



Final Action Plan for 2003-2004

October 1, 2002

The Energy Trust of Oregon is an independent nonprofit organization dedicated to energy efficiency and renewable energy development. Our mission is to change how Oregonians produce and use energy by investing in efficient technologies and renewable resources that save dollars and protect the environment. Our strategic plan sets forth our vision and goals. This corresponding action plan translates the following goals into the detailed tasks to be accomplished from October 1, 2002, through September 30, 2004.

Goal 1: Invest in programs to help consumers save 300 average megawatts of electricity by 2012, emphasizing results from long-lasting energy efficiency measures.

Goal 2: Provide 10% of Oregon's electric energy from renewable resources by 2012.

Goal 3: Extend energy efficiency and on-site renewable energy programs and benefits to underserved consumers.

Goal 4: Contribute to the creation of a stable environment in which businesses that promote energy efficiency and renewable energy have the opportunity to succeed and thrive.

Goal 5: Encourage and support Oregonians to integrate energy efficiency and renewable resources into their daily lives.

By October 2004, we anticipate acquiring 65 average megawatts through efficiency programs in all sectors (15 in residential, 25 in commercial and industrial and 25 in industrial process). At the conclusion of the five-year strategic plan period in October 2007, we expect efficiency programs to have saved a cumulative total of 141 average megawatts from all sectors.

Renewable energy targets equal 35 average megawatts produced during the first two years of strategic plan implementation. By October 2007, a cumulative total of 115 megawatts is targeted for renewable energy generation.

The five-year strategic plan lets you know what we expect to do. Ultimately, our success depends upon how well we design and deliver programs that meet the needs of Oregonians. To learn more about us and the specific opportunities available through Energy Trust programs, we encourage you to visit our website at www.energytrust.org. We appreciate your interest.

In a cooperative arrangement with Northwest Natural, the Energy Trust will soon deliver energy efficiency programs to residential and small- to medium-sized commercial gas customers in the Portland metropolitan area. Because the specific opportunities are just now being defined, they will be reflected in subsequent updates of our plans and programs.

Category	Schedule and goals	
I. ENERGY EFFICIENCY PROGRAMS		
<p>The Energy Trust began delivering energy efficiency programs on March 1, 2002. Contracts with Portland General Electric (PGE) and Pacific Power will sustain the utilities' core programs through most of the 2002 calendar year. (Plans for the Energy Trust to deliver energy efficiency programs for Oregon residential and small- to medium-sized commercial customers of Northwest Natural are underway). In addition, four pilot projects were started. The activities described here focus on concluding the pilot programs, phasing out the electric utility programs and launching long-term Energy Trust programs. Quality assurance is provided for all programs. We will look for ways to link renewable energy programs with energy efficiency programs. Projects using solar or geothermal heat to reduce electricity use will be included in energy efficiency programs.</p>		
A. Utility Transition Programs <i>See Table 1. Energy Efficiency Programs Rollout Timeline</i>	Fiscal Year/ Fiscal Quarter	Goal
1. Fulfill commitments to current program participants <ul style="list-style-type: none"> • Phase out programs and refer new inquiries to Energy Trust for program enrollment 	2003/4	1,4
2. Complete program installations	2003/2-2004/2	1
B. 2002 Pilot Programs <i>See Table 1. Energy Efficiency Programs Rollout Timeline</i>	Fiscal Year/ Fiscal Quarter	Goal
1. Complete Energy Trust short-term pilot programs (based on evaluations, successful pilot programs will be incorporated in ongoing energy efficiency programs) <ul style="list-style-type: none"> • Mobile home duct sealing • Green light-emitting diode (LED) traffic lights • Restaurant energy management systems • Small-scale energy loan program (SELP) rate buy-down 	2003/1 2003/1 2003/1 2003/4	1,3 1,3,4,5 1,3 1,3,4
C. Long-term Programs <i>See Table 1. Energy Efficiency Programs Rollout Timeline</i> In each case, steps include framing the program, issuing a request for proposals, awarding a contract, creating detailed design and delivery plan, implementation and quality assurance. While contractors will manage major programs, Energy Trust staff may perform some program administration in house.	Fiscal Year/ Fiscal Quarter <i>Programs ongoing after startup; see timeline</i>	Goal
1. Commercial & industrial – existing <ul style="list-style-type: none"> • Facilities • Industrial and agricultural processes – large and small • Commercial and industrial heating, ventilation and air conditioning replacement • Facility operations & maintenance 	2003/1 start 2003/1 start 2003/2 start 2003/3 start	1,3,4,5 1,4 1,3,4 1,3,4,5
2. Commercial & industrial – new (facilities, equipment and processes, including agricultural applications)	2003/1 start	1,3,4

<p>3. Residential – existing</p> <ul style="list-style-type: none"> • Homes (single family and multi-family – all income levels) • Residential lighting and appliances • Residential water heating (new technologies) 	<p>2003/1 start 2003/3 start 2004/1 start</p>	<p>1,3,4,5 1,3,4,5 1,2,3</p>
<p>4. Residential – new</p> <ul style="list-style-type: none"> • New home construction (single family, multi-family) • New manufactured homes 	<p>2003/2 start 2003/4 start</p>	<p>1,3,4,5 1,3,4</p>
<p>5. Develop supporting programs</p> <ul style="list-style-type: none"> • Education and training programs (e.g., for building operators) • Community-based programs (many/all program types in one community) 	<p>2003/3 start 2004/1 start</p>	<p>1,3,4,5 1,3,4</p>
<p>D. Northwest Energy Efficiency Alliance <i>See Table 1. Energy Efficiency Programs Rollout Timeline</i></p>		
<p>1. Through its support for the Alliance, the Energy Trust can emphasize opportunities to save energy through more efficient household appliances, lighting, equipment, operations, maintenance and other Alliance market-change efforts</p>		
<p>E. Self-directed Large Businesses</p>		
<p>1. Review Oregon Office of Energy self-direct business activity reports and coordinate as needed with OOE staff</p>	<p>Ongoing</p>	<p>1,4</p>
<p>2. Communicate regularly with self-directed businesses to share information and ideas</p>	<p>Ongoing</p>	<p>1,4</p>
<p>F. Other Programs</p>		
<p>1. Develop strategic partnerships with energy providers, such as PGE, Pacific Power, Northwest Natural, Bonneville Power Administration and public utilities (related to or independent of “permaslice” power allocation decisions) to assure coordination of benefits, messages and easy access by energy users to information about energy efficiency and renewable energy programs</p>	<p>As appropriate</p>	<p>All</p>
<p>2. Coordinate energy efficiency activities with renewable resource programs and their providers, seeking opportunities to employ innovative approaches and new technologies, and to implement community-wide programs composed of several Energy Trust program elements</p>	<p>As appropriate</p>	<p>1,2,5</p>

Category	Schedule and goals	
<p>II. RENEWABLE RESOURCES PROGRAMS</p> <p>To capitalize on emerging opportunities and shifts in policies, the Energy Trust will take a multi-resource approach to developing new renewable energy. A broadly focused effort has the greatest potential to meet Energy Trust goals. We will maintain the unsolicited proposal program launched in March 2002 while initiating ongoing programs for three key resources – biomass, solar and wind power. We will look for ways to link energy efficiency programs with renewable energy programs. Projects using solar or geothermal heat to reduce electricity use will be included in energy efficiency programs.</p>		
A. Open Solicitation Program <i>See Table 2. Renewable Resources Programs Rollout Timeline</i>	Fiscal Year/ Fiscal Quarter	Goal
1. Monitor implementation of Brewery Blocks solar project	2003/1	2
2. Monitor implementation of Threemile Canyon Farms biogas demonstration project	2003/all	2
3. Select one or more new projects in FY 03; evaluate and modify open solicitation program	2003/1; 2004/1	2
B. Wind Programs <i>See Table 2. Renewable Resources Programs Rollout Timeline</i>	Fiscal Year/ Fiscal Quarter	Goal
1. Award contract, bring 25-100 average megawatts of new wind power on line before federal tax credit ends	2003/1-2003/4	2
2. Initiate anemometer loan program for resource assessments	2003/1	2
3. Design and launch targeted program for small/medium-scale wind power	2003/3,4	2
C. Solar Photovoltaic Program <i>See Table 2. Renewable Resources Programs Rollout Timeline</i>	Fiscal Year/ Fiscal Quarter	Goal
1. Design integrated set of solar programs, contract for resource assessment, technical assistance	2003/1,2	2
2. Launch solar program to reach targeted markets as determined during design phase	2003/2,3	2
3. Revise as appropriate based on evaluation and discussions with utilities about opportunities for distributed generation	2004/1	2
D. Biomass Program <i>See Table 2. Renewable Resources Programs Rollout Timeline</i>	Fiscal Year/ Fiscal Quarter	Goal
1. Work with Oregon Dairy Association to publicize Threemile Canyon Farm biogas project	Ongoing	2,3,4
2. Conduct study of biomass market opportunities by technology and market niche; work with utilities to identify opportunities for distributed generation in their systems	2003/1,2,3	2,4
3. Design and launch targeted program for biomass energy	2003/3	2
4. Revise as appropriate based on evaluation	2004/4	2

E. Other Programs <i>See Table 2. Renewable Resources Programs Rollout Timeline</i>	Fiscal Year/ Fiscal Quarter	Goal
1. Evaluate market and resource potential for geothermal applications where potential is high; scope and frame issues and approaches to acquiring geothermal resources	2004/3,4	2
2. Remain open to emerging technologies by continuing to survey the state of the art in renewable resources; collaborate with other clean energy funds; support the green power market as opportunities arise	Ongoing	1,2
3. Coordinate renewable resource activities with energy efficiency programs, especially for community-scale projects	Ongoing	1,2,5
Category Schedule and goals		
<p>III. STRATEGIC ALLIANCES AND MARKET TRANSFORMATION</p> <p>The Energy Trust seeks synergy with other, similarly focused programs and organizations to leverage funds and achieve common goals. We believe our combined efforts will achieve greater results than any of us can accomplish by acting independently. We will continue to partner with entities we fund, those who fund us and organizations with related missions in Oregon.</p>		
A. Northwest Energy Efficiency Alliance	Fiscal Year/ Fiscal Quarter	Goal
1. Participate in project decisions as a voting member of the Alliance board of directors; serve on the board’s program committee and other committees as requested	Ongoing	1,3,4
2. Work with Alliance staff to coordinate Energy Trust programs with Alliance initiatives	Ongoing	1,3,4
3. Monitor Alliance activities for contract compliance	Ongoing	1,3
B. Other partnerships	Fiscal Year/ Fiscal Quarter	Goal
1. Work with Bonneville Power Administration (BPA) staff to develop and coordinate efficiency and renewables initiatives growing out of new power allocation plan (“permaslice”)	Ongoing	All
2. Depending on extent of BPA role in energy efficiency and renewables in the new plan, coordinate directly with public utilities that take leadership in these areas	Ongoing	All
3. Participate in research programs of the Northwest Power Planning Council; participate in the Regional Technical Forum	Ongoing	All
4. Coordinate and cooperate with PGE and Pacific Power to assure that customer needs are matched to appropriate resources; that information provided to customers is clearly stated and coordinated; and that opportunities for the Energy Trust to dovetail with the utilities’ renewable energy portfolio offerings (marketing or product delivery) are identified and explored	Ongoing	All
5. Collaborate with public utilities as opportunities arise	Ongoing	All
6. Work closely with Oregon Office of Energy, especially to leverage tax credits, seek technical assistance from expert staff, and coordinate information and referral services to Oregonians	Ongoing	All

7. Work with the Oregon Housing and Community Services Department and its energy coordinators and contractors to identify ways to leverage more energy services and savings for their clients	Ongoing	All
8. Seek cooperative relationships with sustainable development organizations, including, among others, the City of Portland Office of Sustainable Development, the City of Bend Water Program, other cities and counties, and the Oregon League of Cities/Association of Counties, to achieve synergies and mutual goals, including coordination on Leadership in Energy & Environmental Design (LEED) and corresponding integration of renewable energy applications in sustainable green buildings	Ongoing	All
9. Maintain close ties and identify opportunities to partner with other energy-focused nonprofit organizations in Oregon, including Bonneville Environmental Foundation, Renewable Northwest Project, Oregon Climate Trust and others	Ongoing	All
10. Establish partnerships on special projects, information gathering and other purposes with stakeholder organizations such as, and not limited to, Industrial Customers of Northwest Utilities, Associated Oregon Industries, PGE, Pacific Power, Northwest Natural, Fair and Clean Energy Coalition, Citizens' Utility Board, labor unions and other advocacy and trade groups	Ongoing	All
11. Encourage interaction among professionals working in energy efficiency and renewable energy	Ongoing	All

Category	Schedule and goals
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IV. PLANNING AND EVALUATION

Each year the Energy Trust updates its two-year action plan and one-year budget. Every five years the strategic plan is updated. These documents set the scope and direction of program activity. Planning studies and research establish the framework for developing Energy Trust programs. Evaluations assess program success, quantify results and provide feedback for refinements and updates. Evaluations will be scaled to the needs and size of each program, with renewable programs receiving greater emphasis assessing market transformation.

A. Energy Trust General Plans	Fiscal Year/ Fiscal Quarter	Goal
1. Update five-year strategic plan	2003/3;2004/3	All
2. Update two-year action plan	2003/3;2004/3	All
B. Efficiency and Renewable Resource Assessments	Fiscal Year/ Fiscal Quarter	Goal
1. Biomass market opportunity assessment	2003/1,2	2
2. Photovoltaic resource assessment	2003/3	2
3. Other based on ongoing efficiency resource assessment; needs identified during program design	As needed	1,2,3
4. Participate with Northwest Power Planning Council in regional survey of commercial building stock to identify conservation potential and target programs	2003/1-4	1,2,3

5. Explore opportunities for integrating gas efficiency into Energy Trust programs	2003/1-4	All
C. Cost-effectiveness Analysis	Fiscal Year/ Fiscal Quarter	Goal
1. Update modeling assumptions based on revised retail price forecast from Power Planning Council	2003/1	1,2
D. Utility Least-cost and Transmission/Distribution Planning	Fiscal Year/ Fiscal Quarter	Goal
1. Provide input to Pacific Power/PGE resource planning; integrate information about utility load forecasts in planning Energy Trust programs	Ongoing	All
2. Work with utilities to identify where projects could reduce or delay transmission/distribution expenditures and improve power reliability	Ongoing	All
3. Develop one or more joint demonstration projects involving efficiency and renewable resources	Ongoing	All
E. Best Practices	Fiscal Year/ Fiscal Quarter	Goal
1. Use conferences, relationships with other agencies and membership in national organizations to maintain and apply knowledge of cutting-edge technologies, program strategies and innovative approaches	Ongoing	All
F. Evaluation	Fiscal Year/ Fiscal Quarter	Goal
1. Evaluate efficiency and renewable energy programs to track success in meeting goals, energy saved/produced and market development/transformation <ul style="list-style-type: none"> • Develop evaluation plan and tracking system for each program as it is designed • For each program, summarize annually by service territory overall energy and peak savings and, where significant, other environmental, economic and participant benefits • Create evaluation report in first year to guide adaptive program management 	Ongoing	All
2. For critical programs, analyze how programs changed power requirements <ul style="list-style-type: none"> • Impact evaluations will address various programs and end uses on rotating basis • Address issues of load shape, diversity, reliability, availability and power quality where these issues are critical to determining the value of savings • Develop such evaluations in concert with utilities 	Ongoing	All
3. Evaluate utility transition programs based on prior utility evaluations filed with regulators, end-of-year reports from utilities to Energy Trust and Energy Trust quality assurance reviews <ul style="list-style-type: none"> • Review selected programs in more detail as useful in developing future programs 	2003/1 2004/4	All All
4. Create evaluation contractor pool <ul style="list-style-type: none"> • Most evaluations will be contracted out • Use pool as source for selecting most evaluation contractors 	2003/1	All

Category	Schedule and goals	
V. MARKETING AND COMMUNICATION		
<p>The marketing and communication function ensures the Energy Trust will remain open and responsive to Oregonians, particularly the residential, commercial and industrial customers of utilities who are the source of public purpose funds. Marketing considerations are an integrated part of efficiency and renewable energy program design and delivery, targeted to serve and attract specific constituencies. Communications help Oregonians understand and appreciate the Energy Trust’s role in creating clean energy for Oregon’s future.</p>		
A. Communications and Outreach	Fiscal Year/ Fiscal Quarter	Goal
1. Maintain interactive communications on website and by email	Ongoing	All
2. Improve look and function of website	2003/2,3	All
3. Create strategic plan public summary and Energy Trust general brochure	2003/1	All
4. Prepare and distribute annual report summary to wide audience	2003/2; 2004/2	All
5. Develop and distribute regular email newsletter	2003/2;ongoing	All
6. Maintain active presence in news media	Ongoing	All
7. Exchange information and maintain direct contact with stakeholders and key constituencies	Ongoing	All
8. Schedule visits to communities around Oregon semiannually (at least)	Ongoing	All
B. Marketing	Fiscal Year/ Fiscal Quarter	Goal
1. Conduct identity audit, develop branding statement and key messages	2003/1	All
2. Establish baseline awareness and opinion measures for Energy Trust	2003/1	All
3. Update awareness and opinion measures semiannually	2003/3; 2004/1,3	All
4. Contract for call center services	2003/2	All
5. Oversee marketing approaches and coordinate messages/images in all efficiency and renewable programs	Ongoing	All
6. Build awareness of Energy Trust program opportunities and accomplishments through selective advertising, participation in community programs and events, and other activities	Ongoing	All
7. Provide consumer guidelines, education and outreach related to energy efficiency and renewable energy programs	Ongoing	All










Category	Schedule and goals	
<p>VI. INTERNAL OPERATIONS AND ADMINISTRATION</p> <p>The operations and administrative programs ensure the Energy Trust functions effectively and adheres to requirements of our funding organizations. Compliance with provisions of the grant agreement between the Energy Trust and the Oregon Public Utility Commission is paramount in all our policies, procedures, reporting and administrative functions. Equally important is our responsibility to provide timely and accurate information that allows our volunteer citizen board of directors to exercise its fiduciary and legal responsibilities for the management of the organization.</p>		
A. Financial Management and Budget	Fiscal Year/ Fiscal Quarter	Goal
1. Implement program/project internal and external reporting	2003/1	All
2. Complete a staffing plan as part of annual budget process	2003/3	All
3. Enhance existing internal controls	Ongoing	All
4. Work with utilities to achieve reliable revenue projections and assumptions	Ongoing	1
5. Improve financial reporting and focus on quarterly results of information for a more accurate variance picture	2003/2,3	All
6. Redesign accounting system to accommodate program accounting	2003/1	All
7. Complete risk management plan to include appropriate insurance coverage, policies and final employee handbook	2003/2	All
8. Complete 501(c)(3) charitable organization approval process	2003/2	All
B. Contract Preparation and Management	Fiscal Year/ Fiscal Quarter	Goal
1. Prepare contracts on a schedule that meets the needs of program directors and other staff	Ongoing	All
2. Continue to streamline the request for proposal process for both energy efficiency and renewable resource programs	Ongoing	1,2
3. Enhance and add to existing standard template documents for both requests for proposals and contracts	Ongoing	All
4. Refine and complete policies for confidentiality, conflict of interest, and bidders, and add further policies as necessary	2003/1	All

C. Reporting and Information Systems	Fiscal Year/ Fiscal Quarter	Goal
1. Complete analysis of business and management needs, including program, project, contract and external contact tracking; integrate systems where possible; evaluate software applications, purchase and implement	2003/1,2	All
2. Enhance and expand financial reporting to the PUC (and for internal cost tracking) to show costs by program by funding source and service territory	2003/1,2	All
3. Request changes in some of the dates listed in PUC agreement	2003/1,2	All
D. Board of Directors	Fiscal Year/ Fiscal Quarter	Goal
1. Maintain a fully functional and independent board of directors <ul style="list-style-type: none"> • Institute new meeting format emphasizing decision-making and a consent agenda • Review member tenure and commitments; complete a board profile assessing desired skills • Recruit new members as needed; provide orientation • Conduct annual meeting in January of each year • Schedule at least one meeting annually outside Portland • Revisit desired frequency of meetings • Update directors and operators risk management insurance 	Ongoing 2003/1 2003/1 2003/1,2 2003/2; 2004/2 Ongoing 2003/3 2003/2	All All All All All All All
2. Refine committee structure <ul style="list-style-type: none"> • Maintain separate policy and finance committees • Activate task forces to review specific matters beyond policy and finance • Revisit need for executive committee if board meeting frequency is less than monthly 	2003/1 As needed 2003/3	All All All
3. Update bylaws to reflect functional changes	2003/1	All

TABLE 1

ENERGY EFFICIENCY PROGRAMS - PROPOSED ROLLOUT TIMELINE

Transition Programs	FY 2002			FY 2003				FY 2004			
	Mar-02	Apr-Jun 02	Jul-Sep 02	Oct-Dec 02	Jan-Mar 03	Apr-Jun 03	Jul-Sep 03	Oct-Dec 03	Jan-Mar 04	Apr-Jun 04	Jul-Sep 04
Utility Transition Programs											
Manufactured Home Duct Sealing							I, M				
Green LED Traffic Lights						M					
Restaurant Energy Management Systems							I, M				
Small Loan Rate Buy-down (SELP)								I, M			
New Programs¹											
Commercial & Industrial - Existing					X	P				M	I
Residential - Existing					X	P	P	I		M	
Industrial Process - Large ²						X	P				I
Industrial Process - Small						X			P		
Commercial & Industrial - New						X			P		
Commercial & Industrial HVAC Replace ³						X			P		
New Manufactured Homes											
Residential - New					X						
Facility Operation & Maintenance											P
Residential Lighting & Appliances											
Commercial & Industrial Small Retrofit											
Education & Training Programs									X		
Residential Water Heating											
Community-Based Programs											
Northwest Energy Efficiency Alliance											

Program Type		Commercial & Industrial - Existing	Program Phase		Frame program, offer RFP.	I = Impact evaluation (some will occur in later years). X = End utility transition contract for specific aspects of pgms. M = Process/market evaluation (some will occur in later years). P = Progress evaluation (early programmatic feedback).
		Commercial & Industrial - New			Contract for pgm mgmt & development.	
		Residential - Existing			Implementation commences.	
		Residential - New			Savings achieved in significant volume.	
		Supporting Programs				

NOTES: ¹ "Super" programs are **bolded**; other programs with the same color code will be rolled into the "super" programs, to minimize confusion.

² Includes 12 AMW savings from self-directed businesses.

³ HVAC = Heating, Ventilation and Air Conditioning

TABLE 2

RENEWABLE RESOURCES PROGRAMS - PROPOSED ROLLOUT TIMELINE



	FY 2002			FY 2003				FY 2004			
	Mar 02	Apr-Jun 02	Jul-Sep 02	Oct-Dec 02	Jan-Mar 03	Apr-Jun 03	Jul-Sep 03	Oct-Dec 03	Jan-Mar 04	Apr-Jun 04	Jul-Sep 04
Open Solicitation					M						
Large Wind								P		M	
Anemometer Equipment Loans											
Solar Photovoltaic								P			M
Biomass							P				M
Small/Medium Wind											M
Geothermal											

Program Phase		Scoping and Framing	I = Impact Evaluation
		Designing and Developing	M = Process/market evaluation
		Implementing, including RFP and/or Contracting	P = Progress evaluation
		Generation achieved in measurable volume	