



Monthly
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Strategies

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July 2010

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Letter from the Chair



Carol White, AESP Chair

If Not Now, When?

The tragic oil spill in the Gulf has me thinking a lot more about energy lately. Regardless of how much help the region receives to recover from this unprecedented disaster, the devastating impact on the area's economy and the environment will continue for decades to come.

Is it time to take a step back and analyze how we think about, and more importantly, how we use energy? The United States is currently the largest consumer of energy in the world and the average amount of electricity each of us uses has tripled since 1973. ¹ Most of our energy is still derived from fossil fuels (40 percent petroleum, 23 percent coal and 22 percent natural gas). Only 8 percent is from nuclear energy and a mere 7 percent is generated by renewables (wind, geothermal, hydro, solar,

biomass and biofuels).²

However, there is another energy source that is a powerful and practical solution that can help us achieve a sustainable energy future. That source is energy efficiency. We can "produce" more energy just by treating the energy we have in more efficient ways. And we, the membership of AESP, are positioned to lead the way.

Across the country, there are hundreds of energy efficiency measures and programs in place, but there is plenty of room to continue expanding on these much-needed efforts. For example, the International Energy Agency states that constructing energy efficient buildings, improving industrial processes and perfecting transportation could reduce the world's energy needs by one third in 2050. That may sound aggressive, but it is attainable. A report published in 2006 by the McKinsey Global Institute underscores our ability to reach this goal, stating that "there are sufficient economically viable opportunities for energy-productivity improvements that could keep global energy-demand growth at less than 1 percent per annum." That figure is less than half of the 2.2 percent growth projected through 2020. We have the power (pun intended) to leverage these opportunities!

Renewable energy should also not be overlooked as a strong contender to help produce the energy we need. The increasing demand for clean, domestic and sustainable energy is accelerating the installation of renewable energy technologies throughout the U.S. Using renewables also helps reduce greenhouse gases, diminish our reliance on imported fossil fuels and strengthen our economy by creating new "green" jobs.

Upcoming Events

Brown Bags

July 29, 2010
Improved Energy Efficiency and Indoor Air Quality — An Examination of Duct Sealing

August 5, 2010
Utility Social Media - Where are we and what we need to know?

August 12, 2010
The intersection of DSM and Smart Grid: How can evaluation and market research help?

September 9, 2010
Who Gets the Credit: A Framework for Determining Causality & Attribution for Energy Efficiency & Renewable Programs

If you would like to organize a Brown Bag, please contact Kisha Gresham at kisha@aesp.org.

In closing, I look at the catastrophe in the Gulf as a definitive call to action. I challenge you to spend some time thinking about how you use energy. Become an energy-saving champion at home and at work. Take advantage of residential and commercial energy efficiency programs — many of them are free! Look into renewable options and see which ones fit best. Be a vocal energy efficiency advocate to family, friends, colleagues and neighbors. Continue to do what you are already doing: shaping energy efficiency and renewable energy efforts and demonstrating their success through your professional efforts. Even the smallest of steps add up to substantial savings.

Our joint efforts can make a significant difference and maybe someday oil spills will only be discussed in history books.

¹ Farrell and Remes, 2008, McKinsey Global Institute

² DOE

Headlines

Stimulus News

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AESP News

Featured Article
AESP Welcomes...
News Releases and Announcements

Stimulus News

The following executive summaries of current news items were written for Strategies after being compiled from various news sources.

Grant Aims to Stimulate More Energy Efficiency

Charlotte, N.C., officials say the \$400,000 awarded to the city to develop energy efficiency programs could bring millions of dollars more in federal aid if the programs work. The initial federal grant will be used to develop financial tools to expand energy efficiency improvements to homes and businesses. The goal is to promote private spending on energy saving measures. Charlotte has already been approved for \$6.7 million in federal stimulus money to pay for 17 energy efficiency projects. The Department of Energy's \$454 million Retrofit Ramp-Up program is the source of the \$400,000 grant to Charlotte. The money came to the city through the Southeast Energy Efficiency Alliance, a nonprofit energy group that will distribute \$20 million in retrofit grants to communities in eight states. Ben Taube, executive director of the energy alliance, says that if the efficiency programs deliver, Charlotte can expect more and bigger federal money in subsequent years.

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From "Grant Aims to Stimulate More Energy Efficiency"
Charlotte Observer (NC) (06/11/10) Henderson, Bruce

AESP Training Courses

October 4, 2010
Principles of Demand Response
Portland, OR

October 4, 2010
Introduction to EM&V
Portland, OR

October 6-7, 2010
Introduction to DSM
Portland, OR

October 6-7, 2010
E2 — Level II DSM: Economics & Evaluation
Portland, OR

If you would like to schedule an onsite training please contact Suzanne Jones at (480) 704-5900 or suzanne@aesp.org. For more information about the AESP Institute, click [here](#).

Conferences

October 4-6, 2010
Bridging the Gap between Demand Response and Energy Efficiency: Policies, Technologies and the Smart Grid
Portland, OR

January 17-21, 2011
AESP's 21st National Conference & Expo
Orlando, FL

May 16-19, 2011
AESP's Spring Conference: Program Implementation and Marketing
Atlanta, GA



Project Aims to Bring More Energy Efficient Street Lights to Area

The U.S. Department of Energy has given a coalition, organized by the Mid-America Regional Council, \$4 million to install more energy efficient street lights in 26 cities in the Kansas City area. The project, one of 20 sharing \$60 million in federal money as part of a plan called Smart Lights for Smart Cities, will test 4,000 street lights using such technology as induction lights, which are similar to compact fluorescent bulbs, and LED lights, which have no filaments and operate cooler. LEDs use about 42 percent less electricity while producing a bright light. Utilizing more efficient bulbs will reduce carbon emissions and could save cash-strapped cities 25 percent to 50 percent off their electric bills. The lights cost more to buy but can be more economical over the long term. Kansas City Power & Light, Platte-Clay Electric Cooperative, and Westar Energy are among the partners in the coalition.

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From "Project Aims to Bring More Energy Efficient Street Lights to Area"
Kansas City Star (06/15/10) Everly, Steve

Industry News

The following executive summaries of current news items were written for Strategies after being compiled from various news sources.

EPA Launches ENERGY STAR for Data Centers

The U.S. Environmental Protection Agency (EPA) has launched an ENERGY STAR program for data centers. The program will provide an incentive for data centers to make their facilities more efficient because they will be able to use the ENERGY STAR logo in marketing materials as a sign of their commitment to being "green." To receive the ENERGY STAR logo, data centers must be in the top 25 percent of their peers in energy efficiency according to EPA's energy performance scale. Efficiency levels will be calculated using the power usage effectiveness (PUE) metric, which measures the total power supplied to a data center, divided by the amount that actually reaches information technology equipment. Data centers will be assigned an efficiency score between 1 and 100. Although analysts say the PUE metric is a good start, they expect the program to eventually be revised with a metric that goes beyond PUE to calculate efficiency based on the amount of computing work a data center actually performs. The ENERGY STAR program applies to standalone data centers and to large data center facilities housed in other buildings.

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From "EPA Launches ENERGY STAR for Data Centers"
IDG News Service (06/07/10) Niccolai, James

How Should Regulators Encourage Energy Efficiency?

Energy professionals have long desired to find the right regulatory framework to reward investor-owned utilities for energy efficiency. Decoupling utility revenue from electricity sales is the logical answer for many in the industry. For example, investor-owned utilities in California are rewarded for energy efficiency and various other metrics such as reliability or customer satisfaction. If California utilities sell more electricity than expected, that extra revenue goes back to the customer in the form of lower rates. The regulatory framework is credited with the result that California is the only state in the country to keep per capita energy use constant over the past few decades. Even as new technologies like computers and plasma televisions have become available, energy use for the average Californian has not changed, thanks in large part to decoupling. One drawback with this framework is that it often takes much time and effort to determine the impact of utility efforts on the energy efficiency of its customers. The California Public Utilities Commission (CPUC) and the state's utilities carry out lengthy studies to reach agreement, but the process can be contentious because the numbers are often far apart.

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AESP is a member-based association dedicated to improving the delivery and implementation of energy efficiency, energy management and distributed renewable resources. AESP provides professional development programs, a network of energy practitioners, and promotes the transfer of knowledge and experience.

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Kisha Gresham, Strategies Managing Editor

From "How Should Regulators Encourage Energy Efficiency?"
Renewable Energy World (06/04/10) Schellenberg, Josh

Showing the Benefits of 'Green' Retrofits

There has been little research into the measurable benefits of retrofitting buildings with such simple, environmentally friendly amenities as better-quality windows and more-efficient boilers. To this end, Deutsche Bank Americas Foundation has agreed to finance the creation of a public database for several hundred retrofitted buildings in New York City, along with a companion report to determine the savings from such moves. Gary Hattem, president of the Deutsche Bank Americas Foundation, comments, "Retrofitting buildings is considered the low-hanging fruit in carbon reduction, but despite its simplicity, it is still not mainstream. The largest obstacle to making these practices go mainstream is data that will convince building owners to retrofit their properties and at the same time increase underwriters' willingness to finance the projects." Dubbed the Deutsche Bank/Living Cities Building Energy Efficiency Data Report, the project was launched in the fall of 2009 when an advisory committee was formed that included utilities like Con Edison, city agencies like the New York City Department of Housing Preservation and Development, and such lenders as the Community Preservation Corporation. Earlier this year, the committee issued a request for qualifications for a company to head up the 18-month project. Last month, it inked a deal with Steven Winter Associates to partner with HR&A Advisors.

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From "Showing the Benefits of 'Green' Retrofits"
New York Times (06/02/10) P. B7; Satow, Julie

Energy Efficiency: Best Step Forward to Cut Carbon Footprint

The move towards carbon reduction by some of the world's largest financial institutions initially began as an issue of compliance for many, but it has become a strategic business opportunity for some. A strategic move for banks is to reduce their energy consumption, switch to renewable sources when possible, reduce business travel and then offset the balance. "Financial institutions estimate that data centers account for 40 percent of their energy bill. To run an energy efficient data center a number of factors need to be optimized, including server utilization, hardware, utilities, supporting infrastructure and the design of the building itself," explains Hugh Jones, director for solutions at the Carbon Trust, which works to accelerate the move to a low-carbon economy. Most easy-to-implement and cost-efficient measures have been implemented, such as Deutsche Bank's €200 million investment to make its Frankfurt head office one of the world's most environmentally-friendly skyscrapers and Bank of America's intention to invest \$20 billion over 10 years to address climate change. HSBC has been carbon-neutral since 2005, and Bill Thomas, group head of sustainability for HSBC Technology & Services, says, "There is no single thing that will make the efficiency numbers look better, just a lot of little things done a lot of times." The company turns off lights at night and encourages employees to turn off their desktop computers, saving them 7.3 million kWh of electricity and 3.1 million kg of CO2 emissions worldwide in 2009 alone. Banks are making progress in their own sustainable practices, and it is becoming increasingly common for the environmentally aware financial institutions to require borrowers meet similar standards, requiring assurances that specific projects are energy efficient before they loan money to a company. As such, banks have a growing influence on companies, customers, and investors in the area of sustainability.

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From "Energy Efficiency: Best Step Forward to Cut Carbon Footprint"
Financial Times (06/02/10) Newing, Rod

Many Companies Looking to Cut Energy Costs — Survey

According to a survey by Johnson Controls, more than two-thirds of the world's companies expect energy prices to rise and are making efforts to cut facilities costs with retrofits. Sixty-nine percent of the survey's respondents expect energy prices to rise over the next 12 months, and the expected cost increase is pushing them toward being more energy efficient. Other motivators include cutting green house gas emissions, bolstering the company's public image, and obtaining various incentives offered by governments and

utilities. Simple strategies undertaken by many companies include changing to energy efficient lighting and training building superintendents to be more efficient. Approximately one-third of the companies surveyed are going further with larger investments, including installing energy efficient glass and replacing heating and air conditioning units. "There are many, many energy savings opportunities in existing buildings that could cut energy costs by 20 to 40 percent," says building systems consultant Steven Winter. One factor revealed in the survey was that most companies want any investment in energy efficiency to pay for itself within three years.

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From "Many Companies Looking to Cut Energy Costs — Survey"
Reuters (06/03/10) Stern, Andrew

Energy Efficiency Should Become Core Business Strategy

A new report by the Pew Center on Global Climate Change examined firms that have made big cuts in energy use and concludes an effective energy and emissions reduction program sharpens a firm's focus, is good for the bottom line, and provides other benefits. Increased energy efficiency is a central part of the business strategy of Sage Living by Design in Eugene, Ore., a firm that manages or owns about 60 apartment units and a few houses. "It's a good niche for us," says co-owner Ali Gartlan. "We have always been interested in efficiency and sustainability and were looking for something that would fulfill both of these needs." The firm has insulated ceilings, installed high efficiency windows, replaced poorly built doors, and mounted programmable thermostats. Estimates place the savings to the tenants' energy costs at between 10 to 20 percent. Gartlan thinks this is one of the reasons for their low vacancy and turnover rates. The firm communicates its efforts to current and prospective renters as well. As a result, Garland says, "increasing energy efficiency has been a clear benefit to our company." Cutting energy use is also a core element of the business plan at Springfield Creamery, an Oregon company that employs 55 people and generates roughly \$20 million in revenue. "We use a lot of energy, including energy to produce heat and hot water, and are always looking for ways to cut costs," says manager and co-owner Kit Kesey. "We are also in a segment of the market that cares about what's in the product and how it is made." The company started by pursuing easier efficiency improvements such as installing motion detectors to shut off lights, ensuring that doors automatically close, and putting timers on fans at its facility. The biggest savings, however, will come when it completes its project to make its steam and hot water generation system more energy efficient. "Everyone in the company is aware of our efforts and the benefits," says Kesey. "I know for a fact that it has made a big difference."

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From "Energy Efficiency Should Become Core Business Strategy"
Oregon Statesman Journal (06/01/10) Doppelt, Bob

NSTAR Energy Efficiency Program Launches at MIT

NSTAR and MIT are teaming up to launch the single most aggressive energy efficiency project in NSTAR history. Dubbed "MIT Efficiency Forward," the program has a goal of cutting electricity use by 15 percent over three years through innovative programs and the piloting of new technologies and approaches at MIT. The long-term partnership is a first-of-its kind for both the Institute and the utility and establishes a new approach for sustainable solutions. In the three-year period, the target energy savings is 34 million kilowatt-hours. "What we are launching with MIT is a bold new plan for confronting climate change and a proposal to officially establish energy efficiency as the 'first fuel' in Massachusetts," says Tom May, NSTAR Chairman, President and CEO. "Aggressive goals require aggressive action, and MIT is demonstrating its leadership in campus sustainability once again. They are taking advantage of every energy savings tool NSTAR has available and I'm confident the results will be a model — and an inspiration — for all other customers to follow." NSTAR predicts that over the three years, MIT Efficiency Forward will provide MIT with savings over the lifetime of the projects completed in excess of \$50 million through a combination of sustainable new construction, major renovations, and both electric and gas incentive programs to promote new synergies. The reductions will come by modernizing existing equipment, with a focus on lighting and on heating, ventilation, and air conditioning. The total investment will be about \$13 million over three years. The payback period will vary depending on the project, from less than one year to about eight years, according to MIT. The school plans on reinvesting the savings into more efficiency programs.

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From "NSTAR Energy Efficiency Program Launches at MIT"
Boston Globe (05/26/10)

Experts Tout Use of Energy Monitor

Conserving energy would be easier for consumers if their homes had some type of "speedometer" for electrical consumption, said energy experts at a recent American Solar Energy Society summit in Phoenix. Arizona Public Service Co. (APS), the state's largest utility, intends to launch a trial of in-home energy displays in 2011 as part of a major energy efficiency research project. Salt River Project already offers an advance-payment rate plan that uses a simple in-home display that tells customers how much money they have spent. Displays in all homes could show how much energy is used at particular times, such as when their air-conditioning is blasting or when drying clothes. Cathy Zoi, assistant secretary at the Energy Department's Energy Efficiency and Renewable Energy Office, is supervising \$16.8 billion in Recovery Act funding nationwide for multiple conservation and renewable projects. "We need some type of speedometer on energy," said Zoi. "Imagine going to the grocer and buying food, but not knowing what it costs. Now you only know at the end of the month what you have used (in energy)." Brad Albert, the general manager for resource planning at APS, asserted that if a federal climate change policy were enacted, it would strengthen the company's commitment to renewable power because it would make conventional energy sources like coal and natural gas more expensive. Rocky Mountain Institute Chairman Amory Lovins observed that coal, natural gas, and nuclear power are more cost efficient only because they have their own subsidies, such as loan guarantees. "I think renewables would be just fine without subsidies if you also took away the subsidies to big energy," Lovins said.

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From "Experts Tout Use of Energy Monitor"
Arizona Republic (05/23/10) P. D1; Randazzo, Ryan

AESP News

Featured Article



Matthew Burks

Social Media — Where Are We?

By: Matthew Burks, Co-chair of AESP's Marketing Topic Committee

Over the past two years, the utility industry has come a long way in its sophistication around Web 2.0 and social media channels. Beyond the proactive steps we have seen from the more progressive utilities across the country, there is now a fundamental recognition of, and dialogue around, the potential significance of these "new" communication options. Within the four basic stages of social media development (Ignore — Listen — Participate — Lead), it is fair to say that most utilities have moved out of the "Ignore" stage and are at least open to the possibility that this is a much more fundamental and profound long-term shift.

It has not been an easy transition, and it is still in process, but we are seeing more comprehensive thinking, planning and implementation of these channels nationally. The question "What is social media?" has been replaced with inquiries around appropriate internal policies, governance, performance metrics, channel selection, integration, staffing requirements, security implications, brand management and much more.

The Basics — Is Social Media Going Away?

For those still waiting for the social media bubble to burst, the reality is that this space continues to evolve at a rapid pace. Social media monitoring start-ups and implementers are being acquired by larger media community and advertising/PR players, in recognition that this will be a critical piece of their future business. New technology angles appear

daily, like GIS enable/location-based mobile community and advertising applications, as well as social CRM (customer relationship management) and community information mining and management functionality. Significant venture funding continues to pour into social media plays, providing yet another data point that promises that this is far from a short-term fad.

What Utility Companies Need to Know

The five primary social media channels that utilities are using now, and plan to use in the coming year, are Twitter, Facebook, YouTube, Flickr and LinkedIn. These are essentially exclusive, with few utilities venturing into less-tested social media waters. We also see increased channel integration among the more progressive utilities. For example, Pepco has a fully integrated presence (both look/feel and content distribution) across Twitter, Facebook, YouTube and their blog. This is a natural progression for brand and message consistency, as well as overall communication efficiencies. Communications departments continue to own social media within the utility sector, as brand presents the most clear and present danger and opportunity for utilities. There is increased interest by utility marketing and human resources departments to leverage social networks, but few utilities have a concrete strategy to seamlessly incorporate their needs. This is another natural progression that will play itself out in the coming year(s).

Where to Start?

I am still of the opinion that "listening" is the most important step in developing a social media strategy/approach; however, internal social media policies are an equally important issue that all organizations need to address early on. These policies can, and arguably should, be living documents tacked on to existing employee rules of conduct and other corporate policies. If for no other reason than it is critical to provide clear guidance to employees around appropriate behavior in the emerging media realm so that you have legal recourse should an employee's behavior fall outside of expected/acceptable ranges. Ideally, these policies are well communicated with all staff to ensure that they understand what can and cannot be shared, whether and where they should operate, how they should identify themselves, and, most important, that the company reserves the right to take action should they not follow company guidelines.

On a related side note, policies aiming to control social media access at the source (meaning at an employee's computer terminal) may be an exercise in futility. Most social media sites are optimized or directly designed for mobile devices, so shutting down access to these sites internally won't do much to discourage savvy social media users (unless you are willing to jam cell phone signals, which has far-reaching implications). There are a myriad of ways to address this issue, but policies do need to realistically reflect and balance the various forces at play in the modern communication landscape.

Final Thoughts

There are plenty of considerations when it comes to developing, implementing and maintaining a social media presence. Although there are an increasing body of research and case studies within the utility sector, social media remains a highly fluid space for all involved, requiring regular monitoring, adjustments and ongoing flexibility. Issues such as return on investment (ROI), appropriate success metrics, potential operational impacts and CRM/call-center integration are still being worked through, and will be for some time. However, these issues should not inhibit you from stepping into the world of social media. The most common fears around social media are overblown and emotionally driven, making them an easy excuse for inaction. The reality is that we are now at a point where even larger problems are potentially created by not engaging and fostering these external community channels. It is not unreasonable to conclude that some of these optional social media channels will eventually become necessary to appropriately address the utility communications, marketing and customer care needs of the modern interconnected and increasingly mobile customer.



Kim Knox

Social Marketing for Commercial Customers

By: Kim Knox, E Source

Social marketing techniques have been used for decades to encourage people to stop smoking, wear seatbelts and recycle. Social marketing is newer to the energy industry, but it is being utilized by a growing number of utilities, local governments and other organizations to encourage individuals to change their energy-use behaviors.

Efforts to influence residential customers to change their energy-use behaviors are becoming much more common. Companies such as OPOWER, GroundedPower and Efficiency 2.0 have developed sophisticated billing analysis platforms that utilize feedback, normative messaging and energy efficiency tips to motivate individuals to save energy. Yet there are fewer behavior-based programs that target commercial, industrial and institutional customers. BC Hydro is one of the few utilities that have embraced the concept of social marketing across all of their customer segments.

For example, BC Hydro's Power Smart Partner Program provides financial assistance and tools to commercial and institutional customers to help them integrate energy management into their business. The program incorporates a behavioral approach that complements an energy-management assessment, a goal-setting process and incentives for energy-efficiency projects. Through a Conservation Potential Review study, the utility identified 16 conservation behaviors that have the greatest potential for businesses to save energy. They are divided into four different categories — lighting, computing, office equipment, and heating and cooling. These behavioral categories are a significant focus of the program, since the study showed that an average of 55 percent of energy use in commercial buildings is controllable by behavior.

BC Hydro organizes workshops that provide a forum for businesses to network and address the benefits of and barriers to employee awareness and adoption of conservation behaviors. The collaborative nature of the workshops allows businesses to brainstorm and share ways to communicate conservation behaviors to employees. Exercises help Partners figure out how to communicate messages to various target audiences as well. For example, sending email communications doesn't work effectively with field employees who don't have regular access to their computer or a smart phone.

BC Hydro developed a template to help Partners draft a strategic energy plan and outline a budget. By the end of the workshop, partners are able to complete 60 to 70 percent of the energy plan. Partners complete the remaining elements of the plan on their own, such as determining the total costs of the initiative and how much money the company will contribute, as well as designating an internal champion. Businesses are also encouraged to organize a company green team and design their own mascot and brand.

BC Hydro provides templates for marketing collateral and helps companies develop a timeline for various marketing initiatives to help them reach their goals. Marketing collateral and channels rely on social norms and prompts to motivate employees to make behavior changes habitual.

The initial pilot program results are impressive. One healthcare organization attributed a 23 percent reduction in energy use to behavioral changes. Several property management buildings achieved energy savings of 14 percent. Overall, the pilot program achieved 3.5 GWh of savings over a 12-month period. BC Hydro also hosted a gala event to recognize and reward those companies with the highest employee engagement and with the most savings.

Going forward, the utility plans to tailor its conservation workshops to various commercial and institutional subsectors. BC Hydro expects that the Power Smart Partners program will provide Partner businesses the tools and some of the seed money they need to get started, and then Partners will grow the efforts internally.

If you're launching a behavior-change program for business customers, we want to hear about it! Please feel free to contact me at kim_knox@esource.com to share your experiences.

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