



SMALL BUSINESS ENERGY INITIATIVE ACTION GUIDE:

How chambers of commerce can lead on energy efficiency and drive high performance and savings for small businesses

Prepared by the Institute for Market Transformation and the Greater Cleveland Partnership/Council of Smaller Enterprises



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Introduction

Small businesses are the economic and social hearts of our communities. For most small business owners, the cost of utilities ranks as a top business concern. However, it is possible for them to immediately take smart and cost-effective steps to dramatically lower utility bills by 10–30 percent and sometimes more—without sacrificing service, quality, style, or comfort.

At a national level the impact of small business energy spending is massive: collectively, small businesses spend more than \$60 billion a year on powering, heating, and cooling the spaces they rent or own. A study by the National Trust for Historic Preservation’s Green Lab and the New Buildings Institute found that energy savings in small commercial buildings could profitably yield more than \$30 billion in annual cost savings and improved financial performance for small business owners and tenants across the U.S.

A host of energy efficiency and sustainability solutions, financing, incentives, and programs are available to most small businesses today. But with little time, competing priorities, and other historical barriers, business owners need customized guidance and information to help them understand and take control of utility costs and reach their full savings potential. Local chambers of commerce, small business associations, and other similar organizations serve as primary connectors to small businesses in almost every town and city. They have the ability to work with their members as well as other important local stakeholders such as utilities, banks, governments, and contractors to ignite greater interest and investment in building efficiency that will help businesses thrive. Focusing on building performance also creates new avenues for chamber leadership and adds value to business members by identifying deeper energy and water savings in hard-to-reach buildings—a major key to a more secure and sustainable future for small businesses, their communities, and the environment.

Introduction

MAKING ENERGY EFFICIENCY WORK FOR EVERY CHAMBER AND COMMUNITY

The leadership and staff of local chambers of commerce and similar organizations are trusted partners to local businesses: from economic developer and advisor to marketing consultant, to government relations liaison—chambers are required to wear multiple hats to fulfill their missions. Adding the role of energy advisor is a smart way to stand out from the competition and add further value to the small business community. However, we know small businesses are not the only ones with time constraints and competing priorities, and not every organization has the expertise or available staff and resources to start a comprehensive energy efficiency program. That's where the following Small Business Energy Action Guide can help. Whether a chamber or small business organization is a one-person operation with little to no experience on energy issues, or it has already built a strong foundation for an energy efficiency program and is looking to take the next step, this guide contains helpful tools, resources, and best practices to energize and inform efforts to establish or enhance a program to help small business members reap the immense benefits of more efficient buildings and spaces.

HOW TO USE THE SMALL BUSINESS ENERGY INITIATIVE ACTION GUIDE

The resources contained in this guide cover a variety of actionable solutions and strategies to effectively engage local stakeholders and make it easier for small businesses to take advantage of today's leading-edge efficiency solutions. The guide is broken into two parts to help readers explore options to consider when designing and implementing a locally-tailored energy efficiency program. These options range from providing helpful "how-to" information to small business members to developing a more robust program to support low- and no-cost ways to improve operations, invest in lighting or equipment upgrades, or secure financing for more ambitious energy-saving projects.

DRAWING FROM IN-THE-FIELD EXPERTISE

This resource guide pulls from the Small Business Energy Initiative's in-the-field knowledge and expertise. Launched in 2016, the Initiative energizes small business communities across the country by equipping chambers of commerce and similar organizations with energy- and water-saving tools and strategies to help businesses prosper. This includes best management practices for energy efficiency, leasing and financing solutions, building energy auditing, and more. It is built upon a two-year foundational partnership between the Greater Cleveland Partnership/Council of Smaller Enterprises (GCP/COSE) and the Institute for Market Transformation (IMT) that deployed energy efficiency and sustainability best practices and resources for businesses in the City of Cleveland and Northeast Ohio. Today, the Initiative is funded in part by the U.S. Department of Energy and works in partnership with a growing number of organizations across the U.S. that include the Traverse City Area Chamber of Commerce in Traverse City, Mich., the Chapel Hill-Carrboro Chamber of Commerce in Chapel Hill, N.C., the Small Business Association of Michigan, the St. Louis Development Corporation in St. Louis, M.O., and the Great Plains Institute and the Lake Street Council in Minneapolis, Minn.

Already, the Initiative has identified \$2.9 million in potential energy savings by providing small businesses with free energy audits, and has engaged more than 450 businesses in energy efficiency and sustainability activities to drive greater savings and performance.

LET'S TALK SAVINGS

Want to get involved or learn more from chambers and associations that have successfully launched their own energy programs? Interested in becoming a part of the Small Business Energy Initiative to give your chamber or organization national exposure and support for becoming an energy leader within the chamber community?

Contact IMT at imtweb@imt.org.

PART 1: ENERGY EFFICIENCY PROGRAM DESIGN WORKBOOK

The programmatic workbook is meant to guide chambers of commerce, small business associations, and similar organizations through the planning steps of developing a successful energy efficiency program. Whether an organization is starting from scratch with few available staff and resources, or has already laid the foundation for a program and is looking to take the next step to enhance program offerings for small businesses, this workbook provides a range of actionable solutions to help any business take control of its energy use, generate savings, and reap the many benefits of building efficiency. Each recommended activity has accompanying educational resources that will help deliver the best possible savings opportunities. Looking for quick and easy wins? Check for the green leaf icon in the left hand columns for each task. The green leaf signifies low- and no-cost tasks that are easy to implement.






Need additional help on tackling any steps included in the workbook? [Reach out](mailto:imtweb@imt.org) to IMT at imtweb@imt.org.



Energy Efficiency Program Design Workbook

STEP 1. PROVIDING ENERGY EFFICIENCY EDUCATION OPPORTUNITIES

Most chambers of commerce offer educational and training events as part of their missions to inform business owners and representatives about best practices for operations, safety, employee wellness, and other topics that have a major impact on businesses—like energy efficiency. Hosting seminars and partnering with local energy efficiency experts and practitioners to share best practices and resources is a smart way to provide value to small business members and the community.






PURSUING? ¹	TASK	ACTIVITY DESCRIPTION	AVAILABLE RESOURCES	TARGET COMPLETION DATE	STATUS
 	1. Execute a knowledge, attitudes, and beliefs survey	Conduct a survey to determine the baseline of energy efficiency knowledge, attitudes, beliefs, and behaviors (KABB). Use the information to tailor project activities to membership needs.	<ul style="list-style-type: none"> • Sample KABB Survey: Use the language presented here and augment as you see fit to conduct your own survey. 		
	2. Host education seminars	Host a series of quarterly seminars to educate membership on simple steps they can take to lower their utility bills. Invite local energy efficiency leaders to present solutions to the attendees. Presenters may include utility program implementers, energy efficiency contractors, business owners who have successfully addressed and improved energy efficiency, or non-profits with energy efficiency expertise.	<ul style="list-style-type: none"> • Visit the Small Business Energy Initiative webpage to view a sample seminar series to utilize and raise member awareness around energy efficiency. • For tips on how to host a seminar, read this checklist. 		
 	3. Utilize free educational collateral	Educate members on how to increase utility savings by providing them resources that contain straight-forward guidance on practical and cost-effective steps to take. Feature descriptions and links to these resources in membership communications such as emails, newsletters, and on social media.	<ul style="list-style-type: none"> • Making Energy Efficiency Work For You: A Resource Guide for Small Business Landlords and Tenants – A resource that presents simple steps small businesses can take to tackle their building’s energy use. • Energy Efficiency Workbook: ENERGY STAR has created a workbook that walks small businesses through creating their own comprehensive energy efficiency plans. • Technical Resources for Specific Sectors: ENERGY STAR has created a sector-specific resources for restaurants, auto detailers, lodging, offices, grocery and convenience stores, small- and medium-sized manufacturers, and home-based businesses. 		

¹ Some activities are foundational for an SBEI program. Foundational tasks and activities are shaded and checked.

Energy Efficiency Program Design Workbook

STEP 2. BUILDING RELATIONSHIPS WITH UTILITIES AND LOCAL GOVERNMENTS TO BENEFIT MEMBERS

Local governments and utilities may already have untapped energy efficiency and sustainability programs, financing, and resources that can benefit a chamber's small business members. Chamber leaders are in a unique position to leverage their close ties with government and utility decision makers to inform program design and to connect implementers with small businesses so they can take advantage of existing energy- and dollar-saving opportunities.



PURSUING? ¹	TASK	ACTIVITY DESCRIPTION	AVAILABLE RESOURCES	TARGET COMPLETION DATE	STATUS
 	1. Survey local programs	Survey local energy efficiency programs in the area. Look online for information about your local government's energy or sustainability office or your utility's energy efficiency programs.	<ul style="list-style-type: none"> Find out what's locally available in your city, state, and region. The U.S. Small Business Administration tracks programs to help small businesses become energy efficient. 		
	2. Identify appropriate points of contact	Identify point persons at utilities or within local government in your jurisdiction who run energy efficiency programs that can potentially benefit small businesses.	<ul style="list-style-type: none"> Public Relations for Energy Sustainability: Learn how to craft your message to utilities and local governments. 		
 	3. Incorporate existing energy efficiency program offerings into chamber or small business association's program	Reach out to energy efficiency leaders in the local community to participate in chamber-lead events and initiatives. Offer to promote existing energy efficiency programs and policies to membership. Co-brand marketing materials and maximize distribution channels.	<p>Read our step-by-step guide to building a relationship with a utility or local government.</p> <ul style="list-style-type: none"> This American Council for an Energy Efficiency Economy (ACCE) study evaluates how a utility-run program in Minnesota could be improved by using a sales approach. Take stock of what utilities are doing to reach their small business customers. Use the engagement techniques in the checklist to provide feedback on how utility programs can benefit their small business customers. 		

¹ Some activities are foundational for an SBEI program. Foundational tasks and activities are shaded and checked.

Energy Efficiency Program Design Workbook

STEP 3. IDENTIFYING SMALL BUSINESS SAVINGS OPPORTUNITIES WITH ENERGY AUDITS

In addition to programs and financing, several governments and utilities offer reduced-price energy audits for local businesses and residents. Getting an energy audit is necessary for a small business to discover where it could be saving money on utilities. An audit can also pinpoint what to do to make low-and no-cost operational improvements throughout a building or space and to increase the lifespan of expensive equipment.






PURSUING? ¹	TASK	ACTIVITY DESCRIPTION	AVAILABLE RESOURCES	TARGET COMPLETION DATE	STATUS
	1. Generate interest in energy audits	<p>Many businesses are not sure where to start when it comes to energy efficiency. Be their guide to taking the first step with an energy audit.</p> <p>An energy audit gives business owners a clear picture of how they are consuming energy while providing a roadmap for the best steps to take to save energy and lower costs.</p>	<ul style="list-style-type: none"> The GCP/COSE developed a cash-flow infographic explaining how energy audits uncover valuable opportunities for small businesses. When communicating with members, use this infographic to help explain what small businesses can expect from an energy audit and why it is essential. 		
	2. Develop a list of local energy auditors	<p>Look for and develop a list of trusted energy auditors within membership or reach out to a utility or local government for introductions to appropriate contractors.</p>	<ul style="list-style-type: none"> Refer to the contractor's network checklist for tips and strategies to develop a contractor's network. 		

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Energy Efficiency Program Design Workbook

STEP 4. PROMOTING AN ENERGY EFFICIENCY PROGRAM AND COMMUNICATING VALUE

The roles of chambers are constantly evolving and they must strive to stay relevant to small businesses. Starting an energy efficiency program helps do this by positioning chambers as leading-edge organizations and environmental champions. To effectively communicate the value of an energy efficiency program, chambers should make use of popular local events to announce offerings, establish partnerships with business, utility, and government allies for co-marketing opportunities, and utilize free communications vehicles such as newsletters and social media to demonstrate return on investment and share success stories.


PURSUING? ¹	TASK	ACTIVITY DESCRIPTION	AVAILABLE RESOURCES	TARGET COMPLETION DATE	STATUS
 	1. Promote an energy efficiency program at events	To encourage energy efficiency activity with small business members, find opportunities to promote program offerings at local events. Mention it at expos, seminars, and retreats.	<ul style="list-style-type: none"> Refer to the toolkit of flyers, social media, and other templates to generate interest in energy efficiency from members. 		
	2. Find cross-promotion partners	After establishing partnerships with local energy efficiency leaders, solicit them to promote program materials within their marketing channels. Agree to feature their marketing materials when appropriate.	<ul style="list-style-type: none"> Read the step-by-step guide to building a relationship with a utility or local government and refer to the above toolkit of flyers, sample social media, and other templates. 		
	3. Identify candidates for project activities	Use KABB survey results to reach out to interested businesses that face energy challenges. Target hard-to-reach businesses in person. In one-on-one discussions, present businesses with information about energy efficiency offerings.	<ul style="list-style-type: none"> Read how the Great Plains Institute, a member of SBEI, engaged its members on energy efficiency using a targeted approach. 		
	4. Curate stories and identify champions	Track engagement, gather contact information from business participants. Invite businesses that have made lasting energy efficiency improvements to participate in a case study, obtain quotes/testimonials about their experience and promote them through local press, in newsletters, emails, marketing materials, and on social media.	<ul style="list-style-type: none"> Use the SBEI case study templates and other available marketing materials to highlight the energy efficiency successes of the chamber/organization and your members. 		

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Energy Efficiency Program Design Workbook

STEP 5. IMPROVING LANDLORD-TENANT RELATIONSHIPS TO UNLOCK ENERGY-SAVING AND BUSINESS OPPORTUNITIES

Employees are a company's greatest assets, so chamber leaders recognize the importance of promoting business initiatives that focus on employee health and wellness. Employee health and energy efficiency are closely intertwined, as efficient buildings and workspaces have proven to decrease tenant turnover and boost productivity, which also helps improve the bottom line. That's why chambers should educate small business landlord and tenant members on available solutions for working together to save energy and create high-performance spaces.

PURSUING? ¹	TASK	ACTIVITY DESCRIPTION	AVAILABLE RESOURCES	TARGET COMPLETION DATE	STATUS
<input type="checkbox"/>	1. Develop strategic relationships with real estate groups	National real estate associations may have a local chapter in your area. Partner with the local chapters of IREM, BOMA, the National Association of Realtors, or the U.S. Green Building Council, and convene discussions on energy efficiency and sustainability topics.	<ul style="list-style-type: none"> Use this step-by-step guide to reach local real estate community. This report by the Joint Venture Silicon Valley's Climate Task Force identifies strategies for crafting an energy efficiency program for businesses in non-owner occupied commercial buildings. 		
<input checked="" type="checkbox"/> 	2. Encourage landlords and tenants to work together on saving energy and resources	Tenants can control more than 50 percent of a building's energy use. Educating tenants about energy efficiency strategies can lower whole-building energy use and benefit small business owners and tenants alike.	<ul style="list-style-type: none"> Use these behavior change strategies to effectively communicate with the people who affect a building's energy and resource consumption every day. This document offers a comprehensive look at employee engagement activities for sustainability across the retail industry. 		
<input checked="" type="checkbox"/> 	3. Educate members and their staff on low- and no-cost operational changes	Empower business members to take these energy efficiency lessons back to their staff.	<ul style="list-style-type: none"> Read this series of case studies on how different building sectors approach tenant and/ or employee engagement on energy use. Review this presentation on successful energy efficiency engagement strategies. 		
<input checked="" type="checkbox"/>	4. Identify members in need of support to enhance their leases with clauses that address energy efficiency and align incentives	Members who lease their space (i.e. a tenant) or landlords that rent space to businesses are good candidates to discuss high-performance, energy efficiency measures. Members that are signing a new lease are in a good position for adopting and implementing green lease practices.	<ul style="list-style-type: none"> Use this guide to green leasing which identifies strategies for identifying and engaging members on opportunities for adding energy efficiency clauses to their leases. 		

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Energy Efficiency Program Design Workbook

STEP 5. IMPROVING LANDLORD-TENANT RELATIONSHIPS TO UNLOCK ENERGY-SAVING AND BUSINESS OPPORTUNITIES (CONT.)





PURSUING? ¹	TASK	ACTIVITY DESCRIPTION	AVAILABLE RESOURCES	TARGET COMPLETION DATE	STATUS
<input type="checkbox"/>	5. Help members lease high-performance spaces	Deciding where to lease can make or break a business. The owners must assess many factors such as foot traffic, nearby competitors, and rental expenses. Help business members incorporate a site's energy efficiency performance into location analysis to mitigate future high energy.	<ul style="list-style-type: none"> This questionnaire is for tenants to use with their brokers and potential landlords to rate a building space. This sample questionnaire is geared towards retail tenants to use with their brokers and potential landlords to rate a building space. 		
<input checked="" type="checkbox"/>	6. Promote Green Lease Leaders	Green Lease Leaders is a national recognition program for companies that incorporate green leasing best practices into their operations. If any business members are taking steps to add energy efficiency clauses to their lease or are executing a green lease, invite them to apply and get recognized for their efforts.	<ul style="list-style-type: none"> Encourage members who have greened their lease to apply to become a Green Lease Leader. Read the GCP/COSE case study on how NEO Realty Group, tackled green leasing with their tenant and became a Green Lease Leader. 		

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Energy Efficiency Program Design Workbook

STEP 6. BUILDING AN ENERGY EFFICIENCY CONTRACTORS NETWORK FOR SMALL BUSINESSES

To enable chamber business members to benefit from and connect with the growing energy efficiency service industry, organizations should consider surveying current members as well as the local community to identify trusted contractors and to build a strong network to utilize. These contractors can also support educational activities by being guest speakers, providing trainings and demonstrations, or sharing tools and success stories (see Step 1).




PURSUING? ¹	TASK	ACTIVITY DESCRIPTION	AVAILABLE RESOURCES	TARGET COMPLETION DATE	STATUS
 	1. Identify members with experience implementing energy improvements for businesses	If a utility does not have a trade ally network for energy projects, consider reviewing membership to identify energy service professionals and companies that address HVAC, lighting, and other energy efficiency and renewable energy needs.	<ul style="list-style-type: none"> Review membership to identify energy service professionals and companies that address HVAC, lighting, and other energy efficiency and renewable energy needs. In addition, visit the National Association of Energy Service Companies (NAESCO) website for more information about energy service providers and to find more providers in the area. naesco.org/providers 		
	2. Issue a Request for Proposal (RFP) for joining a contractor's network	Invite member energy service professionals and companies to join a network of contractors. Issue a request for proposals (RFP) and ask these members to detail their experiences working with small businesses, and applying available rebates and incentive programs to customer projects.			
	3. Survey businesses who have used your contractor's network	After establishing a contractor's network, follow up with businesses who have used it. Relay feedback to vendors within the network.			

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Energy Efficiency Program Design Workbook

STEP 7. MAKING EFFICIENCY POSSIBLE WITH INNOVATIVE FINANCING SOLUTIONS

Small businesses such as restaurants, grocers, and retailers can boost their profitability by more than 10 percent through investing in saving energy, according to a [report](#) by the National Trust for Historic Preservation and the New Buildings Institute. However, concerns over upfront costs in addition to other perceived barriers stop most business owners from making investments. Connecting small business members with today's turnkey energy efficiency financing solutions is crucial for motivating action and unlocking long-term savings and benefits for small business members.


PURSUING? ¹	TASK	ACTIVITY DESCRIPTION	AVAILABLE RESOURCES	TARGET COMPLETION DATE	STATUS
 	1. Identify and amplify existing financing programs for energy efficiency	Survey local energy efficiency financing programs in the area. Invite relevant points of contact to present to membership on energy efficiency financing opportunities.	<ul style="list-style-type: none"> Find out what is locally available in your state and region. The U.S. Small Business Administration tracks financing programs to help small businesses become energy efficient. Get up to speed with energy efficiency financing options. <ul style="list-style-type: none"> External Financing Guide for Retailers Internal Financing Guide for Retailers 		
	2. Explore the potential for creating an energy efficiency financing fund	Your members trust you for sound business advice. Help them overcome the cost barriers to energy efficiency improvements by developing an energy efficiency financing fund.	<ul style="list-style-type: none"> Learn how Venture North, a sister organization of the Traverse City Area Chamber of Commerce, created its own revolving loan fund to offer zero-interest loans for businesses that are investing in energy efficiency. Learn how GCP/COSE's Interest Rate Reduction Program helped New Life Cathedral secure \$4,700 in cash rebates for an energy efficiency project and leverage an interest rate buy down through the GCP/COSE Key4Green program at KeyBank. Chambers and small business organizations should try working with a local utility to leverage funds from them to create a loan pool or something similar. 		

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Energy Efficiency Program Design Workbook

STEP 8. HELPING SMALL BUSINESSES COMPARE AND TRACK PERFORMANCE WITH ENERGY BENCHMARKING



Benchmarking is the most important action a small business can take to better manage its energy and water use and minimize waste. By using the U.S. Environmental Protection Agency’s (EPA) free [Portfolio Manager tool](#), a business can make “apples to apples” comparisons of its building’s energy performance against similar buildings across the country. It also puts small business owners and tenants on the path to earning ENERGY STAR certification, providing them national recognition for energy-saving achievements.

PURSUING? ¹	TASK	ACTIVITY DESCRIPTION	AVAILABLE RESOURCES	TARGET COMPLETION DATE	STATUS
	<p>1. Empower members to benchmark their buildings’ energy usage</p>	<p>Tracking energy and water use through benchmarking provides a great opportunity for companies to measure their energy performance over time and target areas for improvement.</p>	<ul style="list-style-type: none"> • Why benchmark your building? This infographic explains the benefits at a glance. • The Benchmarking Starter Kit will help a first-timer get started with benchmarking. Promote these resources to business members and encourage them to try benchmarking a single building to better understand the value of measuring energy performance. • It’s easy to benchmark buildings with the U.S. Environmental Protection Agency’s (EPA) Portfolio Manager, which is a free, online building performance resource. The information required varies depending on the type of property and whether or not the property is eligible for an ENERGY STAR Score. • A service territory may be subject to a benchmarking ordinance, whereby the local government requires buildings of a certain size to report their energy usage annually. Refer to BuildingRating.org and keep members updated on energy policy changes. • A local utility may provide energy data for benchmarking. Refer business members to this map showing the service territories of the utilities providing customers with energy benchmarking data. 		

Energy Efficiency Program Design Workbook

STEP 9. INSPIRING COMPETITION AND ENERGY SAVINGS WITH CHALLENGE PROGRAMS





Much like chambers, small businesses are constantly looking for ways to stand above the competition. Energy efficiency helps them do this by lowering monthly costs, creating healthy and comfortable indoor environments, and demonstrating corporate responsibility to customers and investors. To inspire greater action on energy efficiency and to encourage friendly competition among chamber members, consider starting an energy efficiency challenge/ recognition program.

PURSUING? ¹	TASK	ACTIVITY DESCRIPTION	AVAILABLE RESOURCES	TARGET COMPLETION DATE	STATUS
	1. Conduct a challenge program	Encourage competition within an organization by hosting an energy efficiency competition. Designate a period to measure performance. Promote the competition to business members and encourage them to self-report their energy usage in order to receive recognition.	<ul style="list-style-type: none"> • <u>Motivate with Competition</u>: The U.S. Environmental Protection Agency (EPA) has created a list of resources for any organization to run an energy competition. 		
	2. Recognize participants in the challenge program to encourage other small businesses to invest in efficiency	From the challenge participants, identify categories and winners for each to announce to the public and generate further interest from the business community.	<ul style="list-style-type: none"> • The <u>Newtown-Needham Regional Chamber</u> hosted a green business of year program, which helped establish relationships and improve the lines of communication and commitment to saving energy within facilities. Use this case study to start your own recognition program. • Get inspired by <u>Sustainable Jersey's Green Business Recognition Program</u>. 		

Energy Efficiency Program Design Workbook

STEP 10. SUSTAINING AN ENERGY EFFICIENCY PROGRAM AND LOOKING TO THE FUTURE

For any chamber or small business organization to successfully maintain an energy efficiency program, it's important to regularly take the pulse of small business members and make actionable assessments of the program's reach, impact, and future needs.

PURSUING? ¹	TASK	ACTIVITY DESCRIPTION	AVAILABLE RESOURCES	TARGET COMPLETION DATE	STATUS
 	1. Execute a round-up knowledge, attitude, beliefs, and behaviors survey	Towards the end of the project, conduct an additional KABB survey to track energy efficiency knowledge penetration. The survey will help quantify the effectiveness of its energy efficiency program.	<ul style="list-style-type: none"> • <u>Sample KABB Survey</u>: Use the language presented here to conduct your own survey. 		
	2. Execute partner commitment agreement	To keep project activities going, execute memorandums of understandings with key partners in the community.	<ul style="list-style-type: none"> • <u>Living Cities</u> lists seven strategies for developing and maintaining effective partnership with the local government. • Maintain relationships with your partners. <u>Read</u> these 10 strategies to maintain a mutually beneficial relationship with your partners and donors. 		
	3. Identify future funding streams	The activities an organization executes should develop the basis for a strong proof of concept that multiple potential funders will be interested in funding.	<ul style="list-style-type: none"> • <u>The Foundation Center</u> has an online resource center that lists funding opportunities and fundraising tips and strategies. 		

PART 2: ENERGY EFFICIENCY ACTION GUIDE TOOLS

A community may already have access to local energy efficiency programs provided by a utility or other entity, or at least to companies that are providing energy-efficient products and services to local businesses. However, small business owners may not understand the business case for energy efficiency or know who to talk to for support. Organizations that are looking to build a successful energy efficiency program should use the following Small Business Energy Action Guide Tools to determine locally relevant resources and engage important stakeholders who can be strong assets and collaborators. Whether an organization is looking to build a strong network of energy efficiency contractors, leverage existing utility programs to benefit small businesses, foster community-wide collaboration, or is looking for good examples of how to promote its program through case studies and social media, the following toolkits provide readers with a wealth of information and check lists to ensure success. These resources can be used by themselves or concurrently with the others so organizations can tackle the most relevant areas of interest and potential impact.

I. ENGAGEMENT TOOLKIT

Bring the right local resources to the table. Creating partnerships within the community is a vital part of developing and sustaining a successful energy efficiency program. Use these checklists to engage and motivate stakeholders such as local governments, utilities, banks, private sector decision makers, and contractors.

II. GREEN AND HIGH-PERFORMANCE LEASE TOOLKIT

Small businesses can incorporate efficiency measures even if they lease their building or space. Help improve relationships between landlords and tenant companies through a green and high-performance lease that aligns costs and benefits of investing in efficiency. Learn about best practices to help members reap the benefits of a high-performing leased space.

III. ENERGY EFFICIENCY EDUCATION TOOLKIT

Educate small business members about available building efficiency solutions and financing or connect them to local energy efficiency leaders and experts.

IV. PROMOTIONAL TOOLKIT

Promote energy efficiency program and success stories to the local community and beyond using case studies, event flyers, and social media.

V. GLOSSARY

Get up to speed with key energy efficiency terms.





STAKEHOLDER ENGAGEMENT TOOLKIT

Every city and town has a different landscape of available energy-saving programs, financing opportunities, and service providers. However, most small businesses are not aware of the readily-available solutions in their areas or who to talk to for help. A chamber or small business organization can provide small business members a valuable service by assessing the local landscape and connecting business owners with trusted contractors, hosting educational events with local experts, and leveraging existing government or utility programs. To do this requires strong relationships. The following toolkit provides flexible checklists on how to engage the right community stakeholders to build an effective network that will support an organization's energy efficiency program and its small business members.

FEATURED CHECKLISTS INCLUDE:

Contractor's Network Checklist: Learn how to assemble local energy efficiency contractors to aid small business members in conducting energy audits, executing lighting and equipment upgrades, and other energy- and water-saving solutions.

Local Government Engagement Checklist: Use this checklist to develop a strong and beneficial relationship with local municipality or state government to gain public support in shaping an energy efficiency program and providing more savings opportunities to small businesses.

Private Sector Engagement Checklist: Create energy-saving dialogue between landlords and tenants to align incentives and foster collaboration for investing in efficiency.

Utility Engagement Checklist: Learn how to disseminate utility efficiency programs to members while also influencing how utility programs are designed and executed to maximize benefits to small businesses.



Contractors Network Checklist

To successfully connect small business members to cost-effective and tailored energy efficiency and sustainability solutions, it is important to be actively engaged with skilled and reputable local contractors who can be deployed to conduct audits and provide other energy services. Building and maintaining a solid network of highly qualified contractors is a critical indicator for the success of an energy efficiency program. Curating a list of vendors will further position you as trusted business advisors and help accelerate energy-saving opportunities for business members.

STAGE	OBJECTIVE
1: Market Assessment	Identify gaps and opportunities for energy efficiency and sustainability improvements within the community
2: Goal Setting	Set the stage for success
3: Program Delivery	Establish and deploy a contractor's network
4: Performance	Employ the following customer service best practices

STAGE 1: MARKET ASSESSMENT

Identify gaps and opportunities for energy efficiency and sustainability improvements within the community.

- Use the results of the [Knowledge Attitudes Beliefs and Behaviors \(KABB\)](#) survey to understand the needs and interests of small business members. The survey will provide critical insight into what type of energy services (i.e. LED lighting, HVAC, building envelope, or renewable energy) are most popular.
- Based on survey responses, start to assemble a list of local contractors that have expertise in areas of potential demand. While building your list and network, consider giving priority to contractors that are already a part of your membership. Looking for more contractors? Visit the [National Association of Energy Service Companies \(NAESCO\)](#) website to find more providers in your area.
- Understand what rebates and incentives are available for business members. Rebates and incentives make small businesses more likely to move from a contractor's service quote to action. [Refer to the local government checklist and the utilities checklist for information on how to research available local incentives.](#)

STAGE 2: GOAL SETTING

Set the stage for success.

- Once the market assessment (Stage 1) has been completed, set goals and timelines for the contractors in your network.

ASK THESE QUESTIONS:

- How many contractors do you want in the network?
- What is the volume of work you anticipate the contractors can handle?
- What staff capacity does your organization have to maintain the network?
- Of the types of improvements requested (lighting, HVAC, refrigeration, etc.), identify at least three contractors that have expertise in these areas and confirm the contractors are reputable and/or have a satisfactory rating with the [Better Business Bureau](#) or another entity that qualifies energy service contractors such as the [Association of Energy Engineers](#).

STAGE 3: PROGRAM DELIVERY

Establish and deploy a contractor's network.

- ❑ **Announce the Opportunity:** Raise awareness that your organization is interested in developing a contractor's network. Announce the opportunity at local events and share via your website, newsletters, social media, and engage in targeted outreach. Consider contacting local lighting and HVAC trade associations or local technical schools to find potential candidates and send information to technicians in the area. Stress the benefits of being a part of your network: In promotional and outreach materials, list benefits such as joining the contractor's network will expose a business to additional leads, new community connections, and exposure to new market sectors.
- ❑ **Contractor's Network Application:** Issue a request for proposals for contractors to become part of your network. Review proposals and aim to choose at least three vendors for each trade (electrician, HVAC, refrigeration, building envelope, energy services, etc.).

EVALUATE BUSINESSES BY:

- Community reputation
- Years in business
- Relevant trade certifications
- Service rates and availability of special offerings for business members
- Geographical coverage
- Use of sub-contractors or in-house labor
- References
- Previous engagement with your organization
- Local affiliations

Consider adding a small fee for contractors to join the network. This could be a source of non-membership dues revenue for a chamber organization. The revenue can be used to cover staff time and expenses related to publicizing the network and connecting businesses to opportunities.

- If considering a larger network (more than 20 contractors), add contractors at varying levels to service different sectors of the market (small commercial, middle market, large industrial, etc.) to better differentiate between contractors and segments easier.

- ❑ **Publicize the Network:** Once the contractors are announced, list the network participants in a prominent location on your website. Include the announcement at relevant events and gatherings and by other means of external communications with business members and the community.
- ❑ **Connect businesses to your network:** As small businesses inquire about how to complete desired improvements, refer them to a short list of contractors within the appropriate trade. Make direct introductions, if possible.

STAGE 4: PERFORMANCE

Employ the following customer service best practices.

- ❑ **Set baseline performance requirements and hold contractors to the following performance goals:**
 - **Number of energy services delivered:** Set an appropriate number based on the community demand for certain trades.
 - **Service quality:** Consider surveying businesses that have used a contractor. Ask them to rank their experience with the contractor on a scale of 1-5, with 5 being the best. Contractors in the network should strive to maintain a rating of 4 or better. Those with lower ratings should be placed on an improvement plan. Consider adding or removing businesses based on survey feedback. Re-evaluate the contractors' network on no less than an annual basis.
 - **Contractor participation rates:** For successful program development, contractors must respond to small business requests for energy improvements. A chosen contractor should respond to at least 80 percent of the requests.

SBEI PARTNER HIGHLIGHT

GCP/COSE CONTRACTOR NETWORK

The Greater Cleveland Partnership/ Council of Smaller Enterprises (GCP/COSE) has developed agreements with qualified energy service and product providers that in turn creates non-dues revenue through an administration fee that is applied to each project total and ranges from 2-10 percent depending on the contractor/ supplier and total project cost. This pre-qualified list of local vendors also makes it easy for businesses to find services.

RESOURCES

Contractor Engagement & Workforce Development: The U.S. Department of Energy has created this comprehensive resource toolkit on how to manage a successful contractors' network.

Customer Satisfaction Survey: Use the questions in this survey as a guide when surveying your members about their experience with the contractor's network.



Local Government Engagement Checklist

More cities, counties, and states are setting ambitious energy reduction goals that are good for the economy and good for the environment. A local government can be a key ally in a chamber organization's efforts to meet the energy and sustainability needs of small businesses and the buildings they occupy. If you are considering launching an energy efficiency program, the checklist below will help with crucial early steps to successfully engage with local government and gain public support for creating greater energy- and dollar-saving opportunities for small business members.

STAGE	OBJECTIVE
1: Assessing Priorities	Assess the energy landscape and capabilities of local government
2: Program Development	Understand local government context in order to build a viable energy efficiency program
3: Program Implementation	Coordinate efforts to maximize the impact of program(s).
4: Long-term Collaboration	Sustain a partnership with local government over time

STAGE 1: ASSESSING READINESS

- What is your organization's existing relationship with the municipal government(s)?
 - Who are your primary points of contact with the city?
 - Who are the people your members regularly work with in the city?
- Does your local jurisdiction have any energy or climate reduction goals?
- Are there any laws, voluntary programs, or incentives offered by your jurisdiction that apply to members?
 - If so, how do these energy policies or programs affect small businesses?
 - How are energy efficiency programs funded?
- Who are the relevant contact person(s) that manage these energy policies and programs?
- Is PACE (Property Assessed Clean Energy) financing offered locally? If so, who administers those programs?
 - Does your municipality or state have a green bank, other other energy efficiency financing offerings?
- What is your organization's existing relationship with the state energy office and/or state public utility commission?

STAGE 2: PROGRAM DEVELOPMENT

Change to: Craft programs that meet your mutual energy or sustainability goals by engaging with government staff responsible for energy program and policy management.

BELOW ARE EXAMPLES OF USEFUL QUESTIONS TO ASK:

- ❑ How does the local government currently engage with small businesses on mandatory energy policies or voluntary energy programs?
- ❑ How can small businesses benefit from an energy efficiency programs?
- ❑ How can your organization advance the interests of small businesses together with the local government and help businesses improve the energy efficiency of their buildings?
- ❑ Are there programmatic and/or outreach roles that your organization could play that could help achieve energy reduction goals for the local government that also benefit small businesses?

STAGE 3: PROGRAM IMPLEMENTATION

Decide what role local government should play in executing your organization's energy efficiency program and look for areas of alignment to achieve shared goals.

- ❑ What, if any, role do you want to ask local government to play in the implementation of your organization's energy program? Can local government help convene stakeholders, market or sponsor the program, or provide energy and water benchmarking support? How can you work together to improve each other's programs?
- ❑ Where do the goals for your energy efficiency program overlap with local government's goals?
- ❑ Are there opportunities to measure progress and celebrate programmatic successes where there is overlap with local government?

STAGE 4: LONG-TERM COLLABORATION

In order to reach as many small businesses as possible and drive the most energy and dollar savings, it is important to think about how an energy efficiency program could benefit from a long-term collaborative relationship with local government.

- ❑ Are there opportunities to seek joint grants or other funding to support any collaborative energy efficiency initiatives with local government?
- ❑ Are there opportunities to support and advocate for more energy efficiency funding for small business at the local government level?

**It is important to note that in many local areas there are additional energy efficiency programs for small- and medium-sized businesses beyond what the local governments may offer. Refer to the Small Business Energy Initiative's [Local Utility Checklist](#) for additional guidance on engaging with the local utility.*





Tenant Engagement Checklist

In any size market, a frequent challenge for landlords is to educate small business tenants about the value of investing in energy efficiency to improve operations and lower utility costs. Landlords also have limited time to develop programs to guide businesses in reducing their energy and water consumption. Complete the following checklist as an important first step to determine how to best engage with landlords to help unleash new savings opportunities for them and their small business tenants.

STAGE	OBJECTIVE
1: Identifying Candidates	Identify which leading landlords value sustainability and energy performance in their portfolios
2: Program Development	Understand what would drive identified landlords to share energy efficiency program offerings with their tenants
3: Program Implementation	Operationalize and execute an engagement plan
4: Long-term Collaboration	Sustain a partnership with landlords and their small business tenant(s)

STAGE 1: IDENTIFYING CANDIDATES

- What is your organization's existing relationship with local landlords?
 - Are there landlords within your membership?
 - Are you familiar with trade organizations they may be associated with or members of?
 - Explore trade events hosted by real estate organizations such as the [Building Owners and Managers Association \(BOMA\)](#), the [Institute of Real Estate Management \(IREM\)](#), or the [U.S. Green Buildings Council \(USGBC\)](#) to connect with landlords active in your community. These landlords may be more likely to attend events and lectures on sustainability and energy issues.
- Similar to landlords, property managers also serve small businesses. Are there property management companies that service buildings in a targeted region that incorporate energy efficiency and sustainability?

STAGE 2: PROGRAM DEVELOPMENT

- Introduce landlords to the concept of green leasing and best practices for integrating energy efficiency and sustainability into the lease. Walk them through the [Green Leasing for Laymen](#) resource. Contact IMT at imtweb@imt.org if you see an engagement opportunity to review their lease to incorporate efficiency improvement clauses.
- For identified landlords, ask the following about their tenant engagement programs:
 - Do they offer recommendations to incorporate sustainability and energy performance on their website or as part of their welcome packet?
 - Do they offer energy audits for tenants?
- Does the developer or landlord have environmental targets they are trying to achieve? This could include programs such as environmental social governance (ESG), corporate social responsibility (CSR), or other internal department-specific benchmarks and targets.

- ❑ Are there energy and/or water benchmarking ordinances that affect the landlords you are engaging? If so, inquire if the landlords are complying with the ordinance and if energy data access is factored into their leases.

REFER THEM TO THESE RESOURCES:

- It's easy to benchmark buildings with the U.S. Environmental Protection Agency's (EPA) Portfolio Manager, a free, online building performance resource that can benchmark the following buildings in portfolio manager: commercial office, warehouse, schools, and others listed on EPA's website.
- Refer to the Building Rating website and keep business members updated on energy policy changes.
- The local utility may provide energy data for benchmarking. Refer business members to this map showing the service territories of the utilities providing customers with energy benchmarking data.

STAGE 3: PROGRAM IMPLEMENTATION

After completing Stages 1 and 2, reach out to landlords to help them identify gaps in their existing offerings. These gaps pose good opportunities to leverage the SBEI's expertise and best practice resources shared in this guide.

Based on where you find points of collaboration to unlock potential savings, proceed with scheduling a discussion with landlords to answer some of the following questions:

- ❑ If there is a potential to promote/co-brand/conduct outreach, what would the agreed-upon terms be for that collaboration? I.E. public-facing case studies will feature logos from both organizations.
- ❑ How would your organization and the landlord capture and share names of small businesses that are good candidates to design and operate a more efficient tenant space? It is important to discuss how tenants will be recruited to participate.
- ❑ Does the landlord have outreach or participation goals for tenant engagement? If not, what departments need to be a part of setting those goals and reaching them?



STAGE 4: LONG-TERM COLLABORATION

Once stages 1-3 are completed, now begin stage 4 to forecast a long-term collaboration plan with engaged landlords.

QUESTIONS TO RAISE AT THIS POINT INCLUDE:

- ❑ Is there a more formal way to structure your organization's partnership with landlords? Perhaps as a direct marketing partner or through a formal sponsorship of the SBEI program? Could the partnership be solidified in a memorandum of understanding (MOU) or other contractual agreement?

**If landlords do not offer sufficient energy efficiency and sustainability guidance, but business members and local communities seek resources and support, consider how an energy efficiency program and/or support from the SBEI can help. Working with local government and small businesses can increase demand and make the case for energy-saving investments. An effective energy efficiency program can attract landlords to partner directly and deliver enhanced offerings for small business tenants and drive savings.*

It is important to note that in many local areas there are additional energy efficiency programs offered to small- and medium-sized businesses. There may be state- or city-wide programs implemented by local government or state energy offices that are available. Refer to the SBEI Local Government Checklist for additional guidance on engaging with local government.





Utility Engagement Checklist

Whether local electric and gas utilities are investor owned, co-operatively owned, or municipally owned and operated; the majority of energy utilities in the U.S. now offer some variation of energy efficiency programming. If a local chamber of commerce or similar organization is considering launching an energy efficiency program an important early step is to complete this checklist to help engage with the local utility to leverage their available programs and resources that can unleash greater energy savings opportunities for small businesses.

STAGE	OBJECTIVE
1: Assessing Readiness	Assess and index the local energy and utility landscape
2: Program Development	Understand utility context in order to build a viable energy efficiency program
3: Program Implementation	Operationalize and execute a new energy efficiency program in partnership with utility
4: Long-term Collaboration	Sustain a partnership with utility over time

STAGE 1: ASSESSING READINESS

- What is your organization’s existing relationship with local electric and gas utilities?
 - Are the utilities members of your organization or sponsors of existing programs and/or events?
 - Are there multiple local utilities that serve your organization and its members?

Take an index of all local energy utilities that overlap with your organization’s service area. If you do not have an existing relationship with an identified utility in your area, reach out to the utility to connect with a staff member that is involved with its energy efficiency program.

- Are there state or locally mandated energy savings targets that your local utilities are obligated to achieve each year? If so, are there any specific savings goals for small- and medium-sized commercial buildings or business customers?
- Do small businesses receive adequate data about their own energy usage? Is it electronic, easily accessible, and accurate? Can small businesses easily share it with landlords or energy service providers?

STAGE 2: PROGRAM DEVELOPMENT

- What types of energy offerings should utilities have for small businesses?
- Are small business programs the same as programs for large customers except marketed differently, or are they different programs?
- Do your local utilities currently offer energy efficiency programs? To fully understand their programs and how local businesses can take advantage of them, ask to meet or speak with the utilities’ energy efficiency program staff or implementation partners (i.e. FirstEnergy contracts with Sodexo to run their rebate programs and manage goals).

BELOW ARE EXAMPLE QUESTIONS TO ASK:

- What is the current process that determines how utility energy efficiency programs are designed, implemented, and evaluated, and how do new offerings or modifications get proposed?
- Does the utility offer ASHRAE Level Audits (standardized energy audits)? If so, what do the audit and subsequent energy efficiency offerings consist of and how do small businesses currently participate?

- ❑ Is On-Bill Financing or Repayment offered for small businesses?
- ❑ Do local utilities offer financing as part of their programs? If so, how is it structured, particularly for small businesses?
- ❑ Has your utility identified any energy efficiency barriers unique to small businesses? How is it addressing them, and what gaps remain?
- ❑ Does the utility currently work with any community-based partners to promote its business energy efficiency programs? If so, which ones? Your organization can cross-reference the list to see if any of the community-based partners are members.
- ❑ Do you have members of your organization that are energy efficiency contractors or certified trade allies for utility programs? If so, create a database to collect information on their offerings for small business customers and local demand for their services.
- ❑ Are there opportunities for your organization and local utilities to partner on energy efficiency for small businesses? Discuss potential to promote energy efficiency programs, co-brand marketing, and conduct outreach and educational workshops together.
- ❑ How does the utility define a small business (i.e. by rate, class), and how does it identify and engage with those customers?
- ❑ Does the utility offer services that are specifically designed to support small businesses?

STAGE 3: PROGRAM IMPLEMENTATION

After answering the questions in stages one and two, you should have a clear understanding of local utility programs as well as the information needed to move on to program implementation. Use the gathered information to determine where points of potential collaboration with utilities may be and where gaps in their existing offerings may be filled by your energy efficiency program. Based on where you find points of collaboration, proceed with scheduling a discussion with the utilities to answer a few of the following questions:

- ❑ If there is potential to co-promote, co-brand, or coordinate customer outreach, what would the terms for that collaboration be?
- ❑ How would the utility capture and share names of small businesses that are interested in utility programs and vice versa? It is important to discuss how customers will be recruited to participate and followed up with after a first interaction.

- ❑ Does the utility or your organization want to set outreach or participation goals?
- ❑ How does the utility and your organization want to measure progress and celebrate success of your joint efforts?

STAGE 4: LONG-TERM COLLABORATION

Once your organization has discussed how to get an energy efficiency program up and running, it's time to develop a long-term collaboration plan.

QUESTIONS TO RAISE INCLUDE:

- ❑ Is there a more formal way to structure your organization's partnership with the utilities? Perhaps as a direct marketing partner or through a formal sponsorship of your energy efficiency program? Could the partnership be formalized in a memorandum of understanding (MOU) or other contractual agreement?
- ❑ Are there different approaches to energy efficiency between your organization and the utilities? If so, what are they and how can they be addressed while maintaining a mutually beneficial relationship?
- ❑ How can your organization continually address the energy efficiency needs for small businesses and what role do your local utilities play?
- ❑ Is there a formal stakeholder working group that provides guidance on the design and implementation of utility efficiency programs in which your organization should be involved? If not, this should be a top consideration.

Working with local utilities can have a significant impact in providing a valuable service to small businesses many local areas have additional energy efficiency programs for small-medium sized businesses beyond what the utility offers. If utility engagement has been ineffective, consider more formal participation at the state public utilities commission to propose useful modifications to utility programming that better serves small businesses. There may be state-wide or city-wide programs offered and implemented by local government or state energy offices. Refer to the [SBEI Local Government Checklist](#) for additional guidance on engaging with local government.



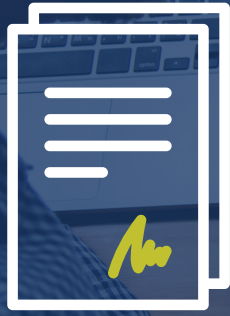
GREEN LEASE TOOLKIT

Green leases (also known as aligned energy-leases, high-performance leases, or energy-efficient leases) align the financial and energy incentives of building owners and tenants so they can work together to save money, conserve resources, and ensure the efficient operation of buildings. Use this toolkit to help improve relationships between tenants and landlords through green leasing. Learn about leasing best practices, and lease clauses that address sustainability, and present these lessons to business members.

Reach out to IMT and GCP/ COSE for assistance with green leasing. Send us an email at imtweb@imt.org to get in touch and be sure to visit greenleaselibrary.com.

This toolkit includes:

- i. Green Leasing for Laymen Infographic: Start here to learn about the benefits of green leasing.
- ii. Green Leasing Frequently Asked Questions: Get answers and solutions for getting started on enhancing a lease with energy efficiency clauses.
- iii. Sample Green Lease Language: Get inspired to take energy-saving action with sample green lease clauses.



What is a Green Lease?

A green lease (also known as an energy-aligned, high-performance, or energy-efficient lease) aligns the financial and environmental goals of landlords and tenants to work together to save money, conserve resources, and ensure the efficient operation of buildings.

Turning the lease into a more powerful business tool for both landlords and tenants.

Energy and water use affects both building owners and tenants, yet in many commercial lease structures, the party expending capital for an efficiency upgrade does not benefit from the savings gained from that upgrade. Green lease clauses resolve this split incentive by creating win-win agreements for building owners and tenants, equitably aligning the costs and benefits of energy and water efficiency investments for both parties.

GREEN LEASING BENEFITS



LOWER OPERATING EXPENSES



INCREASED OCCUPANCY AND BASE RENTS



EMPLOYEE ATTRACTION AND RETENTION



ASSISTANCE MEETING CORPORATE SUSTAINABILITY GOALS



IMPROVED EMPLOYEE COMFORT, HEALTH, AND PRODUCTIVITY



COMPLIANCE WITH CURRENT AND FUTURE REGULATIONS



GREEN LEASES CAN **REDUCE UTILITY BILLS UP TO 22%** IN U.S. OFFICE BUILDINGS ALONE.

<https://www.imt.org/resources/green-lease-impact-report/>

SPLIT INCENTIVE CHALLENGE



THE OWNER

Wants to make their building more energy-efficient. But if the owner pays for upgrades, why should tenants get all the benefits at no cost?



THE TENANT

Wants to be more energy efficient, but pays a flat rate for utilities by the square foot. So they have no incentive to use less energy.

ENTER THE GREEN LEASE

THE TENANT NEGOTIATES

Make the space more energy efficient

Submetering their space's electricity, so they are paying for what they actually use—which will encourage more efficient operations

THE OWNER NEGOTIATES

Passes some of the cost of the submeter installation onto the tenant

THE RESULT:

The lease is signed & everyone wins!

HOW YOUR ORGANIZATION CAN HELP

Find the candidates who would most benefit from green lease enhancements by asking your membership these questions:

- Identify businesses that are in a landlord-tenant situation
 - Ask businesses if they have a landlord. Or, if they have tenant(s).
- Identify the utility structure
 - Does the tenant have access to their utility bills, or is it included in their rent?
 - Do tenants have separate meters?
- Pin-point split incentives
 - Does a small business want to do energy efficiency improvements, but worry they won't reap the energy savings due to their lease structure?
- Time the leasing cycle
 - Is the business renewing leases soon? Moving into a new space?
 - Looking for new ways to reduce their expenses with their landlord/tenant?

If a small business member answered yes to any of the above, they may be an ideal candidate for adopting green lease language.

What's next?

Contact IMT and GCP/COSE for hands-on guidance on assessing a small business landlord or tenant's leasing practices, as well as assistance in implementing changes to boost their building's efficiency. Send us an email at imtweb@imt.org to get in touch. In addition, visit www.greenleaselibrary.com for a comprehensive collection of green leasing best practices, case studies, and other helpful resources.



Green Leasing Frequently Asked Questions

AS LEADING EXPERTS ON GREEN LEASING, GCP/COSE AND IMT ARE FREQUENTLY ASKED WHAT THE BENEFITS OF GREEN LEASES ARE AND HOW SMALL BUSINESSES CAN PUT THEM TO USE. BELOW ARE SOME COMMONLY ASKED QUESTIONS WITH SOLUTIONS FOR GETTING STARTED ON ENHANCING A LEASE WITH ENERGY EFFICIENCY CLAUSES.

WHAT IS A GREEN LEASE AND WHY IS IT BENEFICIAL?

Green leases, also known as high-performance, or energy-efficient, are not generally stand-alone documents separate from a normal commercial lease. Rather, a green lease is a regular commercial lease with language to address both landlord and tenant sustainability goals. The language in the lease can improve the environmental sustainability of commercial properties, reduce operating costs, help comply with required or voluntary energy benchmarking, and help achieve third party certifications such as Leadership in Energy and Environmental Design (LEED) and Energy Star. With a modern, green lease, both landlord and tenant have incentives to invest in long-term, energy-efficient solutions.

WHAT ROLE DO TRADITIONAL LEASES PLAY IN INHIBITING ENERGY EFFICIENCY?

Most leased commercial properties rely on the lease to establish terms and effectively split costs between landlords and tenants.

Because the contents of a lease determine who pays for different aspects of a building's construction and maintenance, lease language plays an important role in determining what kind of maintenance the building receives.

Traditional leases separate costs in a way that discourages landlord and tenant collaboration while creating what is known as the "split-incentive" problem: landlords have no incentive to improve the energy efficiency of their building, while tenants bear the brunt of wasteful and poorly performing building systems (AC, heating, etc). Too often, the tenant is paying for their own utilities and the landlord doesn't see the costs. Green leases encourage both parties to collaborate and share important information with each other, helping mitigate split-incentive issues and paving the way for energy efficiency improvements.

HOW CAN A GREEN LEASE HELP THE BOTTOM LINE?

A growing number of commercial real estate companies, tenants, and brokers are using a green lease as a collaborative blueprint to increase building energy performance and save money. The Institute for Market Transformation (IMT) estimates that such leases can reduce utility bills by up to \$0.51 per square foot and reduce energy consumption in an office building by up to 22 percent.

WHAT ISSUES CAN A GREEN LEASE RESOLVE?

There are four main categories for green lease language summarized below:

Pass-through Clauses: Language that allows the landlord's efficiency capital improvement costs to be shared with tenants.

Operational Clauses: Sections that mandate practices for the tenant space to operate more efficiently and sustainably.

Sustainable Purchasing: Language that outlines allowable materials in tenant and common area space. For example, criteria may include requirements for ENERGY STAR products or construction materials with recycled content.

Reporting: These clauses encourage sharing tenant space and building-wide utility data in effort to measure and manage energy use and address benchmarking goals.

HOW DO I GREEN AN EXISTING LEASE?

Restructuring existing leases for greater efficiency can be a tough job. Here are some strategies to make enhancements.

Adjusting Rules and Regulations: Inserting efficiency operation language into the Rules and Regulations of a lease is the first step towards an agreement that lowers utility costs. It allows the development of simple low or no-cost solutions that both tenant and landlord can utilize without spending large amounts of cash up front.

IMT estimates that such leases can reduce utility bills by up to \$0.51 per square foot and reduce energy consumption in an office building by up to 22 percent.

Amendments: Amendments can be used to address select alteration(s) to the lease. This strategy commonly requires legal coordination from both landlord and tenant. The approach can be used to implement a capital improvement or sharing of utility usage while clearly outlining where both parties benefit from the improvement. It's important to note that amendments shield the remainder of the lease items from additional negotiations, as an amendment is generally a stand-alone document limited to a few pages.

HOW CAN I HELP BUSINESSES NEGOTIATE A GREEN LEASE?

Use these discussion opportunities to green a lease.

FOR LANDLORDS:

Extended Lease Term: Agree to extend the tenant's lease so that the tenant can recoup all or a larger portion of savings after an initial payback period.

Stress Financial Savings: Emphasize overall operating savings such as lower utility expenses (in the case of triple-net leases) wellness, comfort, and productivity savings to the tenant.

Be Transparent: Let the tenant know of planned improvements that are beneficial to the tenant.

FOR TENANTS:

Agree to a Longer Lease Term: By signing a longer lease, the landlord may be more inclined to renegotiate the lease if he or she is able to mitigate vacancy risk. Additionally, such suggestion helps the landlord save on transaction costs associated with replacing tenants.

Communicate Cooperatively: Stress to the landlord what you are willing to pay. Mention how an energy efficient tenant space can benefit the whole building's energy use. Aim for a win-win resolution for both parties.

Stress Benefits to the Landlord: Emphasize what the landlord stands to gain when investing in energy efficiency. Mention lower operating costs, higher net operating incomes (NOI) and a higher valued building.

Rebates and Tax Incentives: Research rebates and tax incentives from your local utilities and contractors. These rebates and incentives may help tenant and landlord overcome cost hurdles.



Sample Green Lease Clauses

GREEN LEASES, ALSO KNOWN AS HIGH-PERFORMANCE OR ENERGY-ALIGNED LEASES ARE A SMART WAY TO GET SMALL BUSINESS LANDLORDS AND TENANTS TO COLLABORATE ON LOWERING THEIR UTILITY AND MAINTENANCE COSTS WHILE SECURING A POSITIVE RETURN ON INVESTMENT FOR BOTH PARTIES. CHAMBER ORGANIZATIONS SHOULD ENCOURAGE SMALL BUSINESS LANDLORDS AND TENANTS TO USE THE FOLLOWING EXAMPLE GREEN LEASE CLAUSES THAT HAVE BEEN SUCCESSFULLY IMPLEMENTED BY A LARGE AND GROWING NUMBER OF COMPANIES ACROSS THE U.S. EACH EXAMPLE FALLS INTO ONE OF FOUR CLASSIFICATIONS BELOW. FOR TECHNICAL ASSISTANCE ON GREEN LEASING AND HOW TO INCORPORATE ENERGY-SAVING CLAUSES INTO A STANDARD LEASE, GET IN TOUCH WITH AN EXPERT AT IMT BY EMAILING IMTWEB@IMT.ORG.

- **Tenant Language.** Tenants who rent a space and are interested in entering, or renegotiating, a green lease should focus on those examples labeled “tenant language.” These will give guidance on energy efficiency best practices and requirements for tenants. Tenant language may include a mandate that the landlord install a tenant-approved sub-meter prior to move-in.
- **Landlord Language.** Those examples designated with “landlord language” are intended to guide landlords on what they must provide to tenants, as well as operating principles to which they must adhere. For example, landlord language may mandate that a tenant share utility data if the tenant is on a separate meter from the whole building.
- **Landlord and Tenant Language.** Anything with the designation, “landlord and tenant language” explains actions that must be taken by both parties in a cooperative manner. An example of this would be an agreement in which the landlord handles HVAC installation and repair, but tenants are responsible for maintaining an energy-efficient setting on their units to ensure optimal HVAC operation.
- **General Lease Language.** This designation refers to clauses that should be incorporated for overall energy efficiency and building sustainability without specific required actions by one party. For example, lease language under this category include both parties making best efforts to reduce energy usage in their day-to-day practices.

COST PASS-THROUGH & SPLIT INCENTIVE

ALLOW CAPITAL EXPENSES FOR ENERGY EFFICIENCY TO BE TREATED AS OPERATING EXPENSES

Landlord Language: Landlord may include the costs of certain capital improvements [intended to] [that] improve energy efficiency in operating expenses. The amount passed through by Landlord to Tenant in any one year shall not exceed the prorated capital cost of that improvement over the expected life cycle term of that improvement [and shall not exceed in any year the amount of operating expenses actually saved by that improvement]. Interest/the cost of capital can be included.

EXPLICIT ENERGY EFFICIENCY CLAUSE

General Lease Language: Cost of any capital improvement to the Building that reduces Building Operating Costs, the costs of such improvements to be amortized over the minimum period acceptable for federal income tax purposes, and only the yearly amortized portion thereof shall be treated as a Building Operating Costs. In no event shall this charge for yearly amortization be more than the actual reduction in the Building Operating Costs.

AMORTIZATION

General Lease Language: All costs of any capital improvements made to the building that reduce the building’s energy expenses, shall be cost capitalized and hereafter amortized as an annual Operating Expense under generally accepted accounting principles, only the yearly amortized portion of which shall be included in Operating Expenses. In no event shall the charge for yearly amortization be more than the actual reduction in Operating Expenses.

GREEN TENANT BUILD OUT

EFFICIENT TENANT BUILD OUT

Landlord and Tenant Language:

Tenant Language: The Tenant agrees to conduct its operations in the Building and within the Premises in accordance with the following provisions: The Tenant shall ensure that all work done within the Premises by the Tenant or its representatives shall be undertaken in accordance herewith and with the Landlord's sustainability goals. The Landlord agrees to make reasonable effort to conduct building operations in accordance herewith and with the Tenant's sustainability goals.

Landlord Language: Before making any alterations to the Premises or to the plant, equipment or services within and serving the Premises which alterations (may/will) adversely affect the environmental performance of and/or any energy performance rating of the Premises and/or the Building the Tenant shall:

- (i) provide sufficient information to the Landlord in writing and wait a reasonable period before commencing the works so as to enable the Landlord to assess the potential adverse effects of the proposed alterations
- (ii) consider (and, where reasonable, implement) any (reasonable) suggestions which the Landlord makes to (avoid/minimize) any such potential adverse effects of the proposed alterations.

ONGOING ALTERATIONS

Landlord Language: Before making any alterations to the Premises or to the plant, equipment or services within and serving the Premises which alterations (may/will) adversely affect the environmental performance of and/or any energy performance rating of the Premises and/or the Building the Tenant shall:

- (a) provide sufficient information to the Landlord in writing and wait a reasonable period before commencing the works so as to enable the Landlord to assess the potential adverse effects of the proposed alterations.
- (b) consider (and, where reasonable, implement) any (reasonable) suggestions which the Landlord makes to (avoid/minimize) any such potential adverse effects of the proposed alterations.

FOLLOWING LANDLORD SUSTAINABILITY PRACTICES

Landlord and Tenant Language: Any and all Tenant Improvement Work and/or Alterations will be performed in accordance with Landlord's sustainability practices that Tenant has accepted as part of the lease agreement, including any agreed upon third-party rating system concerning the environmental compliance of the Building or the Premises, as the same may change from time to time.

(optional) Tenant further agrees to engage a qualified third party LEED Accredited Professional or similarly qualified professional during the design phase through implementation of any Tenant Improvement Work and/or Alterations to review all plans, material procurement, demolition, construction and waste management procedures to ensure they are in full conformance to Landlord's sustainability practices, as aforementioned.

INFO



PROMOTIONAL TOOLKIT

FEATURED TOOLS INCLUDE:

Energy Efficiency Seminar | Social Media Tool Kit

Flyer Templates | Sample Case Studies

Energy Efficiency Education Toolkit

Hosting an energy efficiency seminar is an ideal way to share fresh ideas with small business on how to take ownership of their energy spend and utilities and solidify an organization's position as an energy efficiency leader in the community. The seminar creates an opportunity to inspire small business members to take action and engage in activities such as energy audits, financing for energy efficiency improvements, and green leasing adoption. To maintain interest among small business members, aim to host an energy efficiency seminar at least once quarterly. Below is a check-list of actions to consider when undertaking an energy seminar event.

STAGE	OBJECTIVE
1: Purpose of Event	Develop the basic objective of the event
2: Speakers Commitment	Locate members of the community who can support and promote the energy efficiency discussion
3: Plan Seminar	Outline the needs and responsible parties for the event
4: Execute Seminar	Host an event on an energy efficiency topic
5: Seminar Wrap-Up	Connect attendees to resources needed to participate in other activities such as green leasing, energy audits, financing, etc.

STAGE 1: PURPOSE OF EVENT

Before planning an event, get familiar with the basic objectives behind the event:

Tailor the event to an audience.

- What type of businesses make up membership? Consider planning seminar topics that cover these audiences' unique needs.

Identify a topic for the event.

- How knowledgeable is membership about energy efficiency? Use the results from the [Knowledge, Attitude, Behaviors, and Beliefs \(KABB\) survey](#) to tailor an event to their needs.

BEGINNER TOPICS MAY INCLUDE:

- Low-or no-cost energy efficiency tips
- Introduction to rebates and incentives
- Taking action with an energy audit
- Finding qualified contractors for energy efficiency improvements

ADVANCED TOPICS MAY INCLUDE:

- Energy efficiency financing
- Benchmarking energy and/or water use
- Overcoming the split incentive with green leasing
- Exploring clean energy
- Why should small businesses attend? As you know, small businesses are short on time, what can they gain from attending the event? Identify three key take-aways and one action for the seminar. For example, attendees will learn no-cost energy efficiency tips and have the opportunity to connect with energy efficiency consultants for additional support.

RECEIVE HELP:

Reach out to IMT and GCP/COSE for assistance with refining this key step for an energy efficiency seminar. Send us and email at imtweb@imt.org to get in touch.

STAGE 2: SPEAKERS COMMITMENT

After identifying the learning objectives for the seminar, locate energy efficiency experts in the community who are engaging and who can connect the audience to immediate resources post-seminar.

❑ Sponsorship commitments

- Use seminar events to bolster stronger ties with community leaders such as the local utility, local government, universities, lenders, or other large employers in the area.
- Consider asking an influential chamber board member or another community leader to sponsor the event. Incorporate their logo on promotional and educational materials. Invite the sponsors to the event, promote any of your sponsors' programs relevant your audience. Thank the sponsors at the event.

❑ Additional speakers

- Consider adding varying types of speakers to your agenda. These speakers can be experts in specific energy efficiency topics and can better elaborate on technical topics such as energy audits, green lease clauses, utility programs, or energy efficiency financing mechanisms. They can present opportunities for immediate energy-saving activities. Afterwards, encourage attendees to follow up with speakers by emailing attendees speaker information or by providing a table where speakers can post their marketing materials or business cards.
- Ask small business members who have taken advantage of energy efficiency programs to speak about their experience. These energy efficiency champions will be relatable to the audience and can inspire them to take energy-saving action.

❑ Keynote speaker (optional)

- A good keynote speaker should provide a well-rounded, articulate perspective and overview of the topic your seminar offers. Identify credible energy efficiency leaders in your community that can speak clearly to your event's topic. Devote 15 minutes of the agenda to a keynote speaker.

STAGE 3: PLAN SEMINAR

The energy efficiency seminar is a great way to not only educate your membership on how to save on their utilities, but it also presents your organization as a trusted advisor on energy efficiency. Use these steps to lead an engaging seminar.

❑ Format

- Plan for the event to be between 90—120 minutes.
- Audience participation is key. To create an engaging experience, ensure objectives and actions are clearly outlined at the start of the seminar. Encourage discussion between speakers and the audience.
- Tips
 - Consider seating the audience in round or u-shape formations.
 - Consider adding round table discussions; alternatively, if you are anticipating a large turn-out, consider using breakout sessions.
- Take into account the schedules for these type of businesses. For some audiences, a lunch-time event may be ideal. For others, morning events are better. If time is a significant constraint, consider recording the event and posting the event on your website for small businesses and interested parties that were unable to attend.
- Depending on the audience, consider hosting the event at your organization's headquarters or ask a member or a sponsor to host the seminar location.

❑ Agenda

- Sample Agenda The agenda can be used to plan activities for the day. When crafting an agenda, plan to leave time for discussion.

❑ Promotion

- Promote the event using traditional means to reach small businesses. As part of your strategy, include email, flyers, phone, mailing campaigns, social media, or online/TV/radio/newspaper advertising as part of your outreach as budget allows. Ask attendees to register online for the event to help with planning logistics.
- Sample promotion templates
 - Seminar Flyer
 - Email/Newsletter/Social Media Package



STAGE 4: EXECUTE SEMINAR

Generate interest in other energy efficiency activities by hosting an informational seminar. Ensure the event goes smoothly by following these steps:

□ Dry-run

- Ask seminar coordinators and speakers to meet prior to the seminar. Test-run the audio-visual equipment needed for the presentation. Make sure facilitators, speakers, and coordinators are clear of their individual objectives.
- Provide a speaker checklist, incorporating instructions on how to prepare, audio visual requirements, and presentation/ PowerPoint guidelines.

□ Sign-in sheet

- As attendees enter the seminar, request they fill out a sign-in sheet and/or ask for a business card. Plan to follow-up with attendees after the seminar and keep them in the loop with your organization's energy efficiency-related activities.

□ Time management

- Ask a member of your staff to keep time. Make sure to pivot or move discussions offline so that all of the seminar's content is covered during the specified time frame.

STAGE 5: SEMINAR WRAP-UP

Keep your members engaged and focused on energy efficiency long after the seminar ends.

□ Communicate outcomes

- Document the event on social media. Post photos and tag small businesses and sponsors in captions. Highlight the key takeaways in 280 characters or less. [Refer to the social media guide for more ideas.](#)

□ Newsletters, blogs, and e-blasts

- Write-up a short summary of the event making sure to capture key take-aways. If possible, seek permission to include quotes from attendees and speakers that highlight the importance of energy efficiency. To get quotes, consider having comments cards present at the seminar. Ensure lessons learned are shared throughout your membership and community communications channels.

□ Follow-up with attendees

- After the event, email all attendees who registered online or filled out the sign-in sheet. Thank them for coming, share the contact information of the speakers and resources that were mentioned during the seminar. Set up a reminder to touch base with member businesses to encourage them to take advantage of your program offerings and other available opportunities for saving energy and resources.
- From the sign-in sheet, enroll all attendees to receive all SBEL notifications including case studies, events, and other resources.



Social Media Toolkit

Using email and social media is a smart, quick, and inexpensive way for local chambers to reach small businesses and promote their programs and events. The below examples aim to inspire local chambers and small business organizations to utilize today's ubiquitous social tools to spread the word about their energy efficiency program. This language can be modified to fit any organization's needs. Don't forget to attach images with each post, as they have been proven to draw better engagement.

EMAIL COPY EXAMPLE

SAMPLE SUBJECT LINE 1:

You're Invited: Join [ORGANIZATION] to learn how energy-efficient buildings drive savings and benefits for small businesses.

SAMPLE SUBJECT LINE 2:

EVENT or WEBINAR: How to make high energy costs and poor building performance a thing of the past for small businesses [DATE]

[GREETING],

Many small businesses own and operate out of buildings that waste energy and could use of some type of an upgrade to decrease high monthly utility costs and save money that could be better invested. Small businesses interested in learning about today's smartest and most cost-effective solutions to save energy & money, improve operations, and create healthier environments for employees and customers are invited to attend [ORGANIZATION]'s energy efficiency seminar on [DATE, TIME, PLACE]. Attendees will hear from [PRESENTER OR GUEST PRESENTER] about how to receive an energy audit to identify the biggest areas for improvement, as well as learn about local utility programs and financing opportunities available to mitigate upfront costs and improve your space or building in ways that are good for business and good for the environment.

To RSVP for this event or to speak to someone about how [ORGANIZATION] can help your business get on the fast track to energy savings and higher performance, visit [WEBSITE], email us at [EMAIL ADDRESS], or call us at [PHONE NUMBER].

[REGISTER TODAY BUTTON]

NEWSLETTER COPY EXAMPLE

HEADLINE:

How Small Businesses Can Lower Monthly Utility Costs and Unlock High Performance

[ORGANIZATION] invites small businesses located in [AREA] to join us for an exciting presentation on low- and no-cost actions every business can take lower utility bills, improve building operations, and engage employees and customers on sustainability. [PRESENTER] will provide an overview of how to get an energy audit and other simple steps to get on the path to better utility savings and building performance. Visit [WEBPAGE/SITE] for more information on this special event.

SAMPLE SOCIAL MEDIA CONTENT

FACEBOOK OR LINKEDIN:

- ATTN #SmallBusiness owners and tenants! Join [ORGANIZATION] on [DATE] to learn how #EnergyEfficiency can boost your bottom line while creating healthy and comfortable spaces: [HYPERLINK]
- #EnergyEfficiency isn't just about protecting the environment, it's about saving money and smart operations. Join [ORGANIZATION] on [DATE] to learn about low- and no-cost steps any #SmallBusiness can take to save on utilities: [HYPERLINK]
- DYK? Energy use can account for up to 20% of expenditures of a #SmallBusiness. Join [ORGANIZATION] on [DATE] to learn simple ways to cut utility costs and put money back in your pocket. [HYPERLINK]

TWITTER:

- SMALL BIZ EVENT: Join [ORGANIZATION] to learn how "going green" can keep your #smallbusiness in the black and drive better performance and operations: [HYPERLINK] #EnergySavings #SmartOperations
- [ORGANIZATION] is here to shine a light on #EnergyEfficiency solutions for small businesses. Visit [WEBSITE] to learn more and start saving. [HYPERLINK] #SmallBizEnergy
- Energy is a major cost for small businesses (up to 20% of expenditures)! [ORGANIZATION] is launching [PROGRAM]- learn how we can help your business benefit from #EnergyEfficiency and improve your bottom line: [HYPERLINK]



PROMOTIONAL TOOLKIT: FLYERS

The following flyer examples are available for organizations to use in their efforts to spread the word about energy efficiency to small business members and contacts. *The samples included in this guide are for illustrative and educational purposes only and do not reference actual chambers or businesses. Any likeness inferred to actual persons or businesses is unintended.*

Organizations interested in creating promotional materials for an energy efficiency program should contact IMT for customizable InDesign flyer templates and support from its staff. To get in touch, send an email to imtweb@imt.org.

Featured templates include:

- i. Educational Seminar Event Flyer: This template can be used to promote educational seminars and presentations.
- ii. Informational Flyer: This flyer template can be used to raise awareness in any community about actionable energy-saving opportunities for small businesses.

SAVE THE DATE

Small Business Energy Efficiency Seminar

DATE, TIME | LOCATION

ORGANIZATION
LOGO

LEARN. PARTICIPATE. SAVE ENERGY.

Learn strategies to save energy and money on your monthly utility bills.

Join us for an exciting presentation on available programs, financing, and cost-effective solutions to save your business energy and money.

AGENDA WILL FEATURE LOCAL ENERGY EFFICIENCY PROFESSIONALS, EASY-TO-ADOPT BEST PRACTICES MODELS OF SUCCESS, AVAILABLE FINANCING OPTIONS AND OTHER TOPICS SUCH AS:



HOW TO PARTICIPATE IN OUR ENERGY EFFICIENCY PROGRAM



WORKING WITH YOUR TENANT OR LANDLORD TO TACKLE EFFICIENCY AND REAP SHARED SAVINGS AND BENEFITS



HOW TO GET HELP FROM YOUR UTILITY AND LOWER YOUR BILLS



WAYS TO CONNECT WITH SIMILAR SMALL BUSINESSES TO LEARN HOW THEY ARE SUCCESSFULLY LOWERING THEIR ENERGY COSTS



HOW TO ENSURE YOUR BUILDING COMPLIES WITH THE LOCAL ENERGY CODE



STRATEGIES TO GET YOUR EMPLOYEES TO BECOME YOUR BEST INTERNAL ENERGY EFFICIENCY CHAMPIONS

LEARN MORE

BY VISITING US ONLINE AT:
organization website



ORGANIZATION
LOGO

LOGO

YOUR CHAMBER: YOUR TRUSTED ENERGY ADVISOR

I DON'T HAVE THE TIME. I DON'T HAVE THE MONEY. I DON'T KNOW WHERE TO START. SOUND FAMILIAR?

Implementing a successful energy management strategy must be undertaken through a careful process to assure maximum effectiveness, and savings to improve your bottom line.

LET US HELP YOU:

- 1 INTEGRATE** ENERGY EFFICIENCY IN YOUR BUSINESS OPERATIONS
- 2 CONDUCT** AN ENERGY AUDIT
- 3 REDUCE** OPERATING EXPENSES THROUGH ENERGY MANAGEMENT
- 4 INCORPORATE** ENERGY-ALIGNED LEASE PRACTICES
- 5 DESIGN** MORE EFFICIENT OFFICE, RETAIL, AND INDUSTRIAL SPACES
- 6 IMPROVE** THE RELATIONSHIP WITH YOUR LANDLORD/TENANT(S) TO ACHIEVE SHARED BENEFITS AND SAVINGS
- 7 ENHANCE** YOUR IMAGE/BRAND BY PROMOTING YOUR SUSTAINABILITY
- 8 DEMONSTRATE** LEADERSHIP AND VISION IN YOUR INDUSTRY AND COMMUNITY

TAKE THE FIRST STEPS:

At no cost to you, we will help assess your energy needs and provide you with the right knowledge, tools, and connections to lower your energy costs so you can put that money back into making your small business thrive. We'll bridge the conversation between you and your landlord/tenant to maximize efficiencies and resources.

-  **Contact us to get plugged into our energy efficiency program today. Contact NAME at XXX-XXX-XXXX, EMAIL.**

About your organization...



INFO



PROMOTIONAL TOOLKIT: SAMPLE CASE STUDIES

The following case study examples show organizations how to document programmatic successes and highlight local small businesses as energy efficiency champions. *The sample case studies in the guide are for illustrative and educational purposes only and do not reference actual organizations or companies. Any likeness inferred to actual persons or businesses is unintended.* Organizations interested in creating case studies for an energy efficiency program and its small business members should contact IMT for customizable InDesign case study templates and support from staff. To get in touch, send an email to imtweb@imt.org.

Featured templates include:

- i. Chamber Case Study: Use this template to showcase your organization's energy efficiency program offerings and achievements.
- ii. Small Business Case Study: Use this template to highlight the successes of a local small business and position them as an energy efficiency champion to inspire other businesses.



ODENTON CHAMBER CASE STUDY

NOT A REAL CASE STUDY. FOR EDUCATIONAL PURPOSES ONLY.

DRIVING ENERGY EFFICIENCY LEADERSHIP IN MARYLAND

As the primary business resource for Anne Arundel County, MD businesses, the Odenton Chamber sought to expand their small business expertise to include energy efficiency. With increasing opportunities for businesses to save energy from their utility, Baltimore Gas & Electric (BGE), the Chamber wanted to create unique programming to ensure that their members were making the most of locally available resources.

The Odenton Chamber Energy Efficiency Program started in April 2017 and the organization has quickly become a leader in energy efficiency awareness and action. By participating in the Small Business Energy Initiative (SBEI), the Chamber received additional resources and expertise to help their small businesses become better informed on actionable efficiency solutions and empower them to complete energy efficiency projects.

The small businesses in our community are overwhelmed with energy efficiency options. To pursue energy efficiency, they need a partner, like our Chamber, that understands the unique needs of small businesses and has the connections to energy efficiency stakeholders.
– Jane Thomsson, CEO, Odenton Chamber

This case study is a work of fiction. Names, businesses, and organizations are either products of the author's imagination or used in a fictitious manner. Any resemblance to actual persons, businesses, or organizations is purely coincidental.

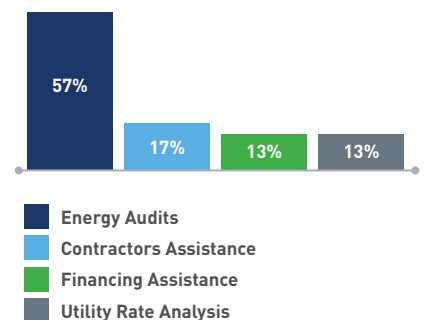


Odenton Chamber

Since joining Small Business Energy Initiative, the Odenton Chamber has hosted several educational events and promoted its energy efficiency program for local businesses through local media outlets. The interest in the past year was substantial, with 350 small businesses reaching out to the Chamber for energy efficiency guidance. Over half of the businesses have taken advantage of the following energy efficiency opportunities:

- Energy Audits
- Contractor Assistance
- Financing Assistance

CHAMBER MEMBER PARTICIPATION



TAKING CHARGE OF UTILITY COSTS

As a first step to helping member businesses take charge of their utility costs, the Odenton Chamber focused on increasing market awareness through education and promotion. The Chamber held a number of seminars to educate attendees about existing rebates and incentives provided by the state-run Maryland Saves program and the utility (BGE). Next, the Chamber held utility bill consultations to guide businesses on how to get better rates on their utilities. It also connected businesses to energy audit service providers, lenders, and qualified contractors. To date, the Chamber's energy efficiency program has saved 150 local Odenton businesses 10 million kilowatt hours of energy savings annually, or \$300,000 per year, averaging an energy reduction of 20 percent per business.

Over the next 18 months, the Chamber hopes to become a teaming partner with BGE. Through this partnership, the Chamber will be able to promote and walk more of their members through the rebate and incentive process and drive greater adoption of energy efficiency. More importantly, the Chamber maintains an open line of communication with their utility, whereby, programs are shaped with their business members' needs in mind.

BREWING UP ENERGY SAVINGS

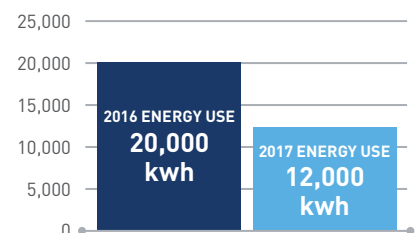
Tom and Mary Smith own Street 14 Coffee, a staple of the Odenton community. Despite its neighborhood popularity, the business was plagued by high utility expenses which hurt its bottom line. After hearing about the Chamber's energy efficiency program, Street 14 Coffee's owners reached out for help with finding and implementing energy-saving solutions. The Chamber paired the Smiths with an energy auditor that recommended a roof top unit replacement. Working together, the Chamber helped the business apply for rebates to subsidize the cost of the replacement and connected them with a highly-rated HVAC contractor that was also a chamber member. The replacement will save the Smith coffee shop \$10,000 annually and reduce their utility bills by 30 percent.

"From start to finish, the Chamber helped us navigate obtaining an audit, to finding a contractor to complete our roof top unit replacement, and applying for rebates."

– Tom and Mary Smith, Owners, Street 14 Coffee



STREET 14 COFFEE



About the Small Business Energy Initiative

Chambers of commerce and similar organizations are trusted thought leaders and primary connectors to small businesses. They have the power to effectively work with their members as well as key energy efficiency influencers such as utilities, banks, and local governments to ignite greater interest and investment in building performance and secure new and deeper savings in hard-to-reach buildings. The Small Business Energy Initiative provides energy efficiency education paired with tailored technical and financial resources to chamber leaders and their small business members. This U.S. Department of Energy-funded initiative is led by the Institute for Market Transformation (IMT) and the Greater Cleveland Partnership/ the Council of Smaller Enterprises (GCP/COSE). The initiative aims to solidify an energy efficiency model that is applicable to any chamber or membership organization in the country to execute and maintain. For more information on the Small Business Energy Initiative, reach out to Alexandra Harry at alex.harry@imt.org or visit www.imt.org/sbei.

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ENERGY EFFICIENCY WITH A SIDE OF TOAST

HOW LOWERING ITS UTILITY BILLS HELPED LINDA'S RESTAURANT STAY IN BUSINESS¹

SHINING A LIGHT ON ENERGY SAVINGS OPPORTUNITIES WITH HELP FROM THE BUFFALO CHAMBER OF COMMERCE

Located in snowy Buffalo, New York, Linda's Restaurant was in danger of closing when its utility bills kept rising every winter. Linda and Doug Smith have owned and run the restaurant for an impressive thirty years, but in the last two years their energy bills doubled—which was a big hit to their bottom line. Recognizing the important role energy efficiency plays in helping its small business members keep down monthly costs, the Buffalo Chamber of Commerce helped the restaurant get a free energy audit and offered helpful guidance on how to operate more efficiently. During their quest for energy savings, the owners learned that the restaurant's windows were highly inefficient and that their lights were being left on all night and on Mondays when they were closed. In addition to this, the HVAC system needed a tune-up in order to avoid a total system replacement.

Linda's owners started small by installing low-cost occupancy sensors in the back storage room, as well as efficient LED bulbs throughout the entire restaurant. Since the payback period on these installations would be less than one year, Linda was able to justify the cost of retro-commissioning their HVAC system at the same time. These small changes coupled together led to a nearly 25% energy usage reduction in just six months. Today, Linda plans to capitalize on those investments by using the utility bill savings to replace the windows next summer. The Buffalo Chamber of Commerce also helped her connect with her local utility and apply for incentive programs that helped finance her energy efficiency projects.



"The Chamber helped lower our energy bills by connecting us with resources to complete an energy audit, leaving more profit for my business". – Linda Smith, Owner, Linda's Restaurant



For more information or guidance on your own energy efficiency project, reach out to the Buffalo Chamber of Commerce for assistance.

For more information on the Small Business Energy Initiative, visit imt.org/sbei or email the Institute for Market Transformation's Alex Harry at alex.harry@imt.org.

Contact info for chamber

Contact info for business



New LED light bulbs with <1 payback



25% reduction in energy costs



33% more profit

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Energy Efficiency Glossary

BELOW ARE TERMS COMMONLY USED WHEN ADDRESSING ENERGY EFFICIENCY AND SUSTAINABILITY IN BUILDINGS AND LEASED SPACE.

Advanced Metering: Devices that track the energy use of spaces by the minute, hour, day, etc.

British Thermal Unit (BTU): Roughly the amount of heat required to raise one pound of water one degree Fahrenheit (F) at or near 39.2F.

Commissioning: The purpose of commissioning is to ensure that all components of a building have been designed, installed, tested, and are capable of being operated and maintained in conformity with the design intent.

Clean Energy: Activities around energy generation that do not pollute the atmosphere (solar, wind, geothermal, etc.).

Cooperative Electric Utility: A utility company that is owned and operated for the benefit of those using its service.

Demand: Refers to amount of energy customers put on the grid over a period of time. Demand is used by energy consumption.

Demand Response: The process of shifting individual energy consumption cycles to coincide with lower demand cycles on the utility grid.

Deregulation: Removal or relaxation of regulations or controls governing a business or service operation such as utilities.

Energy Audit: An assessment of a businesses' energy consumption. An audit commonly shows how energy is being used in a building or space. More advanced reports make recommendations on ways to curb energy use such as changes in operations or suggestions for investment-grade improvements.

Energy Auditor: A service contractor that assesses a building's energy use.

Energy Efficiency: To reduce the amount of energy required to provide the same products and services.

Energy Conservation Measure (ECM): A best practice or equipment improvement that provides an energy efficiency benefit. It may include dialing back the thermostat or upgrading lighting to LEDs.

Energy Efficiency Programs: Programing that aims at reducing the energy used by specific end-use devices and building systems. Examples may include energy saving trainings, retrofit programs, green leasing, energy audits, or consultations.

Energy Management System: A computer-based system that can control parts of or entire major energy consuming systems in a building such as HVAC, lighting, security, or refrigeration.

Energy Service Company (ESCO): A company offering energy-saving services and solutions.

ENERGY STAR: A program administered by the U.S. Environmental Protection Agency (EPA) that promotes saving energy and water. It manages a wide range of activities such as identifying energy-saving equipment, tracking energy use in buildings, and providing tools and resources on energy management planning for businesses and other organizations.

Franchise Fees: Utilities often operate within a designated area through an exclusive franchise granted by the local regulatory agency and fees can be collected for the use of operation of that franchise and passed through to the consumer.

Global Warming: See greenhouse gas effect.

Green Building: A building that uses design, construction, and operational best practices to create a sustainable and energy-efficient building.

Green Leasing: Green leases (also known as energy-aligned leases, high-performance leases, or energy-efficient leases) align the costs and benefits of investing in energy efficiency so that building owners and tenants can work together and both save money, conserve resources, and ensure the efficient operation of buildings.

Green Power: Power generated from renewable energy sources.

Greenhouse Gas (GHG) Effect: The gradual heating of the Earth's atmosphere and surface due to the increase of GHGs such as carbon dioxide, methane, nitrous oxide, ozone, and chlorofluorocarbons.

Grid: The network for which energy is delivered from supplier to customers.

Gross Lease: A lease in which the tenant pays a proportional share of their building's expenses (utilities, capital improvements, insurance, taxes, etc.) based on the square footage they rent.

High-Performance Building: See definition for Green Building.

Indoor Air Quality (IAQ): Refers to air quality within and around buildings, especially when it relates to the health, comfort, and productivity of building occupants.

Kilowatt: One thousand watts, measure of demand for power.

Kilowatt-hour (kWh): The standard unit of measure for electricity. The unit of energy that is used in one hour by one kilowatt of power.

Leadership in Energy and Environmental Design (LEED): A popular sustainable building rating system administered by the U.S. Green Building Council (USGBC).

Lease: A contract by which one party conveys land and property to another for a specified time, usually in return for a periodic payment (i.e. rent).

Lease Renewal: Landlords and tenants have the opportunity to review a lease and enter a new contract once the initial lease term ends.

Lease Term: The length of time the lease is in effect.

Load: The power used by devices connected to a power generating system, such as a refrigerator or printer.

Market Transformation: Intervening in a sector with the intent of creating market shift by removing identified barriers to adopt best management practices and behaviors.

Mid-Cycle Leasing: Or, off-cycle leasing. Lease transactions or amendments that occur prior to a lease renewal.

Municipal Utility: A provider of utility services owned and operated by a municipal government. Typically owned and operated by a city.

Municipally-Owned Utility: A nonprofit utility that is owned and operated by the municipality it serves.

Net Lease: A lease in which the tenant pays directly for their business expenses on the property (real estate taxes, building insurance, maintenance, utilities, etc.).

Off-Peak/ On-Peak: Block of time when energy demand and price is low (off-peak) or high (on-peak).

On-bill Financing: A loan made to a customer, in which the proceeds would pay for energy efficiency improvements. Regular monthly loan payments are added to the monthly utility bill and collected by the financier until the loan is fully repaid.

Property Assessed Clean Energy (PACE): PACE programs allow local governments, state governments, or other inter-jurisdictional authorities, when authorized by state law, to fund the up-front cost of energy efficiency and renewable energy improvements on private commercial and residential properties, which are paid back over time by the property owners.

Peak Demand: The maximum load/ amount of energy usage during a specified period of time.

Photovoltaic Cells: Used to directly convert solar radiation into electricity.

Portfolio Manager: ENERGY STAR Portfolio Manager® is a free online tool to measure and track energy and water consumption and GHG emissions, as well as compare that usage to other buildings.

Power Generation Company: A competitive company that operates and maintains existing generation plants.

Rate-Payer: A utility customer and someone whom regulated rates can be charged for use of utility infrastructure.

Retrofit: An improvement that includes a modification to an existing building or space to improve energy efficiency and building performance.

Renewable Energy: Electricity generated from sources such as solar, wind, and geothermal power rather than fossil fuels.

Revolving Loan Fund: A financing mechanism that is a self-replenishing pool of money—utilizing interest and principal payment on old loans to issue new ones.

Split Incentive: A major barrier to energy efficiency investment and best practices. A split incentive occurs when those responsible for paying energy bills (i.e. the tenant) are not the same entity as those making the capital investment decisions (i.e. the landlord or building owner). In many circumstances, the landlord may not be inclined to make the necessary upgrades to building services when the benefits associated with the resulting energy savings accrue to the tenant. A green lease can remove split incentives.

Sub-meter: Equipment that allows a landlord, property management firm, condominium association, homeowners association, or other multi-tenant property to bill tenants for individual measured utility usage.

Sustainability: The physical development and institutional operating practices that meet the needs of present users without compromising the ability of future generations to meet their own needs, particularly with regard to use and waste of natural resources. Sustainable practices support ecological, human, and economic health and vitality.

Tenant Improvement: The customized alterations a building owner makes to rental space as part of a lease agreement, to configure the space for the needs of that particular tenant.






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