

# Urban Smart Bellevue

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# Why this program?

- Bellevue's own success with energy cost savings in city facilities
- Economic benefits of energy efficiency and employee engagement
- PSE's leadership in energy efficiency programs
- "Inch-deep, mile-wide" approach

*As people get smarter, buildings get smarter*

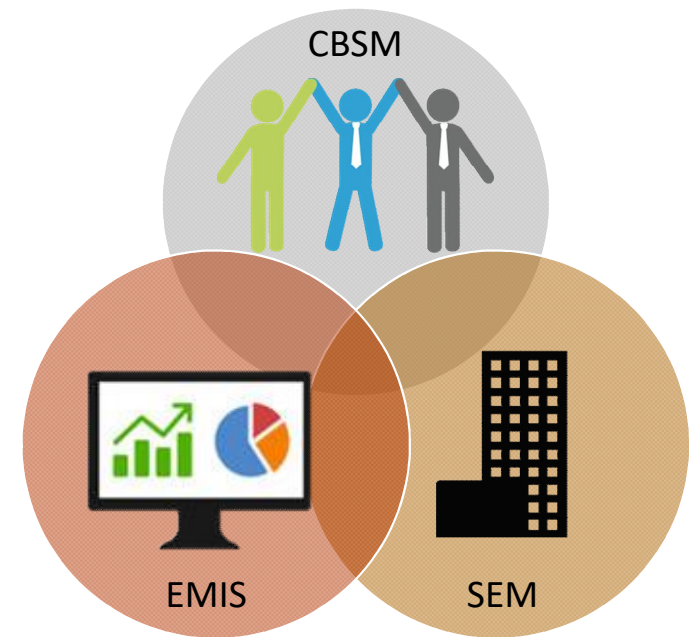


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# Fusing successful program models

- PSE's Resource Conservation Management (RCM) Program model – SEM
- Hundreds of model programs targeting behavior change – CBSM
- Using data to power energy efficiency – Smart City/ EMIS



# Program boundaries

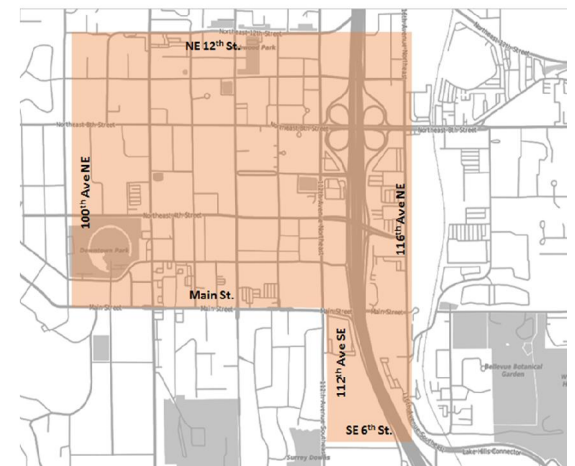
## Market Segments

- Office
- Retail
- Accommodation
- Health Care (Overlake Hosp.)

## DOWNTOWN BELLEVUE Geographic Boundary

- North: NE 12<sup>th</sup> St.
- East: 116<sup>th</sup> Ave NE
- South: Main St. (Except east of 112<sup>th</sup> Ave SE, where it is SE 6<sup>th</sup> St.)
- West: 100<sup>th</sup> Ave NE

Completed a market characterization of energy usage, program participation rates, and geographic distribution trends





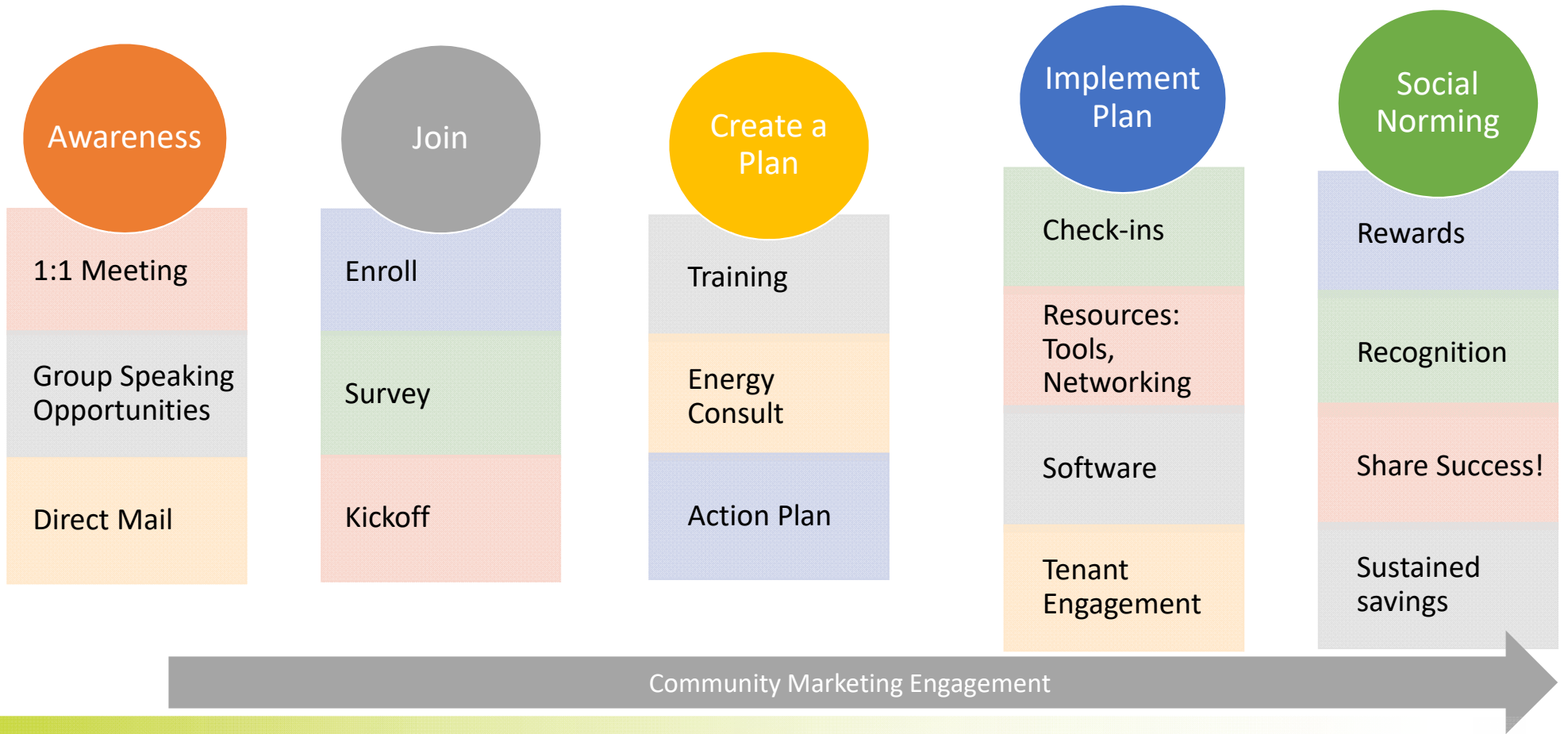
# Program goals

- Make a program that is scalable
- Participation from at least 200 businesses in the downtown core
- Annual energy savings of 16 million kWh (5%) achieved over the life of the program





# Customer journey



# Target audiences, target behaviors

## Target Audiences

1. Large facility decision makers
  - Facility Managers
  - Property Managers/Owners
2. Small-Medium Business Owner/ Manager/Rep (SMB)
3. Tenant Champions (Occupant)
4. Tenants

## Behaviors

1. Join the program
2. Make a Plan
3. Implement the Plan





# Barriers & motivations to joining the program

Desired Behavior	Audience(s)	Barriers	Motivations
<p><b>Join the program</b></p> <p>(Large Facilities)</p>	<p><b>Facility decision makers</b></p> <ul style="list-style-type: none"> <li>• Building Owners</li> <li>• Property Managers</li> <li>• Facility Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Perceived lack of time or capacity – no urgency/not a priority</li> <li>• Lack of perceived problem – has already completed capital projects</li> <li>• Payback too long</li> <li>• Lacks understanding of opportunity</li> <li>• Seen as imposition or negative for tenants</li> </ul>	<ul style="list-style-type: none"> <li>• It is easy to participate</li> <li>• Reduce operating costs, risk, and be more profitable</li> <li>• Peer pressure, community benefits</li> <li>• Knowledge of low/no cost efficiency opportunities</li> <li>• Improve relations/experience with tenants and employees</li> </ul>

Join

## Key messaging

- By participating you will receive 1:1 coaching and free energy management software
- Join a growing movement of building operators in downtown Bellevue
- The program is turnkey and can help your building rise above others in your sector by saving energy and increasing building profitability

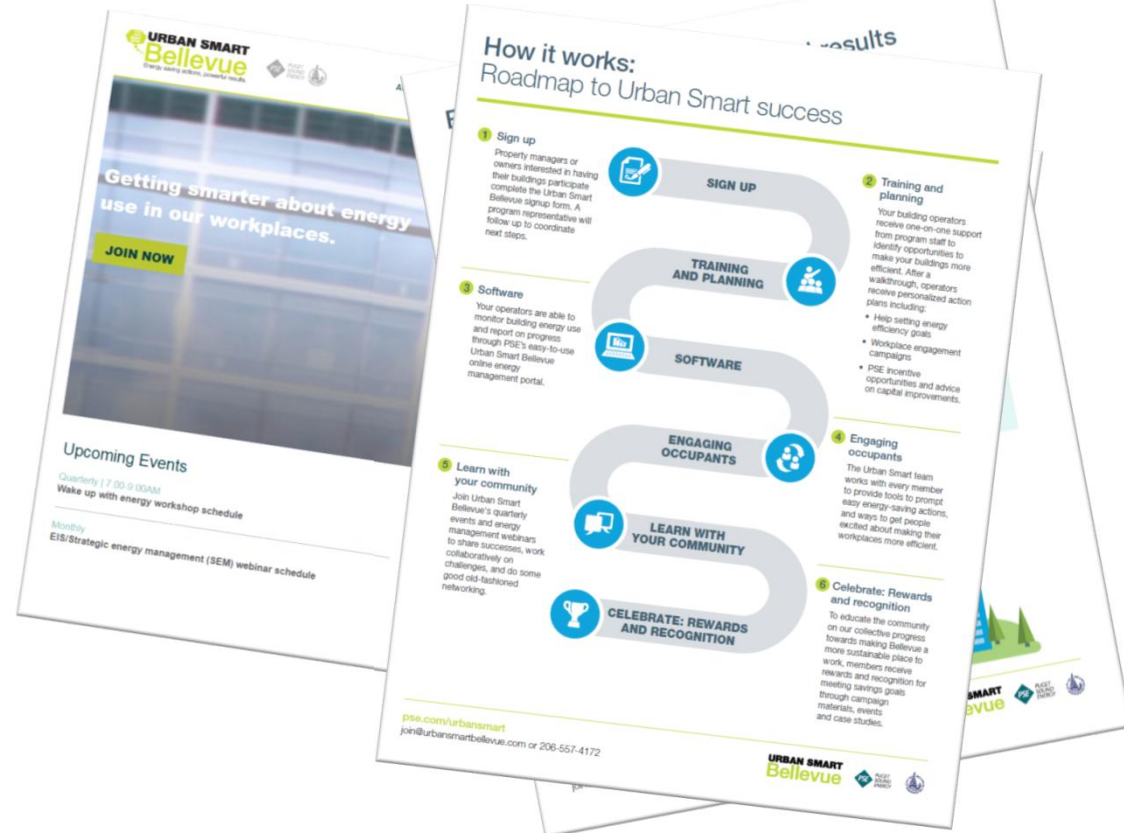
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## Translation into print materials

- Website, PPTs, direct mail benefits one-pager, convey program in a streamlined, step-by-step manner
- Highlight program benefits that match motivations of target audience



Tools: Education

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## Leveraging community influencers

- Prioritize and enlist influencer businesses
  - Program design stakeholder meetings
  - Social marketing feedback sessions with target audiences
- Strategic partnerships
  - Ask organizations and associations to introduce the program to their members
- Leverage existing program contacts
  - Leverage Key Account Managers at PSE
  - Economic Development Office at City



Virginia Mason™



Tools: Social Diffusion and Social Norming





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# Closing the deal

- One-on-one engagement
  - Develop relationships with decision makers at large and target businesses
  - Provide reminders to complete onboarding survey
  - Get them to “Create a plan” behavior
  - Follow-up!
- Show them the data!
  - Provide potential participant with load profiles
  - Suggest quick wins they can likely act on now

**Tools: 1:1 Prompts and  
Feedback**

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## Recruiting through direct mail

- Letter sent to all eligible businesses in Bellevue's downtown core
  - Target large facility decision makers, SMB owners
  - Authored by Mayor John Stokes
  - Easy tear-off registration form (complete with prepaid postage) so they can easily sign up to participate



Tools: Education, Social Norming

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# Results so far

- Engaging with 43 downtown buildings and growing!
- Too early for energy savings results
- 18 confirmed participants including:
  - Microsoft, Virginia Mason, Bellevue Downtown Association, City of Bellevue, PSE, Hines, Urban Renaissance Group, CBRE, Apptio, Meydenbauer Center, FANA Group, and more

Hines



# Lessons learned

- Direct mail – too complex of an ask
- Personalized approach is key
- Plan ahead and allow plenty of time for marketing plan and materials development
- Timing is everything – recruitment



# Upcoming program milestones

## November

- Tenant campaigns begin with new occupant app
- Community action dashboard goes live on website

## December

- 150 participants by December 31, 2016

## January

- First savings reports submitted



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