2010-2011 APPROVED FINAL BUDGET & ACTION PLAN

Acquire cost-effective energy, accelerate investment, innovate, be accessible and transparent, communicate value, focus on customers.

EnergyTrust of Oregon

Business Energy Solutions- Existing Buildings - Commercial

Program Purpose: Acquire cost-effective electric and natural gas savings by providing technical assistance and financial incentives for high-efficiency equipment and energy efficient operating practices in existing commercial facilities.

2010 Strategies & Activities

Focus on the Customer

1. Deliver program to commercial entities by utilizing Program Management Contractors (PMCs) and a statewide comprehensive network of trade allies, leveraging existing market relationships and professional service channels.
2. Program will continue to focus on delivering tailored program services to the entire value chain of target markets from business owners, property owners, tenants, property management companies, service providers, electrical/mechanical contractors, distributors, manufacturer representatives and manufacturers.
3. Maintain and expand successful state-wide Trade Ally Network of installation and technical assistance contractors.
4. Reduce cost and complexity of participating in program.
5. Expand geographic presence of program throughout Oregon.

Capacity Building

1. Streamline internal operations to handle more projects, improve project tracking and improve program responsiveness.

Program Expansion

1. Expand program to firm and interruptible NW Natural customers.
2. Expand program to NW Natural customers in Washington.

2010 New Initiatives & Focus Areas

Acceleration + Innovation

1. Expand focus on data centers, IT networks and computers.
2. Expand operations and maintenance pilot into a full suite of strategic energy management tools including benchmarking, building tune-ups and green leases.
3. Expand customer service for public sector participants.
4. Expand use of direct-install measures to generate minimum level of savings from more walk-throughs and energy audits.
5. Integrate solar thermal/electric into program delivery.
6. Participate in NW Smart Grid Study and associated demand management activities.
7. Pilot on-bill financing for commercial buildings.

2011 Planned Activities

1. Evaluate cost and effectiveness of energy management tools to streamline offerings and tailor services for potential state or federal building rating standards.
2. Start preparations for changes in federal lighting standards.

Targets

	Annual Expense			Electric Savings				Gas Savings			
	($M)			Goal aMW		Levelized Cost ($/kWh)		Goal Therms		Levelized Cost ($/therm)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2009 Forecast	$16.2	$3.3	$19.4	8.59		$0.023		772,027		$0.410	
2010 Budget	$21.3	$4.9	$26.2	8.08	10.78	$0.032	$0.024	922,320	1,229,760	$0.478	$0.359
2011 Projection	$26.1	$4.7	$30.9	10.39	13.85	$0.030	$0.023	1,123,383	1,497,844	$0.383	$0.287

(See budget detail on reverse side)

Energy Trust of Oregon
2010 Approved Final Budget
Existing Buildings

	2009 Forecast	2010 Budget	2011 Projection
Incentives	**$12,658,474**	**$15,131,524**	**$18,488,413**
Delivery Costs			
Program Management	225,731	666,693	750,530
Program Delivery	2,994,252	5,346,996	6,656,535
Marketing-PMC	883,901	517,160	490,081
Performance Comp	179,994	390,000	370,000
Total Delivery Costs	**4,283,877**	**6,920,848**	**8,267,146**
ETO expenses			
Staffing	234,765	337,905	354,800
Marketing	328,580	297,750	310,638
Other Services	509,312	1,262,600	1,206,405
General	57,755	58,401	54,000
Allocations	648,400	1,232,766	1,162,878
Sub-Total before Admin Costs	**18,721,163**	**25,241,793**	**29,844,279**
Administrative Costs	697,680	911,906	1,025,012
TOTAL EXPENSE	**19,418,844**	**26,153,700**	**30,869,291**

2010-2011 APPROVED FINAL BUDGET & ACTION PLAN

Acquire cost-effective energy, accelerate investment, innovate, be accessible and transparent, communicate value, focus on customers.

EnergyTrust of Oregon

Business Energy Solutions- New Buildings

Commercial

Program Purpose: Acquire cost-effective electric and natural gas savings by providing technical assistance and financial incentives for high-efficiency design and equipment in commercial and industrial new construction and major renovation projects.

2010 Strategies & Activities

1. Bolster pipeline and build program infrastructure for projects to be completed in 2010 and beyond.
2. Encourage projects enrolled in the program to be more aggressive with energy efficiency strategies.
3. Update program offerings to incorporate the 2010 OR commercial code updates.
4. Target decision makers in commercial and industrial new construction projects and major renovations throughout Energy Trust service territory.
5. Target architects, engineers and owners by providing tools and resources to promote energy efficient design and equipment.
6. Develop, streamline and enhance innovative program processes to make the program more efficient and user-friendly.
7. Serve more small and medium-sized projects including projects that follow a design build model.
8. Deliver program directly to owners and developers by utilizing Program Management Contractors (PMCs) and a statewide comprehensive network of design professionals, engineers and trade allies, leveraging existing market relationships and professional service channels.
9. Incorporate solar water heating and photovoltaic measures leveraging outreach and management resources. Rely on delivery support from Energy Trust solar program staff.
10. Coordinate with ODOE to package program offerings with Business Energy Tax Credits (BETC).
11. Leverage Northwest Energy Efficiency Alliance commercial sector activities to develop projects in targeted markets.
12. Provide incentives to help the market build high-performance buildings in pursuit of a net-zero standard.
13. Increase market penetration of solar PV and water heating by incorporating the offering into PMC program delivery mechanisms.

2010 New Initiatives & Focus Areas

1. Deliver a targeted small and medium sized project development initiative with focused marketing approach. Determine whether to establish the offering as regular part of the program.
2. Enforce relationships with market actors to minimize lost opportunities and gain deeper savings per project.
3. Work with design community to showcase/incorporate better analytical tools for building design (e.g. continue to host energy modeling meetings, update energy modeling tools with Oregon energy code data, develop and incorporate analytical lighting tools).
4. Continue to reach out to architects, engineers and building owners using program staff to deliver projects throughout Energy Trust service territory.
5. Develop analytical templates, standardize project processing protocols, and update forms in an effort to enhance the customer experience and remove policies that create administrative barriers.
6. Continue to align with ODOE programs to minimize differences in program requirements (e.g. BETC, SEED, High-Performance Schools).
7. Provide outreach to encourage contractors that use a design-build approach to leverage program opportunities.
8. Leverage NEEA Better Bricks program for program training and market actor education.
9. Offer richer incentives for projects that implement aggressive energy efficiency strategies.
10. Implement a net-zero/high performance buildings pilot and incorporate lessons learned into mainstream program offerings.
11. Adjust the Standard Track measure list to conform to the new 2010 code baseline and new measures as they become available.
12. Identify target markets and implement a focused marketing campaign for solar applications by educating program staff and providing the market with enhanced tools to design systems into new buildings and major renovations.

2011 Planned Activities

1. Continue to aggressively recruit projects.
2. Offer incentives to reward increasing energy efficiency in excess of 2010 commercial code update.
3. Continue delivery of established activities commensurate with available funds, employing flexible initiatives to meet savings and funding expectations.

(See targets and budget detail on reverse side)

2010-2011 APPROVED FINAL BUDGET & ACTION PLAN

Acquire cost-effective energy, accelerate investment, innovate, be accessible and transparent, communicate value, focus on customers.

EnergyTrust of Oregon

Targets

	Annual Expense			Electric Savings				Gas Savings			
	($M)			Goal aMW		Levelized Cost ($/kWh)		Goal Therms		Levelized Cost ($/therm)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2009 Forecast	$8.2	$2.4	$10.6	2.28		$0.036		477,473		$0.442	
2010 Budget	$11.7	$1.6	$13.3	3.74	4.99	$0.030	$0.022	274,104	365,472	$0.489	$0.367
2011 Projection	$11.2	$2.6	$13.8	2.02	2.70	$0.056	$0.042	418,048	557,397	$0.504	$0.378

Energy Trust of Oregon
2010 Approved Final Budget
New Buildings

	2009 Forecast	2010 Budget	2011 Projection
Incentives	**$4,005,822**	**$5,979,337**	**$5,410,338**
Delivery Costs			
Program Management	203,204	227,909	249,695
Program Delivery	3,913,112	3,953,636	4,864,058
Marketing-PMC	316,581	249,148	427,509
Performance Comp	180,000	200,000	200,000
Total Delivery Costs	**4,612,898**	**4,630,693**	**5,741,262**
ETO expenses			
Staffing	186,117	304,427	319,649
Marketing	283,549	236,000	243,675
Other Services	471,646	924,400	842,020
General	58,211	69,750	56,000
Allocations	520,361	716,140	732,748
Sub-Total before Admin Costs	**10,138,604**	**12,860,746**	**13,345,692**
Administrative Costs	414,217	464,618	458,362
TOTAL EXPENSE	**10,552,821**	**13,325,364**	**13,804,055**

2010-2011 APPROVED FINAL BUDGET & ACTION PLAN

Acquire cost-effective energy, accelerate investment, innovate, be accessible and transparent, communicate value, focus on customers.

EnergyTrust of Oregon

Market Transformation Northwest Energy Efficiency Alliance (NEEA)

Commercial

Program Purpose: NEEA funds regional market transformation initiatives in the Northwest region across commercial, industrial and residential sectors working in coordination with Energy Trust programs. This budget contemplates leveraging NEEA regional market transformation initiatives in the commercial market sector to acquire cost-effective savings while creating sustainable and efficient purchasing patterns among commercial consumers.

2010 Strategies & Activities

1. Continue initiatives for incorporating efficient business practices into hospital and office real estate markets.
2. Continue initiatives to help new construction and existing building operations and maintenance industries evolve their service offerings to deliver energy efficient, high performance buildings.
3. Increase emphasis on helping clients track their own progress and results, both to increase accountability and facilitate NEEA impact evaluation.
4. Broaden application of integrated design, support Architecture 2030 challenge; complimentary to Energy Trust Steps to Net Zero Buildings pilot.
5. Partner with others to provide broad based education and training in the market to spread and further enable adoption of energy management best practices.
6. Expand efforts to make business plug loads (computers, monitors, servers, etc.) more efficient.

2010 New Initiatives & Focus Areas

1. Support effort to upgrade Oregon commercial code.
2. Coordinate with Oregon, Energy Trust and others to integrate training in new code, in the incipient state Reach Code, and in advanced design.
3. Explore possible new initiatives, including the feasibility of NEEA engagement in gas efficiency market transformation.
4. Increase efforts to integrate and coordinate with utility and Energy Trust programs, including some efforts to coordinate resource acquisition from regional customers.
5. Initiate the new program to commercialize emerging technologies, utilizing a regional advisory group to help set priorities and scope projects.
6. Increase participation in Federal proceedings to create equipment efficiency standards; bring information on NW successes in market adoption of efficient products to that process.

2011 Planned Activities:

- Similar to 2010
- As funding progressively increases, work on emerging technologies will progressively grow and new initiatives may be identified.
- Possible initiation of gas programs

Targets

	Annual Expense			Electric Savings			
	($M)			Goal aMW		Levelized Cost ($/kWh)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch
2009 Forecast	$ 1.6		$ 1.6	0.27		$0.066	
2010 Budget	$ 2.5		$ 2.5	1.33	1.77	$0.021	$0.016
2011 Projection	$ 3.0		$ 3.0	1.60	2.13	$0.021	$0.016

(See budget details on reverse side)

Energy Trust of Oregon
2010 Approved Final Budget
Mkt Transformation (NEEA) - Commercial

	2009 Forecast	2010 Budget	2011 Projection
Delivery Costs			
Program Delivery	$1,526,510	$2,350,557	$2,872,961
Total Delivery Costs	**1,526,510**	**2,350,557**	**2,872,961**
ETO expenses			
Staffing	1,086	30,431	31,952
Allocations	22,876	40,736	38,142
Sub-Total before Admin Costs	**1,550,472**	**2,421,724**	**2,943,056**
Administrative Costs	63,058	87,489	101,080
TOTAL EXPENSE	**1,613,530**	**2,509,214**	**3,044,136**

2010-2011 APPROVED FINAL BUDGET & ACTION PLAN

Acquire cost-effective energy, accelerate investment, innovate, be accessible and transparent, communicate value, focus on customers.

EnergyTrust of Oregon

Business Energy Solutions – Production Efficiency

Industry and Agriculture

Program Purpose: Acquire cost-effective electric savings through technical assistance and financial incentives for high-efficiency design and equipment in existing and new industrial processes and facilities. Although mostly funded through electric public purpose funding, some industrial gas customers, on specific tariffs, are eligible for gas program services and incentives.

2010 Strategies & Activities

Customer Focus and Accelerating Savings

1. Deliver program to owners, plant engineers and design process engineers through Program Delivery Contractors (PDCs) assigned to key sectors and geographic territories. PDCs provide participants with technical and facilitative support to identify energy saving opportunities and access a broad range of service and cash incentives that include technical studies, energy management services, prescriptive high efficiency equipment incentives, and custom project incentives.

Diversifying and Deepening Savings

1. Continue to develop and implement customized delivery strategies and offerings for high potential market sectors including Municipal Water/ Wastewater, High Tech, Food Processing and Pulp and Paper.
2. Increase penetration in small-to-medium sized industrial markets, focusing on irrigation, dairy, nursery, and small manufacturing markets.
3. Develop with board approval, large-scale projects that exceed program incentive caps, or combined heat and power projects (CHP) to achieve program value through large-scale savings.
4. Promote regional collaboration by working with neighboring utilities, the Northwest Energy Efficiency Alliance and other complementary organizations to leverage our collective resources for energy efficiency in industry and agriculture.
5. Expand comprehensive energy efficiency services to industrial customers by developing and offering gas efficiency services and incentives for eligible customers in Northwest Natural and Cascade Natural Gas territory.

Continuous Improvement of Program: Cost and Effectiveness

1. Monitor project commitment level expenditures relative to utility funding territory and SB-838 funds and adjust PDC marketing to balance revenue project funding.
2. Improve customer relations and increase project commitment pipeline by tailoring outreach, forms, collateral, and marketing for customer needs while reducing inefficient or ineffective program processes.
3. Reduce complexity, costs and efforts of serving small/medium customers through development and use of trade ally networks and prescriptive and semi-prescriptive technology-specific, incentive calculation tools.
4. Maintain current PDC assignments for industrial customers, reducing reassignment when possible. Ongoing relationships between customers and trustworthy and knowledgeable 3rd party PDC engineers provide basis for repeated success at sites, including decreased project development and processing time due to familiarity of all parties with customer and programmatic requirements.

2010 New Initiatives & Focus Areas

1. Continue to provide and test outcomes of emerging technical services including industrial energy management, energy mapping and other O&M services that emphasize monitoring, data visualization and control at medium and large industrial sites. Results from 2009 pilots indicate that these services can provide immediate low cost energy savings of 5 – 10% at customer sites. Preliminary indications are that these services also support long term conservation and efficiency objectives by increasing customer awareness and commitment, increasing the approval of capital projects and increasing persistence of savings. Coordinate with NEEA, BPA and other market actors in sharing best practices and lessons learned in industrial energy management.

2011 Planned Activities

1. Design and implement optimized industrial energy management offerings within primary program based on outcomes of 2009 and 2010 pilots.
2. Identify highly persistent and cost-effective O&M measures and standardize approach to outreach and delivery of these measures.

(See targets and budget detail on reverse side)

2010-2011 APPROVED FINAL BUDGET & ACTION PLAN

Acquire cost-effective energy, accelerate investment, innovate, be accessible and transparent, communicate value, focus on customers.

EnergyTrust of Oregon

Targets

	Annual Expense ($M)			Electric Savings Goal aMW		Electric Savings Levelized Cost ($/kWh)		Gas Savings Goal Therms		Gas Savings Levelized Cost ($/therm)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2009 Forecast	$17.5	$0.5	$18.1	10.31		$0.023		202,320		$0.303	
2010 Budget	$22.7	$2.3	$25.0	8.98	11.97	$0.039	$0.030	666,900	889,200	$0.453	$0.340
2011 Projection	$27.7	$1.3	$29.0	11.28	15.04	$0.038	$0.029	342,225	456,300	$0.476	$0.357

Energy Trust of Oregon
2010 Approved Final Budget
Production Efficiency

	2009 Forecast	2010 Budget	2011 Projection
Incentives	**$11,304,397**	**$17,076,815**	**$19,877,343**
Delivery Costs			
Program Management			125,000
Program Delivery	4,290,029	5,174,975	6,058,273
Performance Comp	80,800	91,000	87,000
Total Delivery Costs	**4,370,829**	**5,265,975**	**6,270,273**
ETO expenses			
Staffing	394,426	416,163	436,971
Marketing	119,200	118,000	122,250
Other Services	581,382	765,367	801,067
General	38,220	41,335	41,335
Allocations	516,276	484,865	441,683
Sub-Total before Admin Costs	**17,324,730**	**24,168,520**	**27,990,921**
Administrative Costs	748,723	873,132	961,358
TOTAL EXPENSE	**18,073,454**	**25,041,652**	**28,952,279**

2010-2011 APPROVED FINAL BUDGET & ACTION PLAN

Acquire cost-effective energy, accelerate investment, innovate, be accessible and transparent, communicate value, focus on customers.

EnergyTrust of Oregon

Market Transformation Northwest Energy Efficiency Alliance (NEEA)

Industrial

Program Purpose: NEEA funds regional market transformation initiatives in the Northwest region across commercial, industrial and residential sectors working in coordination with Energy Trust programs. This budget contemplates leveraging NEEA regional market transformation initiatives in the industrial market sector to acquire cost-effective savings while embedding sustainable and efficient energy management practices among industrial consumers**.**

2010 Strategies & Activities

1. Help industry groups (e.g, food processor's association) to create group-wide plans to reduce energy consumption and support elements of those plans.
2. Secure top-level executive commitment in industrial firms for efficient business practices.
3. Help facility managers incorporate efficient policies, procedures, measurement systems and performance indicators into their operations.
4. Prove to firm and plant managers that energy management is an approach that delivers substantial, sustainable energy savings.
5. Increase emphasis on helping firm and plant managers track their own results, both to increase accountability and facilitate NEEA impact evaluation.
6. Support efforts to incorporate efficiency into industry standard practices.

2010 New Initiatives & Focus Areas

1. Through emerging technologies program, demonstrate and measure technologies and energy management approaches that Energy Trust can incorporate into Production Efficiency program.
2. Expand ability of consulting firms (e.g., lean, management systems, and ISO certification specialists) to work with industry to deliver energy management.
3. Work with organizations delivering professional training to industrial managers, employees, and contractors to build energy management into their curricula.
4. Support development of industry standards that encourage efficient energy management, including ISO 50001, scheduled for release in 2011.

2011 Planned Activities

1. Similar to 2010.
2. As funding progressively increases, work on emerging technologies will progressively grow and new initiatives may be identified.

Targets

	Annual Expense			Electric Savings			
	($M)			Goal aMW		Levelized Cost ($/kWh)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch
2009 Forecast	$ 0.8		$ 0.8	1.00		$0.012	
2010 Budget	$ 1.2		$ 1.2	1.05	1.40	$0.017	$0.013
2011 Projection	$ 1.4		$ 1.4	0.83	1.11	$0.026	$0.019

(See budget detail on reverse side)

Energy Trust of Oregon
2010 Approved Final Budget
Mkt Transformation (NEEA) - Industrial

	2009 Forecast	2010 Budget	2011 Projection
Delivery Costs			
Program Delivery	$756,455	$1,094,703	$1,337,998
Total Delivery Costs	**756,455**	**1,094,703**	**1,337,998**
ETO expenses			
Staffing	1,321	11,366	11,934
Allocations	19,285	36,048	34,341
Sub-Total before Admin Costs	**777,061**	**1,142,116**	**1,384,273**
Administrative Costs	30,623	41,261	47,543
TOTAL EXPENSE	**807,684**	**1,183,377**	**1,431,816**

2010-2011 APPROVED FINAL BUDGET & ACTION PLAN

Acquire cost-effective energy, accelerate investment, innovate, be accessible and transparent, communicate value, focus on customers.

EnergyTrust of Oregon

Home Energy Solutions- Existing Homes

Residential

Program Purpose: Acquire cost-effective electric and gas savings by providing energy efficiency services and incentives for existing single-family, manufactured and mobile home owners.

2010 Strategies & Activities

1. Continue to support the City of Portland's Clean Energy Works: Portland 500 home pilot with the Energy Advocate role being delivered by the Energy Trust's Home Energy Solutions program in concert with Home Performance contractors.
2. Focus on decreasing turnaround time for application processing and incorporation of an E-docs approach to minimize or decrease missing information on incentive applications.
3. Offer a robust training calendar for Trade Ally contractors utilizing e-learning and on-demand trainings. This will allow Trade Allies to participate in trainings at their convenience. The upfront costs associated with the development of online training tools will reduce travel, interstate travel expenses, distance and cost barriers, and provide greater efficiency of program staff.
4. Grow Home Performance with ENERGY STAR® and the number of BPI Certified contractors while cultivating a greater percentage of Home Performance jobs among the mature BPI contractor firms. Additionally, incorporate a bonus coupon that is only eligible for Home Performance with three or more measures and requires use of Home Check reporting software.
5. Encourage customer participation by implementing an "act now" coupon to encourage follow through on Home Energy Review (HER) recommendations. The program will pilot a $50 coupon for measures installed within 3 months of the HER.
6. Create a distance mileage reimbursement for contractors to encourage their service to remote areas like Wallowa County.
7. Increase customer focus by offering more training for contact center and administrative assistants to better inform customers and enhance customer service.
8. Train home energy advisors in multiple disciplines (i.e., BPI Standards, Solar Energy Reviews, bi-lingual, quality control, and multifamily building assessments) to better serve all customers and increase competency of all Energy Trust program offerings for delivery in rural areas.
9. Deploy a second phase Energy Performance Score (EPS) for the existing homes effort that pilots the best method(s) to deploy an EPS with the goal of having something in the Fall that is consumer facing.
10. Continue offering "Savings Within Reach," a program track that serves moderate income customers (200-250% of Federal poverty) with increased incentives on specific measures. In 2010 NW Natural customers will be incorporated.
11. Conduct 500 solar assessments and have a special solar thermal "pool" marketing initiative in the Spring.
12. Use of GIS data to map energy consumption, home characteristics and demographic information as cost-effective method for identifying target markets.
13. Educate students by deploying "Living Wise" materials to 24,000 students and informing elementary school curricula.
14. Each quarter deploy a focused marketing effort in a unique rural or outlying community to improve customer access to Energy Trust program services across Energy Trust territory and achieve geographic diversity goals.
15. Continue to engage realtors as Trade Allies for participant referrals and education of Energy Trust solutions.
16. Launch a hearth promotion with two tiers of efficiency ($150 & $100).
17. Leverage the Home Energy Makeover contest efforts to further promote Home Performance awareness and engage the non-winning applicants with educational and promotional offers so that they might conduct their own efficiency makeover.
18. Work with Oregon Housing and Community Services to continue solar thermal installations on low income homes.

2010 New Initiatives & Focus Areas

1. Employ a method of tiering HES Trade Ally contractors to differentiate them by certifications, volume and quality.
2. Engage 60,000 NW Natural and PGE customers through OPOWER, a program which promotes behavioral change through a personalized energy report.
3. Create a web-based HER request that triages a customer's energy and house profile before an HER is scheduled and deploy electronic tablets in the field for efficient capture of housing characteristics to simplify process for customers and reduce administrative burden.
4. Design and deliver an energy efficiency pilot in a rural market that is EEAST (House Bill 2626) compliant.
5. Incentivize the installation of 100 heat pump water heaters for the purposes of studying their impacts.
6. Conduct a small deployment of programmable thermostats and existing heat pump tune-ups with evaluation & planning.
7. Work with communications and customer service department to develop a "community kit" for use in communities that want support for their energy efficiency and renewable resource goals.

2011 Planned Activities

1. Continue delivery of established activities commensurate with available funds, employing flexible initiatives to meet savings and funding expectations.
2. As the program establishes an approach to energy performance scoring for existing homes, deploy a service that includes an EPS on a home that may replace HERs.
3. Further expansion of EEAST pilots and other ARRA funded ventures with market collaborators.

(See targets and budget detail on reverse side)

2010-2011 APPROVED FINAL BUDGET & ACTION PLAN

Acquire cost-effective energy, accelerate investment, innovate, be accessible and transparent, communicate value, focus on customers.

EnergyTrust of Oregon

Targets

	Annual Expense ($M)			Electric Savings				Gas Savings			
				Goal aMW		Levelized Cost ($/kWh)		Goal Therms		Levelized Cost ($/therm)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2009 Forecast	$10.6	$10.5	$21.2	3.29		$0.028		1,320,412		$0.540	
2010 Budget	$12.0	$12.5	$24.5	3.19	4.26	$0.053	$0.040	1,128,544	1,504,725	$0.829	$0.621
2011 Projection	$13.8	$12.0	$25.8	4.37	5.83	$0.051	$0.038	1,388,233	1,850,977	$0.698	$0.524

Energy Trust of Oregon
2010 Approved Final Budget
Existing Homes

	2009 Forecast	2010 Budget	2011 Projection
Incentives	**$10,954,947**	**$12,023,473**	**$12,918,886**
Delivery Costs			
Program Management	871,793	936,180	926,366
Program Delivery	4,314,023	4,134,026	3,951,944
Marketing-PMC	499,682	1,495,879	1,798,564
Performance Comp	179,848	200,000	200,000
Total Delivery Costs	**5,865,346**	**6,766,085**	**6,876,874**
ETO expenses			
Staffing	360,350	541,846	568,938
Marketing	472,613	386,584	375,384
Other Services	1,083,952	1,312,504	1,241,504
General	107,450	124,924	100,500
Allocations	1,649,058	2,472,967	2,873,801
Sub-Total before Admin Costs	**20,493,715**	**23,628,382**	**24,955,887**
Administrative Costs	665,478	853,619	857,119
TOTAL EXPENSE	**21,159,193**	**24,482,001**	**25,813,005**

2010-2011 APPROVED FINAL BUDGET & ACTION PLAN

Acquire cost-effective energy, accelerate investment, innovate, be accessible and transparent, communicate value, focus on customers.

EnergyTrust of Oregon

Home Energy Solutions- New Homes/Products - Residential

Program Purpose: Transform the residential new construction marketplace to minimize lost energy efficiency opportunities and to prepare builders to meet the higher efficiency standards slated for the 2011 code change. To overcome market barriers to the purchase of energy efficient products and manufactured homes and to achieve energy savings through the promotion of specialty CFLs, energy efficient appliances, and the early retirement and recycling of refrigerators and freezers.

2010 Strategies & Activities

1. Grow the supply of efficient homes through builder support to 15% market share: initiate contact upon permitting, influence design during plan phase, promote technical best practices onsite, verify performance, communicate success and improvement opportunities, and collaborate with green building programs.
2. Grow the consumer demand for efficient homes through the promotion and adoption of the Energy Performance Score (EPS): educate consumers and provide quantifiable results for appraisers to add long term value.
3. Expand geographic reach and build relationships through calls to all single-family permits pulled, the home builder associations and with web-based training opportunities as a more efficient way of communicating with our allies.
4. Achieve more savings per home through modeling and performance based incentives and field test advanced construction practices for inclusion in future program activities.
5. Facilitate the increased adoption by builders of solar technologies through unique solar incentives including those for “solar-ready” homes and specialized technical support and assistance from Energy Trust renewables staff.
6. Grow the number of retailers promoting ENERGY STAR manufactured homes and encourage customers to see ENERGY STAR as a baseline and to purchase even greener/more efficient homes such as EcoRated and Earth Advantage.
7. Deepen market share of ENERGY STAR qualified clothes washers, refrigerators, freezers, and dishwashers through retailer outreach, consumer advertising, incentives, and promotion of tax credits. Improve customer participation by developing forms based on their needs.
8. Achieve a 1.3% harvest rate for recycling of refrigerators and freezers with a long term goal of 2% harvest rate starting in 2013. Provide improved customer service through coordination with retailers for pick up.
9. Develop evolutions and exit strategies for the appliance and lighting promotions.

2010 New Initiatives & Focus Areas

1. Adding ENERGY STAR dishwashers to complete the suite of consumer products incented.
2. Pushing consumers to the higher tier of clothes washers with a single incentive level, phasing out the lowest tier.
3. Providing additional incremental incentives for builders achieving deeper energy savings per home beyond ENERGY STAR.
4. Assessing market readiness of next generation lighting technologies and test implementation as appropriate.

2011 Planned Activities

1. Continue delivery of established activities commensurate with available funds, employing flexible initiatives to meet savings and funding expectations.
2. Add incentives for next tier of efficient clothes washers, increase efficiency requirements beyond ENERGY STAR for refrigerators and freezers, scale back incentives for specialty CFLs.
3. Provide data and technical support to assist in the new construction code change for 2012.

Targets - excluding market transformation, (2010 MT is 525,225 therms, combined gas levelized cost would be $.25 - $.33)

	Annual Expense			Electric Savings				Gas Savings			
	($M)			Goal aMW		Levelized Cost ($/kWh)		Goal Therms		Levelized Cost ($/therm)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2009 Forecast	$13.9	$2.4	$16.4	4.51		$0.055		180,318		$0.988	
2010 Budget	$14.4	$2.2	$16.6	3.76	5.02	$0.058	$0.044	102,619	136,825	$1.584	$1.188
2011 Projection	$14.9	$2.8	$17.8	3.80	5.06	$0.060	$0.045	117,998	157,330	$1.645	$1.233

(See budget detail on reverse side)

Energy Trust of Oregon
2010 Approved Final Budget
New Homes & Products

	2009 Forecast	2010 Budget	2011 Projection
Incentives	**$6,499,844**	**$7,458,107**	**$8,030,935**
Delivery Costs			
Program Management	481,810	164,010	172,211
Program Delivery	5,438,098	4,826,622	5,161,058
Marketing-PMC	1,294,652	1,424,880	1,496,124
Performance Comp	180,000	200,000	200,000
Total Delivery Costs	**7,394,561**	**6,615,511**	**7,029,393**
ETO expenses			
Staffing	235,273	248,739	261,176
Marketing	299,658	273,658	278,658
Other Services	344,179	331,500	341,650
General	59,725	45,950	42,200
Allocations	932,396	1,019,011	1,201,460
Sub-Total before Admin Costs	**15,765,636**	**15,992,476**	**17,185,471**
Administrative Costs	595,611	577,758	590,241
TOTAL EXPENSE	**16,361,247**	**16,570,233**	**17,775,712**

2010-2011 APPROVED FINAL BUDGET & ACTION PLAN

Acquire cost-effective energy, accelerate investment, innovate, be accessible and transparent, communicate value, focus on customers.

EnergyTrust of Oregon

Market Transformation Northwest Energy Efficiency Alliance (NEEA) - Residential

Program Purpose: NEEA funds regional market transformation initiatives in the Northwest across commercial, industrial and residential sectors working in coordination with Energy Trust programs. This budget supports NEEA's regional market transformation initiatives in the residential market sector to acquire cost-effective savings while creating sustainable and efficient purchasing patterns among consumers**.**

2010 Strategies & Activities

1. Continue technical and marketing support for the Northwest ENERGY STAR for Homes label. Build relationships with other green brands to ensure there is a minimum energy efficiency standard in green building brands.
2. Support for development of 2012 Oregon residential code upgrades and new ENERGY STAR Homes specification upgrades.
3. Capitalize on relationships with retailers established in 2009 to gain significant market share for efficient televisions, computers, and monitors. In addition, evaluate set top box strategies to make them more energy efficient.
4. Complete evaluation of ductless heat pump pilot.
5. Work with manufacturers to develop a heat pump water heater that is appropriate for the Northwest climate.
6. Track and report on market transformation savings from new homes, compact fluorescent light bulbs, and consumer appliances.

2010 New Initiatives & Focus Areas

1. Expand home electronics initiative to additional types of equipment (e.g., set-top boxes, computers).
2. Explore possible new initiatives, including the feasibility of NEEA engagement in gas efficiency market transformation.
3. Promote a broad range of efficient consumer products, employing ENERGY STAR. Explore the possibility of employing more advanced specifications to encourage introduction and mass commercialization of advanced products.
4. Initiate the new program to commercialize emerging technologies, utilizing a regional advisory group to help set priorities and scope projects.
5. Increase participation in Federal proceedings to create and improve equipment efficiency standards; bring information on NW successes in market adoption of efficient products to that process.

2011 Planned Activities

1. Similar to 2010.
2. As funding progressively increases, expand work on emerging technologies and select other new initiatives
3. Possible initiation of gas programs.

Targets

	Annual Expense ($M)			Electric Savings			
				Goal aMW		Levelized Cost ($/kWh)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch
2009 Forecast	$ 1.7		$ 1.7	4.64		$0.006	
2010 Budget	$ 3.0		$ 3.0	3.60	4.80	$0.015	$0.011
2011 Projection	$ 3.7		$ 3.7	2.95	3.94	$0.022	$0.017

(See budget details on reverse side)

Energy Trust of Oregon
2010 Approved Final Budget
Mkt Transformation (NEEA) - Residential

	2009 Forecast	2010 Budget	2011 Projection
Delivery Costs			
Program Delivery	$1,579,074	$2,879,740	$3,519,753
Total Delivery Costs	**1,579,074**	**2,879,740**	**3,519,753**
ETO expenses			
Staffing	394	13,902	14,597
Allocations	34,106	44,931	42,980
Sub-Total before Admin Costs	**1,613,574**	**2,938,572**	**3,577,330**
Administrative Costs	48,214	106,161	122,865
TOTAL EXPENSE	**1,661,788**	**3,044,733**	**3,700,195**