



STEP 5: DEVELOP ENERGY GOALS AND STRATEGIES

WHAT: Informed by the results of the energy profile, tangible long-term goals and nearer-term strategies provide a pathway from the conceptual energy vision to concrete, cost-effective actions.

WHY: Clearly defined goals and strategies will form the framework for the rest of the plan's design and guide decisions about what actions (including policies, programs, and projects) will be proposed. Goals and strategies also help to communicate the specific value of efforts to key audiences and provide a basis for tracking and measuring progress.

WHO: This part of the CESP effort will be led by the Leadership Team, who will develop draft goals and strategies based on the vision, earlier stakeholder input, and results of the energy profile. Preliminary proposals will be shared with stakeholders for comment and discussion, the Leadership Team will revise, and the Champion will approve the final goals and strategies.

HOW: During this phase of the planning process, the Leadership Team will need to:

- Choose Effective Goal Language
- Develop Clear and Measurable Goals
- Identify Strategies for Achieving Goals
- Integrate Input from Stakeholders
- Publicize Goals and Strategies

WHEN: Plan to establish goals and strategies as soon as the energy profile is completed. The energy profile will help identify areas for improvements and efforts to build on, so goals and strategies should flow from those. This is a big step – if extensive stakeholder involvement is needed, it can take considerable management to collect and synthesize input – but try to keep it to 4-6 weeks. Accelerate the process by providing drafts for parties to react to, rather than starting from scratch.

Choose Effective Goal Language

Energy goals represent high level, medium- to long-term targets, often for broad energy use sectors or government jurisdictions that will move the community toward its vision. To be most effective, goals should articulate broad targets or behaviors desired for the future and identify what must be accomplished.



CESP Timeline

Step 1	Form Leadership Team										
Step 2	Identify Stakeholders	Engage Stakeholders									
Step 3	Vision										
Step 4	Energy Profile										
Step 5					Goals and Strategies						
Step 6					Identify Actions						
Step 7					Identify Financing						
Step 8								Implementation Blueprint			
Step 9								Monitoring Plan			
Step 10								Scope and Develop Final CESP			Adopt & Publicize
Month:	1	2	3	4	5	6	7	8	9	10	

Goals are most valuable if they are easy to communicate and clear to follow. Develop the CESP goals in the form of “SMART” goals:

- **Specific** – Ensure goals are clear and have enough detail that what it will take to meet them is easy to understand. For example: “Reduce energy use, **both electric and fossil fuel**, in Smallville’s **municipal buildings**”.
- **Measurable** – Ensure there is a way to assess whether the goal has been met. For example: “Reduce energy use, both electric and fossil fuel, in Smallville’s municipal buildings **by 20% over 2009 levels**”.
- **Attainable** – Establish goals that are a stretch to achieve, but be sure they are feasible – not unrealistic or unachievable.
- **Relevant** – Make sure that goals are in line with and will provide progress toward the community’s vision as outlined in Step 3.
- **Time-bound** – Specify a clear timeframe for completion. For example: “Reduce energy use, both electric and fossil fuel, in Smallville’s municipal buildings by 20% over 2009 levels **by 2020**.”



SMART energy goals are commonly framed in the following way:

“By ____ (target year), (locality) will ____ (increase/reduce) ____ (resource) by ____ percent below ____ (base year) levels.”

Develop Clear and Measurable Goals

The Leadership Team will draft preliminary goals and strategies to use as basis for discussion and input from stakeholders. Not all goals will fit exactly into the template above. Choose types of goals and set levels of targets that relate best to the sector of focus and the means of achieving them. Plans usually contain more than one kind of goal – combine different goals in different “topic areas” that support the vision.

- Include a “headline” goal to describe an overall target. For example:
 - “Make all City of Austin facilities, fleets, and operations totally carbon neutral by 2020.” *City Council of Austin, Texas*
 - “Reduce total, current, community-wide fossil fuel consumption by 50% by 2030.” *Climate and Energy Action Plan, City of Eugene, Oregon*

- “Achieve 80% reduction in greenhouse gas emissions...by 2050, using baseline data from 2005.”
Climate Action Plan, City of Lawrence, Kansas
- Delineate goals by energy use sector and/or agency jurisdiction, and set one or more high-level goals for each category that resonates. For example:
 - *Local government CESP* – Government buildings, other operations, transportation expenditures
 - *Community-wide CESP* – Buildings (residential, commercial, and industrial) and community-wide transportation

Be sure to frame goal statements so that they provide a basis for understanding progress.

- Frame goals in terms that are **related to local priorities**. For example, if the vision seeks to attain:
 - Monetary/cost savings (energy use translated into savings), frame goals in terms of dollars.
 - Economic development and job creation, frame goals in terms of jobs created or new businesses attracted.
 - Energy reliability and security, frame goals in terms of energy dollars spent locally, or of locally generated energy.
 - Environmental benefits, frame goals in terms of reduction in greenhouse gases, or clean energy projects built.
- Frame goals by **how progress will be measured** and recognized (the metric or key indicator to be monitored). For example:
 - Attain a defined reduction (actual or %) in a given metric (e.g., cost savings, kWh, vehicle miles traveled, fossil-fuel consumption)
 - Attain a defined increase (actual or %) in a given metric (e.g., job growth, use of renewable energy)
 - Become the best-in-class – highest per capita participation in utility energy efficiency programs in the state, lead the state’s list of cities with the most ENERGY STAR certified buildings
 - Show general improvement or shift – attract, develop, and retain a high-performing municipal workforce, shift toward renewable resources (metric = comparative change from baseline)
 - See changes in behavior – citizens actively participate in city-wide energy activities and programs



There are advantages of adopting energy-related goals that incorporate or address other community needs. Such shared outcomes can help establish support for the plan’s elements. For example: Increased transit ridership saves energy and reduces traffic congestion; saving energy in school buildings will increase available budgets for other expenditures, such as teacher salaries.

Decide at what level targets should be set.

- The “right” level depends on the nature of the government or community, how it uses energy, and the potential for change.
- Review the energy data from Step 4. They will provide information on trends, performance, opportunities, and needs, all of which can help identify a reasonable rate for future progress.
- Evaluate past projects and best practices of higher-performing facilities or programs to determine the feasibility of transferring these practices to other parts of the government operations or community.
- Review goals of other similar jurisdictions to assess potential for your community or operations.
- If appropriate, sign on to regional, state, and national initiatives – they will often provide structure, support, and technical assistance, along with an appropriate target range. For example, the DOE Better Buildings Challenge encourages building owners to “**Reduce energy use across building portfolios by 20% by 2020**”. Support is provided through technical assistance and proven solutions to energy efficiency, a

forum for matching Partners and Allies to enhance collaboration and problem solving in energy efficiency, and recognition for leadership and innovation.

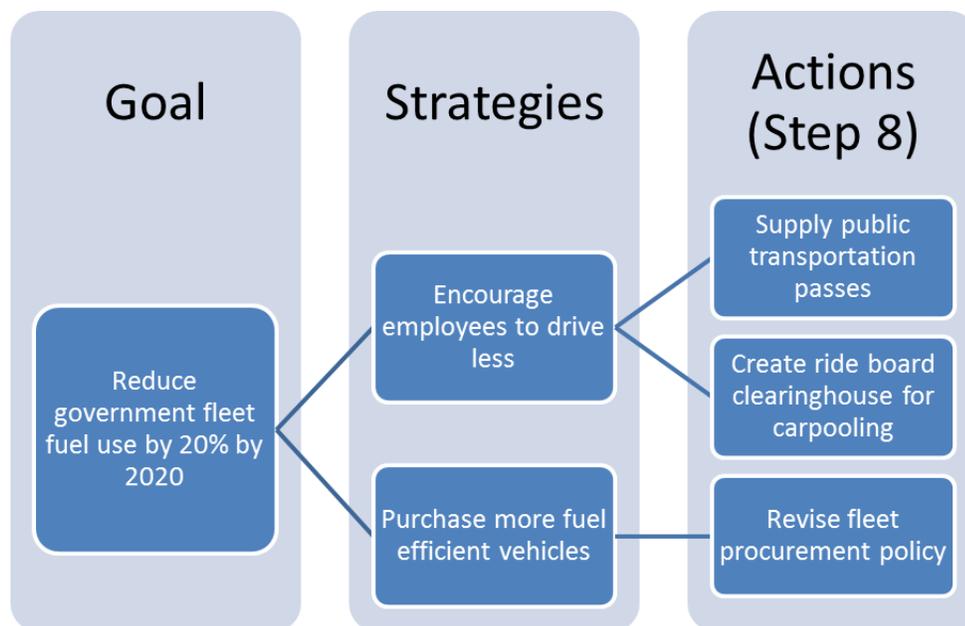
Once all the goals have been established, check that they are collectively appropriate, and be sure that they work well together.

- Take a look at the collective goals and map them to the vision. If met, will they result in the future outlined in the vision?
- Do a quick reality check on goal levels – stretch goals are good for motivation, but they should be kept attainable. To consider this, ask:
 - Roughly, what would it take to attain the target(s), in terms of: cost, total participation, political will?
 - Are they achievable based on what the government (and community) can realistically control?
- Be sure that multiple goals are congruent – that they combine well with each other. Does goal A appear compatible with goal B? Do they fit together to form a unified overall approach?
- "Goal hierarchy" consists of the nesting of one or more goals within other goal(s). This can be an effective way to stage actions.
- There are advantages to having a mix of short-term, medium-term, and long-term goals.
 - Short-term goals should be fairly easy to attain: they stand just slightly above one's reach. At the other extreme, long-term goals appear very difficult to attain, but motivate sustained efforts. Having both allows for some early success stories while still providing substantive achievements.
 - Interim goals are also an effective way to manage expectations and stage activities.

Reviewing goals set by others can help broaden the options considered. Find sample goals in the example plans listed in Resource Section of the Introduction.

Identify Strategies for Achieving Goals

As illustrated in the example below, goals provide high-level targets in terms of broad categories, while strategies provide more-detailed sub-goals or objectives that begin to break down the goal into focused and measurable components.



Strategies are designed to articulate the specific approaches that collectively will achieve the goals. For example:

- For a **local government CESP high-level goal** designed to reduce energy use in buildings (by X% by 20xx), strategies to meet the goal might include:
 - Upgrade X% of government buildings to ENERGY STAR levels;
 - Purchase all energy-using equipment based on lifecycle cost-effectiveness rather than lowest first cost; and
 - Reduce unnecessary energy use in government buildings.
- For a **local government CESP high-level goal** designed to reduce energy used by transportation in government operations (by X% by 20xx), strategies to meet the goal might include:
 - Reduce average energy use in the City’s fleet by X% by (target date); and
 - Reduce vehicle miles traveled by City fleet and employees.
- For a **community-wide CESP high-level goal** designed to increase the efficiency of homes in the community (by X% by 20xx), strategies to meet the goal might include:
 - Ensure all new homes are as efficient as possible by adopting the most-current residential building codes; and
 - Assure that X% of existing homes have participated in Home Performance with ENERGY STAR programs by (target date).
- For a **community-wide CESP high-level goal** designed to increase the efficiency of commercial buildings and industrial process in the community (by X% by 20xx), strategies to meet the goal might include:
 - Ensure all new commercial buildings are as efficient as possible by adopting the most-current C&I building codes;
 - Motivate improvement of the C&I building stock by X% by (target date);
 - Support renewable energy generation in appropriate locations; and
 - Motivate energy conservation in businesses and institutions.
- For a **community-wide CESP high-level goal** designed to decrease the energy used by transportation in the community (by X% by 20xx), strategies to meet the goal might include:
 - Motivate community members to reduce per-capita gasoline consumption by X% by (target date);
 - Increase availability and motivate increased use of alternative means of transportation; and
 - Motivate reduced vehicle miles traveled in community transportation.

The same basic rules of thumb for **effective goal statements** hold for statements of strategy as well, so use the same structure as a goal statement when possible, including guidance discussed above for:

- SMART goals, to give measurable targets; and
- Framing – relate strategies to the goals they will support and frame them in terms of how they will be measured.

Ideas for identifying strategies can also come from the energy assessment – review the result of the profile prepared in Step 4 and target areas with:

- Highest impact to savings in energy and/or costs.
- The most room for improvement in energy and/or costs.
- Great success – do more of what you know works!
- The most government and community strengths and resources.
- Connections to other community priorities (e.g., job creation, education).

- Opportunities to make changes easily – early successes are good publicity.

For additional examples of goals and strategies that support them, see those from Topeka, Kansas, which are provided as an example in the **Goals, Strategies, and Actions Planning Worksheet** at the end of this chapter. This Worksheet can be used to support the development of goals and strategies.

Once draft goals and strategies have been developed, prioritize them by time and effort to achieve.

- Immediate, short-term goals and strategies are those that can be achieved quickly – usually with internal, current resources.
- Longer-term goals and strategies will take more planning, resources, and time to achieve.

Integrate Input from Stakeholders

Once drafted and prioritized, the Leadership Team should share the proposed goals and strategies with stakeholders. Engage stakeholders early to hear their thoughts and ensure their backing, and take the opportunity to challenge stakeholders to think of how they could help support and advance these strategies. The Leadership Team should then revise goals and strategies as appropriate to reflect stakeholder input and assure broad buy-in, and the Champion will approve the final goals and strategies.



Local leaders – government, business, civic, environmental – who are engaged in the process of setting goals and choosing priorities are more likely to contribute to successful execution of the plan.

Publicize Goals and Strategies

Goals and strategies that kindle interest and excitement, and associated information on their potential benefits, are critical to capturing the public’s interest and stimulating their understanding of and involvement in the CESP. Keep goals and strategies, along with their potential benefits, visible as discussion moves to actual on-the-ground CESP actions – this helps keep discussion on target and builds momentum for implementing the plan.

Examples of effective ways to publicize goals:

- Provide the vision statement along with goals when communicating about objectives of the CESP – constituents can see how the goals will help reach the vision.
- Provide the following detailed information when presenting information about goals – this allows the broader public to understand why these goals were chosen and how they will lead to the future illustrated in the vision:
 - Goal statements
 - Assumptions: the challenges, priorities, and other underlying thinking that led to these goals
 - Strategies to meet the goals
 - Key indicators that will be tracked
 - Potential benefits for the community

CESP IN ACTION: BALTIMORE SUSTAINABILITY PLAN

The Sustainability Plan developed for the City of Baltimore provides a good presentation template for goals and strategies, with an indication of the priorities addressed for each. See the Resource Conservation section – starting on pg. 57 at:

http://www.baltimoresustainability.org/uploads/files/Sustainability_Plan.pdf

- Effective means of communication include:
 - CESP website
 - CESP update newsletter
 - Flyer with goals highlighted for broader circulation – internal and external

Tools

[Tool 5.1: Goals, Strategies, and Actions Planning Worksheet](#) (.docx)