

# Leadership Challenge:

Communication, Cooperation, Collaboration

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# Bridging the Gap





# New York State Electric & Gas

- Investor-Owned Utility serving 35% of Upstate New York
- “Evolving to suit the needs of customers, the environment, and the communities they serve.”
- **1975-1996: Vice President Electric Marketing & Sales**



# California Center for Sustainable Energy

- San Diego-based independent, nonprofit organization
- Accelerates the adoption of clean and efficient energy solutions via consumer education, market facilitation, and policy innovation
- **2002-2012: Executive Director**





# U.S. Green Chamber of Commerce

- Nonprofit mutual benefit corporation empowering businesses to profit and connect through sustainable practices
- Representation and Advocacy of sustainable interests which are ignored by other chambers of commerce
- Guiding improvements in operational efficiencies, and exploring new opportunities in the green sector
- Economic, Environmental and Social Sustainability
- **Present: President**



# Today's Discussion

- Energy Efficiency
- Problems and Barriers
- Establishing a new connection with customers
- Building Partnerships

# Energy Efficiency

- Using less electricity and natural gas to run buildings without sacrificing productivity or comfort; to save money; fight pollution and global warming and avoid construction of power plants and transmission lines

# California Energy Efficiency Strategic Plan

- Framework to make energy efficiency a way of life in California by focusing ratepayer funded programs on achieving long term savings through structured changes in way Californians use energy
- As result of energy efficiency policies over past 40 years, California reduced its per capita energy use to 40% below the national average





# Energy Upgrade California™

*A comprehensive statewide program helping customers reduce energy and improve comfort, health and safety through cost-effective whole-house measures whose purpose it to:*

*Increase knowledge of residential, commercial customers and building industry about efficiency programs & financing options*

*Provide central resource and consistent message on how to choose best efficiency measures and right contractor*

*Educate building and home improvement industry re jobs, training, certifications*

- 3,600 single-family existing home retrofits to be completed in SDG&E territory
- Reduce existing home energy consumption by 20% by 2015; 40% by 2020.

# Lessons Learned from Launch of EUC

- Whole house energy efficiency is a hard sell
- Costs can be too high and payback too long
- The process is long and paperwork complex
- Demand for training exceeds opportunity
- Moving from current easily quantified, low cost, near term savings to sustained long-term market transformation is an evolution

!

# Problems and Barriers

We do not manage customer expectations

- There is an apathy gap
- Apathy leads to inertia
- Rebates too low to be meaningful
- Misinformation and lack of understanding
- Too complicated
- Do not push the right “hot buttons”

Sustainability means living and working as if you really believe there is a tomorrow



# Changing times reveal **A great challenge**

- Consumers once sought connection to grids
  - For relief from the burdens of work and the better life reliable energy provides
- Utilities helped build our nation
  - And were respected - and rewarded - for their contribution



# Changing times reveal **A great challenge**

- But appreciation of utilities' role has waned
  - Apart from the greater conveniences, entertainment and engagement the grid enables.
- Can we fix the disconnect and restore utilities' nation-builder role?
  - With rising costs and rates; and
  - New technologies, policies and businesses striving to serve customers... in spite of us.





“Which way did they go?”



# **Establishing a new connection with customers**

- Bridge the apathy gap
- Manage expectations of savings
- Be open, honest, transparent
- Appeal to deeper drivers
- Target audiences with tailored messages
- Make it painless and hassle free
- Understand the social compact you make with customers and do not make promises you cannot keep or control



# Responding to **strengthen confidence**

- Engage: Listen more, share more



Increase presence, real and

- Put people, choice and future first;
- things and past second



# Coordinate, Cooperate, Collaborate

Complex problems & needs cannot effectively be met by services that are fragmented, competitive, discontinuous and episodic

Collaborating agencies make a formal, sustained commitment to accomplish a shared, clearly defined mission

The result? Improve accessibility, availability, and acceptability to customer

Bottom line: meet your goals and provide better service

# Successful Collaborations

- San Diego County Strategic Energy Plan
- Smart City San Diego
- Energy Upgrade California
- NYSEG Consumer Representatives



Center for Sustainable Energy  
CALIFORNIA

**SDGE**  
A Sempra Energy utility®



**BETTER BUILDINGS**

energy upgrade™  
CALIFORNIA

Reduce energy use.  
Save money.  
Create jobs.



**CITY OF CHULA VISTA**



# Six Success Factors

- **Favorable environment** – leadership, public opinion, leg. and reg. priorities, agency readiness
- **Diverse membership** - diversity, mutual respect, trust, compromise
- **Process and structure** -participatory decision making, flexibility, clear roles and responsibilities
- **Communication** -open, frequent, key to building trust
- **Shared vision** - agreed upon mission, vision, strategies
- **Resources** - money, staff, technology, training



# Collaboration is Key

*“I not only use all of the brains I have, but all I can borrow”*

-Woodrow Wilson, 28th President of the United States



“Which way did they go?”







# Learn More about USGCC

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