

2006 FINAL ACTION PLAN/BUDGET



DEPARTMENT: COMMUNICATIONS & OUTREACH

PURPOSE: Energy Trust outreach and communications activities in 2006 support coordination across programs and general Energy Trust outreach. The 2006 budget provides for staff, services and materials necessary to achieve this purpose. Contributes to all Strategic goals.

STRATEGY:

- Cooperate with utilities to reach their customers with Energy Trust program messages
- Cooperatively sponsor outreach and recognition events with peer organizations such as NW Alliance, Office of Sustainable Development, Building Alliance for Sustainable Development, ReSource
- Position Energy Trust in local energy-themed business and consumer publications with news releases, story placement and limited advertising
- Leverage relationships with associations representing niche market groups to reach those prospective customers
- Keep costs of publication design and production to a minimum by supplementing on-staff resources with free-lance contractors

2006 OBJECTIVES:

- Review, approve and keep track of all Energy Trust events, promotions, advertisements, collateral (brochures, fact sheets, special pieces) and media relations activities developed for programs
- Manage Energy Trust media relations on behalf of all programs; produce or support media events
- Develop limited general advertising, general information and educational pieces
- Manage content and look, update and ensure accuracy of www.energytrust.org
- Maintain image library of representative Energy Trust projects
- Produce and disseminate public annual report; coordinate preparation of quarterly reports and other special reports
- Produce participant mailings and acknowledgements
- Publish monthly e-newsletter SYNERGY
- Support annual Green + Solar Oregon magazine
- Develop and maintain cooperative relationships with utilities, Oregon Department of Energy and other stakeholder groups; coordinate development of co-branded materials and joint outreach/communications initiatives
- Participate in community activities and organizations
- Manage services provided by contracted creative and public relations professionals to programs
- Update marketing and communications guidelines to assure consistent look and feel in all Energy Trust material

TARGETED OUTCOMES:

2006 Proposed Budget

Budget \$.7 million

2005 Full-Year Forecast

Forecast \$.7 million

2007 PLANNED ACTIVITIES:

- No major changes planned for 2007

2007 PROJECTION:

\$ M
\$0.8

(see budget on reverse side of page)

2006 FINAL ACTION PLAN/BUDGET



DEPARTMENT: MANAGEMENT AND GENERAL ALL PROGRAMS

**PURPOSE: To Provide Overall Management and Resources to ETO Operations
Contributes to all Strategic Goals.**

STRATEGY:

- Create a highly efficient, cost effective internal organization that provides guidance, resources and operational processes to the board and staff of the Energy Trust and related Program Management Contractors (PMC's) and Business Allies
- Develop both an internal and external reporting process that provides all stakeholders with timely and transparent information relating to the Energy Trust Activities.
- Provide a safe, secure and efficient working environment to allow staff to be more productive and reduce turnover.
- Ensure that all financial data and operational systems are operating effectively and securely and producing highly reliable information in a timely manner.
- Ensure that all contracts, employee relations and general operations are conducted in compliance with all applicable laws.
- Ensure that all monies received and disbursed are properly accounted for in the books and records and that all cash amounts available are fully protected.

2006 OBJECTIVES:

- Achieve a "clean" audit opinion for 2005 and 2006 from the independent CPA firm and an acceptable "agreed upon procedures" process to prepare for the internal control certification required for 2006.
- Assess and analyze all the internal control processes of the Energy Trust and selected PMC's and report to the Board on the first internal control report due for 2006 activities, as audited by the independent CPA firm.
- Improve the internal financial and IT systems by investing in hardware and software tools that will increase reporting and monitoring abilities, especially utilization of fast track and internal financial and contract reporting.
- Invest in employee leadership and management training to set direction for the organization, define expected behaviors consistent with ETO values, improve management communication, define authority for decision-making, foster employee trust and improve morale.
- Improve the Performance Review and Work Plan process for 2007 to reward the performance of those individuals and encourage embracing ETO Value Plan Goals.
- Re-design of the budget development and reporting system to provide more flexibility in assessing potential changes in a timely manner reduce time spent away from programs on budget development.
- Convert two full-time IT Consultants to employee status to reduce costs and secure retention of accumulated knowledge base in two key operating systems, Goldmine and FastTrack.

TARGETED OUTCOMES:

2006 Proposed Budget		2005 Full-Year Forecast	
Budget	\$ 2.0million	Forecast	\$1.8 million

2007 PLANNED ACTIVITIES:

- Improve cash management forecasting as available reserves shrink
- Install a new budgeting system

2007 PROJECTION:

\$ M
\$ 2.1

(see budget on reverse side of page)

2006 FINAL ACTION PLAN/BUDGET



DEPARTMENT:	PLANNING AND EVALUATION	ALL PROGRAMS								
<p>PURPOSE: To provide strategic and quantitative planning, reporting, and evaluation for Energy Efficiency and Renewable Resources. Contributes to all Energy Trust Strategy Goals.</p>										
<p>STRATEGY: Support strategic planning, cost-effectiveness analysis, and detailed program planning and savings analysis.</p> <ul style="list-style-type: none"> • Increase program participation and reduce transaction cost by helping efficiency program staff and contractors expand the list of qualifying prescriptive measures. • Help program personnel make adjustments to programs, budgets and projected results in response to evolving markets, budget conditions and program evaluations. • Enhance the value of efficiency and renewable energy programs by working to defer electric utility transmission and distribution investments, and by reflecting the impact the programs have on fuel price risk to the utility system. • Lead efforts to define program data processes and quality at the Energy Trust to enhance program data quality assurance procedures. • Develop new options and opportunities for energy efficiency and renewable programs based on changes in technology and markets. These may include new funding from additional utilities to provide additional services. • Provide third-party assessments of energy savings and renewable energy production through impact evaluations of established Energy Trust programs to adjust reported savings through the true-up process. 										
<p>2006 OBJECTIVES:</p> <ul style="list-style-type: none"> • Complete an update of the Energy Trust’s estimate of available conservation resources in preparation for the 2007 report to the legislature. • Develop and implement cost-effectiveness procedures for combined heat and power. • Provide process evaluations for programs that are starting, rapidly changing, or have undergone management changes to provide quick independent feedback regarding progress and of opportunities to improve program management and marketing. • Explore opportunities to defer transmission and distribution costs through a series of studies and interactions with interested ETO funding utilities. • Develop an internal document describing priorities and required accuracy for program data used in planning and evaluation, working with Finance, IT, and program departments to develop a quality assurance implementation plan and assignments to ensure data quality. • Update program savings estimates based on evaluations, program reports, and new technical data. Summarize actual program savings for 2005 in the Annual Report and for prior years through the accompanying true-up report. • Complete an analysis documenting the value of energy efficiency and renewables as a fuel price hedge in cost/benefit modeling and valuation of renewable resources. • Finalize a cost/benefit analysis approach for fossil CHP, working with commercial and industrial program personnel to incorporate the measure into program procedures. • Expand prior analyses showing the combined forecast impact of NW Alliance and Energy Trust programs on markets, including the impacts of those programs on codes, to fully reflect the savings leveraged by Energy Trust investments. • Work with the Oregon Department of Energy to report the impacts of our combined efforts on state carbon mitigation goals. 										
<p>TARGETED OUTCOMES:</p> <table border="0" style="width: 100%;"> <tr> <td colspan="2">2006 Proposed Budget</td> <td colspan="2">2005 Full-Year Forecast</td> </tr> <tr> <td>Budget</td> <td style="text-align: right;">\$2.5 million</td> <td>Forecast</td> <td style="text-align: right;">\$1.8 million</td> </tr> </table>			2006 Proposed Budget		2005 Full-Year Forecast		Budget	\$2.5 million	Forecast	\$1.8 million
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<p>2007 PLANNED ACTIVITIES:</p> <ul style="list-style-type: none"> • Assist in further refining program offerings based on changes in technology, building code, federal standards and tax incentives. • Update program savings and measure screening tools based on evaluations, program reports, and new technical data. • Develop program planning training and tools to assist and support program managers in the management of their program offerings 										
<p>2007 PROJECTION:</p>										
<p>\$ M \$3.0</p>										