

The background of the slide features a stylized globe with green continents and a light blue sky. A large, white, 3D-style star is superimposed over the globe. The word "Energy" is written in a white, cursive font across the middle of the globe, with the "Energy Star" logo partially overlapping it.

Setting Performance Goals

ENERGY STAR

Networking Web Conference

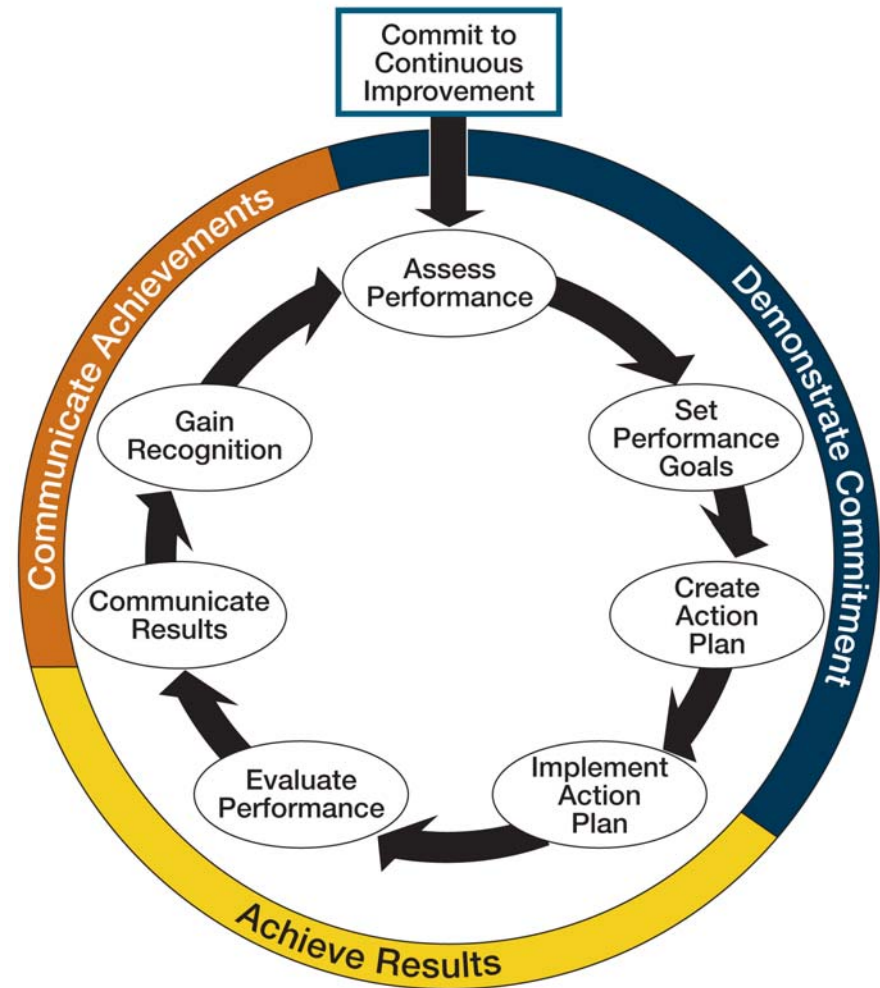
February 11, 2003

Money Isn't All You're Saving

About the Web Conferences



- **Monthly**
- **Topics are structured on a strategic approach to energy management**
- **Help you continually improve energy performance**
- **Opportunity to share ideas with others**
- **Slides are a starting point for discussion**
- **Open & Interactive**



Today's Web Conference



- Introductions
- Background on Performance Goals
- Partner Example - Food Lion
- Open Discussion

What is a Performance Goal?



One definition...

An energy use target that quantifies the expected improvement in an organization's performance

Value of Setting Goals



- Articulates the program and organization's vision in quantifiable terms
- Communicates the criteria for success in clearly defined numbers and timelines
- Identifies progress and setbacks at a facility level
- Quantifies the potential for reduced environmental impact
- Lets everyone know where the organization needs to be

Types of performance goals



- **Organizational wide** – big picture goal of how much the organization, as a whole, wants to improve
- **Facility level** – goals for individual buildings, plants, etc.
- Short-term & Long-term goals

Ways to apply goals



- **Comparative goals** – aims for certain level of performance (e.g., top 10 percent in industry)
- **Prescriptive goals** – explicitly describes performance improvement (e.g., reduce energy consumption by X amount or improve a benchmark score by Y%)
- **Threshold goals** – the minimum acceptable level of performance
- **Stretch goals** – levels beyond the minimum; creates incentives for greater achievement

Determining Goals



One size does not fit all

1. Determine baseline & assess performance
2. Benchmark
3. Identify & quantify improvement opportunities

‘Sustaining A Competitive Edge Through Energy Management’

FOOD LION, LLC

Rick Heithold, Energy Manager



Money Isn't All You're Saving

Food Lion's Energy Efficiency Program



- Efforts have resulted in more than 100 billion Btu's reduced in 2001 and **530 billion** Btu's in 2002
- Refrigeration/HVAC/Lighting Design
- Sub-metering applications
- Bill outsourcing



Environmental Achievements



- 2002 ENERGY STAR Partner of the Year for Excellence in Energy Management
- Energy reductions for the last 12 months are equivalent to:
 - Reducing CO₂ emissions by 345 million lbs.
 - Taking 34,474 cars off the road
 - Power for 15,529 American homes
- Several stores now have the ENERGY STAR label



Integrated Approach



- Multiple departments
- Senior level support
- Benchmarking
- Commissioning
- Monitoring
- Performance Goals



Store Operations Initiative



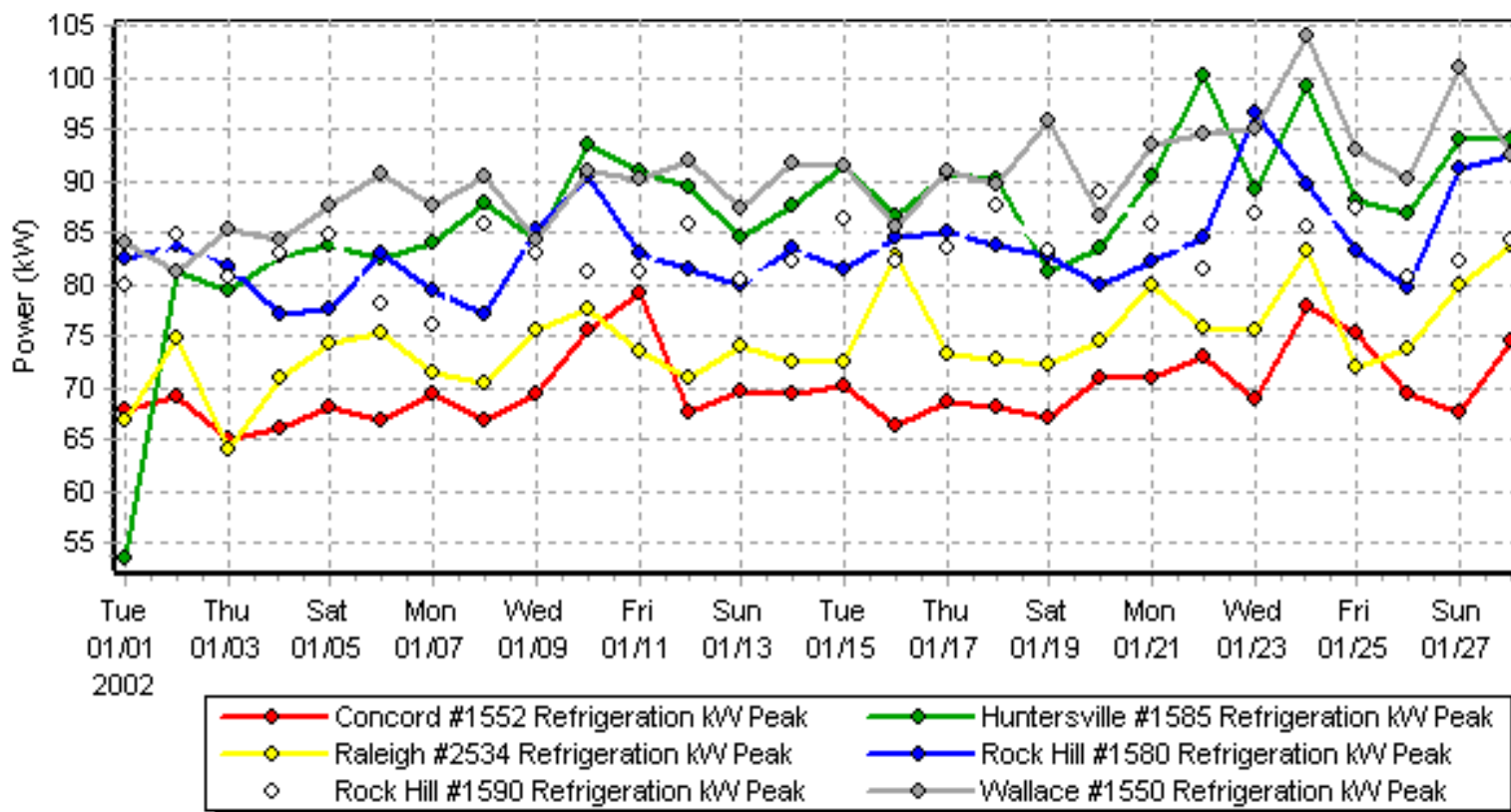
- Education/Awareness Presentation
- Develop Best Practices
- Performance Scorecards
- Provide multiple tools to address energy efficiency



Sub-Metering Example



Data points missing for range selected
Tue Jan 01, 2002 - Tue Jan 29, 2002



Energy Performance Goals



- Corporate Goals
 - Reduce energy consumption 300 billion Btus
 - All new stores qualify for ENERGY STAR label
 - Monthly gap analysis
- Division/Regional Goals
 - Quarterly normalized energy performance
 - Continuous improvement
 - Submetering/system benchmarks



Goals – Key Lessons



- Increases senior management understanding
- Focuses efforts
- Encourages cross functional support
- Eases access to capital with success



Summary



- Integrated approach
- Executive level support
- Part of culture
- Monitor/meter to “sustain” performance
- Goals to guide improvement





Questions

Open Discussion



- How do other participants set goals?
- How do you determine your goals?

ENERGY STAR Tools



- Portfolio Manager
- Delta Score Estimator
- Networking
- ENERGY STAR Milestones...
(coming soon)

Upcoming Networking Opportunities



- Monthly Web Conferences
- Networking Meetings



Thanks for participating!