

2024-2027 Strategic Plan

IMT at a Turning Point



Introduction

The Institute for Market Transformation (IMT) is at a turning point. A third of the way through our decade-long [BuildUp 2030 Plan](#), IMT and our network of partners, have many accomplishments to celebrate, as expressed in our [2023 Impact Report](#).

We and many of our partners now find ourselves at an inflection point amid what could be termed the 'mid-transition.' We have achieved some of our goals, tested many of our hypotheses, and begun the journey toward implementing our collective plans. Still, **our ambitions for a just transition to a non-extractive, fossil fuel-free economy and just society are far from realized.**

This strategic plan outlines our vision for 2030, and the work we will do over the next three years to achieve it.



Progress to Date

We have made significant progress on our BuildUp 2030 plan and continue to adapt how we do our work.

Moving beyond pilots

IMT has put local governments and the real estate industry on the path to decarbonization by designing and helping to implement programs and policies that drive demand for efficient buildings. Notably, this includes **passing energy benchmarking ordinances in dozens of cities and states across the country.**

Those benchmarking ordinances (and importantly, the relationships and community of practice that emerged among local governments and businesses to design and pass them) laid the groundwork for the design and adoption of **our signature contribution to the energy transition: equitable building performance requirements.**

To date, building performance standards have been adopted by the federal government as well as **9 cities and 4 states, with many more jurisdictions in the policy and planning phase. Policies that IMT has helped design or implement affect more than 10 billion square feet of commercial and multifamily space across the United States.** Our relationships with leaders

in the building industry continue to grow as we work to shift norms toward high performance decarbonized buildings.

Our advocacy for the effective valuation of high performance buildings has begun to shift HUD's commitment to high performing affordable housing and had some impact in the private homes market as well. **But in order to achieve our goal of "equitable building performance requirements nationwide by 2030," the scale and speed of this work needs to accelerate,** and new pathways to performance requirements need to be defined.

Centering equity in building decarbonization
Since 2015, we have engaged in training and program initiatives to strengthen our commitment to advancing equity in our work. IMT staff participated in NAACP's Centering Equity in the Sustainable Built Environment program and created the Energy Opportunity Scan which helped our city government partners gain a deeper understanding of how diverse stakeholders view energy

efficiency and approaches to advancing equitable energy and climate policy.

Starting in 2019, our leadership team and Board of Directors committed to spending more time and resources on DEI initiatives, focusing on

- recruiting racially and professionally diverse staff and board members,
- continued racial equity learning through discussions and trainings,
- paid time off for local community volunteering, and
- reviewing and updating internal processes and guiding principles to hold the organization and staff accountable to these commitments.

In 2020, we joined the national reckoning with the past and present effects of systemic racism that the Movement for Black Lives catalyzed. This resulted in **the development of a Community Engagement (CE) practice, the hiring of a full Community Engagement team, and a process of critical reflection.**

Progress to Date

We have made significant progress on our BuildUp 2030 plan and continue to adapt how we do our work.

In addition, we are making internal strategy and cultural shifts:

- We are learning to acknowledge historic power imbalances between groups with access to policy-makers, businesses, technical experts—and our own role in perpetuating that imbalance.
- We are learning how to prioritize the needs of those who have been systematically excluded from policy making, including frontline communities, BIPOC organizations, and BIPOC leaders and citizens.
- We are learning to value perspectives that come from the lived experience within these communities as a crucial input into successful policies and programs.
- We understand that we have an important role to play to close the gap between historical community exclusion and community ownership of policy design.

As part of this internal work, and in consultation with community based partners, we published our **Community Engagement Framework and Process Guide** and

launched an Equitable Decarbonization Learning Series. We also published the **Framework for Real Estate Transformation**, a call for real estate owners, operators, tenants, and investors to lead the creation of an economically robust, more socially just, and sustainable future.

In addition, **we formed a Diversity, Equity, and Inclusion Committee** including leadership, staff, and members of the Board.

The committee completed a 24-month effort to do the following:

- Strengthen the equitable impact of the organization's work in alignment with its mission and strategic plan
- Create a shared language and understanding of equity-based practices
- Clarify how our theory of change can increasingly address racial and social equity
- Authentically strengthen IMT's positioning and branding to articulate our role in advancing equitable outcomes.

To put our learning into action, IMT staff formed internal working groups to:

- Create an equity statement and
- Work on implementation of the statement and values.

The Implementation Group is purposefully composed of members from each organizational function to ensure that whole-organization changes are prioritized.

The Work Ahead

As we work to center equity our vision and mission remain the same.

Equity Statement

We are dedicated to developing building policies and business practices that center the needs and experiences of frontline communities, enabling a just and equitable low-carbon future.

Our Vision

A world where buildings dramatically lower greenhouse gas emissions and support our physical, social, and economic well-being.

Our Mission

Drive demand for high-performing buildings.*

* **High-performing buildings** optimize energy, environmental, and economic performance for owners, occupants, and communities.

2024-2027 Strategic Priorities

While we work we will be guided by six strategic priorities.

1
Act at the intersections

2
Scale deep, scale up, scale out

3
Build relationships that lead to power sharing

4
Design for the margins; benefit the whole

5
Make it possible to act

6
Cultivate a culture grounded in social justice values and committed to learning

Goals and Strategies

Goal 1

Design and adopt equitable building performance requirements nationwide by 2030.

Strategies

- 1A Co-design and support local policy change
- 1B Share power and knowledge
- 1C Co-design and support state policy change
- 1D Engage utilities in a just transition
- 1E Catalyze federal action
- 1F Push for strong new construction standards and policies
- 1G Change industry norms

Goal 2

Make equitable decarbonization more accessible and actionable.

Strategies

- 2A Deploy a portfolio of policy and implementation support solutions
- 2B Provide tiered levels of implementation support
- 2C Support inclusive workforce development
- 2D Produce high value real-estate offerings that advance our mission

Goal 3

Use our shared equity & continuous improvement principles to make IMT a model for organizational excellence.

Strategies

- 3A Make equity part of everyone's job
- 3B Develop strategic, intentional partnerships
- 3C Staffing and Capacity Framework
- 3D Enhance cross-team collaboration
- 3E Promote continuous learning
- 3F Create a project management culture
- 3G Communicate effectively with our key audiences

Conclusion

The future is bright. We will all play a role in getting there.

It's an exciting time to be working on building decarbonization and the energy transition. **The growing political will to act on climate change paired with historic federal funding and a wider acceptance of clean energy technologies** are combining to move the U.S. closer to our emissions reductions goals.

Decarbonizing the built environment is a critical component of achieving these goals. Requiring increased levels of building performance through policy and regulation will be necessary, and **these policies will force a series of broader cultural reckonings and economy-wide changes in how U.S. buildings are valued** by occupants, communities, and society at large.

We need to reimagine how the government regulates the market, what types of projects get funded, and the ways we design, build, and manage buildings. In partnership with community, government, and business stakeholders, IMT will continue to explore new approaches to these complex, intersecting challenges.

Of course, the technical, regulatory, and economic systems we seek to change are embedded in a broader context of racial inequity and harm. An energy transition that is not both just and equitable would not be a true

transition, would not create stable change, and will not achieve our collective goals. **To achieve equity and justice in our work, we must continuously evolve our approach.**

1. Policymakers, community members, and businesses can all contribute to equitable building decarbonization. **We will provide critical support that makes it easier for all stakeholders to take action.**
2. Building and managing buildings has long been a means by which the powerful have advanced their interests—often at the expense of frontline communities. Improving building performance while reproducing this history is unjust. **We will help government and private-sector actors understand this context, build deep relationships with frontline communities, and collaborate on solutions.**
3. Our continuing internal work on equity, transparency, inclusion and diversity is part of how we implement policy requirements with and for our external partners and stakeholders. **We will continue to prioritize staff development and process changes that keep us accountable to these values.**



Our Team 2024



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Our Board
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