



## AMEREN ILLINOIS CASE STUDY

# From the Ground Up

### *Leidos Launches, Leads Award-Winning Ameren Illinois Energy Efficiency Programs*

*With roots dating back more than a century, Ameren Illinois knows a thing or two about delivering safe, reliable energy. But when a new state law on energy efficiency took the utility into uncharted territory, Ameren Illinois looked to Leidos to lead the way.*

#### **LAUNCHING ILLINOIS' FIRST-EVER EFFICIENCY PROGRAMS**

When Illinois lawmakers signed a rate relief act in August 2007, the state's investor-owned utilities faced a daunting challenge: create and launch Illinois's first-ever comprehensive energy efficiency programs by mid-2008. Facing time pressure and a lack of energy efficiency expertise, Ameren Illinois entered into a three-year contract with Leidos to design, implement and manage energy efficiency programs for business customers.

Having launched successful energy efficiency programs in other states — including Wisconsin's Focus on Energy programs — Leidos was in a prime position to rapidly mobilize to meet the rate relief act's criteria and mid-year deadline. Leidos had just seven weeks to ensure programs

were fully operational by the mandated deadline, so it assembled rapid response teams. One team was dedicated to program design, while the other planned the delivery and implementation phases.

In close collaboration with the Ameren Illinois team, Leidos quickly established a base portfolio of incentive programs to help businesses and non-profit customers move energy efficiency projects forward.

Then and now, Ameren Illinois' energy efficiency programs encourage action through education and financial incentives that offset the cost of energy-saving upgrades.

## CONNECTING WITH CUSTOMERS: IT TAKES A VILLAGE

A major challenge to successful launch was Ameren Illinois' large footprint, which covers 43,700 square miles, or about three-quarters of the state. To localize efforts and serve the various communities across Ameren Illinois' large territory, Leidos took action to build and train a network of Trade Allies. These Allies are qualified, local contractors who have received training to help customers identify and implement energy-saving opportunities.

The ever-growing Trade Ally network has proven a powerful tool to foster participation in the Ameren Illinois programs. Customers gain quality work and energy savings, while Allies gain exposure to new customers through their connection to Ameren Illinois.

To further expand the reach of Ameren Illinois' programs, Leidos focused on educating and engaging professional groups and associations throughout the Ameren Illinois territory, including economic development organizations, chambers of commerce, and industry organizations. Leidos worked in partnership with Ameren Illinois to leverage existing relationships with these groups for the benefit of the energy efficiency programs.

The utility's diverse base of business customers, ranging from mom-and-pop shops to large industrial operations, compounded the complexity of the Ameren Illinois launch. Leidos had to create offerings that appealed to different types of customers and encouraged them to participate.

Informed by experience in other states, Leidos created a simple structure that served business customers across the board. A Standard Program covered upgrades for HVAC, lighting, and other commonly used equipment; while a Custom Program offered incentives for more

unique upgrades. A Retro Commissioning program was introduced later to encourage business customers to implement no-cost/low-cost measures.

Diving deeper into customer segmentation, Leidos designed innovative offerings — and one-stop shopping — that offered convenience to customers in different industries such as agriculture, healthcare, lodging, manufacturing and small business. For example, the Green Nozzle program helped commercial kitchens reduce their use of natural gas and earned Ameren Illinois the 2011 Governor's Sustainability Award. An online store targeted small businesses with deep discounts on lighting and other energy-saving items.

Never one to rest on past successes, Leidos is always on the lookout for ways to better serve our clients and their customers. After repeatedly hearing that customers did not have the personnel to tackle energy efficiency projects, Leidos introduced a sought-after Staffing Grant to help fund project manager positions to move energy efficiency projects forward. Since the launch of the Staffing Grant, hundreds of projects have been implemented due to the grants – generating annual energy savings of more than 174 million kilowatt-hours and 5.7 million therms.

Leidos even established a process to identify, evaluate, and adopt new technologies – a very important aspect for Ameren Illinois leadership as the company strives to meet customer needs. This leading-edge process paved the way for incentives for guest room energy management (GREM) systems in hotels and LED refrigerated case lighting. The latter resulted in Illinois taking the lead for Kroger's national implementation of LED refrigerated case lighting in stores across the nation.



## **REAL RESULTS: CUSTOMER SAVINGS, CLIENT SATISFACTION**

Through energy savings and incentives, Leidos strives to maximize funds returned to the customers who pay for these programs. The team delivers on that commitment every year by meeting ambitious annual performance goals.

Since the Ameren Illinois Energy Efficiency Program began, Leidos has helped business and residential customers achieve nearly \$1.25 billion in energy savings. Those dollar savings reflect 14.6 million megawatt-hours and 201.5 million therms in reduced energy use.

The programs consistently achieve energy-saving goals while maintaining high levels of customer satisfaction at the lowest possible cost. Since the programs began, independent evaluations have cited “high levels of participant satisfaction in nearly all program areas...these high levels of customer satisfaction are indicators of a well-run program.”

Leidos also takes pride in helping Ameren Illinois achieve industry accolades for its energy efficiency programs. Organizations ranging from the Midwest Energy Efficiency Alliance to the Association of Energy Engineers have presented Ameren Illinois with more than a dozen awards since the program began.

## **BUILDING TRUST: FROM IMPLEMENTER TO PARTNER**

Leidos committed to Ameren Illinois for the long haul, and the team has built lasting relationships based on trust and transparency.

As a testament to that trust, Ameren Illinois expanded the scope of Leidos’ work to cover both residential and business programs in 2014. Through its management of the entire portfolio, Leidos was able to leverage several efficiencies across programs, including:

1. Engagement and management of the Trade Ally network
2. Quality and impact of collateral marketing materials developed by Leidos, including maximizing cross-promotion opportunities
3. Leidos’ AMPLIFY™ system, a cutting-edge application and incentive calculation tool used to manage energy efficiency projects and provide detailed reporting

After taking the implementation role for the residential programs, Leidos continued to lead through innovation. The team supported Ameren Illinois’ focus on low- and moderate-income customers and minority groups – traditionally underserved communities – through workforce development and community engagement. Ameren Illinois also launched an energy efficiency internship program and provided scholarships for minority students interested in the industry. Plus, Leidos provided resources to the Trade Allies and other organizations to increase hiring of minority candidates and add more energy efficiency related jobs.

On a broader scale, Leidos engaged with community action agencies and community-based organizations to further educate often underserved customers about energy efficiency opportunities and help bolster participation. The team also worked with Ameren Illinois leadership to incorporate energy efficiency aspects into bill assistance events to help low-income customers save energy. They expanded the reach to moderate-income customers as well. With an emphasis on mobile-friendly marketing and community engagement, Leidos achieved historic levels of participation and engagement among these previously hard-to-reach populations. The unique program design and innovative outreach efforts earned two “Inspiring Efficiency” awards from the Midwest Energy Efficiency Alliance in 2018.

A rare blend of technical expertise and customer service — not to mention an eye for innovation — has made Leidos a trusted ambassador of the Ameren Illinois brand. In fact, Leidos worked closely with Ameren to develop their new four-year energy efficiency plan during the final months of 2017. Our team does not view itself as merely a program implementer, but rather a long-term partner. Each and every day, it is a privilege for Leidos to be able to serve Ameren Illinois and help the company achieve its mission and objectives through energy efficiency.

And as Ameren Illinois has learned, when you partner with Leidos, you gain a trusted advisor who strives to deliver the very best customer experience.



## GLOBAL EXPERIENCE, LOCAL FOCUS

For decades, Leidos has helped utilities like Ameren Illinois thrive in the changing energy industry. When you partner with Leidos, you gain access to a global network of uniquely skilled professionals — leaders in the energy industry. This network puts us in a prime position to share

cutting-edge best practices and lessons learned from around the world. The energy industry counts on Leidos for custom solutions that support grid modernization, renewable integration, infrastructure protection, systems integration, and energy conservation efforts.

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## AMEREN ILLINOIS ENERGY EFFICIENCY PROGRAM RECOGNITION

- > Illinois Governor's Sustainability Award (2011)
  - > AEE Regional Energy Project of the Year Award (2013)
  - > Leidos Annual Achievement Awards (2014)
  - > CCBJ Business Achievement Awards: Project Merit - Energy Efficiency (2014)
  - > Telly Award for Outstanding Video Story (2015)
  - > Chartwell Marketing Award (2015)
  - > Heart of Illinois Hospitality Association Outstanding Purveyor of the Year (2015)
  - > ENERGY STAR Certified Homes Market Leader Award (2015)
  - > ESource Crowd Pleaser Ad Award (2016)
  - > MEEA Inspiring Efficiency Innovation Award (2010)
  - > MEEA Inspiring Efficiency Innovation Award (2010)
  - > MEEA Inspiring Efficiency Impact Award (2018)
  - > MEEA Inspiring Efficiency Marketing Award (2014, 2018)
  - > American Ad Federation Silver Award for Outstanding Ad Campaign (2018)
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