

# Community Energy Strategic Planning

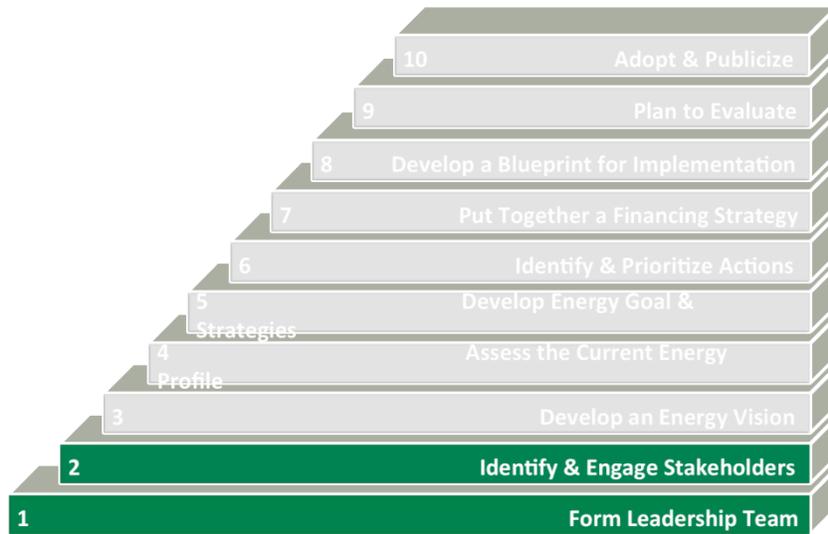
## Better Buildings Alliance



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**Step 1**  
**Establish and Charge a Leadership Team**

## Community Energy Strategic Planning Process



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## Step 1: Establish & Charge a Leadership Team

1. Identify effective leaders
2. Charter & direct the Leadership Team

### Why

- Maintain continued focus on the CESP process
- Connect the government offices necessary for success
- Motivate key stakeholders to contribute to the plan
- Inspire completion of an effective plan
- Ensure its implementation over time



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## Leadership Takes Teamwork

- Champion's Role
- Manager's Role
- Leadership Team's Role



The Leadership Team should be established as quickly as possible, but no later than within a 1-2 month timeframe once development of the plan is authorized. Putting the team together quickly and early in the process will get momentum for the process going, demonstrate early progress to the official(s) that authorized the CESP, and assure that leadership is in place to help identify and engage the appropriate stakeholders

## Champion Role

### Who

- Highly-visible, executive level sponsor
- Mayor, City Councilor, or Official Body

### Role

- Provide leadership and authority
- Direct staff time and resources
- Bring visibility and credibility

### Why

- Helps institutionalize process
- Can marshal senior managers to participate
- Lays foundation for plan actions



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**For a community-wide CESP:** There may be two leaders both serving as Champions – an influential government official, as well as a highly visible and effective local community leader.

**QUESTION: Who is Champion in your community?**

## Manager Role

### Who

- Senior staff with skills, time, and resources needed
- Sustainability Coordinator, Public Works Director, Energy Manger

### Role

- Manage day-to-day work
- Support Leadership Team

### Why

- Provides central figure to drive and focus effort on daily basis



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Depending upon the scope of the plan, this may be a full-time assignment or a part-time addition to other duties. If possible, the Plan Manager should be someone who already has or can be given direct access to the Champion.

**For a community-wide CESP:** May also be a local government staff person as above, or may be a member of a local organization that is intimately involved in the planning process (for example, a local non-profit that is driving the community activities associated with the planning process).

**QUESTION: Who will or will likely play the Manager role in your community?**

## Leadership Team Role

### Who

- Locally recognized and respected representatives from relevant community & government organizations

### Role

- Represent diverse points of view
- Provide recommendations
- Encourage buy-in from stakeholders



### Why

- Bridges government and community work
- Brings expertise and ideas to process
- Lends transparency to process

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This group provides high-level thought leadership, guidance, and support for the final recommendations for the plan. The Leadership Team will report to the Champion, and the Plan Manager will be an administrative member of the Team. The Team may be called an Energy Planning Task Force, Sustainability Advisory Board, Commission on Sustainability, etc.

**QUESTION: Do you currently have a leadership team in place? Who is represented on it?**

## Recruiting Effective Leaders

- Be creative – do not limit to those with obvious energy connections
- Know your local influence structure
- Understand community issues
- Identify movers and shakers
- Do not forget about local utility representatives



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The plan development will be most successful when leaders and stakeholders engaged as owners and drivers of plan.

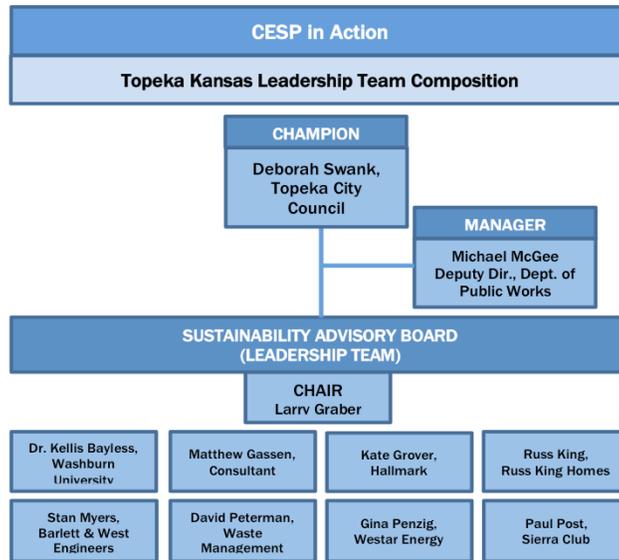
This is a great opportunity to expand the tent of high-influence individuals and organizations in thinking about energy challenges and solutions. Think creatively about who to include: large employers, influential institutions, youth representation, labor representation, potential challengers, etc.

## Charging Leadership Team

- Articulate a clear scope of work and expectations
- Prepare a formal charter:
  - Membership
  - Project scope
  - Member roles
  - Timeline
  - Meeting process
  - Scheduling
  - Ground rules
  - Decision making procedure
  - Communication strategies
  - Process for feedback



## Sample Leadership Team Organizational Chart



## Step 1: Tips & Tools

Tips	Tools
<ul style="list-style-type: none"><li>• Make sure the Manager has adequate time to devote to process</li><li>• Identify 'hidden stars'</li><li>• Potential leaders not on Team can still be included as stakeholders</li><li>• Have the Leadership Team officially appointed</li></ul>	<ul style="list-style-type: none"><li>• CESP Value Brief</li><li>• Leadership Team Invitation</li><li>• Leadership Team Charter</li><li>• Tips for the Plan Manager – Project Management &amp; Effective Meetings</li></ul>

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