

ORGANIZATION STRATEGY
2019



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IMPACT FOREVER TODAY

This section is called a Brand Brief, or Brand Guidelines, and it provides a platform for all of our current and future brand collateral and communications. This will guide the Sustainable Future team, as well as strategic partners, copywriters, creative directors, production managers, and web developers to ensure that all web material, printed collateral, and other communications follow the same, or compatible, look and feel of the brand.

Name of the Organization (Where the name came from and its meaning)

We started the movement as Sustain SB in October 2016. After clarifying our goal to expand beyond Santa Barbara, and in response to the Thomas Fire and debris flows of December 2017/January 2018, we expanded our definition of sustainability to include community resiliency and personal wellbeing for all residents.

Thus, our new name of Sustainable Future (www.sustainablefuture.org) was selected in February 2018.

Brand Philosophy (Why we do what we do)

We are addressing serious climate change aspects in a solution-oriented, friendly, fun, and collaborative way via a gamification platform that informs; empowers positive actions; amplifies existing nonprofit, business, and public programs; and unites silos of the population.

We do what we do, because we have to as concerned and engaged citizens of this planet. The core leadership of Sustainable Future are parents, business owners, and community leaders. It's in our nature to take action, and be part of administering and supporting solutions by promoting and educating people on adoptable steps that everyone can take. These sensible & efficient actions will result in measurable improvements to our carbon footprint, natural resource availability, and financial outlay.

Our environmental challenges can be improved in our lifetime. And, it takes daily action to move the needle and improve both scientific data and societal belief systems. These actions are practical innovations that are relatively easy to implement. Whether it is developing transportation solutions to prevent pollution, reducing landfill waste, or eliminating plastics, these measures often result in an associated cost-savings for business owners, families & individuals.

Since our inception in 2016, over 100 stakeholders have participated. We will always be a hub for conversation and innovation. In 1970, Santa Barbara was the home of the original Earth Day festival. As such, environmental stewardship is part of our legacy, and we will lead by example.

Mission (What we do):

Sustainable Future is solving a community need by utilizing technology to educate, harnessing momentum, and making positive change. We couple the power of technology, community-friendly gamification, and current governmental, business, and nonprofit initiatives to educate and incentivize positive behavior changes. We inspire personal responsibility in residents, employees, and students. As a result, we help improve environmental conditions across the globe.

Vision (Where we are headed)

By Earth Day 2020, we will be the go-to app and organization for customized local and regional community action. We empower communities to address and improve their environmental challenges in a fun and collaborative way using our proven technology and platform. As a result, Sustainable Future is unifying broad cross-sections of the community by providing a platform for various campaigns that are essentially micro-learning opportunities – focused on education, taking action, and socializing.

As an app we are mobile and global, tracking results achieved through thousands of daily actions.

Our impact and results are spreading quickly. We now have a staff of 6-8 people and 100+ community partners by the end of 2020.

Core Values (The values that guide us day-by-day)

We value transparency, for science, for people's inspirations and input, and for the fears holding humanity back from taking daily action to improve our collective environment and resource management.

We value positivity, and we inspire to bring positivity into communities and organizations through our empowerment campaigns. When our members see progress, they are proud of their responsibility and results achieved. We value the concept of **sustainability**. For us, the word means reducing our footprint and increasing our impact, in the immediate and long-term. It also applies to ensuring our community is resilient and prepared in the event of a natural disaster.

We value **wellbeing**. We are as committed to the personal wellbeing of our members as we are the communities that we operate in. Wellbeing is peace of mind brought forward by engaged action, healthy habits, energized and curious thinking, and a connection to something greater than one's self, including NATURE.

We value change resulting in **social impact**. We are brave, and we are actively creating conversation pathways for community organizations, businesses, schools, local government, and

citizens to hear one another and align around campaigns that improve collaboration and produce tangible results for our community.

Words that embody our BRAND:

Focused

Partnerships

Results-oriented

Technology-fueled

Data-driven

Inspired

Forward thinking

Community focused

Collaborative

Customized

Fun!

Caring

Our Audience

- Local Governments – City and County
- Businesses
- Schools
- Non-profits
- Faith-Based Organizations

And, all citizens and members connected to those entities mentioned above. Our Champions will be engaged individuals, from age 16 – 40.

Key Stakeholders

For 2019, our key stakeholders, for the Santa Barbara model, and proving the minimum viable product (MVP), are:

- Santa Barbara County
- City of Santa Barbara
- Green Business Program of Santa Barbara County
- Social Venture Partners (SVP)
- Community Environmental Council (CEC)
- Santa Barbara Foundation
- Santa Barbara Museum of Natural History
- The Consciousness Network
- The Fund for Santa Barbara
- The Foundation Round Table

- UCSB Bren School of Environmental Science & Management
- UCSB Environmental Studies
- Westmont College
- Santa Barbara City College
- WeSpire
- YPO Social Enterprise Network (SEN)
- SAGE Publishing
- Patagonia
- MarBorg Industries
- Cox Communications
- The Towbes Group, Inc.
- Yardi
- Appfolio
- Deckers
- Mission Wealth
- Unity of Santa Barbara Church / Eco Faith Members
- Santa Barbara Chapter Surfrider Foundation – Ocean Friendly Restaurants program by Benioff Ocean Initiative
- Explore Ecology
- Hustlers for Humanity
- Northwest Earth Institute – EcoChallenge.org
- Impact HUB
- Storymill.io
- World Business Academy
- Select Donors & Foundations

Perception and Tone Guidelines

Our audiences/readers/members will identify our brand as: honest, reliable, easily digestible, and a useful synthesizer of environmental news and trends.

The tone of our communications will be: straightforward but caring, approachable, warm, personal, and FUN!

Color Palette & Font



Use of Imagery

Primary

Montserrat Light

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj
Kk Ll Mm Nn Oo Pp Qq Rr Ss
Tt Uu Vv Ww Xx Yy Zz
1234567890

Secondary

Calibre Light

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj
Kk Ll Mm Nn Oo Pp Qq Rr Ss
Tt Uu Vv Ww Xx Yy Zz
1234567890

Our images will provoke **EMOTION** and **INSPIRATION** in our readers.

Here are a few ideas as we gather images from SB photographers/strategic partners/stock photo sources. We can create a team Dropbox, and our strategic partners can just drop pics in.

For Food Waste Reduction Campaign:

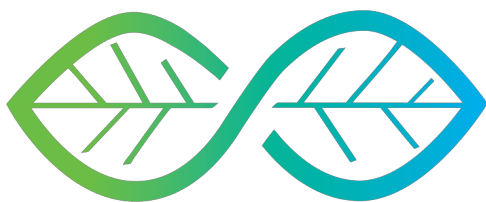
- Restaurant compost bins
- Packaged compost for re-sale
- MarBorg shot – landfill full
- Plates half eaten on vacant restaurant tables
- Seagulls picking through garbage cans
- A homeless person waiting for food

For Reduction of Single Use Plastics Campaign:

- Photo of Ablitt's Cleaners film plastic recycling
- The plastic gyre(s)
- Video of turtle with straw in nose
- Kids wading through water full of plastic refuse
- Clean-up crews sorting plastics from the ocean
- Local street signs about ocean runoff

Logo Commentary

Our logo represents the infinite cycle of nature and our interrelation to it.

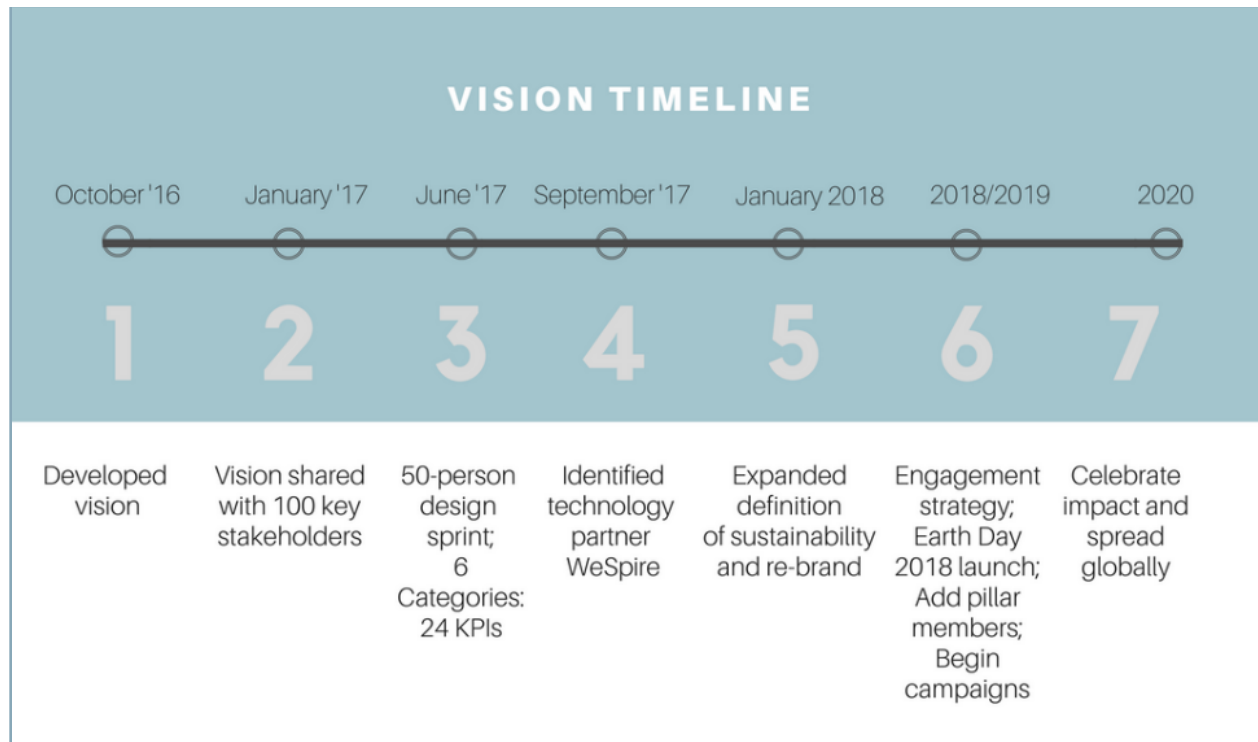


Tagline:

Our call to action is:

IMPACT FOREVER TODAY

II. Core Team ~ Phase 2 and 3 Organizational Charts



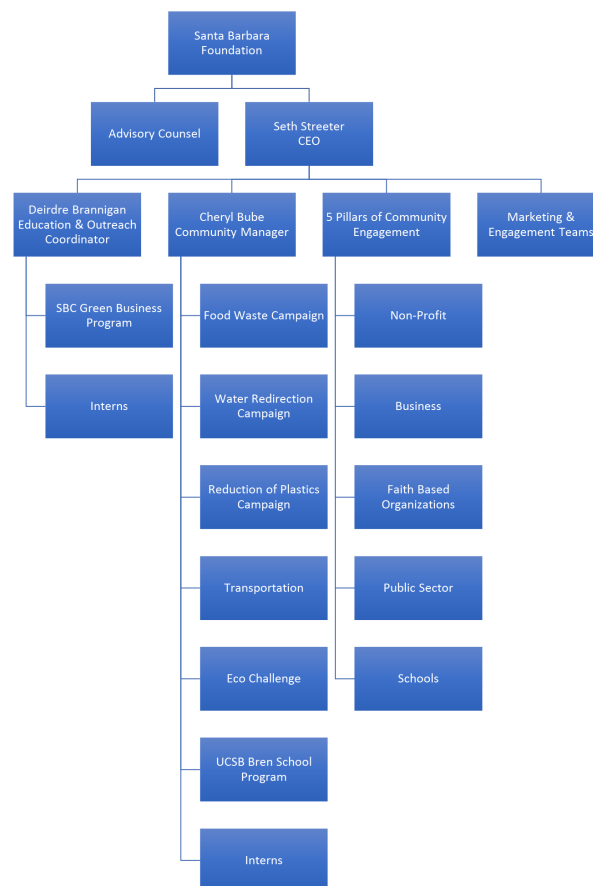
Since 2016, over 100 stakeholders have participated in the design and formation of Sustainable Future, with Seth Streeter at the helm coordinating all meetings and interested parties. The initial team accomplished securing the Santa Barbara Foundation as a fiscal sponsor, raised Phase 1 funds, identified 6 broad categories of focus (Energy, Water, Land, Food, Waste, and Transportation) and Key Performance Indicators for each, selected and secured WeSpire as the platform and technology partner (after much vetting) and rallied many volunteer teams to keep up the momentum before and after Earth Day 2018, where the app got over 300 sign-ups using an innovative gamified Scavenger Hunt.

At this time, the organization is shifting from the “infancy start-up phase” to a more stable start-up structure with a clear mission, vision, roles and responsibilities, branding, partners, and campaigns – all driving towards Earth Day 2020! We are becoming the go-to organization for companies, counties, and cities to actualize their environmental stretch goals through our app and customized campaign design. Currently, we have more than 30 volunteers who have generously stepped-up to support our mission.

Up to this point, all action steps and coordination with our technology partner, WeSpire, EcoChallenge, and our cherished partners including but not limited to SB County, SB City, MarBorg, the Green Business Program of SB County, UCSB Bren School, Community Environmental Council, SB Foundation, Storymill.io, plus all vendors, donors, and members, have been managed by Founder Seth Streeter. With our Director of Engagement, Deirdre Brannigan, our Member Development Associate, Olivia Bernheimer, and our Platform Design Associate, Jacob Bider, overseeing our campaigns and member service and engagement, more of this responsibility will be passed onto them.

In the coming months, we will be raising funds to stabilize one year of operations (Phase 2) as well as selling memberships to Businesses, Organizations, and Institutions, and providing meaningful campaigns to support the objectives of these member groups.

With steady income and a donation-base, our Phase 2 Organizational Chart, for the period through December 2019, will look like this:



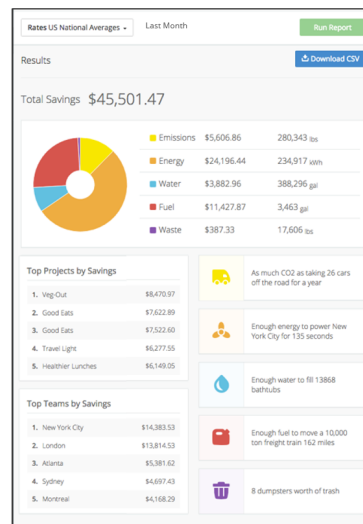
Phase 2 Actions will include:

- Member organization recruitment, campaign customization, and service

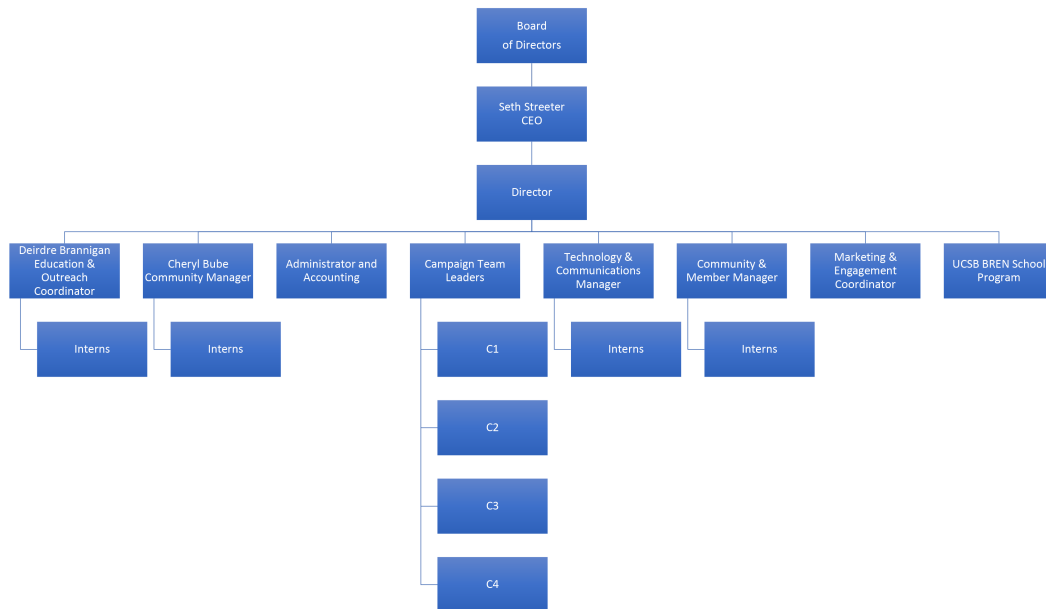
- ▶ Staff implementation to run the organization
- ▶ Ensuring all volunteer team members are engaged in campaigns or development activities
- ▶ Campaign design and refinement for improved results
- ▶ Sustainable Future dashboard metric development (LCAs), see graphic below, created by Quantis (an LCA/data partner of WeSpire & Sustainable Future)
- ▶ Participate in the EcoChallenge Campaigns in April and October
<https://2018.ecochallenge.org/>

Sustainability Savings

- ▶ Measures the impact of employee actions to save energy, waste, fuel, water and trees using reputable 3rd party LCA and company custom data
- ▶ Translate into financial savings and environmental equivalencies
- ▶ Compare with building information and other data to validate savings. Compare with HR data to evaluate impact on retention, performance.



The Phase 3 Organizational Chart, for the period January 2020 – December 2020, will look like this:



Phase 3 will bring many changes including:

- Achieving our own non-profit status
- Organizing a Board of Directors
- Hiring a Director/Executive Director
- Hiring a Technology and Communications Manager
- Identifying Champions for each campaign
- Adding an Administrator/Accounting staff member

The above staff will leverage interns as well, to drive social media, events, community outreach, and more.

III. Strategic Alliances and Our Campaigns

In the summer of 2017, at our Design Sprint and subsequent meetings with key stakeholders, we came up with 24 key performance indicators (KPIs) per category as areas of focus for future campaigns.

KPIs Identified by Sustainable Future

WASTE

- Per capita metric of **waste generated** (2014 SB City data showed we generated 5.56lbs per person, per day)
- Per capita metric of **waste disposed** (2014 SB City data showed we disposed 3.28lbs per person, per day)
- Per capita metric of the waste disposed, how much is **recyclables vs. organics**
- Track the number of **commercial waste assessments** performed

FOOD

- Number of **businesses** that participate in food **composting**
- Number of **households** with bins for food **composting**
- % of households adopting a **plant rich diet**
- **Preferential purchasing policies of public institutions** (local food, sustainable protein, compostable packaging & vegetarian options)

TRANSPORTATION

- **Gallons of fuel consumed**
- **Vehicle miles traveled** (VMT/population)
- **Jobs-housing balance** (number of jobs/number of housing units)
- **Zero Emission vehicle (ZEV)** registration (% of ZEVs in operation locally)

WATER

- **Conservation:** Gallons used per capita, per day (GPCD), per acre, for residential water use and total water use
- **Reuse:** gallons per year of recycled water delivered through potable reuse, indirect potable reuse and non-potable recycled water
- **Improvement projects:** number of private and public infiltration, runoff and potable water use alternatives (rain barrels, grey water systems & lawn replacement)
- **Ocean Protection:** decrease in marine debris measured by the amount of trash collected on Coastal Cleanup Day (pounds of trash/number of participant hours)

LAND

- **Acres of undeveloped land**
- **% of new building on brownfields versus fields**
- **Parks and trails per capita**
- **% of zero net energy homes plus existing homes undergoing energy retrofits** (and the % of energy they are able to save)

ENERGY

- **Per capita energy consumption** (total electricity and natural gas consumed, but not transportation fuels)
- **Per capita annual greenhouse gas emissions**
- **% renewable of total energy consumed per year** (City of SB currently 16% - total electricity & natural gas, excluding transportation)
- **% of residences and commercial buildings with solar panels**

Building on that good work, we have committed to the following campaign themes to start with:

- End Food Waste (Reduction and Repurposing)
- Easy Ways to be Water Wise
- Go Plastic Free for One Month
- Building Resilience in Santa Barbara County
- Healthy Santa Barbara
- Improving Transportation

Our biggest question right now is which data should we be tracking and where does the baseline data come from to create a starting place for these campaigns?

Secondly, which of our core and immediate strategic partners (SB Foundation, CEC, MarBorg, SB City, SB County, SBCC, Unity Church, UCSB Bren School, Towbes Group, and the Green Business Program of SB County) have the data or can compile it into usable information for WeSpire to integrate into the app and provide ongoing updates within each ongoing campaign?

Lastly, who is committed to creating this baseline data with us?

Another future Campaign being considered will be run and managed by UCSB Bren students in their Net Impact group who will use our platform to support the integration of their first year class every year. We anticipate that this fertile user group, once familiarized with the power of our gamification and social influence platform, will help us generate future impactful applications and advocates as we spread our initiative beyond Santa Barbara.

IV. The Offering (Memberships/Pricing/Promotions and Fundraising)

Membership Tiers

Below you will find our membership tiers. They correspond with our 5 pillars of engagement: non-profits, businesses, faith-based organizations, public sector, and schools.

The Benefits of Membership include:

- Access to Sustainable Future's Citizen Engagement Program
- Engaging Communities, Content, and Events that Provide Best Practices and Ideas
- A Dedicated Community Management Team
- Visibility for Your Company/Organization and Leadership Opportunities for Your People
- Connection with other like-minded organizations fueled by a broader mission of promoting sustainability and resiliency



Please contact Sustainable Future's Director of Engagement at: deirdre@sustainablefuture.org for more information.




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Membership Tiers

(Annual Contributions)

 BUSINESSES		 SCHOOLS & UNIVERSITIES	
EMPLOYEES	MEMBERSHIP	STUDENTS	MEMBERSHIP
1-50	\$1,000	1-250	\$1,000
51-200	\$3,000	251-1000	\$2,500
201-500	\$7,500	1001-3000	\$4,000
501-1000	\$15,000	3001-5000	\$6,000
1000+	Contact for pricing	5001-10000	\$8,500

 NONPROFITS & FAITH-BASED ORGANIZATIONS	
BUDGET SIZE	MEMBERSHIP
Small (<\$500K budget)	\$750
Medium (\$500K-\$2M budget)	\$1,500
Large (\$2M+ budget)	\$3,500

Sustainablefuture.org is a fiscal sponsorship fund of the Santa Barbara Foundation, a 501c3 non-profit charitable organization.

Questions about Membership: deirdre@sustainablefuture.org



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BUSINESS MEMBER PLAN DETAIL

LEVEL 1 Business Members

- ▶ Gain visibility for your company by highlighting your green business practices and resources on the Sustainable Future platform. Get your company name listed on our app.
- ▶ Sustainable Future can promote your organization and initiatives by connecting to your available resources in an Action within an existing Campaign.

LEVEL 2 Business Members

- ▶ Gain management level access to the Sustainable Future platform to:
- ▶ Add your organization as a Team:
 - Enable filtering of user content, communications, and reporting
- ▶ Access over 250 stock Campaigns to customize, brand, and upgrade to a Competition
- ▶ Crowdsource with an Idea Board
- ▶ Administrate Events:
 - Easily market Events using a unique URL
 - Customize your Events to collect necessary volunteering information (i.e. t-shirt sizes, waivers)
- ▶ Target communications to promote initiatives:
 - Tap into Broadcasts & Event Promotions and the ability to email Event registrants without downloading an email list
- ▶ Track Your Impact:
 - Track registrants and volunteer hours automatically through an Event
 - Access built-in reports to track engagement of your initiatives and employees
- ▶ Brand Actions and Campaigns with your company's logo
 - Drive Sustainable Future online community members to your organization's initiatives and website from our platform using Broadcasts
 - Most Actions, Campaigns, Events, and Idea Boards created on our platform are customizable to your organization's needs and outreach goals

Public Relations and Promotion:

We will promote all Member Organizations, and we need dedicated Team members and interns to drive these marketing communications. We have a unique opportunity to drive cross promotion across member distribution channels (i.e. newsletters, social media, blog posts, digital advertising, and podcasts).

Consider these opportunities for promotion and cross-pollination:

- Social Media (Facebook, Instagram, LinkedIn, Twitter)
- Share Sustainable Future posts and our brand message via Member newsletters and social media
- Email campaigns
- Podcast shows (such as [805 Connect podcast](#))
- Radio shows (such as [SolutionsNews.org](#) program with the World Business Academy)
- TV programs
- Get articles with Pacific Standard magazine/Local Papers
- Leverage YPO SEN Global Conference Call
- Conduct interviews with Paul Hawken (author of Drawdown), Susan Hunt Stevens with WeSpire, and David Macek with EcoChallenge
- Celebrity endorsements and video clips
- Events

V. The Budget

Our budget for Phase 2 (through December 2020) is \$220,000.

As of June 2019, \$100,000 has been raised.

This includes the line items of:

WeSpire engagement platform	\$45k	Assumes 10,000 users
EcoChallenge platform integration	\$15k	April Drawdown & October SDG campaigns
Engagement incentives	\$10k	Prizes
Materials and Supplies	\$3k	Swag, table banners, fliers

Fiscal Sponsor (SBF) 3%	\$7k	
Community Manager(s)	\$36k	(1.5 staff @ \$19/hour)
Education & Outreach Coordinator	\$60k	
Executive Director	\$75k	(in 2020)
Volunteer Concessions	\$4k	Food, t-shirts
Events Budget / Receptions	\$10k	Community Outreach, fundraising
Marketing / Communications	\$24k	Social Media, digital ads, graphic design
Facility Expenses	\$10k	1/1/19-12/31/19
Recurring membership fees	\$100k	(June 2020) to sustain platform
Current Total <i>as of June 2019</i>	\$224k	

VI. Revenue Avenues

The revenue from Membership Fees will take a bit of time to ramp up in Phase 2. Generally speaking, the membership fees from business members will cover more than their software costs, and will add minimal float to offset our overhead expenses. Non-profit and Faith Based organizations Membership fees will just cover their software expenses. Schools and the public sector will need to be sponsored for this initial period, until we can demonstrate the value of our platform for them to include funding at their future budget cycle (for the City of SB for instance, for the period beginning 7/1/19). The public sector may be able to contribute in other ways, however, such as providing marketing/promotion support via staff access (i.e. graphic design).

There are future revenue generators for us in addition to the Membership fees to continue to reduce our dependence on outside donations. These include:

- Campaign Sponsors
- Product Purchase participation (Amazon Smile program)
- App download fee
- Advertising

VII. Strategic Actions for 2019:

- Raise \$220k
- Food Waste Campaign: Design, integrate local programs, promote
- Reduce Single-Use Plastics: Design, integrate local programs, promote
- Water Reduction: Design, integrate local programs, promote
- Improve Transportation: Design, integrate local programs, promote
- Member Sign-Ups: Businesses, Nonprofits, Schools, Faith-Based Organizations and Public Sector groups.
- Marketing and Communications to support launch awareness
- Cultivate partnership with EcoChallenge (participate in April & October challenges)
- Convert to mobile app (Q4 2019)
- Empower Team (internal: Education & Outreach Coordinator, Community Manager, and interns / external: volunteers and partnerships)

In closing, it is because of local talent, generosity of time and money, and a collective vision fueled by environmental urgency that we have come this far and can, with your participation, continue to build our own Sustainable Future. Thank you!

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For more information, please feel free to reach out to:

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