

VIRGINIA ENERGY EFFICIENCY COUNCIL

2020 - 2022 Strategic Plan

Mission

We are a broad coalition whose goal is to facilitate discussions and share resources to advance energy efficiency in Virginia.

Vision

Our vision is for energy efficiency to be an integral part of Virginia's economy and clean energy future.

From the Executive Director



From our founding in 2012, we have worked to bring together voices from every corner of the energy efficiency sector to advance policies and programs that help our industry grow. The objectives laid out in the following pages are a culmination of six months of work, gathering feedback from our membership and Board of Directors, which enabled us to focus on what is important to our members as we developed our roadmap for the next three years.

At our Spring Forum this year, we hosted an interactive session with our membership to incorporate their ideas from the outset of the planning process. The information gathered forms the backbone of our plan, which was then honed further by the VAEEC Board and Staff at our Strategic Planning Retreat in June. A professional facilitation firm walked us through exercises to craft a plan that honors our past while keeping an eye toward the exciting and efficient future we see for both the organization and industry as a whole.

The invaluable feedback we received from our membership strengthened our objectives, which is why I am excited to share our new Strategic Plan.

Our vision is for energy efficiency to be an integral part of Virginia's economy and clean energy future. As we continue to build our strong, fact-based, and balanced industry voice, we hope readers will join us in our dedication to making that vision a reality.



Chelsea Harnish

Chelsea Harnish
Executive Director, VAEEC

Value Propositions



Foundations

In 2012, our Founders saw the need to create a platform in order to bring together voices from across the industry to collectively advance energy efficiency policies and programs. Since then, we have worked to build a broad coalition of members, representing Fortune 500 companies, small businesses, nonprofits, local governments, state agencies, and more. Each group brings their unique industry perspective and needs, which in turn reinforces VAEEC's strong, fact-based, and balanced industry voice.

In 2017, our Board of Directors developed a strategic plan that would push the organization further, positioning us as a visible, reliable resource for decision makers. Our goals were to:

- Facilitate Commercial Property Assessed Clean Energy (C-PACE) financing programs.
- Ensure energy efficiency was an integral component of the 2015 universal statewide building code.
- Expand utility program opportunities in the state.
- Enhance the value of membership.

We are clearly making a difference. In 2019, Virginia was ranked 10th nationwide in energy efficiency jobs, with over 78,000 people working in the field. VAEEC is committed to providing resources and engaging in the discussions that make certain the industry continues to grow toward an exciting and efficient future.



Image courtesy of Google Nest

Virginia is Poised for Revolutionary Change

New technologies are emerging every day, changing the way we live, the way we work, the way we drive, and the way we use energy. In addition, policy changes are laying the foundation for unprecedented growth right here in Virginia. In Executive Order 43, Governor Northam set forth a promising vision for the Commonwealth's energy future that would improve energy efficiency in government buildings, develop an energy workforce to meet the rising demand of the industry, and establish a carbon-free Virginia by 2050.

In the utility sector, the Grid Transformation and Security Act of 2018 paved the way for the investor-owned electric utilities to propose spending over \$1B on energy efficiency programs over the next decade. The stage is set for a complete transformation of the energy efficiency industry, and VAEEC is ready to lead the charge.

CONNECTING

We are continuing our Founders' vision of bringing together utilities, implementers, providers, legislators, and advocates to strengthen the coalition we have built and drive energy efficiency programs and policies further than ever before.

CONVENING

We will continue to host our premiere events, spotlighting our members' success, showcasing emerging technologies, and ensuring energy efficiency remains at the forefront of the Commonwealth's clean energy future.

LEADING

As the Voice of Energy Efficiency in the Commonwealth, we bring expertise and insight from every facet of the field to advance energy efficiency adoption. Together with our members, we are creating, implementing, and sharing energy efficiency solutions that keep costs down for residents and businesses while improving the quality of life in our work and home environments.

Roadmap for the Future

In 2019, we used the Interactive Session at our Spring Forum to ask our members, **what's important to you?**

How can we advance energy efficiency more effectively at every level? The answer, overwhelmingly, was communication and education. When people - whether they are consumers, legislators, general contractors, or utility regulators - don't know what energy efficiency really is, they can't make informed decisions that save money, reduce energy usage, and boost our communities.

We crafted our vision for the future with this need in mind, developing our tactics with the common theme of sharing successes, innovations, and advancements to our members and beyond.





To meet the objectives outlined in this strategic plan, VAEEC will:

- Continue featuring the Remarkable Member Updates at the Spring Forum, giving members the platform to broadcast their own achievements.
- Establish a trade show at the Spring Forum and offer even more opportunities for our members to network and learn.
- Host an annual webinar on the upcoming legislative sessions to help members plan and engage.
- Continue working with a professional PR firm to increase our media exposure and reach.
- Improve our social media strategy to best showcase the work our members are doing.

Objective

Maximize the deployment and success of both gas and electric utility energy efficiency programs and technologies in Virginia.

In Virginia, one of the largest opportunities to expand energy efficiency is through utility-sponsored programs. The Grid Transformation and Security Act of 2018 (GTSA) creates a blueprint for Virginia's energy future, including commitments by the two Investor-Owned Electric Utilities (IOUs) to propose over \$1B worth of energy efficiency programs through 2028.

As part of their Grid Transformation plans, the IOUs will also offer customers the tools to help understand their energy use, thereby accelerating energy efficiency adoption. This presents a huge opportunity to transform our industry in Virginia, as these programs can foster economic growth and improve the lives of all Virginians.



Image courtesy of CHP

Strategies

Strategy 1

Provide support for both gas and electric utility energy efficiency programs and create opportunities to leverage our membership efficiency programs and create opportunities to leverage our membership.

Strategy 2

Ensure the long-term success of the energy efficiency components of the Grid Transformation and Security Act of 2018 (GTSA), including the launch of the Customer Information Platform (CIP) and the deployment of smart meters, or Advanced Meter Infrastructure (AMI).



Collaborations That



“Unlike prescriptive or direct-installation utility programs, APCo’s program delivers custom retrofit measures via a comprehensive energy audit. The program’s design and implementation characteristics serve as a best-practice for delivering utility- sponsored low-income energy efficiency programs anywhere in the country.” - Chase Counts, Director of Utility Programs for CHP

Make a Difference

VAEEC members are putting energy efficiency into action to help people in need.

Energy efficiency upgrades can save up to \$100 a month on energy bills in low-income homes and greatly enhance the comfort and health of the homeowners. **Appalachian Power Company's (APCo) Low-Income Weatherization Program** produces custom energy efficiency measures for individual households in need. Working with **Community Housing Partners (CHP)** as the program contractor, the program uses the weatherization provider network in the region to perform an energy audit and produce an energy model for each qualifying home, challenging the provider network to coordinate and work together in new ways. Since 2015, the program has served 1,147 households and offset the consumption of 16.9 million kWh, representing more than \$1,832,000 in avoided cumulative costs to the participating low-income households.



Objective

Position VAEEC as a more visible and valuable resource for local governments and state agencies and help increase their effectiveness in advancing energy efficiency throughout the Commonwealth.

While local governments make up the largest sector of our membership, they are a very diverse group with different goals. To remain inclusive, we need to ensure that we are seen as a valuable resource outside of our policy work. To that end, VAEEC will provide tools to help our local government members succeed in expanding energy efficiency however best serves their needs. We also want to foster opportunities for local governments who are interested in our policy and regulatory work to share their unique experiences and build a stronger collective that can shape energy efficiency policy.



Strategies



Strategy 1

Increase awareness and perceived value of VAEEC among all localities by providing tools and guidance to successfully implement internal and/or external energy efficiency programs.

Strategy 2

Work with local government members who are interested in deeper engagement in VAEEC policy and regulatory efforts to shape state policy.



Improving Communities



“Energy efficiency is key to improving our environment, reducing your utility bills, and maximizing the benefits of natural gas. Small improvements to your home and your daily routine can make a big difference in reducing air pollution and your household expenses.”

- Irene Peterson, City of Charlottesville Utilities Marketing Manager

and Lives

Local Government members put energy efficiency policy into practice to benefit those who need it most.

The **City of Charlottesville** teamed up with **Local Energy Alliance Program (LEAP)** to launch a pilot program called the **Charlottesville Gas Energy Efficiency Program** to offer energy efficiency upgrades at no cost to income-qualified homeowners and renters. The program is open to residents in Charlottesville and neighboring **Albemarle County**, and is unique to the area in that it specifically targets natural gas customers, who can't fully benefit from many existing programs. The Charlottesville Gas Energy Efficiency Program is particularly beneficial to elderly people on a fixed income, as it will make homes more energy efficient and comfortable, enhance household conditions, and reduce living expenses. With over 20% of the city's population living below the poverty line, this program will have a tremendous effect on the most underserved of their community.



Objective

Leverage industry expertise, both within and outside VAEEC membership, to identify opportunities for the advancement of new energy efficiency technologies and ensure energy efficiency remains part of the conversations regarding strategic electrification.

Technology is ever changing, and innovations in the energy space are no different. As these technologies rapidly advance, it is critical for VAEEC and our members to stay informed in order to promote proven technologies that can help our industry excel. We will leverage our experience in providing a platform to allow innovators to showcase their ideas at VAEEC events.



Strategies

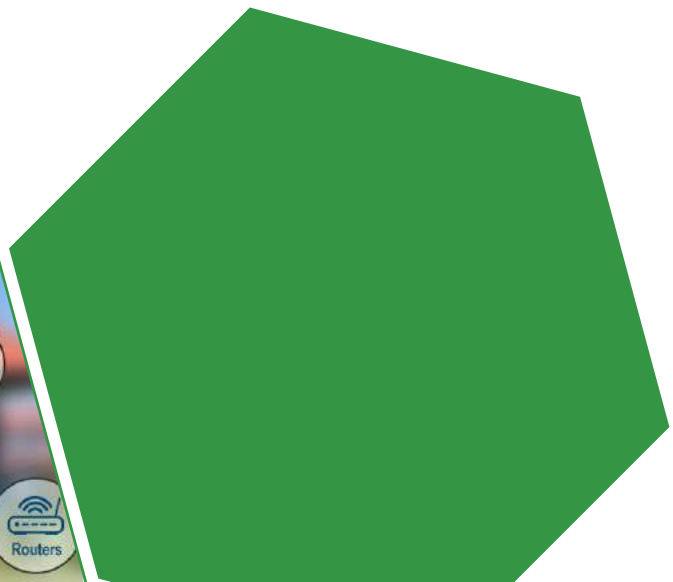


Strategy 1

Provide a platform to showcase new and emerging technologies that advance energy efficiency and create opportunities for collaboration between VAEEC members.

Strategy 2

Deepen VAEEC's knowledge base on strategic electrification and convene stakeholders to ensure that policy mechanisms supporting these advancements include energy efficiency.



Guiding the Technology



"As an investor who is constantly concerned that portfolio company time is well-spent, I was extremely pleased to see the degree of interaction and serious engagement by those in attendance last year."

- 2018 panelist, Marco Rubin of the Center for Innovative Technology

Transformation

Throughout the country, strategic electrification is transforming the energy and transportation sectors. Here in Virginia, while some aspects are gaining traction (e.g. electric vehicles), not all parts of the movement are growing at the same rate. This creates an opportunity to learn from the early-adoption states and create a big-picture view of the industry's future from the ground floor. Historically, the clean energy and technology industries have been very siloed, creating isolated pockets of growth and discussion that often overlap or even contradict one another.

To foster an open dialogue across these industries, we have established a standing panel at our annual Fall Forum on emerging technologies to help our members keep an eye on what's next. We first featured this topic in 2018, to incredibly positive reception by both the panelists and our members. As technologies continue to rush forward towards the future, we will use our platform to coordinate efforts and ensure energy efficiency remains at the forefront of new developments.



SWOT Analysis

The VAEEC Executive Committee and its staff met to perform a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis that was then reviewed by the full Board prior to the planning retreat.



- Influential
- Strong membership growth with long-term retention
- Valued as subject matter experts by members and decision makers
- Events create excitement within industry



- Lack funding diversity
- Need to improve media engagement
- High board turnover is a concern and loss of institutional memory



- Electric utility commitment to propose \$1B in EE spending over the next decade
- Strategic electrification and emerging technologies
- Increased national interest in Virginia policies



- \$1B commitment by electric utilities is not guaranteed
- With small staff, can spread ourselves too thin with new focus area
- Lack of young people entering trades is leading to workforce shortages

Board

(JUNE 1, 2019 – MAY 31, 2020)

David Koogler, CHAIR

RAPPAHANNOCK ELECTRIC COOPERATIVE

John Morrill, VICE CHAIR

ARLINGTON COUNTY

KC Bleile, TREASURER

VIRIDIANT

Mark Jackson, SECRETARY

COMMUNITY HOUSING PARTNERS

George Barnes, DIRECTOR

TRANE

Elizabeth Beardsley, DIRECTOR

U.S. GREEN BUILDING COUNCIL

Rick Counihan, DIRECTOR

GOOGLE

Bill Eger, DIRECTOR

CITY OF ALEXANDRIA

Stephen Evanko, DIRECTOR

DOMINION DUE DILIGENCE GROUP

Wesley Holmes, DIRECTOR

SOUTHEAST ENERGY ALLIANCE

Michael Hubbard, DIRECTOR

DOMINION ENERGY

Susan Larsen, DIRECTOR

COLUMBIA GAS OF VIRGINIA

Thomas Nicholas, DIRECTOR

CITY OF VIRGINIA BEACH

David Steiner, DIRECTOR

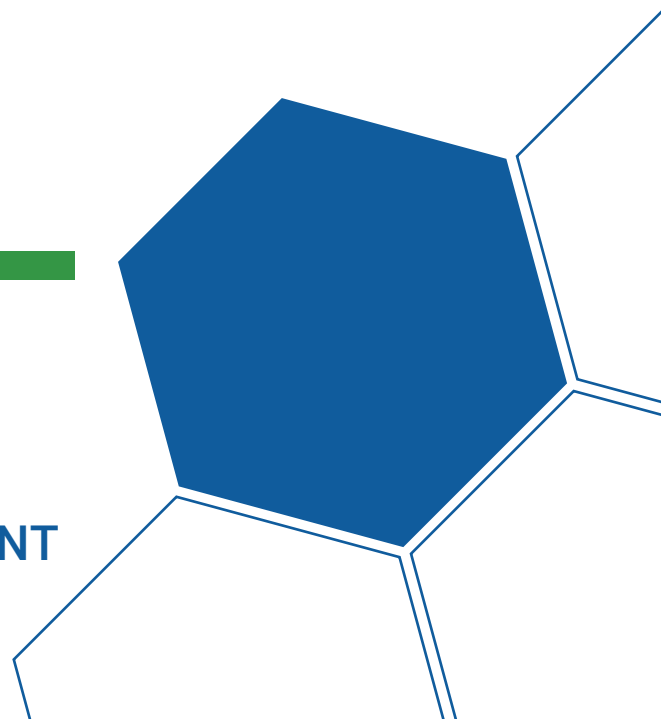
D+R INTERNATIONAL

Staff

Chelsea Harnish, EXECUTIVE DIRECTOR

Jessica Greene, OUTREACH DIRECTOR

Rebecca Hui, ADMINISTRATIVE ASSISTANT





www.vaeec.org



Approved by the VAEEC Board of Directors
September 11, 2019