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
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 12th St.
• East: 116th Ave NE
• South: Main St. (Except east of 112th Ave SE, where it is SE 6th St.)
• West: 100th 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
The USB program plan

- Desired behaviors, barriers & motivations
- Target audiences & messaging
- Sector-differentiated messaging
- Brand platform
- Marketing and engagement strategies & tactics
Customer journey

Awareness
- 1:1 Meeting
- Group Speaking Opportunities
- Direct Mail

Join
- Enroll
- Survey
- Kickoff

Create a Plan
- Training
- Energy Consult
- Action Plan

Implement Plan
- Check-ins
- Resources: Tools, Networking
- Software
- Tenant Engagement

Social Norming
- Rewards
- Recognition
- Share Success!
- Sustained savings

Community Marketing Engagement

URBAN SMART
Bellevue

PSE PUGET SOUND ENERGY
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 (Occupyant)

4. Tenants

Behaviors

1. Join the program

2. Make a Plan

3. Implement the Plan
### Barriers & motivations to joining the program

<table>
<thead>
<tr>
<th>Desired Behavior</th>
<th>Audience(s)</th>
<th>Barriers</th>
<th>Motivations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Join the program</td>
<td>Facility decision makers</td>
<td>• Perceived lack of time or capacity – no urgency/not a priority</td>
<td>• It is easy to participate</td>
</tr>
<tr>
<td>(Large Facilities)</td>
<td>• Building Owners</td>
<td>• Lack of perceived problem – has already completed capital projects</td>
<td>• Reduce operating costs, risk, and be more profitable</td>
</tr>
<tr>
<td></td>
<td>• Property Managers</td>
<td>• Payback too long</td>
<td>• Peer pressure, community benefits</td>
</tr>
<tr>
<td></td>
<td>• Facility Managers</td>
<td>• Lacks understanding of opportunity</td>
<td>• Knowledge of low/no cost efficiency opportunities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Seen as imposition or negative for tenants</td>
<td>• Improve relations/experience with tenants and employees</td>
</tr>
</tbody>
</table>
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
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
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

Tools: Social Diffusion and Social Norming
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
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
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
**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
Emma Johnson
Resource Conservation Manager
City of Bellevue
ejohnson@bellevuewa.gov

Trevor Rasmussen
Project Manager
C+C
trasmussen@cplusc.com

pse.com/urbansmart