

EnergyWorks KC

Draft Marketing Plan
April 4, 2011



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Draft EnergyWorks KC Marketing Plan

Introduction – EnergyWorks KC is a progressive initiative to educate property owners of the value and importance in pursuing and implementing energy efficiency upgrades to their Kansas City, Mo. properties. EnergyWorks KC (EWKC) is funded by a \$20 million grant from the U.S. Department of Energy’s BetterBuildings program, a subset of the Energy Efficiency and Conservation Block Grant (EECBG) made available by the American Recovery and Reinvestment Act of 2009 (ARRA). This ambitious marketing and outreach plan is designed to efficiently facilitate EWKC’s end goals: 1) educate Kansas City, Mo., property owners regarding the benefits of energy efficiency property upgrades and improvements and 2) transform the local energy efficiency market.

EWKC is an innovative partnership to transform the energy efficiency market across the Kansas City metropolitan area. An integrated set of services—marketing, energy efficiency evaluations, financing incentives, and building/property energy efficiency improvements—are offered through the EWKC program. The Metropolitan Energy Center (MEC), by contract with the City, streamlines access to these services for property owners and provides access to certified energy efficiency evaluators and contractors. The Mid-America Regional Council (MARC), also under contract with the City, will study and evaluate local, regional and state policy barriers to energy efficiency; establish a “green job” workforce development component incorporating training and certification for green-sector jobs; utilize lessons learned in the Green Impact Zone (an EWKC targeted neighborhood) to apply region-wide; and marketing and outreach. The EWKC program collaboration consists of partners who share interest in reducing energy waste and who value the City’s Climate Protection Plan initiatives.

Core partners of the EWKC initiative include:

- The City of Kansas City, Mo. (The City)
- Metropolitan Energy Center (MEC)
- Mid-America Regional Council (MARC)
- Kansas City Power & Light (KCP&L)
- Missouri Gas Energy (MGE)
- The Greater Kansas City Chamber of Commerce
- The seven targeted neighborhood areas:
 - Central Industrial District
 - Eastwood Hills
 - The Green Impact Zone
 - Ruskin
 - Washington Wheatley
 - Westside
 - Winnwood-Sunnybrook

EWKC will transform the energy efficiency region-wide market. The City estimates energy reductions totaling 86 million kilowatt hours/year in electricity, 228 million cubic feet/year in natural gas, and 24 million gallons/year in water use and other associated utility bills; resulting in greenhouse gas emissions of 92,000 metric tons/year by the conclusion of the program’s grant period (2010 through May 2013).

During the grant project period 1,600 residential properties and 400 commercial, industrial, and institutional properties will be made more energy efficient. In the two years following the grant project period, an additional 400 properties will be made more energy efficient. In addition, nearly 180 jobs will be created and/or retained during this program period. It is expected that leveraging of the \$20 million EECBG funds will leverage over \$100 million to Kansas City neighborhoods and businesses.

The EWKC initiative supplies the metropolitan community with opportunities to make residential, commercial, industrial and institutional properties more energy efficient by providing educational information, financing incentives and access to rebates for energy evaluations, water conservation measures, and both asbestos and lead-related issues. Although EWKC will provide services to property

owners throughout the Kansas City, Mo. area, there is an emphasis on seven targeted neighborhood areas to receive specified incentives.

Financing incentives will be made available to lenders through a loan loss reserve (LLR). EWKC is working to secure funding from local credit unions and commercial lenders to assist property owners in pursuit of energy efficiency upgrades.

Staff of the MEC, representing EWKC, are strategically located throughout the Kansas City metropolitan area and have a pronounced presence in the seven targeted neighborhoods. These representatives clarify the program's components, including:

- Education of the value and purpose of energy evaluations.
- Features that differentiate EWKC from other programs.
- Information essential to financing such as tax credits and rebates.

Strategic Focus and Plan – A creative combination of outreach measures are used to educate property owners about the value of making their property energy efficient. EWKC communicates that energy efficiency improvements made to a property, coupled with behavioral changes by those who use the property, provide the opportunity for substantial energy savings and reduced energy waste.

Current Assessment

Barriers exist which impede the pursuit and/or understanding of energy efficiency. These barriers include the lack of:

- Access to clear, concise information regarding the most beneficial measures to implement
- Access to resources
- Access to trained/skilled energy efficiency evaluators/contractors to perform work
- Access to financing resources for energy efficiency upgrades/improvements
- High transaction cost (an investment of both money and time)
- Requirement of a long-term investment

The EWKC initiative will meet the challenge of addressing the various segmented groups that exist within the program area. These targets include property owners with varied:

- Energy efficiency education
- Income and financing resources
- Credit worthiness (as defined by financial institutions)

A variety of alternative opportunities exist to property owners to reduce greenhouse gas emissions. Property owners who choose not to use the EWKC program and thus refrain from using a certified evaluator will still benefit from the marketing outreach message.

Climate

The current Kansas City, Mo. climate has been assessed, and is briefly described below:

- Institutional – The City government and City Council members have fully supported the endeavors of the EWKC initiative. The local government and City Council members continue to challenge the administrative EWKC personnel to remain creative in the execution of activities that widely appeal to diverse property owners.
- Economic – A variety of energy efficiency mechanisms are available to property owners, yet without organizational structure and clarity of these resources, full utilization will be hampered. With the current declining economy and loss of jobs, an increase of employment is essential to rebuilding the local economy. EWKC adds clarity of available (property) energy efficiency resources and makes “green job” employment opportunities accessible to property owners.
- Social – Great diversity exists among potential users of the EWKC initiative. Property owners vary between single-family and multi-family residences; among commercial, industrial and institutional properties; large and small; as well as newer and older properties.

Climate Evaluation	
Institutional	▪ EWKC has had the support of the City government and City Council members
Economic	▪ A lack of organizational structure and lack of available “green job” employment opportunities exists in the Kansas City, Mo., metropolitan area
Social	▪ Kansas City, Mo., property owners are diverse

SWOT Analysis – The SWOT Analysis addresses the strengths and weaknesses relative to potential opportunities and threats in the marketplace regarding the EWKC initiative. The chart below compares and contrasts both internal and external components.

SWOT Analysis		
EWKC	Internal Strengths	<ul style="list-style-type: none"> ▪ Access to information ▪ Access to skilled and trained workers ▪ Access to quality services ▪ Certified energy efficiency evaluators ▪ Improvements/upgrades applicable to a variety of property types ▪ Availability of affordable financing for property energy efficiency improvements through the incentives of a loan loss reserve ▪ Devoted staff ▪ Strong, diverse resources ▪ Strong, diverse partnerships
	Internal Weaknesses	<ul style="list-style-type: none"> ▪ Information may be unclear or complicated ▪ Energy efficiency evaluations may be too time consuming and an inconvenience to property owners ▪ Repayment responsibilities may be unclear or complicated
	External Opportunities	<ul style="list-style-type: none"> ▪ Save energy, save money ▪ Reduce carbon emissions ▪ Create and/or retain jobs ▪ Educate communities in the Kansas City metropolitan area ▪ Collaboration with various organizations
	External Threats	<ul style="list-style-type: none"> ▪ Indistinguishable between various other energy efficiency programs offered throughout the city and state
City of Kansas City, Mo.	Internal Strengths	<ul style="list-style-type: none"> ▪ Support of city manager and City Council members ▪ Strong, varied resources
	Internal Weaknesses	<ul style="list-style-type: none"> ▪ Individual departments are not cohesive and do not work effectively together ▪ No concerted marketing staff nor department
	External Opportunities	<ul style="list-style-type: none"> ▪ Strengthen relationship with local neighborhood and business associations
	External Threats	<ul style="list-style-type: none"> ▪ Current “strained” reputation with the general population
Property Owner	Internal Strengths	<ul style="list-style-type: none"> ▪ Stimulate local economy ▪ Stimulate local workforce development
	Internal Weaknesses	<ul style="list-style-type: none"> ▪ Responsibility for upfront costs/investment (evaluation, etc.) ▪ Home must be made available and open to an evaluator ▪ Acquire additional debt ▪ Change behavior
	External Opportunities	<ul style="list-style-type: none"> ▪ Change behavior ▪ Potential energy savings ▪ Potential financial savings
	External Threats	<ul style="list-style-type: none"> ▪ Behavior unchanged and thus neither energy nor money are saved ▪ Property not improved for future

Marketing Objectives – EWKC establishes relationships with local property owners by clearly sharing the objectives of this initiative. EWKC builds a strong customer base, providing property owners with an understanding of the benefits of incorporating energy efficiency upgrades. EWKC meets the expectations established by the U.S. Department of Energy and simultaneously supports the City of Kansas City, Mo.'s, Climate Protection Plan initiatives of creating a market more accepting of and proactive toward energy efficiency. EWKC fulfills this by promoting conservation of natural resources, creating local employment opportunities, and promoting healthy and comfortable properties for those who perform energy efficiency upgrades by a certified energy efficiency contractor.

The core objectives of the EWKC initiative are:

Objective 1: Transform the energy efficiency market in Kansas City, Mo., by educating property owners of the benefits associated with increasing a property's energy efficiency and promoting the reduction of energy waste.

Objective 2: Stimulate the local economy by providing financing resources to property owners through the loan loss reserve and other incentives, thus providing opportunities to use local, certified businesses to make improvements that reduce energy consumption.

Objective 3: Stimulate the local economy by providing "green job" workforce development opportunities.

Marketing Strategies – EWKC shares an all-encompassing and easily understood message. Education, creative marketing tactics, and access to financing resources will motivate property owners to ultimately change their behavior regarding the use and waste of energy and making of energy efficiency improvements to their properties. EWKC creates and promote a positive frame of reference for property owners with its marketing endeavors.

The preliminary strategies incorporate a wide variety of distribution channels to increase exposure of the program and accurately educate property owners of the value of energy efficient properties. EWKC implements a dynamic outreach program for and throughout the metropolitan area. To further the initiative’s implementation, the following distribution channels *may* be utilized:

Distribution Channels

	EWKC webpages (on City’s website)
	Marketing collateral -- handouts, flyers, electronic newsletters, giveaways, promotional items, table displays, billboards, yard signage, and other materials as deemed appropriate
	EWKC-specific activities/events
	EWKC-specific referral program
Secondary Channels	Line messages and/or bill inserts to utility customers from KCP&L, Missouri Gas Energy, and the Kansas City, Mo., Water Services Department
	Contribute to neighborhood association communication methods (newsletters, websites, e-mail distributions, letters, etc.)
	Support and collaborate with core neighborhood associations in meetings and/or activities as appropriate
	Contribute to business association communication methods (newsletters, websites, e-mail distributions, letters, etc.)
	Support and collaborate with business associations in meetings and/or activities as appropriate
	Display booths and collateral at local tradeshow, workshops, etc.
	Create and distribute press releases with local media including but not limited to newspapers, magazines, websites, radio, television, etc. as appropriate
	Create focused social media strategy and approach possibly including Facebook, YouTube, Twitter, Flickr, Digg, etc. as appropriate
	Addition of the EWKC hyperlink to all core partners’ websites, as appropriate
Tertiary Channels	Support Children’s Mercy Healthy Homes initiative
	Support local asthma, allergy and/or mold workshops, as appropriate

Master Programming Schedule – The preliminary marketing programming schedule and functional activities/programs are briefly outlined below in the chart.

Program Overview Year	
Activity/Event	Timeframe
Soft launch	Late January 2011
Creation of City webpages	Early April 2011
Coordination of EWKC message on core partners' websites	Mid-April 2011
Creation of marketing collateral	April 2011
Full program availability	Early May 2011
Direct outreach activities	May 2011 – June 2011
Year-end wrap-up and evaluation	June 2011
Year launch event	July 2011
Direct outreach activities	July – June 2012
Year-end wrap-up and evaluation	June 2012
Year launch event	July 2012
Direct outreach activities	July 2012 – May 2013
Program period wrap-up event and evaluation	May 2013

Potential Programming Tactics – In consideration of the current economic situation, creative marketing is essential for the program’s success. MEC and MARC work in concert with the EWKC team to implement energy efficiency marketing tactics and objectives.

Objective 1: Transform the energy efficiency market in Kansas City, Mo., by educating property owners of the benefits associated with increasing a property’s energy efficiency and promoting the reduction of energy waste.

Approach 1: Attend the seven targeted neighborhood association meetings twice per year (totaling 14 neighborhood association meetings annually beginning in 2011, ending in 2013).

Approach 2: Attend targeted business association meetings twice per year (beginning in 2011, ending in 2013).

Approach 3: Create EWKC webpages on the City’s website and add hyperlink to each of the EWKC core partners’ websites. (Ensure all core partners list EWKC hyperlink on their webpages.)

Approach 4: Pursue and support an “energy ambassador” to share the EWKC message

Approach 5: Connect EWKC brand with major local events and/or activities by sponsoring and/or hosting a booth at local Kansas City events and festivities to maximize exposure.

Approach 6: Advertise EWKC initiative by coordinating with local businesses and neighborhood organizations:

Objective 2: Stimulate the local economy by providing financing resources to property owners through the loan loss reserve and other incentives and providing opportunities to use certified local businesses to make improvements that reduce energy consumption.

Approach 1: Enhance relationship between EWKC and LLR financing lenders

Approach 2: Add value to contractor's EWKC certification.

Objective 3: Stimulate the local economy by providing "green job" workforce development opportunities.

Approach 1: Support "green job" workforce opportunities through education and advertisements

Approach 2: Support deconstruction opportunities through education and advertisements

Conclusion – The EWKC initiative supports sustainability of energy efficiency resources throughout the metropolitan area. EWKC has the potential to be the foundation for a transformative model of energy efficiency and sustainability for the Kansas City community by educating the local community and implementing a creative marketing outreach program. Unlike many other government funded programs, EWKC fully engages the private sector, creating an approach that is sustainable beyond the immediate program initiative.

The success and cost-effectiveness of the implemented programs will be measured in a variety of methods, namely the documentation of the number of property owners reached. EWKC marketing maintains documentation of individuals who visit booths/displays at workshops, tradeshow and fairs, and tracks the number of property owners who sign-up to participate in the program via the EWKC webpages. EWKC marketing staff host frequent meetings with representatives of MEC to assess that their needs for varied collateral and information are met.

The monitoring of energy efficiency savings and feedback to property owners occur during follow-up meetings to each improvement project. All required progress reports will be provided to the U.S. Department of Energy in timeframes as specified in the grant award and by BetterBuildings.

Appendix Tab



Partner Resources/Contributions – Charted below are resources and/or contributions which core partners of the EWKC initiative will provide to further the successful implementation of the program’s success.

Partner/Key Stakeholder Resources/Contributions	
City of Kansas City, Mo.	<ul style="list-style-type: none"> ▪ Devoted administrative staff ▪ Marketing budget ▪ Direct marketing and outreach ▪ Social media site(s) maintenance ▪ City Council Member support ▪ Houses EWKC webpages
MEC	<ul style="list-style-type: none"> ▪ Devoted administrative staff ▪ Secure and house EWKC website ▪ Website support with hyperlink to City’s EWKC webpages
MARC	<ul style="list-style-type: none"> ▪ Devoted administrative staff ▪ Region-wide website support with hyperlink to EWKC webpages ▪ Graphic design support
KCPL	<ul style="list-style-type: none"> ▪ Website support with hyperlink to EWKC webpages ▪ Bill inserts ▪ Use of in-house print shop
MGE	<ul style="list-style-type: none"> ▪ Website support with hyperlink to EWKC webpages ▪ Bill inserts ▪ Use of Union Station hall facility
Core Neighborhoods	
Central Industrial District	<ul style="list-style-type: none"> ▪ Website support with hyperlink to EWKC webpages ▪ Neighborhood support (Meeting space and distribution of EWKC communications)
Eastwood Hills	<ul style="list-style-type: none"> ▪ Same as above
Green Impact Zone	<ul style="list-style-type: none"> ▪ Same as above
Ruskin	<ul style="list-style-type: none"> ▪ Same as above
Washington Wheatley	<ul style="list-style-type: none"> ▪ Same as above
Westside	<ul style="list-style-type: none"> ▪ Same as above
Winnwood-Sunnybrook	<ul style="list-style-type: none"> ▪ Same as above
Greater Kansas City Chamber of Commerce	<ul style="list-style-type: none"> ▪ Website support with hyperlink to EWKC webpages
State of Missouri, Department of Natural Resources	<ul style="list-style-type: none"> ▪ TBD

In December of 2009 the following organizations signed letters of support for the City of Kansas City, Mo.'s application for the EWKC grant award and will be pursued to collaborate in various marketing initiatives throughout the projected program period:

49/63 Neighborhood Coalition	Kansas City Industrial Council
Blue Hills Community Services	Kansas City Power & Light
Blue Hills Neighborhood Association	Mazuma Credit Union
Boulevard Brewing Company	Metropolitan Energy Center
Brush Creek Community Partners	Mid-America Regional Council
Burns & McDonnell	Midwest Research Institutes
Central Industrial District Association	Missouri Department of Natural Resources
cfm Distributors Inc.	Missouri Gas Energy
Communities Creating Opportunities	National Trust for Historic Preservation, Midwest Office
Community America Credit Union	Neighborhood Housing Services
Eastwood Hills Community Association	Northland Neighborhoods, Inc.
Environmental Management Commission of Kansas City, Mo.	OAI, Inc.
Faultless Starch/Bon Ami Company	Ripple Glass
Greater Kansas City Chamber of Commerce	Ruskin Heights Home Association
Green Impact Zone	Town Fork Creek Neighborhood Association
Guadalupe Centers, Inc.	True Vine Community Development Corporation
Hispanic Economic Development Corporation	True Vine Missionary Baptist Church
Historic Mannheim Park Association	University of Missouri-Kansas City
Johnson County, Kan.	Washington Wheatley Neighborhood Association
Kansas City Credit Union	Westside Housing Organization

Style Guide – Consistent utilization of the EWKC logo and other collateral strengthen the communicated message of the initiative. The style guide provides recommendations that support the branding efforts of the EWKC initiative—providing guidance on proper usage of the logo, marketing collateral and clarity of the most effective communication methods

Program Name –

- EWKC is the title of the initiative
 - The words “Energy” and “Works” are combined as a single word with no space between
 - The letters “KC” (indicative of Kansas City) follow the word “EnergyWorks”
 - There is a one (1) space between “EnergyWorks” and “KC”
 - The first “E” and only “W” in the word “EnergyWorks” are always capitalized
 - EWKC is the only appropriate abbreviation for the initiative

- EWKC (the logo, collateral, communications, etc.) will convey the following communication messages:
 - Save energy by reducing energy waste
 - Reduce units of energy used and gain potential savings on utility bills
 - Workforce development generates jobs in our local neighborhoods with local businesses
 - Improve home’s comfort (by reducing draftiness, increasing temperature throughout and from room-to-room, etc.)
 - Pursue healthy home improvements by protecting family from mold, asthma, allergens, and other hazardous materials
 - Transformation of the local and regional energy market
 - Save energy and conserve the country’s resources
 - Create additional home value (a practical investment to one’s most valuable asset)
 - Support personal behaviors

Logo – The style guide will address appropriate colors and use(s)/misuse(s) of the logo, appropriate fonts and colors to accommodate the logo, and measures needed to optimize consistency.

Collateral – An attempt to purchase marketing collateral such as handouts, flyers, giveaways, display boards, etc. will be purchased with recyclable and/or eco-logical components. Every effort will be made to purchase American-made materials.

Language –

As an example the style guide will also clarify the EWKC proper language message.

- The phrase “energy audit” should be replaced with “energy evaluation”
 - Rationale: Clarity – The word “audit” has a negative connotation and should not be used in EWKC collateral or during presentations

- The word “retrofit” should be replaced with “improvements” and/or “upgrades”
 - Rationale: Clarity – The word “retrofit” has a negative connotation and should not be used in EWKC collateral or during presentations

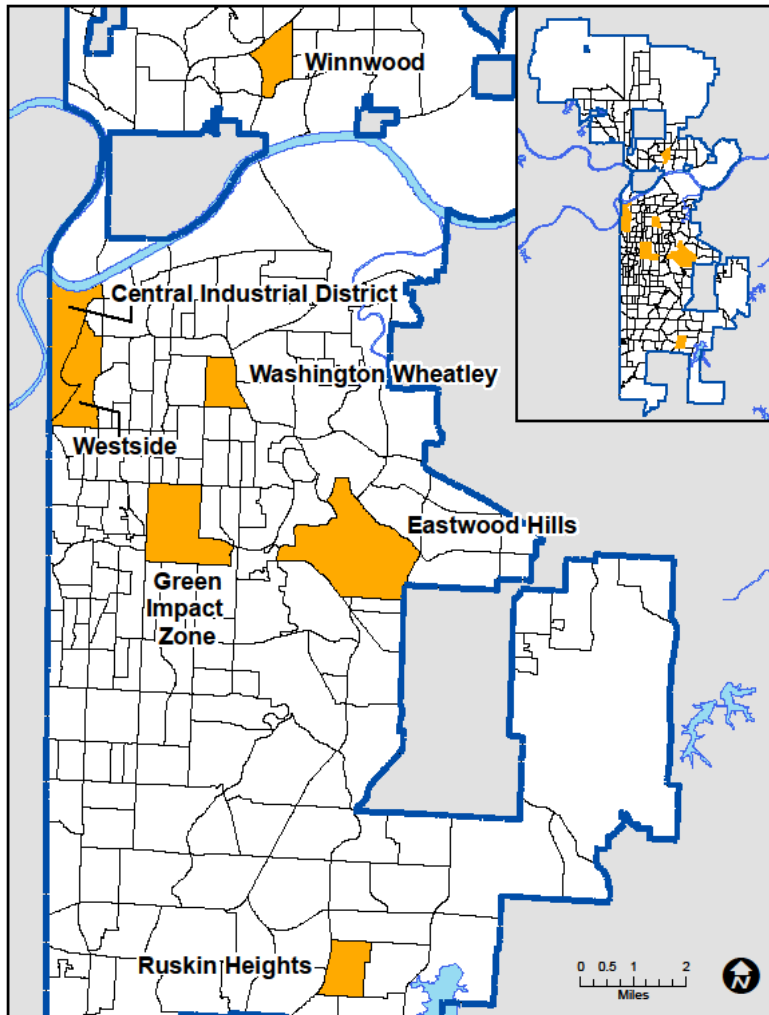
- EWKC collateral and presentations will use the word “property” as synonymous with the word “building”
 - Rationale: Clarity -- EWKC will provide incentives to property owners. It is understood that homeowners typically do not refer to their homes as buildings but as property. In an effort to emphasize clarity, the word “property” will be used instead of the word “building”.

- Specific collateral will be designed in both English and Spanish
 - Rationale: Appeal – EWKC will produce specific collateral (handouts, billboards, etc) in both English and Spanish to appeal to the Spanish-speaking population

Glossary of Acronyms

Acronyms	
ARRA	American Recovery and Reinvestment Act of 2009 – The Recovery Act signed into law in February 2009 to create and save new jobs and prompt economic activity by awarding funding by means of EECBG grants Webpages: www.recovery.gov
The City	City of Kansas City, Mo. – EECBG award recipient and EWKC executive administrator Webpages: www.kcmo.org
EECBG	Energy Efficiency and Conservation Block Grant – Program funded by ARRA represents a presidential priority to deploy the cheapest, cleanest and most reliable energy technologies available—energy efficiency and conservation—across the country Webpages: www.1.eere.energy.gov
EWKC	EnergyWorks KC – Initiative funded with a \$20 million EECBG grant to assist property owners throughout the Kansas City, Mo., metropolitan area to conserve energy by enhancing energy efficient properties Webpages: www.energyworks.com
KCPL	Kansas City Power & Light – EWKC core electric utility partner Webpages: www.kcpl.com
LLR	Loan Loss Reserve – Financing support to incentivize financial institutions in expanding established loan prerequisites
MEC	Metropolitan Energy Center – EWKC sub-grantee to coordinate contractors and streamline access to resources Webpages: www.kcenergy.com
MARC	Mid-America Regional Council – EWKC sub-grantee to direct region-wide energy efficiency message via workforce development, study of energy efficiency policy(ies) to lobby for improvement, review lessons learned in Green Impact Zone, and marketing/outreach Webpages: www.marc.org
MGE	Missouri Gas Energy – EWKC core natural gas utility partner Webpages: www.missourigasenergy.com

Map



Areas indicated on map are approximate

Target Neighborhood Area Boundaries

Central Industrial District

- North: Missouri River
- East: Beardsley Road to Allen Terrace to Allen Street to Southwest Boulevard
- South: Southwest Boulevard
- West: State Line Road

Eastwood Hills

- North: Stadium Drive and Raytown Road
- East: Blue Ridge Cutoff
- South: Blue Parkway and East 55th Street
- West: The Blue River

Green Impact Zone

- North: 39th Street
- East: Prospect Avenue to Cleaver II Boulevard to Swope Parkway to 51st Street
- South: 51st Street
- West: Troost Avenue

Ruskin

- North: 107th Street
- East: Marsh Avenue south to 110th Street west to Herrick Avenue and south to Longview Road
- South: Longview Road
- West: Blue Ridge Boulevard

Washington Wheatley

- North: 18th Street
- East: Interstate 70
- South: 27th Street
- West: Prospect Avenue

Westside

- North: 12th Street
- East: Interstate 670/Interstate 70 Interchange to Broadway south to Penn Valley Drive to 31st Street
- South: 31st Street
- West: Southwest Boulevard to Allen Street to Allen Terrace to Beardsley Road

Winnwood-Sunnybrook

- North: Northeast Branson Road/Northeast Winn Road
- East: North Brighton Avenue
- South: Northeast Parvin Road
- West: North Chouteau Trafficway