

- replacing HUDs top-own bureaucracy with a new, customer-friendly structure.

The findings identify several strategic objectives based in the strategic planning process taking into account factors contributing to this issue as socio-economic, environmental, unequal distribution of urban resources, and the wide gap between the rich and the poor:

- fight for fair housing;
- increase affordable housing and home ownership;
- reduce homelessness;
- promote jobs and economic opportunity;
- empower people and communities;
- restore public trust.

Recommendations to ensure sustainable urban development based on the establishment of affordable housing strategies, social and environmental interaction design strategies that have allowed to link the daily operations of HUD with strategic goals stated in the departmental planning documents, including the strategic plan, the annual performance plan, and the budget submissions.

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SAVING ENERGY MANAGEMENT IN URBAN ECONOMY OF UKRAINE

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In the context of the present-day socio-economic realia, Ukrainian cities keep looking for opportunities to save energy and reduce energy costs in the buildings of public sector. The results herewith not only depend on substantial investments in refurbishment of the buildings themselves, but are also largely determined by the proper training and qualification of their operating staff. Improving energy efficiency is particularly of vital importance for the municipalities in Eastern Ukraine, where the number of internally displaced persons dramatically increased in recent years, while energy conservation has become one of the most urgent needs.

Experts claim that one of the positive phenomena contributing to the introduction of energy efficiency policy in Ukraine is the introduction of energy management. Regions where the decentralization process has become an additional stimulus are actively involved in the process of introducing energy management as municipalities got the opportunity to be in charge of their own budget.

Cities that expressed interest in the energy efficiency issue were greatly assisted by international aid programs, namely the European initiative called the Covenant of Mayors. In 2007, the European Commission introduced the Third Energy Package aimed at increasing competitiveness on the energy sources market, particularly through alternative energy sources and reducing prices for consumers. This package also contains directives on environmental protection. In order to implement the project at the local level, in 2008 the European cities launched the Covenant of Mayors initiative, aimed at supporting local and regional authorities. Within the framework of the Covenant, member cities voluntarily commit to reduce about 20% of CO₂ emissions by 2020 or 30% of emissions by 2030, as well as to inform the population on the importance of community assistance in the implementation of energy efficiency measures and reduction of harmful emissions.

One of the first Ukrainian cities that joined the Covenant of Mayors at the end of 2008 was Kamianets-Podilskyi. In 2009, the other 11 cities that joined the initiative were: Bakhmut (Donetsk Oblast), Dolyna (Ivano-Frankivsk Oblast), Lviv, Kovel (Volyn Oblast), Lutsk, Kherson, Pervomaisk (Mykolaiv Oblast), Pryluky (Chernihiv Oblast), Slavutych (Kyiv Oblast), Voznesensk (Mykolaiv Oblast), Zhmerynka (Vinnytsya Oblast). The number of member cities joining the Covenant significantly increased in 2015, the year when it turned from merely being a European initiative into a global one called the Covenant of Mayors for Climate and Energy. Currently, the Covenant of Mayors unites more than 7,500 signatories worldwide. In Ukraine, more than 160 members have joined the initiative, where approximately 82 of them have developed an action plan and are actively working in accordance with it. Establishing the post of energy manager in cities is a key factor assisting the process of creation of energy development strategies. As a rule, this position is occupied by young specialists with technical education, who analyze existing problems and monitor energy consumption at municipal levels. On the basis of their analysis and estimates, they suggest ways of saving energy and take responsibility for the policy-making process.

Initially, the process of establishing the energy manager position was rather problematic as the post was not included in the officially ratified list of positions and required additional spending that was not incorporated into the budget. However, this did not stop the enthusiasts. For example, an energy manager in Dolyna worked on a voluntary basis for half a year. Thanks to his work, the city managed to reduce spending by budgetary institutions on energy

by 15%-20%. It was a convincing example to provide the professional with a full-time position. The following cities have managed to make great progress in implementing energy efficiency and reducing CO2 emissions: 1) With a population under 25,000: Dolyna (Ivano-Frankivsk Oblast), Zhovkva (Lviv Oblast); 2) With a population under 50,000: Voznesensk (Mykolaiv Oblast), Myrhorod (Poltava Oblast); 3) Among administrative centres: Lviv, Vinnytsya, Lutsk, Zhytomyr.

It is worth mentioning that Dolyna has managed to completely decline district heating services. Starting from 2007, the local authorities have obtained approximately EUR 50 mln worth of European investment on the implementation of energy efficiency projects, which enabled it to switch the bulk of budgetary institutions to using alternative energy sources and provide heating to a majority of residential buildings. Taking into account these accomplishments, in 2016 Dolyna became the first city in Eastern Europe to receive a Certificate of Conformity to energy efficient management. By 2018, it is planned to continue a project aimed at reducing of CO2 emissions in the residential housing area. This initiative has been awarded a grant from the European Commission of EUR 772,600.

The example of Ukrainian cities in improving its energy efficiency clearly shows that countries can make significant progress in protecting their energy security when they face external threats. By setting clear strategic goals, governments can foster necessary behavioral changes for more economical use of energy resources. Energy efficiency can play a major role in addressing national energy security threats.

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INFORMATION AND ANALYTICAL SUPPORT OF ENTERPRISE SECURITY MANAGEMENT

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Introduction. Measuring and analyzing are vital to enterprise protection in current conditions of changing the role of security, its contribution to corporate profits. While businesses have historically used measures and metrics