

**Findings Report to the EESE Board
from the
Strategic Communication Planning Summit**

held on

Wednesday September 8, 2010

at

PSNH Energy Park, Manchester, NH

November 15, 2010

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Cindy Carroll	Unitil
Dorn Cox	Green Start
Ken Colburn	Symbiotic Strategies
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Ingrid Corona	National Grid
Andy Duncan	Building Energy Technologies LLC
Rep. Jim Garrity	NH House
Jon Greenberg	NH Public Radio
Megan Hoye	LighTEC
Clint Hutchins	NH Electric Coop
Sen. Harold Janeway	State Senate
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Introduction

In 2008 the New Hampshire Legislature created the Energy Efficiency and Sustainable Energy (EESE) Board (NH RSA 125-O:5-a), and gave it a broad charge related to improving the design, delivery, and communications about energy efficiency and sustainable energy sources. One of the foundational charges in the EESE law is to increase the effectiveness of outreach and education about energy issues to New Hampshire residents, businesses, municipalities and other institutions in order to help the state achieve its energy goals. Those goals include deriving 25% of our energy from renewable sources by 2025, and reaching the broad efficiency and clean energy objectives in the State's Climate Change Action Plan. The 2009 NH Climate Action Plan calls for the development and implementation of "a comprehensive climate change outreach and education program that elevates the awareness, knowledge and skill in the state in order to support action at all levels and in all sectors" to transform how we use energy in the state.

Within this context and independently as a body, the Energy Efficiency and Sustainable Energy (EESE) Board is charged by statute (RSA 125-O:5) to coordinate and advance "an integrated, comprehensive public education campaign on energy efficiency and renewable energy." Since forming, the Board has consistently placed an emphasis on education and outreach, and specifically the need to develop "a robust single 'portal' as the go-to place for consumers and decision makers to access information on incentives"¹ and programs related to EE and SE.

In order to focus on the outreach and education work, the EESE Board created an Outreach and Education (O&E) subcommittee to explore opportunities to support achievement of these goals. The O&E committee determined, in consultation with the EESE Board, that a focused but inclusive strategic communications plan is needed for the state. Such a plan would build on the good work already underway in the state, and include all the potential implementers during its development.

To that end, a Strategic Communication Planning Summit was organized by a subcommittee of the EESE Board and held on September 8, 2010. The purpose of the event was to develop a greater understanding of a set of sectors by identifying specific audiences within them; the current behaviors of a key audience; the desired behaviors for that audience; the barriers to action; and specific and general communication strategies to facilitate action on the part of those entities. This information would be used to identify communication strategies targeting diverse audiences that raise awareness of, and demand for, energy conservation, energy efficiency and renewables, as well as tools and services available to help meet that demand.

Successfully implementing a communications plan will rely on, and build partnerships with, existing educational and outreach organizations including, but not necessarily limited to, K-12 schools, colleges and universities, museums and science centers, not-for-profits, state agencies, utilities and other energy providers, and professional associations and groups (e.g., architects, planners, builders).

The information developed through this summit was seen as essential to informing the purpose and elements of a strategic communications plan, briefly describe short and long term benefits, and touch on research needs for purposes of discussion. The Summit attendees were intended to be representative of the many people and institutions that are working on the ground to expand energy efficiency and renewable energy use within their communities, sectors and the state. It is expected that their input will be a significant asset to the planning and

¹ EESE Board Work Sessions on High Leverage Program Priorities – September 15 & 16, 2009
<http://www.puc.state.nh.us/EESE%20Board/092509Mtg/EESE%20High%20Leverage%20Programs%20Work%20Sessions.pdf>
Energy Efficiency and Sustainable Energy Board Work Plan 2010 – 2011
<http://www.puc.nh.gov/EESE%20Board/20100108Mtg/EESE%20Board%20Work%20Plan%20-%20Final.pdf>

implementation of an Overarching Strategic Communications Plan and that, conversely, a coordinated plan properly executed will benefit these same people and institutions.

Purpose of the Event

The goal of the day was to identify communication strategies targeting diverse audiences that raise awareness of, and demand for, energy conservation, energy efficiency and renewables, as well as tools and services available to help meet that demand.

The day's activities were facilitated by the UNH Cooperative Extension Team, including several break-out sessions designed to identify current and desired behaviors, barriers and potential strategies potentially applicable within four distinct market sector areas: (1) commercial and industrial customers; (2) communities and institutions; (3) energy industry; and (4) residential customers.

Participants

The active participants included twenty-three people who were invited to represent diverse interests and backgrounds. Participants included utility executives, municipal officials, environmental organization representatives, state lawmakers, marketing specialists, energy service providers, and others. This was the first time that such a diverse gathering of energy stakeholders had sat around the table together for a broad, open discussion. Other attendees who observed the day's activities included communications professionals, utility representatives, and members of the O&E committee.

Feedback from Participants

Overall, the day provided insights and input that will be incorporated into a communications plan on energy issues. Feedback from participants included the following:

- The collaboration and focus within and between groups was good. The day was very well planned and the facilitators were great.
- Some useful, cross-cutting themes emerged, such as the need to focus on savings and the need to offer feedback at the state, community, and individual levels.
- The caliber and breadth of the participants...the diversity of the participants was very good.
- Would like to have a sense of what next steps will be, what will be done with the products by the EESE Board, etc.
- We need to let the system and business enterprises continue with transforming the market, and find better ways to use limited resources.

Several participants expressed strong interest in continuing to work on the effort, and most want to assist with implementation when the plan is completed. Continuing engagement of that group, including other potential partners, will be a key focus of the O&E committee going forward.

Synthesis of Recommendations

Common Themes

In a review of each sub-groups discussion, a number of common issues were identified as occurring across the four sub-groups.

1. More energy efficiency and renewable energy is a desirable objective.
2. Operating under old energy procurement mindset.
3. There is a need for information & guidance (“thought leaders”).
4. Decisions are influenced by the costs of energy efficiency and renewable energy (drive to quick paybacks).
5. Need for energy consumption index (home/building level and at county/state level).
6. Reluctance to change (values, business models, behaviors, energy usage patterns, etc.)
7. Regulation changes are needed to support market transformation.
8. Transportation energy consumption should also be considered.

Customer-Side Issues

In a more focused review of the customer-oriented focus groups (i.e., Residential, Commercial, Communities/Institutions), a number of more specific themes were identified among the sub-groups.

Current Behaviors

1. Reluctance to change and complacency clearly evident in the municipal and residential groups; and
2. Lack of urgency in commercial group.

Desired Behaviors

1. One common desired behavior of all these groups was to measure and understand their use of energy:
 - a. Municipality: “track”;
 - b. Residential: “take first step”; “understand energy use; and
 - c. Commercial: “adopt systematic review... understand metrics”.

Barriers to Action

1. Lack of urgency and complacency;
2. Lack of awareness and education about energy and solutions;
3. Perceptions that change is expensive;
4. Policy inconsistency;
5. Policy creating unintended conflicts for private sector; and

6. Perception of government was a common thread in municipal and commercial groups.

Communications

1. The need for a long term awareness campaign was a common theme. Additionally, a campaign that taps into existing priorities and values and reinforces reputations:
 - a. *Commercial*: value energy efficiency and see it as a long term proposition
 - b. *Municipalities*: seen as pioneering
 - c. *Residential*: take advantage of state regional and local pride
2. Telling stories illustrating challenges and successes, especially peer to peer, was a common theme:
 - a. Using (a) face to face shoe leather and (b) social media and (c) mainstream media.
 - b. Using existing organizations, some existing tactics, and existing relationships was a common theme.

Findings

Summaries of the findings and observations of the participants are set forth in Appendix 1 to this report. Appendix 2 provides the detailed findings and observations of each subgroup. These findings should be considered, refined and incorporated into the Communications Plan and Campaign discussed below.

Next Steps

The Campaign Phase - Transforming the plan into a coordinated and measurable campaign

In follow-up to this session, the O&E committee believes that expert assistance is necessary in order to best use the valuable information that has been gleaned from this session. Such assistance would result in an overarching Communications Plan that is “shovel ready” and can be put into action by the full range of implementing partner *types* (e.g., public, non-profit, commercial/business, energy providers) in early 2011. To accomplish this, the O&E committee proposes to work with NH Office of Energy and Planning (OEP) to develop a Request for Proposals (RFP) to seek the assistance of a public relations firm to help us with that work. A process similar to the SB323 RFP and consultant selection process could be used. OEP is in the process of identifying potential sources of funding for this work, which the O&E committee would coordinate with ARRA and RGGI funded projects to ensure maximum coordination, collaboration, and leveraging of resources.

Ultimately, the implementation of a plan depends on the participation and resources available within (or with the support of) members of the E&E Board, NHARPC, the E&CC and other interested people and groups. Examples of “in-kind” commitments and resources include time commitments from organization leaders and communication staff; website space; adherence to common message; and time and involvement from front-line and consumer-facing employees. Some may be able to provide direct financial support necessary to finance research, marketing and branding expertise and materials, while others might provide in-kind support through their own marketing and education budgets that support common goals.

Although it is premature to identify actual components (strategies/tactics) of the coordinated communications campaign, it is possible to foresee some critical needs. We anticipate key elements might include:

1. Slogan and branding

2. Print, web, television components to promote awareness
3. Identification of existing communications channels and partners willing to allow their use (everything from bill stuffers to newsletters to social media to websites to membership meetings)
4. Coordination of key internal and external triggering events and 2-way communications in support of (and in tandem with) the 1-way promotion
5. Social media planning and strategy
6. A NH energy portal guiding all sectors to resources, information and solutions

Budget for the campaign phase TO BE DETERMINED. The money spent on implementation must support agreed-upon objectives for key audiences and support the organization goals.

Continued Engagement

The O&E committee further intends to develop a process to further engage the participants of the September 8th event and potential to expand the conversation to other stakeholders. The intention would be to elaborate on the topics already discussed as well as expand the discussion to include those areas that subgroups were not able to focus on to their satisfaction. The participants of the day have also expressed interest in taking part in the development of the Communications Plan.

Acknowledgements

The session was developed by Roger Stephenson of Clean Air-Cool Planet (CA-CP) and Charlie French of UNH Cooperative Extension (UNH-CE) and the EESE Board Outreach & Education (O&E) Committee. Roger and staff at CA-CP conducted significant advance work to ensure that the participants were well prepared for the day. This included the development of a Factbook, individual contact with participants, and hosting a webinar. UNH Cooperative Extension built on this advance work to develop a facilitation approach for the day. Several members of the EESE O&E committee devoted significant time and resources to planning for and executing the day, and the co-chairs greatly appreciate all of their time and enthusiasm.

The event was also supported by PSNH and the NH Solar Stores. PSNH provided the meeting space for the event, provided lunch, and dedicated several staff members to host. This included meeting with O&E Committee members in advance, providing technical assistance and participating as observers in the breakout groups. Bob Eldredge and the NH Solar Stores also provided morning refreshments for participants and observers.

Appendix 1 – Summary of Full Group Findings

Summary of Group Findings

Following a set of introductory presentations, the participants divided themselves into four groups based on their interest in the key audiences that had been identified in advance: the energy sector; business and industry customers; residential; and communities and institutions. Each of the four subgroups spent nearly 4 hours discussing the issues related to their area of focus. All of the points that were raised by the groups' were recorded and then summarized into separate matrices below. Narrative summaries for each group are included within the body of the full report and the full set of notes for each group is maintained separately.

Commercial & Industrial Customers Preliminary Summary Findings	
Key Audiences	<ul style="list-style-type: none"> * Building Operators * Building Users * Service Providers
Key Objectives	<ul style="list-style-type: none"> * Increase awareness, Interest, and action for Energy Efficiency. * Adopt systemic review of build energy usage (You can't manage what you don't measure).
Major Barriers	<ul style="list-style-type: none"> * The perception is energy efficiency is expensive * "Business as usual" impedes change. * Finances and access to capital change is the biggest impediment .
High Priority Strategies	<ul style="list-style-type: none"> * Communicate funding for business seeking designations * Identify, communicate and educate about designations * Communicate stories of designated building * Create and promote a energy efficiency clearinghouse * Leverage participants success stories and up selling * Publish "lost opportunities" * Expand outreach to contractors and trade groups * Recognize leading contractors * Utilize early adopters for outreach * Incorporate social media

Communities & Institutions Preliminary Summary Findings	
Key Audiences	<ul style="list-style-type: none"> * Municipalities * Local Energy Commissions (as part of Municipalities) * Institutions, including schools, hospitals, etc.
Key Objectives	<ul style="list-style-type: none"> * Complete and report on community-level assessments of energy use costs for buildings and operations. * Adopt local energy commissions consistent with RSA 38-D (HB 189 (2009 session)).
Major Barriers	<ul style="list-style-type: none"> * Tight budgets * Technological and procedural knowledge gaps * Need for long-term services * No clear roadmap to navigate EE/EC/SE(RE) options * Information accessibility, consistency, quality * Municipal learning curve * Need for others to tell the stories * Election cycle and shifting priorities * Perception of government
High Priority Strategies	<ul style="list-style-type: none"> * Partner with existing organization * Use industry to get info out (e.g., in bills) * Make a “video/webinar” of success * Use WMUR “ticker” * Use LECs to get message out * PSA in newspaper * Existing list-servs (Plan-link, town clerk) * Speak to leaders in each generation * Existing annual conferences * Speakers bureau * One-on-one assistance * Peer-to-peer exchange

Energy Industry Preliminary Summary Findings	
Key Audiences	<ul style="list-style-type: none"> * Utilities * Energy Efficiency & Renewable Energy Service Providers * Oil Companies
Key Objectives	<ul style="list-style-type: none"> * Change Existing Business Model * Facilitate increased energy efficiency, renewables & distributed generation, improved reliability and energy independence * More "thought leadership" and modeling of green behaviors
Major Barriers	<ul style="list-style-type: none"> * Current economic conditions * Regulatory constraints (including enviro compliance) * Cost of EE / RE options * "Externalities" are un-priced * Inertia or lack of motivation * Limited skilled workforce pushing change * Risk aversion / need to redefine self interests * Limited view of options (multi-use profit centers) * Need for a more active/targeted legislative role
High Priority Strategies	<ul style="list-style-type: none"> * Heating Oil Systems Benefit Charge * New Business Model ("political campaign", a new market place) * Give customers more choices (rates, resources, financing) * Rebrand energy industry (make it cool) * Promote local bio-fuels (high efficiency combustion) * Expand vision beyond traditional energy technologies * Expand focus to non-traditional audiences * Leverage smart grid (smart phone apps tally your savings) * Energy consumption index

Residential Customers Preliminary Summary Findings	
Key Audiences	<ul style="list-style-type: none"> * Single-family homeowners, tenants and landlords, new construction and existing home buyers * Multi-family landlords and tenants
Key Objectives	<ul style="list-style-type: none"> * Continuous energy reductions, with specific targets for household behaviors and municipal smart growth zoning changes * Incorporate energy decisions in daily life, with specific targets for transportation and building energy use.
Major Barriers	<ul style="list-style-type: none"> * Perception that EE is cost prohibitive * Inertia with current habits * Lack of appropriate knowledge/information * Intangibility of EE measures * Lack of positive peer pressure or concern * Lack of effective service and skilled craftsmen
High Priority Strategies	<ul style="list-style-type: none"> * Tap into broadly held beliefs and values * Promote existing energy tools * Use real-world success stories * Use existing community resources, and leverage existing credible relationships * Utilize triggering events * Teach the teachers * Provide appropriate procedural information

Appendix 2 – Detailed Sub-Group Findings

Business/Industrial Customer Sub-Group Findings

Stakeholders:

After reviewing the number of actors and audiences within the Business/Industrial Customer sector, the sub-group identified four major categories of actors: Owners, Operators, Users and Service Providers. The sub-group recognized the Owners as the priority stakeholder for this exercise.

Current Behaviors by Owners:

Business owners' decisions are driven by financial considerations such as return on investment and cash flow and an owner's ROI time period to react may differ from business to business. There is no one model on what is an acceptable ROI timeframe to spur action. Some businesses consider a ten year payback worth the upfront investment while other small, owner/operator businesses may not move to action on anything that has more than a one year ROI.

Additionally, a business's current financial position will dictate how much they are willing to invest in energy efficiency improvements. This is dependent upon the individual business's financial situation as well as the local economy where the business is located. In an economically strained area of the state, a business may be less likely to invest in energy efficiencies as they are trying to simply keep their business afloat.

Another factor that drives behavior is the age of the business owner. Young entrepreneurs seem more willing to take the risk upfront in creating a more efficient and sustainable business whereas it seems to be more difficult to retrofit an existing building run by a veteran business owner.

Desired Behaviors by Utilities:

1. Value energy efficiency designation which could increase the marketability of the building. There are many existing energy efficiency designations, regional and national, that can be given to a building. Building/business owners must value those designations and pursue them.
2. Adopt systemic review of building usage and understand the associated metrics. It is essential to design a whole systems plan for the building instead of a piece-meal energy efficiency plan.
3. Willingness to seek funding for energy efficiency programs/projects and to implement those programs/projects.
4. Adopt a longer-term view/sights of energy-efficiency that accomplish short term and long term budget and energy goals.

Barriers to Action:

Aside from current economic conditions, barriers to action identified by the group included:

1. The perception is energy efficiency is expensive
2. "Business as usual" impedes change

3. Finances and access to capital is the biggest impediment
4. Lack of urgency ; owners are waiting for the free money to make improvements
5. Public policy, in some instances creates conflicts between compliance and good environmental practice
6. Buildings don't stay in same owner's hands to see return on investment
7. Owners can't always get buy-in from tenants
8. Public policy is inconsistent - changes yr to yr

Considerations:

One of the considerations for the Business/Industry Customers is to remember how the different stakeholders interact. A business/building owner may provide a very efficient, sustainable space for business but it is essential that the tenants/leasees and the property management team operate the business in a sustainable fashion. If a business owner who is a tenant in a building wants to provide an efficient business they must work with the property and building owners to do so. Once the building owner, business operator and property manager are all on board then a business must consider training and recruiting the employees and shipping and transporting the products. There are many actors in the business/industry sector and they are very reliant on each other for successful energy initiatives.

Key Objectives and Prioritized Strategies for Owners:

There were two general objectives that came out of the group with some yet to be determined specifics, however, the group did prioritize strategies for each objective.

1.) INCREASE AWARENESS, INTEREST, AND ACTION FOR ENERGY EFFICIENCY

- “By _____ increase awareness of energy designations by _____%”
 - Communicate funding for businesses seeking designations
 - Identify, communicate, and education businesses and customers on available designations
 - Communicate diverse success stories of businesses with designated buildings
- “By_____, further fund and promote existing energy efficiency programs provided by energy suppliers, non-profits to increase carbon/kWh savings by_____.”
 - Create central clearing house of energy efficiency programs and communicate about it
 - Leverage previous participants for success stories & up-selling
 - Publicize “lost opportunities” for energy savings
 - Expand outreach to contractors and trade groups
 - Recognize contractors doing the work

2.) ADOPT SYSTEMIC REVIEW OF BUILDING ENERGY USAGE (“You can’t manage what you don’t measure”)

- By _____, participate in seminars/workshops to develop systemic reviews of building energy usage.”
 - Utilize early adopters for outreach and training
- By _____, establish a communications process to collect and channel success stories.”
 - Incorporate social media
 - NH Climate Collaborative helping to tell success stories

Communities & Institutions Sub-Group Findings

Stakeholders:

While the *Communities & Institutions (C&I)* group identified over 10 actors that could be targeted within their category, they focused on *Municipalities* quickly due to their high visibility, large pool of potential audiences they could influence (including other C&I actors), and the fact that they could incorporate one set of actors, the *Local Energy Committees (LECs)*, into their efforts.

Current Behaviors by Municipalities:

When the C&I group mapped the current behavior of Municipalities they largely agreed that the Municipalities were, in general, making limited headway reducing energy consumption or greenhouse gas emissions. This was attributed to several factors that had a similar effect of maintaining a reliance on older energy consumption patterns. These factors include:

1. Need for information or guidance to navigate new processes;
2. New priorities due to election cycles;
3. Polarization over certain issues such that assumption can override data;
4. Actions limited to those that make a quick Return On Investment (ROI);
5. Concerns over new practices/technology; and
6. Reluctance to regulate.

Where there is action, it was observed to be opportunistic in nature that was guided more by the availability of external funding than a strategic plan. It was noted that this may be changing, and that municipalities were competitive and could be influenced by the action of surrounding towns.

Desired Behaviors by Municipalities:

In order to change this pattern, the C&I group observed that a few actions needed to be adopted in order to facilitate the integration of energy efficiency and sustainable energy across all municipal facilities and operations. These included both outcomes (ends) and strategies (means). This included incorporating energy planning into municipal operations through the establishment of performance targets (e.g., energy consumption, renewable generation), the measuring and reporting of energy use, prioritization of projects, and the development of staff and LEC resources to engage in the work long-term and across election cycles. There was also a strong focus on education both for the municipality itself as well as to the taxpayers/ residents.

Barriers to Action:

Money was identified as a significant barrier as municipalities were normally challenged to provide basic services but now needed to prioritize resource use due to new constraints on budgets. The political process was cited as slowing progress as well due to the short election cycles that could result in frequent turnover and therefore shifting priorities. The timelines involved in government funding (notably ARRA) was also considered to be a challenge, as was knowledge deficits both in terms of awareness of opportunities and the technical/procedural knowledge to implement/manage projects. In looking for opportunities for external partnerships to overcome some of these barriers, the group identified that the perceived negative impacts of regionalism act as a restriction.

Considerations:

A second target actor, *School Systems*, was of significant enough interest that the C&I group set a goal to fully deliberate *Municipalities* and address *School Systems* the second half of the day. Unfortunately, they were unable to address this actor category but observed that it was a means to accomplish much the same types of gains in EE and RE while also setting an example for residents and taxpayers (as well as the next generation) in another venue.

Key Objectives for Municipalities:

By 2025, municipal fossil fuel energy use will be reduced by 50% below 2005 levels.

Energy Assessment Objectives

1. 50% of municipalities by 2014 will have completed and reported an inventory of energy use costs for municipal buildings and operations.
2. By 2015, 25% of municipalities will have completed and reported a community-level assessment of energy use costs for buildings and operations.

Local Energy Commission Objective:

1. By 2012 75% of municipalities will have local energy commissions, adopted consistent with RSA 38-D (HB 189 (2009 session))

Priority Strategies for Municipalities (Prioritized strategies using impact/feasibility grid)

The group considered both specific communication strategies for the objectives above, as well as general communication strategies for desired residential energy efficiency and sustainable energy behaviors in general. As with other groups, we used a grid considering both the impact of these strategies as well as their feasibility. A combination of general and specific strategies ranking at least a medium in both categories are listed below, with their (Impact/Feasibility) rank -- H = high and M = medium.

1. Partner with existing organization (M/H)
2. Use LECs to get message out to municipalities (M/H)
3. Existing list-servs (Plan-link, public works, town clerk) (M/H)
4. Use industry parents to get info out about message (i.e., in bills) (H/M)
5. Make a "video/webinar" of success and email out to audience (H/M)
6. Put on WMUR "ticker" the messages(H/M)
7. PSA in newspaper (L/H)
8. Speak to leaders in each generation (M/M)
9. Existing annual conferences (M/M)
10. Speakers bureau (M/M)

This information was used to prioritize the following strategies for implementation by Municipalities.

1. Use LECs to get message out to municipalities
2. Public media campaign using a Consistent Message
 - a. Web-based video

- b. WMUR Ticker
 - c. Message out in industry
 - d. PSA media (e.g., utility bills) in newspaper
3. Partner with existing organizations (e.g., Lions; Chamber of Commerce; ROMEOs; Rotaries)

Energy Industry Sub-Group Findings

Stakeholders:

Of all the market actors identified in the Energy Industry area, *utilities* were ranked highest with respect to their reach, credibility, influence, magnitude of potential impacts/changes, and public perceptions among news media, government, ratepayers/customers, members and stockholders.

Energy efficiency and renewable energy service providers ranked 2nd as a priority audience. Lowest on the list, yet not unimportant as a stakeholder, were *oil companies*. The group participants generally perceived a lack of motivation for them to engage in the EESE Board's areas of focus.

Current Behaviors by Utilities:

Follow-on discussion amongst the breakout group dealt primarily with utilities, the highest ranking market actor. Based on diverse perspectives represented within the breakout group, a number of behaviors/habits/characteristics of utilities were identified that revolve around issues associated with their current regulatory business model, current pricing structures and associated reward structures, which is based on kWh sales and linked to concerns for shareholders and return on investment. Key takeaways regarding current behaviors were that:

- Utilities are currently the lead implementer of energy efficiency and renewable energy in the state (long history of activity), but increased flexibility in business model could help to expand activities/installations in these areas.
- Utilities are viewed as civic-minded, trusted by default and slow to change, with opportunities to focus more on customer/member needs

Desired Behaviors by Utilities:

1. The need for utilities to change their existing business model was discussed, as it would potentially lead to broader customer choices, increased education and transparency, more help to customers to promote EE installations (rebates/loans, etc.), facilitation of increased renewable/distributed generation, improved system reliability and increased energy independence.
2. The need for more “thought leadership” to come from the utilities on EE/RE support items and more “modeling of green behaviors” was identified.

Barriers to Action:

Aside from current economic conditions, barriers to action identified by the group included:

1. regulatory constraints (including environmental compliance)
2. costs for EE and RE options (recognizing that a number of environmental and social components)
3. “externalities” are currently un-priced)
4. inertia (lack of motivation for change)
5. limited skilled work force pushing change

6. risk aversion and not fun), need to redefine self interests (national security issue
7. importing fuels from out of state)
8. limited view of options (multi-use profit centers)
9. and the need for a more active/targeted legislative role to help level the playing field

Considerations:

Limited attention was spent in the group discussing other market actors, but a couple of takeaways included:

1. Energy efficiency & renewable energy providers are often niche organizations (small mom and pop shops) with tendency to oversell benefits.
2. Oil companies are the other huge player (from an impacts perspective) in the Energy Industry area, but they have little incentive to come to the table or implement efficiency programs – their lack of awareness of profit opportunities in energy efficiency and conflicting interests between fossil/electric/gas and propane were identified as major barriers within their existing business model.

Key Objectives for Utilities: *Note, this group did not develop objectives the way the other groups did.*

The group’s prioritized list of desired behaviors focused on getting the regulatory and business models changed (through more thought leadership, greater transparency and active change seeking. Getting the oil distribution (retailers) companies engaged was also a high priority (holding them to the same standards that electric utilities are held to, providing them with the same incentives, and involving them more in the planning/policies development process

Measures of success were also identified/suggested by the group including: increased awareness, shift in revenue distribution from kWh sales to EE/RE activities, shift in oil companies view as oil company only to energy company (including a system benefit charge for oil and propane companies within next few years, less energy dollars leaving the state (perhaps and energy index, measured by county)

Priority Strategies for Utilities (Prioritized strategies using impact/feasibility grid):

1. Heating Oil SBC, New Business Model (“political campaign”, a new market place),
2. Give customers more choices (rates, resources, financing),
3. Rebrand energy industry (make it cool), (3) promote local bio-fuels (high efficiency combustion), expand vision beyond traditional energy technologies
4. Expand focus to non-traditional audiences,
5. Leverage smart grid (smart phone apps that tally your savings counted with things you want)
6. Energy consumption index (town/county specific, yardsticks TBD)

Residential Customer Sub-Group Findings

Stakeholders:

The residential customer sub-group brainstormed to identify over a dozen sub-audiences within this sector, from realtors to commuters. In the process of narrowing our focus we prioritized these sub-audiences on the following:

1. Single Family
 - a. Existing homeowners (majority of this category)
 - b. Tenants and landlords
 - c. New construction
 - d. Potential buyers of homes
2. Multi-Family
 - a. Landlord
 - b. Tenants

Current Behaviors by the Residential Sector:

Focusing specifically on the single-family sub-audience, the group brainstormed again to identify current behaviors, habits and characteristics of the single-family group. Current behaviors ranged from “complacency” to “local food movement,” and the group tended to point out current behaviors which were barriers as described in the section below.

Desired Behaviors by the Residential Sector:

The group identified over 25 desired residential behaviors, all relating to the single family sub-audience. These behaviors ranged from “value function over form” to “increase use of existing NH rideshare programs” to “demand efficient products.” Ultimately the group selected two desired behaviors as outlined in the “Key Objectives” section below.

Barriers to Achieving Desired Behaviors

The group’s productive discussion of barriers shows that there a wide variety of barriers in the residential sector, many which extend far beyond monetary barriers. As outlined below, many of the barriers identified were behavioral or social in nature.

Attitudes and Perceptions

1. Lack of concern
2. Perception that EE is cost prohibitive
3. Ego (about one’s dwelling being already in good shape)
4. Reaction against negative messaging “apocalypse fatigue”
5. Consumerism is still king
6. Priorities – both \$ and time
7. Perception that individual change doesn’t matter

Social Barriers

1. Lack of positive peer pressure
2. Lack of internal messenger (peer)
3. Lack of credible spokespersons
4. Homeowner association and condo rules (e.g., no clothes lines)

Behavioral and Material Barriers

1. Habits (“old habits die hard”)
2. Lack of available products
3. Location – established travel patterns and purchase choices

Information and Knowledge

1. Lack of knowledge/information
2. Information on carbon footprint lacking
3. Lack of tangibility (air sealing vs. windows)
4. Lack of procedural knowledge

Monetary Barriers

1. Cost of energy smaller than other costs in people’s lives
2. Initial cost or effort and immediate benefits vs. long term
3. \$\$\$

Other Barriers

1. Land use patterns that do not support reduce VMT (zoning)
2. Lack of skilled craftsman
3. DIY people don’t think they can do the work
4. Lack of effective service
5. Landlord/tenant relationship

Key Objectives for the Residential Sector

Coalescing the many desired single-family behaviors into two key behaviors, the group developed the following objectives and goals:

1. Strive for Continuous Energy Reductions
 - I. By 2015 35% of households will have taken advantage of existing programs to reduce their energy use.
 - II. By 2015 20% more towns will have adopted zoning changes that support/improve upon smart growth options
2. Incorporate Energy Decisions in Daily Life
 - I. Drive 20% less by 2012
 - II. Reduce household energy use by 25% by 2015 (on average)
 - III. By 2013 90% of households will have reported how much and what type of energy they are using
 - IV. By 2015 90% of households will have reported where energy losses are in their homes.

Priority Communication Strategies for the Residential Sector:

The group considered both specific communication strategies for the objectives above, as well as general communication strategies for desired residential energy efficiency and sustainable energy behaviors in general. As with other groups, we used a grid considering both the impact of these strategies as well as their feasibility. A combination of general and specific strategies ranking at

least a medium in both categories are listed below, with their (Impact/Feasibility) rank -- H = high and M = medium.

1. Promote and use existing tools, such as myenergyplan.net (H/H)
2. Tap into broadly held beliefs and values (H-M/H)
3. Leverage existing credible relationships for example, churches, clubs, utilities, local energy commissions, schools, local papers and peer-to-peer (H/M-H)
4. Use existing community resources such as libraries, hospitals, trade associations, etc. (H/M-H)
5. Utilize triggering events for example contests, local ball games and workshops (H/M-H)
6. Teach the teachers – using uniform theme across different outlets with audience specific messaging and messengers (H/M)
7. Use real world success stories focusing on human factor/personal (H/M)
8. Provide appropriate procedural declarative info (DYI & resource professionals) (H-M/M)
9. Share success stories with opinion leaders (M/M)
10. Take advantage of state, regional, local pride (M/M)

The group briefly discussed next steps of a communications campaign in striving for continuous energy reductions, but did not have time to fully develop the Who / How / Partners / Next Steps plan.

Other Observations:

It was pointed out in the main group that “customers” is too narrow a word to describe the residential sector.

Appendix 3

Energy & Climate Glossary

ARRA: the American Reinvestment and Recovery Act of 2009 (“the Stimulus”).

Capacity: the maximum power capability of a system.

Carbon dioxide (CO₂): the major heat-trapping gas whose concentration is being increased by human activities. It also serves as the yardstick for all other greenhouse gases. The major source of CO₂ emissions is fossil fuel combustion. Carbon dioxide emissions also result from clearing forests and burning biomass. Atmospheric concentrations of CO₂ have been increasing at a rate of about 0.5% a year, and are now more than 30% above pre-industrial levels.

CCPTF: Climate Change Policy Task Force.

Climate Change: a significant change from one climatic condition to another, often used in reference to climate changes caused by increase in heat-trapping gases since the end of the 19th century.

Climate: the average state of the atmosphere, including typical weather patterns for a particular region and time period (usually 30 years). Climate is not the same as weather, but rather the average pattern of weather for a particular region. Weather describes the short-term state of the atmosphere; climate is longer-term. Climatic elements include average precipitation, temperature, wind, and seasonal phenomena such as length of the growing season among others.

CO₂e: carbon dioxide equivalent, a measure that is used to express the concentration of all heat-trapping gases in terms of CO₂.

CHP: Combined Heat and Power.

Combined Heat and Power: also referred to as cogeneration is the process by which two different and useful forms of energy are produced at the same time. For example, water may be boiled to generate electricity in a turbine, with the leftover steam used to drive industrial processes or captured for space heating.

DES: New Hampshire Department of Environmental Services; the state agency with primary responsibility for environmental permitting and enforcement.

DOT: New Hampshire Department of Transportation; the state agency with the responsibility to construct and maintain the transportation system and facilities in the state.

DSM: demand-side management includes end-use measures that conserve electricity. They include energy efficient products and design, and load management strategies.

EESE Board: Energy Efficiency and Sustainable Energy (EESE) Board.

Energy Efficiency and Sustainable Energy Board: the main focus of its efforts is to expand energy efficiency and energy conservation while at the same time decreasing energy demand and facilitating efforts to stay within the carbon cap established by the Regional Greenhouse Gas Initiative (RGGI).

EPA: U.S. Environmental Protection Agency.

Executive Order 2007-3: order signed in 2007 by Governor John Lynch establishing the Climate Change Policy Task Force and charging that body to develop climate change goals and a plan for the state.

Fossil Fuel: a general term for combustible geologic deposits of carbon in reduced (organic) form. Fossil fuels are of biological origin, and include coal, oil, natural gas, oil shales and tar sands. A major concern is that they emit CO₂ when burned, significantly contributing to the enhanced greenhouse effect.

Generation: the process of making electricity. The term may also refer to energy supply.

Greenhouse Effect: the thermal effect that results from heat-trapping gases allowing incoming solar radiation to pass through the Earth's atmosphere, but preventing most of the outgoing infrared radiation from the surface and lower atmosphere from escaping into outer space.

Greenhouse Gas: Any gas that absorbs infrared radiation (traps heat) in the atmosphere. Greenhouse gases include water vapor, carbon dioxide (CO₂), methane (CH₄), nitrous oxide, (N₂O), halogenated fluorocarbons (HCFCs), ozone (O₃), perfluorocarbons (PFCs), and hydrofluorocarbons (HFCs).

GWh: gigawatt-hours (1 million kilowatt-hours).

ICLEI: International Council for Local Environmental Initiatives, a nonprofit organization that partners with local governments on environmental and sustainable development projects, particularly climate change.

KWh: kilowatt-hour.

LEED™: the Leadership in Energy & Environmental Design program of the U.S. Green Building Council.

MMtCO₂e: million metric tons of CO₂ equivalent.

Mt: a metric ton equivalent to 1.102 short tons (2000 lbs.)

MW: Megawatt, a measure of electricity capacity. One MW is sufficient to provide power to 700 to 1,000 homes.

MWh: megawatt-hours (1 thousand kilowatt-hours).

OCA: the Office of Consumer Advocate, which is charged by statute with representing the interests of residential customers of regulated utilities at the PUC and in other forums as appropriate.

OEP: New Hampshire Office of Energy and Planning; this is an executive-level office that is responsible for guiding the state's future growth through public policy development, education, research, and partnership building.

PPM: parts per million.

PUC: the Public Utilities Commission, whose statutory charge is to balance the interests of regulated utilities and their customers, and to ensure that customers receive safe, adequate and reliable service at just and reasonable rates.

PV: photovoltaic; a treated semiconductor material that converts sunlight to electricity.

REC: renewable energy certificates which are marketable/tradable entities that represents one megawatt hour (1,000 kWh) of power generation from a renewable energy source.

Renewable Energy: Per NH RSA 374-F:3 V. (f) (3) “renewable energy” means geothermal energy, tidal or wave energy, wind energy, solar thermal energy, photovoltaic energy, landfill gas energy, hydro energy, biomass energy, energy generated from bio-oil, bio synthetic gas, and biodiesel as defined in RSA 362-A:1-a, I, I-a, and I-b, or combusted municipal waste energy where mercury emissions are reduced to an emission rate of 0.028 milligrams per dry standard cubic meter or less corrected to 7 percent oxygen by volume on a dry basis, or at least 85 percent control efficiency.

RGGI: a regional initiative by states in the northeastern United States to reduce greenhouse gas emissions through a cap and trade program for greenhouse gas emissions from power plants.

RPS: renewable Portfolio Standard; a policy designed to influence the development of renewable resources and technologies by requiring electricity providers to obtain a minimum percentage of the power they supply to their customers from renewable energy resources by a certain date.

SBC: system benefit charge; a charge on a consumer's bill from an electric distribution company to pay for the costs of certain public benefits such as low-income assistance and energy efficiency.

Sustainable Energy: Energy that meets present energy needs without permanently depleting resources, while considering environmental impacts, and without compromising the ability of future generations to meet their own energy needs (NH RSA 125-O:2 (IX-a)).

Overview of an Overarching Strategic Communications Plan

The Purpose of an Overarching Strategic Communications Plan

The development of this communications plan is intended to develop a unifying vision and communications framework that supports the achievement of the broad and complementary organizational goals of leading agencies, groups and organizations such as the Energy Efficiency and Sustainable Energy (EESSE) Board, the New Hampshire Association of Regional Planning Commissions (NHARPC), NH state agencies, the Energy and Climate Collaborative (E&CC) as well as others, which are interested in reducing fossil fuel consumption, improving land use patterns, and reducing greenhouse gas (GHG) emissions.

Properly executed, the communications plan will help build awareness, influence behaviors, and fulfill energy and climate goals of the 2009 NH Climate Action Plan. Execution of the plan requires coordinated communication strategies and activities that increase awareness as well as those that support action.

Building positive public relationships is not marketing (although marketing will play a very important role); it is the source of loyalty, credibility and trust. Relationship building is *very time intensive*, but over time establishes a reputation that in turn activates the latent readiness among key publics to trust, accept, believe, and act. Those acts combine to help the state achieve its energy goals.

Introduction to a Strategic Communications Plan

A coordinated strategic communications plan, which seeks to support a reduction of fossil fuel energy consumption in all sectors, should originate from, have the support of, and be implemented by key players including the Energy Efficiency and Sustainable Energy (EESSE) Board, the New Hampshire Association of Regional Planning Commissions (NHARPC), NH state agencies, the Energy and Climate Collaborative (E&CC) and specific “implementing partners” in all sectors identified through the E&CC “inventory.”

Due to the scope of the broad climate change issues, the plan may need to be implemented in phases by sector. The plan needs to acknowledge short and long-term goals of any groups or individuals interested in seeing New Hampshire lead the way energy transformation in order to realize a significant reduction in fossil fuel reduction. The plan must be participative (it does not belong to one organization) and audience-driven. It will be dynamic (never “completed,” but instead updated and flexible over time). Public relations and marketing both have roles in a good public relations plan,² and the mix of strategies and tactics must be feasible and realistic. This communications plan will support a unified voice/message and lead to more coordinated:

- outreach activities (branding, marketing, etc.)
- formal and informal education (research, materials and curriculum development, etc.)
- training (workforce development)
- delivery of energy programs and services

² Public relations is the management function that establishes mutually beneficial relationships between an organization and the publics on whom its success or failure depends. Mutual lines of communication, understanding, and cooperation exist between an organization and its publics. Marketing is the management function that identifies peoples’ needs and wants, and offers products and services to satisfy those demands, and causes transactions between the providers and consumers.

Appendix 5 – Meeting Agenda
Strategic Communication Planning Summit Agenda
Wednesday September 8, 2010
PSNH Energy Park, Manchester, NH

- 8:00** **Sign in and Refreshments**
- 8:15** **Welcome** (Beth Fischer and Meredith Hatfield, EESE Outreach & Ed. Committee Co-Chairs)
- 8:20** **Background** (Roger Stephenson, Clean Air Cool Planet)
- 8:50** **Overview of the Day** (Charlie French, UNH Cooperative Extension)
- Summit Goal:** *to identify communication strategies targeting diverse audiences that raise awareness of, and demand for, energy conservation, efficiency and renewables, as well as tools and services available to help meet that demand.*
- 9:00** **Identify Other Related Goals that Participants May Want to Come Away With**
- 9:15** **Who’s Here?**
- 9:20** **Identify and Prioritize 4 Target Audiences** (The following broad audience categories will be used to frame the discussion – participants will narrow focus to four categories)
- Energy Industry
 - Policy-makers
 - Communities and Institutions
 - Business/Industrial Consumers
 - Residential consumers
 - Other?
- 9:50** **Break**
- 10:00** **Breakout Session 1** (broken out by 4 broad audience categories)
- Identify and prioritize 1-2 *sub-audiences* to focus on within each respective audience category
 - Identify and prioritize behaviors we want from each of the prioritized sub audiences
- 12:15** **Lunch**
- 1:00** **Breakout Session 2**
- Brainstorm strategies to effectively reach the sub-audiences and encourage the desired behavior
 - Prioritize strategies based on their impact and feasibility
- 2:45** **Group Report Outs and Exchange**

- 3:15** **Identify Common Themes or Threads**
- 3:30** **Next steps and wrap-up** (Roger Stephenson, CACP, O&E)
- 4:00** **Adjourn**

Appendix 6

Audiences – September 8 O&E Mind Mapping

