

## COMMERCIAL PARTNER

### SHORENSTEIN



#### **Implementation Model: Student Fellowships to Kickstart In-house Energy Programs**

##### **ORGANIZATION TYPE**

Commercial Real Estate Management

##### **BARRIER**

No dedicated position for coordinating energy efficiency and sustainability initiatives across the real estate portfolio

##### **SOLUTION**

Annual summer fellowship program provides analytic and strategic support to accelerate energy efficiency investment and communicate the value of sustainable investments

##### **OUTCOME**

Momentum and value of fellowship program drove creation of a full-time Sustainability Program Manager position and formal sustainability program at the company, with associated initiatives contributing to significant portfolio-wide energy use reduction

### Overview

Shorenstein is a leading real estate organization with owned and managed office properties across the country. With no position solely dedicated to sustainability program oversight, the company recognized the opportunity to leverage additional resources to support the existing sustainability committee with evaluation of energy-saving opportunities and implementation of sustainability initiatives.

Senior Management turned to a summer fellowship program, leveraging graduate students with deep expertise in energy efficiency to boost sustainability efforts at the company to the next level. Management recognized the value that student fellowships could add to the organization:

- Dedicated resource for selling the energy efficiency business case
- Expanded support for sustainability initiatives
- Introduction of new ideas for organizational innovation
- Opportunity to recruit new talent to the company

Shorenstein partnered with the Climate Corps Program of the Environmental Defense Fund (EDF) to implement the fellowship. The success of this program and associated energy savings led Shorenstein to hire a full-time Sustainability Program Manager and formalize an energy management program at the company.

## Shorenstein's Playbook



### Process

#### Shorenstein's Fellowship Program Overview and Planning

Shorenstein begins planning for the summer fellowship a year in advance. Annual participation is reviewed and approved by Senior Management as part of the corporate budgeting process. The program cost, about \$15,000 annually, covers the fellow's stipend and training expenses. The program is internally sponsored by Shorenstein's Property Management and Construction Department and is endorsed by CEO Doug Shorenstein.

Once approved for the coming year, Shorenstein's Sustainability Program Manager applies to the Climate Corps program as a host organization and develops a proposed work plan for the fellow. The G.R.E.E.N. Committee, Shorenstein's sustainability committee formed in 2008, identifies work plan objectives based on corporate energy efficiency and sustainability goals and objectives that have been laid out for the year. The G.R.E.E.N. Committee utilizes the summer fellow as a strategic resource for advancing portfolio-wide energy efficiency and sustainability initiatives. Shorenstein's fellows have provided critical support in the following areas:  
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- Implementation of key G.R.E.E.N. Committee objectives including:
  - Tenant engagement programs
  - Sustainability PR and communications
  - Development of green leasing guidance
- Identification of new energy efficiency project opportunities and technologies
- Portfolio-wide survey of building energy systems including lighting and HVAC infrastructure
- Evaluation of energy savings from completed energy efficiency projects

#### Fellow Selection and Training

The selection process for the Climate Corps program is brokered through EDF, which matches MBA and MPA students from top-tier universities with host organizations such as Shorenstein. Shorenstein recruits fellows with energy management and analysis and green building expertise such as the LEED® AP.

Prior to arriving at their host company, all EDF fellows complete a three-day intensive energy efficiency training managed by EDF. The training reviews technical engineering skills and knowledge EDF fellows will need to assess energy efficiency opportunities and communicate the business case for investment.

## **On-Boarding and Work Plan Implementation**

Shorenstein hires the summer fellow as an independent contractor for the 10-12 week engagement. Fellows are hosted at the company's corporate office in San Francisco, CA. Initially, Shorenstein's Senior Vice President for Property Management oversaw the fellow's work. With the creation of a dedicated full-time sustainability position in 2012, the Sustainability Program Manager supervises the Climate Corps engagement.

At the outset of the fellowship, Climate Corps fellows complete a two part On-Boarding Survey -- [Part I: Practices for Energy Efficiency](#); and [Part II: Barriers to Energy Efficiency](#) -- with targeted questions designed to stimulate internal discussion about energy efficiency. The On-Boarding Survey has helped Shorenstein identify organizational and industry barriers to energy efficiency. Over time, the annual survey has allowed Shorenstein to track progress toward unlocking progressively deeper energy-saving opportunities.

Fellows work closely with the Shorenstein Sustainability Program Manager to implement their work plan. In addition, EDF Engagement Managers are available as a resource to both fellows and the host company. Furthermore, EDF fellows and host company representatives have access to EDF's staff of subject matter experts.

## **Springboarding to a Formal Sustainability Program**

After several years of successful summer fellowships, Shorenstein saw such potential for its energy efficiency efforts that it hired one of its former fellows to a full-time Sustainability Program Manager position, significantly expanding its corporate sustainability platform. Initiatives enabled through the program and fellowships have resulted in significant energy use reductions across Shorenstein's building portfolio. Shorenstein continues to engage summer fellows to support the sustainability program.

## **Tools:**

- [EDF Climate Corps Program Website](#)
- [On-Boarding Survey Part I: Practices for Energy Efficiency](#)
- [On-Boarding Survey Part II: Barriers to Energy Efficiency](#)
- [Work Plan Template](#)



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## **Outcomes**

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Since 2008, Shorenstein has shown portfolio-wide energy intensity reduction of 11.9%. Much of this performance verification is attributable to the progress made each year through the company's engagement with summer fellows and subsequent hiring of a full-time Sustainability Program Manager. The following timeline documents the evolving progress of Shorenstein's sustainability program.

### **Shorenstein Energy and Sustainability Timeline**

#### **2009 – Shorenstein Engages first summer fellow, Benchmarks Buildings in ENERGY STAR®**

Shorenstein's newly formed G.R.E.E.N. Committee engages a summer fellow. Shorenstein completes portfolio-wide energy performance benchmarking using ENERGY STAR Portfolio Manager. The summer fellow supports an evaluation of tenant submetering opportunities.

#### **2010 – Shorenstein Energy Savings Tour Launched, Tenant Engagement Tools Created**

Shorenstein launches a portfolio-wide “Energy Savings Tour”. The first company-wide energy efficiency initiative of its kind, the Shorenstein building portfolio is reviewed and energy-saving projects are systematically identified, prioritized, budgeted and implemented. The summer fellow develops tenant engagement tools and resources that will ultimately be incorporated into a tenant engagement website.

### **2011 – Energy Savings Tour Reduces Energy Consumption 5.1%, Shorenstein Joins Better Buildings Challenge**

“Energy Savings Tour” projects were implemented and evaluated. The resulting program evaluation, led by the summer fellow, confirmed a 5.1% reduction in portfolio-wide annual energy consumption. Shorenstein is invited to join the Department of Energy Better Building’s Challenge and commits to reducing energy intensity 20% by 2020 over a 2008 baseline. Shorenstein’s [Sustainability Resources](#) site is launched with support from the 2011 EDF fellow.

### **2012 – Shorenstein Creates Sustainability Program Manager Position**

Having demonstrated the business case for a dedicated energy and sustainability resource, Shorenstein creates a full-time Sustainability Program Manager role. The company recruits a former summer fellow to fill the position. The newly created position enables Shorenstein to greatly expand the breadth and depth of the company’s energy efficiency and sustainability efforts. Water and waste benchmarking is initiated. Water efficiency is tracked using ENERGY STAR Portfolio Manager.

### **2013 - Present -- Ongoing Program Participation**

Quarterly environmental performance reporting process is implemented across the Shorenstein Portfolio. With analytic support from the summer fellow, the Sustainability Program Manager and Engineering staff identify over \$250,000 in lighting and building systems energy efficiency opportunities.

#### **Tools:**

- [Shorenstein “Energy Savings Tour” Evaluation Case Study](#)
- [Shorenstein Sustainability Resources Site](#)



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## **Measuring Success**

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Shorenstein’s Senior Property Management team reviews the results of each summer’s fellowship, including a final presentation and report. The fellow’s identified energy-savings opportunities and other recommendations are reviewed for budgeting and implementation based on feasibility and expected impact. The Sustainability Program Manager also reviews EDF’s customized Organizational Feedback and Benchmarking report. The outcome of the Sustainability Program Manager’s assessment is summarized in a memorandum to Senior Management.

With the support of summer fellows, Shorenstein has created and deployed a system to track portfolio-wide energy performance year-over-year. A system for tracking energy project completions and savings is also being created and deployed, permitting detailed reporting on project outcomes.

#### **Tools:**

- [Organizational Feedback and Benchmarking Report](#)