



Board Meeting Minutes—143rd Meeting

June 8, 2016

Board members present: Susan Brodahl, Ken Canon, Melissa Cribbins (by phone), Heather Beusse Eberhardt, Dan Enloe, Roger Hamilton, Lindsey Hardy, Mark Kendall, Debbie Kitchin, Alan Meyer, John Reynolds, Anne Root, Eddie Sherman, Stephen Bloom (OPUC ex officio)

Board members absent: Warren Cook (Oregon Department of Energy special advisor)

Staff attending: Margie Harris, Lori Miller, Amber Cole, Mike Bailey, Mark Wyman, Peter West, Thad Roth, Marshall Johnson, Mariet Steenkamp, Debbie Menashe, Fred Gordon, Erin Rowland, Steve Lacey, Jay Ward, Julianne Thacher, Mia Hart, Scott Clark, Hannah Cruz

Others attending: Roger Kainu (Oregon Department of Energy), Don Jones, Jr. (PacifiCorp), Jim Abrahamson (Cascade Natural Gas), Alex Reedin (Portland General Electric), JP Batmale (OPUC), Bob Stull (CLEAResult), BJ Moghadam, (NW Energy Efficiency Alliance), Roger Spring (Evergreen Consulting)

Business Meeting

Debbie Kitchin called the meeting to order at 12:30 p.m. Reminder that consent agenda items can be changed to regular agenda items at any time.

General Public Comments

The president may defer specific public comment to the appropriate agenda topic.

There were no public comments.

Consent Agenda

The consent agenda may be approved by a single motion, second and vote of the board. Any item on the consent agenda will be moved to the regular agenda upon the request from any member of the board.

MOTION: Approve consent agenda

Consent agenda includes:

1. April 6 board meeting minutes

Moved by: Dan Enloe

Seconded by: John Reynolds

Vote: In favor: 12
Opposed: 0

Abstained: 0

President's Report

There was an executive session of the board before the board meeting today. The board of directors has selected Michael Colgrove as Energy Trust's next executive director. Ken Canon worked with staff to develop the employment agreement, which was shared with the board at the executive session. Michael signed the agreement, which is effective August 15, 2016. There are a number of conversations happening to plan for the transition from Margie to Michael.

RESOLUTION 774**AUTHORIZING THE PRESIDENT TO SIGN AN UPDATED EMPLOYMENT AGREEMENT
WITH THE EXECUTIVE DIRECTOR****WHEREAS:**

- 1. Energy Trust's current executive director, Margie Harris, is planning to retire.**
- 2. On behalf of the full board, the Executive Director Transition Committee conducted a search for Energy Trust's next executive director and recommends Michael T. Colgrove for the position.**
- 3. In executive session, the President and Vice President of the board have engaged in discussions with the board regarding parameters of a proposed employment agreement with Michael T. Colgrove, and the President and Vice President of the board have engaged in negotiations with Mr. Colgrove consistent with those parameters.**
- 4. The President and Vice President of the board recommend (1) entering into an executive director employment agreement with Michael T. Colgrove consistent with discussions with the full board and Mr. Colgrove and (2) authorizing the president of the board to sign such an agreement.**

It is therefore RESOLVED that the Energy Trust of Oregon, Inc. Board of Directors:

- 1. Authorizes the President to sign an executive director employment agreement with Michael T. Colgrove, as discussed in connection with this meeting.**
- 2. The agreement shall be effective beginning August 15, 2016.**

Moved by: Alan Meyer

Seconded by: Roger Hamilton

Vote: In favor: 12
Opposed: 0

Abstained: 0

Melissa Cribbins joined the meeting at 12:34 p.m.

The Executive Director Review Committee completed its annual review of Margie Harris based on the 2015 work plan and accomplishments from the year. The committee's review included gathering feedback from external parties, staff and board members, and reviewing Margie's accomplishments to ensure alignment with her work plan. Based on that review, the committee recommends a 6 percent merit increase and a 2 percent market adjustment increase to Margie's salary, effective February 1, 2016.

Mark K. suggested and the board discussed an amendment to Resolution 775 to clarify in the resolution language itself that the 8 percent salary adjustment is comprised of a 6 percent merit increase and a 2 percent market adjustment.

The board voted on the amended Resolution 775.

**AMENDED RESOLUTION 775
EXECUTIVE DIRECTOR PERFORMANCE REVIEW**

WHEREAS:

1. Energy Trust's Executive Director Review Committee completed its evaluation of Margie Harris' performance in 2015.
2. The committee evaluated Margie's performance as outstanding.
3. The Executive Director Review Committee also considered the following in proposing a merit increase from the review:
 - a. Energy Trust's existing salary structure and Margie's current salary position on that range.
 - b. Periodic survey and market analysis of comparable position salaries.

It is therefore RESOLVED:

The Board of Directors authorizes ~~a merit award~~ increasing Margie's salary by a merit increase of 6.0 percent and a market adjustment of 2.0 percent to be awarded 8.0% effective February 1, 2016.

Moved by: John Reynolds

Seconded by: Dan Enloe

Vote: In favor: 13
 Opposed: 0

Abstained: 0

Committee Reports

Executive Director Review Committee, Melissa Cribbins

The President's Report summarized the committee's process and findings for the executive director annual performance review.

Evaluation Committee, Alan Meyer

The committee reviewed a report on the smart thermostat pilot evaluation. The report concluded smart thermostats save energy and incentives are now being offered on the product.

From a report on the Core Improvement pilot, a downsized version of Strategic Energy Management (SEM) for smaller customers, there were a number of findings. The main findings are that the pilot showed persistent savings, but discipline of looking for new savings isn't to the same extent as it is with larger customers. As described in the staff memo, based on the findings of the pilot, the program created a single industrial SEM offering called Core SEM and is launching a new, continuous SEM offering for industrial customers that participated in SEM training.

The New Homes program process evaluation shows the program transforming the residential new construction market to using energy performance scores. The evaluation recommended incremental improvements and some changes were already underway.

The board discussed the feedback from builders not participating with the program. It was noted many of the evaluations' recommendations were about communications and working with

homeowners and realtors. There were also some issues raised by nonparticipants, including complaints about paperwork, perceived lower demand from customers, lack of educated local subcontractors and other areas where there is room for improvement. The board asked whether the program is looking at these barriers perceived by nonparticipating builders and whether they can be more directly addressed to get builders to participate more.

Mark Wyman said the key word is perception. The program uses a market-based model where all energy modeling and paperwork between the project and Energy Trust is done by market actors, like verifiers. There can be varying views by builders on what is participation with Energy Trust. Mark W. noted every major builder participates in the program, pulling in smaller builders, and the program works with the Homebuilders Association in Portland and statewide. The challenge is educating builders on how they can participate and the process to participate. The program's use of the Pivotal platform is helping to cut down on soft costs and making it easier for builders and verifiers to participate.

The board asked whether the program works with appraisers to ensure the energy efficiency of new homes is valued. Mark W. said Earth Advantage published a study on the valuation of ENERGY STAR homes and there are other national data sets, too. In Energy Trust's market, the volume is in Portland where there is a lot of noise because the market is overheated. This makes it difficult to give a specific answer in terms of a percentage increase in the value of a home because of its energy efficiency. The program does find homeowners are happy with their purchase, as evidenced by reduced callbacks on issues like comfort.

The board commented it would be worthwhile to quantify so energy efficiency can become a value-add for mortgage companies. Mark noted the program prepopulates the addendum to appraisals.

Energy Programs

Peter West introduced the discussion. This is the first of three sets of conversations for the board this year on program management and program delivery contracts. There are a number of programs with ongoing contracts that have five-year terms with annual renewals. This meeting will review three residential program contracts. The July board meeting will review results of the Existing Buildings Program Management Contract Request for Proposals, and the September board meeting will review the Production Efficiency program streamlined track RFP and custom track contract renewal.

CLEARResult Contract Extension as Existing Homes Program Management Contractor, Thad Roth

Staff proposes to extend the Existing Homes Program Management Contract for one year through the end of 2017. The contract started in 2013 with a two-year agreement and three optional one-year extensions. This is the third, one-year extension.

Thad reviewed CLEARResult's achievement of the contract extension criteria: cross-program referrals, project pipeline, innovation, teamwork and satisfactory execution of statement of work deliverables.

Cross-program referrals are important to the Existing Homes program because of the wide array of measures. The program tends to impact or interact with other programs, mainly Products and Multifamily. CLEARResult coordinates across multiple programs, especially with Multifamily and New Construction, and provides services to effectively direct customers to the correct program.

CLEARResult exceeded electric and gas goals in 2015 and used a targeted marketing campaign to drive savings at different times throughout year.

Demonstrating innovation, CLEARResult was effective at improving the customer experience and reducing costs. The Existing Homes program has been under pressure to reduce costs and meet cost-effectiveness criteria over the last few years. CLEARResult has been a partner in helping Energy Trust accomplish that requirement. CLEARResult also displayed innovation on the processing side by moving from paper-based to more online activities.

Teamwork is an important value at Energy Trust and with program management contractors. CLEARResult demonstrated strong commitment to teamwork and reinforced staff priorities and processes. CLEARResult was effective on cross-program measure development, a new approach for Energy Trust.

CLEARResult met its contract deliverables, which in the Existing Homes program is more than hitting savings goals but also achieving service level agreements.

Thad clarified the contract ends at the end of 2017. In 2017, the program will go out to market and rebid the contract.

The board asked how savings are attributed when a measure crosses different programs and contracts. Thad clarified the savings are attributed to the program that pays the incentive. The board asked whether the originating company gets any credit in those instances. Marshall Johnson said measures that are most applicable are smart thermostats and water heaters. It is possible for the PMC to receive an incentive either through Existing Homes or Products. There are sorting rules that determine what program receives the savings. For instance, when the product is purchased through retail, Products incentives are used and the savings go to the Products program. The Existing Homes program tends to have a lot of measures. The programs expect PMCs to market offers outside their program. Marshall believes CLEARResult does that to serve Energy Trust and not just their Existing Homes contract.

The board asked whether the rebidding of this contract in 2017 will take into account the residential sector changes the board was briefed on at the board strategic planning workshop. Thad said all three residential contracts are in extension periods, which gives flexibility in whether Energy Trust wants to offer an extension or wants to consider a different structural approach. Once 2017 ends, there will be a lot of flexibility in how Energy Trust can manage these residential contracts.

Peter clarified to the board any new structure to the residential sector would begin at the earliest in 2018.

CLEARResult Contract Extension as New Homes Program Management Contractor, Thad Roth

Staff proposes to extend the New Homes Program Management Contract for one year through the end of 2017. The contract started in 2015 with a two-year agreement and three optional one-year extensions. This is the first, one-year extension.

Thad reviewed CLEARResult's achievement to the contract extension criteria: cross-program referrals, project pipeline, innovation, teamwork and satisfactory execution of statement of work deliverables.

New Homes cross-program referrals are necessary with the Existing Homes, New Buildings and Solar programs. Energy Trust has benefited from CLEARResult's activity on small multifamily new construction and support of Energy Trust as a whole.

CLEAResult has been successful in the residential building market, garnering 36 percent of market share and exceeding forecast goals. The program has a strong pipeline, and the same level of activity is expected in 2016.

CLEAResult demonstrated innovation through improved service and reduced costs, which support additional savings. With CLEAResult, the New Homes program expanded to reach new audiences and improved overall participation. CLEAResult is beginning to work with developers and planning commissions to expand reach and scope of the program.

CLEAResult showed teamwork by collaboration with key market stakeholders like builders and trades. CLEAResult met its contract deliverables, leading to strong market penetration and adoption by a wide range of builders.

The board asked about the remaining 64 percent of the market given the program has reached 36 percent market saturation. Mark W. said mobile homes are not included. New manufactured homes are engaged through the Products program. The volume is stronger in the Portland metro area and has been increasing in Northeast Oregon and Bend. Market share is relatively consistent across the state with the exception of Southern Oregon where 90 percent of homes are gas-heated in the electric-only territory of Pacific Power. The program tends to do better in dual-fuel territories versus single-fuel territories. There may be changes to this as the program expands operations and Avista services come online in 2017.

The board said the addition of Avista will be important, as they have heard from builders that they don't understand the value Energy Trust has for them in Southern Oregon. Mark W. said the overarching objective of the program is to raise building practices as a whole. While Energy Trust has no formal role in advocating for raising the building code, the program is building capacity into the market so if codes change it's not as much of a lift for all builders. This makes future code changes less costly for everybody. The time spent by the program on improving builder technical capacity comes back as market transformation savings.

The board asked whether packaged homes are part of the New Homes program. Mark W. said it is determined by what state jurisdiction applies. If state building codes apply, the unit is in the New Homes program. If U.S. Housing and Urban Development requirements apply, the unit is in the Products program as a new manufactured home.

The board asked whether there is any specific focus on individual mass-market developers. Mark W. said an area for Energy Trust to engage with is modular factory-built homes. This is an area the program could do more in, but outreach resources are currently focused on manufactured homes.

The board asked whether low gas prices are affecting the New Homes program. Mark W. said New Homes is doing well. When Energy Trust reports, New Homes and Products are combined and presented together. The acceleration of the new construction market has made up for a deficit on the Products side. Products is doing much less with appliances and showerheads, which are a large piece of retail gas savings. For showerheads, retailers don't see them as a value add. Unlike lighting where the program helps retailers sell more bulbs and fixtures, the program is helping retailers sell different showerheads and not necessarily more units.

In regards to the 36 percent market share, the board asked whether the program is edging past early adopters or if the share is coming from measure-by-measure acceptance. Mark W. said that when the program shifted to a performance-based program, the strategy was to allow builders to participate in the program who were doing less than ENERGY STAR while rewarding builders for doing more. The program has seen a lot more volume and on the gas side, one-

third of homes are coming in at the lowest tier compared to a couple of years ago when it was one-half of the homes. Builders are open to doing shell measures and the program wants to change the conversation to designing around different equipment choices.

The board asked whether CLEAResult has a role in sharing information with the building codes division. Mark W. said that after the last code change, the Home Builders' Association (HBA) was requested to convene a working group to talk about the structure and target of potential code changes. Energy Trust's role is demonstrating whether the industry has technical capacity and showing builders are achieving above-code practices at a reasonable cost to them. The HBA conveys the information back to the Buildings Codes Division, and the program is available for technical assistance.

The board asked if the program helps builders advertise to neighbors about the good features of a new home to avoid negative neighborhood reactions to the new building. Mark W. said the program supports the completion of 2,500 homes a year and some are infill projects. Energy Trust does not take a position on infill projects and does help builders market the energy-efficiency features of the homes.

The board discussed whether Energy Trust should encourage builders to market the features of the new homes to other types of audiences, like potentially disgruntled neighbors when a house is infill. Peter said this is a fair point. As New Homes and Multifamily programs move into denser environments, Energy Trust could move upstream to the design and community involvement of a new housing development. On the Multifamily side, the program supports pre-design assistance that often involves neighborhood activities and community members. As Portland becomes denser and denser, this will become more of a question, especially on the new Multifamily side.

Ecova Contract Extension as Products Program Management Contractor, Thad Roth

Staff proposes to extend the Products Program Management Contract for one year through the end of 2017. The contract started in 2015 with a two-year agreement and three optional one-year extensions. This is the first, one-year extension.

Thad reviewed Ecova's achievement to the contract extension criteria: cross-program referrals, project pipeline, innovation, teamwork and satisfactory execution of statement of work deliverables.

Ecova demonstrated strong performance in cross-program referrals. The project pipeline is strong for retail lighting. Ecova consistently hit its electric savings targets and accurately forecasted the savings, even with a volatile retail lighting market. The gas side is more challenging. In the Products' program, gas savings are a small part of the sector's portfolio and are made up largely from showerheads and faucet aerators. The program's challenge is the ability to market those products that have been around for a while, dealing with market saturation levels on showerheads, and seeing limits to customers' willingness on how they will accept a showerhead's low gallons per minute rating.

Peter said staff thought low-flow showerheads would be a successful strategy and directed Ecova to market them but customers didn't agree. Thad said the total gas savings related to

retail showerheads are about 8 to 10 percent of the sector portfolio. Even though there is a shortfall, it is not large enough to impact sector performance for gas.

Ecova demonstrated innovation by effectively promoting lighting and increasing retail partnerships, resulting in Energy Trust reaching new communities and customers. Ecova has a commitment to build relationships with retailers in rural communities.

Ecova displayed teamwork by bringing new measures to market that cross programs. This approach takes coordination among PMCs, a new requirement for Ecova, which they met by cross-promoting smart thermostats and water heaters.

For deliverables, Ecova delivered on its savings goals, service level agreements and retailer relationships.

At a recent workshop, a board member spoke with an Ecova representative about engaging with six Dollar Stores being built in Southern Oregon. Thad noted Ecova is in the process of bringing those new stores on as retailers. The board commented on Ecova's responsiveness to engaging with stores in rural areas.

The board asked what gas saving strategies were implemented to reduce the savings gap. Erin Rowland clarified the briefing paper is referencing outreach to water bureaus to reach customers outside the metro area.

The board noted the pipeline is filled with thermostats and water heaters, and asked what the strategy will be going forward. Erin said new partnerships and new retailers, like Costco.

Committee Reports continued

Strategic Planning Committee, Mark Kendall

At the April meeting, the committee reviewed the final agenda for the strategic planning retreat. The retreat on May 19 and 20 was well received and a valuable use of time.

The committee met this morning to review several takeaways from the retreat, including logistics, presentations and time allowed for dialogue. The committee also reviewed potential topics for the 2017 workshop, which is another mid-strategic plan check-in. Before the next board meeting, the board will see a final version of the to-do list, including feedback, takeaways and changes for the next workshop as well as input into program changes.

Finance Committee, Dan Enloe

In May, the committee received an update on heat pump water heater issues through a joint program with NEEA. A number of AirGenerate units are failing in the region, including in Energy Trust service territory. NEEA put in place a remediation plan and demand for funding has exceeded NEEA's replacement budget. Most units have been in place since 2013; of those that may fail, it will most likely be during winter. Energy Trust is committed to continuing to provide customer service for those units that may fail in the future. Staff will keep the board updated.

Energy Trust's tenant improvement upgrades at the Lincoln Building recently went out to bid. The approved projects are expected to be completed by next summer. Any unused funds for improvements will offset rent.

The April financial statement shows revenues down slightly. A rate adjustment for Pacific Power will help to close the gap. Incentive spending is under budget but over this same time last year.

Existing Homes, New Homes, Products and Solar programs are strong. Other expenses are 7 percent below budget.

Policy Committee, Roger Hamilton

The committee reviews Energy Trust policies on a rolling basis every three years. At the last meeting, the committee approved technical corrections to the Policy on Eligibility of Self-Direct Businesses for Energy Trust Incentives that were inadvertently left out of the full board's approval of changes to the policy at the February board meeting.

The Public Interest Policy and Fuel-Switching Policy were reviewed and no changes were made.

The committee completed its annual review of contracts over \$500,000. No issues or irregularities were found.

The committee received an update that Lisa Hardie's appointment to the OPUC by Governor Brown was confirmed by the senate. Commissioner Hardie was then appointed chair of the OPUC by the governor. At the same hearing, Commissioner Bloom's term was extended.

The board took a break from 1:51 to 2:10 p.m.

Staff Reports**Highlights, Margie Harris**

Margie reviewed a recent new affordable housing project, the Iron Horse Lodge, in Prineville, Oregon. Pacific Crest Affordable Housing developed the project, and its primary objective to provide affordable rents for its tenants. The developer relied on energy efficiency and enrolled in the Path to Net Zero initiative to help achieve that goal. The building is 40 percent more efficient than code and includes a solar system.

First quarter activity followed Energy Trust's trend of fewer savings in the first part of the year while staff is completing assessment and studies for projects closing later in the year. Margie reviewed progress to savings and generation goals, and revenues and expenditures for the quarter. High interest in new commercial and residential construction, solar and LED lighting carried over from 2015 into the first quarter of 2016. The Products program launched a clothes washer recycling incentive, and the organization started planning work related to serving Avista gas customers in Oregon. 2016 Avista services will be limited and include discounted showerheads at retail, incentives for distributors selling gas hearths and financial support to complete technical design studies for commercial new construction projects. A full array of gas programs will be rolled out to Avista customers starting in 2017.

Margie highlighted various customer recognition events and outreach activities, including a partnership with the Portland Trail Blazers, a solar system ribbon cutting at the Tamastlikt Cultural Institute and results from Pacific Power's annual business customer roadshows.

The board asked if there is a similar partnership with the Portland Timbers. Margie replied we do not currently have a similar relationship with the Timbers as they have existing relationships with PGE and NW Natural as sponsors.

Margie reviewed a new solar + storage pilot. The Solar program is working in collaboration with PGE and the OPUC. The three organizations are in the process of drafting a project charter and creating the project team. Once completed, the pilot will focus on supporting demonstration projects and crafting technical requirements.

The board noted the Office of Emergency Management is conducting a statewide exercise with regard to the Cascadia Subduction Zone. Margie said Energy Trust is not part of that exercise.

The board asked what type of batteries will be allowed in the solar + storage pilot. Margie said staff will follow-up with more specific information.

Don Jones with Pacific Power noted the utility is scheduled to have two-way meters starting in 2017 or 2018, with a two-year roll out after that.

Margie provided a final update on the 2014 Management Review. Out of the review, Energy Trust received 16 recommendations and flagged 11 for implementation. Staff has acted on and/or fully implemented all 11 recommendations.

Margie presented on a handful of Energy Trust's all-time results. Energy Trust has invested \$1.3 billion in utility customer funds to save and generate 667 average megawatts and save 45 million annual therms. Those energy-saving investments have transformed approximately 600,000 homes and businesses. Margie highlighted the customer, economic and environmental benefits, including that participants will realize \$5.6 billion in utility bill savings over time.

The board asked what the value is of the energy efficiency industry in Oregon, like employment or revenue generated. Staff will follow-up with the board.

Margie described a May 4 customer event at the Clean Water Services-Durham Wastewater Treatment Plant. The facility offsets 60 percent of its energy through solar energy and biogas from the anaerobic digestion of wastewater, fats, oil and grease.

Margie announced Energy Trust received a Clean Energy States Alliance "State Leadership in Clean Energy" award for the Irrigation Modernization Program delivered jointly with Farmers Conservation Alliance. She acknowledged staff for their leadership role.

Peter provided an update that of the 400 AirGenerate heat pump water heater units installed in Energy Trust territory, 77 have failed. NEEA had set aside \$200,000 to cover failures, and that budget has been exhausted. In the next year, Energy Trust anticipates an additional 50 to 75 units may fail, for a potential total of 150 failed units. With the budget from Energy Trust and GE, each customer will receive approximately \$1,000 to replace each failed unit. This will cost Energy Trust an additional \$75,000. Pacific Power, PGE and NEEA are all supportive of this customer service approach. Next summer, Energy Trust will reassess its strategy.

The board asked if AirGenerate will reimburse failed units, and Peter explained that AirGenerate is bankrupt and no longer exists.

Margie added that while this scale of equipment failure has never happened before for NEEA-supported technology, this risk is inherent in launching new technologies. Energy Trust is handling this as a customer service issue. Looking at the big picture, the market for heat pump water heaters has been transformed and GE has a good heat pump water heater product in the market.

The board noted that Energy Trust learned from this experience.

The board asked how customers have responded to failing AirGenerate units. Peter shared that these customers recognize they are on the cutting edge of new technology and have worked with Energy Trust to find another cutting edge solution.

Energy Trust of Oregon Communications, Hannah Cruz and Jay Ward

Hannah Cruz, communications manager, and Jay Ward, senior community relations manager, presented how Energy Trust's communications activities supports the organization's energy goals.

Hannah described the Communications Team within Energy Trust's Communications and Customer Service group. The Communications Team delivers Energy Trust's organizational communications in coordination with staff across the organization, including the executive director and staff from programs, marketing, planning and finance. Jay Ward helps shape strategy and implements communications tools out in the field.

This presentation follows a previous presentation on Energy Trust marketing activities, which overlap with Communication's work. Communication's activities include outreach to media through press releases, responses to media requests, quarterly and annual reports to the OPUC, support for executive director speeches and presentations, Energy Trust's blog and monthly newsletter and website copy. Communications range from internal, such as the Pit Stop staff newsletter, to external, with the majority of focus on external communications.

The Communications Team excels at translating highly technical information into simple terms and tangible examples, such as by representing carbon dioxide emissions reduction as cars off the road.

Objectives of the Communications Team are to develop and maintain Energy Trust's credibility, improve awareness, deliver on the organization's commitment to transparency and accountability and to help programs build relationships and partnerships to ultimately save or generate energy. Energy Trust's Irrigation Modernization effort is a strong example of the benefits of partnerships.

Jay described Energy Trust's target audiences, from customers to stakeholders to community leaders. The Communications Team translates Energy Trust's work into benefits for these audiences. For example, last summer's drought commanded the attention of Oregonians. Energy Trust was able to leverage this public interest in water savings by sharing through events and news articles Energy Trust's energy- and water-saving efforts, such as modernizing irrigation district systems.

Jay described Energy Trust's communication cycle. Once an energy project is completed, the Communications Team analyzes results, reports results, identifies audiences, translates results into relevant benefits for target audiences and leverages those benefits into stronger customer relationships that result in new projects.

Hannah highlighted recent examples of Communication's activities and described how they fit into the communications' cycle. One example is Energy Trust's public annual reporting, which is an example of the Communications Team analyzing and sharing out results in meaningful and simple language for key audiences. Another example is a fact sheet explaining cost-effectiveness requirements, which was created in response to recent OPUC dockets. The Communications Team plays an important role in ensuring internal staff and external stakeholders understand these issues.

The board asked how the cost-effectiveness fact sheet was distributed. Hannah responded that it is currently available on the website and printed as needed. Staff are thinking through ways to elevate this content on our website.

Jay added an example of a news article about the Iron Horse Lodge project. News articles like this help communicate Energy Trust's impacts and benefits to stakeholders.

Jay discussed the rapidly changing media landscape, which is now dominated by a variety of social media venues like Facebook and Twitter. Energy Trust uses social media to leverage relationships with customers and stakeholders and promote results to new customers. This allows Energy Trust to amplify the impact of Communication's work and to receive real-time feedback from customers and stakeholders.

Hannah explained that Energy Trust uses Twitter, Facebook and LinkedIn following a question from the board asking about specific social media platforms.

The board requested additional anecdotes about Communication's work resulting in new customers or communities engaging in projects. Jay described a recent example of an event in Astoria about a hydropower project that resulted in interest from new customers. Hannah added that Energy Trust is a sponsor of Sustainable Northwest's *Making Energy Work for Rural Oregon* workshops. Following these events, several rural communities have reinvigorated efforts in energy efficiency.

Margie acknowledged the important work of Communications and Outreach staff.

Energy Trust of Oregon Information Technology, Scott Clark

Scott Clark, director of Information Technology, provided a brief overview of the work of Energy Trust's IT group. IT is comprised of two teams, an infrastructure team responsible for computers and phones and a business systems team responsible for development of information and reporting systems.

Scott described Energy Trust's IT strategy, which focuses on engaging internal customers and using technology to solve Energy Trust's business problems. IT projects are prioritized by a Business Systems Prioritization Team and an IT Steering Committee based on Energy Trust's business needs.

Energy Trust also invests in maintaining and enhancing current IT systems. The group serves approximately 100 Energy Trust employees and 350 Program Management Contractor employees with services ranging from hardware, software, backup and recovery, integrations with external systems, data and reporting, remote access and access through mobile devices, security and an IT help desk.

IT uses an agile process for product development and project management, which is a successful approach to moving projects forward and collaborating with staff across the organization.

Scott described recent IT accomplishments, including automating software updates, upgrading to a virtual server environment, improving Energy Trust's wireless network, adding a new spam filter, creating online enrollment for trade allies, and enhancing project tracking and customer relationship management systems. These improvements save staff time, improve efficiency and reduce administrative costs.

The board asked if IT projects are on time and on budget. Scott responded that this varies by project.

The board acknowledged IT for delivering a high volume of major systems upgrades. Margie acknowledged Scott's strong leadership of the IT group.

Adjourn

The meeting adjourned at 3:35 p.m.

The next regular meeting of the Energy Trust Board of Directors will be held Wednesday, July 20, 2016, at 12:15 p.m. at Energy Trust of Oregon, Inc., 421 SW Oak Street, Suite 300, Portland, Oregon.

/s/Alan Meyer

Alan Meyer, Secretary