



# Energy Solutions Center, Inc. Strategic Plan

Adopted May 2020

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## **Vision Statement**

Be the leading organization supporting North American gas LDCs (Local Distribution Companies) in their efforts to strategically market sustainable energy solutions appropriate for evolving 21<sup>st</sup>-century energy markets.

## **Mission Statement**

Empower gas LDCs to increase stakeholder value and customer loyalty by providing strategic information and education on natural gas and other low carbon, sustainable energy solutions.

## **Purpose Statement**

Support North American gas LDCs in their efforts to build awareness, customer loyalty, and energy value through the promotion and deployment of sustainable energy technologies.

## **Critical Success Factors**

1. Provide knowledge, skills, and strategies that enable individual members to bring energy solutions, products, and services to their customers more effectively.
2. Provide a collaborative platform for equipment manufacturers, developers, vendors, and LDCs to network and partner in order to facilitate the promotion and deployment of energy-efficient gas equipment and technologies.
3. Educate members' customers to help them choose energy options that improve efficiency, reliability, resiliency, and affordability.
4. Ensure the organizational and financial sustainability of the Energy Solutions Center.

## Critical Success Factor #1

*Provide knowledge, skills, and strategies that enable individual members to bring energy solutions, products, and services to their customers more effectively.*

Strategy	Implementation
<p><b>Enhance skill-building and knowledge development that benefits all members.</b></p>	<ul style="list-style-type: none"> <li>➤ Develop and update training options that meet broader use cases by considering the location and technologies used to provide training opportunities.</li> <li>➤ Build educational roadmaps that can be used to develop skills in specialized areas that meet the current industry focus.</li> <li>➤ Offer ‘ready for market’ products, consisting of both education and implementation steps.</li> <li>➤ Refresh TMAF by varying content delivery format, increasing emphasis on policy issues that impact customer choice, and planning focused tracks on customer opportunities.</li> </ul>
<p><b>Develop a communications program to ensure compelling and targeted information reaches members through a wide variety of platforms.</b></p>	<ul style="list-style-type: none"> <li>➤ Perform a website redesign to improve website user experience and accessibility by simplifying navigation, refreshing the design, and becoming mobile responsive.</li> <li>➤ Create and promote compelling content across multiple channels, including social media, to help members understand impactful current topics.</li> <li>➤ Proactively notify members of critical changes/updates within specific content/collateral, the organization, ESC membership, and the industry.</li> <li>➤ Distribute available materials to meet members’ demands ensuring everyone has the appropriate information in a timely manner.</li> <li>➤ Build community by supporting a communication network that prioritizes connections over shared common ground.</li> </ul>
<p><b>Promote ‘best practices’ and leverage industry knowledge and experience.</b></p>	<ul style="list-style-type: none"> <li>➤ Create more opportunities to share best practices amongst gas utility members.</li> <li>➤ Build alliances with other industry/stakeholder associations to fortify the role of gas in customer energy decision-making.</li> <li>➤ Place a higher emphasis on policy issues that impact customer choice.</li> </ul>

## Critical Success Factor # 2

*Provide a collaborative platform for equipment manufacturers, developers, vendors, and LDCs to network and partner in order to facilitate the promotion and deployment of energy-efficient gas equipment and technologies.*

Strategy	Implementation
<b>Accelerate the special relationship between gas utilities and equipment manufacturers by highlighting successful partnership opportunities.</b>	<ul style="list-style-type: none"> <li>➤ Highlight successful utility-equipment manufacturer partnerships.</li> <li>➤ Bring together key account managers from utilities, equipment manufacturers, and customers to accelerate customer knowledge of natural gas utilization benefits.</li> <li>➤ Increase utility customer webinar opportunities.</li> </ul>
<b>Identify mechanisms that bring unique ESC value to those equipment manufacturers promoting energy-efficient natural gas appliances, technologies, and systems.</b>	<ul style="list-style-type: none"> <li>➤ Expand opportunities to catalyze one on one meetings between utilities and affiliates.</li> <li>➤ Expand opportunities to bring affiliate members before utility customers.</li> <li>➤ Maximize the promotion of affiliate member products and services through ESC communication vehicles.</li> </ul>
<b>Help ESC members take better advantage of the customer contacts that all members have.</b>	<ul style="list-style-type: none"> <li>➤ Develop new approaches to partnering with trade associations and other non-profits that represent specific customer segments.</li> <li>➤ Identify and exchange key contacts from customer segments in each market.</li> <li>➤ Identify and exchange key contacts from influencers (architects, engineers, mechanical contractors).</li> </ul>

### Critical Success Factor #3

*Educate members' customers to help them choose energy options that improve efficiency, reliability, resiliency, and affordability.*

Strategy	Implementation
<b>Develop tailored messaging for specific customer segments.</b>	<ul style="list-style-type: none"><li>➤ Target segment type education.</li><li>➤ Review existing ESC tools and formats for end-use customer effectiveness and create new tools and formats if necessary.</li><li>➤ Create the opportunity to partner with competing utilities to present a holistic energy approach to customers.</li></ul>
<b>Offer end-use customer user-friendly tools targeted on the benefits and sustainability of natural gas.</b>	<ul style="list-style-type: none"><li>➤ Provide educational pieces that help customers ‘retain” and “choose” natural gas.</li><li>➤ Illustrate the benefits to customers of renewable natural gas.</li><li>➤ Educate consumers about lower carbon solutions.</li></ul>
<b>Offer options and alternatives to electrification.</b>	<ul style="list-style-type: none"><li>➤ Engage trade allies, builders, and others, resulting in a cohesive message regarding consumer choice.</li><li>➤ Address the necessity of reliability, resiliency, and backup generation resulting in a better-educated consumer.</li><li>➤ Participate in industry coalitions supporting local, state, and federal efforts to keep natural gas as an energy option for consumers.</li></ul>

## Critical Success Factor #4

*Ensure the organizational and financial sustainability of the Energy Solutions Center.*

Strategy	Implementation
<b>Maintain ESC as a member-driven, market-focused organization that provides value, benefit, and a positive return on investment to its members.</b>	<ul style="list-style-type: none"> <li>➤ Encourage members to take ownership of ESC to create a vibrant and robust organization.</li> <li>➤ Reassess the direction, goals, and tactics of ESC as necessary to ensure relevancy to the membership.</li> <li>➤ Help members to determine and articulate the value, benefits, and ROI received from ESC participation.</li> <li>➤ Seek innovative methods for encouraging, receiving, and acting on membership feedback and needs</li> </ul>
<b>Ensure the Center's financial integrity.</b>	<ul style="list-style-type: none"> <li>➤ Emphasize the obligations of the board to ensure the Center's financial integrity.</li> <li>➤ Adhere to a board-approved investment policy for funds in ESC accounts.</li> <li>➤ Maintain a dues structure that is fair and equitable, while keeping annual dues as low as possible to enhance membership retention and growth.</li> <li>➤ Strive to ensure that revenues equal expenditures on an annual basis.</li> <li>➤ Continue to establish consortia and other initiatives that allow members to fund programmatic activities, products, and deliverables outside the Center's annual operating budget.</li> <li>➤ Encourage existing members to take an active role in new membership recruitment.</li> </ul>
<b>Ensure an equitable and effective system of governance and membership participation</b>	<ul style="list-style-type: none"> <li>➤ Educate members about the functions and roles of an effective board of directors. Encourage the designation of board members that have strategic and financial organizational experience.</li> <li>➤ Encourage member companies to increase the number of individuals participating in ESC initiatives and to strengthen efforts to transmit ESC products and services to all their employees.</li> </ul>