



Tishekia E. Williams
Managing Director External Affairs &
Regulatory Law

411 Seventh Avenue
Mail Drop 15-7
Pittsburgh, PA 15219

Tel: 412-393-1541
twilliams@duqlight.com

March 1, 2024

VIA ELECTRONIC FILING

Ms. Rosemary Chiavetta, Secretary
Pennsylvania Public Utility Commission
Commonwealth Keystone Building
2nd Floor, Room-N201
400 North Street
Harrisburg, PA 17120

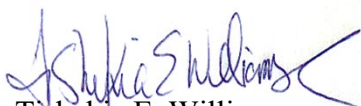
Re: **Duquesne Light Company- Universal Services and Energy Conservation Plan for
2020-2025 Submitted in Compliance with 52 Pa. Code. §54.74
Docket No. M-2019-3008227**

Dear Secretary Chiavetta:

Enclosed for filing at the above-captioned docket, please find Duquesne Light Company's (the "Company") Universal Services Customer Education and Outreach Plan for 2024 ("2024 Plan"). The 2024 Plan is filed pursuant to Pennsylvania public Utility Commission ("Commission") by Order entered April 14, 2022, at this docket which at page 52 directs the Company to file annual updates to its Universal Services Customer Education and Outreach Plan beginning in 2023.

Please do not hesitate to contact me should you have any questions.

Respectfully,


Tishekia E. Williams
Counsel for Duquesne Light
Company

Enclosure

cc: Certificate of Service (w/encl.)

CERTIFICATE OF SERVICE

I hereby certify that a true and correct copy of the foregoing has been served upon the following persons, in the manner indicated, in accordance with the requirements of 52 Pa. Code § 1.54 (relating to service by a participant):

ELECTRONIC MAILING

Bureau of Investigation & Enforcement
Allison Kaster
Commonwealth Keystone Building
400 North Street, 2nd Floor West
PO Box 3265
Harrisburg, PA 17105-3265
akaster@pa.gov

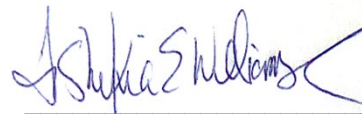
Office of Small Business Advocate
NazAarah Sabree
555 Walnut Street, 1st Floor
Harrisburg, PA 17101
ra-sba@pa.gov

Office of Consumer Advocate
Patrick Cicero
555 Walnut Street
Forum Place, 5th Floor
Harrisburg, PA 17101-1923
ra-oca@paoca.org

Pennsylvania Utility Law Project
Elizabeth Marx
Ria Periera
118 Locust Street
Harrisburg, PA 17101
emarx@pautilitylawproject.org
rpereira@pautilitylawproject.org

Joseph Magee
Pennsylvania Public Utility Commission
Bureau of Consumer Services
400 North Street
Harrisburg, PA 17120
jmagee@pa.gov

Louise Fink-Smith
Pennsylvania Public Utility Commission
Law Bureau
400 North Street
Harrisburg, PA 17120
finksmith@pa.gov



Tisheka Williams
Duquesne Light Company
411 Seventh Avenue, 15-7
Pittsburgh, PA 15219
Phone: 412-393-1541
Email: twilliams@duqlight.com

Dated March 1, 2024



Duquesne Light Co. Comprehensive Outreach Plan



7140 Fort Street,
Detroit, MI 48209
(313) 841-5000
strategy@seellc.com

March 1, 2024



TABLE OF CONTENTS

A Context and Needs	3
B Current Community Conditions	4
C Goals and Objectives	8
D Roles & Responsibilities	9
E Target Stakeholders	10
F Customer Engagement	18
G Tools & Tactics	21
H Action Plan Summary	28
Appendix	30



A - 1.0 CONTEXT & NEEDS DESCRIPTION

Duquesne Light Company (“Duquesne Light” or “DLC”) is seeking to improve customer awareness of low-income program offerings. SEEL (Solutions for Energy Efficient Logistics), LLC has been tasked with providing a comprehensive outreach plan to increase customer awareness and engagement levels with DLC low-income programs. SEEL will identify target outreach areas, program partners, events, determine marketing and advertising opportunities, and provide updated marketing collateral suggestions to aid in identifying and reaching low-income customers through this outreach plan.

SEEL has developed an approach to outreach efforts grounded in empowerment and building trust in underserved communities. SEEL understands that each community presents unique challenges and opportunities and provides insight into those aspects within this outreach plan.

DLC has expressed interest in engaging with customers outside their current approach. This outreach plan will provide insight into alternative engagement strategies and how to implement them.

A - 2.0 SITUATIONAL ANALYSIS

Duquesne Light provides electricity to over 600,000 customers in Allegheny and Beaver Counties, encompassing an 817-square-mile service territory. Within its territory, DLC serves about 30,000 low-income residential customers. According to a 2020 study by Wojtek Prezepiorka and Christine Horne, utility customers in the United States are known for having little trust in utilities. This **“lack of trust is negatively associated with customer willingness to be involved in utility programs.”**

The fundamental goal of this plan is to provide a better understanding of DLC’s core community values and bring awareness to community programs and the people behind them, leading to deeper trust between DLC and its low-income customers. **This, in turn, will foster greater participation in DLC energy efficiency programming benefiting those same customers.**

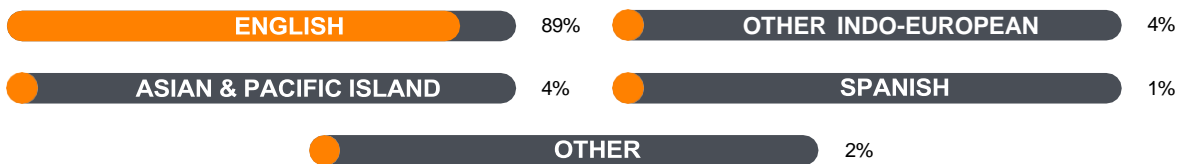


B - 1.0 CURRENT COMMUNITY CONDITIONS

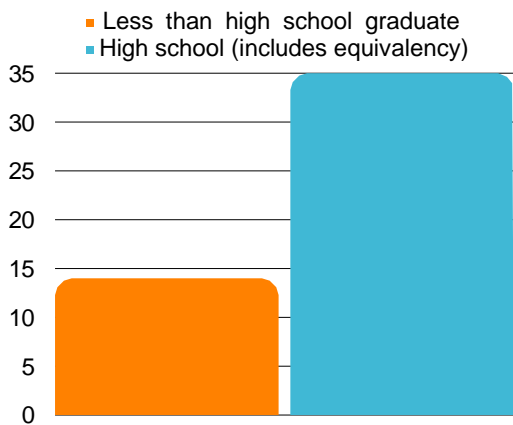
DLC Customers & Target Demographics

Having a clear understanding of the demographics of DLC low-income customers is critical when developing an outreach and marketing strategy for increased engagement targeting this population. Using 2020 Census data, we determined that **DLC low-income customers are likely to speak English, have a high school education or less, be Black, Asian, or of Hispanic/Latino origin, and are more likely to be unemployed females.** A quick and effective way to reach these customers entails focusing outreach efforts on connecting with organizations serving customers in target outreach areas, attending and hosting events at sites catering to low-income customers, and setting up information tables in heavily frequented areas in communities (such as grocery stores, thrift stores, and gas stations) is imperative to successful outreach.

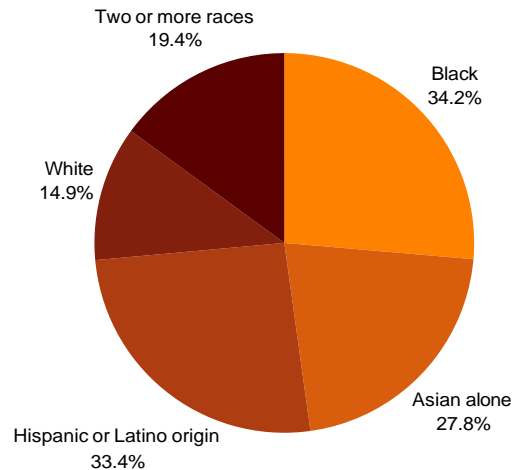
Language spoken in the home



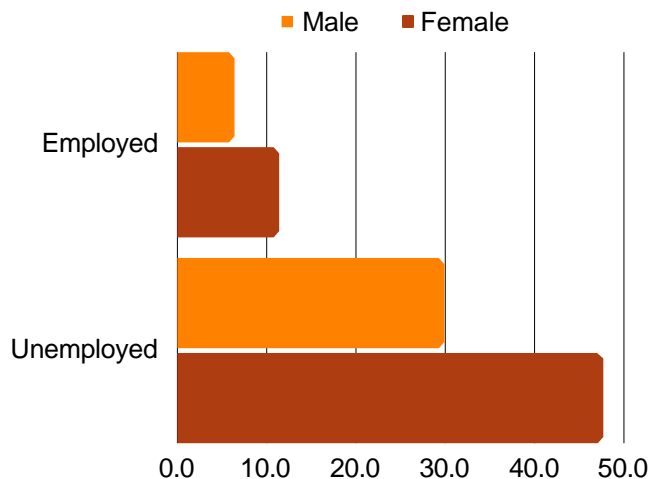
Poverty rate by education



Poverty rate by race



Poverty rate by employment status and sex



B - 2.0 TARGET OUTREACH AREAS

DLC provided data dating back to 2017 giving insight into its account holders. The following data points were evaluated by zip code:

- Active residential accounts that completed a Smart Comfort visit since 2017
- Active residential accounts that have not completed a Smart Comfort visit since 2017
- Active residential accounts
- Active residential accounts confirmed low-income

In evaluating the data provided by DLC, there are three categories of customers that are prime targets for participation.

1. Customers in zip codes with high-income qualified accounts and low participation.
2. Customers in zip codes with the highest number of income-qualified accounts.
3. Customers in zip codes with a high percentage of income-qualified customers having completed an assessment.

Based on these parameters there are zip codes that align with all three categories. These zip codes qualify as “first tier” zip codes, or zip codes that outreach should be targeted to first, whereas “second tier” zip codes align only with one or two categories and may require more effort to make meaningful connections with the community.

First-tier Territories:

- Duquesne, PA (Allegheny County)
- Braddock, PA (Allegheny County)
- McKeesport, PA (Allegheny County)

Second-tier Territories:

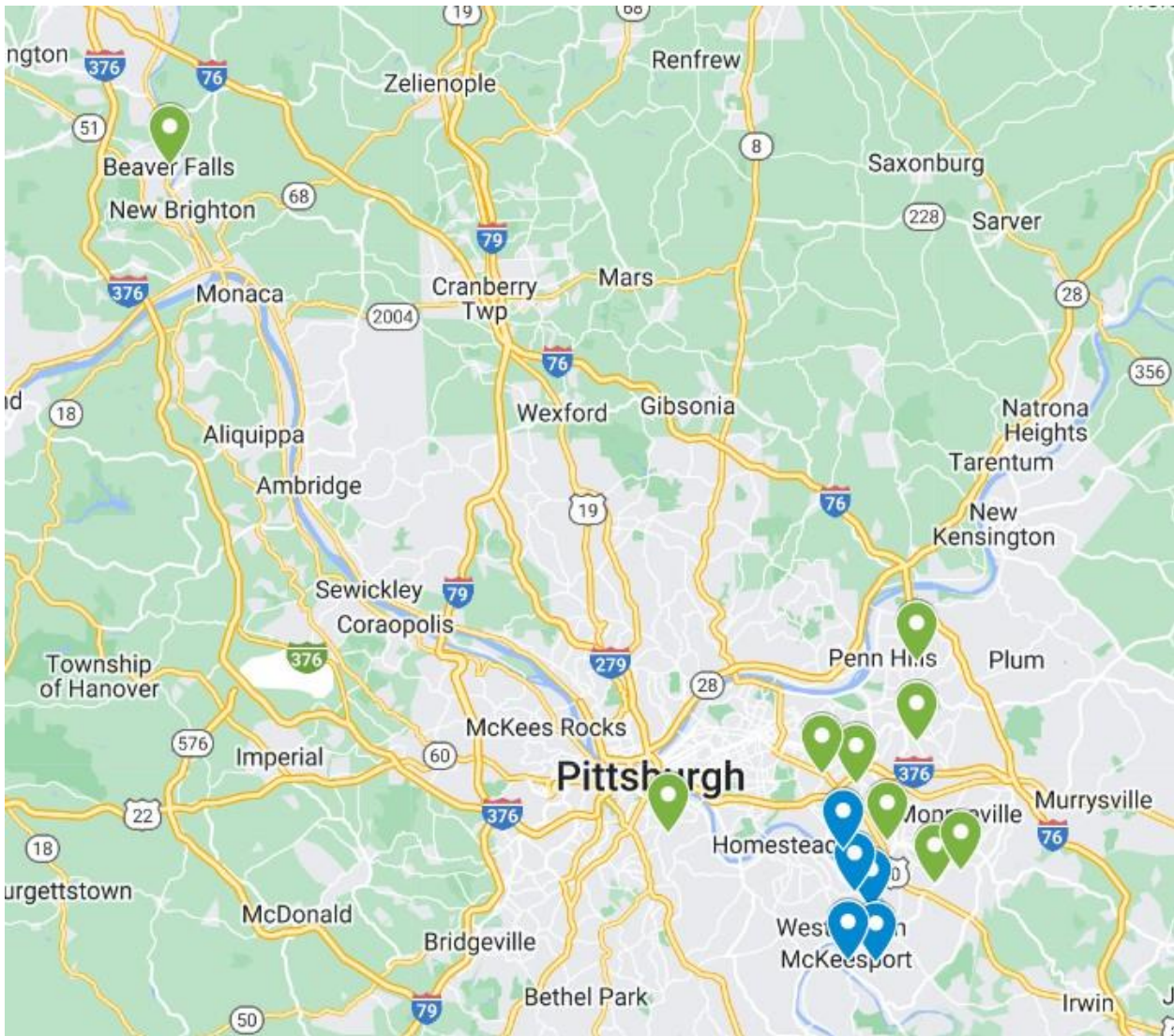
- Wilmerding, PA (Allegheny County)
- East Pittsburgh, PA (Allegheny County)
- Mt. Oliver, PA (Allegheny County)
- Wilkinsburg, PA (Allegheny County)
- Penn Hills, PA (Allegheny County)
- Beaver Falls, PA (Beaver County)

First-tier territories:

- Duquesne, PA (Allegheny County)
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- Wilmerding, PA (Allegheny County)
- East Pittsburgh, PA (Allegheny County)
- Mt. Oliver, PA (Allegheny County)
- Wilkinsburg, PA (Allegheny County)
- Penn Hills, PA (Allegheny County)
- Beaver Falls, PA (Beaver County)



B - 3.0 HOT BUTTON ISSUES

Many utility clients are untrusting of their service provider. DLC being named one of the 2022 “[Most Trusted Utility Brands](#)” by residential customers speaks volumes to the work being done to be seen as a resource for support and services rather than just another utility provider. While this is a strength, many low-income residential customers who have faced shutoffs, late bill payments, and more do not come from a place of trust when working with their utility provider. This provides DLC with an opportunity to improve that trust and build relationships with those needing utility support and services the most.

Low-income utility customers place their trust in other community leaders, community members, and organizations that they have seen previously support them and their neighbors. In gaining access to these organizations and involvement in the community, low-income customers will place more trust in DLC and its programs.

Duquesne Light Company has already taken a number of steps to improve in this area, and these efforts have been recognized at the national level. In June 2022, Cogent Syndicated and Escalent awarded DLC with the "Most Trusted Utility Brand award" identifying the company as a top contender among more than 130 competitors and highlighted the following core components of DLC's successful initiative.

- Donating one million dollars to the 'Dollar Energy Fund'
- Expanding 'Here to Help' resources
- Logging over 1,500 volunteer hours
- Providing 1.2 million dollars in charitable donations around the Pittsburgh area



C - 1.0 VISION, GOALS, AND OBJECTIVES

VISION

Effective outreach cannot happen in a silo. A multifaceted approach is needed to engage customers successfully and increase understanding and awareness of DLCs, Low Income Usages Reduction Program (LIURP), Low Income Home Energy Assistance Program (LIHEAP), Customer Assistance Program (CAP), Customer Assistance & Referral Evaluation Services (CARES), Hardship funds, and other appropriate offerings for the targeted demographic. Approaching outreach from multiple avenues will allow for different demographics to be reached and a deeper level of trust to be established. The three-pronged approach that makes up the outreach plan can be seen in the three objectives listed here.

GOAL

The goal of this project is to increase awareness of DLC's low-income program offerings.

In order to quantify our success in this area it is important to consider some key metrics, including:

- Survey Responses
- Sign-up Numbers
- Web Impressions

OBJECTIVES

Objective 1

Engage Community Organizations

Create program champions that advocate for DLC low-income programs through lead generation and community engagement opportunities.

Objective 2

Improve Customer Awareness of Low-Income Programs through Grassroots Outreach Efforts

Engage with customers in their communities. Community engagement events allow customers to get to know their utility provider, ask clarifying programmatic questions, and schedule program appointments on the spot.

Objective 3

Increase Marketing Efforts to Enhance Program Legitimacy

Providing context for programs before meeting customers in person allows customers to make connections between marketing collateral and in-person engagement leading to higher enrollment in programs.



D - 1.0 ROLES AND RESPONSIBILITIES

To engage with the community meaningfully as outlined in this outreach plan, onboarding a Community Outreach Coordinator dedicated to making these connections is recommended. Having a dedicated team member to perform community outreach tasks allows for the sole focus of acquiring program participants by designated staff.

For reference, the District of Columbia Sustainable Energy Utility (DCSEU) previously held Account Managers solely responsible for customer acquisition for their programs, leading to higher conversions due to increased education and outreach. In line with DCSEU, DLC can increase customer engagement by dedicating staff to attend community champion workshops/community events as well as to foster new partnerships.

A high-level draft of the proposed Community Outreach Coordinator and Event Advisor job description can be found in the Appendix.

This plan is scalable based on target impression numbers. Based on the goals set by DLC, the plan can be operated by a stand-alone Outreach Coordinator for smaller goals, or expanded to include multiple support staff or contractors such as additional Event Advisors for larger goals.

Outreach Plan Staffing Structure

Position	Organization	Responsibility
Program Manager	Currently performed by Implementation Contractor/CLEAResult.	Oversee program facilitation and ensure savings goals are met.
Outreach Coordinator (OC)	This should be a new hire under DLC or contracted out.	Connect with program partners to increase program awareness, organize events, and attend community resource initiatives.
Event Advisor	This should be a new hire under DLC or contracted out.	Attend outreach events to engage with the community and increase program participation. This position reports to the OC.

E - 1.0 TARGET STAKEHOLDERS

Targeting stakeholders requires understanding key players and how to engage with them. The following Community Champion Playbook looks at how to connect with these stakeholders and identifies key stakeholders in target areas.

Community Champion Playbook

Step 1: Community Champion Meeting

Set initial introduction meeting with the Community Champion (CC) and bring marketing collateral and promotional items to the meeting for their reference. This meeting will allow you to meet key stakeholders on the program partner's side who will be your liaison to the customer and allow you to collaborate on how best to engage their community with the programs.

Step 2: Program Introduction

Once an initial in-person (or virtual depending on preference and availability) meeting has been set, you can introduce the program and its offerings. A uniform PowerPoint slide deck outlining program offerings that can be amended for the audience should be shown as an introduction. Ask the CC if they see ways to engage in a partnership and what would be needed in order to make the partnership successful (for example, what languages are commonly spoken in their communities and if it would be beneficial to have marketing materials translated in that language to further engage program participants). In collaboration with CC, ways DLC can support the organization should also be discussed. This can include event sponsorships, connections to additional utility resources, or the consideration of any additional needs for the organization. It is important to meet program partners where they are at. They will know what works best for their community. If they do not have suggestions, propose the following:

- Offer to set up an information table at any community events or workshops they are hosting.
- Provide instructions on how their staff can help to schedule clients/customers for an appointment.
- See if a Lunch & Learn would be beneficial for staff to learn about the program in an engaging way.
- Ask if marketing collateral can be delivered to their offices for distribution to clients/customers.

Step 3: Follow-Up & Regular Check-Ins

Follow-ups and check-ins with the CC are essential. The Community Outreach Coordinator should follow up from the initial meeting via email laying out a synopsis of the program and any action items you discussed during the meeting. Attach digital marketing collateral for the CC to use as a reference. Set up an action plan with the CC to confirm a regular check-in to determine the partnership's success and areas for improvement in reaching customers.

E - 2.0 COMMUNITY CHAMPION IDENTIFICATION

Community Champions were identified for Allegheny and Beaver counties and categorized accordingly. The goal for reaching out to these organizations should be to identify a main contact to connect with that can act as an ambassador for the program and help to build trust between community members and the utility.

The quoted text below is from each organization's marketing materials.

Nonprofits

Best of the Batch Foundation (Munhall)



"Best of the Batch Foundation is a nonprofit organization founded in 1999 by former Pittsburgh Steelers quarterback Charlie Batch. Best of the Batch Foundation provides year-round educational programming to more than 3,800 children ranging in ages from 4 to 18, across 22 school districts in eight western Pennsylvania counties. Our goal is to provide financially challenged communities with the purpose, desire, and resources to give their best efforts in all they do throughout their lives. By providing educational, athletic, community, and leadership programming, we show our commitment to the success of our youth and their families. The encouragement and involvement of the community stimulates that success. All our programs stem from our commitment to supporting community kids in all aspects of their lives, providing a place to go, an ear to listen, and the guidance to help them see- and work toward -the greater potential in themselves."

Partnership opportunities available which allow for event attendance and program promotion

Contact: Director of Programming, Main Line: 412-326-0119

Greater Valley Community Services (Braddock)



"Greater Valley Community Services (GVCS) is a non-profit organization that provides a variety of community services for our neighbors of all ages! Our programming specifically centers around our pillars of Health & Wellness, Education, and Families. These building blocks encompass programming ranging from community committees, violence prevention, food distribution, foster care, after-school, and summer student programs and much more! We serve Braddock, North Braddock, Mon Valley, Allegheny, and Westmoreland communities."

Contact: Community Engagement Manager, Main Line: 412-351-7056

Human Services Center Mon Valley (Turtle Creek)



"Human Services Center is a nonprofit dedicated to helping the people of the Mon Valley live a better life. Created in 1982 by Allegheny County Commissioners to address need in the large geographic region, Human Services Center remains true to its roots of providing an array of services – from its own programs to those of the organizations located on its campus to those of its many partner providers. As people powering people, today's Human Services Center serves more than 1,000 people annually. The Human Services Center improves the quality of life for children, adults, and families in the Mon Valley area." The mission of the center is achieved by providing resources, programs, collaboration, and advocacy to improve the lives of those in the community.

Contact: Operations & Community Programs Manager, Main Line: 412-829-7112

Sisters PGH



"SisTers PGH provides opportunities for our trans communities of Pittsburgh/Allegheny County to thrive through our affirming programming that includes transitional housing, leadership roles, and initiatives that are created by trans people for trans people."

SisTers PGH offers programs such as Project T which works to mitigate issues of housing insecurity, affordability, and other barriers of access disparity.

Contact: Main Page, info@sisterspgh.org

Just Harvest



"Just Harvest is a nonprofit organization that reduces hunger through sustainable, long-term approaches that lift up those in need. We get at the root causes of hunger by using public policy and programs to reduce poverty and improve food access.

We have served Allegheny County for 30 years. In that time we have helped tens of thousands of low-income households keep food on the table. Our programs have helped them access tens of millions of dollars in nutrition assistance, tax credits, and other government benefits for which they're eligible."

Contact: Director of Engagement, (412) 200-7594

Beaver County Collaborative Action Network



“The Beaver County Collaborative Action Network Foundation is a committee-advised fund of the Community Foundation of Western PA and Eastern OH, a 501(c)(3) non-profit organization. Our mission is to unite community leaders through collaboration, networking, and quality training to improve the organizations that positively impact Beaver County. Our website serves as a valuable information and referral source to assist individuals and organizations.”

Network to reach other program partners

Contact: Community Coordinator, admin@bccan.org

Filipino-American Association of Pittsburgh (Greater Pittsburgh Metro Area)



“Our mission is to preserve, promote and perpetuate the Filipino heritage among our members and the general public through cultural, charitable and educational activities.”

93% of Islanders in the area are living in poverty. Connecting and building a relationship with this organization can provide a new avenue of communication with DLC customers.

Contact: Communications Office, helpdesk@TheFAAP.org

Jewish Community Center of Greater Pittsburgh



“The Jewish Community Center of Greater Pittsburgh, a member of the Jewish Community Center Association of North America, is one of the largest social service, recreational and educational organizations in the region.

For more than 128 years, the JCC has enriched our community by creating an environment rooted in Jewish values that strengthens the physical, intellectual and spiritual well-being of individuals and families.

Comprehensive programming includes child care and preschool, after-school and school's-out programs, day and overnight camping, senior adult activities, fitness and wellness programs, special needs services, arts and cultural activities including a nationally-accredited Jewish museum and scores of programs for all ages and interests.”

Contact: Squirrel Hill location (412) 521-8010, South Hills location (412) 278-1975

The Jewish Association on Aging



“A network of senior healthcare communities and services where older adults are encouraged to age at their own pace, in ways that best suit their needs. JAA’s commitment has been to honor and enhance the lives of older adults through quality senior care consistent with Jewish values and tradition. JAA provides comprehensive senior community services designed to keep seniors safe, independent, and interconnected while enjoying all the activities of daily living.”

Contact: Director of Resident & Community Services, srubin@jaapgh.org

Jewish Family and Community Services



“We are known as a leader in providing innovative and effective social service solutions to problems facing families and individuals of all ages and walks of life. Services are provided and referrals are made without regard to race, color, religion, ancestry, national origin, place of birth, sex, sexual orientation, familial status, age, handicap or disability.”

Contact: General Inquiries, info@jfcspgh.org (412) 422-7200

RentHelpPGH



“RentHelpPGH assists residents of Allegheny County in obtaining legal and financial assistance in order to avoid eviction. We help residents access resources that will stabilize their households and create an environment in which they can thrive. The RentHelpPGH team comes from diverse backgrounds and lived experiences, ensuring that your story will be heard by a compassionate ear.”

Contact: Main Line: 412-534-6600

Government Organizations

Allegheny County Housing Authority (Allegheny County)



“Allegheny County, located in Western Pennsylvania, has a population of 1.3 million people living in 130 municipalities within 731 square miles. Centered within the county is the city of Pittsburgh. The Allegheny County Housing Authority owns and manages 3,300 units, administers over 5,000 vouchers, has three HOPE VI developments and 22 mixed finance properties.”

Contact: Special Projects Coordinator, Main Line: 412-402-2641

Beaver County Housing Authority (Beaver County)



“The mission of the Housing Authority of the County of Beaver is to assist low-income families with safe, decent, and affordable housing opportunities as they strive to achieve self-sufficiency and improve the quality of their lives. The Housing Authority is committed to operating efficiently, ethically, and professionally. The Housing Authority will create and maintain partnerships with its clients and appropriate community agencies to accomplish this mission.”

Offers Home Improvement Program

Contact: Main Line: 412-402-2641



Department of Human Services: Low-Income Household Water Assistance



“The Low-Income Household Water Assistance Program (LIHWAP) is a temporary emergency program to help low-income families pay overdue water bills. LIHWAP is a grant. You do not have to repay it. LIHWAP crisis grants may be available if you have an emergency and are in jeopardy of losing your water service. You can receive one crisis grant for your drinking water service and one crisis grant for your wastewater service, up to \$2,500 each.”

Digital Marketing can be targeted to this customer base

Contact: Office of Income Maintenance, Main Line: 1-800-692-7462

Allegheny County COMPASS Partners



- Certified community partners working with residents to submit applications for health and human services
- 9 partners in the greater Pittsburgh area with some inside of DLC's target outreach areas
- COMPASS website offers helpful connections for residents and may have data/outreach for DLC

Contact: DHS-PA, 1-800-692-7462



E - 3.0 FAITH-BASED COMMUNITIES

Engaging with faith-based communities and houses of worship in DLC territories can open congregants to environmental stewardship through worship, education, and outreach. As noted by ENERGY STAR's Congregation Success Stories, similar outreach activities have been successful. Key takeaways from these success stories include:

Educating congregations on the necessity of reducing greenhouse gas emissions

- This education can be tied to the congregation's mission: "Human beings, made in the image of their Creator, are uniquely entrusted with the care of the Earth." Tying the mission of caring for the Earth to the goal of reducing energy consumption through DLC programs may resonate with a congregation. Through this connection, interest in DLC program offerings can form.

Offering ways to support the congregation in being good stewards of the environment

- DLC can offer these congregants energy efficiency guides, energy audits, and education.

Rewarding congregation participation

- Discover what the congregation cares about and support those wants/needs based on their support of DLC programs. Consider offering a dollar amount incentive for each congregant who completes an audit.

Ideal faith-based communities are in areas where DLC wishes to gain more program awareness. Once an area has been identified, look to faith-based communities that are active in the community. While the missions and services of the congregation may not directly align with energy efficiency, those who are food insecure and/or basic necessity insecure often experience energy insecurity and are in need of DLC low-income program support. Rounding out congregation programs by promoting DLC programs can benefit the congregation and DLC.

Faith Based Communities

Pittsburgh Lutheran United Ministries (PLUM)

- Cooperative ministry comprised of ten congregations in the Pittsburgh area.
- 9 of the 10 congregations include DLC income-qualified customers
- PlumOfPa.com/AboutUs.htm

Divine Restoration Church of God in Christ

Divine Restoration offers several services to support the community providing vital resources to those in need. These services include:

- Senior vegetable delivery
- Free clothing closet
- Free Internet access through a café
- DivineRestorationCOGIC.org

Holy Family Institute

According to the HFI website, there is already a working relationship with DLC.

- Draw on this relationship to further expand outreach to other ministries both within the HFI community and with neighboring congregations
- hfi-pgh.org

First Presbyterian Church of Duquesne

- Shared Blessings Mission Store - A collection of furniture, kitchen, household, and baby items which are distributed to those in need
- Senior Food Boxes - Seniors aged 60+ may apply for a monthly free box of food.
- Seven missions in total dedicated to uplifting low-income congregants and community members
- DuquesnePresby.wordpress.com



F - 1.0 INCREASING CUSTOMER ENGAGEMENT

Questline, a leading content marketing agency focused on the utility industry, has provided insight into **the topics that resonate with residential customers** engaging in energy efficiency programs in their 2022 Energy Utility Benchmarks Report.

Self-Serve: Customers want the ability to take things into their own hands and control their energy use. By sharing energy efficiency education tips and recommending things they can do themselves, such as replacing traditional lightbulbs with LEDs or adding ENERGY STAR® appliances to their kitchen, they are more responsive to making these changes.

Money: A big motivation for purchasing energy-efficient products is cost savings. Help residential customers crunch the numbers with an energy analyzer tool or calculator that shows exactly what their bill would be if they made these investments and identify opportunities for low-income customers through DLC or other sources to assist with the replacement of inefficient appliances.

Property Value: The more energy efficient a home is, the higher its property value, which means more money for customers. In fact, according to The Guardian and an Energy Saving Trust survey, 70% of homebuyers would consider negotiating the cost of a property due to recognized energy inefficiency.

F - 2.0 EFFECTIVE MESSAGING

The language and imagery used in marketing collateral whether print or digital, customer or partner-facing, educational or conversational, should reflect the community in which the information is being disseminated. Testimonials from customers who have participated in the program and saved money and energy will also help to increase trust of the program. **Inclusive images that reflect what the community looks like and language the reader can easily digest (including the use of translated marketing materials into popular languages in the area) are important in conveying DLC's message.** When executing tactics from the marketing portion of this plan, ensuring collateral is encompassing of the area the work is taking place is important in receiving buy-in to DLC programs.

F - 3.0 KEY MESSAGES

In order to drive home the value of DLC's programs, it is important to define both a 'Primary' and 'Secondary' messaging strategy. The primary message represents the overarching concepts and goals DLC wants to convey to customers, while the secondary message supports and enriches the primary message.

Primary Message

Saving Money

Low-income customers are most interested in saving money on their energy bills. Focusing messaging on that reduction whether it be on marketing collateral or in conversations with program partners is important. If there is data to support an average dollar savings per home, that can be included as well. For example, "You can save up to \$200 yearly on your electric bill by scheduling an appointment".

Secondary Message

Improving Safety and Home Comfort

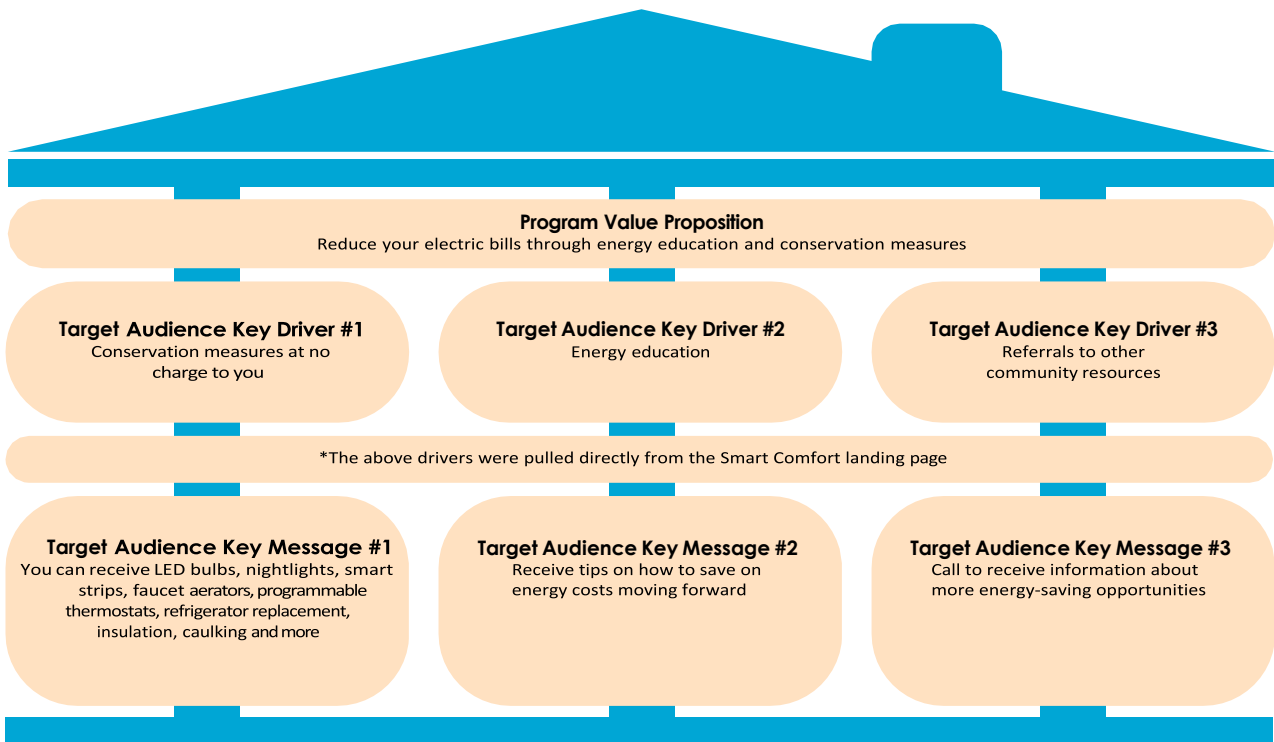
Low-income homes come with a unique set of challenges. Often these challenges can negatively affect customers' day-to-day lives. Challenges such as window drafts, leaky pipes, and poor outdoor lighting can reduce home comfort. Focusing messaging on how customers' homes can be improved through safety and comfort can resonate with this customer base.

Improving the Value Proposition

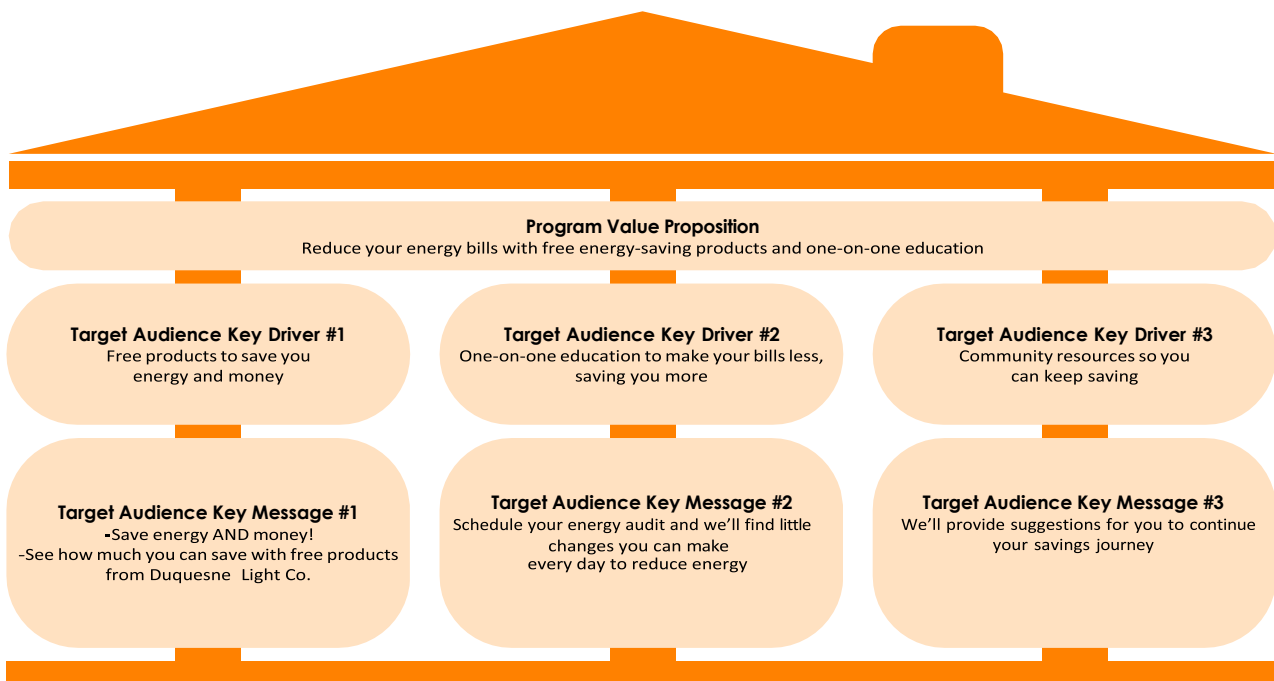
A value proposition is an innovation, service, or feature intended to make a company attractive to customers. The value proposition represents the mix of benefits and economic values that DLC can offer to potential enrollees, and forms the backbone of any marketing or outreach approach from the company.

To increase inbound leads, it is important to have a keen understanding of what the customer expects to get out of an audit. This information is especially useful for marketing the audits. The following page reflects DLC's current value propositions and recommended adjustments to those propositions in order to more clearly convey low-income programs to the public.

Below is the current messaging house that makes up the value proposition for the customer.



It is suggested that DLC marketing collateral is adjusted to reflect a more refined, simply stated value proposition. The updated messaging house below represents this refined version.



G - 1.0 TOOLS AND TACTICS

Connecting with and utilizing Community Champions is an essential piece of outreach strategy. Once these connections have been made additional tools and tactics can be implemented. The following guidance in the Community Events and Marketing sections builds upon these program partners to refine and support the work being done to increase program awareness.

Community Events

Events are the grassroots, boots on the ground approach to making DLC income-qualified programs known. Putting a face with a program humanizes the experience and allows for trust to be placed in DLC. Energy efficiency programs are often seen as “too good to be true.” In meeting customers where they are at, hearing their concerns and hesitations, and providing thoughtful responses to those hesitations, DLC can begin to garner trust in their energy efficiency programs. Example event types have been provided in this section of the outreach plan.

Event #1: Parent-Teacher Conferences

Location: Participation at local schools at the elementary to middle school education level is recommended. Parents are more likely to attend Parent-Teacher Conferences for children at this education level than high school students, allowing the opportunity to have face time with families and parents specifically. Connections with faculty such as teachers, principals, guidance counselors, and school nurses can also be made at these events. Marketing collateral should be given to faculty as well to hand out parents who may have not been able to attend the conferences.

- **Duquesne City School District**
 - Main Line: 412-466-5300
- **Woodland Hills School District**
 - Main Line: 412-731-1300
- **McKeesport Area School District**
 - Main Line: 412-664-3600

Time: Twice yearly - one in Fall, one in Spring

Approach: Information table, marketing collateral, snacks, games

Community Connection: School coordinator



Event #2: Resource Fair

Location: Libraries, Non-Profits, Community Spaces

- Braddock Carnegie Library Association
- Carnegie Library of McKeesport
- Duquesne Branch – Allegheny County Library Association
- Nonprofits listed in community champions section above

Time: After work hours with a three-hour time span to allow those with differing work schedules to attend

Approach: Gather local nonprofit organizations and other resources such as fair housing support, healthcare resources, and educational resources. Provide food and games at the event and promote on nonprofits social media pages.

Community connection: Local organizations

Event #3: Food Pantry/TEFAP Distributions

Location: Greater Pittsburgh Community Food Bank distributions

Time: Length of distribution/pantry hours (pantries each have different set hours and distribution times)

Approach:

- **Walk-in pantry:** Set up an information table with program information and small trinkets such as branded pens, notepads, magnets, or small household tools. Invite customers to learn more about DLC programs. Buy-in from pantry workers is helpful in gaining the trust of these customers.
- **Drive-thru pantry:** Have pre-packed “kits” with a light bulb, nightlight, and program information. Distribute these to customers as they drive through to pick up their pantry items. Let them know what is in the bag and that they can receive more free products by signing up for a Smart Comfort appointment.

Community connection: Pantry director

Event #4: Farmer's Market

Location:

- Renzie Market (McKeesport)
- Beaver County Farmers Market (Beaver Falls)

Time: Weekends, days when Double Up Food Bucks are accepted

Approach: Set up an information table at the farmer's market. If possible, position table close to the Double Up Food Bucks area. Provide tote bags for the shoppers and pre-stuff the bags with a few trinkets as well as program information. Attempt to sign customers up for an appointment on site.

Community connection: Farmer's market director

Event #5: Thrift Store

Location:

- Free Store (Braddock), FreeStore15104.org
- The Salvation Army Thrift Store & Donation Center (West Mifflin), SATruck.org

Time:

- Set times at the same time of day on the same days of the week are NOT recommended. By setting up an information table at different times of day throughout the week, you will reach a broader audience.

Approach: Setting up an information table at a community thrift store location, or finding ways to partner with one can prove to be a value add in terms of program awareness and participation.

Community connection: Office manager



G - 2.0 MARKETING

While grassroots efforts are an integral part of outreach for energy efficiency programs, giving customers context before they meet representatives face to face can be helpful in connecting the dots between DLC and program purpose. There are many effective marketing tactics that can be explored at varying cost levels that will either (1) help customers to take immediate action in their energy-saving journey or (2) increase the ease of scheduling a customer when they see DLC energy efficiency outreach efforts in public.

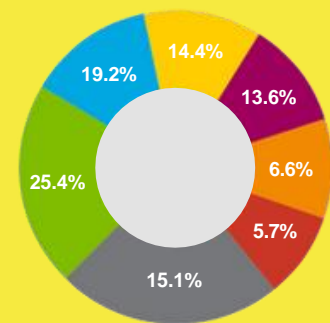
Marketing Tool #1: Email Campaigns

At present, DLC has no outbound email campaigns relating to low-income energy efficiency programs. Implementing email campaigns that highlight the value propositions of low-income programs as outlined above in both English and their chosen language (if applicable), can increase customer engagement with programs. Also, sending emails to specific customer segments such as those with higher than average electric usage within the target zip codes, customers on payment assistance plans or with consistently late payments will help to engage low-income customers.

Customers are looking for energy-efficient content. A recent study by Questline, a leading digital marketing platform specializing in utility marketing, found that energy efficiency is the number one content category of interest for residential customers at 25.4%.

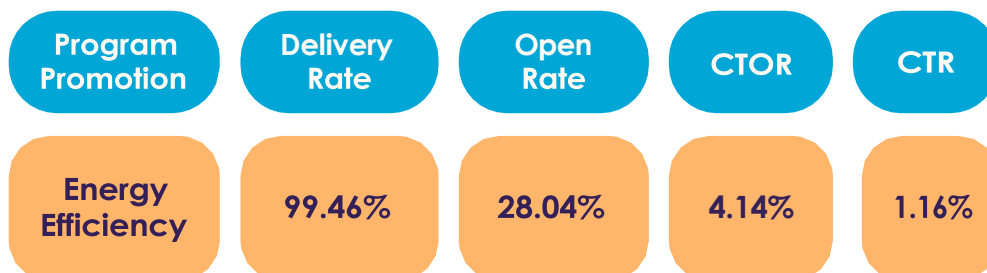
Top Topics for Residential Customers

- Energy Efficiency ★
- Home Improvement
- Space Conditioning
- Cooling
- Space Heater
- Home Appliances
- Other



Questline.com/benchmarks

Questline's average campaign results for energy efficiency emails in 2021 were as follows:



One email per month, sent to low income DLC customers (about 30,000 identified customers) should yield significant awareness of income qualified programs. Promotional offerings in emails can garner sign ups at a higher rate. Consider offering a Tier-1 Advanced Power Strip, CO alarm, gift card, or rebate at the time of the appointment.

Messaging Examples

Some proven options for seasonal email messaging follow, add context about events:

January-March:

- New year, new ways to save
- Stay smart and safe this winter
- Daylight savings can mean energy savings

April-June

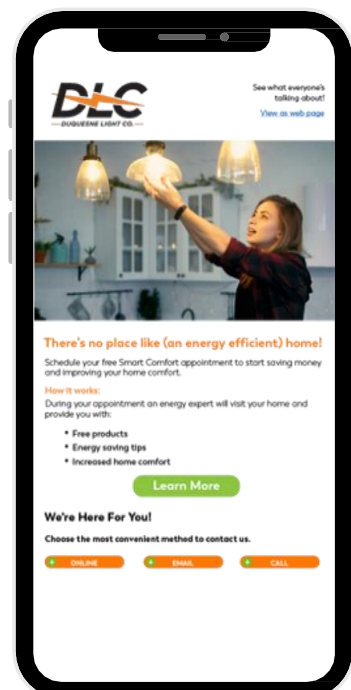
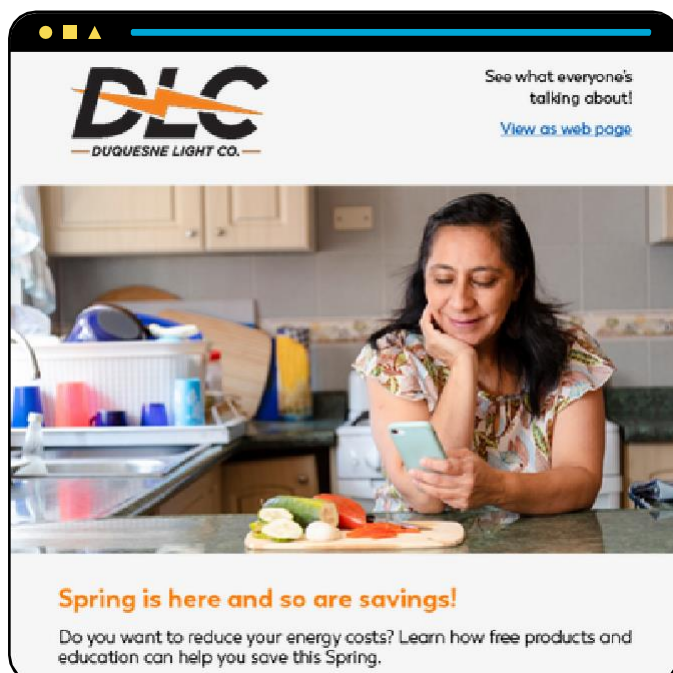
- Every day is Earth Day
- Spring is here and so are savings
- Summer is here, kids are home, and lights are on more often. See how you can keep saving all summer long.

July-September

- Beat the Heat with these energy saving tips
- Keep your home safe and comfortable
- There's no place like (an energy efficient) home!

October-December

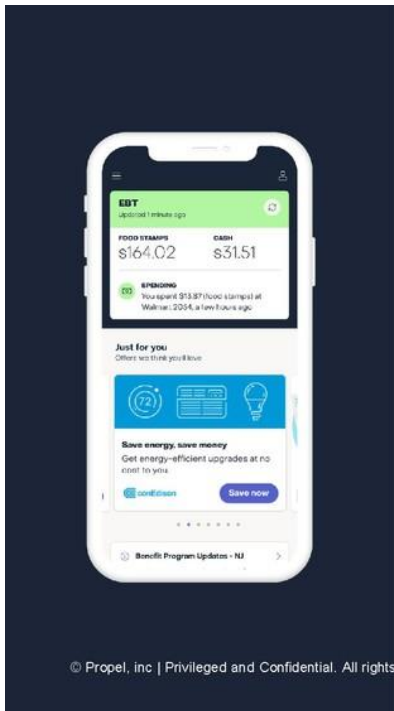
- Change is in the air. Change your bulbs too. We'll even do it for you!
- We're thankful for YOU! That's why we're offering a free whole home analysis.
- Appointments are limited! Schedule your Smart Comfort energy analysis while slots are available.



Marketing Tool #2: Propel’s “Providers” Advertising

The Providers app is a tool for low-income Americans to manage their finances. Users can manage their government benefits in one place, see savings-program offerings, and review job applications all from one app. 3.5 million people use the app nationally with over 50k users in the greater Pittsburgh area. With Providers, DLC can reach low-income customers through distinct, targeted channels. Providers costs vary based on campaign size and length. The minimum spend is \$5k, which covers A/B testing, targeting, impression capping, management, and reporting, and a cost-per-click media spend.

See how Providers engages with DLC customers:



Providers offers highly targeted, native in-app display advertising

Capabilities

- Drive website visits, app installs, lead form submissions
- Reach a high-converting audience via targeting
- Assess messaging and value resonance with A/B testing

Targeting

- Location
- Age
- Language
- Operating system
- Time on platform
- Affinities
- Retargeting (Clicks, Impressions, Downstream)

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For more information about the Providers app, please see the case study located in the appendix. Note, at the time of the case study creation "Providers" was known as "Propel" and "FreshEBT" and is referenced as such in the document.

Marketing Tool #3: Local Publication Advertising

Local publications can be of great benefit to an older age demographic and a new way to generate leads. Advertising in local publications can elicit a sense of trust in the program. Local publications can be anything from a small newspaper to paid space in senior newsletters.

Tube City Almanac: Online publication

- TubeCityOnline.com/almanac/advertise

The New Pittsburgh Courier: Weekly newspaper that offers an "authoritative, responsible voice to Black audiences"

- NewPittsburghCourier.com/advertise-with-us

Marketing Tool #4: Produce & Share a Case Study

Testimonials from past customers and participants can be one of the best, most powerful forms of marketing available.

A powerful case study can include:

- **Information on the program:** How the process works and details of what is offered
- **A customer's experience with the program:** How their process went and how they benefited from it
- **Contact information for program participation:** Both for customers and program partners

This case study can then be linked to the DLC main program site, shared via email, distributed at community events, and used as a leverage tool with potential Community Champions.

H - 1.0 ACTION PLAN SUMMARY

The goal of the DLC Outreach Plan has been to increase awareness of DLC low-income program offerings. To accomplish this goal three objectives were set:

1. Engage community organizations
2. Improve grassroots outreach (events)
3. Increase marketing efforts to enhance program legitimacy

While these objectives are not implemented linearly, there are phases in which they can be executed to increase the opportunity for success. The following phases are intended to summarize the plan laid out in this document and offer insight into how to begin putting the DLC Outreach Plan into action.

Phase 1: Start-Up Period

- **Hiring**
 - Hire an Outreach Coordinator to manage program partnerships and facilitate events
 - Hire an Event Advisor to attend events
- **Events**
 - Determine event locations for the following 3 months
 - Order necessary items for successful event outreach
 - Tablecloths
 - Banners
 - Trinkets/giveaways
- **Connections**
 - During the start-up period, the Outreach Coordinator should begin making connections with nonprofits, government leaders, and other influential stakeholders in the community
- **Marketing**
 - Create print marketing collateral to be used at events that reflects the messaging strategies outlined in sections F 2.0 and F 3.0
 - Create a marketing campaign using tactics listed in section G 2.0
- **KPIs and Measurement**
 - Set KPIs for events, partnerships, and marketing
 - Create a survey to be disseminated at launch of grassroots outreach to determine current levels of customer awareness around DLC low-income programs

Phase 2: Implementation

Events

- The Event Advisor should attend events determined by the Outreach Coordinator during the start-up period
- Outreach Coordinator should remain forward-looking in weeks and months ahead to schedule information tables at community outreach events
- Continue to provide marketing collateral and trinkets at events

• Marketing

- Implement omnichannel marketing campaign developed during the start-up period

• Connections

- Outreach Coordinator should continue to foster connections with key stakeholders, using stakeholders to gain leads, attend events, and make additional connections

Phase 3: Evaluation

• Events

- Evaluate the number of events attended to represent DLC low-income programs and program participation rates

• Connections

- Determine the number of program partners and leads gained as a result of those partners

• Marketing

- Assess set KPI goals for marketing campaign set in Phase 1

Phase 4: Reset

- Determine the success of each portion of the three-pronged approach (events, partnerships, marketing) and update the plan based on learnings from the previous three phases

APPENDIX

CUSTOMER PERSONAS



Olivia, 32

Language	Spanish, English (ESL)
Gender	Female
Race	Hispanic
Education	GED
Occupation	Unemployed
Location	Braddock, PA

Goals

- ♦ Reduce electricity costs to make more room for groceries and bills.

Frustrations

- ♦ Electricity is a basic need, but I'm having trouble providing for my family.
- ♦ The utility company just wants my money and doesn't care about me.

Messaging That Resonates

- ♦ Begin your savings journey with a free home energy assessment.
- ♦ Save energy with a free home energy assessment and keep saving all year round.
- ♦ Install free products and save on your energy bill.



Matt, 23

Language	English
Gender	Male
Race	White
Education	High School Graduate
Occupation	Factory Worker
Location	Duquesne, PA

Goals

- ♦ Have money left over at the end of the month.
- ♦ Start saving bit by bit

Frustrations

- ♦ Living in a home that is not energy efficient causes high bills, and makes it harder to start saving.

Messaging That Resonates

- ♦ See what low and no-cost changes you can make in your home that will save you money every month.
- ♦ Schedule your free energy audit and we'll find minor changes you can make every day to reduce energy costs.

CUSTOMER PERSONAS CONTINUED



Rachelle, 56

Language	English
Gender	Female
Race	Black
Education	Some College
Occupation	Cashier
Location	McKeesport, PA

Goals

- Have a better handle on bills so there is not a worry that the utility might shut off the power to my home.

Frustrations

- The utility doesn't provide solutions to my energy burdens

Messaging That Resonates

- Keep your home comfortable year round with a free home energy assessment.
- Enjoy bill savings and home comfort with free energy saving products.

OUTREACH COORDINATOR JOB DESCRIPTION

JOB SUMMARY

The Outreach Coordinator will oversee targeted outreach and lead generation for residential customers. The goals of the Outreach Coordinator are to (1) build and strengthen support in the community, (2) manage event participation, and (3) work alongside the marketing team to feed the leads pipeline.

DUTIES & RESPONSIBILITIES

- Ensure that successful outreach and program marketing is delivered to achieve program participation goals as well as weekly and annual key performance indicators (KPIs)
- Developing outreach strategies to generate increased program participation
- Ensure that established daily performance goals are met through various outreach activities and event participation
- Oversee event participation and scheduling
- Report accurate results of outreach activity
- Advise internal teams on any relevant program concerns and recommend changes to current procedures based on field interactions and customer feedback
- Ensure that utility brand is accurately displayed via uniform, print collateral, table displays, etc.
- Performs related work as required

QUALIFICATIONS

- Interest/experience in the sustainability, energy, or nonprofit sector
- Experience working with the low-income community and/or vulnerable populations
- Sales experience
- Able to learn and work with innovative technology (e.g., handheld data devices)
- Effective oral, written, and interpersonal skills.
- Exemplary communication and presentation skills
- Ability to prioritize activities and meet established goals and deadlines.
- Ability to work independently, take initiative, and handle a variety of activities concurrently
- Intermediate level of proficiency in Excel and other Microsoft Office Suite applications
- Willingness to step in beyond these job duties as needed to support overall team goals
- Ability to travel locally
- Current Pennsylvania driver's license and safe driving record

EVENT ADVISOR JOB DESCRIPTION

JOB SUMMARY

The Energy Advisor will provide field support for targeted outreach and lead generation for residential customers. The goals of the Event Advisor are to (1) attend community events, (2) provide prequalified leads to the client, and (3) support the Outreach Coordinator as needed.

DUTIES & RESPONSIBILITIES

- -Ensure that successful outreach and program marketing is delivered to achieve program participation goals as well as weekly and annual key performance indicators (KPIs)
- -Assist with developing outreach strategies to generate increased program participation
- -Ensure that established daily performance goals are met through various outreach activities and event participation
- -Report accurate results of outreach activity
- -Ensure that the client brand is accurately displayed via uniform, print collateral, table displays, etc.
- -Performs related work as required

QUALIFICATIONS

- Sales experience
- -Able to learn and work with new technology (e.g. handheld data devices)
- Proven successful track record in motivated marketing and outreach efforts
- -Able to communicate with technical and non-technical individuals
- Effective oral, written, and interpersonal skills.
- Exemplary communication and presentation skills
- Ability to prioritize activities and meet established goals and deadlines.
- Ability to work independently, take initiative, and handle a variety of activities concurrently
- Intermediate level of proficiency in Excel and other Microsoft Office Suite applications
- Ability to travel locally
- Problem-solver. Able to respond to diverse sets of challenges in the field and do whatever it takes to meet project deliverables on schedule
- -Current Pennsylvania driver's license and good driving record

PROVIDERS (PROPEL) CASE STUDY

SMART ENERGY CUSTOMER ENGAGEMENT SUCCESS STORIES



Lowering Customers' Energy Burdens with LED Lighting

About Con Edison

Founded in 1823, Con Edison operates one of the world's largest energy delivery systems, serving approximately 3.3 million electric customers throughout New York City and nearby Westchester County, an area of 660 square miles.

Helping Low-Income Customers Save on Energy

Con Edison is developing initiatives to advance energy affordability for its low-and-moderate income (LMI) customers. The company dedicates at least 20 percent of incremental investments in energy efficiency to its LMI customers. The majority of Con Edison's LMI customers live in multifamily housing. This creates unique challenges, including access to capital for upfront costs, a lack of knowledge around energy efficiency among building owners and long-term refinance cycles.

Con Edison is working to overcome these engagement barriers in several ways. Affordable multifamily buildings receive up to 50 percent more incentives over the market rate incentives to make upgrades to their lighting, HVAC systems, pipe insulation, boilers and more. The utility also offers a bill discount program that provides a credit on lower-income customers' monthly bills and has worked with community partners in New York City and Westchester County to distribute energy-efficient measures and information.

A Proven Method for Energy Savings: LED Lighting

In 2018, Con Edison launched a program to distribute energy-saving LED light bulbs to its LMI customers. An LED bulb can last 15 times longer than an incandescent and costs significantly less to power (about a dollar per bulb per year). This is a quick win for meaningful energy savings and can help lower the disproportionate energy burden on LMI customers.

Con Edison partnered with local food banks and distribution centers in New York City and Westchester County to distribute four-packs of ENERGY STAR®-certified LED light bulbs with information on the bulbs' benefits, how they help customers save money and how customers can access other energy efficiency rebates.

In addition, Con Edison partnered with smaller retail locations — like Dollar Tree, CVS and Walgreens — to sell the discounted light bulbs directly in-store. These smaller retail locations traditionally reach a wider audience with less access to the big box retail stores like Home Depot and Lowe's, especially in urban areas like New York City.

For multifamily buildings, Con Edison also offers direct-install measures for LED lighting, where a qualified contractor will install energy-efficient LED lighting in units at no cost to tenants.

PROGRAM AT A GLANCE

In 2018, Con Edison launched a program to distribute LED light bulbs to its lower-income customers via community food banks. In addition, to expand the distribution of LEDs, Con Edison partnered with Brooklyn-based Propel, a software company that helps its lower-income customers improve their financial well-being.

RESULTS SO FAR

These efforts have helped Con Edison reach traditionally underserved communities that might be missed by typical energy efficiency outreach. Through the food bank program, Con Edison distributed energy-saving bulbs to 50,000 low-and-moderate-income customers.

PROVIDERS (PROPEL) CASE STUDY CONTINUED

Why LEDs?

- They use about 80 percent less energy than incandescent light bulbs, which means savings on your energy bill
- They last at least 15 times longer—saving you major cash in the long run
- They offer the same brightness and color as incandescent bulbs
- They help protect the environment
- They're cool to the touch

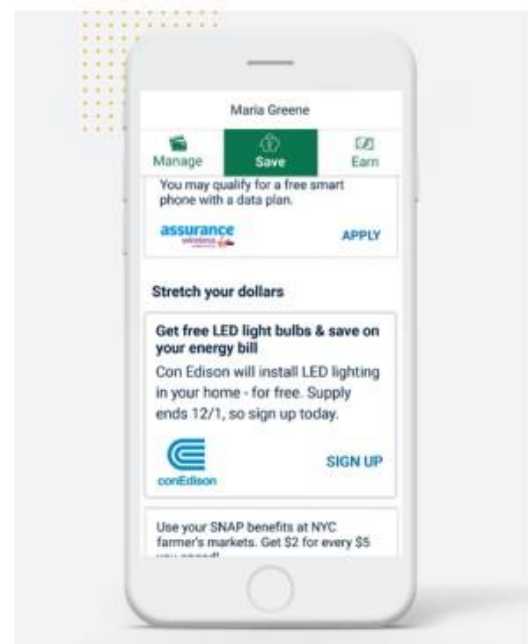


Using Technology to Further the Program's Reach

To expand the reach of its LED lighting program and other energy efficiency measures, Con Edison partnered with Brooklyn-based Propel, a software company that helps its lower-income customers improve their financial well-being. This partnership is putting technology in the hands of Supplemental Nutrition Assistance Program (SNAP) recipients to help them save on two necessities: food for nourishment and energy to heat, cool and light their homes.

Through Propel's free Fresh EBT smartphone app, recipients of SNAP benefits can easily find information about Con Edison's energy efficiency initiatives, including details on how to access rebates and incentives.

In 2019, Con Edison and Fresh EBT collaborated to promote the opportunity to save energy through free LED light bulbs. By running this highly targeted in-app campaign, Con Edison has been able to help even more customers gain control of their energy use and manage their monthly bill. Plus, it has helped Con Edison manage the grid as a part of its Non-Wires Solutions Program.



Program Results and Looking Beyond

These efforts have helped Con Edison reach traditionally underserved communities that might be missed by typical energy efficiency outreach. Through the food bank program, Con Edison was able to reach 50,000 low- and moderate-income customers with four-packs of energy-saving bulbs and additional energy efficiency information. And through the lighting campaign on the Propel app, more than 1,200 Con Edison customers who are SNAP recipients in select Brooklyn and Queens zip codes clicked on the offer since the program began in late August.

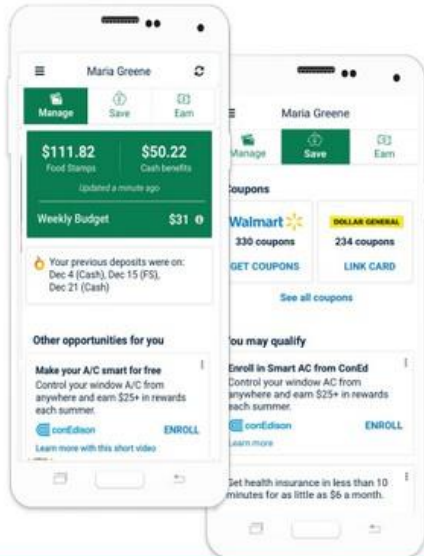
Con Edison continues to work with the New York State Energy Research and Development Authority (NYSERDA) and New York State Utilities to develop a statewide plan to broaden the reach of energy efficiency offerings to LMI customers.

PROVIDERS (PROPEL) CASE STUDY CONTINUED

How does Fresh EBT work with utility companies?

Fresh EBT helps them reach low-income consumers to drive engagement w/ energy efficiency programs and cash management tools

Case study: Fresh EBT & Con Edison partnered to promote Smart AC in targeted NYC zip codes through in-app advertisement over 2 months in 2018



Metric	Result (#)	Conversion (%)
Unique Fresh EBT users reached	50,000	
AC requests	1,400	3%
Sign-up	730	52%
Set-ups	250	34%

