



STRATEGIC PLAN **2023 - 2025**

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EXECUTIVE SUMMARY

Beginning in November 2022, the Cook County Local Energy Project (CCLEP) engaged Northspan to conduct a strategic planning process. The process sought to develop a three-year strategic framework including strategic directions, vision and mission statements, and action planning to guide its implementation.

During the process, the CCLEP strategy committee developed the following vision, mission, and strategic directions:

VISION: Cook County is the rural model for net zero energy.

MISSION: To empower residents, businesses, and government through collaboration & education increasing sustainable energy practices.

STRATEGIC DIRECTIONS:

1. Establishing core focus & sustainable funding
2. Increasing education & marketing
3. Broadening community partnerships
4. Strengthening board member engagement

This document provides an overview of the new strategic plan, which will guide CCLEP's work for the next three years. Details on the planning process and supporting documents from that process are available in the appendices.



OVERVIEW

The Cook County Local Energy Project (CCLEP) is a non-profit organization based in Grand Marais, Minnesota dedicated to collaborative projects to increase the use of renewable energy and energy efficient practices in Cook County, Minnesota.

STRATEGIC PLAN

This strategic plan is the culmination of a planning process conducted from November 2022 to February 2023. The planning established a new vision, mission, and strategic directions for Cook County Local Energy Project. It also established action steps and outcomes to advance the strategic directions.

VISION: Cook County is the rural model for net zero energy.

MISSION: To empower residents, businesses, and government through collaboration & education increasing sustainable energy practices.

PRACTICAL VISION:

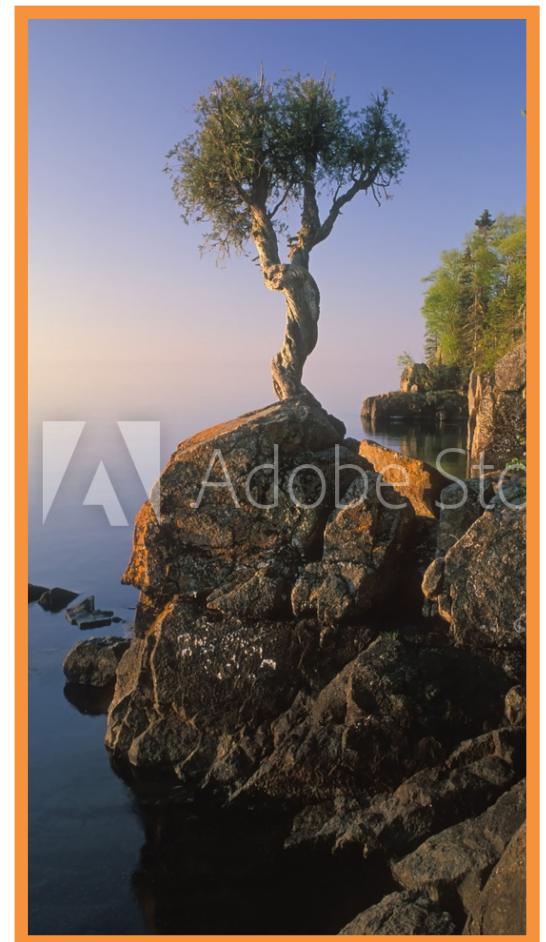
- Expanded organizational capacity
- Improved internal planning & processes
- Innovative, wide-reaching programming
- Broadened local partnerships
- Consistent, reliable funding
- Strengthened public outreach & education
- Equitable, Available Technology

UNDERLYING CONTRADICTIONS:

- Unclear priorities hinder coherent action
- Unrealistic expectations challenge staff & board effectiveness
- Limited outreach inhibits awareness
- Underdeveloped resources stunt implementation

STRATEGIC DIRECTIONS:

1. Establishing core focus & sustainable funding
2. Increasing education & marketing
3. Broadening community partnerships
4. Strengthening board member engagement



SD1

ESTABLISHING CORE FOCUS & SUSTAINABLE FUNDING

DEFINITION:

This strategic direction recognizes the need for CCLEP to identify clearer direction among competing priorities, the importance of staffing to achieve its goals, and determining the best route to sustainable funding. Success will entail annual prioritization process, expanded staff capacity, and the long-term financial and physical assets necessary for CCLEP to do its work. It builds the resources necessary to understand how the organization can best grow.

ACTION STEPS:

1. Create an annual prioritization process
 2. Create a sustainable funding committee to research how other national comparable models are funded
 3. Create a sustainable funding model
 4. Reach out to understand physical location options
 5. Research and implement an AmeriCorps/Vista-like staffing process
 6. Partner with commercial and residential developers for lead generation
-

OUTCOMES:

- Annual priority process is in place
- Our compensation is competitive and includes benefits
- We have a physical space
- Increasing # of clean energy projects in Cook County
- Funding model is in place
- Additional staff are in place

SD2

INCREASING EDUCATION & MARKETING

DEFINITION:

This strategic direction seeks to broaden awareness of CCLEP services and the importance of conservation and clean energy. It creates tools that regularly produce content on the organization and a framework for staff and board members to provide direct education. If successful, CCLEP will increase its visibility through regular event hosting and attendance, a greater digital presence, and stronger relationships with target audiences.

ACTION STEPS:

1. Determine with social media content management tool to use and set up evergreen content
 2. Provide more trainings for tradespeople
 3. Reach out to determine the best contacts at each school to provide energy education
 4. Consider rebranding to include brand standards, logo, website, and swag
 5. Continue monthly newsletter and WTIP
 6. Create an event promotion checklist that staff or board member could execute
 7. Create two online calendars one public facing and one for board and staff use
-

OUTCOMES:

- Increased attendance at events offered throughout the county
- Increased social media following
- Host 5-10 educational events a year across the county
- Increased builders with sustainability certifications; increased tradespeople workforce
- Increased youth engagement

SD3

BROADENING COMMUNITY PARTNERSHIPS

DEFINITION:

This strategic direction aims to broaden CCLEP's reach through strategic partnerships. It creates opportunities to connect with other community organizations, target those whose interests align, and create formal partnerships to advance the mission. These deepened relationships will allow CCLEP to cross-promote its services across the county and provide added capacity in specific areas.

ACTION STEPS:

1. Host regular joint meetings with community partners and start including board members
 2. Link our website to partner websites and request for vice versa
 3. Complete a current and potential partner audit, i.e., Entrepreneur Fund
 4. Formalize partnerships with legal agreements, contracts, and/or memos of understanding
 5. Schedule in-person board meetings throughout the county
-

OUTCOMES:

- Establish joint business ventures
- Increased partner workshops
- Increased attendance at events offered throughout the county

SD4

STRENGTHENING BOARD MEMBER ENGAGEMENT

DEFINITION:

This strategic direction recognizes that a strong, active board is essential for CCLEP's success. It formalizes board committees, processes, and responsibilities to ensure it adequately supports the Executive Director. It also seeks to expand the backgrounds of board members and strengthen its culture to support maximum effectiveness.

ACTION STEPS:

1. Form board committee structure, potentially including Executive, Sustainable Funding, and Education & Outreach
 2. Create an Executive Committee that is responsible for board meeting structure, i.e., drafting agendas, reviewing financials, and reviewing monthly reporting
 3. Develop new board member materials and orientation process
 4. Develop and implement annual staff performance review and professional development plan
 5. Develop Executive Director job description including pay and benefits
 6. Develop board member position description, responsibilities, and expectations including specific descriptions for the President, Vice President, Secretary, and Treasurer
 7. Implement a publicized board recruitment process
 8. Launch an Annual Board Gathering every fall
-

OUTCOMES:

- Clear board committee responsibilities and reporting process
- Improved board meeting structure
- Improved administrative and human resources processes
- Increased board diversity demographically and geographically

TIMELINE AND PRIORITIES

Participants placed strategic plan actions on a timeline, which is available in the appendix titled CCLEP Strategic Plan Timeline 02.11.23. Of the first quarter actions identified in the timeline exercise, strategy committee participants identified the following as the most catalytic for the strategic plan:



APPENDICES

1. Strategic Planning Process
2. CCLEP Stakeholder Survey Summary 02.10.23
3. CCLEP Board and Staff Survey Summary 02.10.23
4. CCLEP Board & Staff Survey Summary Practical Vision, Underlying Contradictions, and Strategic Directions 02.10.23
5. CCLEP Current Reality, Success Indicators & Actions 02.11.23
6. CCLEP Strategic Plan Timeline 02.11.23
7. CCLEP Priority Wedge 02.11.23

APPENDIX 1
STRATEGIC PLANNING PROCESS

APPENDIX 1

STRATEGIC PLANNING PROCESS

The Cook County Local Energy Project has prepared this 3-year strategic plan to guide its activities and achieve accomplishments consistent with the group's vision and mission. The strategic process steps and retreat agenda are included as an attachment, as are the results of the sessions that followed.

PROCESS STEPS

1. Collection of Background Information
2. Stakeholder Survey
3. Board & Staff Survey
4. 02.11.23 Strategic Planning Retreat
5. 02.20.23 Draft Strategic Plan Review & Feedback
6. 03.03.23 Final Strategic Plan Presented

COLLECTION OF BACKGROUND INFORMATION

The strategic planning process began by meeting with CCLEP staff to provide contact information, materials detailing the organization's work and impact, a recent board survey, and clarification over the plans for the engagement.

STAKEHOLDER SURVEY

In order to directly inform the strategic planning process, CCLEP solicited input from community stakeholders in a survey completed in February 2023. The survey received responses from 15 of the 21 people to whom it was sent, 71% participation. Participants were asked to provide some general insights; consider the future of the organization; brainstorm ideas for the practical vision; and identify the organization's strengths, weaknesses, opportunities, and threats. The full results of the survey are available in the appendix titled CCLEP Stakeholder Survey Summary 02.10.23.

BOARD AND STAFF SURVEY

In order to directly inform the strategic planning process, CCLEP solicited input from all board members and staff in a survey completed in February 2023. The survey received responses from 10 of the 10 people to whom it was sent. 100% participation. Participants were asked to consider the future of the organization; identify the organization's strengths, weaknesses, opportunities, and threat; and brainstorm ideas for the practical vision, underlying contradictions, and strategic directions. The full results of the survey are available in the appendix titled CCLEP Board and Staff Survey Summary 02.10.23.

APPENDIX 1, CONT.

STRATEGIC PLANNING RETREAT

AGENDA | FEBRUARY 11, 2023 | 9:00AM – 4:30PM

9:00AM	Welcome & Introductions
9:20AM	Context Conversation
10:00AM	Practical Vision, Underlying Contradictions, & Strategic Directions Refinement
11:30AM	Mission & Vision Workshop
2:00PM	Focused Implementation Workshop
4:30PM	Adjourn

CONTEXT CONVERSATION

The group took time to review the general insights, future, and SWOT components of the survey and discuss what caught their attention, where they saw agreement and cross over, what they thought might be missing, and if there were any breakthroughs or new insights that the information gave them to inform their strategic planning process.

PRACTICAL VISION, UNDERLYING CONTRADICTIONS, & STRATEGIC DIRECTIONS REFINEMENT

The group took time to review the practical vision, underlying contradictions, and strategic directions from the survey output to refine the language and finalize what their strategic directions would be moving forward. The following defines the final practical vision, underlying contradictions, and strategic directions for CCLEP.

PRACTICAL VISION

What do you want to see in place in 3 years as a result of our strategic planning actions?

- Expanded organizational capacity
- Improved internal planning & processes
- Innovative, wide-reaching programming
- Broadened local partnerships
- Consistent, reliable funding
- Strengthened public outreach & education

UNDERLYING CONTRADICTIONS AKA BLOCKS

What may be blocking us or holding us back from moving toward your practical vision?

- Unclear priorities hinder coherent action
- Unrealistic expectations challenge staff & board effectiveness
- Limited outreach inhibits awareness
- Underdeveloped resources stunt implementation

STRATEGIC DIRECTIONS

What innovative, substantial actions can our board members and staff do, take on, or create that will address our blocks and move us toward our practical vision?

1. Establishing core focus & sustainable funding
2. Increasing education & marketing
3. Broadening community partnerships
4. Strengthening board member engagement

APPENDIX 1, CONT.

MISSION & VISION

During the process, the CCLEP strategy committee developed the following vision and mission:

VISION: Cook County is the rural model for net zero energy.

MISSION: To empower residents, businesses, and government through collaboration & education increasing sustainable energy practices.

FOCUSED IMPLEMENTATION

CCLEP defined its current reality, identified success indicators, and developed actions that will allow the organization to move from current reality to success on each of its strategic directions. These accomplishments and the ideas that led to their creation are available in the appendix in the document titled CCLEP Current Reality, Success Indicators & Actions 02.11.23. The group then further defined the strategic plan timeline, which is available in the appendix titled CCLEP Strategic Plan Timeline 02.11.23 and identified the most important priorities for the first quarter of the strategic plan, which is available in the appendix CCLEP Priority Wedge 02.11.23.

APPENDIX 2

COOK COUNTY LOCAL ENERGY PROJECT
STAKEHOLDER SURVEY SUMMARY 02.10.23



BACKGROUND

In February 2023, Northspan administered a survey of Cook County Local Energy Project's (CCLEP) local stakeholders chosen by staff. It sought to better understand participants general insights of CCLEP, assess the organization's strengths, weaknesses, opportunities, and threats, consider the future, and identify a potential practical vision for the future. The survey received 15 responses, a 71% response rate.

GENERAL INSIGHTS

1. How do you interact with CCLEP?

- I work at a local utility and collaborate with CCLEP on energy efficiency and renewable energy projects.
- Through Zero Waste Cook County and Arrowhead Indivisible.
- online, mostly Facebook, sometimes I check the website for specific info.
- Mainly coordinating with the local Minnesota Interfaith Power and Light Climate Team
- Work together to brainstorm projects and gather resources
- e-mail, Instagram, articles in local news, talk with board members, attend (few) events
- We partner with the organization often - with a history of working together. We have also used CCLEP services.
- My organization, Cook County Higher Education, partners with CCLEP to provide programming.
- Small business project
- Attend workshops, utilize free resources from website
- Support and collaboration in the professional setting.
- FB, website, newsletters, events
- Thru news articles radio spots and Friday morning calls with Kat
- Local leader
- Intermittently and as a donor

2. Who do you feel is CCLEP's target population to serve?

- All of Cook County
- Cook County residents and homeowners.
- Currently are folks with disposable income, homeowners, retirees, businesses. All folks who are already on board with the need for climate action.
- should also include renters. Folks who may not feel strongly about climate action but who still would participate in energy tech upgrades, housing issues that would tangentially reduce climate impacts, actions that create energy resilience and not only climate gas reduction etc.
- Everyone who lives in Cook County
- Residents/businesses who want to improve efficiency of their home or lower expenses
- Anyone who consumes energy, so that would be everyone and anyone
- Cook County: Those that are seeking energy information (possibly research), resources, support, or/and improvement in their home, business, or just in our region in general.
- All Cook County Residents
- Anyone in Cook County, residents, businesses, or public sector
- Cook County residents and business owners who are interested in renewable energy and energy efficiency projects.
- People who want to live/work in a more sustainable way.

COOK COUNTY LOCAL ENERGY PROJECT STAKEHOLDER STRATEGIC PLANNING SURVEY



COOK COUNTY LOCAL ENERGY PROJECT

- Cook County / Grand Portage community. Niche'd down, those who are interested in the environment and climate change issues. Upon initial introduction to the organization however, I thought CCLEP focused on solar and helping people implement solar panels on their property.
- People who care about the environment
- Cook County
- Cook County, with influences beyond

3. Provide a few key words or phrases that best define CCLEP.

- motivated, informative, caring
- Energy Conservation
- nonprofit
- climate advocacy
- energy advocacy
- creating a better county and world
- committed
- creative
- collaborative
- A non-profit group dedicated to the promotion and adoption of renewable and sustainable energy in Cook County
- Promotes energy awareness. Promotes clean energy use and energy use reduction.
- Creative, Scrappy, Evolving, Green, Progressive, Leading, Community Resource, Activator, 1 on 1, Community Building, Community Resource,
- Energy Efficiency
- Expertise, commitment
- Resourceful, community-driven, environmental, renewable energy
- Non-profit, goal-oriented, aims high.
- encouraging, knowledgeable
- Informative recycle upcycle solar heat loss
- Catalyst organization for all elements of energy use; solar, electric, etc.
- community heart and courage

4. What do you feel are CCLEP's core responsibilities for serving Cook County?

- Providing resources to help County residents make informed choices about energy consumption.
- Education, conserve energy, promote solar
- creating a locally resilient energy system. I'd like to see this expand to include adaptation to climate change impacts/mitigation.
- reducing carbon footprint and creating sustainable practices for our world's future
- Supporting and communicating the efforts of others to
- Work to shift a cultural change about energy consumption. Our culture is too accustomed to using an unsustainable amount of energy.
- Provide information about how to build and live with less using of fossil fuels.
- Providing information, identifying funding resources, understanding the requirements of the individual or entity

COOK COUNTY LOCAL ENERGY PROJECT STAKEHOLDER STRATEGIC PLANNING SURVEY



COOK COUNTY LOCAL ENERGY PROJECT

- It looks like your organization has decided these are the core responsibilities: "We coordinate and catalyze collaborative projects with partner organizations in order to promote and facilitate the increased use of renewable energy and the application of energy efficient practices and technologies in Cook County, MN. We facilitate an equitable and sustainable transition toward locally-controlled, resilient, low-carbon energy production in Cook County".
- Initially, I thought CCLEP's role and responsibility to the community was to help bring awareness on renewable energy issues and topics. As I said before, specifically solar.
- After getting involved, attending workshops/events, and learning more about the organization, I think CCLEP responsibility it to break down environmental solutions in terms of education, as well as making environmental solutions more accessible for those who want to take advantage.
- To connect Cook County residents and business owners with resources to accomplish their energy project goals.
- Slow climate change
- Assessing needs and champion for finding funding
- None

5. Who do you identify as CCLEP's other main stakeholders?

- Everyone, the whole community
- low-income renters and homeowners who face the most, and greatest, obstacles to reducing their energy costs/climate gas emissions
- Cook County Zero Waste, Cook County Commissioners
- Electrical installers, utility providers, anyone who has a high electrical consumption
- City of Grand Marais, Cook County, Grand Portage Tribal Government, Interfaith Power and Light, North House Folk School, all public and charter schools, Cook County Higher Education, any organization that seeks to work on issues related to climate change.
- Those that impact energy in Cook County (City, County, Arrowhead Electric, MN Extension, Cook County Business, Cook County Residents,
- the board, the staff, the residents of Cook County
- Utilities- arrowhead and GM PUC. EDA, HRA
- Organizations in the field energy/efficiency, local non-profits, local governments.
- businesses, contractors, city, county, extension
- Everyone
- Private business, community residents, government
- City council and town boards and the utility providers

6. What do you view as CCLEP's biggest success in the past few years?

- Getting information to residents about private solar installation -they are my go-to recommendation for folks interested in private solar.
- Interaction with community, solar education, Earth Day Fair.
- starting to address technician/installer shortages
- Solar panel Cooperatives, Earth Day Fair
- educating the public concerning sustainable energy
- The earth day fair in 2022.
- Local solar installations.
- Website.
- Gathering funders for aiding those that need help navigating energy efficiency grants

COOK COUNTY LOCAL ENERGY PROJECT STAKEHOLDER STRATEGIC PLANNING SURVEY



COOK COUNTY LOCAL ENERGY PROJECT

- Rebirth of Earth Day, Supporting Businesses with Energy improvement and diversification, Knowledgeable resource for energy related questions, utilizing the strengths of its different directors over the years to focus on the things that the board and director could spotlight or had experience/knowledge to utilize in their role.
- I've only known of the organization for about a year, but in that past year, I have seen some excellent community-driven events (earth day fair and clothing swap) hosted or co-hosted by CCLEP. I think those community events have been super successful and a great way to making eco-friendly living accessible.
- A resource for the community and continued engagement with Cook County residents and businesses.
- events: solar, earth day, clothing swap. Website information: IRA
- Earth day
- being persistent and present.
- Community information



THE FUTURE

Participants were asked to consider the following four future forward-thinking questions.

1. **Are there any projects or programs you would like to see CCLEP implement in the future?**
 - Energy efficiency options for low-income housing/renters
 - Solar education, Earth Day Fair, Beach Cleanup, Zero Waste initiatives, Recycling, #5 plastic
 - community composting
 - getting qualified installers for heat pumps into the area or visiting the area. I'd like to go with heat pumps but it's very hard to find anyone who knows enough about them to do the work.
 - This group is taking on a lot and just be flexible.
 - They could look at the creation of a scholarship to help students with energy-related training & education.
 - Try to get a weekly or monthly spot on WTIP and/or in the paper and/or post more on the Facebook community pages... or something like that
 - Community events that people can get excited about that inspire them to reduce their energy consumption.
 - Influence local governments to place greater importance on energy reduction in their programs and purchases.
 - Create or make more available a sustainability tool that people can use when making purchases: Cradle to grave info.
 - Funding solar training for cook county residents.
 - Work with County and ISD166 on solar projects...specifically need to identify funding for these projects
 - Affordable energy audit and weatherization services is a niche that is currently not being fill by any organization in Cook County, even those explicitly attempting to do so (AEOA). CCLEP is an organization that is positioned to fill that need.
 - As someone who enjoys volunteering and attending events, I love the direction CCLEP has been moving. However, I'm also interested in environmental topics. I think continuing community events that bring in all types of folks (like the clothing swap - provides a service, accessibility, and environmental benefits) would be good to continue.
 - community compost, heat pumps for our climate, small ways to reduce energy

2. **What are your aspirations or dreams for the organization?**
 - To be a recognized Leader in the community
 - I wish that there was funding for low-income folks to do things like replace windows etc. and that CCLEP could help people access that.
 - Greater recruitment of volunteers and a way for them to be part of the decision-making process
 - That CCLEP becomes the identified regional resource for knowledge and direction for renewable energy
 - To coax Cook County residents and visitors to use less energy; to consider the energy impact of what they choose to do.
 - Find a niche and a revenue source that fulfills the organization's goals while serving a need within the community.
 - To see if grow in a sustainable way for the staff and org to be successful.
 - assist businesses to acquire solar, expand staff, plastic free, renewable energy



3. How would things be different if your aspirations & dreams came true?

- Community Zero Waste, Recycling, Composting would be implemented by County. A solar panel on every roof.
- I'd have draft-free windows and a heat pump!
- Not such a burden on your staff of 1
- Everyone would use a CCLEP resource on their way to be starting their renewable journey and directing it to remove obstacles
- We as a cultural would contribute less to climate change.
- Housing is a throughline across many issues within the county. Improving the building stock not only gives CCLEP an 'in' to tackle energy efficiency and electrification but aims to serve a real need within the community (niche).
- I think Cook County / Grand Portage would be a stronger community. A lot of environmental beneficial events and activities also benefit communities in a social and economic type of way.
- I would be so happy for all of us
- Clean air clean water lower electric bills more habitat

4. What is the ultimate impact you hope CCLEP achieves for Cook County?

- Community Zero Waste, Recycling, Composting
- A solar panel on every roof.
- energy equity in the community - renewable energy sources and low-energy technologies available to everyone regardless of income or housing status.
- A better cleaner community and planet and a better future for the world.
- achieving Grand Marais's climate action plan objectives and achieving energy neutrality!!!!!!
- To assist and work with others to influence people to contribute less to climate change.
- Accomplish projects that are meaningful for both the organization and the community it serves.
- See above.
- plastic free, renewable energy
- Clean water less emissions increased composting and recycling opportunities for more items

PRACTICAL VISION

The next section of the survey asked participants to consider the question: *“What do you want to see in place in 5 years as a result of our strategic planning actions?”*

Responses clustered into the following themes:

- Innovative, wide-reaching programming
- Strengthened public outreach & education
- Expanded organizational capacity
- Improved EV infrastructure
- Broadened local partnerships

**COOK COUNTY LOCAL ENERGY PROJECT
STAKEHOLDER STRATEGIC PLANNING SURVEY**



COOK COUNTY LOCAL ENERGY PROJECT

SWOT ANALYSIS: STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

<p>STRENGTHS (Strengths of the Organization - Internal factors that give our organization an advantage over others):</p>	<p>WEAKNESS (Weakness of the Organization - Internal factors that place our organization at a disadvantage relative to others):</p>
<ul style="list-style-type: none"> • 1 staff person means they are in the loop about everything • A capable knowledgeable passionate social skilled leader • A passionate knowledgeable board • ability to create and maintain an internet presence • assistance to community • availability, Collaborative • collaborative relationships with city, county, CCHE, PUC, AEC, etc. • Commitment to mission • Committed, Community awareness • connections with external partners • Connections with local government • conscientious staff • Consistent programming (solar home tour, builders' workshop, speaker series) • Established reputation within the community • events: planning, coordinating, advertising • Expertise of individual board members • Flexible • Great cause • History in Cook County • Kat Meyo • Kat Meyo, strong director • Leadership • local people on board and staff • Long existence, well-known, in community • longevity - been around for years, lots of deep knowledge of community • making environmental education accessible in terms of breaking down the information, as well as making it available to many • Members are committed to mission • Organized, partnering with other local organizations • Passionate board • presence, integrity, and persistence • provides accessible renewable energy options to a rural community • smart people on the board • stable knowledgeable board • Staff, Staff (once they are up to speed within the organization) • strong community work • Strong relationships & partnerships • Web presence, Website • young people plus mature folks on board! 	<ul style="list-style-type: none"> • 1 staff person - so much to do and not enough time • A seemingly constant state of goal setting/planning/grant or fund seeking • Awareness of mission • Decisions removed from volunteers • Financial resources -being able to fund a full-time director • Focused on paid staff • Funding - enough to do what you want to do the way you want to do it? • I don't know this as a fact, but I would assume that like most orgs, funding • I don't think it's immediately clear that the org does more than just renewable energy work • internet presence may be too time consuming for the results • internet presence may not actually produce results • Is there planned growth? And if so, how might it change your grassroots feel? • Keeping knowledge up to date as things continue to change • Lack of consistent presence in public eye, lack of office space, Lack of physical presence in the community • Lack of sustained revenue source. • limited staff (one person) • Lots of county, topics, board & community wishes to cover with limited capacity to serve all those needs. • need more funding • No physical Central Office, Non-governmental • not known or well defined, only one staff member • Providing support for that person so it's not all on their shoulders seems crucial for the success of the future of the org • Scope of project list is often too broad and too long term (see weakness #3) for a single staff member organization to make meaningful, timely action. • short term funding? • Staff turnover about every 2-3 years • Startup • That person is responsible for a lot of the strengths and how the org has succeeded in the past year (all I can speak on), and it could look a lot different if that person wasn't involved. • most of the day-to-day operations relies on one person • too few practical/pragmatic action-focused projects? too much focus on awareness/advocacy?

**COOK COUNTY LOCAL ENERGY PROJECT
STAKEHOLDER STRATEGIC PLANNING SURVEY**



COOK COUNTY LOCAL ENERGY PROJECT

<p>OPPORTUNITIES (Opportunities outside of the Organization - External factors that our organization could capitalize on to our advantage):</p>	<p>THREATS (Threats outside of the Organization - External factors that could create challenges for our organization):</p>
<ul style="list-style-type: none"> • better use of volunteers to expand a work force • business partnerships: higher ed/coop/arrowhead elect • Challenge the local and regional utilities • City and County Buy In • Connecting energy needs within the residential and business community to resources, experts, and contractors on an individual basis. • Connection after Covid • continue to partner with other local organizations for events, projects, support • Economic incentives • Education schools CCHE • Energy changes in the US, Minnesota, and our region • Engage with Band • Federal and state funding initiatives • Federal legislation to support renewable energy/energy efficiency • focusing on environmental issues affecting the local area • Grand Maria and Cook County's Sustainable plans • Grand Portage Reservation • greater acceptance of economic benefits of upgrading to renewable/low energy technologies • Growing acceptance/curiosity around renewable energy • High utility costs • Interest from religious groups to deal with climate change: Interfaith Power and Light • IRA (Inflation Reduction Act) buy-in • Lots of people in the community interested • Many other energy conservation organizations and partners • Minnesota's New Legislative Commitment to clean energy by 2040 • more community events • more funding • New and improving technology • New construction or building renovation • new federal funding • office space • Rising fossil fuel costs • Solar training • Strong community partnerships • Strong Examples of Success • Sustainability, building efficiency, and electrification planning for local businesses and organizations • There are always more grants out there... • working on policy changes within local government 	<ul style="list-style-type: none"> • apathy • Budgetary concerns? • Challenges to get the right people at the table at the right time. Participation outside of an echo chamber. • Climate change impacting too quickly and changing public priorities • Climate Chaos • Conservative ideologies • Continued Changes - And political change influence • Cook county haters • Cook County's Strong Independence Streak • depending on services being offered, getting backlogged - having a long waiting list • Disappearing into the "noise" of media • Distance to some resources, support, costs associated with distance • high energy consumption is viewed as a cultural right • Indifference • lack of funding • Misinformation • More solar vendors who provide similar expertise • Niche within the community is sometimes unclear. (What is CCLEP's role in the community? What is being done to fulfill that role?) • Organizations like CERTs offer similar programming with more expertise and in a more efficient capacity. • Overarching community buy in • polarization of the public • Republican political pressure • seen as hippies • small population • Solar industry no longer needs to be propped up by advocates. • Staff funding based on grants • too much demand for partnerships or hosting events (overcommitment) • uncertain funding, undependable political environment that can affect funding sources/incentives for businesses/homeowners • unknown in community • Work focus can be touchy subject for some.

APPENDIX 3

COOK COUNTY LOCAL ENERGY PROJECT
BOARD AND STAFF SURVEY SUMMARY 02.10.23



BACKGROUND

In February 2023, Northspan administered a survey of Cook County Local Energy Project (CCLEP) board members and staff. It sought to have participants consider the future, assess the organization's strengths, weaknesses, opportunities, and threats, and identify a practical vision, underlying contradictions, and potential strategic directions for the future. The survey received a 100% response rate.

THE FUTURE

Participants were asked to consider the following four future forward-thinking questions.

1. Are there any projects or programs you would like to see CCLEP implement in the future?

- Fundraising and grant projects to raise money for solar integration, clean energy, or energy efficiency upgrades for low-income housing or elder housing in Cook County. Help the City of GM and Cook County on their Climate Emergency Resolutions and Climate Action Plans, especially on their waste management initiatives. More energy efficiency and clean energy projects that aim to benefit and serve low- and middle-income residents. We need another main focus on educating on the climate crisis, behavioral and lifestyle changes to adjust, waste reduction and ways to take real action.
- There are many worthy projects that could be undertaken. However, with limited staff and budget we need to focus on a few (or increase staff/funding).
- I would love to see CCLEP implement future more community education and fun hands-on programs for all ages. Possibly small workshops at the library or talks at Northhouse more small community engagement.
- Sustain current programs, large scale community solar.
- More programming with kids and programming that feels practical for folks who can't afford solar.
- Develop a procedural manual for people wanting to install solar panels to follow from initial interest through to installation; each step could be a worksheet, such as on how to use a kill-a-watt meter to determine electrical usage
- Conduct community forums with CCLEP, City and AEC and/or surveys like the last housing/energy one to generate more interest/support in alternative energy
- Develop fact sheets indicating how much energy and resources are used in the production of various commodities to show impacts on the environment "
- Leading, coordinating... Nudging other groups into sustainable actions
- Develop case studies on homeowners and businesses that have installed specific energy efficiency or renewable energy systems (e.g., heat pumps, rooftop solar). Case studies should include rationale for investment, up-front cost, resulting savings, operational experience.
- Separately I'd like to see CCLEP develop a census that tracks the number of installed systems over time, as well as providing resources like lists of installers and vendors.
- I expect that electric vehicles will become more common in Cook County over the next 5 years. I'd like to see CCLEP develop expertise in this area and provide guidance to local government officials on prioritization of infrastructure projects and electric rate design structure.
- Household Energy assessments for weatherizing
- Work in conjunction with the City of Grand Marais and the County, perhaps the HRA, to work on rehabilitation of properties throughout Cook County.



2. What are your aspirations or dreams for the organization?

- I want CCLEP to be a leader in Cook County to make our county a role model for other rural counties in climate mobilization and climate solutions. I would like to see CCLEP grow in size with more employees and more board engagement. I would like to see our only employee have benefits and higher wages to minimize employee turnover. I would like to see CCLEP expand in its capacity, with Ecolibrium3 in Duluth as an excellent example. I want to see CCLEP continue to develop our various focus areas and be able to implement more projects that directly benefit our community. I want CCLEP to have strong bonds with partner organizations to catalyze out-of-the-box ideas into tangible projects that serve our community. I want CCLEP to be an accessible organization for information, collaboration and service. I want CCLEP to collaborate with their community members on real solutions for the climate crisis and be open to adjusting how we operate to adapt to prioritize what needs accomplished.
- A larger, better funded organization capable of pursuing multiple projects simultaneously.
- I would love for more people in the community to know what the organization is. I would also love to see a physical space that people could come and visit. Be that a larger office so that people could visit with our employees and storage and organization for our files and materials.
- CCLEP's efforts to educate and connect local interests to improve energy conservation and a transition to renewable energy result in local communities--government and other institutions, organizations, residents, and businesses--integrating energy conservation and transitioning to renewable energy as priorities in decision making, with CCLEP continuing to provide accurate information, connecting needs with resources, and generating project ideas to meet identified needs until no longer needed.
- I want the org to be well-known and well-integrated into the community with a strong presence at non-CCLEP functions and events. I want the group to empower folks to feel like they can make a difference.
- To have a consistent, reliable source of funding to focus on projects instead of fundraising
- CCLEP could become the facilitator for bringing together the resources and organizations to implement alternative energy solutions
- Perpetuation of organization into the future
- Become a known and recognized source for sustainability information,
- CCLEP becomes a highly visible and trusted partner for homeowners, businesses and government officials who are interested to do something about climate change.
- To stay financially solvent and viable. Increased partnership with other Non-profits and orgs in cook county
- Secure grants to make having an energy efficient home more feasible for low to moderate income families living or renting here.



3. How would things be different if your aspirations & dreams came true?

- CCLEP would have a more robust team where we could have one or more people focused on one program, for example, one person that specializes in grant writing and reporting. We would have a large support of community volunteers for our events and community service projects we facilitate. We would have fundraising events. CCLEP would have a solid budget. CCLEP would be more self-sustainable and have our own office space were the community could reach us. CCLEP would be innovative and creative with new projects to address the big issues at hand to help create systemic local solutions.
- The Cook County Community would be making better progress toward sustainable energy usage.
- I think it would be more helpful to keep employees and engage the community more.
- Ultimately CCLEP's work would no longer be needed
- The county would be a leader in sustainable energy and eco practices.
- CCLEP would become much better known in the county for the work it is trying to accomplish which could lead to greater involvement/participation by community members and organizations
- Better world for everyone
- Higher visibility would create more positive momentum for change in the county, faster pace of investments in energy-saving and clean-energy alternatives
- More reasonable utility bills, allowing more families to stay here rather than move due to high costs. More use of solar and wind energy, to reduce the "county's" carbon footprint.

4. What is the ultimate impact you hope CCLEP achieves for Cook County?

- Cook County is a model county for the rest of the US as how a community can mobilize toward installing clean energy solutions and sustainable lifestyles that uplift the community, create jobs and become a carbon neutral community. We hit all the targets set by the Climate Emergency Resolution by the City and County. We partner with Grand Marais to hit all the targets set by the city's climate action plan. We help bring the community together for a more sustainable future for Cook County.
- Acceleration toward sustainable energy usage.
- I would love to see CCLEP help implement more Solar to local businesses.
- Finding resources that make real change for community members.
- The county could become a model for implementing alternative energy solutions toward the reduction of fossil fuel usage
- Cook County can be a leader in the new world of distributed work
- Working closely with its partners in government and local utilities, I'd hope that Cook County could reduce its carbon footprint by 50% over the next 10 years
- Everyone in Cook County regardless of economic resource or location has access to resources to increase energy efficiency and conservation.
- Affordable projects to create energy efficient, comfortable living spaces for all income levels

**COOK COUNTY LOCAL ENERGY PROJECT
BOARD AND STAFF STRATEGIC PLANNING SURVEY**



COOK COUNTY LOCAL ENERGY PROJECT

SWOT ANALYSIS: STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

STRENGTHS (Strengths of the Organization - Internal factors that give our organization an advantage over others):	WEAKNESS (Weakness of the Organization - Internal factors that place our organization at a disadvantage relative to others):
<ul style="list-style-type: none"> • Ability to obtain funding, so far • Broad scope of interests... Nimble • Caring board members • commitment to this work • Communication • community relationships/collaborations • Consistent grant support • creativity • Deeply organized • Diverse and active board members • Diverse Board with relevant expertise • energy technology expertise • excellent and committed staff • Executive director • expertise in renewable technologies and energy efficiency • Full-time director • Good board • Good staff • Good track record • History of successful projects • Kat • Knowledge of energy industry • Knowledge of renewable energy industry • Knowledgeable leadership • Leadership on the board • Long track record of operating in Cook County (since 2009) • Longevity • More skilled director than ever before • passionate and committed to our environment and community's future, wellbeing and making a difference • project development, management • Project management • reputation and respect in the community (from those who know about our work) • Research based • Stability in board of directors • Strong community ties • strong network of contacts, community outreach, leadership skills • Strong website • Talented staff 	<ul style="list-style-type: none"> • board representation for Grand Portage, chamber of commerce, youth involvement, contractors, usfs/dnr, law • Concern about consistent funding • Difficulties meeting in Person • Frequent change of coordinators • Lack of clearly measurable goals • Lack of competitive full-time ED position (salary and benefits) • Lack of consistent meeting schedule • Lack of financial resources • Lack of focus • Lack of follow through in the past • lack of strategic planning and work plan • lack of team building to better utilize team's strengths • Limited funding • limited funding stream(s) • Limited staff • Low brand recognition • Need for better recordkeeping • no board representation from GP, West/East End and Gunflint Trail, business community and non-profit • No guiding strategic plan • No plan/strategy • No secure source of long-term funding for the organization • Not enough board support • Older board not as connected with other demographics • One employee • Previous perception of CCLEP leadership • Resources available in Cook County • Short monthly meetings • staff spread too thin • sustainable funding • unclear priorities and boundaries for existing budget and work by staff

**COOK COUNTY LOCAL ENERGY PROJECT
BOARD AND STAFF STRATEGIC PLANNING SURVEY**



COOK COUNTY LOCAL ENERGY PROJECT

OPPORTUNITIES (Opportunities outside of the Organization - External factors that our organization could capitalize on to our advantage):	THREATS (Threats outside of the Organization - External factors that could create challenges for our organization):
<ul style="list-style-type: none"> • Accessing regional and local foundations, IRRRB, grants... • Add a couple of board members targeted younger people, builders, others in the trades • citizen and business interest in CCLEPs' mission and work is high • current local governments' interest in CCLEP's mission and goals • Federal funding opportunities • Freelance workers • Funding from Federal IRA legislation • Funding from Minnesota state budget surplus • General public interest in energy conservation • Good working relationships with local governments • Growing public urgency about climate change • Integrate with county sustainability efforts • More solid funding • New federal law and programs • No other organizations like CCLEP in county • Non-profit health care support • NSW project, waste reduction, waste management, food sovereignty • partnering with city and county for grant funding for large scale project implementation to serve residents • partnering with HRA and other local orgs for Cook County projects • policy • Positive image in county • Possible business/educational opportunities with alternative energy • Public interest in climate change • State funding opportunities • statewide mandates for transient to renewable energy • stronger relationship with Grand Portage 	<ul style="list-style-type: none"> • AEC setting solar array system limits for co-op • Change in local support • changes to local gov't i.e., county board, city council, quasi-gov't boards like EDA, HRA • changes to state and federal priorities related to energy • climate crisis • community interest in CCLEPs mission/goals does not translate into funding support • Community perceptions • Competition for funding • Competition for workers in the trades • Deep seated traditions like cars • funding • Funding • General adverse economic conditions • High cost of materials; difficult to obtain • Housing for possible • Increasing interest rates • Insufficient local contractors for solar • Lack of consistent funding • loss of grant funding opportunities and/or success with applications • Myths of good jobs in extractive and destructive • Unexpected increase in cost of clean energy technologies • Unexpected safety concerns about emerging clean energy technologies • Unfavorable change in utility policy (e.g., net metering for PV)



PRACTICAL VISION

The next section of the survey asked participants to consider the question: *“What do you want to see in place in 5 years as a result of our strategic planning actions?”*

Responses clustered into the following themes:

- Expanded organizational capacity
- Improved internal planning & processes
- Innovative, wide-reaching programming
- Broadened local partnerships
- Consistent, reliable funding
- Strengthened public outreach & education

UNDERLYING CONTRADICTIONS

After identifying their practical vision, survey participants were next asked to identify **underlying contradictions**, addressing the prompt *“What may be blocking or holding us back from moving toward our practical vision?”*

Responses clustered into the following themes:

- Unclear priorities hinder coherent action
- Unrealistic expectations challenge staff & board effectiveness
- Limited outreach inhibits awareness
- Underdeveloped resources stunt implementation

STRATEGIC DIRECTIONS

Finally, respondents were asked to reflect on their answers to the previous two questions and asked to consider *“What innovative things (actions, programs, or efforts) can our organization and staff do, create or take one to move our Practical Vision ideas into accomplishments?”*

Four aggregated strategic direction ideas emerged:

1. Establishing core focus & sustainable funding
2. Increasing education & marketing
3. Broadening community partnerships
4. Strengthening board member engagement

APPENDIX 4

COOK COUNTY LOCAL ENERGY PROJECT
BOARD & STAFF SURVEY SUMMARY PRACTICAL VISION,
UNDERLYING CONTRADICTIONS, AND STRATEGIC DIRECTIONS 02.10.23



COOK COUNTY LOCAL ENERGY PROJECT

Board and Staff Survey Summary 02.10.23

PRACTICAL VISION | *What we want to see in place in five years as a result of our actions?*

- Expanded organizational capacity
- Improved internal planning & processes
- Innovative, wide-reaching programming
- Broadened local partnerships
- Consistent, reliable funding
- Strengthened public outreach & education

UNDERLYING CONTRADICTIONS | *What may be blocking us or holding us back from moving toward your Practical Vision?*

- Unclear priorities hinder coherent action
- Unrealistic expectations challenge staff & board effectiveness
- Limited outreach inhibits awareness
- Underdeveloped resources stunt implementation

STRATEGIC DIRECTIONS | *What innovative, substantial actions, programs or efforts can our board or staff do, create, or take on that will address our blocks and move us toward our Practical Vision?*

1. Establishing core focus & sustainable funding
2. Increasing education & marketing
3. Broadening community partnerships
4. Strengthening board member engagement



Expanded organizational capacity	Improved internal planning & processes	Innovative, wide-reaching programming	Broadened local partnerships	Consistent, reliable funding	Strengthened public outreach & education
<ul style="list-style-type: none"> • Another full-time employee • CCLEP office • Full time director • Full-time director with competitive salary/benefits • Healthcare for employee(s) • Larger Board, active working groups to support Coordinator • larger CCLEP workforce with good pay and benefits • More diverse board of directors • Organizational expansion • Stable leadership • Staff of 3 FTE with adequate funding • Staffing sufficient to support CCLEP and its programs 	<ul style="list-style-type: none"> • Project investment metrics • Public engagement metrics • Realistic priorities that best further CCLEP’s goals • strategic plan followed and reviewed/updated • Sustainable strategy for long term organizational funding • Annual review of strategic plan • Functioning organizational process for identifying priorities 	<ul style="list-style-type: none"> • A student club • Cut red tape for access to programs • Effective home and business energy usage programs • Home and business RE implementation program • Provide individualized consultations • Transportation improvement program • variety of programs to address all aspects of climate justice 	<ul style="list-style-type: none"> • Incorporate CCLEP into county position • Integrated with county to increase resources • Partner partner partner • Partner with the HRA to do rehabilitation 	<ul style="list-style-type: none"> • Consistent and reliable long term funding • Consistent funding for CCLEP org and programs • More funding pots accessed • sustainable funding and committed donors 	<ul style="list-style-type: none"> • Education series - Youtube/Podcast • Higher public profile • more public engagement and clout in community



UNDERLYING CONTRADICTIONS 02.10.23

Unclear priorities hinder coherent action	Unrealistic expectations challenge staff & board effectiveness	Limited outreach inhibits awareness	Underdeveloped resources stunt implementation
<ul style="list-style-type: none">• Conflicting ideas from the board• Conflicting political agendas• Desire to accomplish too much.• desire to do everything, now• Misaligned internal agendas• Not utilizing our time in board meetings• too many “irons in the fire” given funding/staffing• Too opportunistic.• unclear defined vision and mission• Unclear prioritization• Unclear vision.• unclear/expanding priorities	<ul style="list-style-type: none">• Change of board members/ staff• Outdated ideas about employee well-being• Shortage of staff resources to manage effective membership campaign• unbalanced work load for one FTE• underdeveloped FTE support from board• unrealistic staff pay for work expectations	<ul style="list-style-type: none">• Keeping website and organizational materials updated• Limited public relations and marketing• Limited use of people besides board members• Uncoordinated efforts by multiple local organizations	<ul style="list-style-type: none">• Reluctance by grant funders to pay for “overhead” expenses• Shortage of contractors to support homeowners and businesses• Underutilized use of available funding



Establishing core focus & sustainable funding	Increasing education & marketing	Broadening community partnerships	Strengthening board member engagement
<ul style="list-style-type: none">• Develop membership model to support CCLEP operations• Committees focus one of several identified priorities• Follow the Strategic Plan, review and update• Identify project funding opportunities• Learn how to decline collaboration that is outside priorities• Prioritize project areas• Realistic priorities; ones best further CCLEP's goals• Select and focus on accomplishing 2-4 programs.• shift our priority programs based on highest impact for community• Strategic planning!	<ul style="list-style-type: none">• Board members write articles about their projects• Brainstorm ideas for increasing CCLEP visibility• Celebrations after successful projects, activities• Compile history, chronology of projects, successes• Social media strategy - hiring or in-house	<ul style="list-style-type: none">• Better connection with the schools• adjusting pay to inflation, workload and for worker retention• Committees engage non-board members• Meet with entities who have similar vision	<ul style="list-style-type: none">• Board member attendance with director at meetings• board member engagement and support with staff throughout the month• Board members commit to greater involvement• Team building activities for board and staff



COOK COUNTY LOCAL ENERGY PROJECT

Stakeholder Survey Summary 02.10.23

PRACTICAL VISION | *What we want to see in place in five years as a result of our actions?*

- Innovative, wide-reaching programming
- Strengthened public outreach & education
- Expanded organizational capacity
- Improved EV infrastructure
- Broadened local partnerships



Innovative, wide-reaching programming	Strengthened public outreach & education	Expanded organizational capacity	Improved EV infrastructure	Broadened local partnerships
<ul style="list-style-type: none"> • A solar panel on every roof. • bag fee • commercial compost • Community Zero Waste • Continue with accessible energy solutions • county and city buildings net zero (HA) • County- wide Composting • Explore cradle to grave resources. • Improved Community Recycling • Increased composting • Increased recycling • Local policy changes • Renewable economic calculator on website • Solar project for Grand Portage • Warmer homes 	<ul style="list-style-type: none"> • Build and strengthen community • Educate locals and tourists • Feature in News tribune • Feature on WTIP • Smarter kids • The go-to center for energy conservation education 	<ul style="list-style-type: none"> • advocate for/develop fundraiser for money to replace windows and insulation in some buildings locally • Affordable Residential Energy Audit Program (some revenue) • Funding for public projects • Hire more staff • More focus on volunteers, not paid staff • Move towards a member-driven organization 	<ul style="list-style-type: none"> • Continued installation of electric car charging stations • Electric car rental program, where can we use electric easily? • electrify goverment vehicles • Elevate energy issues: move more mainstream • More charging stations • more e charging stations 	<ul style="list-style-type: none"> • Energy Efficient Housing Partnership with HRA, City, County (niche) • Explore having a county building inspector. • publish a list of installers who will take jobs in Cook County (including for heat pumps, geothermal, insulation, window replacement, etc.) • Solar included in all future HRA Projects • Sustainable Energy Planning for Commercial/ Non-Profit sector (more revenue)

APPENDIX 5

COOK COUNTY LOCAL ENERGY PROJECT
CURRENT REALITY, SUCCESS INDICATORS & ACTIONS 02.11.23



Current Realities, Success Indicators, & Actions

Current Reality: Description of the current situation as it relates to the Strategic Direction.

Success Indicators: Explains what will be different in 5 years if the organization mobilizes around and gets behind the Strategic Direction.

Actions: Considers and answers “What do we need to accomplish at a level of program, project, or event to begin moving from Current Reality to Success as described?”

SD1. Establishing core focus & sustainable funding

Current Realities

- Grant driven
- Staff constrained by funding and time capacity
- Well respected
- Energy efficiency & clean energy focus not just solar
- Focused on workforce development
- Conduct community outreach and education
- We facilitate annual events
- Strong working relationships
- Board is advisory
- Too many opportunities
- No physical office location

Success Indicators

- Annual priority process is in place
- Our compensation is competitive and includes benefits
- We have a physical space
- Increasing # of clean energy projects in Cook County
- Funding model is in place
- Additional staff are in place

Actions

1. Create an annual prioritization process
2. Create a sustainable funding committee to research how other national comparable models are funded
3. Create a sustainable funding model
4. Reach out to understand physical location options
5. Research and implement an AmeriCorps/Vista-like staffing process
6. Partner with commercial and residential developers for lead generation



SD2. Increasing education & marketing

Current Realities

- We have a presence on Facebook, Instagram
- Our website needs upgrading but we have one
- We do a monthly newsletter and spot on WTIP
- Ads and articles in Boreal
- Earth Fair
- Solar Tour
- Builders Workshops
- Clothing Swap

Success Indicators

- Increased attendance at events offered throughout the county
- Increased social media following
- Host 5-10 educational events a year across the county
- Increased builders with sustainability certifications; increased tradespeople workforce
- Increased youth engagement

Actions

1. Determine with social media content management tool to use and set up evergreen content
2. Provide more trainings for tradespeople
3. Reach out to determine the best contacts at each school to provide energy education
4. Consider rebranding to include brand standards, logo, website, and swag
5. Continue monthly newsletter and WTIP
6. Create an event promotion checklist that staff or board member could execute
7. Create two online calendars one public facing and one for board and staff use



SD3. Broadening community partnerships

Current Realities

- We interact with local organizations (county, city, Grand Portage, AE, PUC, etc.)
- We host cooperative events
- We host workshops for builders and with different speakers
- Lots of coordination with CERTS

Success Indicators

- Establish joint business ventures
- Increased partner workshops
- Increased attendance at events offered throughout the county

Actions

1. Host regular joint meetings with community partners and start including board members
2. Link our website to partner websites and request for vice versa
3. Complete a current and potential partner audit, i.e., Entrepreneur Fund
4. Formalize partnerships with legal agreements, contracts, and/or memos of understanding
5. Schedule in-person board meetings throughout the county



SD4. Strengthening board member engagement

Current Realities

- Advisory Board with monthly meetings and no committee structure
- Kat is responsible for CCLEP projects
- Board helps to lead and support community and partner outreach
- Limited board contact other than board meetings

Success Indicators

- Clear board committee responsibilities and reporting process
- Improved board meeting structure
- Improved administrative and human resources processes
- Increased board diversity demographically and geographically

Actions

1. Form board committee structure, potentially including Executive, Sustainable Funding, and Education & Outreach
2. Create an Executive Committee that is responsible for board meeting structure, i.e., drafting agendas, reviewing financials, and reviewing monthly reporting
3. Develop new board member materials and orientation process
4. Develop and implement annual staff performance review and professional development plan
5. Develop Executive Director job description including pay and benefits
6. Develop board member position description, responsibilities, and expectations including specific descriptions for the President, Vice President, Secretary, and Treasurer
7. Implement a publicized board recruitment process
8. Launch an Annual Board Gathering every fall

APPENDIX 6

COOK COUNTY LOCAL ENERGY PROJECT

STRATEGIC PLAN TIMELINE 02.11.23

Cook County Local Energy Project	2023							2024				2025				2026
	March/April	May	June	July	Aug	Sept	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2026
SD1. Empowering Staff through Collaboration and Professional Development																
1. Create an annual prioritization process	Start		End													
2. Create a sustainable funding committee to research how other national comparable models are funded		Start		End												
3. Create a sustainable funding model			Start				End									
4. Reach out to understand physical location options							Start				End					
5. Research and implement an AmeriCorps/Vista-like staffing process										Start					End	
6. Partner with commercial and residential developers for lead generation																Start & Ongoing
SD2. Determining Staffing, Structure, and Workflow Needs																
1. Determine with social media content management tool to use and set up evergreen content									Start	End						
2. Provide more trainings for tradespeople								Start & Ongoing								
3. Reach out to determine the best contacts at each school to provide energy education					Start		End									
4. Consider rebranding to include brand standards, logo, website, and swag							Start		End							
5. Continue monthly newsletter and WTIP	Start & Ongoing															
6. Create an event promotion checklist that staff or board member could execute		Start & Ongoing														
7. Create two online calendars one public facing and one for board and staff use																Start & Ongoing
SD3. Expanding Community Outreach Services																
1. Host regular joint meetings with community partners and start including board members																Start & Ongoing
2. Link our website to partner websites and request for vice versa								Start & Ongoing								
3. Complete a current and potential partner audit, i.e., Entrepreneur Fund			Start				End									
4. Formalize partnerships with legal agreements, contracts, and/or memos of understanding																Start & Ongoing
5. Schedule in-person board meetings throughout the county								Start & Ongoing								
SD4. Coordinating Marketing Efforts for Library Programs																
1. Form board committee structure, potentially including Executive, Sustainable Funding, and Education & Outreach		Start & Ongoing														
2. Create an Executive Committee that is responsible for board meeting structure, i.e., drafting agendas, reviewing financials, and reviewing monthly reporting	Start & Ongoing															
3. Develop new board member materials and orientation process		Start				End			Start & End				Start & End			
4. Develop and implement annual staff performance review and professional development plan								Start & End				Start & End			Start & End	
5. Develop Executive Director job description including pay and benefits									Start	End						
6. Develop board member position description, responsibilities, and expectations including specific descriptions for the President, Vice President, Secretary, and Treasurer		Start				End				Start & End				Start & End		
7. Implement a publicized board recruitment process						Start	End				Start	End			Start	End
8. Launch an Annual Board Gathering every fall							Start & End					Start & End				Start & End

APPENDIX 7

COOK COUNTY LOCAL ENERGY PROJECT

PRIORITY WEDGE 02.11.23

SD3 A3: Complete a current and potential partner audit, i.e., Entrepreneur Fund

SD2 A6: Create an event promotion checklist that staff or board member could execute

SD4 A1: Form board committee structure, potentially including Executive, Sustainable Funding, and Education & Outreach

SD4 A2: Create an Executive Committee that is responsible for board meeting structure, i.e., drafting agendas, reviewing financials, and reviewing monthly reporting am

SD1 A2: Create a sustainable funding committee to research how other national comparable models are funded

SD1 A1: Create an annual prioritization process