

APPENDIX C: Chapter 3 – Education and Outreach

Appendix C-1: Marketing Plan

Appendix C-2: Barriers and Solutions to Market Acceptance of ESPC

Appendix C-3: Key Benefits to Convey

Appendix C-4: Key Strategic Partners

Appendix C-5: Outreach Strategies

Appendix C-6: Program Website Layout

Appendix C-7: Slideshow – *What is ESPC and How Does it Work?* (See separate Microsoft PowerPoint file)

Appendix C-8: Handout – *5 Steps to Successful Energy Savings Performance Contracting* (See separate Microsoft Word file)

Appendix C-9: State Program Guidelines

Appendix C-10: State Program Guidelines Template (See separate Microsoft Word file)

Appendix C-11: Handout – *What is ESPC?* (See separate Microsoft Word file)

APPENDIX C-1: Marketing Plan

The Energy Services Performance Contracting (ESPC) marketing plan will define the goals, services, and outreach strategy for the ESPC program. The plan is based on the program's goals and barriers with ESPC, and includes a schedule of events to help keep the program on track. Below is a template for developing an effective marketing plan.

Program Overview (some of this information can be repeated in the state program guidelines)

- Name of office and program, with contact information.
- Program staff, organizational structure, and roles.
- Discussion on personnel capability.

ESPC Background

- Energy Service Companies (ESCOs)
 - Discussion of ESCO involvement in the state.
 - List of active ESCOs and their target markets.
- ESPC Activity
 - List of past state projects, identifying the market sectors.
 - Perceived success of the projects.
 - Anecdotal documentation.
 - Market penetration by sector.
- Barriers to ESPC projects
 - Level of awareness of ESPC within those market sectors.
 - Perceived barriers or concerns that hinder market acceptance.
 - Real barriers such as prohibitive administrative processes.
- Remaining ESPC potential, by market sector.

Program Goals

- List the goals and high-level services that will meet those goals.
- Describe how strategies overcome any identified barriers.
 - Refer to Appendix C-2: Barriers and Solutions to Market Acceptance of ESPC.

Target Audience

- Define the target audience within market sectors and any subset of the market sectors.
- Identify specific decision-makers to target within those market sectors.

Targeted Messages

- Define any targeted messages to help break through barriers with specific market sectors or specific professionals within those sectors.

Leveraging Support

- Identify key associations and organizations with compatible goals.
- Engage them to provide in-kind support in distributing information and co-hosting workshops.

Engage Champions

- Identify and engage trusted champions.
 - o Champions from each market sector.
 - o Champions from successful projects.

Program Services

- Define the audience for program services.
- List the services to be provided.

Resource Toolkit (informational materials)

- List the informational materials to be developed, in order of priority.
- Develop a Gantt chart or spreadsheet to schedule the development of key materials and to identify ongoing activities.

Outreach Activities

- List the outreach activities in order of priority.
- Develop a Gantt chart or spreadsheet to schedule the development of key materials and to identify ongoing activities.

Program Support Activities

- List the program support activities in order of priority.
- Develop a Gantt chart or spreadsheet to schedule the development of key materials and to identify ongoing activities.

Tracking the Marketing Plan and Activities

- Regularly refer to the marketing plan to track accomplishments and stay on track.
- Amend as necessary, using this as a living document.

APPENDIX C-2: Barriers and Solutions to Market Acceptance of ESPC

Market barriers pose a challenge to the use of ESPC, and in some cases can limit its efficacy. Topping the list of market barriers is unfamiliarity with the process, or uncertainty in the project cost and associated savings. To develop an effective marketing plan for achieving program goals, it is important to first identify the barriers that impede rapid uptake of ESPC and develop potential program solutions to overcome those barriers. Following are typical barriers and solutions, although the degree to which these barriers are problematic varies from state to state.

How to Identify Barriers

1. First, interview ESCOs individually to capture their experiences, results, and anecdotal comments.
2. Interview key government stakeholders, such as the state buildings administration that has oversight authority over state agencies and similar entities related to other market sectors.
3. Interview some ESPC owners who developed projects to learn about the challenges they faced in making the decision to develop a project, as well as surprises or lessons learned as they implemented projects.

While conducting these informal interviews, also solicit ESCO, government stakeholder, and ESPC owner support to participate in a public/private partnership or other education/outreach activities.

Barriers

Owners will have many concerns about ESPC, often stemming from their limited understanding of ESPC and lack of awareness about successful projects. Following is a sampling of many of these barriers that a marketing plan can address.

Lack of Awareness or Understanding of ESPC

- Little to no awareness of performance contracting as a means to fund facility improvements
- Concern that it sounds “too good to be true.”
- No awareness of independent resources from which to obtain unbiased information.

Institutional Issues

- Belief that paying financing costs is a bad practice for governments and that a better approach is to await allocations (even though savings pay for financing costs).
- Concern with losing control of facilities (concern that temperatures, building use patterns, etc. will be controlled by the ESCO in order to capture related savings).
- Anticipated future changes in staffing levels, committed decision-makers, building use, or funding for facilities improvements, which could make long-term contracts unwise or could impose delays in moving forward.
- Competing demands on staff resources.

Skepticism of Projected Project Costs and Results

- Lack of awareness regarding measurement and verification (M&V) protocols to confirm efficiency savings.
- Rumors of projects that did not deliver savings.
- Concerns that it costs too much with no cost controls.

Lack of support from decision-makers

- Multiple decision-makers with differing objectives.
- Inability to get all decision-makers on board.
- Wariness among decision-makers due to unfamiliarity with the approach and the complex process.

Complexity of the Process

- Staff leaders from many different divisions need to “buy-in,” including engineering, financial, legal, procurement, and facilities divisions.
- Administrative burden of developing and issuing a Request for Proposals (RFP), executing two contracts, overseeing a financing RFP, and executing a lease-purchase agreement.
- Lack of an internal champion (or lack of an effective internal champion).
- Limited staff capability and resulting difficulty of project management.

Performance contracting approach versus in-house approach

- Owners believe that they can do the work in-house with existing staff members and budget.
- A persistent preference to do as-funded, in-house projects rather than a comprehensive ESPC approach.
- Lack of awareness of the opportunity cost associated with delay (cost of continuing to pay utility costs that could otherwise be reduced and used to invest in facilities).
- Belief that business-as-usual in doing piece-meal projects is the best practice.
- Lack of awareness of the benefit of tackling energy/water projects in a comprehensive way to capture synergistic benefits of reduced cost and better design.
- Belief that only low-cost, low-payback items should be funded as energy projects, minimizing the comparison to a broad potential project scope.
- Concern that performance contracting may cost more than in-house approach.
- Difficulty in comparing costs between the performance contracting approach and the in-house approach.

Unfamiliarity with the ESCO Industry

- Lack of trust in ESCOs.
- Negative rumors, perceptions, or experiences with ESCOs or ESPC.

Solutions

Many of the barriers identified above can be addressed with the same solutions. Following is a sampling of program solutions that begin to shape a program’s approach.

Education/Outreach

- Show examples of successes and how the success was achieved including dollars saved or expenditure offset.
- Describe performance contracts as a way to secure new infrastructure improvements without capital expenditures, highlighting the many associated benefits, such as improvements in comfort and reduction in maintenance demands.

- Present performance contracts as a way to increase reliability and convenience, save time, and improve risk management.
- Build the credibility of the ESCO community through case studies, endorsements, and speaking engagements.
- Demonstrate local project successes, providing references from unbiased third parties to demonstrate positive results.
- Create targeted awareness campaigns to reach specific decision-makers involved in finance, facilities, procurement, and other department-level staff members.
- Create multiple approaches that address the needs and interests of each decision-maker level.
- Present a broad perspective at workshops or networking events for different points of view. Include representatives from the state energy office, ESCOs, third-party technical advisors, and the Energy Services Coalition.

Process Development

- Describe the approved process.
- Provide a pre-qualified list of ESCOs to reduce the procurement burden of identifying quality providers.
- Increase owner confidence by offering model documents.
- Describe risk mitigation approaches that are built in to the process and model documents (M&V, cost assessment, cost controls, contract documentation, etc.).
- Build the credibility of the ESCO community as a proven approach that delivers performance.

Focus on Specific Process Steps

- Create a targeted awareness campaign aimed at different professional groups: finance, procurement, facilities/maintenance, and administration communities.

APPENDIX C-3: Key Benefits to Convey

ESPC projects deliver many benefits. Key benefits are identified below as they relate to government decision-makers, facility managers, finance officers, and procurement specialists. Messaging those key benefits as they relate to critical decision-makers is an important strategy in the ESPC program's marketing plan. These messages can be used in communications materials to influence different decision-makers.

Government Decision-Makers

A smart approach

- Performance contracts are a way to get new infrastructure improvements without capital expenditures – highlight improvements in comfort and reduction in maintenance.
- Performance contracts are a way to increase reliability and convenience, save time, and improve risk management.
- An approach that has worked for many governments across the nation.
- A tested approach that delivers results with low risk.
- A best practices solution (instead of paying high utility bills, invest in facilities).

Wise use of government dollars

- Reduce the taxpayer burden.
- A best practices solution – divert wasted energy dollars to pay for infrastructure.
- Avoid opportunity cost and make the utility budget work to your benefit.
- Manage utility costs.
- Reduce the risk of volatile utility prices.
- Increase worker/student productivity and reduce absences.
- Reduce financial risk with guaranteed efficiency savings.

Meet climate change & energy saving goals

- Reduce long-term energy use.

Modernize infrastructure

- Get better buildings now.

Good environmental stewardship

- Reduced consumption of limited energy and water resources.
- Pollution prevention.
- Renewable energy opportunities.
- Reduce our dependence on fossil fuels.

Economic development

- Create jobs – ESCO staff, subcontractors to ESCOs, equipment suppliers, engineers, installers, on-site energy managers, service providers, and more.
- Invest money into the local economy.

Financial benefit

- Low level of financial risk with guaranteed efficiency savings structured to meet the lease payment.
- Rising energy costs means greater efficiency savings resulting from the performance contracting project (compared to what utility costs would have been without the energy-saving projects).

Support your organization's mission

- Increased productivity and reduced absences of workers or students (related to modernizing facilities, resolving comfort complaints, and improving lighting and air quality).

Facility Managers

Improve maintenance practices

- Improve comfort to reduce complaint calls.
- Reduce or eliminate maintenance problems, giving maintenance staff members more time to conduct preventive maintenance.
- Implement energy management controls systems which provide information to track and manage energy budgets and ensure equipment is running optimally.
- Guaranteed performance with measurable results.
- Update or replace equipment without competing for limited capital budget funds.
- Reduce maintenance costs through new equipment and better design.
- Apply best practices in utility and facilities management.
- Reduce backlog of capital budget needs.

A solution to limited budgets

- Capital improvement without spending capital dollars.
- Undertake large scale, comprehensive building improvement projects without adding staff members (when ESCO manages multiple projects under one contract) and without competing for capital improvement dollars.
- Avoid the cost of delay.
- Leverage other funds, such as utility incentives, grants, bonds, and in-house funds.
- Stabilize budgets by minimizing vulnerability to future energy rate increases.
- A sustainable approach, post-American Recovery and Reinvestment Act (ARRA).

Better buildings

- Comprehensive, whole-building approach for better systems and deep efficiency savings.
- Improve work/study environment – indoor air quality, comfort and lighting quality.
- Modern systems.
- Better lighting quality and improved thermal comfort.

Sustained energy savings/risk avoidance

- Ongoing project monitoring to verify efficiency savings.
- The ESCO takes on the risk of performance.

Manage risk

- Risks can be mitigated through a sound process.
- Establish the level of M&V rigor for each measure.
- Establish a schedule to avoid delays which can reduce efficiency savings and increase costs.
- Clarify how major changes in facilities, such as closures, will be handled.
- Establish how the baseline will be adjusted if operating hours change.
- Establish baseline adjustments to prepare for weather variations.
- In the event equipment does not perform as intended, establish M&V process and document responsibilities in the contract.
- Clarify roles to avoid impact of operations activities on performance.

Finance Officers

- Performance contracts provide an opportunity to improve infrastructure without capital expenditures.
- Avoid opportunity cost and make the utility budget work to your benefit.
- Manage utility costs.
- Reduce the risk of volatile utility prices.
- Reduce financial risk with guaranteed efficiency savings.
- Reduce maintenance costs, thanks to new equipment and better design.
- Reduce backlog of capital budget needs.
- Capital improvement without spending capital dollars.
- Undertake large-scale, comprehensive building improvement projects without adding staff members (when ESCO manages multiple projects under one contract) and without competing for capital improvement dollars.
- ESCOs provide a fixed price and take on the risk and cost of change orders
- Avoid the cost of delay.
- Leverage other funds, such as utility incentives, grants, bonds, and in-house funds.
- Stabilize budgets by minimizing vulnerability to future energy rate increases.

Procurement Specialists

- ESPC has worked for many governments across the nation.
- The procurement and contracting process is a proven process.
- Model documents have built-in protections to select a quality ESCO and follow-through with well-detailed contracts.
- A best practices solution – divert wasted energy dollars to pay for infrastructure.

APPENDIX C-4: Key Strategic Partners

Associations and organizations are key strategic partners. The list below identifies national organizations involving various professional staff members of school districts, higher education institutions, municipalities, and energy professionals. Many of the organizations have state chapters that may be active in your state.

Organizations and associations with the potential to be key strategic partners may be:

- Organizations with members from the target sector audience.
- Organizations with similar goals (environmental or buildings organizations, utilities).
- Organizations with an active chapter in your state.

Organizations with a Performance Contracting Focus

- National Association of Energy Service Companies ([NAESCO](#))
- Energy Services Coalition ([ESC](#))
- National Association of State Energy Officials ([NASEO](#))
- U.S. Department of Energy ([DOE](#))

Cities, Counties, Towns, Municipalities

- International City County Management Association ([ICMA](#))
- ICLEI Local Governments for Sustainability ([ICLEI](#))
- National Association of Counties ([NACO](#))
- National League of Cities ([NLC](#))
- [US Conference of Mayors](#)

Higher Education

- Leadership in Educational Facilities ([APPA](#))
- National Association of College and University Business Officials ([NACUBO](#))

Schools

- American Association of School Administrators ([AASA](#))
- Association of School Business Officials ([ASBO](#))
- Leadership in Educational Facilities ([APPA](#))
- National School Boards Association ([NSBA](#))

Energy and Environmental Professionals

- American Society of Heating, Refrigeration and Air-Conditioning Engineers ([ASHRAE](#))
- Association of Energy Engineers ([AEE](#))
- Association of Energy Services Professionals ([AESP](#))
- U.S. Green Building Council ([USGBC](#)) – Green Building Chapters

Facilities Professionals

- Building Owners and Management Association ([BOMA](#))
- International Facility Management Association ([IFMA](#))
- Leadership in Educational Facilities (school and higher education facilities) ([APPA](#))

Renewable Energy Organizations

- American Wind Energy Association ([AWEA](#))

- Solar Energy Industries Association ([SEIA](#))

Utilities

- Identify your local utilities – electric, gas, and water utilities
- Municipal electric and gas utilities – [Directory](#)
- National Association of Utility Regulatory Commissioners ([NARUC](#))
- National Rural Electric Cooperative Association ([NRECA](#))

APPENDIX C-5: Outreach Strategies

The Energy Savings Performance Contracting (ESPC) program administrators could implement a variety of outreach strategies, including educational information on the program website, webinars and workshops, an ESPC project success story library, a recognition event, and a mentoring program. Below is a list of potential strategies, with links to some past events hosted by state programs.

The goal of the education/outreach campaign is to support the program's goals to complete ESPC projects, interest owners in the ESPC process, and provide educational support to help owners through the process (augmenting any direct technical assistance that may be offered by the program). The education/outreach campaign can provide cost-effective training to reduce the amount of direct technical assistance provided to owners.

Owner Outreach

Informational Resources

- Program website
 - Post educational materials, success stories, workshop announcements, model documents, and similar materials.
 - Link to other informational resources.
 - Maintain it as a one-stop-shop for ESPC information in the state.
- Program news for owners
 - Present program services that are available and where to find informational resources.
 - Reinforce that it's a state program endorsing the ESPC concept.
 - Encourage potential owners to express their interest in learning more, so you can help them develop a project.
- Educational materials
 - Describe performance contracting, how it works, the many benefits, and related information.
 - Develop customized materials targeted to different markets or different decision-makers.
 - Develop a how-to guide on the process steps, referring to model documents.
- Success stories
 - Develop a portfolio of success stories with variations in market sector, ESCO, and project size.
 - Present an easy-reading description of the project with key facts and share quotes from various decision-makers to capture their perspectives.
 - Describe the challenges faced by the owner (e.g., failing boiler with no capital budget) and what the ESPC project resolved (e.g., replaced boiler with improved thermal comfort and reduced maintenance problems).
- Project List
 - List projects by name and market sector.
 - Post a map with flags at project sites.
- Case study library
 - Collect project data.
 - Maintain a project list with data and publish the list on the program website.

- Develop a one-page brief on the project including a half-page narrative and data.
- Distribute these documents as e-postcards to targeted owners.
- News article on each project
 - Develop an article to give local recognition to a project, posting it in the owner’s local newspaper.
 - Distribute to others in that market sector including potential owners and associations or organizations.
- Leverage support from associations and organizations representing the market sectors
 - Co-brand materials.
 - Co-host workshops.
 - Pursue commitments to share information through association newsletters and websites.
 - Submit information for newsletters – success stories, training announcements, etc.
 - Pursue and obtain speaking spots at conferences.
 - Post links on partner websites.
- Recognition
 - Feature projects on the website.
 - Develop an informative success story on the project.
 - Prepare a press release about the project for the local paper.

Outreach Activities

- Social Media
 - Develop a network of prospective owners, ESCOs, decision makers, and others.
 - Post announcements, project updates, and offers of services.
- Phone Conferences
 - Introductory interactive phone conferences with a target group to ramp up ESPC activities (ESPC overview and offering of program services).
 - Host peer networking opportunities.
 - Host “office hours” for anyone to call-in to ask questions of program staff or technical assistance providers.
- Webinars
 - Host topic-specific webinars.
 - Host single-topic, 90-minute webinars to present discussions too specific for workshops, and/or to replace the workshops and trainings mentioned below.
- Workshops
 - Hold a state-wide, full-day workshop involving a variety of speakers and topics – request support from your public-private organization.
 - Hold a half-day workshop – introduce ESPC to potential owners and get commitment to explore ESPC further.
 - Hold a regional workshop (take the workshop on the road to present it in different regions of the state).
 - Hold a focused audience workshop (focus on particular decision-making groups).
 - Invite speakers including owners and ESCOs representing successful projects.

- Invite other speakers to present information about utility rebate program, financing approaches, other incentive programs, advancements in technologies, environmental benefits, etc.
- Provide a certificate of training to participants.
- Don't go it alone – request support from your public-private partnerships and other organizations/associations.
- Training
 - Provide training for those who will manage projects, presenting in-depth information in a classroom-type setting.
 - Provide a certificate of training to participants.
 - Partner with an organization that offers training credit units.
- Events
 - Partner with another organization to put on a larger event, broader in scope and deeper in complexity than a workshop.
 - Include different tracks to customize the learning experience for different audiences
 - Invite dignitaries to kick-off the event.
 - Conduct a workshop to build on an event with co-branding by the event sponsor.
- Peer networking discussions
 - Facilitate phone discussions and provide an opportunity for Q&A with program experts and with each other.
 - Topics could focus on the process steps that are common to participants or to the market sector.
- Recognition
 - Feature successful projects on the program website and in slideshows.
 - Honor project champions at an annual event.
 - Hold a recognition event at a popular location and invite a public figure to speak to the crowd; hand out framed certificates to each honoree while a photographer takes pictures.
 - Incorporate a recognition ceremony into an already-existing, well-attended high-profile event.
 - Develop a story about the event and honorees – distribute to the honoree's organization and public relations office, associations/organizations and major news outlets, and post on the program website.
- Mentoring program
 - Engage former owners who have developed successful projects to work with their peers
 - Coordinate an initial peer-to-peer meeting to establish a mentoring relationship for future on-call guidance.
 - Engage them in the peer networking discussions above to reinforce the mentoring activity.
- Presentations at conferences
 - Identify conferences that target decision-makers attend.
 - Identify conferences for key decision-makers of a target audience (school district business officials, college facilities directors, state officials, county officials, building owners and operators, finance and budget managers).
 - Identify conferences for specific professionals (facility managers, energy managers, energy services professionals).

- Determine when and how to request participation as a speaker at various conferences and submit necessary applications (often one year in advance).
- Put together a presentation that is customized for the audience.
- Include speakers representing successful projects.

Program Outreach

In addition to reaching owners to develop projects, it is important to communicate program results, challenges, and documented successes to sustain funding and continued support. It is also helpful to engage stakeholders such as Energy Service Companies (ESCOs) and others involved in ESPC to provide input to the program and assist with activities.

Informational Resources

- Program news for high-level stakeholders
 - Use project data to report on program successes, bottom-line results per sector, and overall environmental savings, and share the information with the program's department head, governor, and others.
 - Distribute program news to associations and organizations and post on the program website, including an overview of program services to market the program.
 - Recycle the information in annual reports.

Outreach Activities

- Host a public/private partnership forum.
 - Invite stakeholders in the ESPC process, from both the public and private sectors, to meet regularly, including ESCOs, energy engineering firms, utilities, program administrators with influence over different market sectors, vendors, and others interested in the program's goals.
 - Identify barriers and solutions, serve as a sounding board to the program, and support the program's goals by mobilizing the forum to help put on events or develop materials.
- Promote parallel interests that could be accomplished through ESPC.
 - When a state energy office has an interest in geoexchange, wind energy, biomass, new construction, LEED, or other specialties, train and support ESCOs to include these measures in ESPC projects.
- Issue an Executive Order.
 - Some governors have issued executive orders to encourage or require state agencies to develop performance contracts, sometimes as a methodology to meet the governor's goal of a percentage reduction in utility use by a certain year; this method is very effective to spur the acceptance and uptake of the ESPC approach among state agencies. This approach also enables the state to lead by example, paving the way for local government projects.
- Develop Program Guidelines.
 - A program guidelines template with an outline and key introductory information is ready for you to customize in Appendix C-10; this document could serve several purposes; as decisions are made and documents are developed, the information can be summarized and held in your State ESPC Program Guidelines.

Technical Services (as related to outreach efforts)

- During outreach efforts.
 - Describe technical services in the educational materials and outreach efforts, whether it's a website-only service or direct technical assistance.
 - Involve technical assistance providers in the outreach efforts (such as presentations on technical issues and overview of services).
 - Include an information request in the outreach efforts to get basic information on the facilities and energy use.
- Hand-off from outreach to technical assistance.
 - Hold a pre-screening discussion to assess opportunities and determine what level of technical assistance will be provided.
 - Follow up with personalized owner-level meetings with key decision-makers to discuss how ESPC could work in their facilities.
 - Conduct a feasibility study to identify and assess potential projects (this is a snapshot of what an ESPC might look like, not a substitute for the ESCO's assessment).
 - Get the "go" decision from decision-makers.
 - Maintain ongoing professional technical facilitation to help implement projects.
- Project information feeds outreach effort
 - Collect details on projects to use in the marketing effort.
 - Use data to tell the story (diverted dollars pay for facilities modernization and staff training, electricity and gas reduction equivalency in terms of the number of cars that could be removed from the road, etc.).

APPENDIX C-6: Program Website Layout

A key first step in education and outreach for an Energy Savings Performance Contracting (ESPC) program is to develop a website including information and links relating to ESPC. Below is a sample website outline, including a program overview, services provided, and links to ESPC information and case studies.

Energy Savings That Pay For Projects

What Is Energy Savings Performance Contracting?

Energy Savings Performance Contracting is a way to make energy-saving improvements now without tapping into your capital budget; the resulting efficiency savings is structured to pay for all project costs over time. You benefit immediately, getting new equipment, expertise from energy service professionals, ongoing maintenance services, and the ability to accomplish many projects all at once. Best of all, efficiency savings and performance are guaranteed.

Here's How it Works

You enter into an agreement with a private energy service company (ESCO). The ESCO will identify and evaluate energy-saving opportunities and then install a package of improvements structured to be paid through future savings. The ESCO guarantees that annual efficiency savings result in savings that meet or exceed annual payments to cover all project costs – usually over a contract term of 12–20 years. If efficiency savings don't fully materialize, the ESCO pays the difference. To ensure savings, the ESCO offers personnel training and long-term maintenance services.

Many types of building improvements can be funded through your existing budgets – new lighting technologies, boilers and chillers, energy management controls, water-saving improvements, and photovoltaic systems, among others.



Below are some suggested pages and resources that you may want to add to your ESPC program website. Internet URLs are provided to help you refer the user to external sources. Italicized or highlighted text indicates that you may need to provide state-specific information.

What is ESPC?

- **Introduction**
 - What is ESPC?

- *(provide an introductory overview and link to Appendix C-11: Handout – What is ESPC?)*
- What is ESPC and How Does it Work?
(provide a link to Appendix C-7: Slideshow – What is ESPC and How Does it Work?)

- **Opportunities and Advantages**

- http://www1.eere.energy.gov/wip/solutioncenter/pdfs/T2_ICF_FS3_OpportunAdvant_FINAL_052311.pdf

Project Successes

- **Project Successes in [State name]**
 - *List and describe or link to project successes*
- **Project Successes Across the Nation**
 - National Association of Energy Service Companies Case Studies
<http://www.naesco.org/member-projects>
 - Energy Services Coalition Case Studies – searchable by state
<http://energyservicescoalition.org/casestudies>

Getting Started

- **[State name] State Office of Energy is Here to Help You**
 - *List the entities served*
 - *List the program offerings*
- **Understand the Process**
 - Five Steps to Successful Energy Savings Performance Contracting
(provide a link to Appendix C-8: Handout – 5 Steps to Successful Energy Savings Performance Contracting)
 - The Process
http://www1.eere.energy.gov/wip/solutioncenter/pdfs/T2_ICF_FS7_ESPCProcess_FINAL_052311.pdf
 - Process checklist (provide link to program-developed information)
- **Legislation** (state government, local government)
 - Legislation for State Government *(provide link to your state’s legislation)*
 - Legislation for Local Government *(provide link to local legislation in your state)*
- **Get Help from a Third Party Consultant**
 - *Describe this process and provide links as appropriate*
- **Find an ESCO**
 - *List pre-qualified ESCOs if applicable and provide link*
- **Energy Services Coalition (ESC)** – ESCO members (follow link and sort on “Company Type: ESCO” and “Location”)
 - <http://energyservicescoalition.org/members>
- **National Association of Energy Service Companies (NAESCO)** – ESCO members.
 - <http://www.naesco.org/members-escos>
- **Federal Energy Management Program** – qualified list of ESCOs.
 - http://www1.eere.energy.gov/femp/pdfs/doe_ql.pdf
- **Understand Financing**

http://www1.eere.energy.gov/wip/solutioncenter/pdfs/T2_ICF_FS4_HowtoFinance_FINAL_052311.pdf

Learn more

- **ESPC Resources**
 - U.S. Department of Energy's Energy Efficiency and Renewable Energy – Solution Center
http://www1.eere.energy.gov/wip/solutioncenter/performance_contracting.html
 - *Energy Services Coalition (ESC)*
www.energyservicescoalition.org
 - National Association of Energy Service Companies (NAESCO)
www.naesco.org
 - Federal Energy Management Program
<http://www1.eere.energy.gov/femp/financing/espcs.html>
- **Contact Us**
 - *Link to text below – Attachment D*
- **Upcoming webinars on ESPC**
 - Check back.

APPENDIX C-7: Slideshow – What is ESPC and How Does it Work?

See the attached [Microsoft PowerPoint file](#).



APPENDIX C-8: 5 Steps to Successful Energy Savings Performance Contracting Handout

See the attached [Microsoft Word document](#) for customization.

APPENDIX C-9: State Program Guidelines

This appendix provides links to program guidelines developed by Connecticut, Florida, Georgia, Hawaii, and more. Some state guidelines describe the program policies while others describe how owners should proceed with a project. For some states, the program website serves as a guidelines document.

Alabama

Alabama Energy Performance Contracting Guide, 2012, Connecticut Energy Efficiency Fund (<http://www.adeca.alabama.gov/Divisions/energy/Documents/State%20Energy%20Program%20docs/Performance%20Contracting/AEPC%20Manual%20revised%2012-2011.pdf>)

Connecticut

Best Practices Guide for Energy Savings Performance Contracting in the Municipal, University, School, and Hospital Markets, 2012, Connecticut Energy Efficiency Fund (<http://energizect.com/sites/default/files/111003%20Final%20CT%20ESPC%20Best%20Practices-1.pdf>)

Florida

Energy Performance Contracting Manual: State of Florida, 2003, Florida Energy Office, Department of Community Affairs and Department of Environmental Protection (<http://fl.energyservicescoalition.org/Data/Sites/8/documents/manual/Florida%20Manual.pdf>)

Georgia

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APPENDIX C-10: State Program Guidelines Template

See the attached [Microsoft Word document for customization](#).

APPENDIX C-11: Handout – What is ESPC?

Refer to the attached Microsoft Word document for customization.