



# Manistee County Board of Commissioners

Manistee County Courthouse • 415 Third Street • Manistee, Michigan 49660

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## MANISTEE COUNTY GREEN TEAM/RECYCLING COMMITTEE

Thursday, January 28, 2016  
3:00 P.M.

Manistee County Courthouse & Government Center  
Board of Commissioners Meeting Room

### AGENDA

- 1) Residential Recycling Grant (APPENDIX A)
- 2) Sarah Archer - P.A. 69 Recycling Update
- 3) Energy Report (Courthouse, Sheriff's Office, Health Department) (APPENDIX B)
- 4) Kevin Summers, SEEDS – Community Energy Grant Management Round 2 (APPENDIX C)
- 5) Other Items From Committee Members
- 6) Adjournment

# MIAC

MICHIGAN ASSOCIATION OF COUNTIES  
SERVICE CORPORATION

APPENDIX A

## Funding Alert MAC Grant Services Program

January 20, 201

### IN THIS ISSUE

#### Residential Recycling Grant

#### **Residential Recycling Grant**

**Program Funding:** \$450,000

**Deadline:** 3-31-2016

**Match:** 100%

**Website:** <http://goo.gl/q5WAv7>

**Description:** The Michigan Department of Environmental Quality (DEQ) will provide grants to Michigan municipalities (cities, villages, townships, charter townships, counties, tribal governments, and/or municipal solid waste or resource recovery authorities) for funding municipal residential curbside recycling carts.

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Our Grant Services Program responds to the challenges our members face on an ongoing basis for additional resources and operating revenues. This program enlists the assistance of experts willing to provide a variety of services to assist counties with defining grant issues, developing funding strategies, identifying sources of grants or loan funding, and completing grant applications.

If you have any questions about the funding sources listed in this alert, please contact:

**Gabriel Zawadzki**

(800) 336-2018 or [Zawadzki@micounties.org](mailto:Zawadzki@micounties.org)

**Michigan Association of Counties**  
935 N. Washington Avenue

# APPENDIX B

Green Team Reports  
 Date Generated: 12/18/2015 02:40 PM EST  
 Number of properties in report: 3

Property Id	Property Name	Year Ending	Electricity Use - Grid Purchase (kWh)	Natural Gas Use (therms)	Energy Cost (\$)	Energy Cost Intensity (\$/ft <sup>2</sup> )	Total Water Cost (All Water Sources) (\$)	Electricity (Grid Purchase) Cost (\$)	Natural Gas Cost (\$)	Water Use (All Water Sources) (kgal)	Total GHG Emissions (Metric Tons CO <sub>2</sub> e)
1417438	Courthouse & Government Center	9/30/2015	315107.3	15635.02765	55597.56	1.44	4936.16	42353.02	13244.54	170	317.2
1417438	Courthouse & Government Center	9/30/2014	317072.9	15084.79939	57892.31	1.5	4136.35	43590.41	14301.9	196	315.7
1424945	Manistee County, MI - Sheriff's Office	9/30/2015	431755.4	20943.74041	64655.76	2.71	12465.48	51794.42	12861.34	1110	432.1
1424945	Manistee County, MI - Sheriff's Office	9/30/2014	435040	27783.05177	73419.4	3.07	15745.78	52677.24	20742.17	1394	470.8
1707153	Manistee County, MI - Health Department	9/30/2015	77189.3	2427.096294	13900.91	1.29	1299.17	11647.61	2253.31	60	70.2
1707153	Manistee County, MI - Health Department	9/30/2014	78575.9	2672.332994	14420.97	1.34	1063.95	11579.35	2841.63	75	72.6

Courthouse  
 Sheriff Office/Jail  
 Health Department

Green Team Reports  
 Date Generated: 12/18/2015 02:40 PM EST  
 Number of properties in report: 3  
 Comparing Year Ending: 09/2014 with 09/2015

Property Id	Property Name	Electricity Use - Grid Purchase (kWh) Change	Natural Gas Use (therms) Change	Energy Cost (\$) Change	Energy Cost Intensity (\$/ft <sup>2</sup> ) Change	Total Water Cost (All Water Sources) (\$) Change	Electricity (Grid Purchase) Cost (\$) Change	Natural Gas Cost (\$) Change	Water Use (All Water Sources) (kgal) Change	Total GHG Emissions (Metric Tons CO <sub>2</sub> e) Change
1417438	Manistee County, MI - Courthouse & Government Center	-1965.6	550.2282579	-2294.75	-0.06	799.81	-1237.39	-1057.36	-26	1.5
1424945	Manistee County, MI - Sheriff's Office	-3284.6	-6839.31136	-8763.64	-0.36	-3280.3	-882.82	-7880.83	-284	-38.7
1707153	Manistee County, MI - Health Department	-1386.6	-245.2367002	-520.06	-0.05	235.22	68.26	-588.32	-15	-2.4

## COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

### Community Energy Management Best Practices

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# COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

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## Program Overview

Local governments across Michigan struggle with economic constraints and seek tools to secure their financial health and identify sources of stable on-going funding for their critical services. Energy costs for the operation of municipal buildings and infrastructure are a rising expense for communities. Fortunately, energy costs also represent one of the easiest places where cost savings can be realized. However, local governments frequently lack the technical expertise and staff capacity to pursue those savings.

Even when staff members are interested in pursuing energy savings, determining where the necessary information is and how to prioritize improvements is an ongoing challenge. This is where the services of a **Community Energy Manager (CEM)** familiar with municipal operations and political processes, financing options, and moving projects through local government processes, can provide valuable services and produce measurable savings.

This checklist is a self-evaluation tool for communities seeking to take control of their local energy use and generation through the development of a Community Energy Management program and provides a framework the Community Energy Manager can use for discussing energy issues with the community and adopt formal energy goals and policies.

The required **Best Practices** include flexible approaches and ideas for extra-mile efforts that may be appropriate in some communities. The accompanying **Toolkit** provides additional narrative on the best practices, to assist communities in fulfilling the criteria. Additionally, a sample **Position Description** for a *Community Energy Manager* (on-staff or coordinated through a consultant) and a step-by-step **Strategy** for achieving the best practices are also provided.

The Best Practices are based on six pillars, and align with the **Redevelopment Ready Communities®** program. The CEM Best Practices address energy efficiency, renewable energy, and energy-related developments, and are supplemented by the solar energy best practices developed concurrently under a separate grant. While there is an implied chronological sequence to the best practices, what is most critical is that the community embraces their collective responsibility and have a plan with goals to guide and regularly monitor the effectiveness of their efforts. Early planning, at the beginning of the community discussion, should include following the criteria set out in these best practices and broadening the community's vision of areas where they can impact local energy.

**Community Energy Management is a new approach to local planning that prioritizes energy efficiency and renewable energy** along with the businesses that support them. Community Energy Management addresses all energy use within a municipality (city, village, township, county) and strives to meet their local economic, environmental, and social goals.

Energy sectors and opportunities for efficiency in your community include: buildings (residential, commercial), industry, municipal infrastructure (street & traffic lights, services, water management, wastewater management, solid waste management), transportation (commuter, service, delivery), and utilities (resource extraction, resource delivery, power generation, transmission). Renewable energy resources include: solar, wind, biomass, and geothermal.

In addition to meeting local needs, Community Energy Management aligns directly with policies, regulations, and goals in Michigan and at the federal level:

## COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

Governor Snyder's plan for Michigan's bright energy future with new affordable, reliable and adaptable energy that protects Michigan's environment for generations to come. His goal is to "replace 30-40% of our energy needs through the elimination of wasted energy and shift to cleaner sources in 10 years, by 2025." ([http://www.michigan.gov/snyder/0,,7-277-57577\\_57657-349790--,00.html](http://www.michigan.gov/snyder/0,,7-277-57577_57657-349790--,00.html))

The U.S. Department of Energy's Strategic Plan includes "catalyzing the timely, material and efficient transformation of the nation's energy system and securing U.S. leadership in clean energy technologies." (<http://energy.gov/articles/secretary-chu-unveils-2011-strategic-plan>)

- DOE's Office of Energy Efficiency and Renewable Energy (EERE) leads efforts to develop and deliver market-driven solutions for energy-saving homes, buildings, and manufacturing; sustainable transportation; and renewable electricity generation. (<http://energy.gov/eere/about-us/mission>)
- EERE supports states and cities with programs and initiatives, technical assistance and tools, information, and education. (<http://energy.gov/eere/services/states-and-local-communities>)

U.S. Environmental Protection Agency Clean Power Plan  
(<http://www2.epa.gov/cleanpowerplan>)

- Clean Power Plan for Existing Power Plants (<http://www2.epa.gov/cleanpowerplan/clean-power-plan-existing-power-plants#federal-plan>)
- Clean Power Plan: At A Glance Michigan factsheet (<http://www.epa.gov/airquality/cpptoolbox/michigan.pdf>)

Local communities are an integral part of meeting Michigan and federal goals for our new clean energy future. Opportunities for energy efficiency and renewable energy are abundant in every community.

# COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

## Best Practice One: Community Plans and Public Outreach

### 1.1 Energy Plan

Policy guidance for community energy management may occur through a variety of plans, such as a special section in the Master Plan or a separately adopted resiliency or energy plan. This policy supports the advancement of local clean energy through renewable energy generation and energy efficiency. It also provides the basis for related land use regulation, capital investment, program development and economic strategies. The planning effort and resulting guiding documents can help maximize energy savings in energy efficiency and renewable energy projects and ensure that the work done fits in with the community's values and energy goals.

Evaluation Criteria	Expectations
<p><i>1.1.1 The governing body has adopted or updated energy policy guidance as a part of their Master Plan in the past 5 years.</i></p>	<ul style="list-style-type: none"> <li>• 1.1.1.1 The energy policy guidance clearly expresses support for local clean energy using common planning document language.</li> <li>• 1.1.1.2 The master plan includes specific standards and requirements related to energy efficiency upgrades in municipal buildings and renewable energy installations on municipally owned property and/or</li> <li>• 1.1.1.3 A separate energy management plan has been adopted that is founded on baseline energy consumption analysis performed on municipally owned property, capital improvement plans, current governmental initiatives related to energy efficiency or renewable energy generation, a land use master plan, any existing sustainability planning or energy management plans, and relevant building codes.</li> <li>• 1.1.1.4 The energy policy guidance is accessible online.</li> </ul>
<p><i>1.1.2 The Master Plan identifies strategies for increasing clean energy in the community, including municipal energy management.</i></p>	<ul style="list-style-type: none"> <li>• 1.1.2.1 The energy strategy/policy identifies priority clean energy actions, projects and programs, in the community.</li> <li>• 1.1.2.2 The energy strategy/policy contains goals with implementation steps and tools for advancing clean energy in the community</li> <li>• 1.1.2.3 The energy strategy/policy includes a targets with a timeline identifying responsible parties and benchmarks.</li> <li>• 1.1.2.4 Progress on the energy strategy/policy implementation, barriers, and accomplishments toward the goals and</li> </ul>

## COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

Evaluation Criteria	Expectations
	<p>targets is annually reported to the governing body and to the community.</p> <ul style="list-style-type: none"><li>• 1.1.2.5 For municipal buildings/facilities, the master plan (or energy management plan) includes a summary of current energy consumption through Energy Star Portfolio Manager, identifies sequenced projects that are grouped by short-term, medium-term, and long-term strategies for increasing energy efficiency or renewable energy generation, identifies underperforming buildings that are targeted for ASHRAE level 2 audits or targeted energy studies, and describes mechanisms for institutionalizing energy efficiency and renewable energy decision making.</li></ul>
<p><i>1.1.3 The governing body has adopted a capital improvement plan (CIP) that includes support for the clean energy strategies identified in the Master Plan.</i></p>	<ul style="list-style-type: none"><li>• 1.1.3.1 The CIP includes investments that incorporate prioritized clean energy projects, including specific opportunities for energy efficiency upgrades or preparing facilities for renewable energy installations.</li><li>• 1.1.3.2 The CIP includes narrative descriptions of projects, recommended timing, and possible funding mechanisms.</li><li>• 1.1.3.3 The CIP coordinates various clean energy projects to minimize costs and impacts while maximizing future savings and benefits, where feasible.</li></ul>
<p><i>1.1.4 The energy strategy is integrated into other components of the Master Plan, such as a sustainability or climate action plan, downtown development plan, corridor plans, and/or other sub-area plans, if applicable.</i></p>	<ul style="list-style-type: none"><li>• 1.1.4.1 The applicable plans outline specific opportunities to reduce energy consumption and/or generate renewable energy that are consistent with their respective goals.</li></ul>

# COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

## Best Practice One: Community Plans and Public Outreach

### 1.2 Public Participation

Public participation is critical in the initial development of the energy policy guidance and ongoing as energy programs are developed. The energy policy needs to reflect the culture, assets and aspirations of the residents and local businesses. Community energy management overlaps with and is affected by neighboring jurisdictions, regional energy industry businesses, schools, utility, area non-profits, county and state in addition to local residents, businesses, and developers.

Evaluation Criteria	Expectations
<p>1.2.1 <i>The community has a public participation plan that engages a diverse set of stakeholders.</i></p>	<p>1.2.1.1 The energy policy guidance identifies key stakeholders, including those not normally at the visioning table, such as:</p> <ul style="list-style-type: none"> <li>. municipal staff</li> <li>. local officials</li> <li>. local residents</li> <li>. local businesses</li> <li>. regional energy industry businesses</li> <li>. schools</li> <li>. municipal neighbors</li> <li>. county</li> <li>. state</li> <li>. regional economic council</li> <li>. utility</li> <li>. non-profits</li> </ul>
<p>1.2.2 <i>The community demonstrates that public participation efforts for local energy go beyond the basic methods.</i></p>	<ul style="list-style-type: none"> <li>• 1.2.2.1 The energy policy guidance includes sharing information and receiving ongoing input on local energy management.</li> <li>• 1.2.2.2 The community proactively engages the public in learning about local energy policy, regulations and programs. These proactive practices may include individual mailings, one-on-one interviews, surveys, community workshops, social networking, and crowd-sourcing.</li> <li>• 1.2.2.3 Community tracks success of various methods of public engagement about local energy.</li> </ul>
<p>1.2.3 <i>The community shares outcomes of public participation processes.</i></p>	<ul style="list-style-type: none"> <li>• 1.2.3.1 Community participation results regarding local energy policy are communicated in a consistent and transparent manner.</li> </ul>

# COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

## Best Practice Two: Zoning Regulations

### 2.1 Zoning Regulations

The zoning ordinance needs to reflect the energy policy in the Master Plan. Zoning impacts building energy efficiency through density regulations and flexible compliance options. Transportation efficiency impacted through land use adjacencies, parking regulations, and accommodation of alternative and non-motorized transportation. Zoning also impacts the community's potential for local clean energy generation through allowance of renewable energy installations while protecting neighbors' access to renewable energy generation.

Evaluation Criteria	Expectations
<p>2.1.1 <i>The governing body has updated zoning ordinance language specific to local clean energy that aligns with the goals of the energy policy guidance in the Master Plan.</i></p>	<ul style="list-style-type: none"> <li>• 2.1.1.1 The community has reviewed the energy policy guidance in the Master Plan to determine if changes to the zoning map or ordinance text are necessary to implement the local clean energy vision and goals.</li> <li>• 2.1.1.2 The zoning ordinance addresses zoning for energy efficiency and renewable energy installations including wind, solar, and others in both commercial and residential zoning.</li> </ul>
<p>2.1.2 <i>The local clean energy zoning regulations are user-friendly and accessible online.</i></p>	<ul style="list-style-type: none"> <li>• 2.1.2.1 The zoning ordinance portrays clear definitions and requirements for local clean energy using ordinance language common across Michigan jurisdictions.</li> <li>• 2.1.2.2 The zoning regulations that support local clean energy are easily available online in electronic format at no cost.</li> </ul>
<p>2.1.3 <i>The zoning ordinance includes standards that do not unnecessarily restrict energy efficiency and renewable energy improvements in the community.</i></p>	<ul style="list-style-type: none"> <li>• 2.1.3.1 The community understands the benefits of local clean energy and has included related zoning standards that increase energy efficiency and encourage renewable energy where appropriate.</li> <li>• 2.1.3.2 The zoning ordinance supports local clean energy and the community has confirmed that renewable energy installations are not being unnecessarily prohibited or constrained.</li> </ul>
<p>2.1.4 <i>The zoning ordinance includes flexible zoning tools to encourage local clean energy.</i></p>	<ul style="list-style-type: none"> <li>• 2.1.4.1 The community has explored creative zoning approaches for encouraging high performance buildings that go beyond the state building code requirements.</li> <li>• 2.1.4.2 Districts or sites have been identified within the community that permit uses (businesses) that serve the clean energy sector and include larger renewable energy installations.</li> </ul>

COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

Evaluation Criteria	Expectations
<p>2.1.5 <i>The zoning ordinance allows mixed use and housing density.</i></p>	<ul style="list-style-type: none"> <li>• 2.1.5.1 The zoning ordinance accommodates affordable housing options for local employees within walking distance to transit and non-motorized routes.</li> </ul>
<p>2.1.6 <i>The zoning ordinance includes standards to increase access to alternative and non-motorized transportation.</i></p>	<ul style="list-style-type: none"> <li>• 2.1.6.1 The community understands the clean energy benefits of alternative and non-motorized transportation and zoning standards reflect this.</li> </ul>
<p>2.1.7 <i>The zoning ordinance includes flexible parking standards.</i></p>	<ul style="list-style-type: none"> <li>• 2.1.7.1 The ordinance considers:               <ul style="list-style-type: none"> <li>. parking maximums</li> <li>. parking exempt districts on transit corridors (no parking minimum)</li> <li>. parking only on side or rear of buildings</li> <li>. electric vehicle charging stations</li> <li>. covered bicycle parking close to building entrances</li> <li>. payment or alternatives in lieu of parking</li> <li>. prioritized parking for shared, electric or carpool</li> </ul> </li> </ul>
<p>2.1.8 <i>The zoning ordinance includes standards for green infrastructure.</i></p>	<ul style="list-style-type: none"> <li>• 2.1.8.1 The ordinance considers:               <ul style="list-style-type: none"> <li>. green roofs</li> <li>. passive solar and passive shading</li> <li>. geothermal districts</li> <li>. solar gardens/community solar</li> </ul> </li> </ul>

# COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

## Best Practice Three: Project Review Process

### 3.1 Project Review Policy and Procedures

Best practice 3.1 examines the community's process and procedures for reviewing all new energy developments and capital improvements to ensure that they are in-line with the energy management plan. It is essential that new developments and capital improvements are consistent with the energy management plan and that the review process is streamlined and straightforward to keep projects moving. Making the review process for energy projects clear to the public will help all parties involved complete an efficient and successful project.

Evaluation Criteria	Expectations
<p>3.1.1 <i>The zoning ordinance articulates an easy permitting, review, and approval process.</i></p>	<ul style="list-style-type: none"> <li>• 3.1.1.1 The community has streamlined permitting process for clean energy projects by:               <ul style="list-style-type: none"> <li>. providing a process checklist</li> <li>. expediting residential and small commercial permit applications</li> <li>. allowing online permitting submission and notification</li> <li>. reducing appointment time windows for inspections</li> <li>. coordinating with neighboring jurisdictions</li> <li>. showcasing examples of successful projects</li> <li>. considering waiving or reducing permit fees to help encourage energy efficient and renewable energy projects</li> </ul> </li> </ul>
<p>3.1.2 <i>The community has a qualified intake professional knowledgeable about energy efficiency and renewable energy installations.</i></p>	<ul style="list-style-type: none"> <li>• 3.1.2.1 The community has identified a point-person and trains them to assist property owners and developers with understanding the community's clean energy regulations.</li> <li>• 3.1.2.2 Staff understand the importance of their role in articulating the community's clean energy goals and enabling energy efficient and renewable energy developments.</li> </ul>
<p>3.1.3 <i>For municipal projects, the community defines and offers energy management review meetings for all staff undertaking capital improvement projects.</i></p>	<ul style="list-style-type: none"> <li>• 3.1.3.1 The Community Energy Manager commits to meeting with all staff members undertaking capital improvements to ensure that capital improvement projects are in line with the community energy management plan and are maximizing the potential for energy efficiency and/or renewable energy.</li> </ul>

COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

Evaluation Criteria	Expectations
<p>3.1.4 <i>The appropriate departments engage in energy project reviews and coordinate with applicable external entities in reviewing projects as needed.</i></p>	<ul style="list-style-type: none"> <li>• 3.1.4.1 Departments are engaged in helping to scope energy efficiency and/or renewable energy projects including but not limited to: economic development, finance, facilities, and a government sanctioned green team that may involve citizens and/or employees.</li> <li>• 3.1.4.2 The local utility is engaged early-on for input on siting considerations, interconnection requirements (where applicable), partnership opportunities, and/or eligibility for assistance programs.</li> </ul>
<p>3.1.4 <i>The community has methods to track project development.</i></p>	<ul style="list-style-type: none"> <li>• 3.1.4.1 All energy efficiency and renewable energy projects are tracked in a central location by the community energy manager. Key metrics tracked should include: upfront costs, annual kWh savings, annual dollar savings, and dollars set aside in a reserve fund for future projects.</li> <li>• 3.1.4.2 The community energy manager will update building utility consumption on a monthly basis to identify any underperforming buildings quickly.</li> </ul>
<p>3.1.5 <i>The community promptly acts on energy efficiency and renewable energy opportunities.</i></p>	<ul style="list-style-type: none"> <li>• 3.1.5.1 The Community Energy Manager is committed to moving quickly on timely energy efficiency and renewable energy opportunities as they become available such as utility rebate programs, state-led initiatives, or programs led by the non-profit community.</li> </ul>
<p>3.1.6 <i>The community builds energy efficiency and renewable energy generation readiness into building codes.</i></p>	<ul style="list-style-type: none"> <li>• 3.1.6.1 The community reviews existing building codes and enforcement policies to find opportunities to enhance building codes in a way that maximizes energy efficiency and renewable energy generation readiness in municipal and community buildings without undue cost burdens on owners.</li> </ul>

# COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

## Best Practice Three: Project Review Process

### 3.2 Guide to Energy Efficiency and Renewable Energy Projects

Best practice 3.2 covers ways the municipality can secure approvals for energy efficiency and renewable energy projects that are consistent with the energy management plan. Easy access to information that is easy to understand helps interested property owners, developers, and neighbors understand local expectations and better prepare for the entire process.

Evaluation Criteria	Expectations
<i>3.2.1 The community maintains an online guide that explains policies, procedures and steps to completing a successful local clean energy development.</i>	<ul style="list-style-type: none"><li>• 3.2.1.1 The online guide includes:<ul style="list-style-type: none"><li>. explanation of local clean energy policy</li><li>. links to clean energy policy documents in the Master Plan</li><li>. project permitting checklist</li><li>. key performance indicators that a project must meet to be consistent with the energy management plan</li><li>. tracking and evaluation tools for the key performance indicators</li><li>. approval timelines for reviewing bodies</li><li>. links to clean energy resources</li><li>. case studies and success stories</li><li>. explanation of tools available to local property owners</li><li>. contact information for Energy Manager and any other relevant municipal staff persons</li></ul></li></ul>

## COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

### Best Practice Four: Recruitment and Education

#### 4.1 Recruitment and Orientation

Best practice 4.1 evaluates how a community makes newly appointed or elected officials and board members aware of the community energy management plan. Communities are encouraged to seek both diversity on boards and the skill sets necessary to drive forward implementation of the energy management plan.

Evaluation Criteria	Expectations
<i>4.1.1 The community sets expectations for board and commission positions</i>	<ul style="list-style-type: none"><li>• 4.1.1.1 Board and commission applications outline expectations and desired skill sets for open seats.</li></ul>
<i>4.1.2 The community provides orientation information about local clean energy for elected officials and board members.</i>	<ul style="list-style-type: none"><li>• 4.1.2.1 The orientation packet includes the energy guidance policy in the Master Plan, zoning regulations, the permitting process and general guidance about energy efficiency and renewable energy.</li></ul>

## COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

### Best Practice Four: Recruitment and Education

#### 4.2 Education and Training

Best practice 4.2 covers how to encourage ongoing education and training in a community for elected officials, board members, and staff. All members of the community impact municipal energy consumption and behavior change can be an important tool in a community's energy reduction efforts. Additionally having informed staff and officials will lead to the identification of new opportunities consistent with the energy management plan and provide critical support to project implementation.

Evaluation Criteria	Expectations
4.2.1 <i>The community has a dedicated source of funding for training.</i>	<ul style="list-style-type: none"> <li>• The community has a training budget allocated for elected and appointed officials and staff.</li> </ul>
4.2.2 <i>The community identifies the training needs of staff, formalizes expectations and tracks attendance.</i>	<ul style="list-style-type: none"> <li>• 4.2.2.1 The community identifies trainings that assist in accomplishing their stated local clean energy goals and objectives, such as working with local clean energy industry representatives and training institutions / colleges along with collaborating with neighboring jurisdictions.</li> </ul>
4.2.3 <i>The community encourages the governing body, boards, commissions and staff to attend trainings.</i>	<ul style="list-style-type: none"> <li>• 4.2.3.1 The Community Energy Manager consistently notifies elected and appointed officials and staff of training and educational opportunities and works to secure buy-in from the municipal leadership.</li> </ul>
4.2.4 <i>The community shares information between the governing body, boards, commissions, and staff.</i>	<ul style="list-style-type: none"> <li>• 4.2.4.1 Key information is shared with those not in attendance at training and education events.</li> <li>• 4.2.4.2 Collaborative work sessions are held around large energy efficiency and renewable energy initiatives.</li> <li>• 4.2.4.3 The community appoints a staff member to serve as a liaison on relevant appointed bodies such as an energy or environmentally focused city commission.</li> </ul>

# COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

## Best Practice Five: Clean Energy Communities

### 5.1 Clean Energy Sites

All sites within a community have clean energy potential through energy efficiency and renewable energy installations, including existing facilities. Site evaluations incorporate energy efficiency of buildings and facilities, transportation energy efficiency, and renewable energy generation. Prioritizing sites is an important exercise to focus the community's limited resources on projects that may have the highest impact or with the greatest opportunity for increasing public awareness. Best practice 5.1 also addresses how sites that are targeted as redevelopment ready sites should be reviewed for renewable energy generation potential and opportunities for taking advantage of existing natural resources at the site.

Evaluation Criteria	Expectations
<p>5.1.1 <i>The community identifies and prioritizes clean energy sites for program support.</i></p>	<ul style="list-style-type: none"> <li>• 5.1.1.1 The community maintains a map delineating the clean energy potential of all sites along with completed clean energy installations.</li> <li>• 5.1.1.2 The community has prioritized sites based on selected criteria.</li> </ul>
<p>5.1.2 <i>The community gathers preliminary background information for prioritized sites.</i></p>	<ul style="list-style-type: none"> <li>• 5.1.2.1 Information to consider:               <ul style="list-style-type: none"> <li>. Visibility</li> <li>. Transportation options</li> <li>. Building energy analysis report, if available</li> <li>. Building area</li> <li>. Number of employees</li> <li>. Annual energy use (EUI)</li> <li>. Building use and age</li> <li>. Lighting and HVAC needs</li> <li>. Energy generation potential for wind, solar, and geothermal installations</li> <li>. Natural features such as on-site trees that can reduce HVAC loads</li> <li>. Slopes that may be usable as partial earth sheltering</li> <li>. Opportunities for on-site stormwater management</li> <li>. The ideal building orientation for winter solar heat gain and daylighting.</li> </ul> </li> </ul>
<p>5.1.3. <i>A "Property Information Package" for the prioritized redevelopment site(s) is assembled.</i></p>	<ul style="list-style-type: none"> <li>• 5.1.3.1 The "Property Information Package" includes or identifies:               <ul style="list-style-type: none"> <li>. The feasibility of energy efficiency upgrades at the site (lighting, HVAC, building envelope, etc.).</li> <li>. The feasibility of wind, solar PV, solar thermal, or geothermal installations on the site</li> <li>. The identification of any existing trees on site that should be maintained to reduce cooling loads in summer and to provide wind</li> </ul> </li> </ul>

## COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

Evaluation Criteria	Expectations
	<p>breaks in the winter</p> <ul style="list-style-type: none"> <li>. The identification of any grading that a potential development can be built into to provide enhanced thermal performance of the building envelope</li> <li>. Opportunities for on-site stormwater management to reduce loads at the municipal wastewater treatment facility</li> <li>. The ideal building orientation to maximize solar heat gain and daylighting.</li> </ul>
<p><i>5.1.4 The community has developed a vision for the prioritized clean energy sites.</i></p>	<ul style="list-style-type: none"> <li>• 5.1.4.1 The energy plan includes a vision for desired clean energy development outcomes and specific clean energy development criteria.</li> <li>• 5.1.4.2 Community champions for the clean energy sites are identified.</li> <li>• 5.1.4.3 If clean energy sites are highly controversial, the community has a plan for additional public engagement.</li> </ul>
<p><i>5.1.5 The community identifies available resources and incentives for prioritized clean energy sites.</i></p>	<ul style="list-style-type: none"> <li>• 5.1.5.1 The community determines the level of support it will give to a project, based on the project meeting the community's vision and desired clean energy outcomes.</li> <li>• 5.1.5.2 The community gathers financial support from other partners for projects including: <ul style="list-style-type: none"> <li>. utilities</li> <li>. state agencies</li> <li>. regional businesses</li> <li>. employers</li> </ul> </li> </ul>

## COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

### Best Practice Five: Clean Energy Communities

#### 5.2 Community Energy Management

Community energy management is a new approach to community planning that prioritizes energy efficiency and renewable energy across the community, along with the businesses that support them. Energy is conserved through greater awareness of our use, replacement of inefficient technology, and locating power generation close to where it's needed. Renewable energy protects the environment and our health at a reduced total cost to society.

The energy manager is the point person for community energy management. Primary responsibilities include developing an annual energy management action plan with a budget, researching funding options, reporting on progress and coordinating programs. Outside support for this work may come from the Michigan Green Communities network, verification programs, neighboring communities, and clean energy conferences.

Evaluation Criteria	Expectations
<p>5.2.1 <i>The community has an energy management action plan.</i></p>	<ul style="list-style-type: none"> <li>• 5.2.1.1 There is a municipal green team integrating clean energy solutions into all government operations.</li> <li>• 5.2.1.2 The elected officials have an appointed technical advisory committee with the ongoing responsibility of implementing the Energy Plan.</li> <li>• 5.2.1.3 The community has adopted a Complete Streets policy.</li> <li>• 5.2.1.4 The community understands the Michigan Building Code, Michigan Residential Code, and Michigan Uniform Energy Code and how communities can incentivize higher energy performance in buildings.</li> <li>• 5.2.1.5 The community sets targets that can be regularly tracked to help monitor progress toward the energy policy goals in the Master Plan.</li> </ul>
<p>5.2.2 <i>The community has a permanent community energy manager.</i></p>	<ul style="list-style-type: none"> <li>• 5.2.2.1 There is a job description for the Energy Manager, and the work is fulfilled by staff and consultants, as needed.</li> <li>• 5.2.2.2 The staff responsibility for energy management is clearly defined.</li> <li>• 5.2.2.3 The responsibilities of energy consultant(s) are clearly defined for energy management and as programs are initiated.</li> </ul>

COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

Evaluation Criteria	Expectations
<p>5.2.3 <i>The community has committed seed funding toward implementing actions in the Energy Plan and is actively developing sustainable funding.</i></p>	<ul style="list-style-type: none"> <li>• 5.2.3.1 Seed funding for implementing the Energy Plan has been committed until sustainable funding is put in place.</li> <li>• 5.2.3.2 The Energy Manager position is funded.</li> <li>• 5.2.3.3 There is a budget for energy management that is set to achieve the short-term targets toward the long term goals.</li> <li>• 5.2.3.4 The community is researching and evaluating options for sustainable funding.</li> <li>• 5.2.3.5 The community is leveraging financing tools (i.e. PACE, MI Saves, utility incentives, revolving loan fund, etc) to help increase energy savings for community members.</li> </ul>
<p>5.2.4 <i>The community is actively tracking, evaluating and reporting progress toward the targets identified in the energy management action plan.</i></p>	<ul style="list-style-type: none"> <li>• 5.2.4.1 The community has calculated a baseline and evaluated existing energy use.</li> <li>• 5.2.4.2 Energy monitoring has been setup to measure and track progress on clean energy actions.</li> <li>• 5.2.4.3 A template has been created for reporting annual clean energy progress.</li> </ul>
<p>5.2.5 <i>The community is coordinating programs to increase progress on clean energy targets and goals set in the Master Plan.</i></p>	<ul style="list-style-type: none"> <li>• 5.2.5.1 The community is coordinating programs to increase energy efficiency and renewable energy use, and utilizing available tools.</li> <li>• 5.2.5.2 community education and outreach</li> <li>• 5.2.5.3 creative financing (PACE, MI Saves, utility incentives, revolving loan fund, community solar, crowdfunding, etc.)</li> </ul>
<p>5.2.6 <i>The community is actively participating in outside programs that provide support and verify community energy progress.</i></p>	<ul style="list-style-type: none"> <li>• 5.2.6.1 The community is a member of Michigan Green Communities and actively making progress in the Michigan Green Communities Challenge.</li> <li>• 5.2.6.2 The community understands the value of third-party verification programs like S.T.A.R. Communities certification, and is considering their protocol and requirements to be prepared for possible application in the future.</li> <li>• 5.2.6.3 The community regularly participates in regional energy manager network(s), such as Michigan Green Communities, Urban Sustainability Directors network, or coordinates with neighboring jurisdictions.</li> <li>• 5.2.6.4 The community energy manager has</li> </ul>

COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

Evaluation Criteria	Expectations
	an annual allowance in the budget for attending regional or national clean energy trainings and conferences.

# COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

## Best Practice Six: Community Prosperity

### 6.1 Economic Development Strategy

Understanding the economic opportunities inherent in advancing energy efficiency and renewable energy, and how this simultaneously enhances other community goals, is especially important. Clean energy business expansion and energy installations help create jobs, strengthen the community, and reduce reliance on imported power sources. The projects implemented as part of a Community Energy Management plan should also reduce long-term energy expenditures thereby freeing up capital for other initiatives and overall making the community more economically resilient.

Evaluation Criteria	Expectations
<p>6.1.1 <i>The community has an approved economic development strategy that incorporates clean energy opportunities.</i></p>	<ul style="list-style-type: none"> <li>• 6.1.1.1 The economic development strategy commits to reducing energy expenditures through energy efficiency and renewable energy projects.</li> <li>• 6.1.1.2 The economic development strategy calls for a contribution of 20% of energy cost savings to be contributed to a dedicated "energy fund" that can be used to finance future energy projects.</li> <li>• 6.1.1.3 The economic development strategy is nimble enough to account for state and federal energy policies that the community may need to comply with.</li> <li>• 6.1.1.4 The economic development strategy assesses local assets and challenges to expanding clean energy businesses and installations.</li> <li>• 6.1.1.5 The economic development strategy embraces clean energy to attract businesses, entrepreneurs, and workers in the clean energy industry.</li> <li>• 6.1.1.6 The economic development strategy encourages energy independence through reinvestment in local industries and capitalizing on local clean energy sources.</li> </ul>
<p>6.1.2 <i>The community annually reviews the economic impact clean energy.</i></p>	<ul style="list-style-type: none"> <li>• 6.1.2.1 The community calculates and reports on the key performance indicators identified in the economic development strategy each year and amends the strategy as needed.</li> </ul>

## COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

### Best Practice Six: Community Prosperity

#### 6.2 Marketing and Promotion

Best practice 6.2 outlines how to communicate effectively the successes and benefits of the energy management plan and implemented energy efficiency and renewable energy projects. These communications are essential for residents to know about community efforts to bring down costs, benefit the environment, and make the community a livable, attractive place to live.

The rapidly growing global clean energy industry provides communities with opportunities for energy independence and business development. The community publicly states its local clean energy vision and uses its website as an important tool to communicate its commitment.

Evaluation Criteria	Expectations
<p>6.2.1 <i>The community has developed a marketing strategy to promote the benefits of the energy management plan and implemented energy efficiency and renewable energy projects.</i></p>	<ul style="list-style-type: none"> <li>• 6.2.1.1 The marketing strategy identifies marketing opportunities and specific strategies to attract and expand clean energy-related businesses and encourage clean energy installations.</li> <li>• 6.2.1.2 The marketing strategy objectives strive to create or strengthen the community's clean energy image, heighten awareness and attract and retain clean energy businesses.</li> <li>• 6.2.1.3 The marketing strategy includes specific approaches to market the community's prioritized clean energy sites.</li> <li>• 6.2.1.4 The marketing strategy may include:               <ul style="list-style-type: none"> <li>. Ribbon cutting ceremonies with elected officials.</li> <li>. Press releases with local news media</li> <li>. An energy &amp; sustainability section added to the community's website and/or newsletter</li> <li>. Posts on social media</li> <li>. Real-time energy generation monitors in municipal buildings or showcased on the community's website.</li> </ul> </li> </ul>
<p>6.2.2 <i>The community has provided easy access to information through an updated, user-friendly clean energy-specific webpage on the municipal website.</i></p>	<ul style="list-style-type: none"> <li>• 6.2.2.1 The local clean energy webpage on the community's website contains or links to the following information:               <ul style="list-style-type: none"> <li>. local clean energy goal and targets</li> <li>. zoning regulations relating to clean energy</li> <li>. description of the approval process for clean energy projects</li> <li>. supportive resources</li> </ul> </li> </ul>

## COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

### Glossary

- **Community Energy Management Technical Service Providers** – Environmental non-profits specializing in community energy management. Non-profits that may be contacted for energy management include the **Michigan Energy Options, Southeast Michigan Regional Energy Office, EcoWorks, and SEEDS.**
- **Energy Star Portfolio Manager**- An online tool from EPA in which the user can input information about a building's energy use, square footage, percent occupancy, use, and year built and receive information about how it measures up to other similar buildings.
- **Energy Use Intensity (EUI)** – an expression of a building's energy use as a function of its size.
- **Energy Cost Intensity (ECI)** – an expression of a building's energy cost as a function of its size.
- **ASHRAE Level-2** – a type of energy audit conducted by the American Society of Heating, Refrigerating, and Air-Conditioning Engineers. It is a mid-level intensity audit that includes a detailed analysis of the building envelope, lighting, heating, ventilation, air conditioning, domestic hot water, plug loads, and compressed air and process uses. Through this process potential problem areas are identified and a variety of energy efficiency measures are suggested.

## COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

### Acknowledgements

These materials were developed from a combined effort of the Clean Energy Coalition, EcoWorks, the Southeast Michigan Regional Energy Office, Michigan Energy Options, SEEDS, independent energy consultant David Konkle, and the Michigan Energy Office, which provided funding for the project. Additional guidance and feedback was provided by the Michigan Green Communities network (a program of the Michigan Municipal League), an Advisory Team of select municipal energy managers around the state, the Michigan Economic Development Corporation, and other key leaders. We thank all who have contributed to this effort.

## COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

### Developing a Community Energy Management Program (Strategy)

The following ten steps are a simple guide for communities that are early in the process of completing the Community Energy Management - Best Practices Checklist, and provide an at-a-glance pathway for Michigan local governments to begin discussing energy needs and goals and establish a Community Energy Management program. Many of these steps can be rearranged and/or completed simultaneously based on the needs of the community.

#### **Step 1: Hire/Designate a Dedicated Community Energy Manager**

The Community Energy Manager (CEM), which may be an individual or an organization serving in this role, is the community's primary resource on energy issues. With the support of community leadership and in coordination with municipal departments and staff, the CEM will lead the development and implementation of the Community Energy Management program and provide guidance on the development of related local energy policies. The CEM will also serve as a champion and information resource for energy projects and programs within the community. A sample CEM position description can be found [here](#).

#### *Best Practice Five: Community Energy Management 5.2 Community Energy Management*

#### **Step 2: Begin the Discussion**

The Community Energy Manager will introduce and discuss energy topics, including energy efficiency and renewable energy, with municipal departments and leaders to identify local energy priorities and gain necessary support for program development and project implementation. The CEM will work to identify and engage other energy champions within local government and the broader community, and invite feedback from a diverse set of community stakeholders and neighboring communities. These discussions will be helpful in identifying goals, opportunities, success stories, and lessons learned, and will inform the development of both the municipal energy management program and other community energy projects. Opportunities for input and outcomes of participation should be communicated in a consistent and transparent manner.

#### *Best Practice One: Community Plans and Public Outreach Sec 1.2 Public Participation*

#### **Step 3: Secure Support of Community Leaders**

Leadership from elected officials and municipal administration is essential for program success and provides a clear signal to staff across departments to become fully engaged. A resolution adoption process articulating local clean energy goals, such as support for energy efficiency and renewable energy, sets the stage for Community Energy Management and demonstrates buy-in at the leadership level. Local energy champions can provide guidance to community leaders during this process. Elected officials and top administration are more likely to support energy efficiency and renewable energy projects if they know they have strong support from the public.

#### *Best Practice One: Community Plans and Public Outreach Sec 1.1 Energy Plan*

#### **Step 4: Develop a Guiding Policy that Supports Energy Efficiency and Renewable Energy**

Incorporate energy efficiency and renewable energy goals and recommendations in a dedicated section of the Master Plan or a separately adopted *Energy Plan*. Integrate the clean energy strategies with other components of the Master Plan and other sustainability policies, if applicable. Development of a local energy policy supports the advancement of energy efficiency

## COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

and renewable energy within the community by establishing clear goals and providing a framework for development. Language in planning documents that supports energy management and implementation of energy efficiency and renewable energy projects serves as guidance for project development, capital investment, land use regulation, and economic strategies.

### *Best Practice One: Community Plans and Public Outreach* *Sec 1.1 Energy Plan*

#### **Step 5: Update Zoning Code Language**

Review and update zoning regulations to reflect the adopted energy policy. The regulations need to be user-friendly and accessible online. Provide clear guidance in your zoning code about how energy efficiency and renewable energy installations are to be integrated into your community. Zoning impacts building energy efficiency, transportation efficiency, renewable energy installations, and municipal infrastructure.

### *Best Practice Two: Zoning Regulations* *2.1 Zoning Regulations*

#### **Step 6: Create an Easy-To-Use Permitting / Project Approval Process**

The zoning ordinance needs to include an easy permitting, review, and approval process. Common information and language helps all parties involved complete an efficient and successful energy project. Streamline procedures and provide a clear review process. A qualified intake professional that is knowledgeable about energy efficiency and renewable energy is critical in articulating the community's goals and enabling successful projects.

### *Best Practice Three: Project Review Process* *3.1 Project Review Policy and Procedures*

#### **Step 7: Provide Easy Access to Information**

Easy access to relevant information resources and contacts helps interested property owners and installers understand local expectations and plan projects appropriately. Encourage local clean energy projects by providing access to summary information on various technologies and sharing examples/case studies of successful projects. A *Community Energy Webpage* is the central hub for ongoing engagement with the public and information helpful to those interested in clean energy. Online and printed materials detail how energy efficiency and renewable energy works and the process projects managed in your community.

### *Best Practice One: Community Plans and Public Outreach* *1.2 Public Participation*

### *Best Practice Three: Project Review Process*

#### *3.2 Guide to Energy Efficiency and Renewable Energy Projects*

### *Best Practice Six: Community Prosperity*

#### *6.2 Marketing and Promotion*

#### **Step 8: Educate Local Officials and Train Staff**

Local leaders and staff may not know much about the value of Community Energy Management, energy efficiency, or renewables, or understand the community's process for enabling successful energy projects and developments. Orientation for local elected and appointed officials helps inform and empower them to champion local clean energy initiatives. Increasing staff familiarity with energy efficiency and renewable energy technology and installations will help make the permitting process more efficient. Create an orientation packet

## COMMUNITY ENERGY MANAGEMENT - BEST PRACTICES

for local officials that assists them in understanding the value of Community Energy Management and which helps them share information with the interested public. Identify training for staff with formalized expectations to integrate clean energy into all municipal operations.

### *Best Practice Four: Recruitment and Education*

#### *4.1 Recruitment and Orientation*

#### *4.2 Education and Training*

### **Step 9: Establish Energy Targets and Metrics**

Based on the broad goals set in the *Energy Plan*, set annual targets and develop metrics to regularly track the progress on improvement activities. Energy efficiency and renewable energy targets establish and help maintain momentum, and metrics verify that measures perform as expected and serve as documentation of project success. Prioritize actions and sites in the annual *Action Plan* to focus the community's limited resources on projects that may have the highest impact or the greatest opportunity for increasing public awareness.

### *Best Practice One: Community Plans and Public Outreach*

#### *1.1 Energy Plan*

### *Best Practice Five: Community Energy Management*

#### *5.1 Clean Energy Sites*

#### *5.2 Community Energy Management*

### **Step 10: Manage & Promote Local Clean Energy**

Identify priority sites, facilitate energy projects, promote outcomes, and leverage local business development opportunities to advance local clean energy. All sites within the community have energy efficiency and renewable energy potential including existing developments. Provide guidance and leadership to the surrounding community on energy issues. Increase public awareness of the benefits of energy efficiency and renewable energy. Work with local economic development efforts to expand local business and create jobs in support of increasing local clean energy.

### *Best Practice Five: Community Energy Management*

#### *5.1 Clean Energy Sites*

#### *5.2 Community Energy Management*

### *Best Practice Six: Community Prosperity*

#### *6.1 Economic Development Strategy*

#### *6.2 Marketing and Promotion*



## **Manistee Community Energy Management Grant Summary:**

### **Problem:**

Only a small number of local governments in Michigan have the benefit of a dedicated Community Energy Manager. This prevents local governments from taking advantage of available programs and the benefits that come from a more strategic focus on energy efficiency, renewable energy, and related sustainability issues. Without a champion of energy management, dollars are wasted and core community services are under budgeted.

### **Solution:**

The Michigan Energy Office will fund SEEDS to act as a dedicated Community Energy Manager for the municipal government and community. SEEDS will work with the municipal government and local partners to identify opportunities for policies that encourage waste reduction - especially including energy waste and inefficiency - to realize substantial savings by developing SMART goals and an Energy Action Plan. SEEDS' work has shown an average 35% internal rate of return on financial investments in increasing energy efficiency.

The SEEDS Community Energy Manager will assist municipal leadership in championing and providing information and resources to the public so that other organizations in the community receive similar positive impacts from goal setting and increased energy efficiency. It is clear that there are many energy efficiencies and opportunities to be gained in the residential and commercial sectors. It is these sectors that have the greatest impact on local job growth.

### **Scope of Work:**

The SEEDS Community Energy Manager will:

- Provide services to the participating municipal government to encourage and champion strategic energy planning and investments.
- Include the community in a multi-year action plan for statewide coordination between other Community Energy Managers in participating municipalities.
- Facilitate the creation of municipal energy goals that are Specific, Measurable, Actionable, Realistic and Time-bound (SMART.)
- Facilitate the creation of an Energy Action Plan.
- Champion efficiency and renewable technology solutions available to the broader community by encouraging residents and businesses to invest in their own energy management.
- Re-invigorate energy management as a key business practice using a third-party, collaborative, regional approach.



## Action Plan and Deliverables:

### 1. Grow the Statewide Collaborative Partnership:

Through a strong background of previous project collaboration, the statewide partners, including EcoWorks, Michigan Green Communities, Michigan Energy Options, SEEDS and consultant Dave Konkle, have already created a viable plan and framework for statewide coordination.

*Deliverable: A multi-year action plan for statewide coordination.*

### 2. Formalize Municipal Agreements:

A formalized agreement will be made between SEEDS and the participating municipal government that will include establishing the Project Team Members, their individual roles and capacities, and a regular meeting schedule.

*Deliverable: Formalized Agreement*

### 3. Set SMART Goals with Local Units of Government:

The project team will set energy efficiency goals that are Strategic, Measurable, Actionable, Reasonable and Time-bound will inform the future action of the Community Energy Manager and the Project Team. These goals will be the foundation of the Energy Action Plan. To set appropriate SMART goals SEEDS has proposed the following steps:

- Review existing datasets, Energy Action Plans, goals and municipal priorities.
- Complete any further benchmarking or data updates.
- Examine the results of SEEDS' recent 10-county energy study and findings in order to incorporate broader regional information and strategies into the local discussion.
- Identify strategies that can be incorporated into existing policies and plans and strategies that will reduce operating costs, freeing up capital to re-invest in local government priorities.

*Deliverable: Articulated sets of goals that are Specific, Measurable, Actionable, Realistic and Time-bound (SMART)*



**4. Action Planning**

Working backward from the SMART Goals, a 9+ month Energy Action Plan will be drafted with and for the municipal government. This plan will break the goals into tasks, milestones of achievement and points of reflection and measurement. Included will be opportunities for appropriate and desired staff trainings or professional development including but not limited to Using Energy Star Portfolio Manager, financing mechanisms and opportunities for peer-peer learning and in a state-wide convening such as the Michigan Green Communities annual gathering. Professional Development may not be limited to Project Team Members but open to all relevant staff and decision-makers as desired by the Project Team in order to increase awareness and engagement.

*Deliverable: Energy Action Plan*

**5. Implementation:**

This phase will take the most time by far but will be made straightforward by following the path agreed upon in the Action Plans specifying project implementation priorities and which learning priorities to explore. Project Teams will maintain regular communications to stay on task, identify new opportunities and manage challenges. This phase will include communications efforts with internal boards and commissions as well as prioritized opportunities for deeper staff and public engagement including earned media.

Significant time will be invested by SEEDS staff in improving the capacity of municipal staff and decision-makers to understand and make constructive arguments, based on sound financial numbers, to encourage deeper efficiency retrofits and investment in renewable technologies, water management or other sustainability goals.

*Deliverables:*

*Meeting notes and attendance logs*

*Data on retro-commissioning and/or capital investments and upgrades, including RFPs, RFQs and bidding documents*

*Fully drafted policy or protocol updates*

*Any and all presentations, trainings and earned media*

*Documentation of implemented EE projects and plans*

**6. Revise Energy Action Plans:**

Before the end of the project period the Energy Action Plan will be reviewed and updated to ensure relevance as well as to chart a path beyond the grant period.

*Deliverable: Revised Energy Action Plans*

**Project Duration:** February 1, 2016 – September 30, 2016

## Project Timeline:

### January

- Formalize municipal agreement
- Designate a Community Energy Manager
- Identify Energy Champions within local government and larger community
- Invite feedback from a diverse set of community stakeholders and neighboring communities
- Review CEM grant information, best practices, goals and deliverables
- Begin setting SMART goals. (Review existing datasets; update benchmarking as needed, Identification of desired and appropriate professional development and/or trainings. Review other relevant existing municipal or community priorities. Consider incorporating goals from the MEOs CEM strategy document.)

### February

- Secure support from community leaders for CEM process
- Continue setting SMART goals
- Begin to develop Energy Action Plan (ID tasks, milestones and points of reflection & measurement. Consider incorporation of MEOs CEM Best Practices.)
- Monthly conference call between statewide collaborators

### March

- Formalize SMART goals
- Complete working draft of Energy Action Plan
- Begin implementation
- Schedule desired and appropriate professional development and/or trainings
- Monthly conference call between statewide collaborators

### April

- Finalize Energy Action Plan
- Revise timeline including SMART goals and MEO's CEM Strategy
- Energy Action Plan implementation
- Monthly conference call between statewide collaborators
- In-person meeting with statewide collaborators
- Begin development of five-year plan for statewide collaboration with statewide collaborators

### May

- Energy Action Plan implementation
- Formal report to Michigan Energy Office
- Monthly conference call between statewide collaborators



**June**

- Energy Action Plan implementation
- Review, revise and update Energy Action Plan beyond August
- Monthly conference call between statewide collaborators

**July**

- Energy Action Plan implementation
- Schedule desired and appropriate professional development and/or trainings
- Monthly conference call between statewide collaborators
- Draft of five year plan for statewide collaboration

**August**

- Energy Action Plan implementation
- Monthly conference call between statewide collaborators

**September**

- Energy Action Plan implementation
- Formal report to Michigan Energy Office
- Monthly conference call between statewide collaborators
- Complete five-year plan for statewide collaboration



## **Roles and Responsibilities:**

### **Participants:**

- SEEDS Community Energy Manager
- Green Team
- Facilities Staff
- Administration Staff
- Statewide Collaborators
- Other Participating Municipalities

### **Roles:**

SEEDS will deliver Community Energy Management technical assistance services to Manistee County and support the delivery of energy efficiency and renewable technology information and opportunities to the wider public.

The SEEDS Community Energy Manager will work with the identified Energy Champion(s) to manage the project, follow the project timeline and facilitate the creation of all deliverables.

The Manistee Green Team will meet with the SEEDS Community Energy Manager on a regular basis, at least monthly and as needed, to follow the MEO's Best Practices for Community Energy Management summarized in the Project Summary, Action Plan and Time Line.

The Manistee Maintenance Supervisor and Administrative Secretary will participate on an as needed basis as part of the grant's in-kind match.

The Statewide Technical Assistance Collaborative (SEEDS, Michigan Energy Options, EcoWorks and the Southeast Michigan Regional Energy Office) that implemented the Michigan Energy Office's Community Energy Management Pilot in 2015, will continue to actively coordinate communications and to collaborate to advance clean energy policies and practices at the local level, enhance problem solving capacities, identify economies of scale and to improve capacity to communicate with the broader public about energy efficiency and renewable technology solutions available.

David Konkle, GLREA Board member will be available to review ideas and models for specific technology and retrofit options, service delivery, financing mechanisms, and long-term program sustainability. Mr. Konkle will also provide tools and data from his prior work with the City of Ann Arbor, ICLEI, and others to inform the project partner's work. Additionally, Mr. Konkle will be available to meet directly with local government decision-makers to help communicate the importance of energy action planning and implementation.



The Michigan Municipal League Foundation and its Michigan Green Communities (MGC) program has agreed to support municipal staff peer-peer exchanges, learning and information sharing through newsletters, case studies, webinars and its annual event. MGC will also promote innovative solutions and move sustainability initiatives forward at the local, regional, and state level, including the Michigan Green Communities Challenge, a certification that enables municipalities to earn recognition for sustainability accomplishments.

All participating municipal staff and volunteers will contribute at least as many hours as defined as part of Manistee's in-kind match.

**Match Detail:**

*The Energy office has requested that Manistee send an email confirming that the county will meet the in-kind match required by the grant. Based on my calculations for Manistee that should be round \$8800.*

*My calculation*

*\$3700 - Value of in-kind hours spent with Green Team at each monthly meeting for 7 months with Bruce in Attendance.*

*\$3000 - Regular Yearly Amount Budgeted for Energy Efficiency*

*\$700 - Value of 2 hours a month of Julie's time for 7 months (50/hr)*

*\$1400 - Value of 2 hours a month of your or Bruce's time for 7 months (100/hr)*

*-----  
\$8,800*

*From: Tom Kaminski <tdkaminski@manisteecountymi.gov>*

*Dear Mr. Summers:*

*It is my understanding that SEEDS has received the Community Energy Management grant through the Michigan Energy Office. Manistee County will be working with your organization to continue improving our energy efficiency through the use of these grant funds. We understand that the grant comes with a matching requirement. Manistee County is confident that our in-kind contribution toward this grant will be approximately \$8,800, which includes Maintenance Supervisor and Administrative Secretary staff time and annual funding budgeted to improve energy efficiency in our facilities.*

*We look forward to working with your organization on this project.*

*Sincerely,*

*Thomas D. Kaminski  
Manistee County Controller/Administrator*



## **Manistee Energy Champions**

Alan Marshall <awmarshall@hotmail.com>  
Brook Shafer <chiltonb231@gmail.com>  
Jeff Dontz <jeffdontz@gmail.com>  
Karen Goodman <karengoody22@yahoo.com>  
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*(Please review emails or accuracy.)*



# SMART Goals Template:

## Appendix B: SMART Goal Setting Worksheet

**SPECIFIC** Use the following prompts to specify your goal and identify the actions required to accomplish your goal.

- Area of focus:
- Energy savings
  - Waste reduction
  - Water savings
  - Indoor air pollution

What do people have to do to actually achieve the goal? Define the actions that will actually make energy sustainable, reduce waste, or improve indoor air quality (e.g., "turn off").

To accomplish this goal, the following people and/or departments will need to take the following actions:

Person or Department	Action	Frequency

**MEASURABLE** Complete the following fill-in-the-blank statements:

We will aim to reduce \_\_\_\_\_ by \_\_\_\_\_ %

from the \_\_\_\_\_ levels of \_\_\_\_\_

We will measure progress toward this goal by measuring \_\_\_\_\_

**ATTAINABLE** List the barriers that are currently preventing your company from being more sustainable. Consider barriers related to indoor culture, options, costs, motivation, awareness, etc.

Barrier	Strategies/ideas to minimize this barrier	Who would need to own responsibility for removing this barrier?	How costly is this strategy in terms of time, labor, money?	When could this strategy be implemented?	Is this a barrier to achieving this goal?

**RELEVANT** Complete the following true/false statements:

	TRUE	FALSE
Achieving this goal meets better the organization's sustainability mission.		
Achieving this goal does not conflict with our organization's overall mission.		
This goal and the activities related to achieving it is consistent with our own culture.		

**TIME-BOUND** Complete the following fill-in-the-blank statement:

We will aim to achieve our goal by \_\_\_\_\_

with interim checkpoints on a \_\_\_\_\_ basis

**GOAL SUMMARY** Using two or three sentences, describe what your company will do when you accomplish this goal. State your goal with as many specific, measurable, attainable, relevant, and time-bound details as you can.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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## Possible SMART Goal Targets for Manistee:

- Develop language to support inclusion of sound energy management directives into the County Strategic Plan.
- Improve the accounting methodology used to fund an Energy Savings Account.
- Train staff in the accurate measurement, tracking and reinvestment of savings resulting from energy efficiency improvements.
- Support local economic development readiness inclusive of Energy Management best practices and the adoption of the Green Communities Challenge.
- Position Manistee County as a leader in responsible energy management, demonstrating the benefits of energy efficiency and renewable technologies to their constituent base and the broader community.
- Assess the capacity of Green Team members and identify training opportunities.
- Support communications efforts with the Green Team, County Commission and other unity of municipal government to development and implement SMART goals.
- Support Administrator and established County Green Team in updating multi-year facilities energy management plans and the Energy Action Plan drafted in 2010.
- Support Facilities Manager and Green Team in developing realistic timelines and funding mechanisms for implementing actions.
- Review Manistee County utility rates.
- Further implement the projects prioritized by the Energy Action Plan Framework developed with SEEDS in 2015.
- Improve the working and living environments in Manistee by building economically and environmentally sustainable community. (From the Manistee County Green Team Mission Statement.)
- Continue participation in the following programs:
  - ENERGY STAR Challenge
  - ENERGY STAR Portfolio Manager
  - NACo Green Government Initiative and Resilient Counties Initiative
  - Michigan Green Communities Challenge
  - EPA Region 5's Community Climate Change Initiative