

FEDERAL ENERGY MANAGEMENT PROGRAM

LAUNCHING AND IMPLEMENTING FEMP'S 1997 OUTREACH PLAN

FEATURING THE "YOU HAVE THE POWER" CAMPAIGN

I. INTRODUCTION

The Federal Energy Management Program's (FEMP's) mission is to help Federal agencies reduce energy costs by delivering effective technology transfer and outreach programs. The goal of the technology transfer and outreach programs are to ensure clear understanding of the Federal energy reduction goals and easy implementation by Federal energy managers and Federal employees of FEMP's programs. It is important that FEMP provide leadership and good examples to the Federal sector so that FEMP's programs and priorities can be transferred throughout Federal agencies and offices across the Nation. In order to achieve this mission, FEMP must send a clear message to everyone involved with the management of Federal facilities concerning its available resources, effective information and assistance, educational programs, tools, and training.

To achieve this objective, American Ideas and Designs, Inc., d/b/a Greening America (hereinafter referred to as 'Recipient') has assisted FEMP in developing a comprehensive energy efficiency technology transfer program plan (hereinafter referred to as the 'outreach plan'). A key component of the outreach plan involved the development and launch of a technology transfer campaign entitled "You Have the POWER." The outreach plan and the "You Have the POWER" campaign emphasized the ability of individual Federal employees, Federal agencies, and stakeholder organizations to easily access FEMP's energy efficiency tools and resources through a set of integrated interagency delivery programs.

The Recipient has been actively involved in promoting similar goals and objectives with other Federal agencies, State governments, municipalities, and the private sector. By assisting FEMP with the outreach plan and campaign, the Recipient received additional visibility and recognition throughout the Federal agencies, State governments, municipalities and private sectors. This visibility and recognition enhanced the Recipient's abilities to develop energy reduction programs and awareness campaigns for these organizations. In turn, the development of energy reduction programs and awareness campaigns by other organizations benefited FEMP's mission.

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II. SCOPE OF WORK

The scope of work encompassed an eight-point program to assist FEMP in launching and implementing FEMP's 1997 outreach plan. The Recipient, in coordination with FEMP:

1. Assisted FEMP with planning and executing a series of three meetings at each of eleven Federal agencies (a total of thirty-three meetings) to implement the plan and document its effectiveness;
2. Assisted FEMP with the planning, developing, and orchestrating roll-out events at ten agencies to launch the plan;
3. Coordinated with FEMP a design for outreach tools and products to promote and publicize the plan and produce the outreach tools and products;
4. Coordinated with FEMP the design, development, and production of a set of educational and resource materials in print format;
5. Coordinated with FEMP the design and development of digital images for the FEMP Web Site and for each of the ten Federal agencies;
6. Assisted FEMP with planning and executing a media campaign to celebrate Energy Champions and FEMP success;
7. Coordinated with FEMP the creation of tailored programs for the FEMP Technical Assistance teams; and
8. Coordinated with FEMP meetings with private sector stakeholders to sponsor public service announcement ads.

The eleven agencies selected for participation in the outreach plan and "You Have the POWER" campaign were (1) National Aeronautics and Space Administration, (2) General Services Administration, (3) Department of Commerce, (4) United States Postal Service, (5) Environmental Protection Agency, (6) U.S. Army, (7) U.S. Navy, (8) U.S. Air Force, (9) Department of Labor, (10) U.S. Treasury, and (11) DOE.

III. TASK DESCRIPTIONS

Task 1. Qualifying Meetings, Agency Workshops, and Evaluation Meetings

The Recipient assisted FEMP with the planning, organization, facilitation, and documentation for a series of three meetings at each of the ten participating Federal agencies for a total of thirty meetings. The first meeting was a Qualifying Meeting. Participation at this first meeting included a FEMP representative, an Interagency Task Force coordinator, other agency personnel as selected and invited by that agency's Task Force coordinator, and the Recipient. The purpose of the Qualifying Meeting was to develop a plan that is internally driven and tailored to that agency. The joint development of the

agency's plan maximized the effectiveness of the campaign for that agency.

The second meeting, called an Agency Workshop, consisted of a FEMP representative, the Recipient, and an Agency Coordinating Committee. The Agency Coordinating Committee was comprised of (1) the Task Force Member/Energy manager, (2) the Graphics and Communications Director, (3) the Public Affairs Director, and (4) the Human Resource Director. This four-person Agency Coordinating Committee served as the implementation team assigned to that particular agency for the "You Have the Power" campaign. These four individuals collectively served as the point of contact for that Agency. The Agency Coordinating Committee also invited between ten and fifteen additional agency personnel to be involved in executing the campaign to attend the Agency Workshop. These additional individuals included mail handlers, building managers, security personnel, newsletter editors, print shop managers, computer specialists, and others who assisted in the campaign.

The half-day Agency Workshop purpose accomplished a number of specific fact-finding and logistical objectives that included (1) setting a date for the roll-out event, (2) identifying cost-share opportunities in printing, mailing, etc., (3) arranging for 656 Committee member participation, and (4) serving as the panel to select the Energy Champions to appear on posters for their particular agency.

The Recipient documented the meetings to serve as a baseline level of measurement for energy communications and awareness at the beginning of the campaign. After the campaign launch, the Recipient assisted FEMP with the organization of a third meeting with each agency. This third meeting, called a Post-Launch Evaluation Meeting, analyzed the program's effectiveness and progress, and discussed possible options for the next phases of the "You Have the Power" campaign.

The Recipient documented and provided reports to FEMP on each of the meetings outlined above.

Task 2, Roll-out Events and Launch

Based upon the Qualifying Meetings and Agency Workshops outlined in Task 1, the Recipient assisted FEMP in conducting a series of roll-out events tailored for each participating agency. The nature of and schedule for the roll-out events was agreed to by FEMP and the Agency Coordinating Committee. The facility manager of the building was asked to stage events at high traffic locations and at times when employees were moving through the building in large numbers. Where possible, roll-out events included the display of a large banner hanging on an outside wall of the agency's building to capture the attention of employees, visitors, and the public. The installation of the banners

was done in the evening, where possible, so that when employees returned to work, they saw a new and exciting symbol of the campaign. Likewise, there were campaign Fact Sheets, Energy Champion posters, and related materials posted and distributed for their review.

In order to bolster interest in FEMP among agency executives, the Recipient assisted FEMP in facilitating a series of one-on-one meetings between the Assistant Secretary of Energy for Energy Efficiency and Renewable Energy and the 656 Committee members representing that agency. The agency executive was invited to provide the keynote address during the roll-out event. The Recipient assisted FEMP in drafting special messages with quotes attributed to these executives.

The roll-out events were used to celebrate the agency's participation in the "You Have the Power" campaign and to recognize FEMP award winners in their own agencies. The Recipient assisted FEMP and the agency in orchestrating activities that recognize the agency's own Energy Champions, as selected based upon the agency's own criteria as established by the Agency Coordinating Committee. The roll-out activities involved high level government officials, the media, and private sector business leader who have worked closely with that agency in its energy saving programs.

Task 3. Outreach Tools and Products

The Recipient assisted FEMP in producing a number of outreach tools and products to create awareness about the campaign and to provide each agency with items to distribute to increase awareness, desire to participate, and motivation to take action to save energy and money for their agency. The outreach tools and products included banners, fact sheets, posters, and related materials that provided energy/facility managers, agency employees, and others with the key actionable messages of the campaign.

Style and Idea Book. This effort required labor, graphics, and reproduction costs. Greening America provided DOE with 150 copies of this publication. Greening America incurred the direct costs, estimated at \$1500, plus labor.

Task 4. Educational and Resource-Materials

The Recipient assisted FEMP with specific educational and resource materials by printing three types of posters displayed by each participating agency in year one. The posters were printed in full-color process. The first poster was the "You Have the Power" campaign identity poster. This poster, the same for each agency, was distributed to each agency as the campaign rolled out. The second poster, Energy Champion Poster Number 1, featured the "You Have the

"Power" campaign graphic along with an insert portrait photograph of a 1996 FEMP award winner for that particular agency. The third poster, Energy Champion Poster Number 2, featured the Energy Champion selected by that particular agency at its discretion with the approval of FEMP. Each agency profiled four heroes for the Energy Champion Poster Number 1 and will select two additional heroes for Energy Champion Poster Number 2. Since this combination was not possible for every agency, a combination of the two types of Energy Champion posters was customized for each agency. Each agency had a total of six Energy Champion posters to launch its campaign.

The Recipient assisted FEMP by coordinating the art, the selection process, photography, graphic design, printing and press checks, production and delivery, and printing costs.

In addition to the above activities, the Recipient assisted FEMP with the FEMP Annual Report by writing, designing and preparing mechanicals for FEMP's review and concurrence. The annual report is a list of personnel, key offices, selected agencies, state representatives, and important issues. The annual report is modeled after Congressional directories and includes (1) a two-page overview of FEMP signed by the Secretary, (2) index, (3) list of key FEMP executives with contact information, (4) a summary of FEMP's accomplishments for the year, (5) a profile of each Agency Coordinating Committee and energy conservation team, (6) Task Force Members, "656" members and Energy Champions, (7) key stakeholder contact and background information, and (8) a summary of the 21st Century Partnership ad campaign.

The annual report will be printed in two colors. One thousand copies will be printed by FEMP under a budget separate from this scope of work. The Recipient assisted FEMP by preparing a full set of mechanicals which were delivered in camera-ready format and in digital format on disc, as specified by the printer selected by FEMP.

Task 5. Web Site Development

The Recipient assisted FEMP with the development of a "You Have the Power" activity center located within the FEMP website by providing FEMP with design options and digital material representing all the deliverables under this project. This activity center on the FEMP website contains all the art and graphic elements that are created for the campaign. These graphic components are digitally programmed so that Federal agencies can easily download the digital image and text and incorporate them into their own communications vehicles, including newsletters, posters, flyers, electronic newsletters, home pages, etc. All of the products produced in print format under Task 5 are also available in a digital format on the FEMP website.

The activity center (called 'Power Center') on the FEMP website is highly

interactive and allows visitors to provide preferences, options, and feedback concerning the campaign. This activity center also includes a suggestion box, and allows for tracking the monthly number of hits on the relevant sections to provide insight on the campaign's effectiveness.

In addition to direct hyperlinks and downloading of art and graphics, the Recipient also provided each of the eleven participating agencies with a set of art and graphic materials on digital media storage devices. Such media storage may have included syquest-type discs, optical discs, zip discs, and other types of high-capacity storage devices. Specific instructions were provided as to how to download digital material from the FEMP website and incorporate that material onto discs and storage media for customized output by each agency.

Task 6. Media Outreach

The Recipient assisted FEMP with media outreach in four major areas as follows: (1) national, (2) major metropolitan, (3) trade press, and (4) local papers. The outreach was geared toward the 1996 FEMP awards and the selection of "You Have the Power" campaign Energy Champions from that group, as well as the promotion of Energy Champions selected by each agency.

The Recipient assisted FEMP by preparing materials, organizing meetings with trade press, publishers and editors, performing advance contact and facilitating meetings with editors and publishers, researching and developing 'hooks' and storylines featuring the Energy Champions, tailoring stories to particular publications, and following up to clarify and answer any questions.

Hometown Hero Web Site. This effort allows the media to access information required to prepare press releases and information notices without having Greening America or DOE actively involved in soliciting such press releases.

Hometown Hero Announcement Cards. This effort created an announcement notice, in the form of a card, to notify media around the country about the availability of the hometown hero web site. The announcement cards identify FEMP, the You Have the Power Campaign, and the Web Site address. This effort involved labor, graphics, and reproduction costs. Greening America incurred the direct costs, estimated at \$1500, plus labor.

The direct contact with journalists, editors, and publishers was handled by FEMP. The Recipient will not represent FEMP, speak in behalf of FEMP, or serve as an agent for FEMP in any manner. A clipping service will be employed by FEMP to gather and collect articles placed in the press.

Environmental Media Association: The Recipient assisted FEMP in working

with the Environmental Media Association (EMA) to develop an annual Department of Energy Award at the annual Environmental Media Awards Gala. This Gala is held each year in Los Angeles, California, and is attended by approximately 750 individuals in the television, film, and print media. Leaders in the entertainment and environmental communities evaluate submissions on the following criteria: entertainment value, environmental content, and ability to motivate. The winners of the awards are later highlighted in the EMA publication *Green Light*, and covered in the press. The Recipient assisted FEMP in working with EMA to announce the first EMA Energy Award at its Annual Awards Gala in October 1997.

Earth Communications Office: The Recipient assisted FEMP in working with the Earth Communications Office (ECO) to develop a coordinated plan to publicize, distribute, and air public service announcements that demonstrate the connection between energy production and consumption and public health. The Recipient assisted FEMP in working closely with ECO to develop joint programs that advance technology transfer activities central to FEMP, the Office of Energy Efficiency and Renewable Energy and DOE.

Task 7. FEMP Team Sector Support

Technical Assistance Team: The Recipient assisted FEMP in the development of an overall theme and 'repackaging' of the technical assistance team offerings. The Recipient assisted FEMP in promoting the availability of FEMP technical services to the eleven participating agencies. Two initial meetings investigated and defined the needs of the technical assistance team. After an analysis and evaluation of those needs and capabilities was completed, a brochure describing the service offerings of the Technical Assistance Team was designed and printed. The brochure was printed in two colors. Approximately 10,000 copies of the brochure were printed.

The Recipient was responsible for the organization of the material, writing, design and graphics, layout and mechanicals, printing, and delivery of the Technical Assistance Team brochures.

In addition to producing the brochure, the Recipient worked with the Technical Assistance Team to provide ideas and communications options for a roll-out event to promote the Product Energy Efficiency Recommendations. The Recipient assisted FEMP by facilitating a meeting between FEMP and the participating agencies to develop a way in which the roll-out might be folded into the "You Have the Power" campaign.

Task 8. Private Sector Partners

The Recipient worked with FEMP to identify, meet with, and generate support from private sector companies participating in ESPC and utility incentive financing programs to achieve federal energy savings. The Recipient assisted FEMP with the development of promotional and public service announcement advertisements under the theme 21st Century Partnerships. These advertisements were developed to allow the agency or private sector partner to customize for placement in the press. The Recipient assisted FEMP in identifying and contacting a number of private sector corporations to gauge their interest and participation in the "You Have the Power" campaign. Following an initial conversation with the private sector corporation, the Recipient arranged a series of individual meetings with the private sector companies, their federal agency partners and FEMP to discuss the joint design and placement of advertisements.

The Recipient assisted FEMP with the development of criteria for qualifying sponsoring private sector corporations. This criteria included (1) a working relationship between the agency and the corporate partner, (2) an ESPC or innovative project financing example which is in contractual or implementation stages, and (3) an agreement that the corporation will not use the advertising campaign material in any way other than specified in an agreement with the agency.

Industry Partner Documents. Greening America produced 100 copies of the Generic Industry Partner Document. The costs associated with this activity is the labor to prepare the briefing document, oversee the reproduction and package assembly, and produce 100 copies at approximately \$10 each. Greening America incurred the direct costs, estimated at \$1500, plus labor.

Industry Partner Ad Template (Zip Discs). An ad template was developed that can be customized by industry partners. Greening America provided an Industry Partner Ad Template Zip Disc to Industry Partners participating in the program on request, so long as the Industry Partner agreed in advance to run an ad using the template. Greening America may request that the Industry Partner return the zip disc after the Industry Partner has completed its work and has had an opportunity to copy the material to their own system.

The Recipient assisted FEMP in developing advertisement materials for the 21st Century Partnership ads based upon the results of the meetings with the private sector corporations. The private sector partners bore the cost of customizing the ad materials for placement and the cost of the ad space. The Recipient prepared a report summarizing the placement results of the 21st Century partnership initiative.

Appendix A

The DOE/FEMP *You Have the Power* Campaign

What are We Doing Well, and Where Can We Improve?

An Evaluation Report

Prepared for the
Federal Energy Management Program

by
Sandia National Laboratories
Energy Policy and Planning Department

DRAFT FOR COMMENT

September 25, 1997

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The DOE/FEMP *You Have the Power* Campaign
What are We Doing Well, and Where Can We Improve?

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The DOE/FEMP *You Have the Power* Campaign **What are We Doing Well, and Where Can We Improve?**

Introduction

Program Overview

The mission of the U.S. Department of Energy's Office of Energy Efficiency and Renewable Energy is to lead the nation to a stronger economy, a cleaner environment, and a more secure future through the development and deployment of sustainable energy technology. The mandate of the DOE's Federal Energy Management Program (FEMP) is to help government reduce its consumption of energy and nonrenewable resources. In the last decade, FEMP coordinated an 11.2 percent reduction in energy use within the government, collectively saving the American people nearly \$11 billion. Nevertheless, to meet the President's challenge, an even greater reduction is needed. The Energy Policy Act of 1992 and Executive Order 12902 stipulate that the Federal government must achieve a 30 percent reduction in energy consumption by Fiscal Year 2005. This is a challenge not only to FEMP, but to every employee in the Federal government.

To bolster energy awareness and help instill energy efficiency as a basic value among all Federal workers and the public, FEMP has launched a new communications campaign entitled *"You Have the Power"*. This Campaign will spread the word about energy efficient practices and products. It features compelling new artwork, posters and banners, and promotion of Energy Champions, individuals who are doing extraordinary things to save energy, money and future resources. Another facet of the Campaign involve facilitating partnerships with selected energy-related organizations in the private sector. The campaign is part of the overall FEMP outreach program and is coordinated with other FEMP activities which include federal policy initiatives, technical and financial assistance.

A total of eleven Federal agencies are participating in the first year of the *You Have the Power* campaign. These include: Environmental Protection Agency, General Services Administration, National Aeronautics and Space Administration, United States Postal Service, Department of the Army, Department of the Air Force, Department of Commerce, Department of Energy, Department of Labor, Department of the Navy, and the Department of the Treasury.

Campaign Components and Timetable

The Campaign consists of the following components.

- Exportable Core Graphic and Value Brand
- Monument-Scale Banners
- Energy Champion Posters
- Industry Partnership Initiative
- Hometown Heroes / Public Outreach Articles

The time frame for Year One of the Campaign follows.

1. Organization	January - March 1997
2. Website launch	March - April 1997
3. Roll Out	April 15 - 30 1997
4. Earth Day Launch	April 22 1997
5. Energy Champion Updates	May - June 1997
6. Hometown Heroes	May - September 1997
7. Industry Partnership Initiative	June - October 1997
8. Report & Evaluation	October 1997

Summary of Campaign Activities and Products

In year one *You Have the Power* campaign worked with 11 Federal agencies, their agency coordinators (facility managers) and their coordinating committees, and 63 Energy Champions across 22 states. The campaign held a total of 25 meetings, two meetings with each of the 10 agencies, for a total of 20 individual meetings; 3 focus group meetings to bring 11 agencies together, and two meetings with Assistant Secretary Christine Ervin. Letters from FEMP Director John Archibald were sent to each Energy Champion. Letters from both DOE Assistant Secretary Christine Ervin and DOE Secretary Federico Peña were sent to their agency counterparts, and letters from Vice President Al Gore to cabinet members are in progress as this report is being written.

The *You Have the Power* campaign produced 15 customized reports each for 10 different agencies, and a total of 150 Industry Partnership Initiative reports for energy-related companies and FEMP utility resource centers. They interviewed the 63 Energy Champions for source material for the Hometown Heroes newspaper stories and produced 11 Earth Day Launch packets with the educational materials described below. They prepared and placed two leadership ads for DOE and Johnson Controls, the first in the Industry Partnership Initiative.

Educational materials with the *You Have the Power* campaign logo were produced with agency coordinator input and distributed. Ten (10) customized banners, eight (8) for external use and two (2) for internal use, were produced. The "You Have the Power" website, for which the "press room" is still under construction, has received 1,783 hits since its inception in April, 1997. This site is one of the top ten most accessed sites on FEMP's homepage. Thousands of posters and educational pieces were designed, produced and distributed to agencies, as shown in Table 1.

Table 1. Posters and other educational material distributed to Agencies

49,800	Energy Champion posters	1,200	Generic campaign posters
8,000	Energy tips postcards	10,000	Campaign flyers
13,500	Energy awareness wallet cards	53,000	Save energy note cards

Objectives of the Evaluation and Evaluation Issues

The "You Have the Power" campaign of DOE FEMP recognizes that it will meet its objectives only if it is aware of its customers needs and is successfully meeting their needs. Thus the primary objective of the evaluation was to gather feed back on current and future needs in order to improve the program. In order to do this, DOE FEMP also looked at its processes, what progress has been made, and what impacts, if any, this new program was having. To understand the processes and what progress and impact could be expected, the planned "logical path" from *You Have the Power* campaign activities to achievement of federal energy and water conservation goals was written down. A simplified version is shown in Figure 1 below, and a more detailed account is provided in the Appendix.

Figure 1



Thus the evaluation issues were:

- Overall, how satisfied are you with the quality of the program?
- Overall, how likely is the program to lead to more energy savings in federal buildings?
- What barriers to implementing energy efficiency does *You Have the Power* campaign address in your organization?
- What do you think of your dealings with the *You Have the Power* campaign staff?
- What materials worked best? What shall we continue?
- Is the program reaching people, raising awareness, and having an impact?
- What should *You Have the Power* campaign do differently, improve?

Data Collection and Analysis Approach

Data was collected from two groups of people, the eleven (11) agency coordinators with whom the *You Have the Power* campaign has worked, and the federal employees selected as 1997 Energy Champions. Structured 30 minute telephone interviews were completed with the agency coordinators. A one page faxed survey was sent to 63 energy champions, and 28 were completed and returned. Interviews, the fax survey, and analysis were completed by outside evaluators from Sandia National Laboratories between August 21 and September 5, 1997. Responses were confidential if requested, and are presented below in an aggregated format.

Evaluation Findings

Overall Satisfaction is High

Overall the agency coordinators are very satisfied with the quality of the *You Have the Power* campaign, with all but one giving it a rating of 8, 9, or 10, where "10" is totally satisfied (Figure 2a). The energy coordinators share the goals of the *You Have the Power* campaign, think the *You Have the Power* campaign has helped them tremendously to do their jobs, and are very pleased with the program's materials and professional, dedicated staff.

The Energy Champions who responded to the survey are less satisfied with the quality of the *You Have the Power* campaign than the agency coordinators (Figure 2b). About half of them rated the quality as 8, 9 or 10. Concerns expressed suggest the drivers for the lower satisfaction ratings. More than two thirds will not have their posters displayed until October 1997 during Energy Awareness Month. Many of these October champions have received very little information on the *You Have the Power* campaign. Several mentioned that the only thing that had happened was that they answered some questions and sent in a photo. This new campaign has not yet filtered down within some of the eleven federal organizations. Some had seen no advertising and no one they know has heard about it.

The Energy Champions are also slightly less certain that the *You Have the Power* campaign will actually reduce federal energy use. All the Agency coordinators felt that it was at least somewhat likely (5 or higher on a scale where 10 is totally likely) that the *You Have the Power* campaign would result in more federal energy savings (Figure 3a). All but two Energy Champions rated the likelihood of impact as 5 or higher, but the degree of certainty was lower.

This in part can be explained because only half of them see awareness as a barrier to implementing energy projects, and those who do rate every other barrier as more critical. This is discussed further below. Their inexperience with the campaign is also likely to be a factor here. Nevertheless, both the level of satisfaction and belief in the efficacy of the program may need to be addressed by *You Have the Power* campaign team and their partner agencies.

Figure 2a

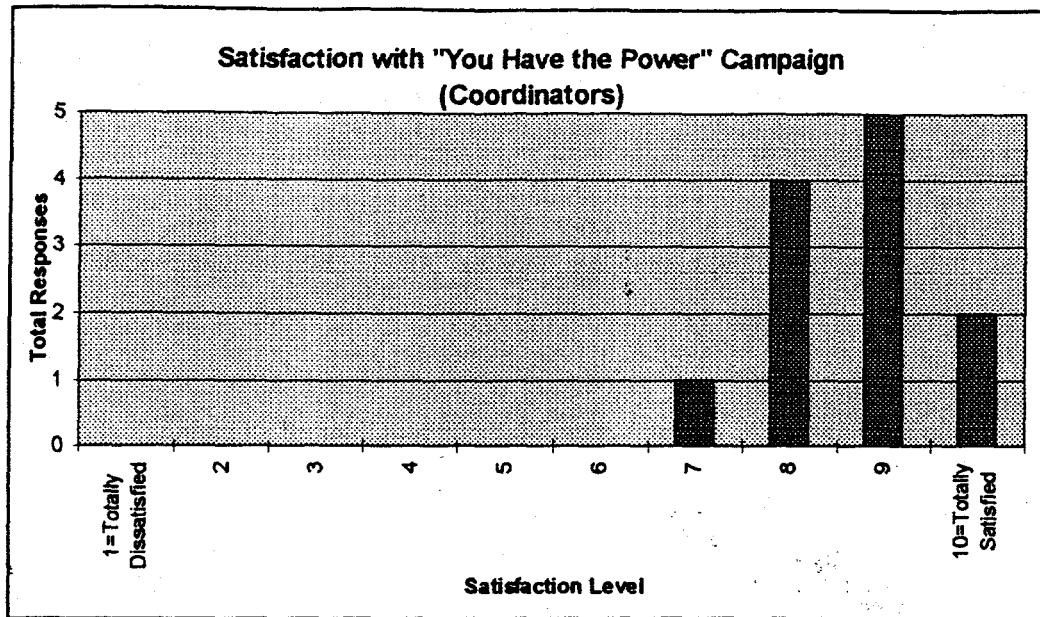


Figure 2b

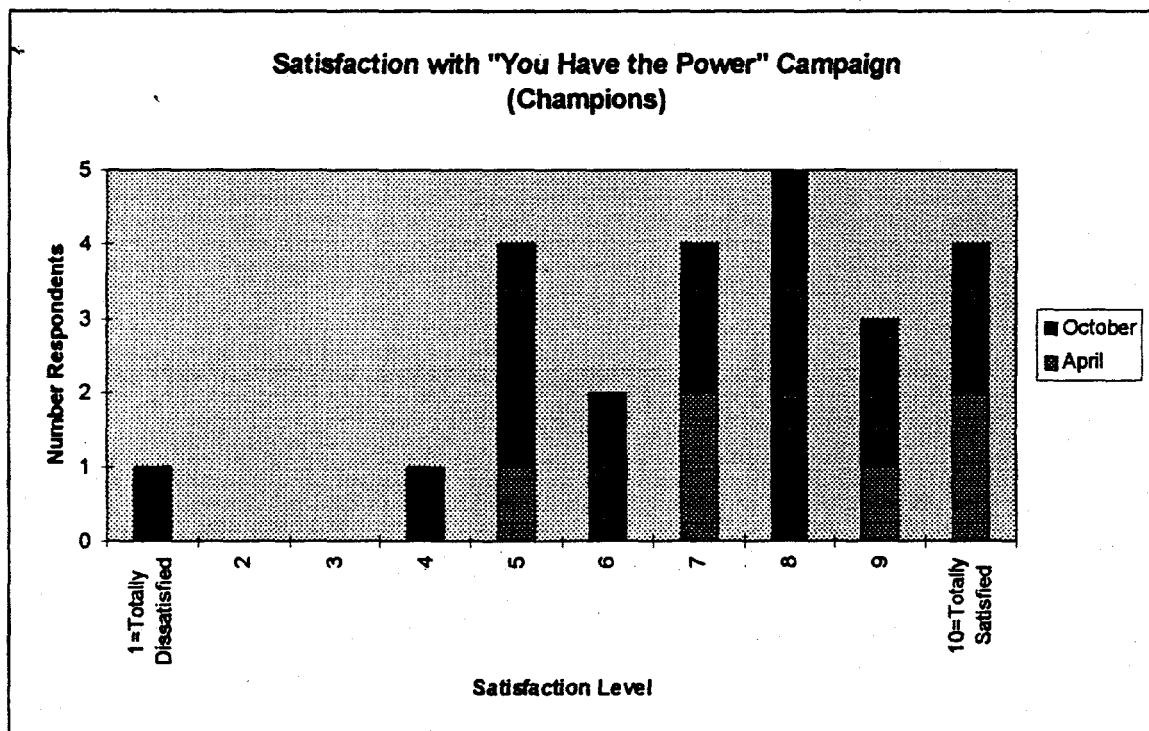


Figure 2a

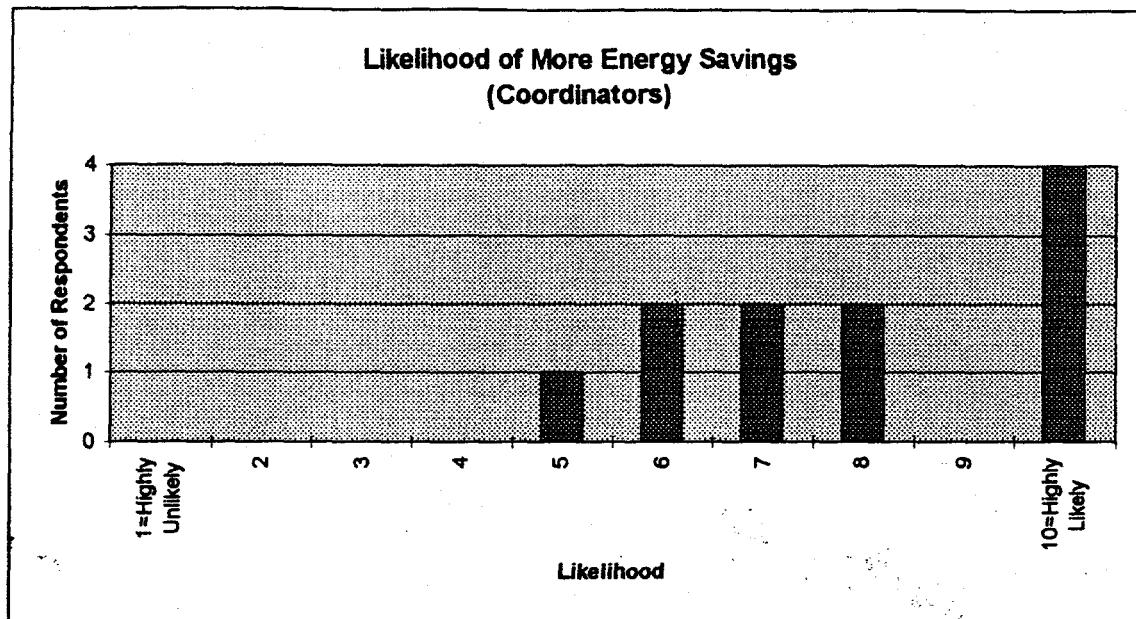
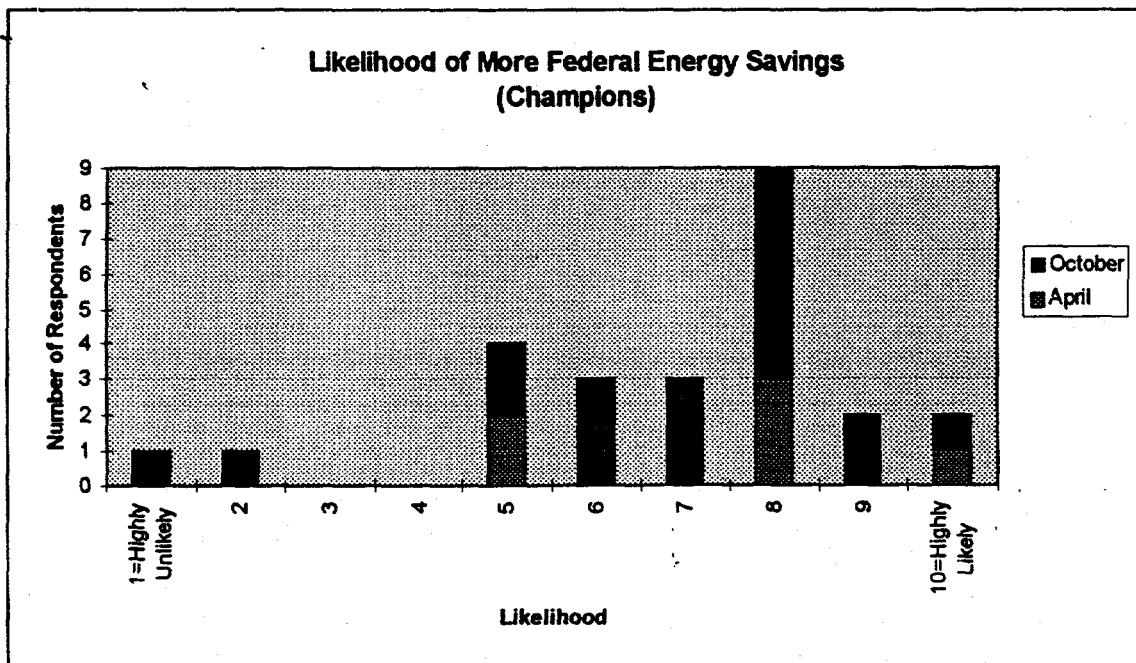


Figure 2b



The Campaign Fills A Need for Outreach Assistance

In answer to questions about how *You Have the Power* campaign fits with the activities of the energy coordinators and what barriers to implementing energy efficiency *You Have the Power* campaign addresses in their organization, it was clear that *You Have the Power* campaign is filling a need for outreach materials and distribution assistance in the federal agencies. *You Have the Power* campaign has also boosted the visibility and value placed on energy-related projects from headquarters managers to employees at remote sites.

Promotion of opportunities and benefits of energy efficiency, renewable energy and water conservation is just a small part of most of the energy coordinators jobs. Facilities are decentralized, thus there are large networks for which they are responsible. In most cases they have very limited funds and staff, and the organizations' public affairs offices have other priorities. The *You Have the Power* campaign supplemented existing awareness programs rather than replacing them, giving their campaigns diversity, more tools, and a "shot in the arm".

"You Have the Power campaign has provided public relations (PR) they wouldn't have had otherwise"

"You Have the Power campaign has helped us broaden our focus to include more employees and procurement activities."

The campaign effort also have provided the energy coordinators a sense that they are on the same team, that they can learn from each other. They can know how they compare and use that to praise and motivate their troops. Hearing what other agencies are doing has been very helpful. One mentioned learning from the experience of others that they should have been more prescriptive with procedures when dealing with remote sites.

Energy Champions Rate Other Barriers Larger Than "Low Awareness"

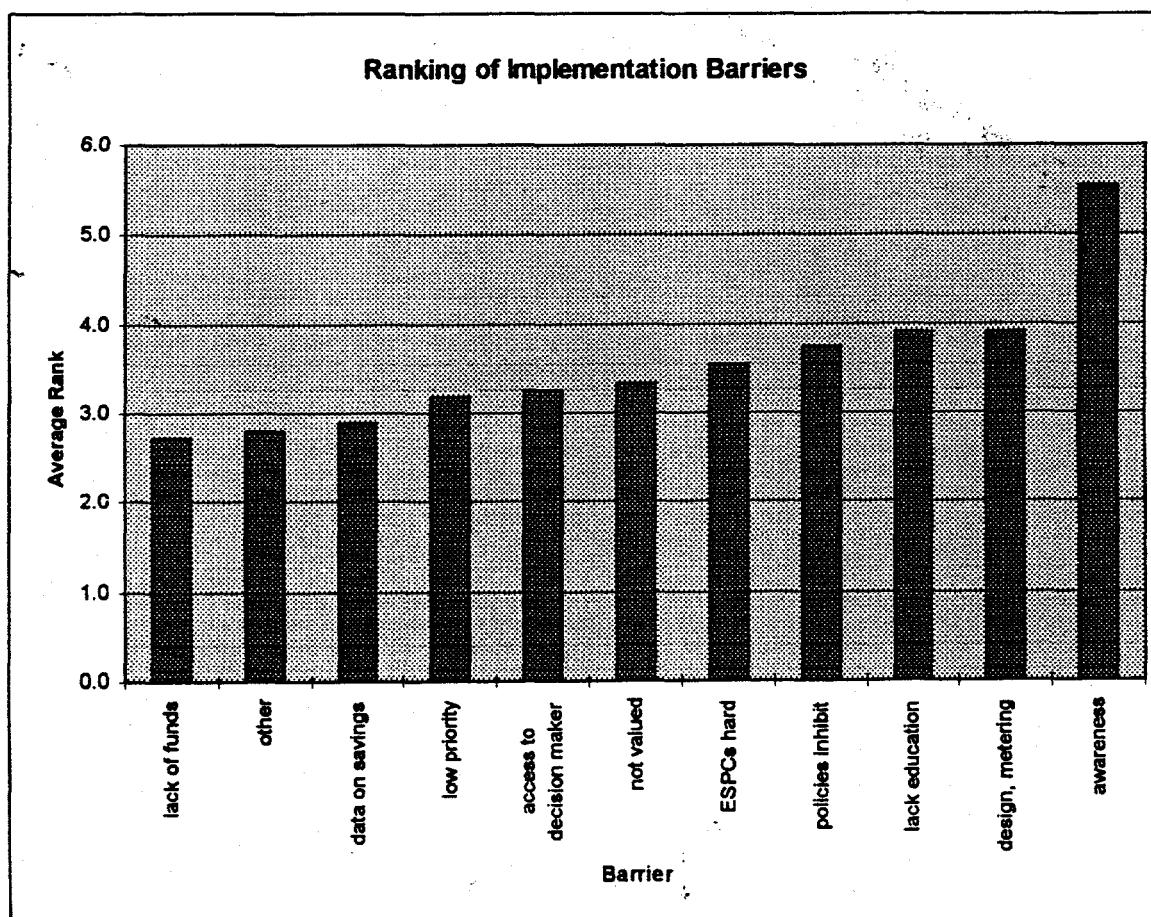
The Energy Champion survey asked what barriers prevented employees in their agency or facility from implementing an energy savings project. While the primary activity of the *You Have the Power* campaign is to increase awareness, the awareness message can address and thus hope to break down, other barriers to implementing energy projects.

Respondents could add to the list of eleven provided and check all that they considered to be barriers. They then ranked the barriers checked, with "1" being the largest barrier, "2" the next largest, and so on. Interestingly, only half checked "low awareness of opportunities to save energy" as a barrier, and of those who thought it was a barrier, it was not considered as large as the other barriers. Figure 3 shows the possible barriers and an average ranking for each that includes zeros if respondents did not consider it a barrier. Lack of funds is considered the largest barrier to implementing energy savings projects. Next came insufficient data on past successful projects and savings, energy savings is lower priority than other concerns, lack access to the person who can make the decision, staff and managers do not recognize the value of saving energy, Energy Savings Performance contracts (ESPCs) are difficult, policies and procedures inhibit or prohibit

projects, insufficient information or education on how to save energy, building design or metering issues, and finally, awareness.

“Other” barriers mentioned ranked second as a group, but the only one of the “others” to get two mentions was lack of time to do projects. Asbestos in buildings prohibiting retrofits, low power costs making the economics unfavorable, tenants who have no interest in energy projects, aversion to change, regulations that don’t have to be followed in face of other priorities, aversion to the risk associated with change, and business lines that don’t work together were received mention by single respondents. In most cases the particular barrier was ranked as large in their facility.

Figure 3



The Team Has Done An Excellent Job

The team of DOE staff and contractors has done an excellent job according to the federal agency coordinators. All but two coordinators interviewed had frequent interactions with the *You Have the Power* campaign team at monthly meetings, individual agency meetings, and with phone calls, faxes, and emails about the various activities. Day-to-day contact has been with Greening America, with DOE contact occurring at monthly and major meetings. Graphic design was done by Cudaback Strategic Communications.

The team received praise for asking and listening to suggestions, becoming knowledgeable and meeting idiosyncrasies, being very responsive, keeping them informed. They established a level of trust so people believed that they would do what they said they would do. They were timely, efficient, courteous, and very understanding of constraints, such as remote locations for photos. The Team made it easy to use the excellent materials. They did an excellent job on the logo and the graphics, and the photographer was good.

"There was a history of 'been there, done that' and sense of failure with the group that has turned the corner because of the attitude of confidence and the high level of energy of the You Have the Power campaign team."

"Great people to work with, an ambitious plan; they run first class operations"

"Amazed they have accomplished as much as they have in such a short time."

A few people offered suggestions for improvement, but no one had strong complaints or criticisms. It was suggested that the team could be more careful to see that everyone gets the same message at the same time, something that could be done with increased use of electronic mail. It was also suggested that the team be careful not to create expectations that people work from and then change them, for example, leaving banners up for just one week. Scheduling meetings well in advance, perhaps around time of energy awards, would help ensure that people can attend. One person thought that the once a month meetings are probably not necessary any longer.

More than one coordinator advised the team to be sensitive about working with public affairs offices and to talk with them more. Several suggested the team estimate the number of products better and to include a transmittal letter with materials explaining what it is and what to do with it because every agency has different numbers of staff and different distribution channels.

Most Materials Were Very Useful, Two Were Not

All but one of the respondents had used some of the materials and many had used several. The generic "Save Energy" poster and the Energy Champions poster were uniformly liked by everyone and coordinators want to continue to use them. There were mixed reviews on the energy savings tips wallet cards and post cards and on the banners. Some

characterized one or the other as "most useful" and others characterized that item as not at all useful. The "green energy" flyer and long note card were not considered useful or not noticed enough to be mentioned. Similarly, because the size and distribution channels of the agencies differ, some ran out of materials and others received more than they could use.

Usefulness of Materials		
<i>You Have the Power</i> campaign FY 97 Materials	Rating	Continue
Energy Champion poster	Great	Yes
Save Energy Poster	Great	Yes
Building Banner	Mixed	Depends
Tips Wallet Card	Mixed	Yes
Tips Post Card	Mixed	Modify
Flyer	Not useful	No
Note Card	Not Useful	No

Many volunteered that the Energy Champion Poster really catches attention and the field loves them. Specific staff on a poster is more effective than the generic poster when people know that person. Following the poster with Hometown Hero stories in local newspapers got mixed reviews. One thought this approach worth boxes of materials, another as not worth spending scarce resources on.

Most would like to continue with new energy champions in the coming fiscal year, although two mentioned having a smaller number of champions available. This is in contrast to two agencies that have already started competitions in the field for who would be champions. A small number said they might be able to use the template and produce their own posters next year, but would prefer the quality that results if DOE does them.

The generic Save Energy *You Have the Power* campaign poster was rated "useful" by everyone. Five mentioned running out of it, with sites wanting more now that they have seen it. One reminded that variety was necessary.

Response to the banner varied by agency. The most enthusiastic response was that the banner was "great, fantastic; sending around the country because people like to have it shown." Others said it was too big for remote sites, or they would use only once a year. For some, management doesn't want a banner because it would set a precedent for others to request banners.

The wallet cards and the post cards with logo and energy tips on them received mixed reviews. Some found people really liked them and they ran out of them. Others found

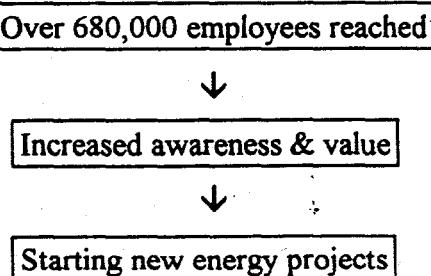
them of limited use. It was suggested that the post card combine the logo on the same side as the tips so it could also be used as a small poster.

Two items not recommended for continued use were the flyer and the long note card. No one remembered the one flyer produced, and a use for the long "note" card was not obvious. One enterprising coordinator cut it in half lengthwise and gave it away as a bookmark.

The "leadership" ads that are part of the Industry Partnership Initiative, touting agency-utility-industry partnerships, has been tested once and appears to be anticipated eagerly by all but a few agencies whose legal departments are afraid of recognizing one and not all such partnerships. Respondents are aware of partnerships that are good candidates, including Energy Savings Performance Contracts and other types of financing.

Agency Coordinators Are Sure The Program Is Raising Awareness

As shown above, thousands of posters and cards were distributed at headquarters and to the field. The posters are "up everywhere". One agency ordered and paid for additional posters and wallet cards. Banners were displayed for one or more weeks surrounding Earth Day in April 1997. The *You Have the Power* campaign has been presented at area meetings and discussed on video conferences with sites. Additionally, several of the agencies routinely mention the *You Have the Power* campaign in their regular newsletters to employees and on their web pages and bulletin boards. Several stated that they are just gaining momentum and haven't made the most of it yet. Nevertheless, the estimated federal staff reached by just seven agencies so far is 680,000.



All those who have started distributing materials agreed that people are paying attention to the *You Have the Power* campaign materials, and energy awareness has gone up because of this attention. This contention is supported by employees making unsolicited calls about the campaign, requesting posters, and expressing surprise and pleasure. People are thrilled with the logo and the banners raised many questions. The reaction of many energy champions and management has been very positive.

"You Have the Power campaign helps increase awareness that saving energy is a viable decision good managers would make."

Several coordinators mentioned that awareness of opportunities and value of energy efficiency requires continual reminders and a variety of messages.

You Have the Power campaign offers a

single feel good, positive image with warm colors which is good in the battle for perception, like soft drink advertisements. The message is wholesome, strong, grass roots. *You Have the Power campaign* makes the everyday person think there is something he or she could do.

Three respondents thought it was too soon to have specific examples of changes in behavior or impacts, particularly without more information from the field, but others have seen that the *You Have the Power campaign* is beginning to change people's behavior. In several agencies there is a lot of competition to be an energy champion next year. One has noticed people saying, "I did more than that." Like other award systems, the Energy Champion poster has prompted some agencies to set up a system to help them identify persons who have gone beyond the norm, taken risks or found new approaches. This sets up a benchmark or standards for achievement for others to work up to. It has gotten more people involved, and more people interested in their own awards program. In spotlighting projects, *You Have the Power campaign* shows a positive activity for a facility that may not have many.

Two coordinators thought that *You Have the Power campaign* has already increased the value staff and managers place on saving energy. One of these was because the campaign caught people's attention during reorganization of the energy office and increased support from managers. When the campaign gets upper management attention, both federal and contractor, this raises the priority placed on energy savings and may help secure funds for energy savings projects. Particularly the Energy Champion campaign has helped justify the energy manager's job, which was important as funds for energy efficiency were being cut. Outside recognition elevates the message to management, thus can circumvent the bureaucracy. A single focus across agencies gets people thinking who fund projects. When managers see economies of scale they are more likely to approve fund a project.

You Have the Power campaign can also lower perception of risk in doing energy projects, because benefits are publicized and persons are shown being rewarded for taking risks. This is particularly important if management is risk adverse. Thus it gets more people involved in awards and doing projects. Soon the easy and smaller investment projects will have been done, and they will need more people involved, and to get larger projects funded.

Four coordinators mentioned that because of *You Have the Power campaign* they have noticed people talking about starting new projects. One had two offices inquire about Energy Savings Performance Contracts. Another stated that *You Have the Power campaign* capped three years of their "work in the dark", and they picked up two new

facility managers requesting help, completed surveys at those labs, and will soon tap into GSA contracts for energy savings projects.

Energy Champions Have Seen Results

Most energy champions mentioned that they received attention within their organization and that government and contractor personnel took notice of their accomplishments at the site because of the *You Have the Power* campaign poster and write ups about the award in the organization's newspaper. Champions mentioned that awareness for energy conservation has increased some within the facility and occupants recognize what they have accomplished and feel pride for the building.

The recognition instilled more motivation to continue to find ways to reduce energy consumption and costs. Some people now understand good design and efficiency is a national DOE campaign not just a personal campaign. Other managers have been very inquisitive and interested in how they can improve their building operations to achieve recognition like this.

One champion mentioned that the increase in respect from working peers will help to promote energy efficiency programs and policies. Several people, civil servants as well as contractor personnel, have commented on the posters and asked about the ways their agency or company could save energy or reduce energy costs. and possibly increase the stature of my laboratory incrementally. One October champion is preparing to take advantage of the spin-off from it to argue for funding for more projects that would save up to \$250,000 when implemented.

"My mother was very impressed."

"I think it got their attention."

Suggestions For New Activities and Improvements

Agency Coordinators Suggest New Activities and Improvements

Suggestions for what *You Have the Power* campaign could do differently or improve centered around the production and distribution of materials, with some coordinators also mentioning raising visibility to the Cabinet level, sharing lessons learned and best practices among agencies, and suggested approaches to the agencies.

There were several suggestions for different *You Have the Power* campaign materials and it was suggested that something is needed to advertise the logo, to explain it, so people recognize it as they recognize energy star computers. Suggestions include keep the materials fresh, use some recycled content in posters and stay away from things that are difficult to implement and sell, such as computer screen savers. Try a business card size thermometer with logo on it, celebrity posters, a two year calendar, or a light switch cover

with the logo. Promote some technologies such as monitor miser that GSA sells because these have a long lasting effect.

There are differences of opinion to be respected, such as differing enthusiasm for the home town hero stories. Some will use them even internally, others would rather put resources toward more direct efforts to save energy.

With regard to distribution of materials, it was suggested that *You Have the Power* campaign distribute fewer materials to the smaller agencies and larger quantities to larger agencies. Increase lead time for materials and package posters in boxes of 50 or 100 so they can just put a label on it and mail, since they have no clerical support. Provide packing materials and a transmittal notice with things to be distributed. Schedule a photographer for energy champion posters for one day in Washington, DC. With notice, they can bring the champions in for that day at their own expense.

As already discussed at a recent meeting, several would like *You Have the Power* campaign to provide Secretarial level support, thus increasing support for energy efficiency at high levels in the agencies. A high level person, perhaps the Vice President, could congratulate agency heads for energy efficiency efforts and direct them to do more. There is support for the Secretary of Energy distributing a letter to other cabinet members about energy savings, perhaps related to interest in climate change mitigation.

The *You Have the Power* campaign is encouraged to show lessons learned on how agencies have successfully implemented a campaign with distributed facilities, step by step. Also, find a way to work with the public affairs office from the beginning, since they have knowledge and understanding of the audience and protocol issues.

Coordinators in this initial phase of the campaign think that lessons have been learned about the *You Have the Power* campaign approach to the federal agencies that should be repeated or adopted. Recognize that agencies don't have a lot of time, and *You Have the Power* campaign outreach priority may not be theirs. Find a balance. Coordinate surveys and distribution of materials with what others are doing. Persistence makes a difference. The monthly meetings and follow through have pushed coordinators to follow through with their people and networks. Try to keep people up to speed on *You Have the Power* campaign expectations. As lessons learned about dealing with bureaucracy are applied as more agencies are included, things will run even smoother.

Energy Champions Suggest How to Motivate Future Champions

The current and soon-to-be energy champions had a number of suggestions on what the *You Have the Power* Campaign could do to motivate and assist other federal employees to do what they have done. Monetary or time-off awards were suggested, as was continued identity with the program in out years. "This is a daily battle with high points and valleys. A "hall of fame" or team for *You Have the Power* campaign champions maintains

effectiveness." Advertising the campaign itself, explaining what is it all about, as well as providing sites with something to give out about the campaign, was considered necessary, as was more public relations in general. A *FEMP Focus* article, lessons learned documentation, awareness materials, and some token to award people who help save energy were also suggested.

Increased visibility of the campaign to levels of management above the energy managers, following through on interactions with the energy champions, and demonstrating dedicated, rather than "fly by night" effort, are important. Several suggested messages to be carried with the campaign, including that low cost opportunities are available, one can address high priority operational problems with energy savings projects, analysis of present and anticipated future energy requirements sets the foundation for research on possible energy savings, and it is time to address projects such as fans, motors, and the building envelope.

Summary and Conclusions

The DOE/FEMP *You Have the Power* campaign is a new outreach program with an aggressive agenda to assist federal agencies in raising awareness of employees about the importance of saving energy and meeting federal mandates for reduced costs and environmental impacts of energy use in federal facilities. The eleven agency coordinators the campaign team has worked with during Fiscal Year 1997 give them high marks for what they have accomplished and how they have accomplished it. The Energy Champions are, for the most part, satisfied with the campaign but need more information and experience with the campaign to appreciate its full value.

The campaign fills a definite need in the agencies for outreach assistance that perhaps can be strengthened by working more closely with the public relations offices as well as the energy coordinators. Most of the *You Have the Power* materials were very useful, and the logo is outstanding. A common logo for all federal agencies is considered an important strategy for raising and then maintaining a high level of awareness. More than 680,000 persons have been reached already this year, evidence that the program has been very successful in reaching its target audience. With lessons learned during this pilot phase, survey respondents expect the program will be even more effective with the new federal agencies added to the program.

Agency coordinators are looking forward to activities planned for the next fiscal year, and had few areas where improvement was needed. Suggested improvements primarily were about types of materials, estimating better the number for each agency, and explaining better the use and distribution of them. Particularly the champions for the upcoming October Awareness Month need better communication from their agencies or DOE/FEMP about this part of the campaign. They offered a number of suggestions on how the campaign can motivate more employees to become champions and also new messages that can be carried with the general outreach campaign.

It is too soon to tell if this DOE/FEMP outreach program will meet its goal of routine use by federal agencies of *You Have the Power* materials. Many agencies are very short of staff whose priorities include energy efficiency, and thus appreciate the program and peer support that the campaign offers. There is evidence, however, that the program will have the expected results. Some coordinators and energy champions are already seeing an increased interest in funding and implementing energy savings projects. This will lead to lower federal energy bills, water savings and pollution prevention at federal facilities.

August 1997

Questions for Agency Coordinators

The DOE FEMP *You Have the Power* campaign wants to know your opinion of the campaign efforts and success to date, and where improvements can be made.

1. Please tell me a little about what your agency is doing in the area of energy efficiency, and how the DOE FEMP *You Have the Power* campaign fits in with those activities.
2. Is the *You Have the Power* campaign addressing barriers to implementing energy efficiency at your agency? Which barriers does it address?
3. What kinds of involvement have you had with the *You Have the Power* team (DOE staff and contractors)? Has the campaign team kept you informed? Listened to your suggestions and tailored the campaign to your needs? What has the team done well and what could be improved?
4. Some of the materials developed by *You Have the Power* (posters, banners, flyers, Tips postcards, wallet and note cards) may have been more useful than others. Which of the materials have you been able to use? Have you run out of any? Which will you continue to use?
5. How has the *You Have the Power* campaign been accepted in your agency so far? Have people paid attention? How many employees do you think you have reached? Do you want to continue the Energy Champions posters in FY 1998? Have you observed any changes because of the campaign, such as policy or procedure changes, increased staff awareness of opportunities and value of energy savings, actual actions to save energy?
6. What would you ask the *You Have the Power* campaign team to do differently? What barriers could it address? Are there existing efforts with industry and utility partners which the campaign could promote?
7. Overall, on a scale of 1 to 10, with 1 being totally dissatisfied and 10 being totally satisfied, how satisfied are you with the quality of the *You Have the Power* campaign?
8. Overall, on a scale of 1 to 10, with 1 being highly unlikely and 10 being highly likely, how likely is the *You Have the Power* campaign to result in more federal energy savings?

Facsimile

To: _____

Fax: _____

From: Gretchen Jordan, DOE Sandia National Laboratories
Phone: 703-247-3611 Fax: 703-516-4418

Date: August 21, 1997

RE: FEMP *Your Have the Power* campaign

The You Have the Power campaign would like your help in gauging the success of the Energy Champions activity, and in understanding the barriers energy champions such as you face. Please take a few minutes in the next few days to complete the questions on the attached page and send it to me by return fax.

Your individual response will be confidential unless you indicate otherwise. It will be used by the You Have the Power campaign team to find and help more energy champions.

Thank you!

Call 703-247-3610 to confirm receipt of your fax. Call Tatiana Muessel at DOE FEMP (202) 586-9230 with questions or concerns about this survey.

You Have the Power Energy Champions Survey

Please complete and fax this page to Sandia Labs, 703-516-4418 by Sept. 2, 1997.

1. There are two groups of Energy Champions. Please check the group that you are in.
 Recognized for Earth Day (April) Recognized for Energy Awareness (October)
2. Describe briefly the two or three most interesting and notable things that have happened to you or your agency as a result of your recognition for being an Energy Champion.
3. Which of the following are barriers that prevent employees in your agency and facility from implementing an energy savings project? Put a check mark by each barrier. Then rank those you have checked, with 1 being the largest barrier, 2 the next largest, and so on.

Barrier? Rank

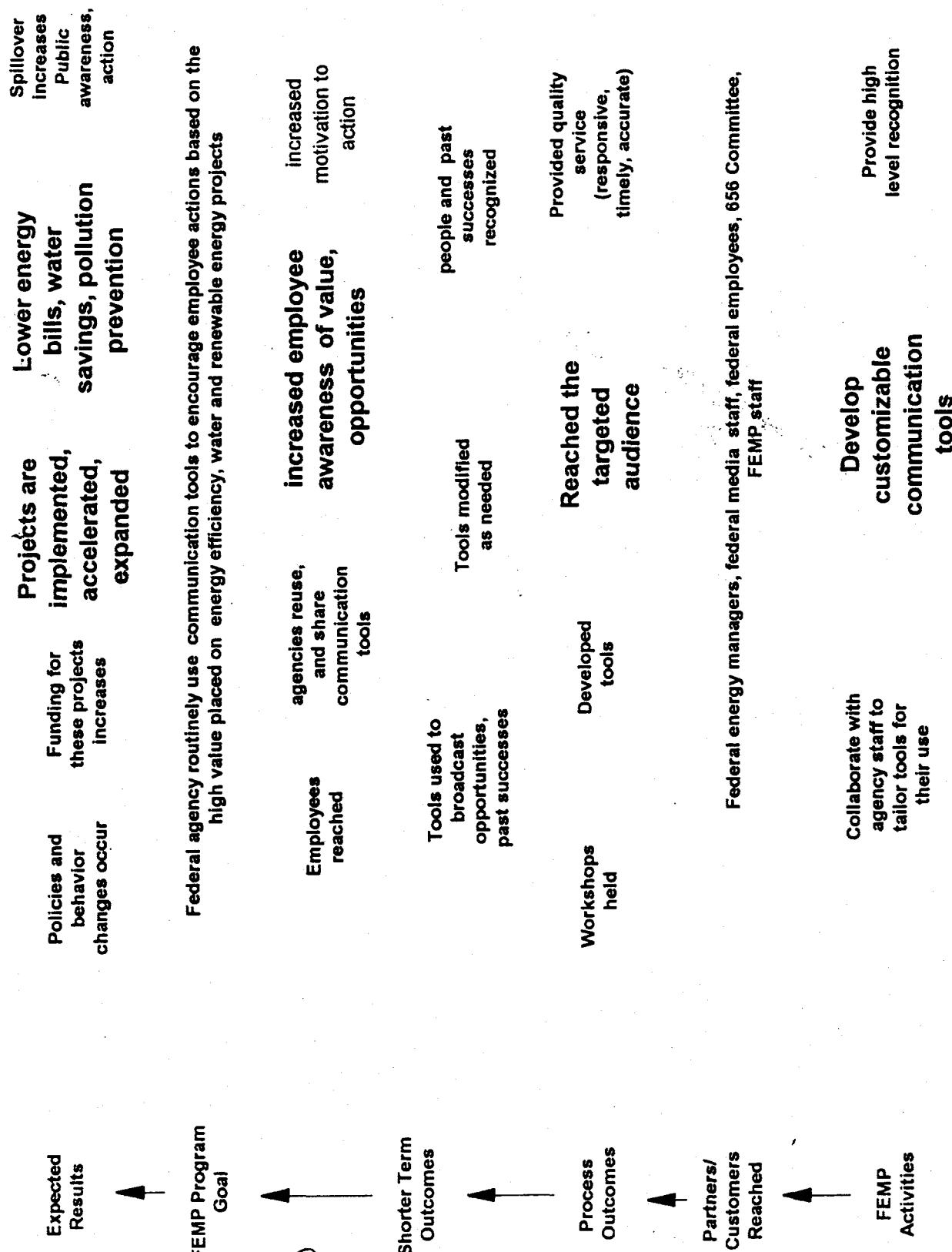
low awareness of opportunities to save energy
staff and managers do not recognize the value of saving energy
energy savings is lower priority than other concerns
insufficient information or education on how to save energy
insufficient data on past successful projects and savings
building design or metering issues
insufficient federal funding is available
Energy Savings Performance contracts are difficult
policies and procedures inhibit or prohibit projects
lack access to the person who can make the decision
(other)

4. What could the *You Have the Power* campaign do to motivate and assist other federal employees to do what you have done?

1 2 3 4 5 6 7 8 9 10

1 2 3 4 5 6 7 8 9 10

FEMP POWER CAMPAIGN
Draft Program Logic 8/1/97



Appendix B removed