

“Getting to ‘Yes’ for Energy Efficiency”



A GUIDE TO DEVELOPING A PERSUASIVE BUSINESS CASE FOR ENERGY EFFICIENCY IN COMMERCIAL AND CORPORATE PROPERTIES

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“Getting to ‘Yes’”

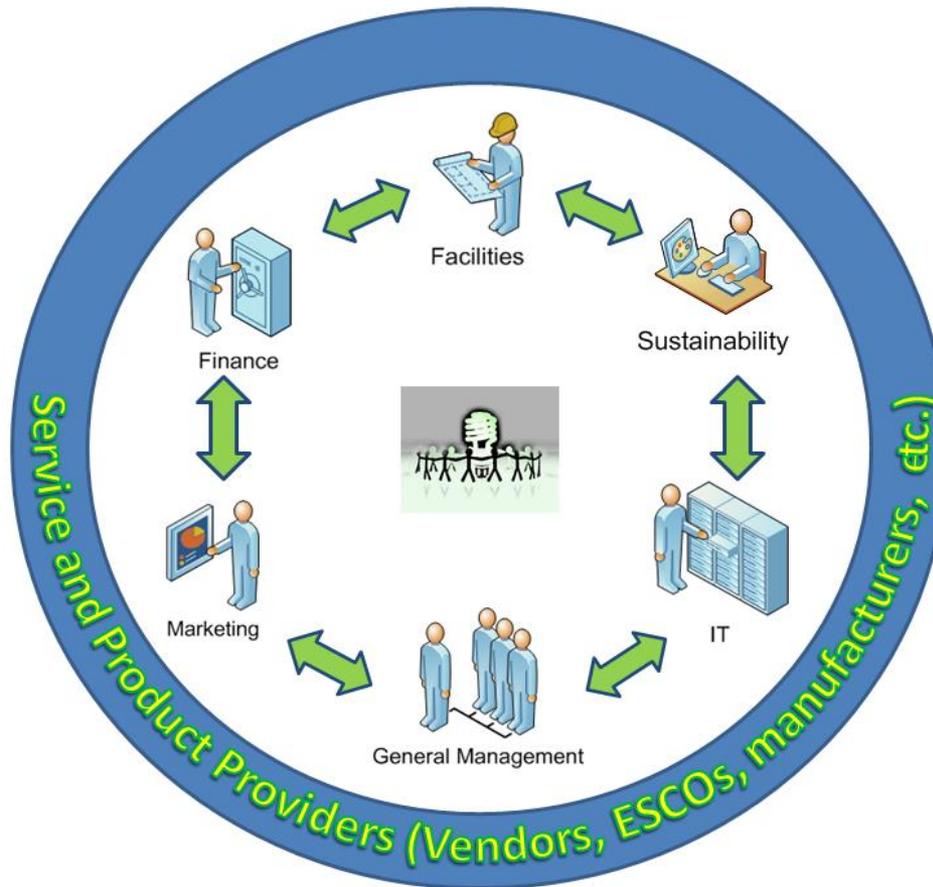
Why Did We Write this Guide?

- **MEA and Catalyst received U.S. DOE funding as part of Maryland-Virginia competitive award**
- **Energy efficiency (EE) projects don’t happen by themselves**
- **Focus on “process” rather than “technology”**
 - *Few “process” studies available*
 - *Many “technology” studies available*
- **Purpose:**
 - *Help organizations develop persuasive and customized business cases*
 - *Identify and address real and imaginary challenges*
 - *Provide practical solutions*
- **Comments and feedback are welcome for later versions**

“Getting to ‘Yes’”

Energy Efficiency Is a Business Decision

A “Champion” Can Come from Anywhere...

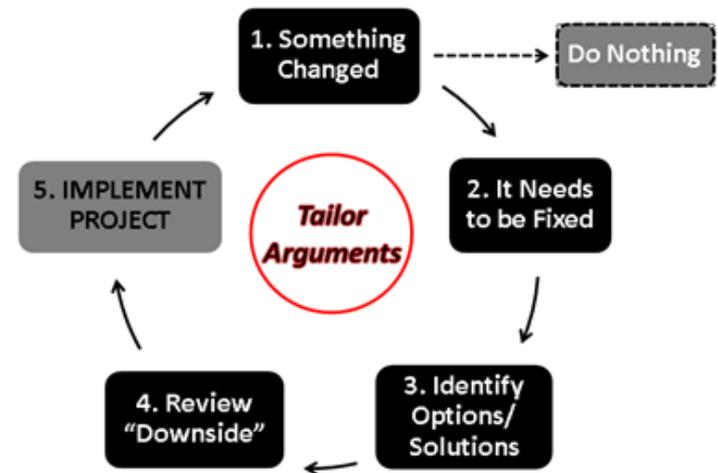


Building a Team

Champions Empowered to Lead

- **Larger Organizations Are Built around Teams**
 - *Champions are critical to assemble support and “get to ‘yes’”*
- **Building a Team Requires**
 - *Addressing organization’s overall needs*
 - Full representation
 - Compelling business case
 - *Ability to “speak the language” of various departments*
 - How EE provides benefits across entire organization
 - *Ability to “sell” EE*
 - “Buying-Cycle Psychology” methodology

BUYING-CYCLE PSYCHOLOGY



Overcoming Hurdles

Strategies, Tools, and Information Resources

- **Organizational Hurdles**

- *“Who’s Going to Do This?”*
- *“Where Do We Start?”*
- *“We Don’t Have the Technical Expertise.”*
- *“This Isn’t a Core Competency.”*
- *“Our Organization’s Culture Is Too Conservative.”*

- **Financial Hurdles**

- *“We Can’t Afford It.”*
- *“Other Projects Offer Better Returns”*
- *“It’s Not Worth the Investment”*



Overcoming Hurdles

Strategies, Tools, and Information Resources

	We Don't Have the Technical Experience		This Isn't a Core Competency			Our Organizational Culture Is Too Conservative	
	Lack of Technical Expertise	Difficulty Verifying Benefits	Undeared Benefits	Not Important to Tenants	Low Value to Future Buyers	Too Good to Be True	Our Systems Are Just Fine
Identify relevant market trend data for a competitive analysis. [R]							
Collaborate with colleagues who want to reduce costs and operate more efficiently. [PFS]				•			
Frame the savings in a way that boosts your bottom line			•		•	•	•
Prepare a proof-of-concept argument with case studies. [R]			•			•	•
Identify relevant market trend data for a competitive analysis. [R]				•	•		
Use terminology associated your mission and daily operations. [PFS]			•				
Use ENERGY STAR's Building Upgrade Value Calculator. [F5]			•		•	•	•
Quantify the potential for energy savings. [F5]			•			•	•
Research green building certifications. [O1]				•	•		
Hire an energy auditor. [O2]	•	•				•	
Contact an ESCO. [F2]	•	•					
Discuss energy use and potential savings with your tenants. [R]							
Create a baseline of your energy use. [O3]		•					
Use ENERGY STAR's Portfolio Manager. [O3]		•					
Contact your state energy office and utility. [F3]	•	•					
Recommend efficiency projects at opportune times. [PFS]		•					
Learn which fuels your building consumes.							
Discuss energy use and potential savings with your tenants. [R]							
Explain that efficiency is improving existing systems.			•		•	•	•
Encourage tenants to use green leases. [F6, R]				•	•		
Quantify decreased operations and maintenance costs. [F5]				•		•	•
Tell potential tenants about efficiency measures.				•			
Tell appraisers about efficiency measures.					•		
Engage in a retro-commissioning process					•	•	
• Quantify rent premiums charged due to improved energy efficiency. [R]					•		

- **Extensive Tables for Each Hurdle**
 - *Specific advice relevant to each hurdle*
 - *Links to detailed information for each topic*

GETTING TO "YES" FOR ENERGY EFFICIENCY

A GUIDE TO DEVELOPING A PERSUASIVE BUSINESS CASE FOR ENERGY EFFICIENCY IN COMMERCIAL AND CORPORATE PROPERTIES

Practical Strategies for Real-World Challenges

- "Where Do We Start?"
- "We Don't Have the Technical Expertise"
- "We Can't Afford It"
- "It's Not Worth the Investment"
- "It's Too Good to Be True"
- And more...



Making Your Energy Savings Idea a Reality

Successful energy efficiency projects need a Champion who leads and develops a business case that aligns energy efficiency with your organization's business model, mission, and goals.

This Guide will help you make your project proposal as solid and persuasive as possible. The following insights, tools, and resources will help take you from that great idea to project implementation.

"Getting to 'Yes' for Energy Efficiency" is available for download from MEA at:

<http://energy.maryland.gov/Business/businesscaseguide/index.html>

and from Catalyst Financial at:

http://catalyst-financial.com/?page_id=10.



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