

## **SiGBA Strategic Plan, January 2015 – December 2017**

Revised February 10, 2015

### ***Mission:***

**"To promote effective environmental design & sustainable building practices in the Sierra Nevada communities."**

### ***Vision of Success:***

#### ***WHY GREEN BUILDING in the SIERRA NEVADA?***

The Sierra Green Building Association has a comprehensive vision for the future of the Sierra Nevada region. The Sierra will be a place that protects its natural environment, for current and future users of this landscape. We will conserve its natural resources, protect its watersheds and reduce our overall environmental impact. Further, the residents of the Sierra recognize that climate change is a global problem, which can best be addressed by local, community-based solutions. Climate change is forecasted to reduce the Sierra's snowpack by 25-40% by 2050 and up to 90% by 2100,<sup>1</sup> leading to a host of related environmental, economic and social problems. In response to this challenge, residents of the Sierra will strive to identify and execute successful climate change mitigation and adaptation solutions.<sup>2</sup> Further, Sierra residents will lead California by example in their attempt to meet statewide emission reductions mandated by Assembly Bill 32, the Global Warming Solutions Act of 2006. We will accomplish this by increasing the use of green building practices throughout the built environment of the Sierra Nevada.

A huge opportunity to reduce our overall environmental impact exists within the built environment; buildings account for 39% of greenhouse gas emissions nationwide and 14% of all potable water use.<sup>3</sup> By increasing the use of green building practices in new construction and incorporating green building techniques into renovations on existing building stock, we can have tangible impacts on overall carbon emissions. For example, LEED-certified buildings alone will reduce the nation's overall carbon emissions by 5% by 2030.<sup>4</sup> Practically speaking, green building will decrease long-term costs to residents, increasing the viability of a green workforce and jumpstarting investment in the local economy.<sup>5</sup> Further, studies have shown users of green buildings have much higher levels of occupant satisfaction.<sup>5</sup> With these benefits, SiGBA envisions that green buildings and green building practices will become pervasive throughout the Sierra Nevada. Consumers and builders alike will increase their awareness and understanding of these practices and fully appreciate their relevance to the Sierra communities.

#### ***WHAT WILL SIGBA DO and HOW WILL WE DO IT?***

SiGBA aims not only to be the Sierra's leading green building community resource, but also to stimulate the

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<sup>1</sup> Anderson, Clark and Patricia Hickson. *Planning for Water-Wise Development in the Sierra: A Water and Land Use Policy Guide*. Sierra Nevada Alliance, August 2008. Page 5. Accessed [here](#) on 10/14/14.

<sup>2</sup> Given the overwhelming scientific consensus on the existence of climate change and its anthropogenic origins, SiGBA takes for granted that climate change exists, is currently negatively impacting the environment and requires significant and urgent action.

<sup>3</sup> USGBC. *Buildings and Climate Change*. Accessed [here](#) on 10/14/14.

<sup>4</sup> Watson, Rob. *Green Building Market and Impact Report*. GreenBiz Group, 2011. Page 30. Accessed [here](#) on 10/14/14.

<sup>5</sup> These green building facts and others can be found at the [USGBC Green Building Facts](#) webpage.

creation of a community that values and implements green building practices. SiGBA will become this resource and work to progress the goals discussed above by: increasing green building education, increasing networking opportunities for building professionals and consumers alike, and promoting green building business development. We will address new construction, renovation, and other improvements, such as energy efficiency and appliance upgrades. Further, our demographic focus will include consumers and builders, owners and renters, visitors and residents. We will educate our target populations about the economic and environmental benefits of green building, and we will bring green building technologies to the forefront of building design.

As an organization, SiGBA will be socially and financially sustainable. We will keep proposed funding requests small, whether grants, donations or otherwise, and we will restrict projects to a manageable size, given the financial and staff constraints of the organization at any particular time. We will focus on collaboration with other community groups and organizations to multiply our potential influence, simultaneously creating the community bonds that will stimulate action in the green building sphere.

## ***Elements of Green Building:***

SiGBA breaks down the elements of green building into the categories listed below:

- **Community Connectivity**
- **Site Impact**
- **Energy Efficiency**
- **Water Efficiency**
- **Materials**
- **Healthy Building**

These elements are further facilitated through integrated design, planning and construction, incentives and innovative financing.

## ***Strategic Goals:***

SiGBA has outlined three strategic goals for the period of 2014-2017. Each strategic goal is divided into core goals and reach goals. A “core goal” represents a basic organizational activity, which is necessary for SiGBA to retain its identity as a nonprofit organization within the green building sphere. A “reach goal” is defined as one towards which the organization will strive, contingent on meeting necessary funding and organizational development milestones.

*Goal 1. Digital Realm: Maintain the SiGBA website and social media outlets along with releasing issues of SiGBA Times newsletters to serve as a comprehensive green building resource for the Sierra Nevada communities; serving both building professionals and consumers.*

*Goal 2. Physical Realm: Continue education and outreach efforts, through home tours, mixers and speaker series.*

*Goal 3. Ensure SiGBA’s organizational longevity through current revenue-generating memberships, construction of organizational structures and staff recruitment.*

## ***SiGBA Proposed Actions:***

**Goal 1. Digital Realm: Maintain the SiGBA website and social media outlets along with releasing issues of SiGBA Times newsletters to serve as a comprehensive green building resource for the Sierra Nevada communities, serving both building professionals and consumers.**

*Core Goals:* SiGBA recognizes that the organization's website, SiGBA.org, is the backbone of the organization. The website offers value to our members, and provides a plethora of green building resources to building professionals and consumers. As such, it is imperative that SiGBA maintains a comprehensive and up-to-date website. Core operating goals for the website include:

- A. Events & Resources: Posting SiGBA and related green building events on the calendar webpage and verify that the resources are current.
- B. Case Studies: SiGBA will continue development of its case study directory. This webpage will describe green building projects in the Sierra, highlighting green building techniques relevant to our mountain environment. Each case study will contain project information, pictures and links, which connect viewers to the SiGBA members involved on the project.
- C. Membership: Ensuring all member information is current
- D. Newsletters: The SiGBA Times newsletters will be sent to SiGBA's existing email lists.

Promotion: More promotion of the SiGBA website through Facebook posts and Tweets.

#### Content Maintenance

- A. Events & Resources: General maintenance of the website will be jointly managed by volunteer board members and paid part-time assistance.
  - a. SiGBA will reach out to its past, present and future members to raise awareness of SiGBA.org and its available resources.
- B. Case Studies: Case studies will be drawn from projects previously highlighted in SiGBA's Resource Guide. When all of these projects are incorporated into the new case study webpage, more recent projects will be selected.
  - a. The case study directory will grow continually: two case studies will be added every month.
  - b. The case study directory will also contain a searchable matrix, creating an easy interface for users to interact with the information.
  - c. A volunteer board member, in coordination with a paid web developer/consultant, will lead the case study directory and webpage development.
- C. Membership: As members renew, their current information will be verified and updated as needed.
- D. Newsletters: Four SiGBA Times electronic newsletters, which include current information relevant to green building in the Sierra and SiGBA recent and upcoming events.

*Reach Goals:* As SiGBA recognizes the website to be one of its most valuable assets, the reach aspect of this strategic goal aims to increase the scope of the website even more.

- A. Members will be offered assistance in writing/documenting projects for case studies on the website.
- B. People will be encouraged to post questions on Facebook, creating an additional online resources to put community members seeking information on green building techniques in touch with each other.
- C. Increase the frequency of the SiGBA Times, up to twelve times a year.
  - a. Paid staff, such as the membership coordinator, will expand email lists through contact with potential members and other people interested in green building, thereby expanding the reach of the SiGBA Times.

**Goal 2. Physical Realm: Continue education and outreach efforts, through home tours, mixers and**

## speaker series.

*Core goals:* SiGBA will continue operating its education and outreach efforts according to the same scope and timeline under which the organization has been operating. This includes, at a minimum:

- A. One annual home tour in Truckee, highlighting green building techniques in homes and buildings of the Sierra.
- B. Two mixers and/or membership events. These events will encourage cross-pollination of green building ideas, exchange of contact information and general increase in interest in green building.

*Reach goals:* The reach aspect of this goal contains the upper maximum number of events or publications:

- A. Home tours will be expanded from Truckee to other regions of the Sierra, such as the foothill region, South Lake Tahoe, the eastern Sierra and others. This expansion will likely include one to two additional home tours annually.
  - a. This expansion can include partnering with other groups or organizations.
- B. 4 mixer and/or membership events per year and the revival of the SiGBA speaker series. This series will serve as an educational resource for green building professionals.
- C. Workshops will be hosted for professional training and certification with continuing education opportunities for professionals.

### **Goal 3. Ensure organizational longevity through current revenue-generating memberships, construction of organizational structures, and staff recruitment.**

*Core Goal:* SiGBA's core goal for organizational sustainability requires that fixed costs and costs covering base operations are covered by membership dues, which are approximately \$7,500 in annual revenue.

- A. This goal requires that SiGBS generate revenue by increasing membership from current levels.
  - a. The organization will have a goal of raising \$10,000 (or approximately 50 paying members). This revenue will go toward hiring staff to achieve Core Goals 1 & 2.

*Reach Goal:* SiGBA's reach goal involves growing revenues to cover the organizational expansion required for reach goals stated above.

- A. SiGBA's goal is to bring \$20,000 in annual revenue through membership subscriptions and annual revenue
  - a. \$20,000 will cover cover a part-time staff or consultant
- B. When hired, at the \$20,000 level, this permanent staff member will:
  - a. Begin to work towards reach goals listed above
  - b. Continue to grow organizational revenues, by investigating and applying for grant funding; working with board members to discuss additional funding opportunities not currently under discussion; recruit and train volunteers to assist with SiGBA events, publications and other operations.

## **Appendices:**

- A. Goals and Expectations for Board Committees and Organization Staff
  - a. Board Members expectations:

- i. President – For general duties as described by the by-laws, click [here](#).
    - ii. Vice President – For general duties as described by the by-laws, click [here](#).
    - iii. Treasurer – For general duties as described by the by-laws, click [here](#).
    - iv. Secretary – Click [here](#) for list of specific duties.
  - b. Board Meetings expectations:
    - i. Evaluate goals and progress at each board meeting.
  - c. Organization Staff expectations:
    - i. Described above.
- B. Financial Reports (Budgets, Statements, etc.)
  - a. See attached budget below, or click [here](#).
- C. Communicating the Plan
  - a. The approved Strategic Plan will be publicly viewable after being posted to the SiGBA website, available at the following [link](#).