

Community Energy Strategic Planning

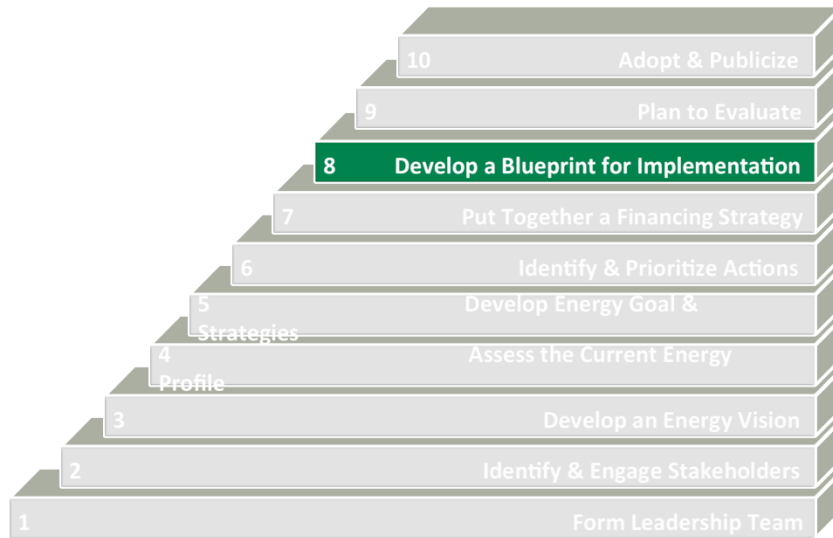
Better Buildings Alliance



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Step 8
Develop a Blueprint for Implementation

Community Energy Strategic Planning Process



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Step 8: Develop a Blueprint for Implementation

1. Develop an blueprint format
2. Establish operational responsibilities
3. Incorporate the CESP into other planning and budgeting efforts



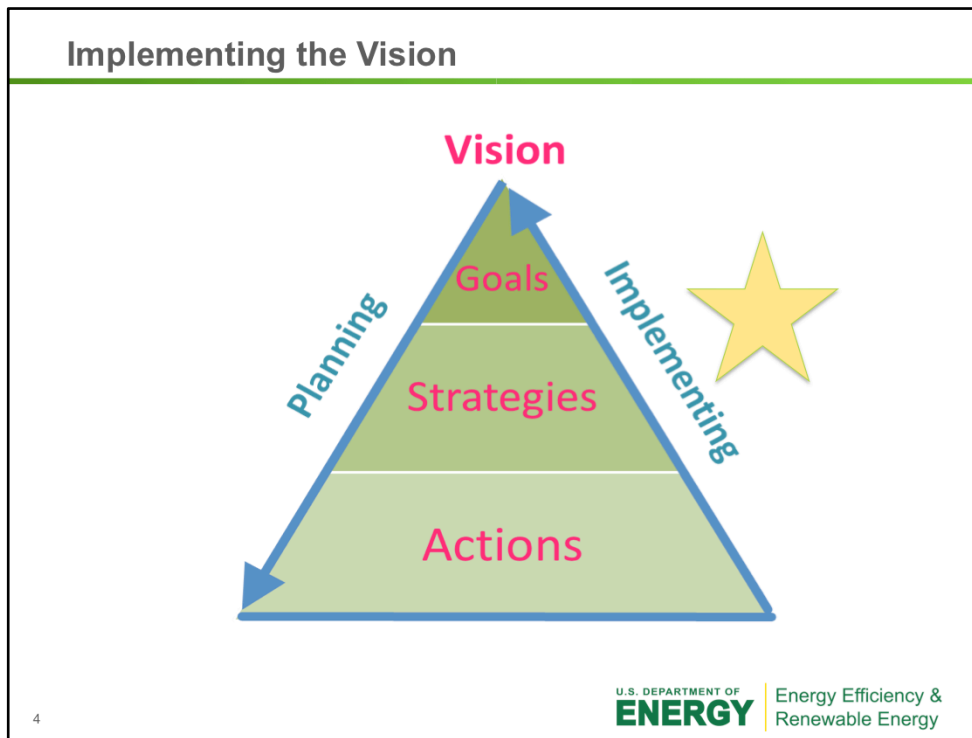
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Speaking Points:

An implementation blueprint sets out detailed information to put the final CESP actions in place, including who will be responsible for each action, what the specific deliverables will be, and when they will be accomplished. It also incorporates conclusions from the finance strategy (Step 7) and the plan to do ongoing monitoring and evaluation (Step 9). The implementation blueprint will be integrated in the Final CESP Report and can also be used as a standalone document in the implementation phase.

The Leadership Team will lead this activity, with facilitation by the Plan Manager, but implementation planning often requires additional support to be most effective. Input from stakeholders is important here so that responsibilities for plan actions are assigned to the appropriate departments and/or community groups and reasonable timelines are established. For a large CESP with many actions, have the Leadership Team appoint an Implementation Team and charge them with supporting the development of the plan and then implementing it.



Speaking Points:

(Why) Establishing a formal implementation blueprint is the key to realizing the vision, goals, and strategies, and turning the overall CESP into reality, as it:

- Articulates the resources, staff, and budget needed to sustain the CESP activities;
- Communicates expectations to local staff and to the community; and
- Provides a reference point for all parties to use in the implementation phase, to ensure that activities are moving in the right direction and achieving targets identified.

Implementation Blueprint Components

Each component describes specific actions that are:

- Contributing to Strategies and Goals
- Tied to deliverables and milestones
- Mapped to a simple, realistic timeline
- Capable of capturing and reporting data
- Assigned to individual leaders
- Linked to a financing and/or funding source
- Tied to incentives to motivate actions

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Components of an Effective Blueprint					
Goal	Metrics	Strategy	Action	Lead	Timeline
Reduce energy use in municipal buildings by 20% by 2020	Electricity use - kwh/yr	Upgrade 25% of city building square footage to Energy Star levels	Benchmark city buildings against their peers using the EPA's Portfolio Manager	Facilities Manager	3/31/13
	Natural gas use - therms/yr		Identify buildings to upgrade in capital planning process	Engineering Manager	6/30/13
	Or MMBtu equivalent per year	Baseline = 2010 kwh/yr & therms/yr	Install photovoltaic panels on 25% of all buildings by 2020	Identify all south facing rooftops in the municipal building stock	Planning & Zoning Analyst

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Speaking Points:

The implementation blueprint does not need to be a complicated document. It will be most useful as a guide going forward if it is easy to read and follow, rather than a wordy narrative, but it should contain enough information to guide those responsible for its component parts. Consider using a visual format, like the Goals, Strategies, and Actions Planning Worksheet matrix, modified to suit your CESP.

Components of an effective implementation blueprint include:

- **Specific actions, tied to strategies and goals:** Update the **Goals, Strategies, and Actions Worksheet**, developed in Steps 5 and 6, with your final prioritized actions, including finance-related components. Be sure that action items are clear and specific, using directive, action-oriented language.
- **Deliverables and milestones:** Articulate specific deliverables for actions so that it is clear what success will look like, and, as appropriate, set interim milestones, such as first-year targets, to keep actions moving.

Milwaukee's Implementation Table Example

Base Condition	Lead City Departments and Partner Agencies	Expected/Potential Funding Sources	Goal	Target	Annual Progress Indicator 2014	Annual Progress Indicator 2015	Annual Progress Indicator 2016
Energy			Improve residential and commercial energy efficiency in Milwaukee	The energy efficiency of 2,000 homes improved in 5 years using the Home Performance with Energy Star standards through ME2; another 1,000 homes improved with no- and low-cost energy efficiency measures			
				The energy efficiency of 1,000 commercial/industrial businesses improved in 5 years			
				Portfolio-wide, the City's building energy use reduced 20 percent by 2020 (per the City's pledge to meet the Better Buildings Challenge)			
			Replace fossil fuel energy use with more clean renewable energy in City of Milwaukee facilities	25 percent of the City's electricity generated using renewable resources by 2025 (per the Common Council resolution to achieve the "25x25 Goal")			
			Grow Milwaukee's cluster of energy efficient and clean tech companies to create local jobs and exports	The Smart Energy Hub formalized and an Energy Innovation Center created by December 2014			
			Increase community resilience and customer choice by removing the regulatory and institutional barriers to distributed renewable energy projects (items such as solar arrays and wind turbines)	By December 2014, an Energy Engagement website created to educate the public on clean energy issues Intervention in contested cases before the Public Service Commission, including We Energies rate cases, to support Milwaukee's citizens and businesses in their affordable and sustainable energy			

7 http://city.milwaukee.gov/ImageLibrary/Groups/cityGreenTeam/documents/2013/ReFreshMKE_PlanFinal_Web.pdf

Philadelphia's Implementation Table Example

	Also Meets Targets	Lead City Agency	Partners	Target Completion Date
TARGET 1: LOWER CITY GOVERNMENT ENERGY USE BY 30 PERCENT				
Energy Efficient Capital Investments				
Triplex + City Hall ESCO project	2,5	MOS	Public Property	2010
Target smaller, satellite buildings for ESCO investment (50 buildings)	2,5	MOS	Public Property	2015
Implement Target Energy Budgets	2,5	MOS	Finance	2010
Encourage Conservation Among Employees	2,5	MOS	Public Property	Ongoing
Install New Lighting				
Install motion sensing switches and timed lighting in City buildings	2,5	Public Property	MOS	2015
Replace Yellow/Green Traffic Signal lights with LED	2,5	Streets	-	2010
Upgrade Recreation Center Outdoor Lighting	2,5	Public Property	Parks & Rec, MOS	2015
Include Energy Conservation In Future Building Maintenance Contracts	2,5	Public Property	MOS	2010
Identify Less-Expensive and Alternative Electrical Sources	4,5	MOS	Procurement	2011
Develop Energy Load/Demand Management Practices	2,5	MOS	Public Property	2011
Create Capital Budget Energy Guidelines	2,5	MOS	Public Property, Finance	2010
Use Future Energy Costs to Inform Building Acquisition/Expansion Decisions	2,5	Public Property	Finance, MOS	2010
City Employee Car Management Plan	2,5,6,12	MOS	-	-
Reduce City Fleet by 500 additional cars	-	Fleet	-	2009
Increase average MPG in city fleet	-	Fleet	-	Ongoing
Continue Car Sharing Program	-	Fleet	-	Ongoing
Develop gasoline usage budgets for departments	-	Fleet	MOS, Finance	2011
Investigate Conversion of City Buildings from Steam Loop to Natural Gas	5	MOS	-	Ongoing
Five Year Strategic Energy Plan (Water Department)	2,4,5	PWD	-	-

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http://www.phila.gov/green/greenworks/pdf/Greenworks_OnlinePDF_FINAL.pdf

Incorporate Incentives to Motivate Actions

- Allow departments that save energy to *use the dollars saved to fund the next CESP project* as part of their departmental budget
- Provide *awards* for successfully achieving action milestones
- Use *challenges* between departments, businesses, or community sectors to drive participation and motivate action – *great example from El Paso found here:*
<http://www4.eere.energy.gov/challenge/implementation-model/el-paso>



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Speaking Points:

Incentives to motivate actions: Once the final CESP has been adopted, keeping the actions moving forward after the enthusiasm of the planning process is over can be a challenge. Identify incentives now that will support blueprint implementation and incorporate these into the blueprint. For example:

Use challenges between departments, businesses, or community sectors to drive participation and motivate action.

Provide awards for successfully achieving action milestones.

Allow departments that save energy to use associated cost savings to fund their next CESP project.

Assigning Leads

- Start by looking at who is already doing similar work
- Ask for help in identifying specific action step leads – include parties with authority and resources to make assignments happen
- Engage people who have enthusiasm for the tasks
- Even where community members are doing the actual work, assign an appropriate government staff person to coordinate and monitor action



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Speaking Points:

- Assignments are frequently based on current activities, so look at who is currently doing similar work first. For a community-wide plan, match actions with volunteers/ organizations whose mission will be furthered by the effort.
- After establishing initial ideas, ask for help in further identifying and/or narrowing down appropriate action step leads.
 - Assignments will depend on type of activity, so good sources for recommendations will be those individuals and organizations that helped scope out these parts of the plan, including stakeholders.
 - It is helpful if the parties making recommendations also have authority and resources to make assignments happen. For a local government plan, look to elected officials and department heads.
- Make sure that proposed leads have the appropriate authority to undertake actions.
- Engage people who have enthusiasm for the task, as it will increase likelihood of success.

Incorporate the CESP into Other Planning Efforts

- Look for CESP interaction with:
 - master or comprehensive plan
 - land use plans
 - greenhouse gas reduction plans
 - economic development plans
 - regional planning efforts



- Look for ways to incorporate plan activities in annual budget development process
- Consider including CESP goals in the impact review for new government actions
- Highlight these aspects to government officials during adoption phase

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Speaking Points:

- At this stage, the Leadership Team and Implementation Team (if established) should work with the Champion to discuss how the CESP will be integrated into other planning efforts at the local government and community level. Parties should consider how once adopted, the CESP will interact with the jurisdiction's master plan, land use plans, greenhouse gas reduction plans, economic development plans, and/or regional planning efforts. The CESP's progress will be more effective if coordinated with such efforts, and plan benefits will be more likely to be fully realized.
- Be sure to also determine how to include plan activities as part of the annual budget development process. This will help assure timely financial support for CESP elements. The budget review process is also a useful annual opportunity to review progress and update plans (see Step 9) and to keep CESP activities visible.
- Finally, discuss how the CESP will be included in the impact review for new government actions. This will help guarantee that impact on CESP activities and targets is taken into account in the development of any new local government policies or procedures, particularly those that effect sustainability and/or energy issues.

Step 8: Tips & Tools

Tips

- Your work is not over when the final CESP is approved
 - Implementation blueprint helps remind parties of this and articulate post-adoption next steps
- Break each strategy down into small actions

Tools

- Goals, Strategies & Actions Planning Tool

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Speaking Points:

- “Where most organizations fail, for all intents and purposes, is that they stop activities when the final draft is approved, rather than actually implementing and making it an ongoing part of City Sustainability efforts” – Scott Alisoglu, Sustainability Coordinator, Topeka, Kansas.
- Break each strategy down into the smallest individual actions possible. This makes it easier to plan for, assign, and accomplish. A critical action step can be as simple as making a phone call to find out information from a particular person.