

## **Best Practices in Community Energy Efficiency Programs Introduction**

*Prepared by Clean Energy Solution, Inc.*

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This recitation of “Best Practices and Lessons Learned” is intended to contribute a special perspective to the growing library of such advice: that of founding and managing on-the-ground community delivery organizations. For purposes of this document, such organizations will be called “Local Energy Alliances” or LEAs. The “Best Practices” pieces we are releasing today are to be seen as drafts, living documents designed for reader comments and feedback.

Clean Energy Solutions Inc. (CESI) has been engaged for some years in the practice of funding, organizing, staffing, operating, and advising LEAs around the country. This study reflects that “on the ground” experience, and does not attempt to cover comprehensively the expert disciplines being promulgated by DOE in its various webinars, publications, or technical assistance teams. Rather the focus of this set of drafts is very specific problems and solutions: how to effectively organize a neighborhood canvass for a residential program, what workforce development strategies have been most effective, what financing strategies are working for which market sectors, etc. Papers are organized in six general areas: 1) organizational structure, 2) program design, 3) financing, 4) marketing strategies, 5) workforce and contractor development, and 6) tracking performance.

CESI, with topic suggestions, coauthoring of some papers, and editing provided by the Cambridge Energy Alliance, the Local Energy Alliance Program (Charlottesville, VA) and the American Council for an Energy Efficient Economy (ACEEE), examined exemplary practices in communities across the country for this exercise. Interviews, literature and web site surveys, and personal experience of the authors inform this set of documents. These are meant to be living documents that are shared and improved based on our experience and the experience of readers. We anticipate updating them over time and we encourage readers to share thoughts and ideas.

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## Outline

### *Structure of organizations*

- a.) Defining the mission
- b.) Defining the organizational vehicle
- c.) Organizing Community Stakeholders with Appropriate Roles
- d.) Staffing, Management and Governance
- e.) Working Capital Budget and Sources
- f.) Long Term Revenue
- g.) Non-Government Revenue Sources

### *Program Design (topics in this section are stand-alone papers)*

- 1. Developing Sustainable Revenue Streams (PPT)
- 2. Working with Utilities
- 3. Not for Profit Program Design
- 4. Energy Performance Contracting
- 5. Large C&I Programs

### *Financing (topics in this section are stand-alone papers)*

- a.) Designing Project Financing Mechanisms
- b.) Designing Financial Incentives

### *Marketing Strategies*

- a.) Strategies, Distribution Channels and Messaging
- b.) Undertaking Neighborhood Canvassing
- c.) Social Networking and Web-based marketing
- d.) Pay for Performance Options

### *Workforce and Contractor Development*

- a.) Workforce Organization and Capacity Assessment
- b.) Workforce Training and Placement
- c.) Certification of Contractors

### *Tracking Performance*

- a.) Framework for an IT Solution
- b.) Program Objectives
- c.) Evaluation, Measurement & Verification