Johnson Clean Energy District
2022—2024 Strategic Operations Plan

JCED Vision
JCED envisions clean energy communities powered by renewable energy that is locally owned, equitable, efficient; that retains and reinvests energy dollars into the local economy; and that increases resilience and lowers costs. 100% renewable efficient energy by 2050.

JCED Mission
JCED will facilitate a transition to clean energy in our county by engaging community members and organizations in actions that will electrify everything possible, including electrifying buildings and vehicles to reduce energy costs, yield measurable greenhouse gas emission reductions, generate equitable energy prosperity, and climate stewardship.

Goal
improve energy efficiency and electrify everything possible to reduce greenhouse gas emissions and build a local, equitable clean energy economy in Johnson County, Iowa.

Objective One
Collaborate with community partners in Johnson County to transition to equitable, efficient, renewable clean energy.

Key Tactics

- Build partnerships with community organizations, governments, schools, and churches to:
  - ⇨ Help improve the organization's energy efficiency.
  - ⇨ Implement JCED's Electrify Everything! Program with stakeholders.
  - ⇨ Assist low and moderate-income households through a clean energy fund.
  - ⇨ Conduct pilot projects of STEP and electrify with partner organizations.
  - ⇨ Promote policy changes such as updating building codes and creating government incentive and rebate programs.
- Develop a template/guidebook to guide JCED's work with partners, which could include an MOU template, volunteer job descriptions, sample timelines, and a menu of opportunities.
- Collect data regarding programs to document progress and GHG emission reductions.
- Publish and disseminate 'Good Energy'—a quarterly electronic newsletter—to Johnson County communities, libraries, businesses, faith communities, nonprofits, and others.

Possible actions

- Identify prospective partner organizations, including faith communities, businesses, neighborhood organizations, municipalities, educational, and nonprofit organizations.
- Engage with each organization to determine fit and develop a partnership plan.
- Build relationships with organizations like the Homebuilders' Association and Kirkwood Community College, etc. to support energy efficiency efforts.
- Seek funding to contract with energy coaches to work with households and businesses, to install energy efficiency upgrades and renewable energy (mostly solar panels).
- Actively promote JCED's Step Program (or Electrify Everything! Program) on JCED's webpage and social media to help develop brand recognition of JCED's work. *(See Building Organizational Capacity – Objective 3)*
- Advocate for policy changes with local, state, and federal governments.

Responsibility: Volunteers (Board and Volunteers)

Timeline: start immediately

Indicators of Success

- ⇨ Four ~~(4)~~ active partnerships by the end of 2022.
- ⇨ At least an additional four active partnerships by the end of 2023.

  Active partnerships mean:
  - ✦ work with the organization to improve energy efficiency in its facility.
  - ✦ participation of its stakeholders in an energy efficiency residential/business program.

- ✦ work with the organization to develop a clean energy plan that outlines measures to maintain energy efficient measures, use renewable energy, and ~~ways to~~ electrify organizational operations.

⇨ 1,500 LED lightbulbs distributed/installed by the end of 2022 (reduction of ≅ 35.4 metric tons/year of C02 emissions).

⇨ 150 low flow showerheads distributed/installed (reduction of ≅ 120 metric tons/year of C02 emissions; saving over 1.1 million gallons of water).

⇨ At least twenty (20) donors to a clean energy fund.

⇨ At least one hundred (100) names added to JCED's database.

Other ideas

- Host workshops and invite partner organizations/stakeholders. Possibilities include a half-day meeting with faith communities and in-service training for contractors in energy efficient construction (Prairie Hill).
- When sufficient resources are in place, conduct a follow-up survey of household participants to gather demographic information, gauge interest in additional EE measures, and get feedback on the program. Provide an opportunity for people to provide quotes/reviews of the program for use in JCED's materials.
- Consider adding a county GIA team or funding for Energy Coaches to work with consumers.

Objective Two
Champion local, equitable, renewable energy and electrification of buildings and transportation.

Key Tactics

- Use JCED's website, newsletter, and social media to disseminate clear, accessible information about renewable (mostly solar) energy, electrical appliances, and electric vehicles (EVs).
- Develop a strategic outreach plan.
- Submit op-eds to promote expanded use of energy efficiency, renewable energy and electric vehicles.
- Work with partner organizations to host events (e.g., breakfasts, lunches) to provide public education on energy issues and expand JCED's network.
- Encourage the Iowa City Climate Commission, City Council, and City staff to implement the Iowa City Solar 2035 Study recommendations.
- Encourage Johnson County businesses and governments to install EV charging stations and solar.
- Advocate for policy changes such as:
  - ✦ Building code updates.
  - ✦ Reform of the grid update permitting process.
- Partner with other organizations (e.g., Iowa Environmental Council, Sierra Club, CEDI) on state and federal advocacy efforts including creation of energy districts in every county.
- Advocate that all Johnson County governmental entities (county, municipalities, school districts) develop plans to expand the use of electric vehicles (EVs) and renewable energy in their operations, including bus and paratransit systems.
- Research the need for a solar program that helps fill gaps left by the "Grow Solar" program (such as assistance to solar buyers, group-purchase, etc.).

Possible actions

- Create visible sections on JCED's website to provide info about renewable energy, electric appliances, and EVs.
- Create regular posts on social media that inform and drive people to info on JCED's website.
- Develop a standard presentation for service clubs, churches. and other community organizations.
- Seek partners/sponsors for educational events.
- Identify likely business locations for EV charging stations and encourage installations.
- Develop relationships with counties, municipalities, and school districts to learn more about their plans and advocate for electric buses and vehicles.
- Advocate for structural and policy changes with governments, utilities, the Iowa Utilities Board (IUB), and the Federal Energy Regulatory Commission (FERC).
- Ensure that all Johnson County candidates and elected officials are familiar with JCED, its work, and its objectives.

Responsibility:

Staff—social media aspect
Board—speaking engagements, connecting with elected officials
Volunteers—writing op-eds

Timeline: start immediately

Indicators of Success

- JCED web analytics measuring traffic to specific web pages.
- Social media analytics regarding engagement.
- Publish at least two (2) op-eds or letters to the editor by the end of 2022.
- Publish four (4) op-eds or letters to the editor by the end of 2023.
- Hold at least one (1) public education event by the end of 2022.
- Hold at least four (4) public education events by the end of 2023.
- By the end of 2023, talk to at least nine (9) businesses/governmental entities about installing electric appliances and EV charging stations.
- By the end of 2023, representatives of JCED have met and talked with all Johnson County supervisors about JCED and its work.

Other ideas

- Consider partnering with the UI Environmental Coalition to promote their sustainability lecture series, film screenings, etc. and possibly getting a speaker for a breakfast or luncheon event.
- Partner with other community organizations to sponsor events to raise JCED's visibility and engage people in its work.

Objective Three
Build organizational capacity.

Key Tactics

- Expand JCED's network, influence, and public visibility.
- Create partnerships, showing how each partner gains from this collaboration.
- Raise JCED's visibility through speaking engagements, energy lunches, publications, and partnership projects.
- Increase JCED's financial resources to support programs and staff time.
- Strengthen Board expertise in relevant legal, fundraising, PR, technical, and finance.

Possible actions

- Inventory and evaluate priority partnerships.
- Develop a budget that includes diversified revenue sources such as grants (city, foundation, service clubs) individual donors, business sponsorships/donations, events, fees for services, and contracts.

- Do a fundraising study, interviewing a cross section of potential donors to assess fundraising interests and messages to see what people are most interested in supporting (e.g., programs, general fund, clean energy fund for LMIs) when the time is right.
- Develop a presentation template/talking points and work with volunteers to make presentations to groups throughout Johnson County including service clubs, churches, neighborhood associations.
- Present at conferences like the Dubuque Sustainable Communities conference, Clean Energy Districts of Iowa (CEDI) conference.
- Maintain active membership with Clean Energy Districts of Iowa (CEDI):
    - Attend monthly board meetings and participate on committees
    - Utilize resources, templates, information on CEDI website and CEDI ED Coach.
    - Join in CEDI lobbying efforts with legislature, Iowa Utilities Board, etc.
- Meet with potential major donors from several Johnson County communities to report on new programs and pilots' goals and plans. Ask them to make a gift for the 2023—2024 program.
- Work with supporters to host fund raising house parties connecting donations to something concrete such as number of upgrades, GHGs, financial savings, local employment.
- Engage additional volunteers in board and committee work.
- Get on TV about the new initiative when the full STEP/Electrify Program is underway in several organizations.

Responsibility: Board of Directors

Timeline: start immediately

Indicators of Success

⇨ Development of a budget and fundraising plan for the rest of 2022 and 2023 by September 2022.
Budget needs to implement the strategic plan:

- ✦ Staff time (increase to half-time position at market rate salary)
- ✦ Contractor time
- ✦ JCED volunteers (skills, time)
- ✦ Equipment
- ✦ Services

⇨ Successful implementation of the fundraising plans, i.e., funding targets are met.

⇨ Growth in the number of JCED donors (exact measure determined by fundraising plan).

⇨ Have at least seven members on JCED's Board of Directors by the end of 2023.

⇨ JCED has active committees that include board members and non-board members.

⇨ Actively utilize JCED's advisors for technical and special efforts.