Just and Sustainable Energy Commons

Lynn Benander, President
lynn@cooppower.coop
www.cooppower.coop
+1 413-552-6446
Co-op Power is…

A Multi-Racial, Multi-Class Movement for Justice and Sustainability
Efforts are needed now to reverse Climate Change.
Co-op Power is a decentralized network of Local Community Energy Cooperatives making a difference in the world.
Co-op Power is...
A Consumer-Owned Energy Cooperative and
A Grassroots Investment Fund
1. Become a member-owner of your Community Energy Co-op and Co-op Power. Participate in determining what good green jobs and clean energy to bring to your community.

2. Buy in with your member equity and joining fee. Make loans or investments in the initiatives you want to support.
3. Your equity, fees, loans, and investments build our community energy co-op and the jobs, businesses, and products and services we want most.

4. Receive the benefits from the new product and service offerings you’ve helped create.
In our network, you participate as a consumer, investor, worker, and a person with a voice in the political process.
Co-op Power Accomplishments

750 member households
10,000 supporters
250 volunteers

$300,000 in member equity, $2.5M in member loans, $2M in grants, $300,000 from local loan funds, $2M in local investment, and $10M for our new tax equity fund for nonprofit and community solar
Outcomes -
12 Enterprises,
26 Network Programs,
more than 200 solar
arrays, and more than
400 Good Green Jobs

- Six Solar Installation businesses including PVSquared,
  Kosmo Solar, Green in Green, Great Sky Solar ($60M/yr)
- Northeast Biodiesel ($5.4M biodiesel plant)
  - Used Cooking Oil Collection
- Energia ($2.8M/yr energy efficiency business)
- Resonant Energy ($1M/y solar project development)
- Thermal Window Fabricator
- Two Green Electricians

Co-op Power Network Programs
- Residential Solar Vendor Network
- MiniSplit Vendor Network
- Heating Fuel Buying Group
- 2 Residential Energy Efficiency Programs
- 2 Energy Efficiency Upgrade Neighbor to Neighbor Programs
- 2 Solar Hot Water Installation Neighbor to Neighbor Programs
- Community-scale Wind Program Research
- Community-scale Biomass Program Research
- 5 Community Solar Programs
- National Local Ownership Tax Equity Fund
- Fossil Fuel Freedom - How to kick your fossil fuel habit
- Solar Hot Water Installation Training Program for Plumbers
- Roots Up Training Program - Energy Efficiency jobs for Court
  Involved Youth
- Good Green Job Training Program for energy efficiency crews and
  solar installation crews
- Put Your Money Where Your Heart Is
- 5 Member Loan Programs
Good Green Jobs for All

Co-op Power has created more than 400 jobs in energy efficiency, renewable energy system installation, thermal window fabrication, green electrical work, marketing and sales, community education, green job training, and green business management.
How it Works

Community Energy Co-ops engage in community dialogue to select a community scale energy project.

Community Energy Co-ops sign on new members and recruit member loans to implement the project.

Co-op Power network provides technical, financial, project management, legal support and green job training.
New Business Model Blueprint Process Flowchart

**INTEGRAL BM FRAMING:**

**MACRO:** How can we advocate for necessary economic system design change?

**Meso:** With whom do we improve which impacts?

**Micro:** What are we positively contributing to in a systems context?

**GENERIC BM DESIGN:**

**SYSTEMS CONDITIONS:**
- Obstructions through wrong incentives
- Desired accelerations through changed incentives

**SALES / MARKETS (CLIENTS):**
- Industries
- Habitats
- Portfolios

**PRODUCTS / SERVICES:**
- Positive contribution
- Design of value cycle
- Infrastructure support

**STRATEGY CONTINUUM:**

1) **COMPETITIVE ASSESSMENT**

2) **IBM POSITIONING**

3) **MATURATION PATHWAY**

**PROCESS DESIGN:**

1) **IMP (PLAN/DO)**

2) **DATA DESIGN PROCESS**

3) **ACCOUNTING FOR SUCCESS / DASHBOARDING**

4) **IMP (CHECK)**

**IBM IMPLEMENTATION:**

**MACRO:**
- Can we effectively influence economic system obstructions?
- Are there economic system benefactors we can positively influence?

**MESO:**
- Are we leveraging positive impact through collaboration to
  - Reduce negative impact?
  - Increase positive impact for industries, habitats, portfolios?

**MICRO:**
- Are we creating positive impact as expected?
- How is stand-alone performance and collective performance of products/service in value cycles?
- Are infrastructure elements working in support of delivery?
- IMP (ACT)

**IBM EVALUATION:**

1) IS VS. PLAN

2) **ALIGNMENT WITH INTEGRAL BUSINESS MODEL WHEEL**

- Micro impacts on meso and macro level + synergy focus
- Context-based multi-capital-based thresholds & allocations for contribution
- Purpose-driven towards ThriveAbility, enabled by leadership
- Scalability-focus impacts meso and macro level

**IDEATION**

**PROTOTYPING**

**GO TO MARKET**

**IMPROVING/ADAPTING**
Co-op Power...

- is incorporated at the Meso level as a regional cooperative of local community energy co-ops.
- works as part of the Energy Democracy network of community based nonprofit and cooperative energy organizations.
- is working with community-based solar developers in the Energy Democracy network to facilitate local ownership of solar for limited resource communities around the world.
System Conditions
- Threats of Climate Change; Race and Class Inequality
- Polarized political climate
- Lack public understanding of the benefits of ownership
- Lack of public analysis of class and race inequity

Sales/Markets
- Collaboration with like-minded organizations to create markets for our offerings

Products/Services
- P&S are launched in response to community needs
- Business development programs
- Community Outreach, Education, and Planning programs
- Communications and PR programs
- Green Job training Programs
- We’ve launched 12 new enterprises, 26 CEC programs, and 3 small business networks bringing new products and services, new assets, and new jobs to local communities
Context & Purpose – Strategy Continuum

Competitive Assessment, Positioning and Maturation Pathway

- **Purpose:** Build a just and sustainable energy commons for all
- **Competitive Assessment:** Convert perceived competitors into collaborators
- **IBM Positioning and Maturation Pathway:** Regenerating/Macro to Thriving/Macro
Success

Plan/Do:
- Owner-Members set the agenda
- Performance based metrics established
- Risk mitigation insufficient

Data Design Process:
- Salesforce CRM collects data for impact analysis. Much more work needed here
- No data gathering for justice impacts or sustainable purchasing

Accounting for Success:
- Measure carbon reduction, economic impact of businesses/jobs created, intermittently

Dashboarding:
- Dashboard results not yet fully integrated in ongoing management
Success

IBM Implementation

Go to Market

Macro
- Successful collaborations making positive impacts
- Further need to collaborate to address utility and bank financing hurdles
- Needs to identify economic benefactors

Miso
- Leveraging positive impacts through collaboration to reduce negative impact and increase positive impact - buying groups, policy advocacy, joint fundraising and infrastructure development

Micro
- Creating positive impacts
- Stand-alone P&S are not yet performing
Scalability: IBM Evaluation

Alignment with IBM 8 Characteristics

**Micro/Meso/Macro Basis** – positive impact on all three levels.

**Context-based** – clear context know-how creating sustainable, regenerating activities. It has not yet thrived.

**Purpose-driven** – clear purpose understood throughout the organization

**Scalability-focused** – effective mission-driving business model that could work for communities across our region once we solve the thrivability challenge
Scalability: IBM Evaluation

Alignment with IBM 8 Characteristics (cont.)

**Multicapital based** – We focus on making good use of natural capital, human capital, social capital, manufactured capital, and intellectual capital. We value them all highly in our multi-class context, respecting the contributions of every person and the environment.

**Leadership-driven** – Co-op Power leaders aim high and are focused on these eight general characteristics. They are also committed to justice and equity.

**Thriveability-based** – We have often been thwarted by utilities, banks, and other businesses who see us as competitors instead of allies.

**Synergy-focused** – Co-op Power does make the most use possible of collaborations with other organizations. We are as committed to the success of other mission aligned organizations and businesses as we are to our own.
Thank You!

Lynn Benander, President
Co-op Power
lynn@cooppower.coop
+1-413-552-6446
www.cooppower.coop