

Better Buildings - A National Initiative Driving Greater Energy Efficiency in U.S. Buildings

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ABSTRACT

Launched by President Obama in 2011, Better Buildings is a broad initiative to reduce energy intensity in the commercial, residential, and industrial sectors by 20% over ten years through effective use of tax incentives, financing, state and local policies, corporate leadership, workforce development, and efforts to deliver better information to the marketplace. Through Better Buildings, the Energy Department (DOE) is accelerating energy savings through innovation, leadership, partnerships, and demonstrated best practices. In 2013, the President's Climate Action Plan called for the expansion of Better Buildings to include multifamily residential housing, and the creation of targeted Accelerators to overcome persistent barriers to energy efficiency in the near term.

This paper is divided into three sections. The first provides an overview of the key strategies of Better Buildings and lists for each the accomplishments to date and plans for the future. Second is a discussion of new efforts and finally, included is a detailed exploration of Partner results in the Better Buildings Challenge.

1. Overview and progress updates: details on activities within the four strategic pillars of the Better Buildings Initiative:
 - Developing innovative, replicable solutions with market leaders;
 - Making energy efficiency investment easier and better information more accessible;
 - Developing a skilled clean energy workforce; and
 - Federal leadership by example.
2. New efforts under the Better Buildings Initiative: a discussion of the new Better Buildings Accelerators and the expansion of the Better Buildings Challenge to include multifamily housing, a water savings pilot, and data centers; and
3. Better Buildings Challenge: Exploring results and Partner solutions in depth-- a more detailed look at the significant progress being made by market leaders through the Better Buildings Challenge.

Introduction

Launched by President Obama in 2011, Better Buildings is a national leadership initiative calling on corporate chief executive officers, university presidents, utility executives, building owners, state and local officials, and other leaders to make substantial commitments to improve the energy efficiency of their buildings, facilities, homes, and plants; save money; and increase competitiveness. The foundation of this initiative is an understanding of the potential opportunities that come with greater energy efficiency (monetary savings, the creation of jobs,

and environmental protection) but that those opportunities often go unrealized because of persistent barriers in the marketplace.

Through Better Buildings, DOE is working with Partners and stakeholders, within four broad areas to catalyze change and accelerate investment in energy efficiency. These pillars are:

- Developing innovative, replicable solutions with market leaders;
- Making energy efficiency investment easier;
- Developing a skilled clean energy workforce; and
- Federal leadership by example.

These strategies reflect broad stakeholder input, are designed to address key barriers, and have been evolving based on progress and the ongoing stakeholder feedback that DOE routinely seeks.

Overview and Progress Updates on the Four Strategic Pillars of the Better Buildings Initiative

Developing Innovative, Replicable Solutions with Market Leaders

DOE is partnering with leading organizations across diverse market sectors—public, private, commercial, industrial, multifamily housing, financial, and utility—to develop, showcase, and accelerate a broad array of management, financing, and technology solutions. These leaders, and the data-substantiated strategies they share, are providing the keys for unlocking deep savings from energy efficiency.

Below are a few key areas of work with market leaders, the goals, and successes to date.

Better Buildings Challenge. A cornerstone of the Better Buildings Initiative, the Better Buildings Challenge, is a public-private partnership program in which leading organizations commit to improve the energy intensity of their building portfolios by at least 20% over ten years and share their strategies and results with the market.

There are currently more than 190 organizations committed to the Better Buildings Challenge from diverse sectors including commercial building owners, multifamily residential building owners/managers, schools, hotels, hospitals, retailers, manufacturers, utilities, and city and state governments.

Progress through 2013 is very promising. On average, Partners improved the energy intensity, or energy performance, of their portfolios by more than 2.5% per year since their baseline years, in line with President Obama’s goal to reduce by 20% the energy intensity in the commercial and industrial sectors by 2020. Through participation, Partners have saved 36 trillion Btus and \$300 million since the Better Buildings Challenge began.

More than 70 showcase projects and 40 implementation models have been completed highlighting innovative, aggressive, and realistic strategies for realizing energy savings. Implementation models, for example, address an array of common barriers such as financing, technical expertise, data access, and getting leadership buy-in. In addition, more than \$2 billion of committed financing has been extended by Financial Allies to energy efficiency improvements across a variety of financial instruments.

Several companies, including Legrand, Cummins, Best Buy, and University of California at Irvine have reached their energy intensity reduction goals and have set or plan to set new goals. Four financial allies also exceeded their commitments.

New Partners continue to join. In May 2014, more than 30 new Partners and Allies joined the Better Buildings Challenge. These included: General Mills, General Motors, Walmart, Whole Foods Market, Eastman Chemical, Volvo, Anne Arundel School District and the Cities of San Diego and Chula Vista. Universities such as Virginia, Penn State, and Towson also joined.

Since December 2013, more than 60 multifamily organizations joined the Better Buildings Challenge, committing 255 million square feet and impacting more than 275,000 households. Housing Authorities like Baltimore, and New Bedford, and market-rate companies such as Jonathan Rose Companies and Balfour Beatty have joined.

Learn more about the Better Buildings Challenge in the section, Better Buildings Challenge: Exploring results and Partner solutions in depth, on page 7.

Better Buildings Accelerators. Building on the President's Climate Action Plan, DOE launched a set of Better Buildings Accelerators designed to demonstrate specific innovative policies and approaches, which upon successful demonstration will accelerate investment in energy efficiency.

More than 70 cities, states, school districts, and manufacturers are Partners in the Better Buildings Accelerators. These Accelerators address barriers such as energy data, energy savings performance contracting, industrial superior energy performance, energy savings performance contracting, and outdoor lighting.

Learn more about Better Buildings Accelerators in the section, New Efforts under the Better Buildings Initiative on page 5.

Better Buildings Alliance. Through the Better Buildings Alliance, members in different market sectors work with DOE's network of research and technical experts to develop and deploy innovative, cost-effective, energy-saving solutions that lead to more efficient technologies and more profitable businesses.

More than 200 companies have joined as Better Buildings Alliance members, representing more than 10 billion square feet of commercial building space—greater than 10% of all commercial building space in the United States. To date, two technology challenges, two technology adoption campaigns, and ten procurement specifications have been issued to help companies select technologies. If everyone switched today to technologies that meet these specifications, the nation would save over 1,800 TBtus every year.

Better Buildings, Better Plants program. Leading manufacturers are working with DOE through Better Plants to improve their energy intensity, usually by 25% over ten years, develop energy management plans, and track and report their annual progress.

More than 135 manufacturers are Better Buildings, Better Plants Partners, representing close to 1,800 industrial plants and 8% of the total U.S. manufacturing energy footprint. The average energy intensity improvement rate across the Better Plants Program for industrial sector Partners has exceeded the 2.5% per year benchmark rate required to stay on track with the program's long-term 25% goal.

Better Buildings Case Competition. Through the Better Buildings Case Competition the next generation of engineers, entrepreneurs and policymakers work together to develop creative

solutions to real-world energy efficiency barriers for businesses and other organizations across the marketplace.

More than 150 students from 27 schools participated in the 2014 Better Buildings Case Competition, a more than threefold increase from the previous year. To date, Better Building Case Competition university teams have presented 111 energy efficiency solutions to more than 60 businesses, organizations, agencies and governments.

Making Energy Efficiency Investment Easier

Better information about building efficiency and savings opportunities, and increased access to financing, are critical to accelerating energy efficiency investment. DOE is working to facilitate access to standardized, consistent, and low-cost information as well as increased access to existing financial mechanisms. These efforts aim to help building owners and financial institutions make smarter decisions and help remove uncertainty when it comes to deciding what energy efficiency opportunities best serve a single building or entire portfolio.

Major work areas and current activities include:

- The Energy Department's Buildings Performance Database (BPD) helps building owners assess the likely performance of energy efficiency measures and support better decision-making and investment across the energy efficiency industry.
- The peer group and performance comparison tools allow users to compare local market specific performance trends among similar buildings, identify and prioritize cost-saving energy efficiency improvements, and assess the range of likely savings from these improvements.
- The BPD is now the largest publicly-accessible dataset of information about building performance, with more than 7,500 users and data from over 750,000 buildings, with more being added regularly. Data contributions have been received by dozens of exemplary industry leaders, including federal agencies, state and local governments, energy efficiency programs, real estate owners, and private businesses.

Developing a Skilled Clean Energy Workforce

A skilled and qualified workforce is needed to provide the market-enabling information and services necessary to accelerate investment in energy efficiency. DOE is working with industry to identify key competency areas critical to operating and maintaining high-performance buildings, and is working with training and certification centers to develop guidelines for a highly-skilled workforce. The Better Buildings Workforce Guidelines will include four key commercial building occupations including: energy auditor, building operations professional, commissioning professional, and energy manager. Recent progress includes:

- Working with USDA to recognize certifications that meet the Better Buildings Workforce Guidelines in its Rural Utilities Service Energy Efficiency and Conservation Loan Program Final Rule (Dec 2013); and
- Announcing the first drafts and industry technical review of the Better Buildings Workforce Guidelines (March 31, 2014)

Federal Leadership by Example

The Federal Government is modernizing the energy performance of its buildings by using energy performance contracts to invest \$4 billion in efficiency, at no cost to taxpayers, by applying long-term energy savings to pay for upfront costs. This strategy builds on a strong foundation of legislation and executive orders that have established a set of energy efficiency, renewable energy, and greenhouse gas reduction targets, and leverages private-sector services to improve federal buildings to meet existing goals, helping save tens of billions of dollars. Key accomplishments include:

- By the close of 2013, more than \$1.4 billion worth of projects were awarded;
- Another \$2.7 billion worth of projects are in various stages of the development “pipeline,” with expectations of an additional \$200 million being awarded in 2014; and
- The Administration in May expanded this initiative further, challenging reductions in federal energy use and investing an additional \$2 billion for a total of \$4 billion through 2016.

New Efforts Under the Better Buildings Initiative

President Obama’s Climate Action Plan, announced in June 2013, called for the expansion of the Better Buildings Challenge to include multifamily residential housing. DOE working in partnership with HUD announced the first 50 multifamily partners in December 2013. Through the Better Buildings Challenge, DOE is also focusing on other areas including water use and data centers. More details are below.

The Climate Action Plan also called for the introduction of three new Better Buildings Accelerators to bring together state and local governments, utilities, and manufacturers to speed the development of cost-effective, creative, and targeted solutions for building energy efficiency. Since these expansions, the Better Buildings Challenge includes more than 60 multifamily partners and has launched its fourth Better Buildings Accelerator focuses on high performance outdoor lighting.

Multifamily Sector Expansion

In the United States, about a quarter of households live in multifamily housing such as apartments and condominiums. Improving the energy efficiency of these buildings by 20% will save nearly \$7 billion in energy costs each year and cut greenhouse gas emissions by 430 million tons of carbon dioxide.

Currently, multifamily sector organizations that have taken the Better Buildings Challenge represent over 250 million square feet of housing, and 275,000 households. In the next year, Better Buildings Challenge Multifamily Partners will be showcasing innovative strategies to boost energy efficiency in individual residences as well as common area and whole building facilities throughout their entire portfolios. In the market rate sector, for example, Partners are tackling the split-incentive barrier, complexity in ownership structures, and financial barriers. Several affordable housing Partners plan to focus on the availability of tenant data and strategies for organizations successfully partnering with utilities. Public housing and affordable housing Partners are interested in expanding on tenant education and green O&M strategies in order to increase energy savings on top of their retrofit initiatives.

Water Savings Pilot

Twenty Better Buildings Challenge Partners are committing to participate in a new expansion of the Better Buildings Challenge to cut energy wasted from the inefficient use of water. More efficient use of water resources results in lower operating costs, a more reliable water supply, and improved water quality. Energy is also required to transport and treat water; saving water also saves energy. Given this nexus, DOE is working with a small, diverse group of Better Buildings Challenge Partners to demonstrate successful approaches to saving water and decreasing their utility bills.

Data Centers

DOE is working to expand the Better Buildings Challenge to include owners and operators of data centers. Energy use in the nation's data centers is increasing by 9.5% a year and there are many opportunities to cost effectively improve the energy efficiency of data centers by at least 20%. If the goal is met by all U.S. data centers, the savings would total almost \$4 billion. Expanding the Better Buildings Challenge to include large, medium, and small data centers is a chance for both the federal and private sector data center communities to gain control over the growth of the energy costs associated with their data centers and show leadership in a highly visible area of operations.

Launch of Better Buildings Accelerators

Better Buildings Accelerators are fixed-term efforts designed to demonstrate specific innovative policies and approaches, which upon successful demonstration will accelerate investment in energy efficiency.

- The *Better Buildings Energy Data Accelerator* is designed to demonstrate low-cost, standardized approaches for providing energy data for the purpose of whole building energy performance benchmarking. Partners are more than 60 utilities and local governments who want to help building owners to get access to whole-building energy usage data for the purposes of benchmarking commercial buildings. Partners agree to demonstrate streamlined, best-practice approaches for building owners to access whole-building energy usage data—with a specific focus on providing building owners with aggregated energy usage information in multi-tenant buildings.
- The *Better Buildings Performance Contracting Accelerator* is designed to expand the use of performance contracting by federal, state, and local governments, K-12 schools, and others. The Better Buildings Performance Contracting Accelerator aims to catalyze public sector energy efficiency investments of \$2 billion from January 2013 to December 2016 through the use of innovative and best practice approaches to enhance performance contracting programs. Over 20 partners have committed \$1.5 million in energy upgrades.
- The *Better Buildings Industrial Superior Energy Performance (SEP) Accelerator* is designed to demonstrate cost savings from implementing SEP enterprise-wide, as well as to demonstrate strategic energy management through SEP as an effective ratepayer-funded energy efficiency program offering for industrial facilities. There are two engagement opportunities: Ratepayer-funded Program Partners are utilities and energy efficiency program administrators that agree to work towards deployment of SEP to

manufacturers across their service territories. Enterprise-wide offers Partners an opportunity to implement International Organization for Standardization (ISO) 50001 and SEP enterprise-wide, such as across a corporation, business unit, or multiple plants. There are 6 organizations participating in the Enterprise-wide pathway and 3 organizations committing to the Ratepayer-funded pathway.

- The *Better Buildings High Performance Outdoor Lighting Accelerator* will support and encourage ongoing state- and local government-led effort to save money and energy. This Accelerator is aimed at replacing more than 500,000 outdoor lighting poles and developing best practice approaches to municipal system-wide upgrades. The five charter cities include: Detroit, MI; Mid-America Regional Council representing Kansas City, MO metro area; West Palm Beach, FL; Little Rock, AK; and Huntington Beach, CA.

Better Buildings Challenge: Exploring Results and Partner Solutions In-depth

A cornerstone of the Better Buildings Initiative, the Better Buildings Challenge, is a public-private partnership program in which leading organizations commit to improve the energy intensity of their building portfolios by at least 20% over 10 years and share their strategies and results with the market.

The Better Buildings Challenge Snapshot (Figure 1) below summarizes the significant progress being made by these market leaders.

Partners and Allies: 197 in total	Commitments	Progress
30 Commercial Partners Commercial real estate, healthcare, hospitality, food service, and retail organizations	▶ 3.3+ billion square feet ▶ 600+ manufacturing facilities ▶ 25 communities engaging local building owners	Average Annual Savings ▶ 2.5% energy intensity ▶ \$100 million 110+ Partner Solutions ▶ 74 showcase projects complete ▶ 41 implementation models complete
21 Education Partners Higher education institutions and K-12 schools		
18 Industrial Partners Energy-intensive to light manufacturing		
57 Multifamily Partners Owners and managers providing market rate and affordable multifamily housing as well as public housing authorities		
47 State and Local Partners State and local governments, including those working with building owners in their communities		
21 Financial Allies	▶ \$1.77 billion in financing	▶ \$1.72 billion extended ▶ 2 implementation models complete
3 Utility Allies Investor-owned and public power	▶ Provide customers with easy access to energy bill data; help customers increase energy savings in millions of building square feet	▶ 5 implementation models complete
Federal Agencies Federal building upgrades using performance contracting	▶ Expanded original \$2 billion to include projects through 2016	▶ \$1.4 billion awarded

Figure 1. Better Buildings Challenge snapshot. *Source:* DOE.

Partners in the Better Buildings Challenge transparently share information on the energy intensity of their portfolios to document their progress toward their commitment, show what is possible through portfolio-wide energy management, and link their strategies to results. Progress

is measured against a baseline year and through improvements in energy intensity, and baselines can be set up to three years prior to joining the program

Better Buildings Challenge Partners are actively managing data across their entire portfolio of buildings, which is integral to identifying performance issues and reducing energy bills. Partners have provided detailed information on 9,000 facilities to date; more than 2,100 of these facilities have been improved by 20% or more, and more than 4,500 have been improved by 10% or more since their baseline years, as shown in the chart titled “Facility-level Percent Improvements” (see Figure 2).

Twenty percent have yet to show improvement (represented by the grey bar in Figure 2) and may indicate facilities that can be improved as the Better Buildings Challenge continues.

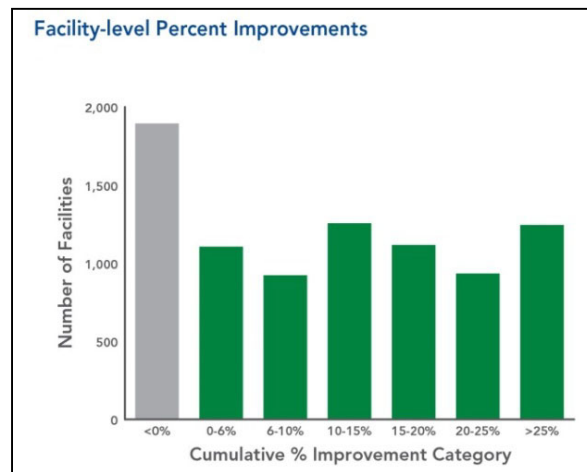


Figure 2. Facility-level improvement. *Source:* DOE.

Multi-measure, whole-building approaches are often required to achieve significant energy savings. Different types of improvements and the associated savings are further documented through Partner showcase projects, many of which have savings targets of 20, 30, or 40% and which span many building types, including stores, fire stations, libraries, civic centers, hotels, dormitories, historic buildings, manufacturing facilities, and others. Partners will continue providing showcase project and energy intensity data as it becomes available.

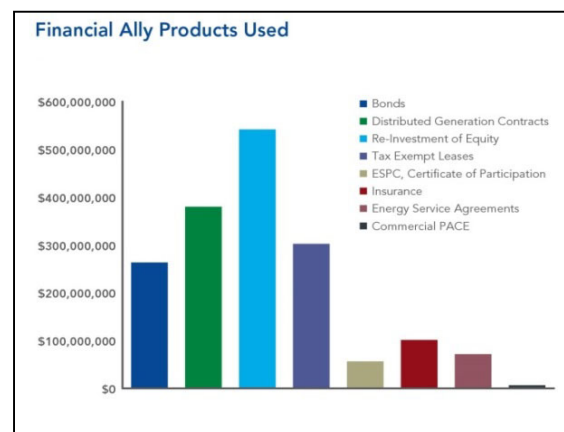


Figure 3. Financial Allies have closed deals for two-thirds of committed financing. *Source:* DOE.

Better Buildings Challenge Financial Allies have committed \$1.7 billion in financing to deliver innovative financing solutions and products for energy efficiency upgrades. To date, these 14 Financial Allies have closed deals on more than \$1.1 billion in financing across the financial instruments shown in Figure 3.

Examples of Partners Leading the Way

Each year, a number of Better Buildings Challenge Partners make exceptional progress towards meeting their energy efficiency goals. In doing so, they share their solutions by creating implementation models and showcase projects, and their energy saving achievements are regularly updated in the Energy Performance section of DOE's website. In featuring the successes of Partners, DOE demonstrates to other organizations what's possible in their sectors and provides proven tools and resources.

Achieving savings with portfolio-wide strategies. Better Buildings Challenge Partners are demonstrating that substantial energy savings are possible. Some organizations that have already met or exceeded goals have set the bar even higher by committing to new goals. Through 2013, five Partners have achieved portfolio-wide energy savings of more than 20% compared to their baseline year, and another 31 Partners have achieved portfolio-wide energy savings of more than 10% compared to their baseline year. As improvements are made, Partners are using energy performance data to inform their future decisions and prioritize their energy upgrade projects to meet the needs of their organizations. A few of the many success stories are highlighted below.

Commercial

- *Best Buy* has achieved a 24% reduction in total energy consumption from a 2008 baseline across its 47 million square foot commitment to the Better Buildings Challenge. Best Buy's portfolio-wide energy reduction successes have been achieved by broadly implementing proven strategies, like an enterprise energy management system, skylights, and a dimmable fluorescent lighting system to harvest daylight.
- *Lend Lease* has achieved a 16% reduction in energy use since 2008 across its 61 million square foot U.S. military housing portfolio, across 41,000 homes. Lend Lease has made these savings through green retrofits to existing structures, developing an energy load reduction program, focusing on renewable energy solutions such as photovoltaic energy generation, solar hot water, and ground source heating and cooling technologies, as well as deploying home real-time energy management systems.

Education

- *University of California, Irvine (UC Irvine)* committed 7 million square feet to the Better Buildings Challenge, and has already realized a 23% reduction in energy intensity from a 2008 baseline. The university's Smart Labs Program implementation model features an integrated approach to laboratory energy management that uses control and sensor technologies to achieve energy savings as much as 60% on an annual basis, while upholding the strict safety requirements of laboratory spaces.
- *Camas School District* serves over 6,000 students in the State of Washington and includes 10 schools totaling approximately 990,000 square feet across school buildings

and support facilities. In 2013, Camas School District reduced its portfolio-wide energy use by approximately 17% from its 2009 baseline year, helped by a Resource Conservation Management Program policy adopted in the spring of 2009.

Industrial

- *Cummins* has exceeded the energy efficiency goal it first set with DOE, achieving a 34% reduction in energy intensity from a 2005 baseline across 104 facilities, including 19 manufacturing plants. The company has launched a comprehensive energy management training program that provides instruction on best practices, key tools, and standardized methods to energy leaders at its most energy-intensive sites.
- *Legrand North America* has achieved a 32% reduction in energy intensity across 14 facilities, exceeding the initial 25% target it set in 2011. Legrand has now set a new goal to improve energy intensity by an additional 20% by 2022 across its U.S.-based facilities, over a 2012 baseline. To help meet its goal, Legrand has launched a corporate-wide submetering system that is generating data to help uncover new energy-saving opportunities.

State and local

- *The City of Beaverton, OR*, and its partner the Beaverton School District, have reduced its energy use 15% since 2009 in over 1.6 million square feet. It has made great strides toward its goal through the implementation of a variety of strategies, including the retro-commissioning of buildings and participating in a pioneering, pilot program made available by NorthWrite and the Energy Trust of Oregon.
- *The State of Delaware* has achieved a 13% reduction in energy intensity over an 8 million square foot commitment, since its baseline year of 2008. Energy savings have been achieved by implementing lighting and plumbing retrofits across many facilities, HVAC and building automation system upgrades in several others, and an energy awareness program focused on no-cost opportunities to reduce excess consumption.

Showcasing real results. Better Buildings Challenge Partners demonstrate “what’s possible” in individual facilities by highlighting their innovative, multi-measure approaches to energy efficiency. Partners set ambitious goals for these projects and share the strategies and technologies selected to meet them. Following completion, Partners share a year’s worth of facility-level data with DOE and the actual energy and cost savings are published online. To date, Partners have shared more than 70 showcase projects featuring facilities in more than a dozen market sectors, from lodging, offices, and education facilities, to public safety, warehouses, and public assembly spaces. On average, showcase projects program-wide are achieving savings of 29%, with select projects achieving savings greater than 30% featured below.

- *Alcoa* completed a highly efficient recycling plant at the end of 2012 that uses a novel technology to reduce energy use by more than 30%.
- *The City of Atlanta, GA’s* Boisfeuillet Jones – Atlanta Civic Center features building automation controls, new water heaters, and lighting retrofits that have improved energy consumption by 37%, saving over \$130,000 per year.

- *Kohl's Niles, OH*, store has reduced energy use by 38%, saving \$65,000 a year, and is an example of its successful approach to embed a finance employee in the corporate Energy Team.
- *Lend Lease* has saved 38% in energy use at eight houses in the Laurel Bay Marine Corps housing community, and is replicating the approach in more than 1,000 homes in the community.
- *Macy's Metro Center* has realized a 30% energy reduction, saving \$220,000 a year by installing HVAC dampers and LED lighting.
- *The State of North Carolina* has achieved annual energy use and cost savings of 36% and \$35,000 at an abandoned furniture warehouse that was transformed into a state-of-the-art energy-efficient learning laboratory.
- *Transwestern's Pennzoil Place and 815 Connecticut Avenue* are examples of the significant energy savings that Transwestern is achieving across its portfolio. These facilities have achieved 21% and 36% energy use reduction, respectively, combining for \$1.2 million in annual cost savings.
- *University of Utah's Dumke Health Professions Education Building* underwent comprehensive improvements to its HVAC system, resulting in a 41% reduction in energy use and \$50,000 a year in cost savings.

Sharing innovative solutions. Better Buildings Challenge Partners are employing innovative strategies to achieve their energy reduction goals. Currently, more than 40 implementation models have been developed. These solutions are helping other organizations overcome barriers such as mobilizing capital, getting buy-in from senior leadership, accessing energy performance data, or picking the right technologies for the job. The Partners below demonstrate the diverse array of business types facing different barriers that have shared proven, replicable implementation models, exemplifying the mission of the Better Buildings Challenge:

- *Cleveland Clinic Foundation – Clinician Engagement.* Cleveland Clinic Foundation lacked buy-in from clinicians around resource conservation in operating rooms. To address this barrier, the hospital implemented a “Greening the OR” initiative by convening a cross-functional committee to offer training and pilot a number of energy, water, and waste reduction projects. As explained in their implementation model, Cleveland Clinic’s solution has helped them increase resource awareness, engage clinical staff and better measure energy and water reductions.
- *Delaware State University (DSU) – Mobilizing Capital.* DSU faced strict debt capacity limits set by the State of Delaware, making it difficult to borrow sufficient capital to implement a broad program of energy efficiency projects on campus. Utilizing previously restricted funds, the DSU was able to create a revenue-neutral transaction that did not affect the debt capacity. The implementation model, titled “On-Balance Sheet, Off-Debt Capacity Performance Contracting,” offers a unique financing approach for state universities that is funding efficiency projects at a total cost of \$19.3 million with expected savings of \$24.6 million over 20 years.
- *The City of El Paso – Organizational Buy-in.* After realizing lower energy performance than expected in the City’s first LEED Gold-certified library, the City of El Paso decided to focus on behavioral energy conservation approaches by launching an energy challenge across all the libraries. El Paso’s Employee Behavioral Change model provides details on a six-month Library Energy Challenge that achieved a 10% energy use reduction in the

City's 12 libraries by engaging employees and library users in behavioral conservation measures.

- *Saint-Gobain – Integrating Energy Efficiency into Corporate Culture.* Saint-Gobain's Energy Champions at All Plants model shows how they fully integrated energy efficiency into all manufacturing operations by appointing an energy champion at every plant as part of their corporate energy management strategy. This approach is leading to continuous energy improvement across the company and a growing corporate culture that values energy efficiency.

Recognizing Leadership and Promoting Successful Solutions

As partners develop and share innovative, replicable solutions with market leaders, DOE is working hard to get the word out. Through the Better Buildings Challenge, DOE features the successful energy efficiency solutions of its Partners so that others can use these successful practices in their own organizations. To amplify and disseminate the energy efficiency solutions used to meet this goal, DOE uses trade, mainstream and business media as well as social media and conferences to profile partner's work. DOE also highlights individual Partners showcase projects and successful playbooks as part of an annual report on the program achievements and updates on the impact of the program.

DOE hosts an annual Better Buildings Summit where Partners convene to share demonstrated market and technology solutions and discuss future opportunities for energy efficiency. In 2014, more than 550 attendees participated in 90 sessions and over the course of three days, partners and stakeholders discussed future opportunities for energy efficiency providing feedback on key areas worth pursuing in the near and long terms. Partners also receive national recognition at the Better Buildings Summit for their innovation and leadership and for proving their results with actual energy data. In providing this yearly update and a forum for recognition of results, the program solidifies a platform that Better Buildings Challenge Partners can continue to build on for years to come.