STRATEGIC FRAMEWORK FOR ACTION

ENERGY EFFICIENCY ALLIANCE 3-YEAR STRATEGIC PLAN 2022-2024
INTRODUCTION

We are excited to share with you this summary of the full EEA Strategic Plan, which will shape the priorities and strategic focus of EEA, KEEA and EEA-NJ from 2022-2024 and beyond. The energy sector is at a critical juncture, and we believe energy efficiency can catalyze into action today’s powerful combination of new technology, new funding, accelerated momentum, and lively public discourse.

With this plan, we establish a clear commitment to apply diversity, equity, inclusion, and energy justice lenses to all that we do. The Board and Staff recognize that achieving our goals without these elements is not true success. Our refreshed Mission, Vision and Values statements reflect that commitment.

Lastly, we recognized that energy efficiency is no longer a narrow lane unto itself. This understanding is more important than ever as we double down on efficiency as the anchor for all that we do, while acknowledging that it is increasingly and critically interconnected with comprehensive solutions and energy efficiency-adjacent clean energy efforts.

WHO WE ARE
AND WHAT WE DO

The EEA family of organizations champion energy efficiency as integral to a clean, just and resilient energy economy. To accomplish these objectives, we educate, partner, and advocate to collaboratively advance policy that prioritizes and increases deployment, funding and market adoption of energy efficiency – the least-cost energy resource and the fastest-growing industry in the energy sector.

The EEA grouping includes the Energy Efficiency Alliance, a 501(c)(3) organization, and two affiliated 501(c)(6) trade associations, the Keystone Energy Efficiency Alliance (KEEA) and the Energy Efficiency Alliance of New Jersey (EEA-NJ). Along with our affiliated 70+ business members, we challenge our industry to incorporate adjacent and complementary clean energy technologies. Together, our work saves energy, grows the workforce, promotes equity, and decarbonizes buildings.

The Energy Efficiency Alliance – a 501(c)(3) nonprofit – works to increase energy efficiency awareness and encourage energy efficiency action. Our nonprofit work centers on two primary objectives:

- Educate Public Officials, Regulators and Other Stakeholders About Energy Efficiency Industry Matters. We strive to provide expertise in issues related to energy efficiency and help others to understand them through communications, outreach and events.
- Engage Stakeholders and the Business Community. We connect businesses to involve them in energy efficiency industry conversations about pressing issues and to stake out leadership approaches and solutions.

The Keystone Energy Efficiency Alliance and the Energy Efficiency Alliance of New Jersey are 501(c)(6) trade associations for the energy efficiency industry. Our trade association work aims to achieve the following three objectives:

- Advocate for and Advance Energy Efficiency Policy. We meet with legislators, regulators and other elected officials and their staff to advance policy actions that support jobs, dollar and energy savings, and growth of the energy efficiency industry.
- Serve our Membership. Our membership represents the diversity of our industry, from small, independent contractors to national and global clean energy economy enterprises.
- Convene Our Members To Share Best Practices. To support members we make business connections, engage in professional development, identify collective industry concerns and affirm policy positions.
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• Convene Our Members To Share Best Practices. To support members we make business connections, engage in professional development, identify collective industry concerns and affirm policy positions.
The six pillars of the Strategic Framework and EEA’s new Mission, Vision and Values serve as a guiding force and high-level fulcrum for decision making throughout the organization’s coming three years and beyond. The Framework focuses our collective attention by inviting us into the question: “Will this action, investment or position move us in the direction of achieving our strategic goals?”

Each pillar encapsulates a core part of the framework, and each pillar is supported by a Bold Statement of Strategic Intent and accompanied by high-level strategies, action indicators, and success indicators. The Bold Statements are an expression of the vision behind that pillar, written from the perspective of the fully-realized future.

PILLAR I: IMPACTFUL, CLEAR OBJECTIVES, PROCESS & ACTIONS ON POLICY. EEA demonstrates focused purpose and clear objectives in its advocacy work, achieving measurable results and impact. The organization develops and deploys coherent policy principles and selects its agenda of policy actions through an established process that engages its members, staff and Board. Policy is guided by our mission, vision and values and reflects member priorities.

PILLAR II: MEMBERS: CENTRAL & INVOLVED. KEEA and EEA-NJ members are central to the organization family; their business voice, input and guidance influence the shape of policy and advocacy work. Members and potential members understand the value proposition for membership in a way that fosters new and continued investment in EEA. Members are provided opportunities to share their stories and expertise in a way that serves both members and the organization as a whole.

PILLAR III: LOUD, PROUD VOICE FOR ENERGY EFFICIENCY. EEA excels at both telling the compelling story of energy efficiency’s importance and serving as a platform for members to amplify shared priorities and tell their own success stories. Our storytelling work is an integral part of our policy efforts and influences key decision-makers. The organization’s visibility is elevated and respect grows for the organization across the ecosystem.

PILLAR IV: CLEAR BRAND IDENTITY & LEGAL STRUCTURE. The educational (501(c)3) and trade association (501(c)6) functions are clearly understood among our stakeholders. Members, Board, staff, stakeholders, policymakers and funders use standardized language and unified, engaging branding to talk about the family organization. Our internal structure limits duplication and conflict, keeps legally restricted activities separate, and allows distinctive NJ and PA activities with possibilities for expansion. The visibility of the organization as a whole is elevated and respect grows for it across the ecosystem.

PILLAR V: STRONG & RESILIENT FINANCIAL MODEL. We have a strong and resilient financial model that helps us achieve our goals. We have expanded and diversified our membership, resulting in dues representing a larger portion of overall revenue. We have broadened our other fundraising sources and remain flexible enough to take on high-priority, specially funded projects when the opportunity presents. Our growing endowment, funded by donations and unrestricted surplus, is placed in investments that contribute to the new energy economy. We have clear, transparent procedures for financial management and legal compliance.

PILLAR VI: ROBUST ORGANIZATIONAL SYSTEMS & PEOPLE. EEA is a high-performing nonprofit organization using best-in-class business practices and cultivating exceptional capacity in its staff and Board members. The organization lives its values and aligns its work around its mission.

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THANKS... AND THE TEAM INVOLVED

Special thanks to the indefatigable Planning Team, who worked shoulder-to-shoulder with Insyte to help shape the planning process and hold the work on behalf of the Vision Team between retreats: Carolyn Sloan, Strategic Planning Team Chair, and Board Members Jon Hacker, John Augustino, and Baird Brown, with Executive Director Jeaneen Zappa.

EEA 2021 STAFF
Jeaneen Zappa, Executive Director
Mary Jacobson, Development Manager
John Kolesnik, Policy Counsel
Leann Leiter, Director of Policy & Research
Katie Thompson, Communications & Events Manager
John Young, Business Engagement Manager

EEA 2021 BOARD
Kathy Greely, Performance Systems Development EEA Board President
Lloyd Kass, Franklin Energy Vice President
Ben Adams, MaGrann Secretary
Kyle Haddock, CLEAResult Treasurer
Carolyn Sloan, Oracle Strategic Planning Team Chair
John Augustino, Honeywell
Baird Brown, eco(n) Law
Tanuj Deora, Uplight
Andy Frank, Sealed
Jon Hacker, Daikin
Mike Newman, CMC Energy Services
Renwick Paige, Energy Infrastructure Partners

OUR “SENSING” PARTNERS: Thank you to the EEA member organizations who shared time and expertise with us as we sought to better understand the trends and driving forces affecting EEA and the energy industry and get insight into some of our most critical questions. Thank you to our colleagues who engaged with the strategic planning process in Learning Journeys and Dialogue Interviews, providing invaluable input in our strategic journey.


Dialogue Interviews: Matt Barron (Heinz Endowments), Paul Roth (Energy Foundation), Dan Cross-Call (formerly at the Rocky Mountain Institute), Winn Costantini (Green Building United and HERE4CJ Coalition), Joe Yunley (Performance Systems Development), and Kerry Meade (Northeast EE Council)

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