest success rate.

INTENDED OUTCOMES

- Increased effectiveness of Southface's stakeholder engagement efforts.
- Increased awareness of Southface's brand, efforts and impact.
- Increased general community awareness of the regenerative economy and resource efficiency.
- Increased partner loyalty leading to increased revenue.

Goal 4 in Action

Deliver real-world training and opportunities for participation in the “green” workforce.

OBJECTIVES

Southface’s efforts in the realm of workforce development are one of the most exciting applications of the work we do. The outcomes of our research, policy and consulting efforts come together in the expertise of our training programs, which deliver powerful, employable outcomes to those who experience them. Southface’s longtime immersion in emerging building tech, in addition to the evolving ways of teaching the skills needed to implement it, allow us to identify and teach to real market opportunities. With the development of the new campus, Southface will be able to demonstrate and deploy our 40-year-plus experience in high-performance building best practices like never before.

TACTICS

Year 1 - 2 Defining & Focusing	Year 3 - 5 Scaling & Expanding
<ul style="list-style-type: none">■ Identify the gaps in both the workforce and training needs for participation in the “green” workforce.■ Create innovative outreach strategies to promote Southface’s trainings.■ Develop job placement strategy.■ Develop the curricula to address training and accreditation gaps.	<ul style="list-style-type: none">■ Launch best-in-class training facility.■ Develop innovative trainings to address future needs.■ Establish new partnerships to deploy thought leadership beyond the Southface classroom.■ Create expansion of training opportunities through partnership or acquisition.■ Deploy partnerships and job placement strategies to enhance employability for the emerging workforce and industry professionals.

INTENDED OUTCOMES

- Increased effectiveness of Southface’s trainings towards direct job placement.
- Expanded reach of Southface’s workforce development efforts to a broader, more demographically diverse audience.
- Enhanced reputation as the preferred green building and green workforce training and education resource in the region.

Goal 5 in Action

Leverage research outcomes for cross-disciplinary use and market innovation.

OBJECTIVES

To speed the transition to a regenerative economy, Southface is dedicated to serving as a leader for both testing the technology of others through applied research techniques and researching technologies and materials that can revolutionize the regenerative economy in a scalable way.

We will concentrate our innovation and research efforts to move people from awareness to action, making our reported outcomes increasingly accessible and understandable to any interested discipline. Our approach will emphasize continuous improvement, rigorous consumer-oriented research, incubation of new and disruptive technologies and financing, and the integration of enhanced data measurement and verification across all our programs.

TACTICS

Year 1 - 2 Defining & Focusing	Year 3 - 5 Scaling & Expanding
<ul style="list-style-type: none">■ Leverage our research to identify opportunities for innovation.■ Identify gaps in research to address the needs of the regenerative economy.■ Establish innovative financing mechanisms to help drive the regenerative economy.■ Publish results of research as aligned with Southface mission, vision and evolving distribution opportunities.	<ul style="list-style-type: none">■ Develop a resource efficiency and clean energy accelerator.■ Expand our innovative financing into additional markets.■ Propagate research impacts at the industry level to encourage adoption of emerging building tech.■ Launch a shared services solution for like nonprofits to minimize administrative and overhead costs.

INTENDED OUTCOMES

- Expanded research capabilities that have marketplace relevance.
- Launch of financial service offerings to support our programs and leverage community development efforts.
- Drive innovation that accelerates the transition to a regenerative economy.

Goal 6 in Action

Increase administrative efficiency and effectiveness throughout the organization.

OBJECTIVES

In order to provide and scale effective, high-quality programs and services, Southface must have strong core capacities enabling our organization and employees to grow, develop knowledge and resources, and, ultimately, achieve our mission. We appreciate that robust financial, operational and human resources functions do not just “happen”; rather, they are a combination of deliberate efforts in a range of critical areas. We also believe internal capacity building is one of the most important investments Southface can make as an organization.

TACTICS

Year 1 - 2 Defining & Focusing	Year 3 - 5 Scaling & Expanding
<ul style="list-style-type: none">■ Position the mission/money matrix as the guide to all strategic program decisions.■ Empower employees to better manage programmatic efforts.■ Broaden the understanding of the key performance indicators.	<ul style="list-style-type: none">■ Expand employee training and development programs with focus on empowerment and capacity building.■ Build back-office operations to support additional mission-aligned nonprofits and expansion to other markets.

INTENDED OUTCOMES

- Increased capacity of Southface employees to effectively and efficiently manage programmatic efforts.
- Improved programmatic impact through reduced administration costs.
- Improved performance and career growth opportunities for Southface employees.
- Increased infrastructure that scales operations efficiently.

2019-2024 SOUTHFACE STRATEGIC GOALS

Alignment with United Nations Global Goals for Sustainable Development



Goal 1

Be the leading organization in building a regenerative economy across the Southeast.

Goal 1 aligns with **1 2 4 5 6 7 8 9 10 11 12 13 14 15 16 17**

Goal 2

Leverage our expertise to drive policies, programs and strategies that advance resiliency, environmental sustainability and social equity.

Goal 2 aligns with **1 2 3 4 5 6 7 8 10 11 12 13 15 16**

Goal 3

Connect, educate and inspire diverse groups of people on the positive impacts of a regenerative economy.

Goal 3 aligns with **3 4 6 7 8 9 10 12 13 16 17**

Goal 4

Deliver real-world training and opportunities for participation in the “green” workforce.

Goal 4 aligns with **1 4 5 6 7 8 9 12**

Goal 5

Leverage research outcomes for cross-disciplinary use and market innovation.

Goal 5 aligns with **3 6 7 9 10 11 12 13 17**

Goal 6

Increase administrative efficiency and effectiveness throughout the organization.

Goal 6 aligns with **4 11 12 13 17**

UN Goals for Sustainable Development

- Goal 1** End poverty in all its forms everywhere
- Goal 2** End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3** Ensure healthy lives and promote well-being for all at all ages
- Goal 4** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5** Achieve gender equality and empower all women and girls
- Goal 6** Ensure availability and sustainable management of water and sanitation for all
- Goal 7** Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10** Reduce inequality within and among countries
- Goal 11** Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12** Ensure sustainable consumption and production patterns
- Goal 13** Take urgent action to combat climate change and its impacts*
- Goal 14** Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17** Strengthen the means of implementation and revitalize the global partnership for sustainable development

* Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

More information at www.sustainabledevelopment.un.org/sdgs

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