

PHASE 1: SETTING THE VISION

The purpose of Phase 1 is to identify the major characteristics of the energy system to which the community will transition. In other words, Phase 1 will establish the principles—such as fuel diversity and price stability—to motivate stakeholders and lay the groundwork for analysis and deployment in Phases 2, 3, and 4.

To accomplish this, the Phase 1 leadership team will collect input from the stakeholders identified in Phase 0, and draft a statement that reflects the shared understanding of the community. In Phase 2, the vision will frame analysis to determine specific pathways to realize this future state.

Phase 1 Describes How To:

- 1.1 Establish a Leadership Team
 - 1.2 Develop a Vision Statement
 - 1.3 Set a Transition Timeline
 - 1.4 Engage Stakeholders
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1.1 Establish a Leadership Team

The Phase 1 leadership team is responsible for convening stakeholders from around the community and compiling their input for the vision. Given the task at hand, a leadership team of three to six energy champions is appropriate, with representation from government, utilities, and the private sector. The team should be empowered to make the necessary decisions to execute the vision.

1.1.1 Draft a Leadership Team Charter

A charter may help the leadership team achieve its purpose in a timely fashion and minimize misunderstandings. The charter should establish general operational criteria, such as a commitment to participate in all meetings and a willingness to listen to each other and consider new ideas. It sets expectations for the team's interactions and responsibilities, and describes how the team will reach decisions. The charter should also outline the process for bringing on new members and replacing departing ones.

1.1.2 Consider a Stakeholder Advisory Board

A stakeholder advisory board can serve a coordinating role for many members of the community with similar interests. During Phase 1, the chair of the advisory board can sit on the leadership team and channel input from the business community and the public.

The stakeholder advisory board can continue to operate in later phases as well, with rotating membership to ensure that different stakeholder groups provide input to the process. Because of its constituencies, the stakeholder advisory board can also be a stabilizing force when there is a change in government administration or utility management.

1.2 Develop a Vision Statement

The vision statement should describe major characteristics of the future energy system and reflect the input from the stakeholders identified in Phase 0. The focus now should be qualitative; quantitative elements come later, in Phase 2. The vision should be aspirational and articulate organizing principles for continued efforts in later phases.

“The energy transition will result in an energy system that prioritizes local resources, such as solar power and energy efficiency, to displace as much imported fuel as possible while lowering costs to consumers and stabilizing prices for businesses.”

Sample vision statement

1.3 Set a Transition Timeline

The leadership team should also produce a general timeline for Phases 2 and 3 to accompany the vision statement. The timeline also helps stakeholders manage their participation and their expectations. The timeline should be realistic, but reaffirm a commitment to a concerted effort to realize the vision and transition to a more sustainable energy system.

Illustrative Timeline

Month	0	3	6	9	12	15	18	21	24
Phase 0	Initiate & Commit								
Phase 1		Shape Vision							
Phase 2				Assess Pathways					
Phase 3							Begin Implementation		

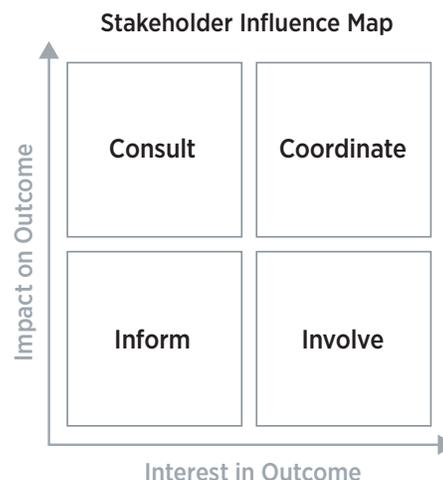
1.4 Engage Stakeholders

With an articulated vision and a timeline, it is important to engage a broader set of stakeholders to generate interest in the transition and obtain support for the vision. Ultimately, the community will take ownership of the transition, so the team should solicit and incorporate community feedback in Phase 1. Transition projects will have neighbors and customers who may or may not be the same members of the community, and project success or failure may hinge on whether their interests align with the vision. It is equally important for these stakeholders to understand their fundamental role in shaping and realizing the vision.

1.4.1 Identify and Map Stakeholders

The leadership team should build on the stakeholder list from Phase 0 to develop a more complete roster during Phase 1. Based on a stakeholder’s impact on and interest in the outcome under consideration, the stakeholder identification process should indicate the type of engagement required, such as:

- **Inform.** Keep the stakeholder apprised of developments and progress.
- **Involve.** Invite the stakeholder to participate in certain activities, such as meetings or outreach that touch on the stakeholder’s interest in the outcome.



- **Consult.** Regularly and actively seek support for and feedback on how best to achieve upcoming goals.
- **Closely coordinate.** Establish an ongoing relationship regarding all aspects of the transition, ranging from day-to-day operations to timing significant milestones.

In addition to compiling a list, the leadership team may find it helpful to visualize it with a stakeholder map. This visualization can allow the leadership team and others to more easily evaluate the stakeholder “landscape” within the entire community, individual sectors, or for specific issues.

1.4.2 Shape a Communications Plan

As part of setting the vision, the leadership team should integrate a communications strategy to keep the community informed of the progress toward realizing the vision. Communications about the transition help prevent misunderstandings about its purpose, build momentum in the community toward a successful outcome, and can maintain morale among participants by recognizing their contributions.

The communications strategy can be based on milestones, such as finalizing the vision statement, ribbon cuttings, and issuing requests for proposals. To reach different segments of the community, communications should make use of a variety of media and messengers, such as the traditional press, social media from the government, or endorsements from well-regarded individuals.

1.5 Phase 1 Resources

Lessons Learned

- Hawai‘i Establishes Goal of Achieving 70% Clean Energy by 2030
- Working Groups Collaborate on U.S. Virgin Islands’ Clean Energy Vision and Road Map

Worksheet

- Stakeholder Matrix

Template

- Donor Coordination Matrix

Information Resources



LESSONS LEARNED

Hawai'i Establishes Goal of Achieving 70% Clean Energy by 2030

Hawai'i's clean energy goal—70% by 2030—can be considered the most aggressive state goal in the United States, setting a bold example for other states and other islands around the world. Since 2008, when the state entered into a partnership with the U.S. Department of Energy (DOE) to launch the Hawai'i Clean Energy Initiative (HCEI), Hawai'i has been a leader in the demonstration of renewable energy technologies and integrating a large amount of renewable capacity into the grid.

Challenge

Recognizing that one of the barriers to success is lack of stakeholder engagement and community buy-in, a series of working groups were formed two months after the HCEI agreement was signed between the state of Hawai'i and DOE. Their purpose was to examine various energy scenarios and develop a roadmap for meeting the clean energy goal. The working groups were composed of a variety of stakeholders, including federal and local governments, not-for-profit organizations, private sector companies, trade associations, and academic organizations.

The working groups assumed responsibility for assessing pathways in four energy sectors: electricity (generation and delivery), end-use efficiency, transportation, and fuels. Each working group gathered information from multiple perspectives across the state. Each group then analyzed and refined that information, commonly focusing on policy and regulatory change, project development, outreach and education, and overall planning and management.

Solution

An HCEI steering committee was formed to coordinate interactions between the four working groups and to ensure that they formulated a comprehensive strategy. The information gathered by the working groups was shared with a wider audience throughout the state and feedback was incorporated into the process for use in improving decision-making and developing the HCEI Road Map.

One of the major outputs from the working group process was a scenario or “wedge” analysis—delivered in partnership with Booz Allen Hamilton—that described how 70% clean energy could be achieved by activities in sectors covered by the four working groups. The wedge analysis formed the basis of much of the additional follow-on work assessing pathways, and was the first of many studies on behalf of the working groups.

“We need every Hawai'i citizen to be personally energy aware and feel responsible for contributing in some way to solving our energy problems. Many of the best contributions are low or no cost, involving changes in behavior and attitudes.”

—Ray Starling, Program Director, Hawai'i Energy

The overall vision adopted by the state of Hawai'i in moving its energy infrastructure to a more sustainable path was based on a three-part planning process:

- Identify key sectors of the energy economy.
- Set clean energy goals in each sector.
- Create multifaceted critical strategies to attain sector goals.

HCEI Energy Sectors and Goals

Energy Sector	Strategies	2030 Goals
Electricity (Generation and Delivery)	<ul style="list-style-type: none"> Align electricity regulatory and policy framework with clean energy goals Increase certainty in the process for developing new renewable energy Deploy renewable generation and grid infrastructure Explore next generation technologies/new applications of existing technologies 	Renewable Portfolio Standard: 40% of delivered MWh renewable energy
End Use Efficiency	<ul style="list-style-type: none"> Align efficiency regulatory and policy framework with clean energy goals Retrofit residential and commercial existing buildings Strengthen new construction policies/building codes Identify non-building related energy efficiency measures 	Energy Efficiency Portfolio Standard: 4,300 MWh reduced
Transportation	<ul style="list-style-type: none"> Improve standard vehicle efficiency of fleet Reduce vehicle miles traveled Incorporate renewable fuels into transportation sector Accelerate the deployment of electric vehicles and related infrastructure 	Reduce petroleum used for ground transportation by 70%*
Fuels	<ul style="list-style-type: none"> Evaluate local agricultural industry and support its development Invest in key infrastructure at scale Evaluate and develop renewable fuel processing infrastructure Match potential fuels supply to sources of in-state demand 	Meet as much of in-state demand for renewable fuels as is feasible

*HCEI will develop an expanded understanding of the needs of the large buyers in the aviation and defense sector. In the future, marine and aviation biofuel alternatives may be substituted to help meet the goal by displacing the equivalent of 70% of ground transportation demand with non-fossil fuels.

Key Takeaways

HCEI's process is a useful example for others to follow because it engaged from the onset a wide variety of key stakeholders through focused working groups, involved the public in the planning and decision making process, and laid the foundation to make informed decisions about the path to success. With multifaceted analysis, HCEI provided the necessary information to help increase the state's economic and energy security, demonstrate innovations, and develop the workforce of the future.

Governing Frameworks Encourage Active Stakeholder Engagement in HCEI

The Hawai'i Department of Business, Economic Development, and Tourism (DBEDT), with the input of DOE, has shaped two different “governing” frameworks for HCEI. In the beginning of HCEI and early in Hawai'i's energy transition, DOE was positioned to act more as a co-lead to establish momentum behind the initiative, but critical roles for other stakeholders developed as HCEI evolved over five years.

The second HCEI structure involves four elements: (1) a management team; (2) an advisory board; (3) ad hoc issue-oriented teams, called ‘strike teams’ by HCEI; and (4) external stakeholders. The core management team involves primarily government agencies that address different aspects of energy policy, representing economic development, regulation, and consumer issues. The advisory board gives key stakeholders a very strong leadership role in HCEI, and includes, but is not limited to utilities, project developers, nonprofits, and the university. These two groups will convene external stakeholders at least twice a year, in addition to regular meetings. This consultative process will maintain momentum for HCEI, and allow the management team to address the priorities of stakeholders in a timely fashion.

In order to provide the analysis and solutions to address those priorities, ‘strike teams’ will be formed as needed and disbanded when its results are reported to the management team and advisory board. Each strike team may include a member of the DBEDT State Energy Office, or other relevant agency, to facilitate coordination and accountability back to achieving Hawai'i's clean energy goals.

By introducing a degree of formality to the process, Hawai'i can focus on action while ensuring that expectations are clear, roles and responsibilities are defined, and that all of Hawai'i can actively participate in the transition.



LESSONS LEARNED

Working Groups Collaborate on U.S. Virgin Islands Clean Energy Vision and Road Map

The Energy Development in Islands Nations (EDIN)-U.S. Virgin Islands (USVI) pilot project offers a valuable example of how to approach vision and goal setting for an energy project or initiative.

At the inaugural EDIN-USVI workshop in February 2010, USVI Gov. John P. de Jongh Jr. announced his goal to reduce the territory's dependence on fossil fuel 60% by 2025. To define and realize the vision for a clean energy future, the governor put in place a leadership team and steering committee with specific roles and responsibilities. Their first duty was to engage key stakeholders in a series of local energy planning workshops.

Challenge

In the first workshop in June 2010, the leadership team and steering committee needed to inform diverse public and private stakeholders about key aspects of the project. Workshop attendees had varying levels of technical knowledge about the USVI's energy profile, clean energy technologies, and potential pathways for achieving the governor's goal of 60% clean energy by 2025. The organizers needed to engage their stakeholders in the process of refining the territory's clean energy vision, setting goals for achieving it, forming consensus about the path forward, and securing community buy-in.

The first challenge the leadership team faced was finding a balance between engaging the community in identifying technology and programmatic pathways to achieving the vision, and not getting so technical that participants became disengaged. The next was in giving the participants insights into the opportunities for achieving the fossil fuel reduction goal, as well as the difficulties and barriers.

In order to facilitate an effective conversation among the diverse stakeholders who represented a broad spectrum of knowledge and perspectives, the leadership team needed to begin with information sharing to help stakeholders with primarily social concerns understand more technical elements, and vice versa. The team needed to present information objectively and examine the issues from all sides, and also needed to create an open environment that invited dialogue and brainstorming. The biggest challenge was securing buy-in and establishing the necessary level of consensus to establish a shared vision and mutually agreed-upon goals for moving the project forward.



A diverse set of stakeholders brainstorming on the vision for the EDIN-USVI project at the first community energy planning meeting, June 2010, University of the Virgin Islands, St. Thomas, USVI. *Photo from Aldeth Lewin, Virgin Islands Daily News*

Solution

1. Present technical information about USVI energy profile, clean energy technologies, policies, and barriers and opportunities based on initial assessments.
2. Facilitate dialogue that helps stakeholders understand the project opportunities and barriers from the leadership team’s perspective, and gives the leadership team insight into the barriers and opportunities from the community’s perspective.
3. Form consensus on a shared vision and establish broad goals.
4. Organize an interactive group exercise to lay the groundwork for communicating project vision and goals to the public and generating grassroots support.
5. Task working groups with identifying and implementing specific solutions for achieving energy goals, and assign local stakeholders to co-lead the working group, with technical support from U.S. Department of Energy and National Renewable Energy Laboratory experts.

Key Takeaways

The USVI project demonstrates the importance of sharing key information in a transparent and objective way, facilitating open dialogue between key stakeholders, and exploring project barriers and opportunities from all sides when setting the vision and goals for a clean energy project or initiative. By employing these tactics, the USVI leadership team and steering committee succeeded in bringing together stakeholders with vastly different viewpoints and agendas to form a shared vision and set mutually agreed-upon goals that established a path for achieving energy transformation in the territory.

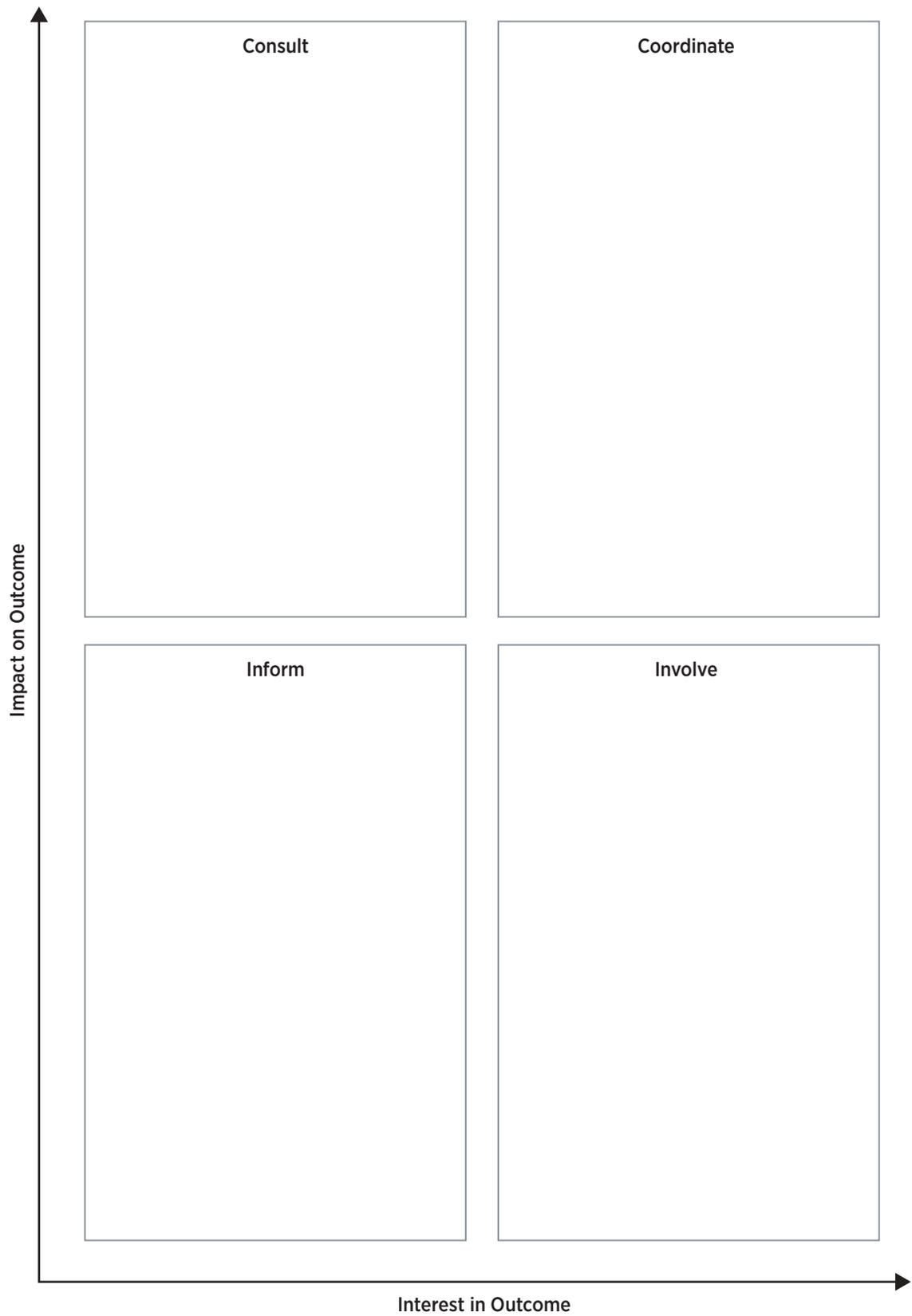
Bringing together people with disparate perspectives and agendas—social, political, and economic—to shape a common vision is always an uphill climb. At this stage, it is important to recognize that although some individuals and groups will already have an understanding of—and a vested interest in—the effort of defining a sustainable energy future, others may not yet be engaged in the conversation or moved to action.

In the USVI, involving a broad cross-section of public and private stakeholders—potential opponents included—in setting the vision created an opportunity for civil discourse that was critical to the project’s long-term success. Inclusiveness was not necessarily the easiest path; however, it proved an effective strategy for securing a sense of community ownership. Involving detractors in the early planning stages improved transparency, gave project proponents a chance to understand and assess barriers to project success, addressed opposing views, assuaged objections through thoughtful and reasoned arguments backed by hard data, and ultimately achieved consensus.

Key lessons learned for engaging USVI stakeholders include:

- Obtaining input from stakeholders helps prioritize recommendations based on the community’s aspirations.
- Providing objective information about clean energy technologies and hard data about the community’s energy landscape, available resources, barriers, and opportunities helps strike a balance between stretching the goal and doing what’s technically feasible.
- Developing a communications strategy that conveys the vision, goals, and ways for stakeholders to be engaged lays the groundwork for building grassroots support.

Worksheet: Stakeholder Matrix



Information Resources for Phase 1

These information resources and useful links are illustrative, not comprehensive.

Low-Emission Development Strategies: Technical, Institutional and Policy Lessons (Organization for Economic Co-Operation and Development and International Energy Association 2010). This publication provides country case studies to examine the technical, institutional and policy challenges associated with preparing national climate change strategies.

Reforming Power Markets in Developing Countries: What Have We Learned? (World Bank 2006). This publication uses case studies to assess the suitability of available options for public-private collaboration in the comprehensive reform of energy markets.

The **Community Energy Strategic Planning** Web resource (http://www1.eere.energy.gov/wip/solutioncenter/strategic_energy_planning_guide.html) from the U.S. Department of Energy's Office of Energy Efficiency and Renewable Energy offers tools and tips on creating a robust strategic energy plan.

The **Dialogue and Deliberation Resource Center** (<http://ncdd.org/rc/beginners-guide>) from the National Coalition on Dialogue and Deliberation collects information on how to organize ongoing conversations to facilitate a shared understanding of change.

The **Energy Literacy Framework** (http://www1.eere.energy.gov/education/energy_literacy.html) is an interdisciplinary approach to teaching and learning about energy.