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**REVIEW ENERGY MANAGEMENT STRATEGIES TO
ASSIST THE BOTTOM LINE IN THE ECONOMIC CRISIS**

In the late 1970's and early 1980's energy management became crucial when our Nation encountered, along with the most of rest of the world, an oil embargo. The Executive Committee of what was then called the American Hotel & Motel Association (AH&MA) worked through the Hospitality, Lodging, and Travel Research Foundation (HLTRF) to confront the problem. Under a \$615,000 grant from the Department of Energy (DoE) the Engineers Committee and the industry worked through Honeywell under a directed grant to substantially sub-meter energy use in six different properties throughout the United States.

Based upon lessons learned in those years, the following suggestions are being offered as a strategy for controlling energy costs in the present situation.

MANAGEMENT COMMITMENT

The strong support of management is necessary for the energy conservation efforts to succeed. It must be more than "lip service." The following points should be understood from the start:

- A. Accountability is the name of the game. All staff members should be expected to be measured, in part, by how well energy conservation assignments are carried out.
- B. Forever is how long the program will last. It is wrong to be wasteful when sources are plentiful. It is positively self-destructive when those sources are not frugally accessed. So, there must be a continuing effort to:
 1. avert financial disaster for the owner, the manager, and the employees,
 2. help the nation's efforts to reduce our reliance on foreign energy sources, and
 3. slow down the depletion of our non-renewable resources through wasteful practices.

To implement the program and to establish accountability, an Energy Action Group should be organized. Such a Group might include the following persons:

- The owner (corporate headquarters)
- General Manager
- Energy Action Coordinator
- Human Resources Director and the Accountant or Controller
- Front Office Department Head
- Rooms Division

- Executive Housekeeper
- Director of Food & Beverages
- Director of Security
- Laundry Manager
- Manager-Banquet and Function Rooms
- Executive Engineer or Head of Maintenance

Since energy is consumed in every department, the Energy Action Group must include every department head or an appointed representative.

The program will involve regular and sustained checking for compliance, a job for which the manager will rarely have the time. An Energy Action Coordinator should be appointed to report directly to the manager. This post might be assigned on a rotating basis to the department heads or other responsible persons. It is desirable to have a single coordinator on a continuing basis, if at all possible. This permits continuity in direction of the group without each new coordinator losing time to become acquainted with the total program.

Call a meeting of the Energy Action Group. In large organizations, this first session would involve only members of the group. In small operations, it might be useful to try to assemble the entire staff.

The manager should be well prepared for this meeting by:

- reviewing the energy “facts of life” in the introduction,
- being able to describe specifically by means of actual cases how the property has been affected by rising heat, light, and power costs related to the present state of the economy, and
- carefully studying the information gained by a “walk through” of the property. (Discussed below.)

The purposes of the meeting are to:

1. Explain the seriousness of the situation, and let the entire staff know that the failure to control rising prices and to effectively control energy usage could have serious implications. Be direct and use forthright language to make the point.
2. Make it clear that energy conservation is a critical element in facing the economic downturn.
3. Describe the actions that are being planned to implement the program.
4. Define responsibilities.
5. Indicate a preliminary objective stated in terms of a percent reduction of energy consumption (At least 15%).