



Better Buildings Neighborhood Program Peer
Exchange Call: *Program Sustainability Mastermind
Session, featuring Host: EnergyWorks Philadelphia*

Call Slides and Summary

March 14, 2013

Agenda

- Welcome
- Introductions (go-around and assignment of numbers)
- Mastermind Format and Agenda, **Moderator: Jonathan Cohen**

Mastermind Session

- Program Overview
 - Katherine Gajewski, City of Philadelphia
 - Jenny Crowther, Philadelphia Industrial Development Corporation
 - Roger Clark, The Reinvestment Fund
- Questions and Answers
 - Participants ask clarifying questions about the program
- Idea Generation
 - Participants offer 2-3 new ideas/suggestions
- Host report-out on Take-aways and Action Items

Participating Programs

- Boulder, CO
- Chicago, IL
- Connecticut
- Golden, CO
- Nevada
- New Orleans, LA
- Oregon
- Philadelphia, PA
- Washington, DC
- Wisconsin



MasterMind

**Solving Problems,
Exploiting Opportunities**



Andrew Carnegie Hired Napoleon Hill to tell his story of success

The result was the 1937 classic *Think and Grow Rich* in which the mastermind concept was introduced.

**“If you want to be exceedingly successful,
I would recommend these things:
1) Know very clearly what you want
2) Be a member of a Mastermind group”**

***Andrew Carnegie,
America’s 1st billionaire, circa 1908***

Description

A Mastermind Group is a meeting of individuals who focus their attention on solving a specific problem or exploiting an opportunity.

Host

The individual who presents a problem or opportunity for the group to focus its attention and wisdom.

Hosts Prepared to Present

History and accomplishments
of grant funded program

Biggest problem or opportunity

Value for the Host

By focusing the attention of a group on a specific issue, the host draws on a combined 100+ years of experience to receive solutions and ideas that address his or her situation.

Value for the Participants

We all share common problems and opportunities. The ideas we generate for one will usually benefit all of us.

- Program Overview (5 minutes)
 - Katherine Gajewski, City of Philadelphia
 - Jenny Crowther, Philadelphia Industrial Development Corporation
 - Roger Clark, The Reinvestment Fund
- Questions and Answers (10 minutes)
 - Participants ask clarifying questions about the program
- Idea Generation (30 minutes)
 - Participants offer 2-3 new ideas/suggestions
- Host report-out on Take-aways and Action Items (5 minutes)

Program Questions

- What market research is available and necessary to understand and identify candidates for upgrades of occupied commercial buildings?
- Is there a way to structure loan products to encourage more of these projects?
- What marketing approaches and messages are proving to be most effective for this target audience?

What market research is necessary to understand and identify candidates for upgrades of occupied commercial buildings?

- Use GIS or partner with an agency or organization that can provide this type of spatial information for market analysis
- Analyze energy use data spatially to understand where the most energy is being used
- Use building data from assessors
- Work with housing agencies and non-profits (their budgets are public information)
- Work with municipalities on “asset mapping” to find organizations that can help identify commercial upgrade candidates
- Work with commercial lenders to identify candidates (i.e., that are seeking loans for building upgrades)
- Work with local utilities’ business services (e.g., to identify properties that have expressed interest in improved energy efficiency)
- Identify property owners that have applied for LEED certification or otherwise indicated interest in sustainability
- Work with contractors that understand the commercial market
- Partnerships with organizations (e.g., public agencies, non-profits) providing related services
- Review recent construction permit requests
- Review upcoming city property dispositions and investments

Is there a way to structure loan products to encourage more commercial upgrade projects?

- Consider enhancing flexibility in loan products, such as loan amounts, energy requirements, etc.
- Provide upfront financial incentives to lower project costs
- To generate early interest and activity, consider offering a lower interest rate for a short period of time
- Consider lowering the minimum loan amount to allow for smaller jobs
- Consider lowering the percent energy savings required or use a list of eligible measures instead
- Emphasize leasing products (rather than loan products) to streamline the process
- Use non-monetary incentives, such as third-party concierge or consulting services to provide a roadmap for the upgrade process

What marketing approaches and messages are proving to be most effective for this target audience?

- Work with prominent community members (e.g., elected officials, celebrities, etc.) to give visibility to the program
- Leverage utility relationships—especially through utility energy efficiency programs
- Understand your target commercial market segments and develop (and test) effective messages for them
- Keep messages simple
- Use multiple outreach channels
- Work with the local Chamber of Commerce and well known businesses to provide outreach to their members and/or peers
- Emphasize the ability to stabilize and be more competitive in rents by reducing energy costs
- Emphasize improving tenant retention rates through lower costs, increased comfort, etc.
- Work directly with commercial contractors to bundle energy efficiency services with their existing marketing and product/service offerings
- Learn from tactics used successfully in residential energy efficiency upgrade programs

Thank you for participating!