



# CBEA Market Transformation Team

Discussion Materials for  
Energy Efficiency Forum

May 23-24, 2012

## Agenda:

1. Goals Overview (Diane Vrkic – 35 min)
  - Confirm Team Goals and Objectives
  - Discuss Additional Goals or Objectives not addressed
2. Building on Past Successes (Kristen Taddonio – 25 min)
  - Overview of Recent Activities and Status (10 min)
  - Green Lease Library Feedback (15 min)

## Overall Industry Goal: 20% reduction over 2008 levels by 2020

### Market Transformation Team Goals, by Type

Approach	Implementation	Information Sharing
Collaborate with Academia and Industry groups to act as “think tank” for energy efficiency market	Each member will implement one or more of the solutions developed by the team by the end of each year	Host at least 4 industry events (forums, webinars, (etc.) per year to share results with wider market
Pilot and demonstrate new technologies to determine commercial viability		Develop web-content to post on Market Transformation Team Web site
Work to scale commercially viable technologies at a national portfolio level		

- Key examples of ongoing, successful, program activities include:

	Financing Roundtables and Collaboration	Green Leasing	Buildings Performance Database Analysis
<b>Solution Description</b>	<ul style="list-style-type: none"> <li>• Hosted 2 roundtable discussions to identify areas for future collaboration around financing EE activity</li> <li>• Financial allies have committed to invest a combined \$1.7B for commercial building EE through Better Buildings Challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Created a green lease library website that aggregates resources, best practices, toolkits, and example language (<a href="http://www.greenleaselibrary.com">www.greenleaselibrary.com</a>)</li> <li>• Hosted a webinar on tools and best practices for implementing green leasing on March 26</li> </ul>	<ul style="list-style-type: none"> <li>• The database allows members to benchmark against the entire market on an actuarial basis</li> <li>• Cost tools allow project economics to be evaluated as well as simple energy performance</li> </ul>
<b>Current Activities</b>	<ul style="list-style-type: none"> <li>• Identify interest from CBEA members in linking with financial partners in other major commercial building markets (e.g., NYC, DC and LA)</li> <li>• Identify interest around testing various 3<sup>rd</sup> party financing models (e.g., utility on-bill)</li> </ul>	<ul style="list-style-type: none"> <li>• The team is looking for examples of green leasing successes to improve adoption of this practice in the market</li> </ul>	<ul style="list-style-type: none"> <li>• Follow up with DOE if interested in more information</li> <li>• Collaborate with DOE on data and DOE will provide free analysis of your portfolio</li> </ul>

1. Prioritization of Future Activities (Diane Vrkic – 130 min)
  - Immediate Next Steps (20 min)
  - Future Activity Prioritization (Gap Analysis) (1 hour)
  - Recap of Key Takeaways and Next Steps (10 min)
  
2. Overview of Tomorrow's Sessions (Diane Vrkic – 15 min)
  - Retuning
  - Collaboration

## Member Ranking of Activities (1 = first priority , 5 = last priority)

Team Member Type	Green Leasing*	Database*	Retuning	Financial Ally*	On bill
Owner Ranking	3.8	1.8	1.3	4.0	3.5
Property Manager Ranking	1.3	4.0	3.3	2.0	3.7
Integrated Owner/Mgr. Ranking	3.0	3.0	1.7	3.3	3.7
Overall Ranking	2.8	2.8	2.0	3.2	3.6

\*Currently under way

**Feedback indicated that Retuning should be the highest priority for the team  
(A strategy for approaching this topic will be covered in-depth in tomorrow's session)**

**However, several new ideas were suggested through the interview process:**

- 1. Scaling of sub-metering strategies to the portfolio level**
- 2. Promotion of automated utility data sharing**
- 3. Data connectivity throughout the market (e.g., smart meters, other building IT)**

- Currently, DOE is conducting a far-reaching “Gap Analysis” focused on all key actors in the market
- The Gap Analysis is focused on highlighting particularly un-addressed barriers in the market that are impeding the implementation of energy efficiency on a broad scale
- Barriers, Solutions or Gaps are being aggregated for the following market actors:
  - Owners/Developers
  - Property Managers
  - Sales/Leasing
  - Capital Providers
  - Design & Construction
  - Tenants
  - Energy Services & Finance
  - Service/Trade Providers

A list of barriers and potential solutions was compiled and rated on a scale from 1-5

Owners & Developers					
	Barriers	Barriers Rank (1= Low, 5 = High)	Solutions	Solution Effectiveness (1= Low, 5 = High)	Solution Adoption (1= Low, 5 = High)
<b>Market Structure Barriers</b>					
1	Fragmented Design & Construction Process	4	Recommend that property developers restructure business and contractual terms to encourage early contractor involvement as part of an integrated design team.	4	3
			Advance the integration of Building Information Modeling (BIM) with simulation tools to increase the role of energy modeling in building design.	2	2

**Barrier Description:**

A list of all barriers that impede owners and developers in deploying efficiency

**Barrier Rating:**

An evaluation of how significant an impediment this barrier is to deploying efficiency in the market

**Solution Description:**

A list of all solutions that could be reasonably applied to address the barrier in question

**Effectiveness Rating:**

An evaluation of the solution's ability to address the barrier in question

**Adoption Rating:**

An evaluation of the solution's current level of usage in the marketplace

NOTE: All ratings are based on a combination of CBEA member feedback, Waypoint Subject Matter Expertise, and Market Research



## Gap Analysis Priorities:

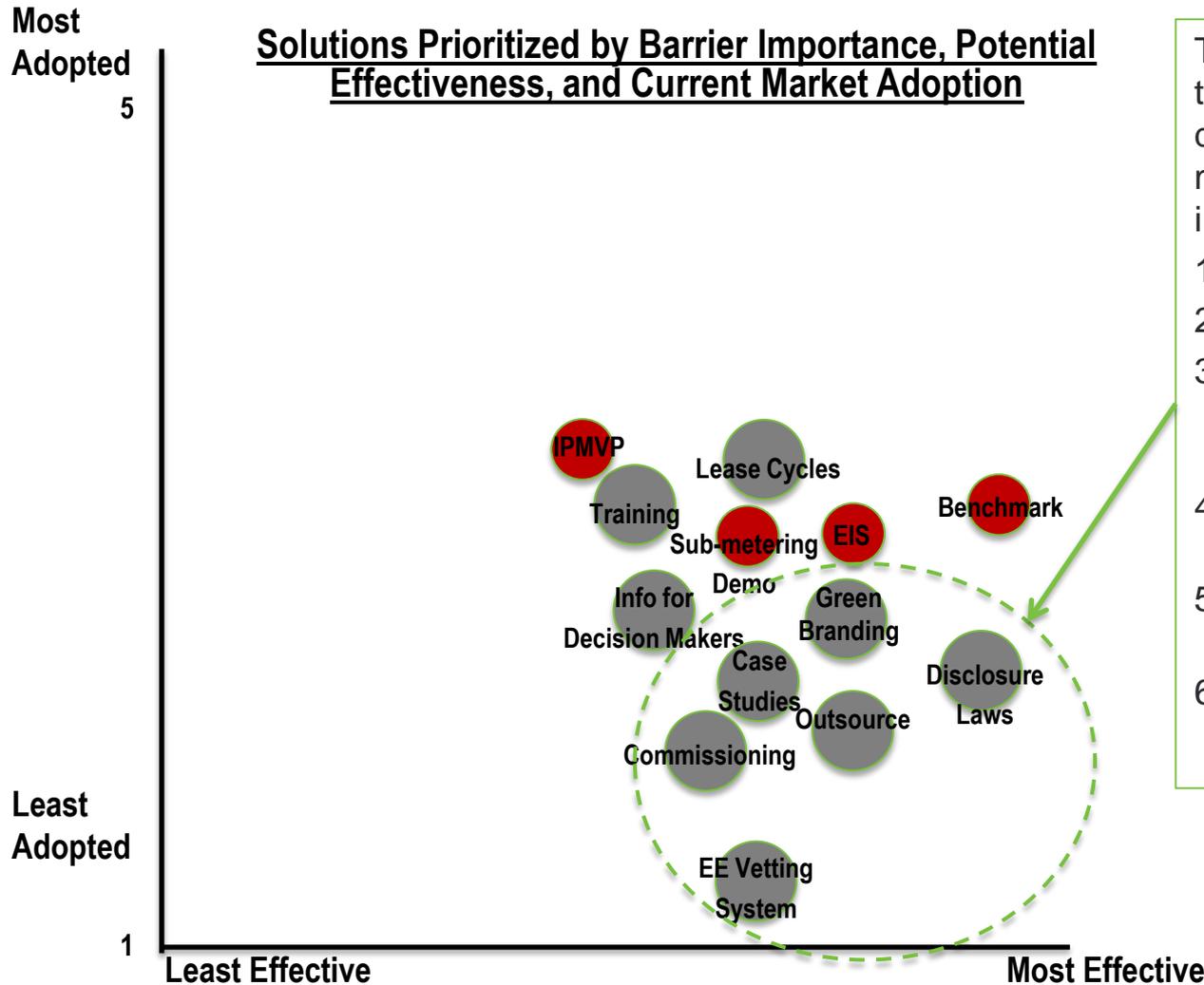
1. Green Leasing
2. More Aggressive EE Goals at the Company Level
3. Technology Vetting
4. Improved Utility Data Disclosure Rules
5. Improved Availability of Economic Data for Efficiency Projects
6. Improved Brand Recognition for Green Organizations
7. Promotion of Integrated Design

## Member Suggestions:

1. Assistance in Deploying Sub-meters at Scale (Bulk-Purchasing? Demonstrations?)
2. Improving Data Connectivity (e.g. Smart Meters, other IT)

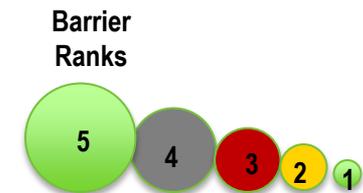
# Gap Analysis: Property Managers

## Solutions Prioritized by Barrier Importance, Potential Effectiveness, and Current Market Adoption



These solutions represent those that would be most effective if fully developed and implemented in the market. The highest priority ones include:

1. Technology Vetting
2. Commissioning
3. Outsourcing of EE Operations training to third party experts to lower costs
4. Case Studies for cost effective new techs
5. Improved utility data disclosure rules
6. Improving brand recognition for green organizations



## Gap Analysis Priorities:

1. Technology Vetting
2. Improved Commissioning (Does Re-tuning qualify?)
3. Improved Staff Training Options (Through 3<sup>rd</sup> parties)
4. Technology Case Studies (both performance and economic)
5. Improved Utility Data Disclosure Rules
6. Improved Brand Recognition for Green Organizations

## Member Suggestions:

1. Development of Resources to Help Make Efficiency Case to Owners (May Include Case Studies)

- Session 1: Goals
  - Validation of current approaches for Team Goals:
    - Collaborate with Academia and Industry groups to act as “think tank” for energy efficiency market
    - Pilot and demonstrate new technologies to determine commercial viability
    - Work to scale commercially viable technologies at a national portfolio level
  - Tie goals and activities for Market Transformation team back to short, medium and ongoing timeframes
- Session 2: Priorities
  - Presentation of short and medium-term list of priorities for owners and property managers (26 solutions considered, 10 approved)
  - Developed a new structure for segmenting ideas by time-frame and barrier challenge
    - Owners: Green Leasing – High potential impact, challenging implementation (long term priority)
    - Property Managers: Tenant Education Tools and Deployment – (short term priority)

- **Session 1: Retuning**

- Prioritized by members as key “next short-term activity”
- Session will include overview of Retuning program and training options
- Actual participants in the trainings will share experiences with attendees
- Information on how to enroll in program will be provided

- **Session 2: Collaboration**

- Given Market Transformation Team Member feedback on collaborative nature of goals, we will explore future options for collaboration and partnership with other key industry groups, including academia, NGOs, and trade partners
- Collaboration types can take 3 basic forms:
  - **Generation of new ideas and strategies for overcoming barriers** (e.g., collaborating with academia to develop new data analysis strategies)
  - **Piloting or demonstrating non-technical efficiency best practices** (e.g., collaborating with NGOs to implement green leases and document them for inclusion in the green lease library)
  - **Developing options for scaling commercially viable practices** that may have barriers preventing them from moving forward (e.g., collaborating with manufacturers to drive down costs of sub-meters sold at scale)