

The Continuing Role of the Leadership Group

National Action Plan for Energy Efficiency Leadership Group Meeting
January 7, 2008

During their first meeting on December 2, 2005, the Leadership Group of the National Action Plan for Energy Efficiency discussed a draft Framework Document (see <http://www.epa.gov/cleanenergy/pdf/framework.pdf>). This document included a draft goal statement, year one work proposal, and guiding principles for the National Action Plan for Energy Efficiency.

As the Action Plan enters its third year, Leadership Group may wish to revisit the guiding principles in the original Framework Document. Below are draft additions and changes that could be made to help the Framework better reflect this effort as it has evolved over the past two years.

The Leadership Group will discuss the Framework Document at the January 7, 2008 meeting. Issues for Leadership Group discussion are summarized following the Framework text. These issues are organized into four categories:

- Leadership Group roles and how participation will be characterized
- Work project planning, organization, and review processes
- Resolving differences
- Participation

Proposed changes to the Framework Document

Proposed changes to the original Framework Document from Year 1 highlighted with [blue underlined](#) text below:

Development of the National Action Plan for Energy Efficiency

This effort will engage energy market leaders—including electric and gas utilities, state agencies, energy consumers, energy service providers, and environmental/energy efficiency advocates—in the development of the National Action Plan for Energy Efficiency. Through this Action Plan, leaders will identify key barriers limiting greater investment in energy efficiency and [develop and](#) document sound [policies, programs and other](#) business practices for removing these barriers and improving the acceptance and use of energy efficiency relative to energy supply options. [Upon completion of the Action Plan Report, Leaders will work across their spheres of influence, pursue these business practices through their business channels,](#) as appropriate, [to remove barriers to cost-effective energy efficiency](#) and assist in the dissemination of [these policies and](#) business practices to key audiences.

Scope

[The Action Plan focuses on end-use energy efficiency as supported by natural gas and electricity utilities, their regulators, and/or partner organizations. Energy efficiency is defined as using less energy to provide the same or improved level of service to the](#)

energy consumer in an economically efficient way. Supporting this definition, the Action Plan recognizes the value of using less energy at any time, including at times of peak demand through demand response and peak shaving efforts.

Some materials developed under the Action Plan may touch on issues and policies beyond those strictly focused on energy efficiency, where addressing energy efficiency alone would not be the most effective approach and where deemed appropriate by Leadership Group members. A number of energy and environmental policies have important interrelationships with energy efficiency, and as they are pursued can help remove or create additional barriers to the energy efficiency policies, programs, and practices pursued under the Action Plan.

The Participants

Representatives from leading gas and electric utilities, state agencies, energy consumers, energy service providers, and environmental or energy efficiency organizations have joined with the U.S. Environmental Protection Agency (EPA) and the U.S. Department of Energy (DOE) to develop the Energy Efficiency Action Plan.

Roles and responsibilities for the participants include:

- **Co-Chairs.** The co-chairs are Marsha Smith, Commissioner, Idaho Public Utilities Commission and President of the National Association of Regulatory Utility Commissioners (NARUC), and Jim Rogers, Chairman, President and Chief Executive Officer of Duke Energy. Their role is to attend and chair meetings, offer ideas and expertise, and provide overall leadership. The co-chairs are selected based on their leadership positions in their respective industries and their interest in leading the effort.
- **Leadership Group Members.** The Leadership Group includes representatives from gas and electric utilities, from public and private organizations, and from organizations participating in restructured and non-restructured markets. The Leadership Group also includes representatives from other key energy market participants as listed above. The Leadership Group members' role is to:
 - Attend meetings
 - Offer ideas and expertise
 - Volunteer to contribute to and, when appropriate, lead workgroups and work products
 - Review and provide feedback on work products within established schedules
 - Flag substantive issues
 - Implement the Plan to the best of their abilities.

Individuals, not organizations, serve on the Leadership Group. Their involvement does not necessarily reflect organization-level support or endorsement of the Action Plan or its work products. Leadership Group members are selected based on their leadership positions in their respective industries, successful implementation and advocacy for energy efficiency, and interest in being part of

the effort. The Leadership Group will strive to represent geographic, regulatory, and entity type diversity while maintaining a manageable size.

- **Observers.** These are associations or other groups that wish to monitor and provide input to the Action Plan. Observers will be invited to provide comments at specified times.
- **Sponsors.** These are DOE and EPA. Their role is to provide general guidance based on national energy and environmental policies and plans, and provide logistical, administrative, and analytical support and other resources to assist the Leadership Group.
- **Facilitation Team.** This is a group of experts hired by the sponsors to support the Leadership Group. Their role is to be neutral and provide administrative, logistical, and analytical support as directed by the sponsors, co-chairs, or members of the group.
- **Working Groups.** These are sub-groups to be comprised of members of the Leadership Group, Observers, other stakeholders, and additional subject area experts that will develop specific work plans and products that address key barriers to the expanded use of energy efficiency. Working Groups contribute their time, ideas, and expertise and provide guidance to members of the facilitation team. Products of the working groups will be provided to the Leadership Group for review.
- **Supporter.** These individuals or organizations support the Action Plan and working to remove the barriers to energy efficiency investment identified by the Action Plan. To express their support of the Action Plan, these individuals and organizations may choose to endorse the Action Plan as a whole, its recommendations, or any of the Action Plan materials; make a commitment to energy efficiency under the Action Plan; share information; and/or conduct related education and outreach.
- **Listserv.** Additional interested parties will be notified of Action Plan activities via an email listserv.

The Process

This effort is a stakeholder process. Members in the Leadership Group will prioritize barriers, develop work plans designed to produce business cases for overcoming these barriers, and make recommendations for action. A facilitation team will be funded by EPA and DOE to provide administrative, logistical, and analytical support for the group. Some key rules for engagement include:

- DOE and EPA will not attempt to drive the group to pre-determined outcomes – outcomes will come from the Co-chairs and Leadership Group members;
- The Action Plan process will focus on policies, programs and other business practices developing actions that can be taken at the state and utility levels, not on Federal remedies; and
- The process will not allow any participant to dominate the discussions or dictate the outcomes.

Action Plan Resources

The Leadership Group will provide direction on what materials should be produced under the Action Plan to help remove the key barriers limiting greater investment in energy efficiency. Leadership Group members will shape the development of Action Plan resources by participating in work groups, commenting on proposals and/or draft outlines, and providing timely comments to draft resources. Action Plan resources will:

- Be fact-based and objective, referencing available information.
- Represent the diverse views, perspectives and market conditions of the Leadership Group.
- Reflect efforts to resolve differences in views and perspectives of the Leadership Group.
- Not reflect Leadership Group consensus and will unlikely represent 100 percent of any one member's perspective. Key differences will be resolved by the Action Plan co-chairs or work group leads, as appropriate by resource and the issue subject to disagreement.
- Not represent an endorsement by any organizations, including the Leadership Group and Action Plan sponsors. Organizations must issue separate statements to show their endorsement of any recommendations or materials produced under the Action Plan.

Communicating roles and responsibilities of Leadership Group members

The Action Plan web site, fact sheets, and other outreach material will be used to communicate the roles and responsibilities of the Leadership Group to others. Action Plan communication material will also clearly communicate which materials or recommendations are being endorsed by an organization. Key messages include:

- Action Plan resources are developed under the direction and comment by the Action Plan Leadership Group
- A key product is the five July 2006 Action Plan Recommendations, which many of the Leadership Group organizations and others have endorsed.
- Endorsing any part of the Action Plan stands for endorsement of that part only and not other materials or efforts under the Action Plan.

Issues for Leadership Group Discussion

Scope

Issue 1. Clarity on scope and need to address related policies.

Leadership Group roles and how participation will be characterized

Issue 2. Clarity on role and responsibilities as a Leadership Group member.

Issue 3. Clarity on how Leadership Group member organizations will be referenced as part of Action Plan materials.

Issue 4. Clarity on endorsement of documents.

- Which documents to be offered as documents to be endorsed?
- How it will be clear which organizations have made endorsements?

Work project planning, organization, and review processes

Issue 5. Clarity on how projects will be selected, scoped, refined, and reviewed through communication with Leadership Group members.

Issue 6. Clarity on product review process.

Resolving differences

Issue 7. Clarity on how differences in comments from Leadership Group members will be resolved.

Participation

Issue 8. Clarity on whether Leadership Group membership should require any specific action (such a making a commitment under the Action Plan or conducting outreach)?

Issue 9. Is the Leadership Group missing any key participants?