

2023 —→ 2025



Climate  
Strategies





# WHY SOUTHFACE EXISTS

The challenges we face today are serious and urgent.

It is unequivocal that human influence has warmed the atmosphere, ocean, and land. Each of the last four decades has been successively warmer than any decade that preceded it since record-keeping began in 1850. In 2019, atmospheric carbon dioxide concentrations were higher than at any time in the past 2 million or more years. (IPCC AR6).


Climate change fuels natural disasters and weather extremes in every region across the globe.

These hazards and the dwindling availability of Earth's resources disproportionately harm people of color and low-income households. Too often, sustainability is limited to those who can reliably afford and access energy and other resources.



Buildings and construction are responsible for **47% of global carbon emissions**, and transportation emits 23%.

SOURCE: GABC 2021 GLOBAL STATUS REPORT



The percentage of income spent on utilities, known as energy burden, is **three times higher** for low-income households.

SOURCE: DOE LEAD TOOL

Southface Institute believes that, while these challenges are daunting, they are not insurmountable.

Our strategic plan outlines the **practical sustainability and resiliency solutions** we will implement through 2025 to drive the change our planet and communities need—solutions that work for everyone. Developing and scaling **high-impact programs and services** as well as **strengthening partnerships** will be key to our success.





# OUR ROLE

## MISSION

Promote sustainable homes, workplaces, and communities through education, research, advocacy, & technical assistance.

## VISION

A healthy environment for us all, achieved and sustained by innovation and equity in the communities we build together.

Since 1978, Southface has collaborated with other nonprofits, businesses, builders, developers, universities, government agencies, and communities to improve the performance of residential and commercial structures at every stage of the building lifecycle.

Moving forward, we are renewing our focus on technical expertise, committing to our core built environment sustainability programs and services, expanding our work in clean energy, and deepening our work with underserved communities.

Our role is to empower people—no matter their identity, background, or circumstances—to increase their health, wellbeing, security, and resiliency while healing and protecting the environment for future generations.





# OUR GOALS



## GOAL 1

# Improve the environmental impact of buildings and construction

**Accelerate energy, water, waste, and utility savings and cut greenhouse gas emissions by scaling technical services.**



## KEY STRATEGIC INITIATIVES

1. Create and launch a sales and marketing growth strategy for technical services supported by additional staff capacity.
2. Enhance standardization of technical services offerings and processes to ensure consistent quality and efficiency.
3. Integrate education into programs and services to drive deep, lasting impact.
4. Support efforts to grow the clean energy workforce through partnerships and federal funding in collaboration with Southface's Advocacy and Development teams.
5. Expand our work in affordable housing with new services and in new geographies.
6. Explore opportunities to enhance corporate sustainable operations programs based on BIT Building.



## GOAL 2

# Increase energy equity and climate resiliency in communities

**Amplify the positive impacts of equitable sustainability and climate resiliency on people and communities in the Southeast US.**



## KEY STRATEGIC INITIATIVES

1. Increase and diversify funding to support growth of advocacy and sustainability programs and services focused on workforce and equity in communities.
2. Assess advocacy activities, standardize processes, define core issues, and plan for a sustainable focus while remaining ready to respond to emerging needs.
  - a. Establish education for newly elected officials in Georgia as a flagship joint project of the Advocacy and Education teams.
  - b. Create a model for advocating for energy efficiency, conservation, and codes in low-income communities that influence utility companies and developers while also cultivating healthy working partnerships.
  - c. Define key areas of impact for outreach and education, policy change, and coalition equity. Assess how outreach, awareness, education, and research occur simultaneously across Southface units and how increased collaboration may increase impact and efficiency.
3. Continue to be an active voice, provide expert resources, and act as a convener in advocating for sustainable development, particularly by supporting low-income communities through policy, coalitions, and partnerships. Work with key state agencies; regional networks; local governments, organizations, and communities; and individuals across Georgia, Florida, and the Southeast.
4. Expand our work in energy efficiency and affordable housing by engaging rural areas with information on federal, state, and local funding opportunities for rural energy transitions while building sustainable partnerships with nonprofits, local government officials, and rural residents.



## GOAL 3

# Help nonprofits increase their sustainability and impact

**Strengthen direct service nonprofits as societal supports that are both financially and environmentally sustainable.**



## KEY STRATEGIC INITIATIVES

1. Secure Inflation Reduction Act funding to substantially grow the GoodUse program.
2. Diversify and increase funding sources for GoodUse, including foundation grants, in high-opportunity communities.
3. Ensure strong program delivery and financial management to maximize GoodUse investments.
4. Expand reach of GoodUse in Sarasota and other markets with strong local funder champions, increasing reach in underserved communities by 20%.
5. Refresh GoodUse metrics and tracking system with updated application and Salesforce integration to ensure reliable reporting.
6. Explore opportunities to develop additional programs or strategies to benefit nonprofits, including a potential workforce development program.

## GOAL 4

# Build on the fundamentals of sustained mission success

**Build on the fundamentals of business, financial, development, marketing, & operating systems to support sustained mission success.**



## KEY STRATEGIC INITIATIVES

1. Enhance financial management systems and processes to ensure quality budgeting and financial management, including department- and program-level economics with overhead allocations.
2. Increase the responsibility of VPs and revenue generating units for managing and delivering budgets that include overhead income while maintaining accountability for program metrics.
3. Facilitate revenue generation and organizational growth through increased brand awareness, brand value, stakeholder engagement, segmented communications, marketing-supported lead generation, and recognition as subject matter experts.
  - a. Ensure programs work with marketing to review initiatives and enhance alignment to sales plans over two years.
4. Enhance outcomes and metrics management, reinforcing accountability for metrics tied to income and expenses (e.g., number of clients, total sales). For program tracking, establish baseline metrics and 2024 targets for each core area and program.
5. Establish 3-5 key mission metrics (e.g., energy saved, people influenced/educated, communities impacted) and 5 organizational (e.g., financial, fundraising, people, marketing). All tracking should include ZIP Codes.



## GOAL 5

# Foster a positive and productive workplace

**Equip staff and board of directors to be top performers, fostering a positive and productive working environment.**

## KEY STRATEGIC INITIATIVES

1. Connect to the mission and each other by engaging in mission-oriented activities together, celebrating mission success and gaining shared knowledge.
2. Maintain positive and transparent communications.
3. Successfully make and retain key hires in Finance, Technical Services, and Advocacy for a fully staffed, quality team.
4. Update employee values and actively own and live them out in the organizational culture and management systems.
  - a. Operationalize “One Southface”—an engaged and collaborative workforce passionate about the mission.
  - b. Assess, revise, and establish any current organizational equity commitments to align with the organizational mission and programmatic goals while clearly defining and communicating key terms in this commitment.
5. Implement a new performance review system for accountability and recognition of accomplishments; evaluate compensation levels and policies to make them competitive and appropriate within the industry.
6. Budget and plan for professional development across all team members while developing career progression levels.
7. Outline expectations for board members and engage in strategic recruitment and processes to support high-performing board leadership.





# SCALING SUSTAINABILITY AND RESILIENCY SOLUTIONS

Southface's strategic plan outlines our plan to effectively address the challenges faced by our planet and communities in alignment with our mission and in pursuit of our shared vision. We are taking our impact to scale with sustainability and resiliency solutions:

1. Working on buildings directly to increase resiliency, affordability, and health while cutting emissions and waste.
2. Strengthening the societal supports to make sustainability more accessible and equitable.
3. Connecting and convening communities to drive transformative progress.

**We invite likeminded individuals and organizations to join Southface in Building Sustainably for Life.**

**Visit [southface.org](https://southface.org)** to give to our mission, request technical services, and learn more about sustainability and advocacy.

