

MEMO

Date: November 7, 2012
To: Board of Directors
From: Margie Harris, Executive Director
Subject: 2013-2014 Action Plan and Draft 2013 Budget

Greetings! Enclosed please find our 2013-2014 action plan and draft 2013 budget, both of which will be the focus of our November board meeting. The binder material is organized as follows:

1. Staff presentation (power point) summarizing 2012 accomplishments and 2013 draft budget and proposed 2013-2014 action plan themes (tab 1).
2. 2012 forecast information detailing actual results through the third quarter and projecting year-end expenses by program and utility service territory (tab 2).
3. 2013 summary level information, including the 1-page re-cap, a quick reference look at program budgets, goals, costs, evaluation dates and program management contractor information with additional information on programs by utility service territory (tab 3)
4. The 2013-2014 draft action plan, including a narrative introduction about our operating environment, highlighted themes and detailed strategies, actions, comparisons, budgets and where applicable, projected savings/generation by program/department, 2013 projects and 2014 planned activities (tabs 4-7).
5. Staffing (tab 8), the draft capital budget (tab 9) and the 2014 draft projections (tab 10) complete the binder.

I look forward to our discussion next week and welcome your comments and questions.
Thank you.



2013-14 Draft Action Plan and Budget

Board of Directors
November 7, 2012





What we will cover

1. Building Blocks
2. Top Ten Takeaways
3. Highlights
4. Next steps





One: Building Blocks



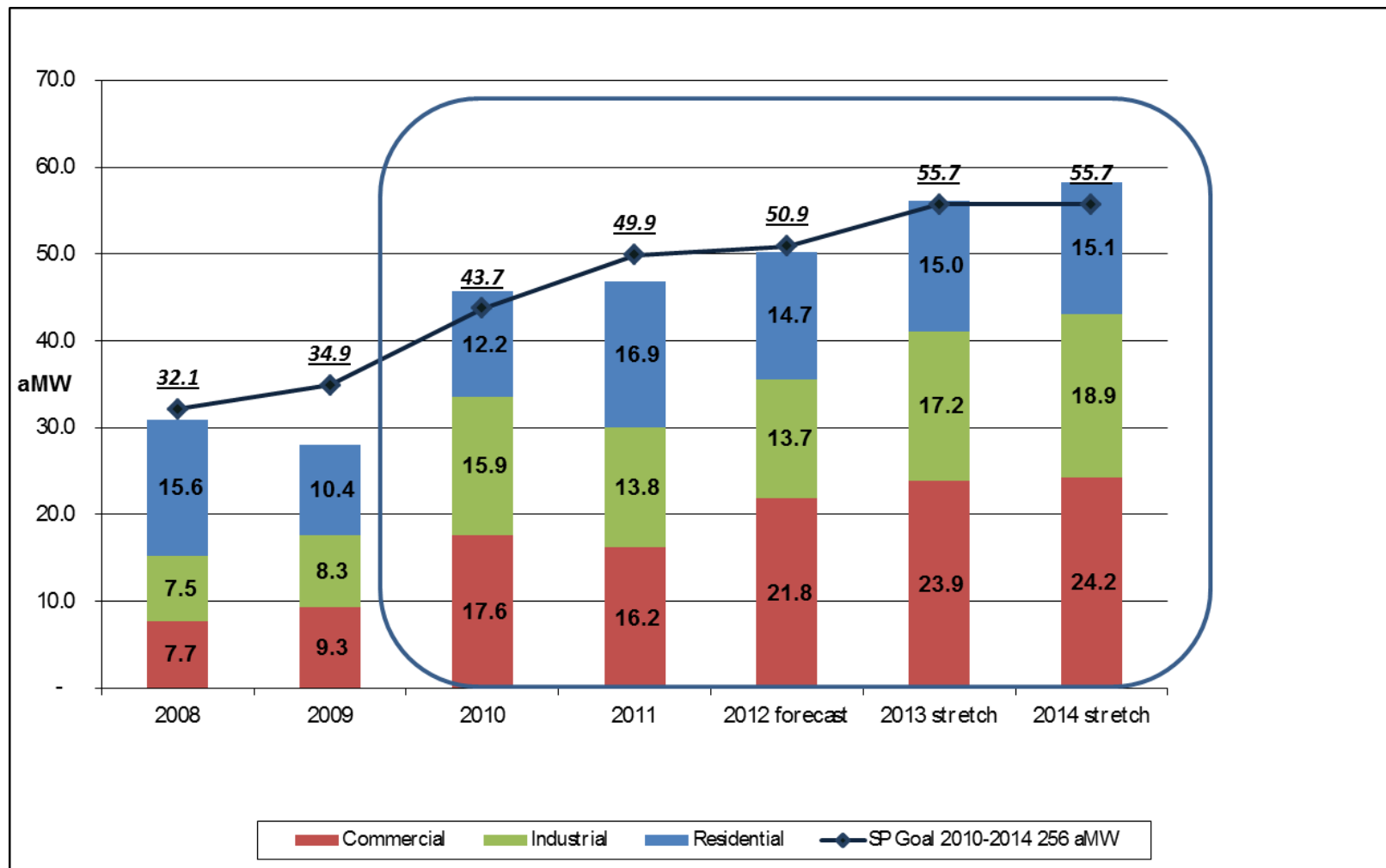
Two Main Building Blocks



1. 2010-2014 Energy Trust strategic plan
2. Utility Integrated Resource Plans (IRP)

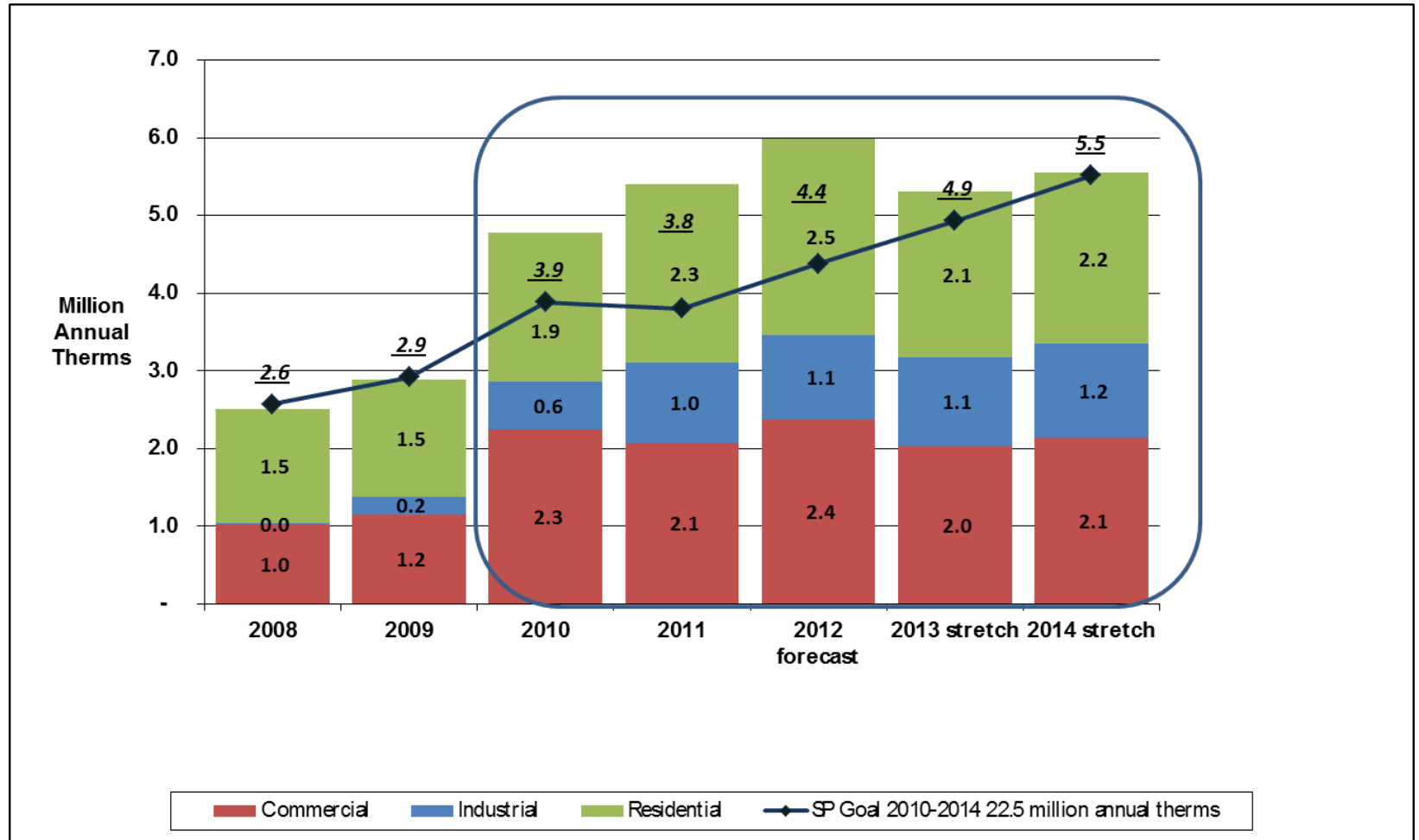


Electric Efficiency SP Goals and Savings



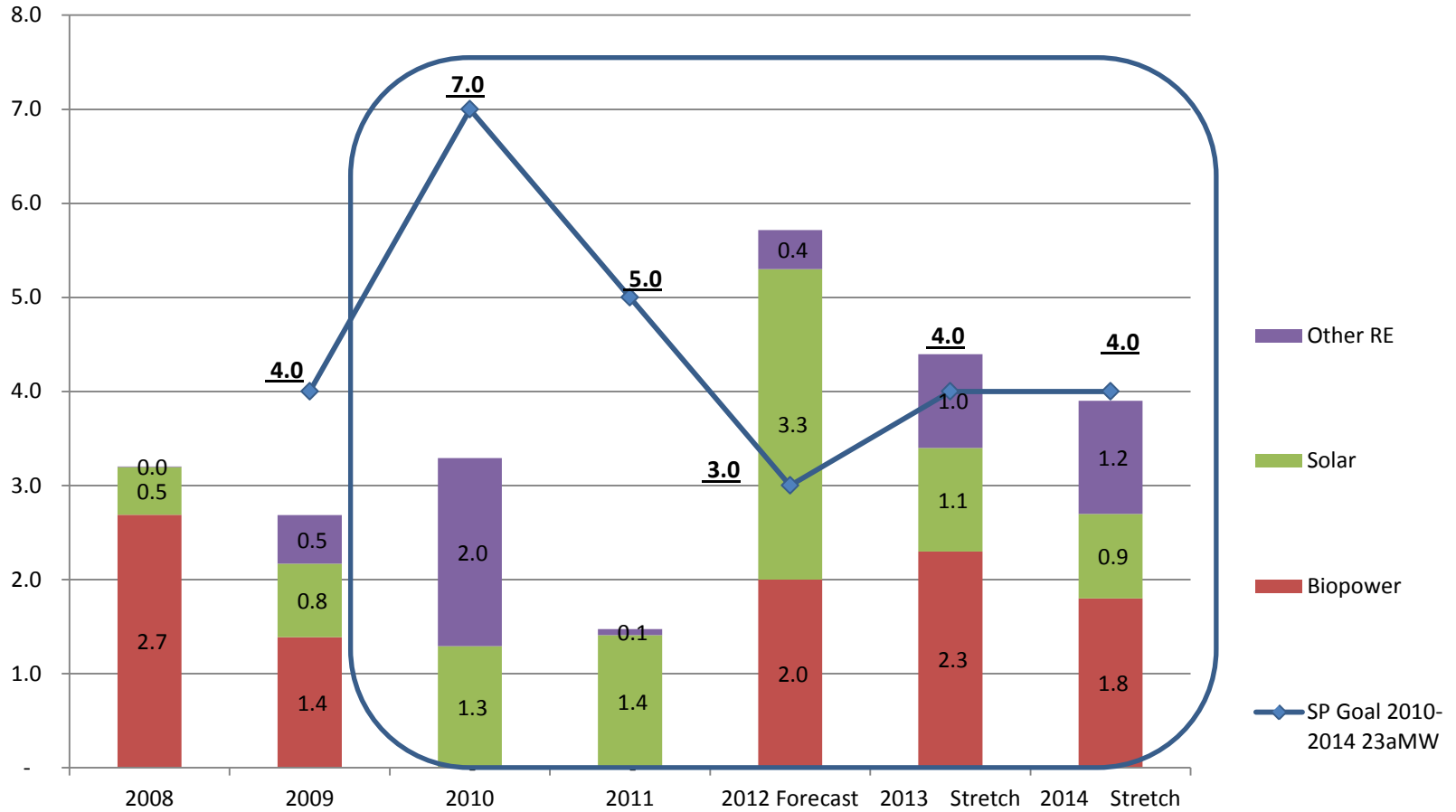


Gas Efficiency SP Goals and Savings





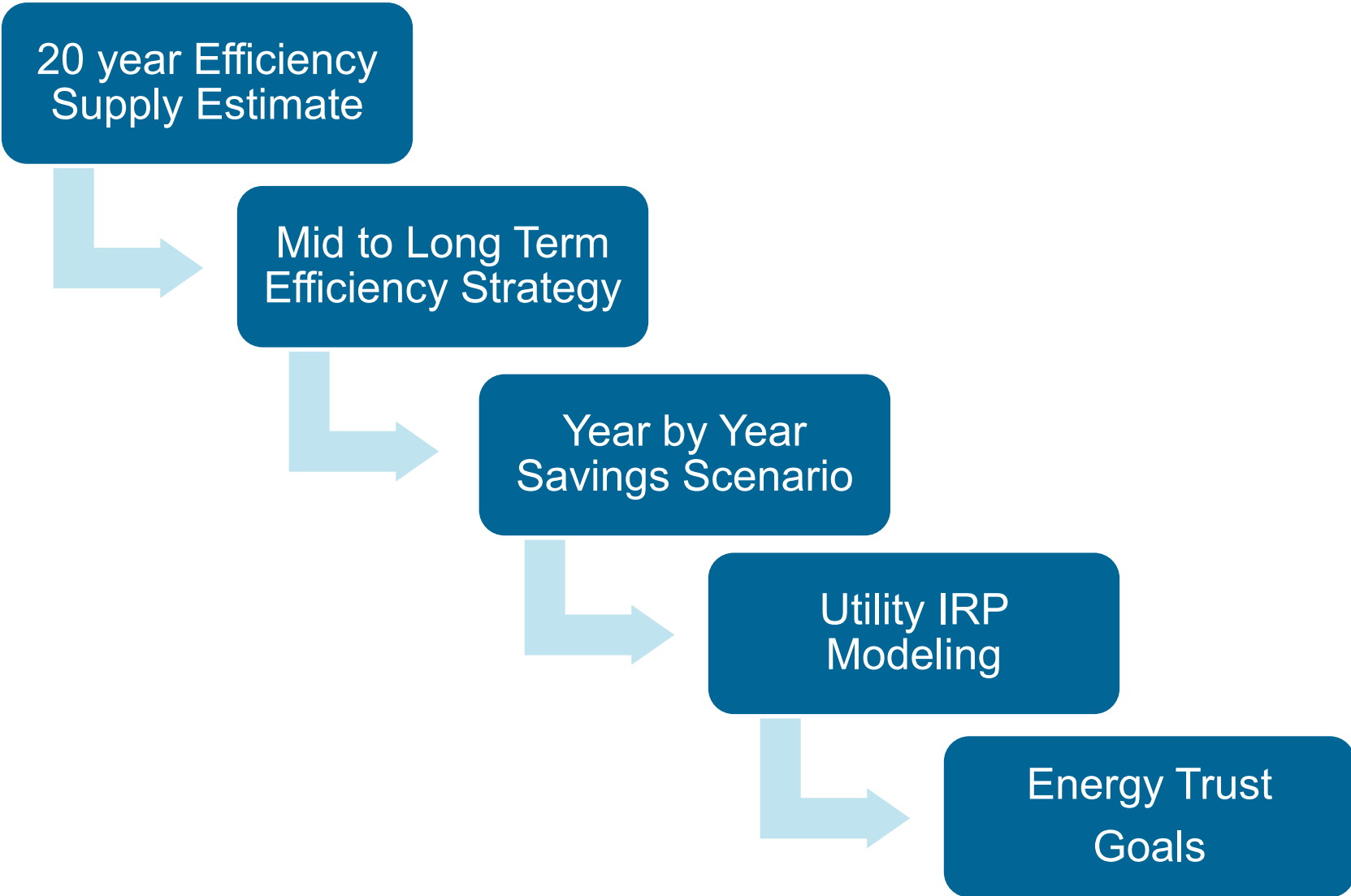
Renewables Goals and Generation



* Due to scale differences, a 2008 Utility Scale 30aMW wind project is not included



Energy Trust Role in Utility IRP Process



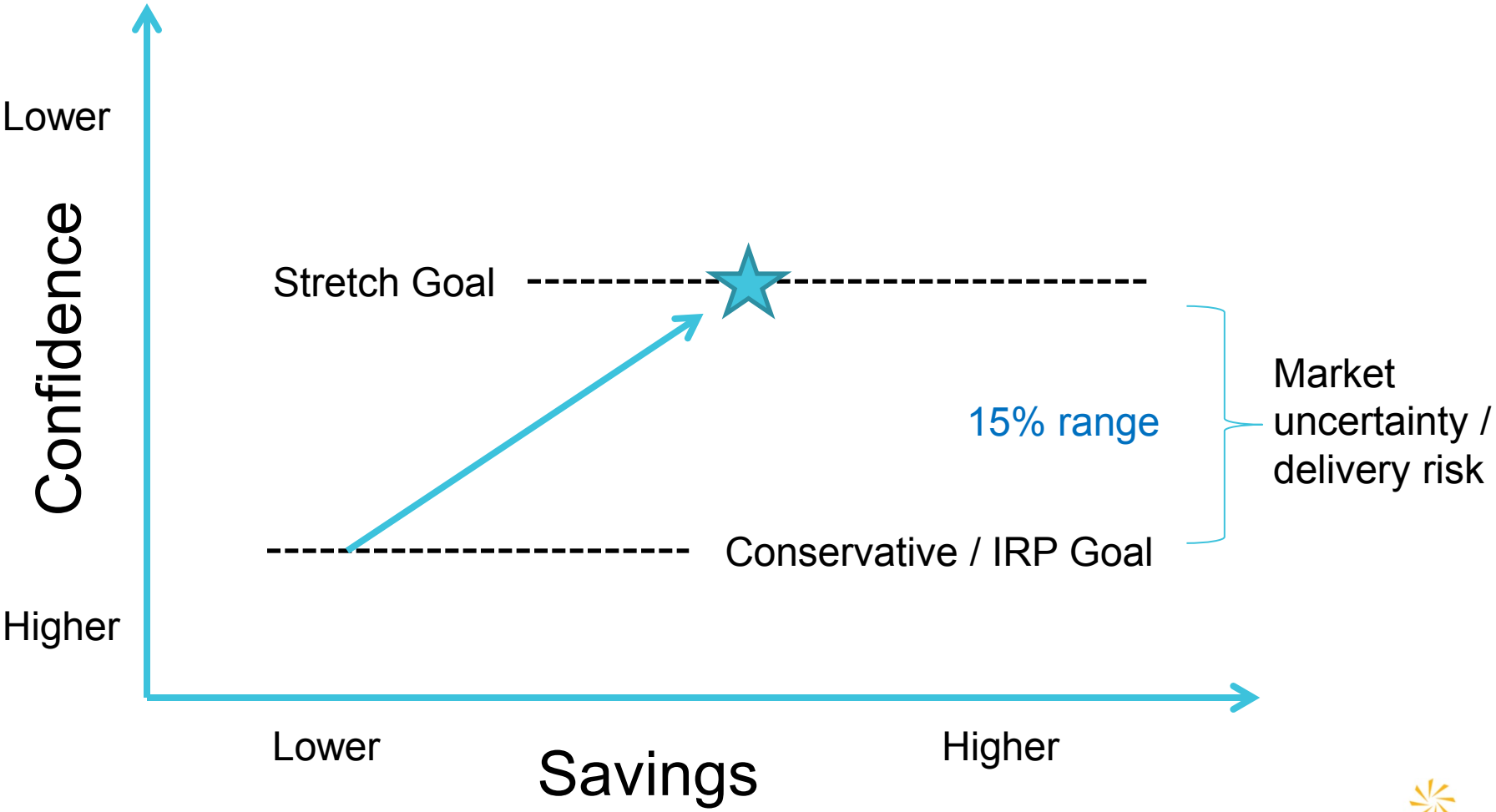


Setting IRP targets and funding

- IRP helps *estimate the range* of gas and electric savings to be realistically acquired each year
- Targets represent a range of savings goals from “conservative/low” to “stretch/high”
- Stretch goals are higher than IRP and represent results we aspire to achieve based on market conditions
- IRP goals are set at 15% below stretch targets, providing high confidence they will be achieved or exceeded
- Agreement with utilities, OPUC and others to fund to stretch goal:
 - Assures IRP will be met or exceeded
 - Delivers the highest volume, lowest cost savings
 - Provides for changes in customer demand
 - Minimizes overall risk
- Any unspent carryover funds roll forward into the next year funding cycle negotiations and tariff filings



Savings / Confidence Continuum





2012 Utility Filing Information

	PGE	Pacific Power	NW Natural	Cascade
Negotiations date	Sept. 13	Sept. 21	Sept. 7	Sept. 17
Date filed	By mid-Nov.	By mid-Nov.	Sept. 14	Oct. 17
Estimated incremental ratepayer impact	TBD/0.31% IRP case	0.48%	.52%	1.47%*
Anticipated effective date	Jan. 1	Jan. 1	Nov. 1	Nov. 1

* Acknowledges CNG transition from deferral account to public purpose charge only

Two:
Top Ten
Takeaways



Top Ten Takeaways

1. Growing electric energy savings by almost 12% from 50.3 aMW to 56.1 aMW
2. Cost of electric savings stable at 3 cents/kWh, levelized
3. Electric efficiency revenues projected to rise by 8.9% to \$123.8 million
4. Gas savings adjusted down by 11% from 2012
5. Cost of gas savings increased to 46.3 cents/annual therm, levelized due to low avoided costs and loss of some low cost measures



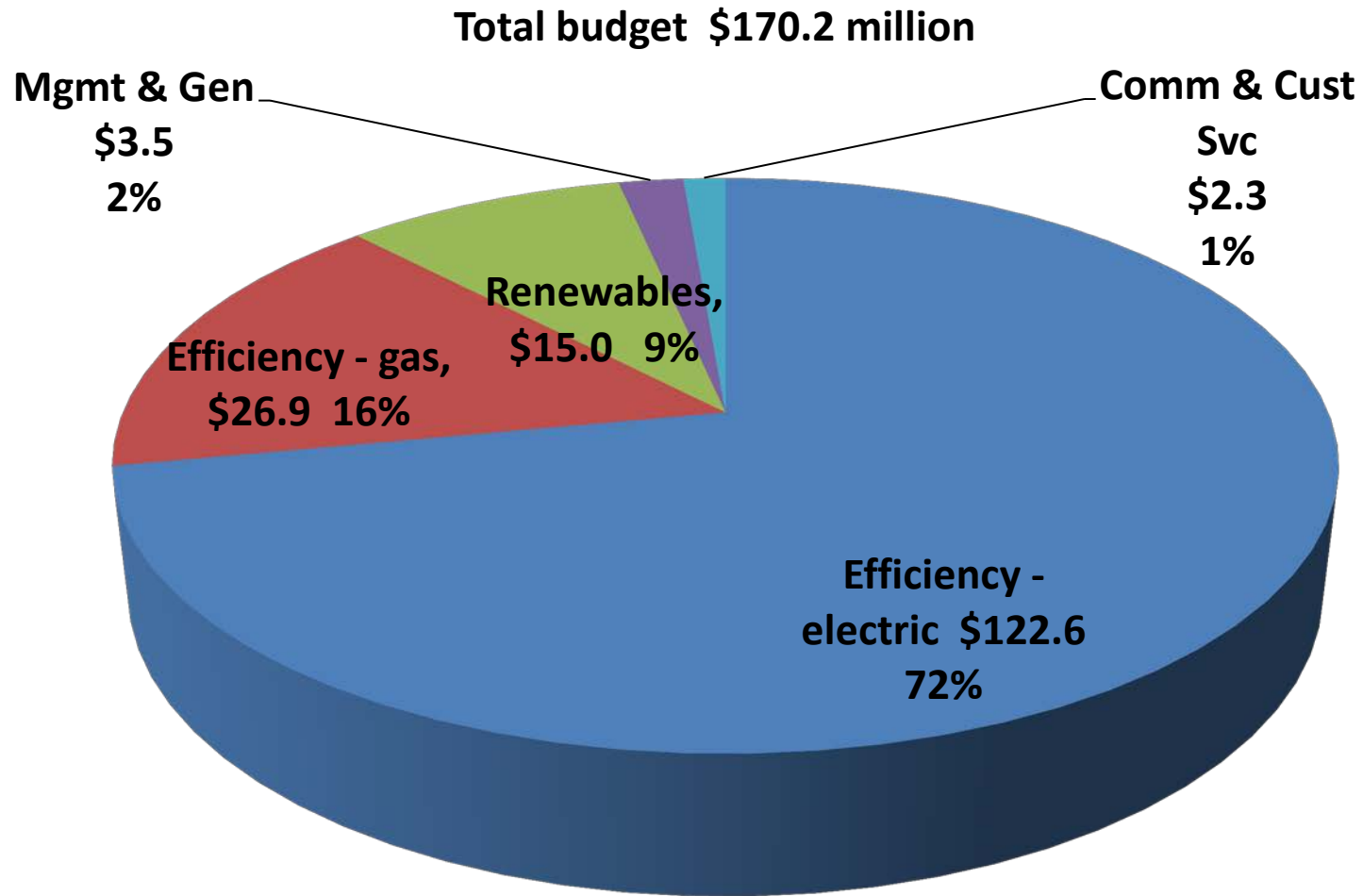
Top Ten Takeaways

6. Available renewable energy budget is constrained due to high demand
7. Incentives increased 1% over 2012 forecast
8. Delivery and management costs decreased 1% from the 2012 budget
9. New efficiency opportunities, targeted strategies, and operational efficiencies included
10. Improved business systems capabilities added

Three: Highlights



2013 Budget at a Glance



2013 Electric Program Savings/Budget

	2012 Forecast aMW	2013 aMW	2013 Electric cost (\$ millions)	Levelized Cost in Cents
Production Efficiency (24%)	13.3	16.5	\$ 31.20	2.5
Existing Buildings (29%)	13.5	15.9	36.70	3.0
New Homes and Prod (14%)	5.8	6.3	17.30	4.3
Existing Homes (13%)	6.4	6.1	16.10	3.2
New Buildings (13%)	6.4	5.8	16.00	3.2
NEEA - combined (7%)	4.9	5.5	9.50	2.4
TOTAL PROGRAMS	50.3	56.1	\$ 126.80	3.0

2013 Gas Program Savings/Budget

	2012 Forecast Million Annual Therms	2013 Million Annual Therms	Gas Cost (\$ millions)	Levelized Cost in Cents
Existing Buildings (26%)	1.9	1.6	\$7.13	41.5
Existing Homes (43%)	1.7	1.2	\$11.88	70.8
Production Efficiency (12%)	1.1	1.1	\$3.27	29.3
New Homes and Prod (15%)	0.8	0.9	\$4.28	51.6
New Buildings (4%)	0.5	0.5	\$1.24	22.6
TOTAL PROGRAMS	6.0	5.3	\$ 27.80	46.3



2013 Renewable Energy Programs

Programs	Total Costs		Range in aMW	
	\$ Million	% Total	Conservative	Stretch
Biopower	\$4.57	24	1.12	1.78
Other Renewables	\$5.63	30	.45	.86
Solar Electric	\$8.62	46	.56	.94
Total Renewable Energy	\$18.82	100	2.12	3.58

2014 Projection

- Still a work in progress
- Revenue assumed increased overall of 4%
- Expenditures assumed up roughly 6%
- Savings up roughly 4%
- Levelized costs held steady





Homeowners/Renters

Services, incentives, and information for residential customers, home builders, and single-family renters. Leverages trade allies and retailers.

Two major programs with PMC management/delivery:

- Existing Homes (Fluid)
- New Homes & Products (PECI)

- ✓ Home Energy Review
- ✓ Contractor training and referrals
- ✓ Equipment, weatherization and solar incentives
- ✓ Appliance rebates and recycling
- ✓ Energy Performance Score





Residential Program Focus/Initiatives

New Efficiency Resources Identified

- Water heating—gas tank, heat pump, and solar thermal

Targeted Strategies

- Savings Within Reach financing for moderate-income
- Increase number of participating retailers
- Test alternative strategies for motivating customers

Operational Efficiency

- Test alternative delivery for air and duct sealing
- Simplified data collection protocols and energy modeling
- Utilize trade allies to deliver low-cost, no-cost services
- Train trade allies on internal quality control processes
- Expand online forms and tools for trade allies
- Create and test promotional codes for trade allies



Commercial Customers

Services, incentives, and information for commercial customers, public and private institutions, and multifamily properties.

Three major programs with PMC management/delivery:

- Existing Buildings (ICF)
- New Buildings (PECI)
- Multifamily (Lockheed Martin)

- ✓ Existing and new buildings
- ✓ Energy modeling, design and technical assistance
- ✓ Building efficiency, equipment commissioning and solar incentives
- ✓ Strategic Energy Management and Operations and Maintenance





Commercial Program Focus/Initiatives

New Efficiency Resources Identified

- Cost-effective and technically sound LED applications
- Accelerate lighting conversion ahead of federal standard
- Expand commercial Strategic Energy Management

Targeted, Creative Market Strategies

- Coordination with ODOE on Cool Schools
- New tracks for small commercial new construction and data centers
- Financing and behavioral approaches for multifamily affordable housing
- Buy-downs for lighting and multifamily appliances
- Path to Net Zero pilot and solar ready design for new buildings

Operational Efficiency

- Leverage Trade Ally network beyond historical lighting focus
- Continue developing new buildings program allies.
- Change delivery approach for roof-top tune-ups
- Adjust gas measure recommendations
- Streamline program requirements to speed participation
- Access to program experts via dedicated call center

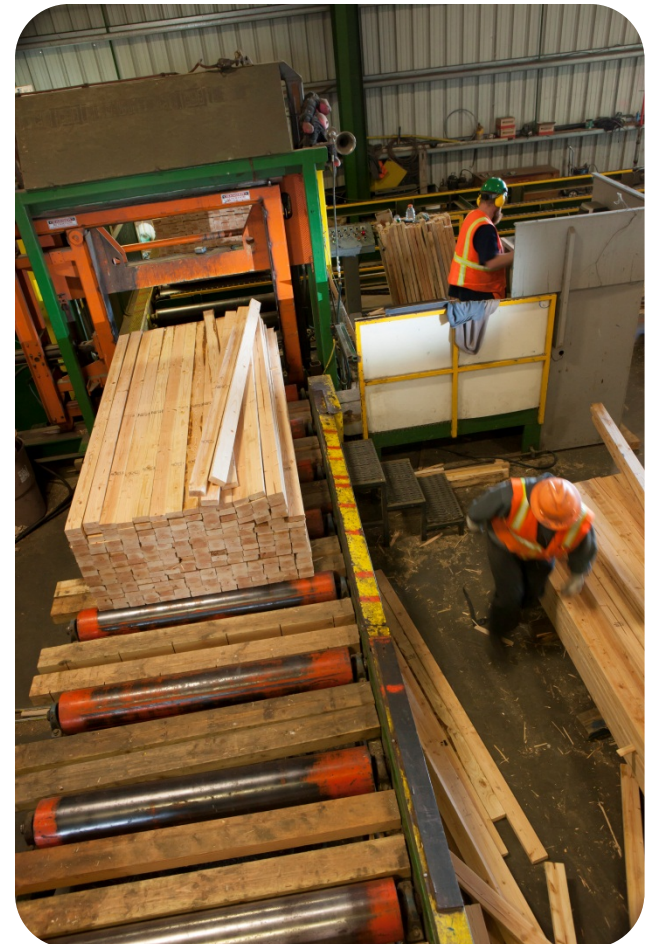


Industrial and Agricultural Customers

Technical assistance, incentives, and employee training for existing and new industrial and agricultural processes and facilities.

Programs managed in-house with Program Delivery Contractors (PDCs) and Allied Technical Assistance Contractors (ATACs).

- ✓ Existing and new facilities
- ✓ Tailored, technical assistance
- ✓ Scoping studies and analyses, including renewable energy
- ✓ Customized solutions
- ✓ Strategic Energy Management





Industrial Program Focus/Initiatives

New Efficiency Resource Identified

- Strategic Energy Management for past participants, new participants, and individual corporate sites
- Industrial lighting applications for LED and comprehensive lighting design

Targeted Market Strategies

- Leverage recent program innovations; focus on proven offerings
- Custom track delivers tailored solutions through PDCs
- Single PDC for food processing and pulp and paper markets
- Build energy management culture at industrial sites

Operational Efficiency

- Tune technical services to increase O&M project volume
- More prescriptive offers for small industrial and agricultural customers
- Further develop trade ally network
- Leverage existing lighting trade allies, shared with commercial

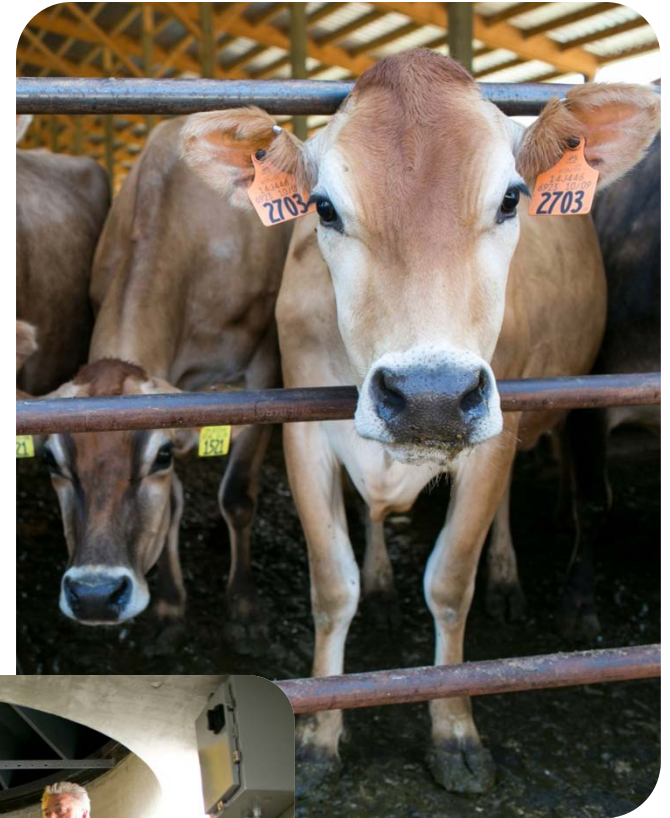


Renewable Energy

Development assistance and incentives to secure low-cost renewable energy resource.

Programs managed in-house for:

- Solar
 - Biopower
 - Wind
 - Hydropower
 - Geothermal
- ✓ Focus on small projects under 20 MW





Renewable Energy Focus/Initiatives

Targeted, Creative Market Strategies

- Development assistance funding and grant-writing assistance
- Review biogas plants in agriculture and develop third party ownership roadmap for hosts
- Help promote and fund the state's Combined Heat and Power initiative.
- Offer solar ready incentives to homebuilders and commercial property developers
- Support development of cooperatively owned solar project to expand access
- Establish a network of qualified designers that design solar into new commercial buildings

Operational Efficiency

- Integrate hydro, geothermal, and non-standard wind into a custom RE offering.



Support Group Initiatives

Communications and Customer Service

- Continue support for CRM/integrated systems development to provide greater visibility to customer engagement and results
- Continue reporting and marketing analysis enhancements
- Support efforts to further develop trade allies as a sales force
- Continue regional outreach events and convert contracted Eastern Oregon outreach resource to staff
- Continue internal process efficiency and customer experience improvements

Planning & Evaluation

- Develop efficiency supply estimate for emerging technologies
- Evaluate persistence of building control savings
- Develop streamlined approach to technology market tracking studies



IT, Management and General

IT

- ISI Phase 2: Evaluate and begin implementation of project management system improvements
- Evaluate automated budgeting and forecasting tools
- Business Intelligence improvements
- Expand support for market and customer information analysis and continue CRM development with CRM analyst position

Management and General

- Be available to assist on energy policy questions during legislative session and on Governor's Energy Plan implementation
- Evaluate grant opportunities for revenue diversification
- Assess current business model with eye toward efficiency and cost-saving gains



Staffing and Human Resources

- One new position and four conversions related to employment audit proposed
 - CRM Business Systems Analyst (new)
 - Maximize capabilities of new system
 - Complete integration with project management system
 - Eastern Oregon Outreach Manager (now temporary staff)
 - Commercial Program Specialist (now agency contractor)
 - Industrial Program Specialist (now agency contractor)
 - Residential Program Specialist (now agency contractor)
- Temporary staffing will remain for three positions into 2013 to assess if need is ongoing
- Succession planning and staff development initiatives will continue

Four: Next Steps

OPUC Performance Measures



Category	2012 Performance Measures	2013 Draft Budget
Electric Efficiency	<ul style="list-style-type: none"> • At least 41.0 aMW yearly savings • Levelized cost not to exceed 4.4 cents/kWh 	47.7—56.1 aMW 3.5—3.0 cents/kWh
Natural Gas Efficiency	<ul style="list-style-type: none"> • At least 4.50 million annual therms yearly savings • Levelized cost not to exceed 52 cents/therm 	4.5—5.3 million annual therms 54.5—46.3 cents/annual therm
Renewable Energy	<i>No renewable energy metric this year</i>	2.1—3.6 aMW
Financial Integrity	<ul style="list-style-type: none"> • Unqualified financial opinion, annually 	Accounting conforms with Generally Accepted Accounting Principles
Administrative and Program Support Costs	<ul style="list-style-type: none"> • Below 9% of annual revenues 	4.6%
Customer Satisfaction	<ul style="list-style-type: none"> • Greater than 85% satisfaction rates for: <ul style="list-style-type: none"> - Interaction with program representatives - Overall satisfaction 	Customer satisfaction research results
Benefit/Cost Ratios	<ul style="list-style-type: none"> • Report both utility system and societal perspective annually • Report significant mid-year changes as necessary in quarterly reports 	



Schedule

- First RAC/CAC were October 24th
- OPUC informal was yesterday, November 6th
- Utility outreach, November 8th-14th
- OPUC public meeting November 20th
- Final RAC/CAC on November 28th
- Public comment due November 28th
- Board approval of Proposed Final Budget and Action Plan on December 14th

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory - joint costs allocated at program level
For the Twelve Months Ending December 31, 2012
2012 Draft Forecast

	ENERGY EFFICIENCY						Oregon Total	Clark PUD WA	NWN WA	Total WA	Efficiency Total	RENEWABLE ENERGY			Other	TOTAL	2012 Approved	
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade						All Programs	Budget	Change				
REVENUES																		
Public Purpose Funding	\$28,297,640	\$20,274,869	\$48,572,509		\$17,095,277	\$1,543,703	\$67,186,031				\$67,186,031	\$8,178,383	\$5,705,676	\$13,884,059		\$81,070,090	\$83,137,311	\$2,067,221
Incremental Funding	40,615,427	24,506,267	65,121,694	1,614,516			66,736,210		1,261,914	1,261,914	67,998,124					67,998,124	72,295,690	4,297,566
Consumer Owned Electric Funding								59,325		59,325	59,325					59,325		(59,851)
Contributions														3,070		3,070		(30,070)
Special Projects					200		200				200					200		(200)
Revenue from Investments														143,003		143,018	200,000	56,982
TOTAL PROGRAM REVENUE	68,913,068	44,781,136	113,694,204	1,614,516	17,095,477	1,543,703	133,922,441	59,325	1,261,914	1,321,239	135,243,680	8,178,383	5,705,676	13,884,059	146,073	149,273,827	155,633,001	6,331,648
EXPENSES																		
Program Management (Note 3)	2,386,154	1,354,766	3,740,920	77,349	809,735	102,586	4,730,589	3,519	132,659	136,178	4,866,767	337,484	463,638	801,122	1,544	5,669,433	6,137,740	468,307
Program Delivery	20,959,634	12,484,283	33,443,917	549,292	4,697,533	718,658	39,409,400	10,000	302,428	312,428	39,721,828	197,498	71,911	269,409		39,991,237	40,873,163	881,926
Incentives	39,066,619	22,692,246	61,758,865	1,863,073	10,915,863	1,197,108	75,734,909	37,000	559,374	596,374	76,331,283	15,296,072	5,394,562	20,690,634		97,021,917	101,336,832	4,314,915
Program Eval & Planning Svcs.	2,173,881	1,283,370	3,457,251	71,377	660,040	72,918	4,261,586	1,794	68,120	69,914	4,331,500	42,862	54,608	97,470		4,428,970	5,669,383	1,240,413
Program Marketing/Outreach	2,508,681	1,593,412	4,102,093	12,977	1,276,055	143,134	5,534,259	514	104,836	105,350	5,639,609	200,964	57,618	258,582		5,898,191	5,948,110	49,919
Program Legal Services																	7,500	7,500
Program Quality Assurance	99,222	63,976	163,198	617	58,137	5,706	227,657				227,657	1,079	0	1,079		228,736	292,350	63,614
Outsourced Services	570,233	325,199	895,432	11,264	248,729	23,425	1,178,850				1,178,850	271,495	139,841	411,336		1,590,186	2,876,950	1,286,764
Trade Allies & Cust. Svc. Mgmt.	500,357	333,120	833,477	4,046	319,728	30,169	1,187,420	1,118	25,298	26,416	1,213,836	40,950	10,589	51,539		1,265,375	1,186,180	(79,195)
IT Services	782,154	471,240	1,253,394	17,592	334,055	34,473	1,639,514	1,852	44,197	46,049	1,685,563	94,337	104,272	198,609		1,884,172	2,803,087	918,915
Other Program Expenses	297,861	174,965	472,826	14,224	90,274	11,210	588,534	1,647	37,981	39,628	628,162	105,166	92,817	197,983		826,145	881,285	55,140
TOTAL PROGRAM EXPENSES	69,344,796	40,776,576	110,121,372	2,621,810	19,410,149	2,339,387	134,492,718	57,444	1,274,893	1,332,337	135,825,055	16,587,906	6,389,857	22,977,763	1,544	158,804,362	168,012,580	9,208,218
ADMINISTRATIVE COSTS																		
Management & General (Notes 1 & 2)	1,516,485	893,129	2,409,614	53,546	434,690	51,921	2,949,771	1,219	29,325	30,544	2,980,315	418,736	143,986	562,722		3,543,037	3,582,584	39,547
Communications & Customer Svc (Notes 1)	796,825	469,351	1,266,177	27,130	231,033	27,394	1,551,733	662	15,277	15,939	1,567,672	168,379	67,009	235,388		1,803,060	2,149,319	346,259
Total Administrative Costs	2,313,310	1,362,480	3,675,791	80,676	665,723	79,314	4,501,504	1,881	44,602	46,483	4,547,987	587,116	210,994	798,110		5,346,097	5,731,903	385,806
TOTAL PROG & ADMIN EXPENSES	71,658,105	42,139,053	113,797,158	2,702,485	20,075,871	2,418,701	138,994,215	59,325	1,319,495	1,378,820	140,373,035	17,175,022	6,600,851	23,775,869	1,544	164,150,447	173,744,483	9,594,024
TOTAL REVENUE LESS EXPENSES	(2,745,037)	2,642,083	(102,954)	(1,087,969)	(2,980,394)	(874,998)	(5,071,774)	(0)	(57,581)	(57,581)	(5,129,355)	(8,996,639)	(895,175)	(9,891,810)	144,529	(14,876,620)	(18,111,482)	(3,262,376)
Cumulative Carryover at 12/31/11 (Note 4)	10,744,010	18,682	10,762,692	1,389,821	6,895,922	150,877	19,224,770		247,772	247,772	19,472,542	16,410,883	8,267,775	24,678,658	10,514,019	54,665,219	51,243,554	(3,421,665)
Interest attributed	1,740,000	1,160,000	2,900,000		5,000,000		7,900,000				7,900,000	585,000	2,235,000	2,820,000	(2,820,000)	7,900,000		(7,900,000)
Interest re-attributed	(1,740,000)	(1,160,000)	(2,900,000)		(5,000,000)		(7,900,000)				(7,900,000)					(7,900,000)		7,900,000
TOTAL NET ASSETS CUMULATIVE	7,998,973	2,660,765	10,659,738	301,852	3,915,528	(724,121)	14,152,996	(0)	190,191	190,191	14,343,187	7,999,244	9,607,600	17,606,848	7,838,548	39,788,599	33,132,072	(6,684,041)

Note 1) Both Management & General and Communications & Customer Service Expenses (Administrative) have been allocated based on total expenses.
Note 2) Administrative costs are allocated for management reporting only. GAAP for Not for Profit organizations does not allow allocation of administrative costs to program expenses.
Note 3) Program Management costs include both outsourced and internal staff.
Note 4) Cumulative carryover at 12/31/2011 reflects audited results.

The Energy Trust of Oregon, Inc
Program Expense by Service Territory
For the Twelve Months Ending December 31, 2012
(Unaudited)

	PGE	Pacific Power	Elec. Utilities	NWN Ind	NW Natural	Cascade	Gas Providers	Oregon Total	Clark PUD WA	NWN WA	Total WA	Consulting	ETO Total
	2012 Forecast	2012 Forecast	2012 Forecast	2012 Forecast	2012 Forecast	2012 Forecast	2012 Forecast	2012 Forecast	2012 Forecast	2012 Forecast	2012 Forecast	2012 Forecast	2012 Forecast
Energy Efficiency													
Commercial													
Business Energy Solutions - Existing Buildings	21,454,967	11,414,920	32,869,887	446,130	5,793,755	548,474	6,788,359	39,658,246	59,325	518,074	577,399		40,235,645
Business Energy Solutions - New Buildings	8,464,593	4,210,871	12,675,464	167,837	1,284,238	227,124	1,679,199	14,354,663					14,354,663
Market Transformation (NEEA)	1,593,869	1,202,392	2,796,261					2,796,261					2,796,261
Total Commercial	31,513,429	16,828,183	48,341,612	613,967	7,077,993	775,598	8,467,558	56,809,170	59,325	518,074	577,399		57,386,569
Industrial													
Business Energy Solutions - Production Efficiency	18,043,132	10,172,415	28,215,547	2,088,517	727,189	370,523	3,186,229	31,401,776					31,401,776
Market Transformation (NEEA)	816,513	615,965	1,432,478					1,432,478					1,432,478
Total Industrial	18,859,645	10,788,380	29,648,025	2,088,517	727,189	370,523	3,186,229	32,834,254					32,834,254
Residential													
Home Energy Solutions - Existing Homes	9,244,974	7,039,990	16,284,964		8,648,578	693,890	9,342,468	25,627,432		488,423	488,423		26,115,855
Home Energy Solutions - New Homes/Products	9,463,240	5,538,585	15,001,825		3,622,110	578,689	4,200,799	19,202,624		312,998	312,998		19,515,622
Market Transformation (NEEA)	2,576,818	1,943,916	4,520,734					4,520,734					4,520,734
Total Residential	21,285,032	14,522,491	35,807,523		12,270,688	1,272,579	13,543,267	49,350,790		801,421	801,421		50,152,211
Energy Efficiency Program Costs	71,658,105	42,139,053	113,797,158	2,702,485	20,075,871	2,418,701	25,197,057	138,994,215	59,325	1,319,495	1,378,820		140,373,034
Renewables													
Biopower	288,656	1,424,441	1,713,097					1,713,097					1,713,097
Solar Electric (Photovoltaic)	16,559,573	3,801,467	20,361,040					20,361,040					20,361,040
Other Renewable	326,792	1,374,942	1,701,734					1,701,734					1,701,734
Renewables Program Costs	17,175,021	6,600,850	23,775,871					23,775,871					23,775,871
Consulting												1,544	1,544
Cost Grand Total	88,833,127	48,739,904	137,573,029	2,702,484	20,075,870	2,418,700	25,197,057	162,770,086	59,325	1,319,495	1,378,820	1,544	164,150,449

Energy Trust of Oregon, Inc
Statement of Functional Expenses
2012 Draft Forecast

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total	Budget	Variance
Program Expenses									
Incentives/ Program Mgmt & Delivery	123,012,054	20,960,042	143,972,096				143,972,096	149,175,438	5,203,342
Payroll and Related Expenses	2,394,432	801,122	3,195,554	1,861,028	807,871	2,668,899	5,864,453	6,536,781	672,328
Outsourced Services	4,733,585	670,996	5,404,581	263,042	693,000	956,042	6,360,623	9,248,763	2,888,140
Planning and Evaluation	2,157,424	97,470	2,254,894				2,254,894	2,554,743	299,849
Customer Service Management	850,579	35,113	885,692				885,692	682,898	(202,794)
Trade Allies Network	363,257	16,426	379,683				379,683	503,284	123,601
Total Program Expenses	133,511,330	22,581,168	156,092,498	2,124,070	1,500,871	3,624,941	159,717,439	168,701,907	8,984,468
Program Support Costs									
Supplies	17,324	5,303	22,627	14,943	6,769	21,712	44,339	53,956	9,617
Postage and Shipping Expenses	1,830	665	2,495	1,125	3,055	4,180	6,675	24,455	17,780
Telephone	13,426	1,404	14,830	2,723	475	3,198	18,028	6,929	(11,099)
Printing and Publications	93,900	24,445	118,345	1,468	25,576	27,044	145,389	185,252	39,863
Occupancy Expenses	193,584	70,357	263,941	119,032	58,723	177,755	441,696	437,069	(4,627)
Insurance	30,963	11,253	42,216	19,038	9,392	28,430	70,646	72,544	1,898
Equipment	10,873	3,952	14,825	738,189	3,298	741,487	756,312	26,486	(729,826)
Travel	66,750	24,919	91,669	35,504	4,000	39,504	131,173	179,106	47,933
Meetings, Trainings & Conferences	52,542	3,880	56,422	116,688	8,500	125,188	181,610	270,240	88,630
Interest Expense and Bank Fees			0			0	0	7,500	7,500
Depreciation & Amortization	45,284	16,458	61,742	27,844	13,737	41,581	103,323	157,576	54,253
Dues, Licenses and Fees	100,983	35,091	136,074	7,502	2,671	10,173	146,247	97,494	(48,753)
Miscellaneous Expenses	704	256	960	533	213	746	1,706	1,748	42
IT Services	1,685,562	198,609	1,884,171	335,922	165,777	501,699	2,385,870	3,522,226	1,136,356
Total Program Support Costs	2,313,724	396,592	2,710,316	1,420,511	302,187	1,722,698	4,433,014	5,042,581	609,567
TOTAL EXPENSES	135,825,054	22,977,760	158,802,814	3,544,581	1,803,060	5,347,641	164,150,447	173,744,488	9,594,041

OPUC Performance Measure 5.40%

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PGE

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	837,722	416,876	1,748	401,354	817	391,668	335,086	883	2,386,154
Program Delivery:	5,678,962	2,591,490	1,503,456	3,937,684	756,959	2,249,782	1,778,177	2,463,124	20,959,634
Incentives:	12,519,084	4,440,448		12,355,602		4,294,997	5,456,488		39,066,619
Program Eval & Planning Svcs.:	677,119	329,143	28,193	466,354	29,023	405,391	209,635	29,023	2,173,881
Program Marketing/Outreach:	436,264	155,662		66,068		828,898	1,021,789		2,508,681
Program Legal Services:									-
Program Quality Assurance:	1,437	29,468				48,621	19,696		99,222
Outsourced Services:	246,041	7,662		84,452		180,439	51,640		570,233
Trade Allies & Cust. Svc. Mgmt.:	72,013	29,583		16,898		267,098	114,764		500,357
IT Services:	239,606	122,479	1,110	87,726	555	217,326	111,685	1,666	782,154
Other Program Expenses	56,950	38,068	613	105,951	306	50,931	44,124	918	297,861
TOTAL PROGRAM EXPENSES	20,765,199	8,160,879	1,535,121	17,522,091	787,660	8,935,151	9,143,083	2,495,613	69,344,796
ADMINISTRATIVE COSTS									
Management & General	446,651	200,093	19,969	348,085	18,946	202,966	208,530	52,435	1,497,675
Communications & Customer Svc	243,118	103,621	38,779	172,956	9,907	106,856	111,628	28,770	815,635
Total Administrative Costs	689,769	303,714	58,749	521,041	28,853	309,821	320,158	81,204	2,313,310
Total Program & Admin Expenses	21,454,968	8,464,593	1,593,869	18,043,132	816,513	9,244,973	9,463,241	2,576,818	71,658,106

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PAC

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	384,175	205,940	1,319	248,178	616	312,258	201,614	666	1,354,766
Program Delivery:	2,390,297	1,272,935	1,134,186	2,772,185	571,039	1,393,183	1,092,312	1,858,146	12,484,283
Incentives:	7,424,590	2,227,266		6,391,795		3,547,864	3,100,731		22,692,246
Program Eval & Planning Svcs.:	360,255	163,739	21,269	262,923	21,894	308,702	122,694	21,894	1,283,370
Program Marketing/Outreach:	175,161	76,849		37,248		674,889	629,265		1,593,412
Program Legal Services:									-
Program Quality Assurance:	765	14,659				37,025	11,527		63,976
Outsourced Services:	116,600	3,811		47,613		122,471	34,703		325,199
Trade Allies & Cust. Svc. Mgmt.:	38,314	14,717		9,527		203,394	67,168		333,120
IT Services:	127,480	60,930	838	49,459	419	165,492	65,366	1,256	471,240
Other Program Expenses	30,300	18,937	462	59,734	231	38,784	25,825	693	174,965
TOTAL PROGRAM EXPENSES	11,047,936	4,059,783	1,158,073	9,878,661	594,199	6,804,062	5,351,206	1,882,656	40,776,576
ADMINISTRATIVE COSTS									
Management & General	237,637	99,540	15,065	196,245	14,293	154,557	122,047	39,556	878,939
Communications & Customer Svc	129,349	51,548	29,255	97,510	7,473	81,370	65,333	21,703	483,541
Total Administrative Costs	366,985	151,088	44,319	293,754	21,766	235,927	187,380	61,260	1,362,480
Total Program & Admin Expenses	11,414,922	4,210,872	1,202,393	10,172,415	615,965	7,039,989	5,538,586	1,943,915	42,139,057

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NWN

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	Existing Homes	New Homes & Products	ETO Total
Program Management	177,258	58,106	25,061	378,916	170,395	809,735
Program Delivery:	1,150,936	333,874	148,144	1,853,599	1,210,980	4,697,533
Incentives:	3,858,022	745,601	497,608	4,251,676	1,562,956	10,915,863
Program Eval & Planning Svcs.:	187,533	44,429	17,803	343,392	66,884	660,040
Program Marketing/Outreach:	84,079	21,510	2,667	812,813	354,987	1,276,055
Program Legal Services:						-
Program Quality Assurance:	388	4,492		45,689	7,568	58,137
Outsourced Services:	49,733	1,168	6,409	169,588	21,831	248,729
Trade Allies & Cust. Svc. Mgmt.:	19,449	4,509	682	250,990	44,098	319,728
IT Services:	64,711	18,669	3,541	204,220	42,915	334,055
Other Program Expenses	15,381	5,802	4,276	47,860	16,955	90,274
TOTAL PROGRAM EXPENSES	5,607,489	1,238,159	706,190	8,358,742	3,499,568	19,410,149
ADMINISTRATIVE COSTS						
Management & General	120,615	30,358	14,029	189,872	79,816	434,690
Communications & Customer Svc	65,652	15,721	6,971	99,962	42,726	231,033
Total Administrative Costs	186,267	46,079	20,999	289,835	122,542	665,723
Total Program & Admin Expenses	5,793,756	1,284,238	727,189	8,648,577	3,622,111	20,075,872

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NWN Industrial

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	ETO Total
Program Management	5785.757464	8307.449213	63255.46402	77,349
Program Delivery:		51647	497645	549,292
Incentives:	400328	88426	1374319	1,863,073
Program Eval & Planning Svcs.:	14440.35807	5806.430878	51129.82289	71,377
Program Marketing/Outreach:	2216.329951	3101.880674	7658.521747	12,977
Program Legal Services:				-
Program Quality Assurance:	29.89232833	587.000301		617
Outsourced Services:	1321.922687	152.6200783	9789.588668	11,264
Trade Allies & Cust. Svc. Mgmt.:	1497.597774	589.3013422	1958.850075	4,046
IT Services:	4982.872251	2439.796311	10169.11837	17,592
Other Program Expenses	1184.330223	758.3104689	12281.73824	14,224
TOTAL PROGRAM EXPENSES	431,787	161,816	2,028,207	2,621,810
ADMINISTRATIVE COSTS				
Management & General	9287.563797	3967.469277	40291.34794	53,546
Communications & Customer Svc	5055.351081	2054.618425	20019.90442	27,130
Total Administrative Costs	14,343	6,022	60,311	80,676
Total Program & Admin Expenses	446,130	167,838	2,088,518	2,702,486

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NWN WA

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	Existing Homes	New Homes and Products	ETO Total
Program Management	43,732	56,266	32,661	132,659
Program Delivery:	146,359	115,158	40,911	302,428
Incentives:	207,958	176,870	174,546	559,374
Program Eval & Planning Svcs.:	28,788	24,763	14,569	68,120
Program Marketing/Outreach:	34,486	54,557	15,793	104,836
Program Legal Services:				-
Program Quality Assurance:				-
Outsourced Services:				-
Trade Allies & Cust. Svc. Mgmt.:	9,761	12,492	3,045	25,298
IT Services:	16,178	17,251	10,768	44,197
Other Program Expenses	14,384	14,029	9,568	37,981
TOTAL PROGRAM EXPENSES	501,646	471,386	301,861	1,274,893
ADMINISTRATIVE COSTS				
Management & General	10,650	11,338	7,337	29,325
Communications & Customer Svc	5,778	5,698	3,801	15,277
Total Administrative Costs	16,428	17,036	11,138	44,602
Total Program & Admin Expenses	518,074	488,422	312,999	1,319,495

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Cascade

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	Existing Homes	New Homes & Products	ETO Total
Program Management	20,561	10,879	7,674	30,899	32,573	102,586
Program Delivery:	137,407	66,114	121,194	137,803	256,140	718,658
Incentives:	331,813	123,949	214,458	351,588	175,300	1,197,108
Program Eval & Planning Svcs.:	17,753	7,858	9,071	27,551	10,686	72,918
Program Marketing/Outreach:	8,793	4,049	1,359	66,766	62,167	143,134
Program Legal Services:						-
Program Quality Assurance:	37	794		3,666	1,209	5,706
Outsourced Services:	5,054	207	1,737	12,002	4,426	23,425
Trade Allies & Cust. Svc. Mgmt.:	1,841	797	348	20,137	7,045	30,169
IT Services:	6,126	3,302	1,804	16,385	6,856	34,473
Other Program Expenses	1,456	1,026	2,179	3,840	2,709	11,210
TOTAL PROGRAM EXPENSES	530,841	218,975	359,823	670,636	559,112	2,339,387
ADMINISTRATIVE COSTS						
Management & General	11,418	5,369	7,148	15,234	12,752	51,921
Communications & Customer Svc	6,215	2,780	3,552	8,020	6,826	27,394
Total Administrative Costs	17,633	8,149	10,700	23,254	19,578	79,314
Total Program & Admin Expenses	548,474	227,124	370,523	693,890	578,690	2,418,701

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PGE Renewables

RENEWABLE EFFICIENCY

EXPENSES	BioPower	Solar Electric	Open Solicitation	ETO Total
Program Management	24,313	275,801	37,370	337,484
Program Delivery:		191,625	5,873	197,498
Incentives:	190,415	14,911,026	194,631	15,296,072
Program Eval & Planning Svcs.:	3,432	35,495	3,936	42,862
Program Marketing/Outreach:	6,825	183,805	10,334	200,964
Program Legal Services:				-
Program Quality Assurance:			1,079	1,079
Outsourced Services:	27,389	206,333	37,773	271,495
Trade Allies & Cust. Svc. Mgmt.:		40,786	163	40,950
IT Services:	4,791	81,285	8,260	94,337
Other Program Expenses	25,046	59,055	21,064	105,166
TOTAL PROGRAM EXPENSES	282,212	15,985,212	320,483	16,587,906
ADMINISTRATIVE COSTS				
Management & General	4,051	410,726	3,960	418,736
Communications & Customer Svc	2,393	163,635	2,351	168,379
Total Administrative Costs	6,444	574,361	6,311	587,116
Total Program & Admin Expenses	288,656	16,559,573	326,794	17,175,019

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PAC Renewables

RENEWABLE EFFICIENCY

EXPENSES	BioPower	Solar Electric	Open Solicitation	ETO Total
Program Management	119,980	63,314	280,344	463,638
Program Delivery:		70,875	1,036	71,911
Incentives:	1,173,771	3,396,137	824,654	5,394,562
Program Eval & Planning Svcs.:	16,935	8,148	29,524	54,608
Program Marketing/Outreach:	4,100	42,195	11,323	57,618
Program Legal Services:				-
Program Quality Assurance:				-
Outsourced Services:	28,434	47,367	64,040	139,841
Trade Allies & Cust. Svc. Mgmt.:		9,363	1,227	10,589
IT Services:	23,645	18,660	61,968	104,272
Other Program Expenses	25,777	13,557	53,484	92,817
TOTAL PROGRAM EXPENSES	1,392,641	3,669,615	1,327,600	6,389,857
ADMINISTRATIVE COSTS				
Management & General	19,989	94,287	29,709	143,986
Communications & Customer Svc	11,811	37,565	17,633	67,009
Total Administrative Costs	31,800	131,852	47,342	210,994
Total Program & Admin Expenses	1,424,441	3,801,467	1,374,942	6,600,850

2013 Budget Recap - R1: Draft

note: the published copy showed gas goal 5.9 million, but this was due to an error. The correct gas goal is 5.5 million therms, as shown elsewhere in the materials

PROGRAM	BUDGET (\$M)			ELECTRIC SAVINGS ¹				GAS SAVINGS ¹			
	ELECTRIC	GAS	TOTAL	GOALS		COST		GOALS		COST	
				aMW	Levelized (\$/kW h)	Annual Therms	Levelized (\$/Therm)				
	Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal			
ENERGY EFFICIENCY											
Commercial											
Business Energy Solutions – Existing Buildings	36.7	6.5	43.2	13.55	15.95	0.035	0.030	1,336,803	1,572,709	0.488	0.415
Business Energy Solutions – New Buildings	16.0	1.2	17.3	4.86	5.72	0.038	0.032	389,972	458,790	0.266	0.226
Mkt Transformation (Alliance)	3.0	0.0	3.0	1.93	2.27	0.018	0.015	NA			
Total Commercial	55.8	7.7	63.5	20.3	23.9	0.034	0.029	1,726,775	2,031,500	0.428	0.364
Industrial											
Production Efficiency	31.2	3.3	34.5	14.04	16.52	0.030	0.025	971,159	1,142,540	0.344	0.293
Mkt Transformation (Alliance)	1.6	0.0	1.6	0.56	0.66	0.041	0.035	NA			
Total Industrial	32.8	3.3	36.0	14.6	17.2	0.030	0.026	971,159	1,142,540	0.344	0.293
Residential											
Home Energy Solutions – Existing Homes	16.1	11.4	27.5	5.20	6.11	0.037	0.032	1,056,392	1,242,814	0.833	0.708
Home Energy Solutions – New Homes & Products	17.3	4.0	21.2	5.39	6.34	0.051	0.043	755,111	888,366	0.607	0.516
Mkt Transformation (Alliance)	4.9	0.0	4.9	2.19	2.58	0.040	0.034	NA			
Total Residential	38.3	15.4	53.6	12.8	15.0	0.042	0.036	1,811,503	2,131,180	0.742	0.631
Washington											
Business Energy Solutions – Existing Buildings	0.0	0.6	0.6					127,500	150,000	0.392	0.333
Home Energy Solutions – Existing Homes	0.0	0.5	0.5					60,374	71,028	0.579	0.492
Home Energy Solutions – New Homes & Products	0.0	0.3	0.3					35,807	42,126	0.669	0.568
Total Washington	0.0	1.4	1.4					223,681	263,154	0.490	0.416
Total Energy Efficiency with Gas Market Transformation	\$126.8	\$27.8	\$154.6	47.7	56.1	0.035	0.030	4,733,118	5,568,374	0.545	0.463
	BUDGET (\$M)			ELECTRIC GENERATION ¹							
	ELECTRIC	GAS	TOTAL	GOALS		COST					
				aMW	(\$/mils/ aMW)						
				Conservative	Best Case	Conservative	Best Case				
RENEWABLE RESOURCES											
Biopower	2.9		2.9	2.32	2.32	1.26	1.26				
Open Solicitation	3.5		3.5	0.98	0.98	3.53	3.52				
Solar Electric	9.2		9.2	0.70	1.06	13.08	8.63				
Total Renewable Resources	\$15.5		\$15.5	4.0	4.4	3.88	3.56				

¹ some columns may not add due to rounding

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	ENERGY EFFICIENCY						Oregon Total	NWN WA	Efficiency Total	RENEWABLE ENERGY			Other	TOTAL
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade				PGE	PacifiCorp	Total Renewables		All Programs
REVENUES														
Public Purpose Funding	\$26,449,746	\$19,893,195	\$46,342,941		\$21,996,075	\$2,593,912	\$70,932,928		\$70,932,928	\$7,569,342	\$5,579,296	\$13,148,638		\$84,081,566
Incremental Funding	48,990,662	28,431,131	77,421,793	2,246,878			79,668,671	1,261,001	80,929,672				150,000	80,929,672
Revenue from Investments														150,000
TOTAL PROGRAM REVENUE	75,440,408	48,324,326	123,764,734	2,246,878	21,996,075	2,593,912	150,601,599	1,261,001	151,862,600	7,569,342	5,579,296	13,148,638	150,000	165,161,238
EXPENSES														
Program Management (Note 3)	2,300,890	1,423,530	3,724,420	76,931	829,960	120,045	4,751,357	162,969	4,914,326	474,833	580,205	1,055,038		5,969,364
Program Delivery	21,502,265	13,887,284	35,389,549	691,948	5,112,979	623,092	41,817,568	357,959	42,175,527					42,175,527
Incentives	45,146,362	26,091,743	71,238,105	1,596,672	11,411,164	1,361,503	85,607,444	610,706	86,218,150	6,481,245	5,437,609	11,918,854		98,137,004
Program Eval & Planning Svcs.	2,559,270	1,650,836	4,210,106	60,929	782,861	84,552	5,138,448	61,278	5,199,726	93,537	91,698	185,235		5,384,961
Program Marketing/Outreach	2,263,169	1,393,063	3,656,232	16,507	1,159,471	106,458	4,938,668	57,972	4,996,640	134,314	69,686	204,000		5,200,640
Program Legal Services														
Program Quality Assurance	115,559	78,210	193,769	391	55,653	5,187	255,000		255,000	7,500	7,500	15,000		270,000
Outsourced Services	660,812	444,042	1,104,854	22,194	266,947	26,055	1,420,050	500	1,420,550	648,832	425,668	1,074,500		2,495,050
Trade Allies & Cust. Svc. Mgmt.	495,389	310,690	806,079	3,580	334,419	30,160	1,174,239	29,888	1,204,127	35,996	15,367	51,363		1,255,490
IT Services	1,101,357	676,105	1,777,462	20,256	484,976	48,402	2,331,097	65,474	2,396,571	129,217	153,169	282,386		2,678,957
Other Program Expenses	275,357	166,571	441,928	10,566	93,661	10,483	556,638	43,010	599,648	140,325	118,918	259,243		858,891
TOTAL PROGRAM EXPENSES	76,420,431	46,122,073	122,542,504	2,499,976	20,532,091	2,415,938	147,990,509	1,389,756	149,380,265	8,145,798	6,899,821	15,045,619		164,425,884
ADMINISTRATIVE COSTS														
Management & General (Notes 1 & 2)	1,616,282	980,015	2,596,297	48,238	450,901	51,845	3,147,282	30,583	3,177,865	154,809	142,166	296,975		3,474,840
Communications & Customer Svc (Notes 1 & 2)	1,051,892	637,789	1,689,681	31,509	293,060	33,722	2,047,972	19,902	2,067,874	100,156	91,968	192,124		2,259,998
Total Administrative Costs	2,668,173	1,617,804	4,285,977	79,747	743,962	85,568	5,195,254	50,485	5,245,739	254,965	234,134	489,099		5,734,838
TOTAL PROG & ADMIN EXPENSES	79,088,605	47,739,877	126,828,482	2,579,723	21,276,052	2,501,506	153,185,763	1,440,241	154,626,005	8,400,763	7,133,955	15,534,720		170,160,725
TOTAL REVENUE LESS EXPENSES	(3,648,197)	584,449	(3,063,748)	(332,845)	720,023	92,406	(2,584,164)	(179,240)	(2,763,405)	(831,421)	(1,554,659)	(2,386,082)	150,000	(4,999,487)
Cumulative Carryover at 12/31/12 (Note 4)	7,998,973	2,660,765	10,659,738	301,852	3,915,528	(724,121)	14,152,997	190,192	14,330,864	7,414,247	7,372,601	14,786,848	10,658,548	39,777,804
Interest attributed	1,740,000	1,160,000	2,900,000		5,000,000		7,900,000		7,900,000	585,000	2,235,000	2,820,000	(2,820,000)	7,900,000
Interest re-attributed	(1,740,000)	(1,160,000)	(2,900,000)		(5,000,000)		(7,900,000)		(7,900,000)					(7,900,000)
TOTAL NET ASSETS CUMULATIVE	4,350,776	3,245,214	7,595,990	(30,993)	4,635,551	(631,715)	11,568,833	10,952	11,567,459	7,167,826	8,052,942	15,220,766	7,988,548	34,776,773

Note 1) Both Management & General and Communications & Customer Service Expenses (Administrative) have been allocated based on total expenses.

Note 2) Administrative costs are allocated for management reporting only. GAAP for Not for Profit organizations does not allow allocation of administrative costs to program expenses.

Note 3) Program Management costs include both outsourced and internal staff.

Note 4) Cumulative carryover at 12/31/2012 is from the 2012 Forecast.

The Energy Trust of Oregon, Inc
Program Expense by Service Territory
For the Twelve Months Ending December 31, 2013
2013 Draft Budget

	PGE 2013 Budget	Pacific Power 2013 Budget	Elec. Utilities 2013 Budget	NWN Ind 2013 Budget	NW Natural 2013 Budget	Cascade 2013 Budget	Gas Providers 2013 Budget	Oregon Total 2013 Budget	NWN WA 2013 Budget	ETO Total 2013 Budget
Energy Efficiency										
Commercial										
Business Energy Solutions - Existing Buildings	24,664,596	12,035,081	36,699,677	481,070	5,303,026	706,353	6,490,449	43,190,126	637,472	43,827,598
Business Energy Solutions - New Buildings	8,614,987	7,426,691	16,041,678		1,114,270	126,053	1,240,323	17,282,001		17,282,001
Market Transformation (NEEA)	1,787,663	1,242,273	3,029,936				0	3,029,936		3,029,936
Total Commercial	35,067,246	20,704,045	55,771,291	481,070	6,417,296	832,406	7,730,772	63,502,063	637,472	64,139,535
Industrial										
Business Energy Solutions - Production Efficiency	19,645,951	11,572,026	31,217,977	2,098,653	758,107	413,802	3,270,562	34,488,539		34,488,539
Market Transformation (NEEA)	918,883	638,547	1,557,430					1,557,430		1,557,430
Total Industrial	20,564,834	12,210,573	32,775,407	2,098,653	758,107	413,802	3,270,562	36,045,969		36,045,969
Residential										
Home Energy Solutions - Existing Homes	9,649,329	6,456,560	16,105,889		10,516,771	883,695	11,400,466	27,506,355	477,768	27,984,123
Home Energy Solutions - New Homes/Products	10,905,620	6,352,352	17,257,972		3,583,874	371,602	3,955,476	21,213,448	325,002	21,538,450
Market Transformation (NEEA)	2,901,576	2,016,350	4,917,926					4,917,926		4,917,926
Total Residential	23,456,525	14,825,262	38,281,787		14,100,645	1,255,297	15,355,942	53,637,729	802,770	54,440,499
Energy Efficiency Program Costs	79,088,605	47,739,879	126,828,484	2,579,724	21,276,049	2,501,505	26,357,279	153,185,763	1,440,242	154,626,005
Renewables										
Biopower	1,288,476	1,627,337	2,915,813					2,915,813		2,915,813
Solar Electric (Photovoltaic)	6,601,565	2,560,009	9,161,574					9,161,574		9,161,574
Other Renewable	510,722	2,946,609	3,457,331					3,457,331		3,457,331
Renewables Program Costs	8,400,765	7,133,956	15,534,720					15,534,720		15,534,720
Cost Grand Total	87,489,368	54,873,835	142,363,204	2,579,723	21,276,048	2,501,505	26,357,279	168,720,483	1,440,242	170,160,725

Energy Trust of Oregon, Inc
Statement of Functional Expenses
2013 Draft Budget

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total
Program Expenses							
Incentives/ Program Management & Delivery	133,914,475	11,968,854	145,883,329				145,883,329
Payroll and Related Expenses	2,908,164	1,005,038	3,913,202	2,009,711	839,717	2,849,428	6,762,630
Outsourced Services	5,806,628	1,363,500	7,170,128	532,350	952,000	1,484,350	8,654,478
Planning and Evaluation	2,550,651	115,235	2,665,886				2,665,886
Customer Service Management	783,660	32,351	816,011				816,011
Trade Allies Network	420,466	19,012	439,478				439,478
Total Program Expenses	146,384,044	14,503,990	160,888,034	2,542,061	1,791,716	4,333,777	165,221,811
Program Support Costs							
Supplies	31,569	10,184	41,753	23,529	9,500	33,029	74,782
Postage and Shipping Expenses	1,689	614	2,303	1,038	4,512	5,550	7,853
Telephone	3,086	1,249	4,335	2,182	208	2,390	6,725
Printing and Publications	117,681	22,293	139,974	1,941	115,662	117,603	257,577
Occupancy Expenses	196,697	71,489	268,186	120,946	59,668	180,614	448,800
Insurance	30,963	11,253	42,216	19,038	9,392	28,430	70,646
Equipment	10,049	3,652	13,701	6,179	4,048	10,227	23,928
Travel	56,750	53,200	109,950	47,334	3,000	50,334	160,284
Meetings, Trainings & Conferences	50,900	33,000	83,900	187,815	10,500	198,315	282,215
Interest Expense and Bank Fees			0	7,500		7,500	7,500
Depreciation & Amortization	45,175	16,419	61,594	27,778	13,704	41,482	103,076
Dues, Licenses and Fees	54,387	35,636	90,023	9,246	2,171	11,417	101,440
Miscellaneous Expenses	704	256	960	633	213	846	1,806
IT Services	2,396,571	282,387	2,678,958	477,621	235,705	713,326	3,392,284
Total Program Support Costs	2,996,220	541,631	3,537,851	932,779	468,283	1,401,062	4,938,913
TOTAL EXPENSES	149,380,265	15,045,619	164,425,884	3,474,840	2,259,998	5,734,838	170,160,725

OPUC Performance Measure 5.62%

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Draft Budget

PGE

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	676,384	335,426	7,264	493,781	4,019	426,523	346,600	10,894	2,300,890
Program Delivery:	5,991,923	2,087,009	1,677,844	4,031,679	844,758	2,413,823	1,706,405	2,748,824	21,502,265
Incentives:	15,535,026	5,013,705		13,504,733		4,552,425	6,540,473		45,146,362
Program Eval & Planning Svcs.:	750,575	381,422	34,501	462,622	35,516	456,216	402,902	35,516	2,559,270
Program Marketing/Outreach:	172,136	185,224		128,724		669,881	1,107,203		2,263,169
Program Legal Services:									
Program Quality Assurance:	19,979	34,884				35,025	25,671		115,559
Outsourced Services:	193,958	73,506		198,213		149,030	46,106		660,812
Trade Allies & Cust. Svc. Mgmt.:	81,640	28,743		18,545		250,403	116,058		495,389
IT Services:	359,463	147,252	1,634	123,661	817	300,498	165,581	2,451	1,101,357
Other Program Expenses	65,520	24,734	666	86,816	333	53,858	42,431	999	275,357
TOTAL PROGRAM EXPENSES	23,846,602	8,311,905	1,721,909	19,048,775	885,444	9,307,682	10,499,430	2,798,684	76,420,431
ADMINISTRATIVE COSTS									
Management & General	495,637	183,626	39,877	361,074	20,267	207,066	246,397	62,339	1,616,282
Communications & Customer Svc	322,357	119,457	25,876	236,103	13,173	134,579	159,795	40,553	1,051,892
Total Administrative Costs	817,994	303,082	65,753	597,177	33,439	341,645	406,191	102,892	2,668,173
Total Program & Admin Expenses	24,664,596	8,614,987	1,787,662	19,645,952	918,883	9,649,327	10,905,621	2,901,576	79,088,605

**Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Draft Budget**

PAC

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	294,044	284,270	5,048	322,314	2,793	298,620	208,870	7,570	1,423,530
Program Delivery:	2,956,654	1,740,689	1,165,959	2,942,260	587,036	1,499,028	1,085,458	1,910,200	13,887,284
Incentives:	7,556,318	4,369,049		7,355,723		3,093,818	3,716,835		26,091,743
Program Eval & Planning Svcs.:	366,243	348,811	23,976	272,498	24,681	355,263	234,684	24,681	1,650,836
Program Marketing/Outreach:	68,379	156,114		75,822		453,417	639,330		1,393,063
Program Legal Services:									
Program Quality Assurance:	9,749	30,072				23,436	14,953		78,210
Outsourced Services:	137,347	63,367		116,753		99,719	26,856		444,042
Trade Allies & Cust. Svc. Mgmt.:	39,836	24,778		10,924		167,550	67,602		310,690
IT Services:	175,400	126,941	1,135	72,840	568	201,069	96,448	1,703	676,105
Other Program Expenses	31,970	21,322	463	51,137	232	36,038	24,715	694	166,571
TOTAL PROGRAM EXPENSES	11,635,940	7,165,414	1,196,581	11,220,272	615,309	6,227,958	6,115,752	1,944,848	46,122,073
ADMINISTRATIVE COSTS									
Management & General	241,846	158,297	27,711	212,683	14,083	138,552	143,522	43,320	980,015
Communications & Customer Svc	157,294	102,980	17,981	139,071	9,154	90,050	93,078	28,181	637,789
Total Administrative Costs	399,140	261,277	45,692	351,754	23,238	228,602	236,600	71,501	1,617,804
Total Program & Admin Expenses	12,035,080	7,426,691	1,242,273	11,572,026	638,547	6,456,559	6,352,352	2,016,349	47,739,879

**Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Draft Budget**

NWN

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	Existing Homes	New Homes & Products	ETO Total
Program Management	133,882	40,775	25,520	466,226	163,557	829,960
Program Delivery:	1,259,985	237,704	185,137	2,225,723	1,204,430	5,112,979
Incentives:	3,366,931	689,370	485,873	5,355,739	1,513,251	11,411,164
Program Eval & Planning Svcs.:	151,145	45,048	17,057	460,207	109,403	782,861
Program Marketing/Outreach:	30,218	22,025	4,973	773,494	328,761	1,159,471
Program Legal Services:						
Program Quality Assurance:	4,308	4,531		38,320	8,495	55,653
Outsourced Services:	71,436	9,547	7,657	163,051	15,257	266,947
Trade Allies & Cust. Svc. Mgmt.:	17,605	3,733	716	273,961	38,404	334,419
IT Services:	77,514	19,125	4,777	328,768	54,792	484,976
Other Program Expenses	14,128	3,212	3,354	58,925	14,040	93,661
TOTAL PROGRAM EXPENSES	5,127,153	1,075,070	735,064	10,144,414	3,450,389	20,532,091
ADMINISTRATIVE COSTS						
Management & General	106,565	23,750	13,933	225,681	80,972	450,901
Communications & Customer Svc	69,309	15,451	9,111	146,677	52,513	293,060
Total Administrative Costs	175,873	39,201	23,044	372,358	133,485	743,962
Total Program & Admin Expenses	5,303,026	1,114,271	758,109	10,516,772	3,583,874	21,276,049

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Draft Budget

NWN Industrial

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	Production Efficiency	ETO Total
Program Management	9,315	67,617	76,931
Program Delivery:	119,956	571,992	691,948
Incentives:	308,094	1,288,578	1,596,672
Program Eval & Planning Svcs.:	13,711	47,218	60,929
Program Marketing/Outreach:	2,741	13,766	16,507
Program Legal Services:			
Program Quality Assurance:	391		391
Outsourced Services:	997	21,197	22,194
Trade Allies & Cust. Svc. Mgmt.:	1,597	1,983	3,580
IT Services:	7,032	13,225	20,256
Other Program Expenses	1,282	9,284	10,566
TOTAL PROGRAM EXPENSES	465,115	2,034,860	2,499,976
ADMINISTRATIVE COSTS			
Management & General	9,667	38,571	48,238
Communications & Customer Svc	6,287	25,221	31,509
Total Administrative Costs	15,955	63,793	79,747
Total Program & Admin Expenses	481,070	2,098,653	2,579,724

**Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Draft Budget**

NWN WA

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	Existing Homes	New Homes and Products	ETO Total
Program Management	91,644	42,757	28,568	162,969
Program Delivery:	101,959	171,500	84,500	357,959
Incentives:	291,565	158,151	160,990	610,706
Program Eval & Planning Svcs.:	30,639	23,759	6,880	61,278
Program Marketing/Outreach:	42,472	12,000	3,500	57,972
Program Legal Services:				
Program Quality Assurance:				
Outsourced Services:	500			500
Trade Allies & Cust. Svc. Mgmt.:	12,559	13,837	3,492	29,888
IT Services:	25,636	24,528	15,310	65,474
Other Program Expenses	18,864	14,340	9,806	43,010
TOTAL PROGRAM EXPENSES	615,838	460,872	313,046	1,389,756
ADMINISTRATIVE COSTS				
Management & General	13,105	10,230	7,248	30,583
Communications & Customer Svc	8,528	6,666	4,708	19,902
Total Administrative Costs	21,633	16,896	11,956	50,485
Total Program & Admin Expenses	637,471	477,768	325,002	1,440,242

**Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Draft Budget**

Cascade

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	Existing Homes	New Homes & Products	ETO Total
Program Management	15,788	4,764	20,290	61,668	17,535	120,045
Program Delivery:	161,082	28,700	122,900	177,874	132,536	623,092
Incentives:	461,261	75,915	237,000	437,970	149,357	1,361,503
Program Eval & Planning Svcs.:	20,132	5,096	9,310	38,670	11,344	84,552
Program Marketing/Outreach:	4,025	2,602	2,714	63,709	33,407	106,458
Program Legal Services:						
Program Quality Assurance:	574	513		3,220	881	5,187
Outsourced Services:	5,513	1,080	4,180	13,701	1,582	26,055
Trade Allies & Cust. Svc. Mgmt.:	2,345	422	391	23,020	3,982	30,160
IT Services:	10,325	2,164	2,608	27,626	5,681	48,402
Other Program Expenses	1,882	363	1,831	4,951	1,456	10,483
TOTAL PROGRAM EXPENSES	682,927	121,619	401,224	852,408	357,761	2,415,938
ADMINISTRATIVE COSTS						
Management & General	14,194	2,687	7,605	18,963	8,396	51,845
Communications & Customer Svc	9,232	1,748	4,973	12,325	5,445	33,722
Total Administrative Costs	23,426	4,435	12,578	31,288	13,841	85,568
Total Program & Admin Expenses	706,353	126,054	413,802	883,696	371,601	2,501,505

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Draft Budget

PGE Renewables

RENEWABLE EFFICIENCY

EXPENSES	BioPower	Solar Electric	Open Solicitation	ETO Total
Program Management	68,405	372,561	33,866	474,833
Program Delivery:				
Incentives:	1,010,415	5,198,930	271,900	6,481,245
Program Eval & Planning Svcs.:	16,890	60,599	16,048	93,537
Program Marketing/Outreach:	8,750	105,564	20,000	134,314
Program Legal Services:				
Program Quality Assurance:			7,500	7,500
Outsourced Services:	109,250	434,832	104,750	648,832
Trade Allies & Cust. Svc. Mgmt.:		35,851	144	35,996
IT Services:	17,866	102,395	8,955	129,217
Other Program Expenses	20,234	83,101	36,991	140,325
TOTAL PROGRAM EXPENSES	1,251,811	6,393,833	500,154	8,145,798
ADMINISTRATIVE COSTS				
Management & General	22,236	126,153	6,420	154,809
Communications & Customer Svc	14,429	81,579	4,149	100,156
Total Administrative Costs	36,665	207,732	10,568	254,965
Total Program & Admin Expenses	1,288,476	6,601,565	510,722	8,400,765

**Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Draft Budget**

PAC Renewables

RENEWABLE EFFICIENCY

EXPENSES	BioPower	Solar Electric	Open Solicitation	ETO Total
Program Management	86,396	150,066	343,744	580,205
Program Delivery:				
Incentives:	1,361,081	1,976,948	2,099,580	5,437,609
Program Eval & Planning Svcs.:	19,689	23,499	48,510	91,698
Program Marketing/Outreach:	8,750	40,936	20,000	69,686
Program Legal Services:				
Program Quality Assurance:			7,500	7,500
Outsourced Services:	66,250	202,168	157,250	425,668
Trade Allies & Cust. Svc. Mgmt.:		13,903	1,465	15,367
IT Services:	22,565	39,708	90,897	153,169
Other Program Expenses	16,299	32,225	70,393	118,918
TOTAL PROGRAM EXPENSES	1,581,029	2,479,453	2,839,339	6,899,821
ADMINISTRATIVE COSTS				
Management & General	28,084	48,921	65,161	142,166
Communications & Customer Svc	18,224	31,635	42,108	91,968
Total Administrative Costs	46,308	80,556	107,270	234,134
Total Program & Admin Expenses	1,627,337	2,560,009	2,946,609	7,133,956

2013-2014 Draft Action Plan

November 7, 2012

I. INTRODUCTION

Energy Trust measures its performance against its five-year Strategic Plan goals and the Oregon Public Utility Commission (OPUC) annual minimum performance measures. The goals of the Energy Trust 2010-2014 Strategic Plan are:

Goal 1: Help utilities and their ratepayers acquire all cost-effective energy efficiency.

- Between 2010 and 2014, save 256 average megawatts of electricity, contingent on adequate funding, through efficiency and conservation; and
- Between 2010 and 2014, save 22.5 million annual therms of natural gas, contingent on adequate funding, through efficiency and conservation.

Goal 2: Accelerate the rate at which new renewable energy generation is produced, helping to achieve Oregon's 2025 goal of meeting at least 8 percent of retail electrical load from small-scale renewable energy projects.

- Between 2010 and 2014, achieve an additional 23 average megawatts of renewable energy; and
- Flexibly expand markets including hydro, solar, geothermal, biopower, and wind.

Current OPUC minimum performance measures are listed below, with the understanding that some may be revisited and updated for the final Action Plan:

- Save at least 41 average megawatts of electricity, computed on a three-year rolling average basis at a levelized cost of no more than 4.4 cents per kilowatt hour;
- Save at least 4,500,000 annual therms of gas, computed on a three-year rolling average basis at a levelized cost of no more than 52 cents per therm;
- There is no renewable energy metric this year; the appropriate measure is still under discussion with the OPUC;
- Earn an unqualified audit opinion;
- Keep administrative and program support costs below 9-11 percent of annual revenues;
- Maintain greater than 85 percent customer satisfaction rates for both interaction with program representatives and overall satisfaction;
- Report the benefit/cost ratio for conservation acquisition programs based on the utility system perspective and societal perspective annually; report any significant changes in benefit/cost performance mid-year.

In 2012, Energy Trust program results continued to be impacted by the poor economy, limited new construction activity, limited available capital for customers to invest and changes to the

state of Oregon's long-established energy tax credit programs. Energy Trust commercial and industrial programs quickly implemented mitigation strategies, such as the "Kick Start Bonus" to partially close the gap while also attracting new projects during this period of uncertainty about new and more limited tax credit offerings.

Overall, 2012 Energy Trust programs performed well under these challenging circumstances: Energy efficiency programs are projected to deliver 50.3 average megawatts in electric savings, 3 percent above the electric stretch-case goal; 5.5 million therms in gas efficiency, 1 percent above the gas stretch-case goal; and 4.5 average megawatts of renewable generation, exceeding the renewable energy conservative goal of 3.9 average megawatts.

Looking ahead to 2013-2014, Energy Trust identified a number of working assumptions to guide design, development and implementation of programs and activities. These include:

- Meet utility IRP targets with minimum rate impact
- Manage overall costs and cost effectiveness
- Incorporate low avoided natural gas costs and lower savings results into programs
- Maintain renewable program offerings with limited funds
- Maintain customer focus and serve a diverse market
- Meet or exceed OPUC minimum performance measures
- Acknowledge a slowly improving economy

II. 2013-2014 ACTION PLAN HIGHLIGHTS

To achieve Energy Trust goals and OPUC performance measures, the 2013-2014 budget and action plan is designed to implement consistent with the following strategies:

Industry and Agriculture

Industry and Agriculture serves industrial and agricultural customers through a single program. The dominant portion of the program is Production Efficiency, which provides a diverse set of custom and streamlined offerings designed to help energy intensive and complex organizations achieve ongoing cost-effective savings.

Program volume has quadrupled over the past 5 years by expanding tracks and introducing new initiatives. For 2013, the sector's strategies include:

- Retain successful approaches
- Further develop and deploy Strategic Energy Management
- Utilize Program Delivery Contractors (PDC's) as energy efficiency "account managers" for industrial customers
- Foster confident decision-making and investments by engaging the expertise and services of third-parties
- Provide centralized program management and direction of effort
- Cultivate a learning community of industrial energy champions
- Coordinate with the actions of existing and emerging market players

Commercial

The Commercial Sector provides energy efficiency services and incentives to commercial customers, institutional customers and multifamily properties. The program focuses on services which enable customers to invest in energy efficiency projects within their cost constraints. The program is delivered with the assistance of two Program Management Contractors (PMC's), one for Existing Buildings and one for New Buildings. Small commercial is a particularly hard-to-reach customer base. Consistent with resource potential studies and interests from utilities, small commercial is targeted within this action plan.

For 2013, the sector's strategies include:

- Accelerate efficiency investments by providing customers with incentives, technical assistance and business case development
- Enhance operations and maintenance (O&M) based offerings
- Help customers identify future capital projects and funding sources
- Continue development of Strategic Energy Management program to address retrofit, new construction and renewable opportunities
- Introduce new program offerings requiring minimal up-front investment by the customer
- Develop tools to help customers with decision-making

Residential

The Residential Sector provides energy efficiency and some renewable energy services to residential customers, homebuilders, installation (trades) and program (retail) allies. Primary sector activity is delivered through two Program Management Contractors (PMC's), one for Existing Homes and one for New Homes and Products. Additionally, the sector supports behavioral savings efforts, trade ally and customer engagement strategies and other initiatives.

Among the sector's 2013 strategies are:

- Develop audience-centric targeted messaging
- Further streamline incentive processing
- Reduce dependency upon instant savings measures such as CFLs and showerheads
- Develop pilots and targeted initiatives to test innovation
- Enhance outreach and training to new retailers to increase store participation
- Eliminate complex energy modeling where unnecessary to reduce costs
- Assess financing opportunities to increase participation

Renewable Energy

Energy Trust's renewable energy program provides a wide range of cash incentives and technical assistance for businesses and facilities interested in generating renewable energy. The sector includes five technologies including Solar, Biopower, Small Wind, Hydro and Geothermal.

The program strategies for 2013 include:

- Acknowledging and addressing challenging markets focusing on smaller projects which are able to offset retail rates
- Transition from a technology focus to two program tracks: Custom and Standard
- Continue a portfolio management approach encompassing all five technologies
- Complete the transition to a relatively fixed funding level with limited state and federal incentives available
- Implement expanded development assistance funding to build pipeline of projects
- Expanding marketing for small wind
- Continue with competitive RFP approach to obtain projects
- Utilize financing tools where appropriate

III. 2013-2014 PROGRAM SUMMARIES

Details of individual program strategies and descriptions and corresponding line item budgets for 2013-2014 plans appear in the next tab (“one-pagers.”) Four program sectors are represented: 1) Business; 2) Industrial/Agricultural; 3) Homes and 4) Renewable Energy. These sections include individual program statements of purpose, detailed 2013 strategies and activities, new initiatives and focus areas, and projected activities planned for 2014.

It is anticipated that both 2013 and 2014 activities may be affected by changing policies and potential outcomes resulting from Governor Kitzhaber’s Final 10-year Energy Plan, which has not yet been released.

IV. PROJECTED 2014 HIGHLIGHTS AND CONTINGENCIES

Many of the activities identified within the individual program descriptions will either continue in 2014 or will help to shape and inform new activities in 2014.

Commercial Existing Buildings

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.

2013 Strategies & Activities

1. Deliver program to commercial entities through Program Management Contractor (ICF), subcontractors and a statewide comprehensive network of trade allies.
2. 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. Provide offerings and services that appeal to a wide-range of participants, including 16 key market sectors.
4. Maintain the state-wide program reach, while looking for opportunities to reach customers in under-participating areas.
5. Modify Trade Ally approach to increase non-lighting project activity in addition to historical lighting focus. Develop approaches for Trade Allies to sell lighting and non-lighting measures concurrently.
6. Evolve lighting program offerings to adapt to changing lighting baselines associated with market transformation effects and federal lighting standards.
7. Adapt to reduced Gas Avoided Costs to provide cost-effective gas savings measures, providing more services as necessary to aid the customer's decision making and redefining recommendations to limit measures on the margin.
8. Increase operations-based savings and low-cost/no-cost approaches to save energy as a means to expand the ways to engage customers or provide energy savings options for the capital constrained customer.
9. Build and leverage long-term relationships to help customers implement energy savings strategies over time.
10. Explore options to streamline certain program requirements including compressing processes and paperwork in order to speed participation and provide more direct access to program experts via a dedicated call center.
11. Increase awareness and visibility throughout the state by expanding geographic presence with statewide field staff to promote program with Customers and Trade Allies.
12. Develop marketing strategies to address key barriers to action, including but not limited to customer success stories, demonstration of the business case for energy efficiency.

2013 New Initiatives & Focus Areas

1. Expand market education on the pending Federal 2014 lighting ballast standard and provide incentives to encourage participants to convert T12s to T8s.
2. Review results of the Comprehensive Lighting Pilot to see if the market is becoming educated on better lighting design and, if appropriate incorporate into steady-state program offerings.
3. Review results of Building Performance Tracking and Control Systems pilot to review efficacy of using building information systems to encourage operational improvements and if appropriate modify to be a regular program offering.
4. Provide incentives for technically sound and cost-effective LED applications.
5. Expand both aspects of the Strategic Energy Management pilot by: 1) Enrolling 15 participants in the commercial energy improvement approach 2) Enrolling 3 large chain customers to the individual integrated energy management track.
6. Work with other efficiency organizations to achieve regional economies to reduce product costs and ensure supply.
7. Use incentives, services and sales techniques to encourage customers to install more measures in a shorter time frame.
8. Manage Roof-top Tune-up projects to deliver cost-effective electric and gas savings.
9. Continue to coordinate with ODOE to identify and study Cool Schools projects in Energy Trust service territory.
10. Coordinate with NEEA and other NEEA utility funders to leverage regional lighting coordination opportunities like upstream buy-downs and contractor training.
11. Coordinate with electric utility field and outreach representatives and marketing efforts to recruit and screen new leads.
12. Multifamily Strategies and Activities and New Initiatives and Focus Areas presented in a separate Action Plan.

2014 Planned Activities

1. Revise lighting program to account for new baseline from Federal 2014 lighting ballast standards.
2. Continue to expand the emphasis on operations and strategic energy planning.

2013-2014 DRAFT BUDGET & ACTION PLAN

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Targets											
Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)		Goal Therms		Levelized Cost (\$/therm)	
	Electric	Gas	Total	Conserv	Stretch	v	Stretch	Conserv	Stretch	Conserv	Stretch
2012 Forecast	\$32.9	\$6.8	\$39.7	13.50		\$0.030		1,845,329		\$0.309	
2013 Budget	\$36.7	\$6.5	\$43.2	13.55	15.95	\$0.035	\$0.030	1,336,803	1,572,709	\$0.488	\$0.415
2014 Projection	\$37.4	\$6.8	\$44.2	14.07	16.55	\$0.035	\$0.030	1,440,294	1,694,463	\$0.475	\$0.404

**The Energy Trust of Oregon, Inc
2013 Draft Budget
Existing Buildings**

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$24,533,837	\$27,227,630	\$28,477,760
Delivery Costs			
Program Management	602,731	261,763	269,643
Program Delivery	9,357,602	10,489,600	10,340,768
Marketing-PMC	497,012		
Performance Comp	308,500	215,000	215,007
Total Delivery Costs	10,765,844	10,966,363	10,825,418
ETO expenses			
Staffing	514,271	652,651	702,111
Marketing	189,500	247,500	265,600
Other Services	1,222,797	1,213,640	1,054,500
General	41,256	47,500	47,000
Allocations	1,115,744	1,402,454	1,431,600
Sub-Total before Admin Costs	38,383,249	41,757,739	42,803,991
Administrative Costs	1,274,997	1,432,388	1,377,274
TOTAL EXPENSE	39,658,246	43,190,127	44,181,265

**Commercial
Existing Multifamily**

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 multifamily (2+ attached units, retirement and campus living) facilities.

2013 Strategies & Activities

1. Deliver program to multifamily entities through Program Management Contractor (LM), subcontractors and a statewide network of trade allies specializing in this market.
2. Develop and include offerings and initiatives that will involve multifamily tenants in the savings decision and overcome the split incentive dilemma.
3. Continue to focus on delivering tailored program services to the entire value chain of target markets from property owners, tenants, property management companies, service providers, electrical/mechanical contractors, distributors, manufacturer representatives and manufacturers.
4. Provide offerings and services that appeal to a broad mix of multifamily owners and managers.
5. Expand program throughout the state to reach new customers and go deeper with existing customers in all four utility service territories.
6. Collaborate across New Buildings, Existing Homes and Existing Buildings to maximize program effectiveness in the marketplace.
7. Build and develop a project pipeline that can utilize either the on-bill financing option through the MPower Oregon pilot or through normal program tracks.
8. Leverage learning's from custom track projects and audits to redesign the services and offerings to better fit the needs of multifamily owners and managers.
9. Continue the distributor buy-downs focused on suppliers of energy efficient clothes washers and refrigerators in order to competitively place equipment in replacement applications.
10. Enhance outreach focus to promote project activity including selling lighting and non-lighting measures concurrently.
11. Launch seasonal and special "limited time only" bonuses for specific technologies to increase penetration or introduce successful but yet to be adopted technologies.
12. Increase operations-based savings and low-cost/no-cost approaches to save energy in a capital constrained market.
13. Build and leverage long-term relationships to help established customers implement energy savings strategies over time and across multiple capital budget cycles.
14. Develop marketing approaches that use customer success stories to demonstrate the strong business case for energy efficiency as a means to help spur action from more property managers.

2013 New Initiatives & Focus Areas

1. Extend the program offerings and the "single point of contact" outreach approach to small multifamily properties and campus living facilities through 2013 integration of these building types into Existing Multifamily.
2. Work with the affordable housing community to innovate how the program can serve their tenants through partnership in a financing pilot, behavioral opportunities and capital investments.
3. Continue implementation of the Memory Care Comprehensive Lighting Pilot to develop a cost and savings baseline for this facility type, test the effectiveness of a template approach on meeting the Oregon regulations for Memory Care Communities, characterize the non-energy benefits of advanced lighting design and, if appropriate incorporate into steady-state program offerings.
4. Implement a comprehensive overhaul of existing website structure and content to provide a "one-stop shop" for all multifamily properties in order to eliminate mixed messaging and confusion as a result of previous program design.
5. Integrate enhanced sales approach and benchmarking tools in order to provide comprehensive and actionable information on opportunities within customer portfolios
6. Consider a test that embeds a Resource Conservation Manager in affordable multifamily property management organizations to assess and implement energy efficiency resources in public institutions.
7. Collaborate with other energy efficiency implementation organizations to achieve regional economies to ensure satisfactory customer service, support pilot initiatives, reduce project costs and gain organizational efficiencies.
8. Coordinate with electric utility and water utility field and outreach representatives on marketing efforts to recruit and screen new leads and promote energy efficiency.

2013-2014 DRAFT ACTION PLAN

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9. Expand market education on the pending Federal 2014 lighting ballast standard and provide incentives to encourage participants to convert T12s to T8s.

2014 Planned Activities

1. Evaluate progress and lessons learned from Phase I and II of MPower Oregon Pilot and move forward on tenant metered properties only if appropriate.
2. Revise lighting program to account for new baseline from Federal 2014 lighting ballast standards.
3. Continue to expand the emphasis on affordable housing and within the general multifamily market for operations and strategic energy planning opportunities.

Targets - Multi-family program costs and energy savings tables are included in the Existing Buildings summary

Commercial New Buildings

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.

2013 Strategies & Activities

1. New Buildings will continue to position itself as a technical and educational resource in the market, focus on influencing market transformation.
 - a. Expand support of early design meetings with project teams to identify energy saving strategies and make the business case for achieving efficiency goals directly to owners.
 - b. Enhance engineering support for modeled projects in development with the objective of identifying opportunities to design beyond code and influence decisions.
 - c. Maximize market transformation savings expected to result from the shift in 2007 code to 2010 code by helping projects to comply with code and claim a portion of savings in collaboration with NEEA's work. Implement tiered incentives to reward whole-building, cost-effective efficiency.
 - d. Develop new educational resources to increase the market's ability to identify and achieve savings.
2. Target the small commercial market with simple solutions.
 - a. Deploy new offers – called Market Solutions – that are building type-specific and offer projects simpler, pre-calculate, packaged options to drive quick decision making. This stems from results of the successful Small Commercial Efficiency Pilot launched in 2009.
 - b. Continue providing a broad array of over 100 standard measures that are trade ally driven.
3. Build on an effective strategy to create a market position for New Building Allies that actively support efficiency and are critical to New Buildings' success in transforming the market.
 - a. Focus on the allies' influence on practical elements of integrated design, system selection and critical decisions that affect the efficiency of a project.
 - b. Launch a formal training series to bridge practical strategies for designing energy savings to implementation and getting buy-in from building owners.
4. Prepare for the 2013 code cycle and the Reach code, currently a voluntary code expected to be adopted into the next code cycle by the state Building Codes Division.
 - a. Adopt any measure changes related to the 2013 Oregon Energy Efficiency Code expected to be published in Q2 or Q3 of 2013.
 - b. Collaborate with NEEA to support the Oregon Reach Code.
5. Streamline efforts to increasing the number of solar installations in New Buildings projects, and support the launch of a Solar Ready design option to build a pipeline of future projects.

2014 New Initiatives & Focus Areas

1. Continued focus on small commercial market opportunities.
 - a. Expand the packaged approaches for target market segments that face challenges with exceeding code, including small commercial and multifamily.
2. Continue to innovate and build on the success with the Path to Net Zero pilot.
 - a. Fine tune program design to remove barriers experienced by far-reaching projects.
 - b. Encourage projects to pursue leading edge design strategies or technologies where risk perceptions are a barrier to achieving deep energy savings.
 - c. Continue to engage potential net zero and net zero ready projects through targeted outreach, goal-setting, and directed participation.
3. Simplify the program process using a variety of tools including web-based capabilities to support processing.
4. Connect customers with additional financial resources and the Lending Ally network to push innovative financing approaches forward that could reduce financial barriers to participation and boost aggressive savings targets.
5. Position New Buildings to capture additional market transformation savings and adjust to the new code.
6. Engage trade allies to improve code compliance in preparation for the new 2013 code, which may align with the Reach.

2014 Planned Activities

1. Continue building the pipeline and support for 2013 Oregon Energy Efficiency Specialty Code in addition to adoption of the Reach code.
2. Offer incentives and engineering support to reward increasing energy efficiency in excess of 2010 code update.
3. Leverage our emerging delivery network of New Buildings Program Allies to drive projects that exceed code.

(See budget detail on reverse side)

2013-2014 PROPOSED FINAL BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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Targets

Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal		Levelized Cost		Goal		Levelized Cost	
	Electric	Gas	Total	Conserv	Stretch	v	Stretch	Conserv	Stretch	Conserv	Stretch
2012 Forecast	\$12.7	\$1.7	\$14.4	6.45		\$0.020		529,242		\$0.272	
2013 Budget	\$16.0	\$1.2	\$17.3	4.86	5.72	\$0.038	\$0.032	389,972	458,790	\$0.266	\$0.226
2014 Projection	\$15.4	\$1.3	\$16.6	4.57	5.38	\$0.039	\$0.033	381,489	448,810	\$0.277	\$0.236

**The Energy Trust of Oregon, Inc
2013 Draft Budget
New Buildings**

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$7,625,691	\$10,148,039	\$9,991,236
Delivery Costs			
Program Management	180,827	222,494	222,494
Program Delivery	4,316,059	4,094,101	4,124,101
Marketing-PMC	149,173	249,465	289,465
Performance Comp	185,000	120,000	
Total Delivery Costs	4,831,059	4,686,060	4,636,060
ETO expenses			
Staffing	334,280	322,741	335,187
Marketing	102,000	112,500	105,000
Other Services	369,390	700,890	307,500
General	31,642	15,000	5,000
Allocations	545,550	688,777	707,009
Sub-Total before Admin Costs	13,839,612	16,674,007	16,086,992
Administrative Costs	515,052	607,995	546,895
TOTAL EXPENSE	14,354,664	17,282,002	16,633,888

2013-2014 DRAFT BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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**Commercial****Market Transformation Northwest Energy Efficiency Alliance (NEEA)**

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.

2013 Strategies & Activities

1. It continues to be our primary goal to ensure that investing in energy efficiency is a high return option for building owners/operators/ investors and supply chain partners
2. Commercial Real Estate will focus on SEM by facility owners and managers. Initiative will be modified to improve savings measurement. New programs initiated in Boise, Portland and Lloyd Eco District (Portland)
3. Continue transitioning Hospitals initiative to Energy Trust.
4. Complete the commercial lighting initiative as currently defined and define specifics of regional coordination.
5. Existing Building renewal will focus only on pilot acquisition and integrated measure package implementation and testing.
6. Builder Operators Certification will continue to expand the capabilities of our trade allies through certified training programs as well as curriculum, and delivery channel enhancements.
7. Focus on creating capable and integrated supply chain trade allies in each initiative

2013 New Initiatives & Focus Areas

1. Begin 2-3 Existing Building Renewal pilots to test and enhance the accuracy of the integrated measure packages
2. Luminaire level lighting controls introduced as an initiative
3. LED street lighting with controls introduced as an initiative
4. Redefine the competitions and market partner's components of the Commercial Real Estate initiative to expand the impact of these SEM efforts and improve initiative savings measurability. Add Portland, Boise and Lloyd Eco district
5. Expand building Operators certification in existing and new target audiences. Complete introduction of new curriculum and channels.
6. Redefine the commercial lighting initiative to include components of a regional coordination effort which will include training and upstream programs
7. Complete a comprehensive market strategy for the commercial market
8. Review all initiatives currently in scanning and determine resolution

2014 Planned Activities

1. Expansion of the Existing Building Renewal initiative to include market facing activities to broaden the reach and range of technical planning tools and pilots
2. Exit hospital market and initiative
3. Expansion of an integrated SEM approach to market transformation
4. Expansion of commercial lighting regional coordination components including upstream activities
5. Introduction of any initiatives identified in 2013 scanning review process
6. Move all initiatives through appropriate Initiative life cycle stage gates

Targets

	Annual Expense			Electric Savings			
				Goal		Levelized Cost	
	(\$M)			aMW		(\$/kWh)	
Year	Electric	Gas	Total	Conserv	Stretch	v	Stretch
2012 Forecast	\$2.8		\$2.8	1.86		\$0.038	
2013 Budget	\$3.0		\$3.0	1.93	2.27	\$0.018	\$0.015
2014 Projection	\$3.0		\$3.0	1.95	2.29	\$0.017	\$0.015

2013-2014 DRAFT BUDGET & ACTION PLAN

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The Energy Trust of Oregon, Inc
2013 Draft Budget
11XX Mkt Tr (NEEA) - Comm

	2012 Forecast	2013 Budget	2014 Projection
Delivery Costs			
Program Delivery	\$2,637,642	\$2,843,803	\$2,843,803
Total Delivery Costs	2,637,642	2,843,803	2,843,803
ETO expenses			
Staffing	3,067	12,312	12,776
Allocations	52,484	62,376	69,504
Sub-Total before Admin Costs	2,693,194	2,918,491	2,926,083
Administrative Costs	103,068	111,445	104,160
TOTAL EXPENSE	2,796,261	3,029,936	3,030,243

Industry and Agriculture Production Efficiency (PE)

Program Purpose: Acquire cost-effective electric and gas savings through technical assistance and financial incentives for high-efficiency design, equipment and operations in existing and new industrial and agricultural processes and facilities. Promote innovative technological and behavioral approaches to industrial energy efficiency; provide technical expertise, training and project funding to help companies plan, manage and improve their energy efficiency.

2013 Strategies & Activities

1. Custom track allows for a comprehensive approach to process efficiency projects, retrofits, operations & maintenance (O&M).
 - a. Custom Program Delivery Contractor (PDC) delivery funds dedicated industrial engineers to work with medium to large sites, to facilitate program participation. The Custom track approach is relationship based and designed to reap the unique, ongoing efficiency opportunities in industry. Custom PDCs are geographically assigned territories with the exception of a single PDC dedicated to food processing and pulp and paper strategic markets.
2. Lighting Trade Ally Network, shared with the Commercial programs, remains a highly cost-effective element of the PE program and will continue to accelerate savings.
3. Small Industrial and Agricultural Initiative relies on Trade Allies to serve smaller manufacturers, farmers, nurseries, and wineries, many in rural areas. Small Industry and Ag PDC will develop additional prescriptive and semi-prescriptive measures. This initiative will increase awareness by focusing on marketing and trade ally development.
4. Industrial gas efficiency is fully integrated into the delivery of both the Custom track for larger projects and the prescriptive track for small industrial and agricultural participants. Industrial customers who purchase their gas from a 3rd party (i.e., Transport customers) are not eligible for incentives. The program also identifies, analyzes and incents industrial solar thermal opportunities as gas efficiency projects
5. Increase depth and persistence of savings and respond to customer demand by providing training, tools, technical support and public recognition to establish or improve an energy management culture in the workplace
6. Drive customer adoption of industrial strategic energy management (SEM) and support their continuous improvement, including a new cohort of Industrial Energy Improvement (IEI) for 10 plants, SEM Maintenance services to past participants, corporate SEM for individual sites, SEM to the ISO 50001 energy management standard for 2 plants, and a new cohort of Refrigeration Operator Coaching (ROC) for 5 food processing or cold storage facilities.

2013 New Initiatives & Focus Areas

1. Hold steady on most program offerings, channels to market, strategies, and base incentive levels for projects. Primary focus is on helping Industrial customers participate easily and continue to achieve even deeper savings by consistently providing the high quality services and incentives that have proven effective in recent years.
2. Further develop Energy Trust's Strategic Energy Management offerings for all sizes of industrial customers. Synthesize best practices and lessons learned in 2009-2012 SEM initiatives and standardize SEM offerings for highest impact. Continue to test the scalability of SEM and provide more comprehensive services to motivated small industrial customers by completing the first cohort (begun in 2012) of 12 companies participating in the CORE pilot. Tune the design based on findings and launch a 2nd cohort of CORE.
3. Increase O&M project volume by tuning and re-launching technical services designed to identify and analyze deep, comprehensive O&M savings opportunities in complex industrial systems.
4. Continue to support and learn from emerging industrial lighting measures and applications, including comprehensive lighting design approaches and LED measures.

2014 Planned Activities

1. Finalize design, integrate cost-effective small industrial SEM into program based on CORE pilot results.

2013-2014 DRAFT BUDGET & ACTION PLAN

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Targets											
Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal		Levelized Cost		Goal		Levelized Cost	
	Electric	Gas	Total	aMW		v	Stretch	Therms		Conserv	Stretch
2012 Forecast	\$28.2	\$3.2	\$31.4	13.26		\$0.030		1,089,270		\$0.299	
2013 Budget	\$31.2	\$3.3	\$34.5	14.04	16.52	\$0.030	\$0.025	971,159	1,142,540	\$0.344	\$0.293
2014 Projection	\$34.5	\$3.4	\$37.9	15.53	18.27	\$0.030	\$0.025	1,021,753	1,202,062	\$0.342	\$0.291

**The Energy Trust of Oregon, Inc
2013 Draft Budget
Production Efficiency**

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$20,833,782	\$22,871,905	\$25,348,842
Delivery Costs			
Program Delivery	7,476,852	7,853,967	8,750,466
Performance Comp	96,000	156,000	156,000
Total Delivery Costs	7,572,852	8,009,967	8,906,466
ETO expenses			
Staffing	649,522	773,522	803,244
Marketing	105,000	196,000	189,000
Other Services	734,517	911,517	828,000
General	100,210	63,910	64,910
Allocations	499,088	613,372	634,030
Sub-Total before Admin Costs	30,494,971	33,440,193	36,774,492
Administrative Costs	906,806	1,048,346	1,118,523
TOTAL EXPENSE	31,401,777	34,488,540	37,893,015

2013-2014 DRAFT BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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Industrial**Market Transformation Northwest Energy Efficiency Alliance (NEEA)**

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 products, practices, and services among industrial and agricultural consumers.

2013 Strategies & Activities

1. The Small to Medium Industrial (SMI) initiative applies key learnings from the food processing industry to accelerate adoption of Strategic Energy Management (SEM) by the SMI market. The initiative is piloting an online version of Continuous Energy Improvement (CEI) designed to allow resource-constrained SMIs to manage energy as their schedules allow. Focusing on Strategy Development in 2013, field trials will be deployed of online CEI as a reliable methodology for SMIs to achieve energy savings, and leverage utilities and market actors to recruit and deploy online CEI to end users and cohorts of end users.
2. Develop an easy-to-use, integrated agricultural irrigation decision support solution leveraging existing equipment components (irrigation hardware, controls, moisture sensing, soil mapping, weather information, pump controls, user interfaces, and services). Influence the agriculture industry to engage, define, and adopt protocols, and develop standards for data collection and management to enable 20 percent energy and water reduction by 2020.
3. The Food Processing (FP) initiative comprises an SEM whole product that leverages the Northwest Food Processors Association (NWFPA) energy intensity reduction goal to increase adoption of SEM. In 2013, plans to transition the FP initiative to completion and long-term monitoring phase will continue by monitoring CEI-engaged companies in self-sustaining mode to ensure persistence of savings, and promote relationships among food processors and their serving utilities to ensure end users look first to their utilities to begin energy efficiency efforts. The transition will be complete by end of 2013.
4. The Certified Refrigeration Energy Specialist (CRES) initiative is a coordinated effort among associations and other market players to fund, develop, market and launch a certification effort. CRES includes the creation of a project data base, learning objectives, prequalification exam, partnership with RETA, and assuring ANSI accreditation. Refrigeration System Operators (RSO) will be encouraged to obtain certification; owners to require certification; and training orgs to help RSOs prepare for certification.

2013 New Initiatives & Focus Areas

1. Development of Industrial Market Strategy for Strategic Energy Management
2. Development of Industrial Market Strategy for Refrigeration

2014 Planned Activities

1. Achieve Product Release for Precision Irrigation
2. Develop third Industrial Market Strategy for Pumping Systems

Targets

Year	Annual Expense			Electric Savings			
	Electric	Gas	Total	Goal		Levelized Cost	
				Conserv	Stretch	v	Stretch
	(\$M)			aMW		(\$/kWh)	
2012 Forecast	\$1.4		\$1.4	0.47		\$0.049	
2013 Budget	\$1.6		\$1.6	0.56	0.66	\$0.041	\$0.035
2014 Projection	\$1.6		\$1.6	0.52	0.61	\$0.045	\$0.038

2013-2014 DRAFT BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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The Energy Trust of Oregon, Inc
2013 Draft Budget
14XX Mkt Tr (NEEA) - Ind

	2012 Forecast	2013 Budget	2014 Projection
Delivery Costs			
Program Delivery	\$1,327,998	\$1,431,794	\$1,431,794
Total Delivery Costs	1,327,998	1,431,794	1,431,794
ETO expenses			
Staffing	1,433	6,812	7,064
Allocations	52,428	62,147	69,582
Sub-Total before Admin Costs	1,381,859	1,500,753	1,508,440
Administrative Costs	50,619	56,677	53,115
TOTAL EXPENSE	1,432,477	1,557,430	1,561,555

**Residential
Existing Homes**

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

2013 Strategies & Activities

1. Transition to a new PMC, ensuring a high level of customer service and maintaining aggressive savings goals.
2. Utilize the new CRM system and enhance customer experience through the energy efficiency journey to maximize customer participation and investments in energy efficiency.
3. Implement savings portfolio adjustments to provide reliable, long-term savings and replace transforming measures.
4. Adjust measure and program requirements with a goal of reducing installation cost and improving savings performance of weatherization measures.
5. Guide customers to relevant resources and support, based upon customer disposition, utility consumption, and housing characterization criteria.
6. Provide a seamless path for connecting customers to access Trade Allies through referral options.
7. Identify, promote and facilitate consumer awareness and education of energy efficiency actions through online, phone, and in-home Home Energy Reviews and provide education on measure payback.
8. Reduce dependence on Instant Savings Measures (ISM) while transitioning to Program-and Trade Ally- direct installations, integration with the online audit tool, and advancement of relationships with customer-owned utilities.
9. Expand market-based support and responsibility of the Home Performance with ENERGY STAR track by focusing Program resources on industry collaboration and empowerment of trade allies and market actors.
10. Develop promotion and delivery of water heater savings strategies, including ENERGY STAR Gas tank, heat pump, and solar thermal installations through outreach and in collaboration with NEEA, supply chain, and trade allies.
11. Expand lender ally participation and increase promotion of financing products.
12. Integrate Trade Ally participation requirements into the rating system to further distinguish high-performing allies.
13. Provide simplified solutions for trade allies, including web forms for all program tracks, contractor referral codes and development of tools to increase trade ally visibility into their program activities and customers.
14. Manage partnerships with community action programs to support Quality Control verifications in remote regions and to support program referrals to saving within reach and existing mobile homes track.
15. As a pilot, extend delivery of Energy Performance Scores from the new home market to existing homes which participate in deep retrofits.
16. Continue to explore behavioral savings strategies, including a test to measure the persistence of savings related to the 2011-12 Opower pilot with NW Natural and PGE customers; and potentially expand Opower efforts to a small set of Pacific Power electric heating customers.

2013 New Initiatives & Focus Areas

1. Develop and integrate a market-oriented quality control process by training trade allies to develop internal processes for quality assurance.
2. Create avenues to expand program delivery functions, such as Home Energy Reviews and ISMs, to be provided by trade allies.
3. Implement gas weatherization pilots aimed at testing alternative delivery approaches for installation of air and duct sealing measures.
4. Transition school-based approach from Living Wise Kit education program (delivered through Resource Action Programs) to outreach and education services delivered through Community Action Partnership of Oregon (CAPO).
5. Create an EEAST compliant financing product targeted to accommodate the needs of Savings Within Reach customers.

2014 Planned Activities

1. Increase percentage of Home Energy Reviews delivered by trade allies.

2013-2014 DRAFT BUDGET & ACTION PLAN

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

Targets											
Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal		Levelized Cost		Goal		Levelized Cost	
	Electric	Gas	Total	Conserv	Stretch	v	Stretch	Conserv	Stretch	Conserv	Stretch
2012 Forecast	\$16.3	\$9.3	\$25.6	6.42		\$0.054		1,733,145		\$0.694	
2013 Budget	\$16.1	\$11.4	\$27.5	5.20	6.11	\$0.037	\$0.032	1,056,392	1,242,814	\$0.833	\$0.708
2014 Projection	\$16.1	\$11.8	\$27.9	5.17	6.09	\$0.037	\$0.032	1,098,470	1,292,317	\$0.825	\$0.701

**The Energy Trust of Oregon, Inc
2013 Draft Budget
Existing Homes**

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$12,446,125	\$13,439,952	\$13,862,430
Delivery Costs			
Program Management	427,805	440,639	440,639
Program Delivery	5,634,368	6,316,448	6,316,448
Marketing-PMC	1,958,367	1,453,000	1,453,000
Performance Comp	200,000	140,000	140,000
Total Delivery Costs	8,220,540	8,350,087	8,350,087
ETO expenses			
Staffing	485,935	672,397	660,501
Marketing	380,000	467,500	507,000
Other Services	1,094,890	1,101,890	1,050,500
General	70,750	79,500	86,500
Allocations	2,070,355	2,421,135	2,471,745
Sub-Total before Admin Costs	24,768,595	26,532,461	26,988,764
Administrative Costs	858,837	973,894	923,136
TOTAL EXPENSE	25,627,432	27,506,355	27,911,900

Residential New Homes & Products

Program Purpose: Transform the residential new construction market to minimize lost energy efficiency opportunities and support builders to meet higher efficiency standards. Overcome market barriers to the retail purchase of energy-efficient products and manufactured homes. Achieving energy savings through consumer purchase of specialty CFLs & LEDs, high performance showerheads, energy-efficient appliances and recycling of inefficient refrigerators & freezers.

2013 Strategies & Activities

1. Secure 18 percent market share of EPS homes built within Energy Trust territory up from a goal of 13 percent in 2012. As the market continues to rebound this translates to 900 new homes in 2013, down from a projected 1,000 total homes in 2012.
2. Increase homebuyer awareness, understanding, and purchase of EPS homes (Energy Trust's energy performance scoring tool) through home tour support, web content, Smart Homebuyer campaign, and identifying homes striving to reach net zero.
3. Leverage residential market actors (NEEA, real estate community and home builders associations) to reach the largest portion of the market possible.
4. Increase market awareness and uptake of EPS and energy-efficient building practices within the building community (i.e. builders, architects, lenders and appraisers.)
5. Continue to improve trade ally's engagement in the program through paperless processes, enhanced on-line information, and supporting the integration of current modeling with NEEA's online ENERGY STAR New Homes database.
6. Educate customers on energy-efficiency and drive them to purchase the most energy-efficient products at retail.
7. Identify ways to motivate customers to make energy-efficient product choices beyond financial incentives.
8. Build and leverage relationships with retailers and manufacturers to increase availability of energy efficient products and strengthen engagement with the program.
9. Further expand measure portfolio to diversify savings opportunities (clothes washer recycling, LEDs) and develop new innovative program designs.
10. Encourage repeat participation with the program and other Energy Trust residential offerings by analyzing products program data to model future participation behavior.
11. Coordinate retail programs with NEEA, NW utilities, and Western Regional Utility Network (WRUN) to streamline regional energy efficiency efforts.
12. Expand savings within a shrinking manufactured homes market by focusing on new advanced regional specifications, leveraging manufactured home retailers and industry stakeholders to educate consumers.

2013 New Initiatives & Focus Areas

1. Support builders through Oregon code and ENERGY STAR specification increases to encourage continued program participation.
2. Leverage independent training organizations to bring new technical support to our trade allies.
3. Offer stand-alone measures to subcontractors, including a ducts-inside initiative in coordination with NEEA.
4. Continue to work with industry stakeholders to identify cost effective strategies to reduce the energy consumption of new homes.
5. Offer tiered product incentives to consumers at retail to continue pushing a good, better, best approach.
6. Promote LED technology through specific, targeted channels also gather and analyze feedback on customer experience.
7. Explore cost effectiveness improvement of refrigerator recycling and incent clothes washer recycling (retirement).
8. Pilot a market lift approach at retail for CFLs with BPA and D&R Intl. Work with the Existing Homes program staff to leverage predictive modeling and data analysis to help support market engagement efforts.
9. Offer new manufactured homes retailer incentives to support higher standards beyond ENERGY STAR.
10. Research and develop opportunities to increase the assortment of cost effective product to receive incentives.

2014 Planned Activities

1. Continue established activities with available funds, employing flexibility to meet savings and funding expectations.
2. Transition more of the New Homes activities to the marketplace and leverage NEEA's New Homes program.
3. Expand LED lighting offerings while continuing to focus on consumer education and specialty CFLs.
4. Move toward alternative retail models for appliances - market lift, instant incentives, and midstream buy downs.
5. Increase the assortment of products to offer cost-effective incentives - based on 2013 research and development.

2013-2014 DRAFT BUDGET & ACTION PLAN

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

Targets											
Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)		Goal Therms		Levelized Cost (\$/therm)	
	Electric	Gas	Total	Conserv	Stretch	v	Stretch	Conserv	Stretch	Conserv	Stretch
2012 Forecast	\$15.0	\$4.2	\$19.2	5.78		\$0.039		792,189		\$0.420	
2013 Budget	\$17.3	\$4.0	\$21.2	5.39	6.34	\$0.051	\$0.043	755,111	888,366	\$0.607	\$0.516
2014 Projection	\$17.3	\$4.3	\$21.5	5.69	6.69	\$0.049	\$0.042	774,405	911,064	\$0.645	\$0.548

The Energy Trust of Oregon, Inc
2013 Draft Budget
New Homes & Products

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$10,295,474	\$11,919,916	\$11,989,156
Delivery Costs			
Program Management	227,858	272,160	272,159
Program Delivery	4,337,609	4,128,828	4,341,344
Marketing-PMC	1,786,708	1,786,703	1,786,699
Performance Comp	200,000	115,000	114,999
Total Delivery Costs	6,552,175	6,302,691	6,515,201
ETO expenses			
Staffing	311,810	349,403	339,484
Marketing	276,500	292,000	295,000
Other Services	213,990	510,190	555,300
General	54,750	46,000	59,000
Allocations	848,268	1,003,133	1,037,309
Sub-Total before Admin Costs	18,552,967	20,423,332	20,790,449
Administrative Costs	649,659	790,117	745,331
TOTAL EXPENSE	19,202,626	21,213,449	21,535,780

2013-2014 DRAFT BUDGET & ACTION PLAN

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

**Residential****Market Transformation Northwest Energy Efficiency Alliance (NEEA)**

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.

2013 Strategies & Activities

1. Provide technical and marketing support for the Northwest ENERGY STAR Homes while transitioning program elements to the market (i.e. Support open providership model). This transition allows the program to diversify focus and develop an implementation strategy for an advanced performance home leveraging learnings from the 12 test homes built in 2012.
2. Capitalize on relationships with retailers established in 2009-2012 to continue to gain market share for efficient televisions. Leverage retail relationships to explore additional regional retail strategies leveraging the NW Regional Retail collaborative. Opportunities may include leveraging experience with television initiative to diversify retailer stocking practices across several categories.
3. Continue to build contractor and distributor infrastructure for ductless heat pumps. Support continued advancement of DHPS in retail channel and explore alternative installation practices to support trades outside of traditional HVAC channel. Explore barriers and opportunities of DIY installations.
4. Complete heat pump water heater market test and transition to full scale implementation. Explore additional opportunities to drive demand for Tier 1 HPWH products and leverage NEEA's relationship with retailers to influence increased customer adoption of this technology.
5. Track and report on market transformation savings from new homes, compact fluorescent light bulbs, and consumer appliances.

2013 New Initiatives & Focus Areas

1. Support the region in implementing an integrated, regionally coordinated retail strategy that leverages strengths of NEEA, ETO, BPA, and NW utilities. The retail strategy will utilize the market power of NW, potentially in concert with California utilities, to provide platform for coordinated utility acquisition programs incenting retailers to carry the most energy-efficient products.
2. Support launch of Super-Efficient dryer initiative.
3. Support advancement and field test of high performance home.
4. Develop transition strategy for Television initiative.
5. Continue to identify opportunities to commercialize emerging technologies, utilizing a regional advisory group to help set priorities and scope projects.
6. Increase participation in Federal and regional proceedings to create and improve equipment efficiency standards; bring information on NW successes in market adoption of efficient products to that process.

2014 Planned Activities

1. Similar to 2013.
2. As funding progressively increases, expand work on emerging technologies and select other new initiatives.

Targets

Year	Annual Expense			Electric Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)	
	Electric	Gas	Total	Conserv	Stretch	v	Stretch
2012 Forecast	\$4.5		\$ 4.5	2.54		\$0.032	
2013 Budget	\$4.9		\$ 4.9	2.19	2.58	\$0.040	\$0.034
2014 Projection	\$4.9		\$ 4.9	1.98	2.33	\$0.044	\$0.038

2013-2014 DRAFT BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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The Energy Trust of Oregon, Inc
2013 Draft Budget
157X Mkt Tr (NEEA) - Res

	2012 Forecast	2013 Budget	2014 Projection
Delivery Costs			
Program Delivery	\$4,321,270	\$4,659,024	\$4,659,024
Total Delivery Costs	4,321,270	4,659,024	4,659,024
ETO expenses			
Staffing	1,549	18,464	19,161
Allocations	55,450	66,045	73,295
Sub-Total before Admin Costs	4,378,269	4,743,533	4,751,479
Administrative Costs	142,465	174,393	163,111
TOTAL EXPENSE	4,520,734	4,917,926	4,914,590

NW Natural Washington

Program Purpose: To broaden gas savings opportunities to customers of NW Natural (NWN) in southwest Washington by increasing program awareness, building off of Oregon success and collaborating with key stakeholders and utilities.

2013 Strategies & Activities

Residential (Existing & New Homes):

- Further efforts to increase the profile of energy efficiency in the consumer market, build Energy Trust program awareness and motivate homeowners and builders to perform energy efficiency measures.
- Evaluate research, including analysis of customer disposition, utility consumption, and housing characterization criteria, to refine market potential and target specific neighborhoods for high-impact measure approaches.
- Continue to leverage Oregon initiatives applicable to the Washington market including, but not limited to, the use of online forms, contractor referrals and a market-oriented quality control process.
- Collaborate with industry stakeholders, including Clark Public Utilities, Planet Clark, Clark County, NWN, BPA, NEEA, BIA, the verifier network and other market partners, to promote incentive offerings, leveraging their existing communication channels and events.
- In collaboration with regional groups and partners, participate in community events, employer fairs and other public channels that offer access to high potential customers within NWN WA territory.
- Provide education and product-specific collateral to retail product distributors and installers.
- Provide direct support and assistance to current trade allies to increase number of projects submitted to the program, as well as recruiting new trade allies to the network.
- Help to transform the market to increase consumer demand for energy efficient construction and positively affect energy code cycles.

Existing Buildings:

- Drive deeper savings per customer by bolstering portfolio of measures and more heavily promoting custom incentive program.
- Increase outreach efforts to mid-stream and up-stream supply houses and equipment manufacturers.
- Increase marketing activities to improve awareness of services available to Clark County businesses.
- Maintain direct sales efforts slightly below 2012 FTE levels, focusing greater attention toward trade ally recruitment and engagement in order to diversify project channels coming into the program.
- Maintain focus on K-12 Schools, particularly given upcoming WA State funding awards for energy projects.
- Leverage relationships with national lodging and food service chains to boost program participation in this sector (food service equipment, dish washing, pool and water heating projects).

2013 New Initiatives & Focus Areas

Residential (Existing & New Homes):

- Expand participation of lending institutions as lender allies and increase integration and promotion of lending ally products in the WA marketplace.
- Continue to develop plumber direct install initiative of showerheads, showerwands and aerators.
- Continue roll out of low-income energy saver kits through Clark County food pantries.
- Explore possibility of providing incentives for additional efficient building tiers beyond ENERGY STAR.

Existing Buildings:

- Pending analysis of 2012 performance, continue collaborative rooftop unit tune-up (RTU) incentive offerings with Clark Public Utilities.
- Amend WA custom process to allow for up-front study payment to boost program participation. Potentially, WA may closely match the OR custom approach by utilizing ATACs, walk-through assessments and/or site evaluations.
- Explore opportunities for joint funding of custom project studies with Clark Public Utilities.

2014 Planned Activities

- Implement strategies to achieve IRP efficiency savings goals despite termination of furnace incentives after 2013.
- Begin shifting delivery of Home Energy Reviews to the marketplace.

2013-2014 DRAFT BUDGET & ACTION PLAN

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



Targets							
Year	Annual Expense			Gas Savings			
	Electric	Gas	Total	Goal		Levelized Cost	
				Therms		(\$/therm)	
				Conserv	Stretch	Conser	Stretch
2012 Forecast		\$ 1.3	\$ 1.3	227,267		\$0.445	
2013 Budget		\$ 1.4	\$ 1.4	223,681	263,154	\$0.490	\$0.416
2014 Projection		\$ 1.5	\$ 1.5	234,865	276,312	\$0.482	\$0.410

The Energy Trust of Oregon, Inc
2013 Draft Budget
All Washington

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$596,374	\$610,706	\$641,242
Delivery Costs			
Program Management	35,713	43,107	45,262
Program Delivery	312,428	357,959	365,357
Marketing-PMC	95,350	25,472	26,746
Performance Comp	7,900	20,000	21,000
Total Delivery Costs	1,047,765	1,057,244	1,099,607
ETO expenses			
Staffing	92,565	99,862	103,867
Marketing	10,000	31,500	31,500
Other Services	35,000	21,500	21,500
General	28,214	31,014	32,940
Allocations	118,792	148,635	149,980
Sub-Total before Admin Costs	1,332,336	1,389,755	1,439,394
Administrative Costs	46,481	50,486	48,681
TOTAL EXPENSE	1,378,817	1,440,241	1,488,075
Washington Programs:			
Existing Buildings	577,399	637,472	659,913
Existing Homes	488,422	477,769	492,008
New Homes	312,998	325,001	336,154
TOTAL Washington	1,378,817	1,440,241	1,488,075

2013-2014 DRAFT BUDGET & ACTION PLAN

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



Renewable Energy - Biopower

Program Purpose: Expand the biopower generation market by supporting development in the woody biomass industry sector utilizing mill and forest residue; and the biogas industry sector utilizing agricultural, food processing, human, and organic municipal solid waste residues.

2013 Strategies & Activities

1. Utilize market partners and direct outreach to actively identify project opportunities early in their development.
2. Expand the use of development assistance through the implementation of a competitive process to support projects with the best opportunity to advance project development;
3. Provide ongoing support for projects authorized for Energy Trust funding in achieving commercial operation.
4. Leverage new funding sources (Biomass Tax Credit extension, expansion of Oregon Standard funding for methane reduction projects) to offset reductions in Business Energy Tax Credit program.
5. Provide support to operating projects receiving Energy Trust incentives to address changing market, regulatory and operational conditions.

2013 New Initiatives & Focus Areas

1. Conduct a review of identified co-digestion projects at wastewater treatment plants and document their performance.
2. Conduct a review of identified biogas plants in the agriculture sector and develop a roadmap for third party ownership for project hosts.
3. Provide targeted support to promote and fund the state's Combined Heat and Power initiative.
4. Work with Bonneville Power Administration and the consumer-owned electric utility industry to document common criteria for interconnection and wheeling requirements for projects developed in BPA balancing authority and delivered to PGE or PAC.
5. Support the continuing development of the Biogas Working Group.
6. Participate in the development of a project selection process to address possible budget limitations for custom projects
7. Transition Energy Management training program for wastewater treatment to Production Efficiency
8. Establish the levelized cost for biomass projects installed in 2012 and 2013.

2014 Planned Activities

1. Support development of projects that integrate energy recovery from organic residues recovered from the municipal solid waste on a state wide basis.

Targets

Year	Annual Electric Activity \$M	Energy Generation								
		aMW			MWh		\$M/aMW			
2012 Forecast	\$1.4	0.69			6,042		\$2.01			
2013 Budget	\$4.6	1.12	-	1.78	9,790	-	15,619	\$4.09	-	\$2.56
2014 Projection	\$2.9	0.59	-	0.93	5,125	-	8,130	\$4.96	-	\$3.13

2013-2014 DRAFT BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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The Energy Trust of Oregon, Inc
2013 Draft Budget
Biopower

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$1,364,186	\$2,371,496	\$5,945,830
ETO expenses			
Staffing	144,293	154,801	160,832
Marketing	10,925	15,500	15,500
Other Services	55,823	190,000	190,000
General	35,141	20,050	25,800
Allocations	64,485	80,993	81,293
Sub-Total before Admin Costs	1,674,853	2,832,840	6,419,254
Administrative Costs	38,244	82,973	178,430
TOTAL EXPENSE, Acctng Perspective	1,713,097	2,915,814	6,597,684
Plus/minus Incentives committed for future yrs	(324,187)	1,653,504	(3,695,829)
TOTAL EXPENSE, Action Plan	1,388,910	4,569,318	2,901,855

2013-2014 DRAFT BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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Renewable Energy – Solar Electric (Photovoltaic)

Program Purpose: Develop the solar electric market for all sectors in Oregon by increasing awareness, expanding participation, providing quality standards and ensuring there is a strong qualified installer base for consumers.

2013 Strategies & Activities

1. Foster strong residential market, leveraging the state Residential Energy Tax Credit and third party ownership models.
2. Maintain steady incentive levels; decrease gradually only if demand threatens to exhaust the budget.
3. Build pipeline for solar in all sectors through education, advertising, promotion and targeted marketing.
4. Support the Oregon Public Utility Commission's evaluation of the solar feed-in tariff pilot program vis-à-vis Energy Trust and state tax credit programs.
5. Track potential legislation that affects the solar market; support implementation of successful legislation.
6. Support innovations in the delivery channel (codes, permitting, equipment, installation practices) to reduce installed cost.
7. Maintain high quality installation standards that deliver consistent generation and build trust in the technology.
8. If sufficient funding is available, solicit a utility-scale solar project through a competitive process.

2013 New Initiatives & Focus Areas

1. Offer solar ready incentives to homebuilders and commercial property developers to reduce cost of retrofitting solar later; encourage property buyers to add solar.
2. Establish a network of qualified designers that design solar into new commercial buildings and can apply for incentives early in the design/construction process.
3. Support local efforts to develop a cooperatively owned solar project, which would broaden the market to residents who lack good solar resource or don't own property.

2014 Planned Activities

1. Continue to emphasize residential sector, leveraging state and federal credits available through 2016.
2. Continue to lower incentives as demand increases, in coordination with state tax credits, in order to manage annual incentive budget.

Targets

Year	Annual Electric Activity \$M	Energy Generation								
		aMW			MWh			\$M/aMW		
2012 Forecast	\$15.6	2.81			24,638			\$5.56		
2013 Budget	\$8.6	0.56	-	0.94	4,911	-	8,254	\$15.38	-	\$9.15
2014 Projection	\$8.5	0.54	-	0.88	4,729	-	7,667	\$15.78	-	\$9.73

2013-2014 DRAFT BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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**The Energy Trust of Oregon, Inc
2013 Draft Budget
Solar Electric (Photovoltaic)**

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$18,307,163	\$7,175,878	\$6,481,313
Program Delivery Costs	262,500	50,000	70,000
ETO expenses			
Staffing	339,115	472,627	491,679
Marketing	221,000	138,500	138,500
Other Services	258,700	677,500	657,500
General	17,500	57,400	61,400
Allocations	248,848	301,381	299,377
Sub-Total before Admin Costs	19,654,827	8,873,287	8,199,770
Administrative Costs	706,213	288,287	246,214
TOTAL EXPENSE, Acctng Perspective	20,361,040	9,161,574	8,445,984
Plus/minus Incentives committed for future yrs	(4,726,314)	(540,877)	70,687
TOTAL EXPENSE, Action Plan	15,634,726	8,620,697	8,516,671

2013-2014 DRAFT BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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Renewable Energy – Other Renewables

Program Purpose: Provide funding for wind, hydropower and geothermal electric projects. Develop a portfolio of market-defining installations, each element of which demonstrates a new application, technology, market or business model not otherwise covered by Energy Trust programs, provides insight on whether and how to launch new, technology-specific Energy Trust programs and/or secures a low-cost renewable energy resource.

2013 Strategies & Activities

1. Shift focus to finding smaller projects that are able to offset retail rates.
2. Increase focus on development assistance funding, working with the other custom programs to develop a competitive process for larger amounts of development assistance.
3. Reconstitute marketing and outreach for small wind program.
4. Work toward integrating hydro, geothermal, and non-standard wind into an overall custom RE offering.
5. Provide grant-writing assistance to potential projects to uncover new funding sources to replace dwindling federal and state resources.
6. Increased outreach for all technologies as viable projects will be more difficult to find.

2013 New Initiatives & Focus Areas

1. Wind workshops and outreach targeted at specific geographic areas.
2. Market research to better understand the small wind customer.
3. Targeted outreach effort to municipal water purveyors and irrigation districts.
4. Targeted outreach effort to owners of existing geothermal wells.

2014 Planned Activities

1. Evaluation of small wind initiative.
2. Implementation of custom renewables budget structure and competitive distribution of funds for both utilities.

Targets

Year	Annual Electric Activity \$M	Energy Generation							
		aMW			MWh			\$M/aMW	
2012 Forecast	\$3.0	0.99			8,641			\$3.01	
2013 Budget	\$5.6	0.45	-	0.85	3,904	-	7,470	\$12.62	- \$6.60
2014 Projection	\$3.5	0.15	-	0.27	1,339	-	2,340	\$22.58	- \$12.92

2013-2014 DRAFT BUDGET & ACTION PLAN

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

**The Energy Trust of Oregon, Inc
2013 Draft Budget
Other Renewables**

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$1,019,284	\$2,371,480	\$5,441,825
Program Delivery Costs	6,909		
ETO expenses			
Staffing	317,714	377,610	392,362
Marketing	21,656	33,000	28,000
Other Services	102,891	309,000	177,000
General	35,821	66,681	61,681
Allocations	143,805	181,724	180,015
Sub-Total before Admin Costs	1,648,080	3,339,495	6,280,883
Administrative Costs	53,653	117,838	189,763
TOTAL EXPENSE, Acctng Perspective	1,701,733	3,457,333	6,470,646
Plus/minus Incentives committed for future yrs	1,271,772	2,168,518	(3,018,825)
TOTAL EXPENSE, Action Plan	2,973,505	5,625,851	3,451,821

2013-2014 DRAFT BUDGET & ACTION PLAN

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



Planning and Evaluation (P&E)

Group Purpose: To provide strategic and quantitative planning, reporting, and evaluation for Energy Efficiency and Renewable Resources and organizational initiatives. Contributes to all Energy Trust Strategy goals. Support and enhance accelerated acquisition capabilities for Program Delivery staff.

2013 Strategies & Activities

1. Provide reliable estimates of program savings and generation through impact evaluations, and constructive feedback to programs through process evaluations. Major evaluations in 2013 include process and impact evaluations for Production Efficiency and Existing Buildings programs and process evaluations for New Homes, New Buildings, and Existing Home Products programs
 2. Work with utilities to integrate updates in the estimates of potential savings into integrated resource planning.
 3. Provide support for annual utility funding level agreements
 4. Continue surveying customers about their satisfaction and investment decision making process through the Fast Feedback project. Continue to field its annual Residential Awareness survey, and Trade Ally survey. Residential impact evaluations will continue being done in-house with an outside expert review team.
 5. Evaluation will continue to work with programs on developing and evaluating pilots.
 6. Continue working with NEEA on their commercial and residential stock assessments, and other regional research projects.
 7. Help business sector programs to develop technically solid and cost effective bundles of measures and streamlined calculation procedures to reduce transaction costs and encourage deeper savings.
 8. Assure reliable, consistent, and high-quality reporting of savings and generation through the annual and quarterly reports to the Board, the biennial legislative report, the annual summary of economic impacts, etc.
 9. Working with NEEA, PSU, and others, encourage and test highest-priority emerging technologies for gas and electric efficiency. 2013 focus is on heat pump water heaters, commercial building monitoring and feedback systems, LED lighting, and ductless heat pumps for existing multifamily and manufactured housing.
 10. Streamline reporting and forecasting tools.
-

2013 New Initiatives & Focus Areas

1. Update forecasts of gas and electric avoided costs. Work with PUC to consider cost-effectiveness exceptions and revised policies where appropriate. Develop tools to budget to targeted societal benefit/cost ratios.
 2. Help programs develop strategies and measures to improve cost-effectiveness. Assess impact of cost-effectiveness limitations, and exceptions, on Energy Trust's annual program savings volume.
 3. Advise the Oregon PUC and governor's office regarding how to align and integrate the goals of the governor's energy plan with the role of the Energy Trust. Develop initiatives stemming from this effort.
 4. Implement a C&I lighting controls savings and persistence study.
 5. Evaluate pilots testing streamlined customer referrals and follow-up approaches homes.
 6. Work with programs to identify the best ways to use the new access to data under the utility data sharing agreement, and other data sets to target program marketing to those consumers most likely to act and achieve large savings.
 7. Upgrade estimates of residential savings using the recently completed Residential Building Stock Assessment.
 8. Working with finance, develop strategic principles and guidelines for Energy Trust's growing and multiplying initiatives to encourage broader availability and use of efficiency and renewable energy financing.
 9. Update and expand forecasts and reporting of market transformation savings based on efficient equipment standards and building codes (e.g., commercial lighting). Refine program strategies to support codes and standards.
 10. Support high-priority initiatives to regionally and nationally coordinate programs to increase market impact. High priorities for 2013 include residential appliances and commercial lighting.
 11. With Oregon PUC to develop a revised system of performance metrics for Energy Trust's renewable energy programs.
-

2014 Planned Activities

1. 2014 will see many of the same evaluation, resource planning and reporting activities.
 2. In 2014, we will develop a revised strategic plan, which will reflect elements of the Governor's energy plan, any changes to cost-effectiveness policy, deliver a refined vision of the role and intended outcomes from Energy Trust's renewable and energy efficiency programs, and consider the increasing importance of technical innovation in sustaining the stream of efficiency savings.
 3. We will report to the Oregon PUC on our efforts to improve gas program cost-effectiveness, and develop 2015 plans.
-

2013-2014 DRAFT BUDGET & ACTION PLAN

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

based on our results in this area and any changes to state policy.

Targets

Year	Annual Expense (\$M)
2012 Forecast	\$ 4.4
2013 Budget	\$ 5.4
2014 Projection	\$ 5.1

**The Energy Trust of Oregon, Inc
2013 Draft Budget
Planning & Evaluation**

	2012 Forecast	2013 Budget	2014 Projection
Program Specific P&E			
Evaluation Services	\$1,783,000	\$2,126,000	\$1,830,000
Planning Services	391,077	593,077	230,000
Total Program Specific P&E	2,174,078	2,719,077	2,060,000
Non Program Specific P&E			
Evaluation Services	128,000	222,000	242,000
Planning Services	457,000	342,000	649,077
Staffing	1,151,926	1,413,387	1,469,624
Other Services		3,000	
General	77,750	117,600	97,750
Allocations	440,217	567,899	540,837
Total Non Program Specific P&E	2,254,893	2,665,886	2,999,288
GRAND TOTAL	4,428,971	5,384,963	5,059,288

General Communications

Purpose: Provides staff, services and resources necessary for organizational communications, general outreach and marketing, utility collaboration, and program support activities. These functions generate awareness of Energy Trust programs and services in all service territories; position Energy Trust as a trusted energy resource for customers and the public; communicate the value of Energy Trust investments; demonstrate organizational transparency and accountability; and provide efficiencies through centralized program marketing support services, online customer engagement, and by supporting advancements in Customer Relationship Management and Business Intelligence information systems and capabilities. Program-specific marketing activities are reflected in program budgets and action plans. Customer Service and Trade Ally Network activities are reflected in the specific budgets and action plans for those activities.

2013 Strategies & Activities

1. Produce and distribute public annual report, quarterly and annual reports to the Oregon Public Utilities Commission, quarterly activity summaries for each of four utilities, public presentations, fact sheets, case studies and other general communications.
2. Develop and distribute public relations content and materials, such as press releases and monthly SYNERGY e-newsletter/blog, highlighting customer success stories, results information, and collaborations.
3. Respond to media and stakeholder inquiries about energy issues, Energy Trust programs, and associated data.
4. Ensure consistent Energy Trust representation in all territories through coordination of outreach resources, leveraging program-based and general field representatives, and seeking utility coordination where applicable.
5. Support new outreach initiatives with external groups to engage customers through membership and community organizations, libraries, schools, etc.
6. Invest sponsorship dollars in alignment with program marketing and general awareness objectives.
7. Develop and maintain energytrust.org, Energy Trust Facebook and Twitter pages, e-mail management systems, mobile site and other online properties; provide content, tools, online incentive applications and other functionality to increase customer awareness and drive engagement in Energy Trust offers
8. Provide coordinated media planning, buying, and creative services for Energy Trust program and general advertising. Collaborate with utilities on co-branded advertising.
9. Provide coordinated creative and production services, including writing, graphic design, photography, videography, presentations and on-demand webinars, utilizing contracted and in-house resources
10. Lead cross-sector marketing initiatives and guide program-based marketing activities; ensure alignment with Energy Trust strategic goals, objectives, and legal requirements. Reinforce brand, accuracy, consistency and customer-focused tone through brand guidelines reinforcement. Engage in marketing coordination with utilities.
11. Provide communications and marketing support for program activities with significant new customer or stakeholder engagement elements or reporting requirements, such as EPS and Clean Energy Works Oregon.
12. Support continued development of Customer Relationship Management (CRM) and integrated marketing management information systems.
13. Provide subject matter expertise and project support for ongoing Integrated Solutions Information Projects, Business Intelligence Reporting, and web integration developments.
14. Support effective internal/employee communications through internal newsletter (PitStop), Sharepoint home page (StaffNet) content development, and staff meeting content.

2013 New Initiatives & Focus Areas

1. Organize targeted regional outreach events in five to six communities; engage local business and civic leaders, city, county and state officials, utilities, potential customers, and news-media.
2. Explore alternative mechanisms, platforms and reward systems to engage and motivate customers. Collaborate with residential program to develop a social rewards system for engagement activities, explore the mobile platform as an in-store information source, and develop promotional "rewards" marketing with local energy and sustainability businesses.
3. Develop on-demand, self-paced, web-based trainings on communication and marketing processes and topics to support new staff and PMC staff onboarding. Assist other groups in converting trainings to online format.
4. Implement customer service, marketing, communications, and reporting processes aligned with new utility information sharing agreements.
5. Support deeper knowledge of customers and effective engagement by mining customer activity and feedback sources, analyzing marketing results, conducting market research, and synthesizing/sharing learnings.
6. Develop info-graphic and presentation tools, leveraging GIS, available data, video and other assets, to enhance customer-engagement and outreach opportunities, and further public relations, communication, and marketing objectives.
7. Begin development of online account system (portal) for customers to provide visibility to recommendations and track projects and incentives; further support trade ally portal tool development.
8. Support grantwriting to seek additional resources for activities aligning with program and organizational objectives.

2013-2014 DRAFT BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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**2014 Planned Activities**

1. Organize 8 to 10 regional outreach events, covering all utility service territories, to collect public input informing Energy Trust's 2015-2019 strategic plan.

Targets

Year	Annual Expense (\$M)
2012 Forecast	\$ 1.8
2013 Budget	\$ 2.3
2014 Projection	\$ 2.3

**The Energy Trust of Oregon, Inc
2013 Draft Budget
Communications & Customer Service**

	2012 Forecast	2013 Budget	2014 Projection
Staffing	\$807,871	\$839,717	\$872,991
Marketing			
Public Rel/Creative	20,000	25,000	25,000
Creative Services	120,000	130,000	155,000
Media Advertising	292,500	407,500	457,500
Events Co-Sponsor	20,000	32,000	32,000
Total Marketing	452,500	594,500	669,500
Services			
Website Design & Maintenance	205,500	267,500	277,500
Other Professional Services	35,000	90,000	105,000
Total Other Services	240,500	357,500	382,500
General			
General Program Support Costs	45,000	136,500	38,500
Shared	91,411	96,078	97,281
IT Services	165,777	235,705	218,691
Total General	302,187	468,283	354,473
TOTAL EXPENSE (Note 1)	1,803,060	2,259,998	2,279,463

Note 1 - 100% of these expenses are allocated to programs, located towards the bottom of each report on the line "Administrative Costs."

Customer Service & Trade Ally Management

Purpose: Provides staff, services, and resources necessary to enable customer access to Energy Trust programs and information. Customer service functions include leadership on customer experience values, establishment of protocols and policies, visibility into customer activity through Customer Relationship Management (CRM) systems and other reporting tools, process improvements, call center services, forms, online customer access tools, training, response to customer inquiries and outreach. Trade ally network development and administration functions include recruiting, enrolling and providing structure and support for a network of approved skilled trade contractors and other professionals to help Energy Trust customers in all areas of the state.

2013 Customer Service Strategies & Activities

1. Establish standards for customer service and offer access through call center and email response.
2. Enable excellent customer experience through information sharing and training for customer service representatives.
3. Work with utilities to provide seamless routing of customers, continued training and materials.
4. Respond to customer complaints in a timely manner; utilize customer feedback to improve programs and processes.
5. Support the design and use of CRM to facilitate a 360 degree view of customers.
6. Apply best practices and customer-friendly designs to forms to gain processing efficiencies and minimize user administrative burden; align paper form processes with online form development and vet form changes.

2013 Trade Ally Strategies & Activities

1. Maintain resources and access to programs for trade allies via the website, online calendars, roundtables, surveys, distance learning and through the *Insider* e-newsletter.
2. Work with web team to enhance the online trade ally search tool, web language and other tools for trade allies.
3. Provide enhanced customer service and sales training to help trade allies communicate energy efficiency and renewable information and services to their customers; utilize trade allies as a sales force.
4. Support adoption of rating systems; maintain and evaluate systems in existence.
5. Maintain network of trade and program allies that can reach diverse customer segments, oversee creation of new groups, enrollment, termination, retention of records; identify and mitigate risks.
6. Determine program and customer needs and develop outreach, recruitment and training plans to fill any gaps in the network. Explore and implement solutions to remove barriers to participation.
7. Gather feedback from trade allies to help inform program design.
8. Track and resolve customer complaints about trade allies; utilize complaints to identify and respond to trends.

2013 Customer Service New Initiatives & Focus Areas

1. Establish Customer Experience framework and initiate efforts that enhance the customer's experience.
2. Support the establishment of the CRM and participate in the prioritization of future enhancements to offer greater visibility into customers and enhanced usability; gather and share customer data through customer dashboards.
3. Support the PMC transition to ensure that customers receive the same high level of customer service and that our messaging and brand reflect what is available to customers.
4. Standardize and implement a common form template with customer-friendly design, and apply streamlining approaches to forms.
5. Offer on-demand and webinar training for staff and representatives related to customer experience.

2013 Trade Ally New Initiatives & Focus Areas

1. Gather trade ally input to improve the value and usability of the website, online portal, online training and other web-based tools. Support the transition to online forms for trade ally enrollment and posting of customer applications.
2. Provide expertise as trade ally tracking and enrollment processes transition to CRM and SharePoint; plan to migrate insurance tracking in-house using the new CRM.
3. Support efforts to utilize trade allies as a sales force through advertising campaigns, training, development of new collateral and optimization of the contractor search.
4. Remain knowledgeable of active trade ally and non-trade ally contractors in the market offering energy services; monitor communication and marketing approaches.
5. Ensure quality service to customers and remove trade allies in violation of agreements.
6. Support program design changes by offering guidance and expertise; utilize feedback and communication mechanisms to ensure success and keep trade allies informed.
7. Lead recruitment and development of lending allies and support efforts to develop new ally groups.
8. Provide training and support for new PMCs during transition period, and assist them with new initiatives and related communications.
9. Enhance roundtable venues, format and timing to meet trade ally, PMC, and program needs.
10. Develop key trade ally feedback groups in regional markets. Work with these groups to tailor training, communications and roundtables to better meet local needs.
11. Increase visibility and use of Energy Trust's trade ally hotline to ensure trade allies have a dedicated means of reaching trade ally staff during PMC transitions.

2013-2014 PROPOSED FINAL BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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**2014 Planned Activities**

1.

Targets

Year	Annual Expense (\$M)
2012 Forecast	\$ 1.1
2013 Budget	\$ 1.1
2014 Projection	\$ 1.2

**The Energy Trust of Oregon, Inc
2013 Draft Budget
Customer Service and Trade Ally**

	2012 Forecast	2013 Budget	2014 Projection
Staffing	\$464,063	\$564,507	\$587,141
Marketing			
Events Co-Sponsor		5,000	5,000
Total Marketing		5,000	5,000
Services			
Website Design & Maintenance	25,000	5,000	20,000
Other Professional Services	270,000	94,800	85,800
Total Other Services	295,000	99,800	105,800
General			
General Program Support Costs	209,600	232,500	240,150
Shared	62,195	65,371	66,189
IT Services	112,799	160,381	148,804
Total General	384,594	458,251	455,143
TOTAL EXPENSE (Note 1)	1,143,658	1,127,558	1,153,085

Note 1 - 100% of these costs are allocated to programs and other support functions.

2013-2014 DRAFT BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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Management & General

Department Purpose: To provide overall management, direction and resources in support of Energy Trust strategies and operations. Contributes to all strategic goals.

2013 Strategies & Activities

1. Expand participation with other state energy leaders in developing a strategy regarding energy efficiency and demand management.
 2. Enhance development of alliances with other organizations and business opportunities
 3. Finalize comprehensive succession planning activities for Executive Director, Management Team, and other high-level staff to assure continuity
 4. Expand outreach efforts to variety of constituents
 5. Manage corporate compliance requirements.
 6. Complete implementation of document retention strategy.
 7. Expand and enhance risk mitigation strategies
 8. Continue to develop and monitor metrics in alignment with budget themes
 9. Further develop recruiting strategy to reflect expanded outreach to minority communities
 10. Complete staff transition within legal department
 11. Transition to new audit firm
 12. Analyze benefits of PMC model
 13. Complete analysis of Energy Trust role in financing activities
-

2013 New Initiatives & Focus Areas

1. Initiate analysis of operations to recommend further efficiencies and maximize performance opportunities throughout organization
 2. Implement succession planning recommendations for mentoring, coaching and training
 3. Continue to provide enhanced and targeted training activities for all staff
 4. Monitor document retention activities for effectiveness
 5. Implement improved contract monitoring methods
 6. Pursue grant writing activities to diversify revenue opportunities
 7. Pursue enhancement to performance management and recognition activities
-

2014 Planned Activities

1. Implement Health Care Reform in full
-

Targets

Year	Annual Expense (\$M)	
2012 Forecast	\$	3.5
2013 Budget	\$	3.5
2014 Projection	\$	3.4

2013-2014 DRAFT BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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**The Energy Trust of Oregon, Inc
2013 Draft Budget
Management & General Administration**

	2012 Forecast	2013 Budget	2014 Projection
Staffing	\$1,861,028	\$2,009,711	\$2,087,958
Services			
Legal Services	15,000	90,000	75,000
Accounting Services	45,495	47,500	63,925
Other Professional Services	202,547	394,850	237,441
Total Services	263,042	532,350	376,366
General			
General Program Support Costs	899,300	260,409	310,514
Shared	185,289	194,750	197,189
IT Services	335,922	477,621	443,145
Total General	1,420,511	932,779	950,848
TOTAL EXPENSE (Note 1)	3,544,581	3,474,840	3,415,174

Note 1 - 100% of these expenses are allocated to programs, located at the bottom of each report on the line "Administrative Costs."

2013-2014 DRAFT BUDGET & ACTION PLAN

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Information Technology

Department Purpose: To deliver high quality, cost-effective technology and information management solutions and services to support the strategic goals of Energy Trust.

2013 Strategies & Activities

1. Continue building relationships throughout the organization to ensure that IT is responding with appropriate technology solutions that meet business needs.
2. Strengthen the quality and improve the functionality and usability of applications.
3. Enhance data quality and increase accessibility to information.
4. Ensure system stability and performance by building on existing infrastructure architecture.

2013 New Initiatives & Focus Areas

Build partnerships

1. Work with sector leads and program managers through the Integrated Solutions Implementation Project (ISIP) to connect key business requirements to technology solutions.
2. Re-establish IT steering committee as centerpiece of IT governance in prioritizing technology solutions to business problems and opportunities.
3. Focus on continued high level of responsiveness to immediate as well as longer term needs of users as internal customers of IT.

Strengthen applications

1. Complete systems analysis and selection for phase 2 of ISIP, leveraging foundational work completed in ISIP phase 1.
2. Hire programming resources to establish internal skills for continuous improvement of applications.
3. Conduct a broad assessment of application architecture, create and implement development standards and processes, and complete projects focused on continuous improvement.

Enhance data quality

1. Create new business intelligence platform based on comprehensive data model created as part of ISIP phase 1.
2. Implement data governance processes to enforce the integrity of the data model as part of on-going business process and systems development work.
3. Hire CRM data analyst to provide a dedicated resource to leverage our investment in CRM and marketing data.
4. Continue Business Intelligence tools development, targeting increased user self-service for information needs.

Ensure system stability

1. Conduct a broad assessment of systems architecture including web architecture and create and implement improvement plan based on that assessment.
2. Continue replacement of servers and other backbone hardware as part of regular schedule to ensure availability and performance improvements.
3. Utilize new virtual technology to further leverage our investments in software and servers.

2014 Planned Activities

1. Complete implementation of ISIP phase 2 and add new functionality and continue making on-going improvements to all enterprise solutions.
2. Finalize Business Intelligence tools rollout and transition to maintenance and improvement.
3. Integrate or assimilate point solutions into enterprise solution architecture utilizing standardized toolset.

Targets

Year	Annual Expense (\$M)	
2012 Forecast	\$	2.8
2013 Budget	\$	4.0
2014 Projection	\$	3.7

2013-2014 DRAFT BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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The Energy Trust of Oregon, Inc
2013 Draft Budget
Informational Technology

	2012 Forecast	2013 Budget	2014 Projection
Staffing	\$1,267,514	\$1,937,397	\$1,598,050
Services			
Other Professional Services	678,700	947,500	700,000
Total Services	678,700	947,500	700,000
General			
Supplies and Equipment	149,160	207,890	190,000
Software	304,435	274,730	320,000
Depreciation	81,667	270,556	537,601
Other General Expenses	136,600	145,300	150,000
Allocations	164,344	172,735	174,898
Total General	836,206	1,071,211	1,372,500
TOTAL EXPENSE (Note 1)	2,782,420	3,956,108	3,670,550

Note 1 - 100% of these costs are allocated to programs and other support functions.

MEMO

Date:November 7, 2012

To:Board of Directors

From:Margie Harris

Subject:Proposed Staffing for 2013 Budget

The draft 2013-2014 budget proposes funding one brand new FTE and converting four other existing temporary and agency positions to regular employee status. This memorandum provides background information leading to these recommended changes. Summarized job descriptions and justifications for each position follow.

Background

The Energy Trust draft action plan and budget projects over 10% growth in annual electric savings in 2012. Annual funding requirements are expected to also increase while levelized costs and administrative costs will be kept as low as possible. To target new energy efficiency resources identified as achievable, program strategies continue to diversify. The result is a broader set of program offers and customer engagement approaches to accomplish savings goals in a cost-effective manner.

The impact of the continued poor economy combined with changes to state tax credit programs will continue to require more diverse program strategies. In addition, there is greater opportunity to utilize data collection and analysis as a way to target particular customer markets and segments. Three of the five proposed positions are intended to fill needs within program sectors created by this diversification, and, together with a fourth proposed position, to maximize new capabilities with the Customer Relationship Management (CRM) system to inform program strategies and initiatives. More labor-intensive efforts including working directly with customers and market actors to serve outlying geographic areas are also an assumed part of Energy Trust strategies to achieve goals throughout our service territory.

Part of the recommendation to retain additional employee capacity in these areas results from lower costs and savings associated with hiring employees as compared to paying higher prices for Program Management Contractor services. This becomes a cost savings approach and measure while at the same time, allows capabilities to be built and tapped within the organization. With these positions included, Energy Trust has reduced program delivery costs by almost 1% over 2012's budget.

Energy Trust expects to fulfill these and other related efforts with the addition of the following positions:

1. CRM Business Systems Analyst (new position)
2. Eastern Oregon Outreach Manager (currently temporary employee)
3. Residential Coordinator/Specialist (currently agency contractor)

4. Commercial Program Assistant/Specialist (currently agency contractor)
5. Industrial Program Assistant/Specialist (currently agency contractor)

The following section summarizes each of the positions and corresponding justifications and benefits.

Customer Relationship Management (CRM) Business Systems Analyst

POSITION SUMMARY:

This position would be responsible for working closely with IT resources to drive development phases of the CRM and to ensure that the CRM enables Energy Trust to meet its customer focus goals. The oversight of the CRM application is a collaborative effort between IT functionality maintenance and enhancement, and Program and Communications and Customer Service (CCS) groups' application requirements. It will serve as the facilitator with program owners as new business rules need to be considered and adopted and our customer needs evolve. The CRM Business Systems Analyst will have market analysis skills to respond to program and customer services staff marketing data analysis requests by using CRM sourced data, and by coordinating the usage of customer data gained through information transfer agreement and other program and marketing data sources for targeting purposes. The CRM Business Systems Analyst will also have the ability to analyze CRM data to identify trends, analyze where we are successful in meeting customer needs and bring that intelligence to programs and CCS to develop new approaches.

POSITION JUSTIFICATION (What has changed to create the need for this position?):

A newly implemented CRM application requires a system "owner" to care, feed, and enhance the system. At the same time we will be given greater latitude to perform more targeted, direct marketing to prospective customers through new OPUC data sharing rules and Energy Trust policy changes. This will require resource expertise to take existing data and new data coming from the utilities, synthesize it in a common location and then, through analysis, work with program staff to design effective targeted program offers, strategies, and outreach activities. Given the cross-cutting nature of the CRM application, it requires a collaborative approach between IT's traditional software support role and operations functionality requirements.

BENEFITS TO ENERGY TRUST:

CRM will be an important tool moving forward for programs, trade ally management, customer service and the organization. Development to date has focused on the replacement of the previous CRM system. Continued and ongoing development of the CRM is needed to realize the full potential of the tool we invested in, particularly for marketing management functionality. Current staff resources devoted to the first phase of the CRM replacement as part of the Integrated Solutions Implementation project need to return to their core functions. This position will allow for CRM application oversight and customer-data analysis to be transferred to a dedicated expert resource.

Eastern Oregon Outreach Manager

POSITION SUMMARY:

This position will deliver Energy Trust outreach and public relations services in Morrow, Umatilla, Wallowa, Union, Malheur and Baker Counties to generate awareness across all Energy Trust programs and services, establish contractor and supplier channels and facilitate customer engagement with our offerings. By establishing and maintaining relationships with Energy Trust stakeholders, local governments, utility representatives, community partners and local media this position will serve as Energy Trust's strategic outreach and relationship arm in eastern Oregon. With a strong understanding of the offers, tactics and communication channels that will be most effective in this market, this position will offer expert advice and a point of coordination to program managers, marketing managers, contractors, and utility representatives in outreach and implementation activities.

POSITION JUSTIFICATION (What has changed to create the need for this position?):

A 2011 employment audit determined that the work in the contract with Susan Badger Jones for outreach services in Eastern Oregon was too integrated with Energy Trust's operations to be filled by a contractor. Energy Trust staff believe Susan's physical residence and office location in Eastern Oregon, and her knowledge of how to establish and maintain relationships in rural communities, bring us value and enable us to better serve the region as a whole. Based on a recommendation from the legal group, Management Team approved the conversion of Susan Badger Jones to temporary staff through the end of 2012.

Eastern Oregon continues to represent a unique challenge for Energy Trust:

- The region lags in energy efficiency awareness and contractor base. It has limited sources of energy efficiency and renewable energy information
- Its largely rural demographic and location far from centers of state power mean residents typically experience a lack of service, have to "travel to the west side for service," or access resources through conference calls. Residents in the region highly value services and staff that are based within the region.
- Sparse population and mixed utility areas challenge typical program messaging and service but do create opportunities for micro- initiatives or one off campaigns that can be more successful if driven from within the region.
- The Oregonian is not delivered to most of the region and cable TV services often deliver Washington or Idaho news rather than Oregon, limiting effectiveness of some state-wide messaging. (Malheur County is in a different time zone.)
- Significant portions of the area are Cascade Natural Gas-only.

- Other regions of the state are adequately covered through a combination of Program Management Contractor (PMC) and Program Delivery Contractor (PDC) field representation and Energy Trust staff. Due to the travel distance required to serve Eastern Oregon, and the reduced savings potential in these areas, most PMCs and PDCs do not maintain a consistent field presence beyond Central Oregon. Only the Existing Homes PMC has maintained a regional representative in Eastern Oregon over the past year. It is not likely that PMC and PDC representatives can provide enough coverage to adequately represent all programs and serve general outreach needs across Eastern Oregon without adding significant program delivery costs. Concurrently, program and general outreach strategy recognizes the growing importance of developing and maintaining business and public sector customer relationships in-house. Staff therefore recommends that the Eastern Oregon Outreach position be established as an ongoing staff position.

BENEFITS TO ENERGY TRUST:

This position will:

- Retain a single point of contact to represent all Energy Trust programs and services in the region, and provide continuity when there are transitions in contracted program representatives.
- Support operational and cost-efficiencies by providing a local resource all programs can leverage for greater effectiveness in customer engagement efforts
- Allow on-the-ground observations and support for improving program performance
- Demonstrate Energy Trust's commitment to serving customers in rural and sparsely populated areas
- Expand opportunities for local earned media throughout region
- Allow staff to regularly visit/participate in community civic groups, leadership roles, steering committees, special events and initiatives
- Support regional Energy Trust events such as roundtables, trainings and tours
- Provide local presence with existing community/business relationships and provide additional support for complex or longer-term customer needs and opportunities.

Residential Coordinator/Specialist

POSITION SUMMARY:

The residential coordinator/specialist will provide coordination and administrative support to the residential sector, including systems support for tracking and documenting progress towards program deliverables, assisting in the development of program budgets, supporting new pilots and initiatives, and providing data analysis support for program and market analyses. The coordinator will also assist with residential engagement strategies.

POSITION JUSTIFICATION (What has changed to create the need for this position?):

The residential sector has been successful in accelerating and transforming many market elements. The program is currently operating 7 pilots and 6 new market initiatives. Some of these will phase out and be absorbed into the program as standard offers or regular targeted approaches. However, to continue realizing the level of success necessary to meet goals in upcoming years the homes programs will need to initiate more new strategies and adapt some program elements to address the many changes the residential market will likely undergo. Along these lines we are proposing 7 new pilots and 4 new targeted initiatives in 2013. These will replace some of the ending efforts, but overall the residential sector will be managing about ten pilots and 7 new initiatives in 2013.

- In accordance with the market, the Homes Programs are also entering a time of significant change in direction. The anticipated changes over the next several years will require that program managers and staff are able to spend significant time working closely with the PMC and other stakeholders.
- In 2013 new program strategies will include added engagement with schools, targeted customer engagement approaches, innovative retail strategies, and the continued development of Energy Performance Score (EPS) for existing homes. The coordinator position would provide administrative and coordination support to enable the residential team to oversee these added contracts and deliverables. The transition to a new PMC for the existing homes program and potentially putting up all or parts the New Homes and Products program for re-bid in 2013 will also require significant internal resources in order to ensure any transitions are seamless.
- The coordinator will work with the Operations Analyst to provide additional business analytics support and will also support program managers throughout the budgeting and forecasting process.
- This position will coordinate and guide further development and expansion of the Lender Ally network. The provision of loan product options to Trade Allies and customers is important to stimulate the market and increase project volume. Coordination between Clean Energy Works Oregon (CEWO) staff working on recruiting options for Energy Trust's Lender Ally network will need monitoring to ensure Energy Trust goals are being met in this endeavor.
- As Energy Trust deploys the new CRM and Integrated Solutions Implementation (ISI) functionalities, we see this position as instrumental to guiding the program in the effective use of data to inform program decisions. This position would become a Business Intelligence (BI) power user, and provide backfill capabilities for the Operations Analyst.
- This position will develop systems to document and monitor progress to tasks and timelines across programs, as well as revise and maintain the Homes sector Sharepoint site to facilitate efficient access to documents and resources.

- This position will continue the library engagement efforts, including outreach and ongoing communications with participating libraries, updating materials as necessary, and facilitating annual surveys to monitor the effort.
- This position will update tracking for and analyze customer inquiries associated with the Personal Energy Reports, and develop and update tracking and analysis of customer feedback on other added customer engagement pilots, such as Aclara reports.
- This position will support the initial development of programs budgets according to budget calendars. This position will be uniquely positioned to do this as they will be coordinating across sector and departments for this process.

BENEFITS TO ENERGY TRUST:

This support role will enable the residential sector to more effectively deliver programs:

- It will enable more direct oversight over residential program activities and support in the management of an increasing number of contracts that are managed in house. These include contracts with OPower, Ideas 42, Home Performance Guild, New Homes' and Existing Homes' quality assurance, school engagement, and other contracts as they arise.
- This support role will also drive better residential programs through improved data analytics
- This position will allow program managers additional time to focus on developing strategic directions of the programs while maintaining oversight of each PMC contract.

Commercial Program Assistant/Specialist

POSITION SUMMARY:

The Commercial Program Assistant/Specialist assumes a supporting role for Energy Trust's data quality, project processing, reporting and record keeping functions for the commercial group, and the development of improved tools for information management and analysis. He/she also provides technical business systems support; supports data mining efforts for improved project and program management, implementation and marketing; and oversees/supports program tasks as identified by the commercial operations analyst.

POSITION JUSTIFICATION (What has changed to create the need for this position?):

In recent years the Commercial Sector has consistently increased its goals and expanded program offerings as well as increasing the number of projects served. In this time the data tracking and reporting needs of the sector have grown more complex while sector has also expanded capabilities in program analysis, program development, and continuous improvement. To meet these growing needs, daily data management and

reporting functions have been assigned to a temporary Backfill Operations Analyst position.

Without this additional position, the existing staff would be required to take on the bulk of the project assistance and reporting functions work when the temporary position expires. Program management, program development, and continuous improvement tasks would not get the attention they require to ensure the ongoing success of the program.

Following is a chart of the projects completed within the Commercial group in the recent past:

Projects Completed				
	2010	2011	2012	
			(Completed through Nov. 1)	(Forecast, Nov. 2- Dec. 31)
BE	2,070	2,903	2,031	1,335
BEM	306	524	545	67
SLB	11	16	3	0
NBE	217	255	170	355
NBM	22	23	28	36
SLN	5	17	2	0
Total	2,631	3,738	4,572	
SEM*				24

Regular activities to be performed by the new position will include:

- Payment Approvals – coordinate payment approvals in FastTrack for the commercial programs. Coordinate payment corrections & notify PMCs of approval status.
- Project Audits – coordinate commercial sector FastTrack concurrent and quarterly audits, leading efforts to resolve identified problems.
- Reversals – execute project, measure and payment reversals and resets in FastTrack, leading efforts to resolve associated issues.
- Periodic Reports – produce and improve periodic reports such as dashboards, PGE referral reports, Pacific Power Referral reports, and End-of-year Reports
- Ad Hoc Data Analysis & Reporting – as requested, mainly for commercial programs. Produce Business Intelligence reports and SQL queries for program activity and other reporting.
- Data Quality and Record Keeping – support commercial sector data quality and record keeping. Facilitate or deliver technical assistance and training to program

staff and contractors to ensure data systems are being used to maximize efficiency and capture project detail accurately.

- Business Systems Support – for the commercial (and industrial, when there is overlap) sector: create, change, and maintain FastTrack measures. Manage user accounts and groups for sector team and PMC staff and contracts in FastTrack & SharePoint. Coordinate GL code updates, program code addition/deactivation, project sub-type additions/updates. Proactively work with IT staff to ensure tools & solutions are available and effective, representing sector needs.
- Continuous Improvement – define and implement tools that increase productivity for self and program staff; expand the sector’s abilities to strategically analyze and use information. Manage data-related quality assurance and quality control improvements by proactively defining, initiating and implementing sector process improvements to overcome data variances and improve documentation.
- Accounting Transaction Support – support the accounting department with commercial program transaction maintenance in FastTrack & CRM
- Lighting Tool Support – support documentation, tracking and new releases of the lighting tool.

BENEFITS TO ENERGY TRUST:

- Maintain a high level of quality in program data and files and high customer satisfaction with quick and accurate incentive processing by making this a permanent full time position and reducing the high turnover that should be expected from interns or temporary agency contractors.
- Better utilization of existing Operations Analyst time to support continuous improvement of program and systems, thereby improving realization rates, program effectiveness and customer satisfaction.
- Higher realization rates, higher volume and better customer service due to better management of data.
- High quality reports and presentations for CAC, Board, utilities and other stakeholders.
- Better utilization of Sector Lead and Program Managers time to focus on strategic issues and delivery of goals.

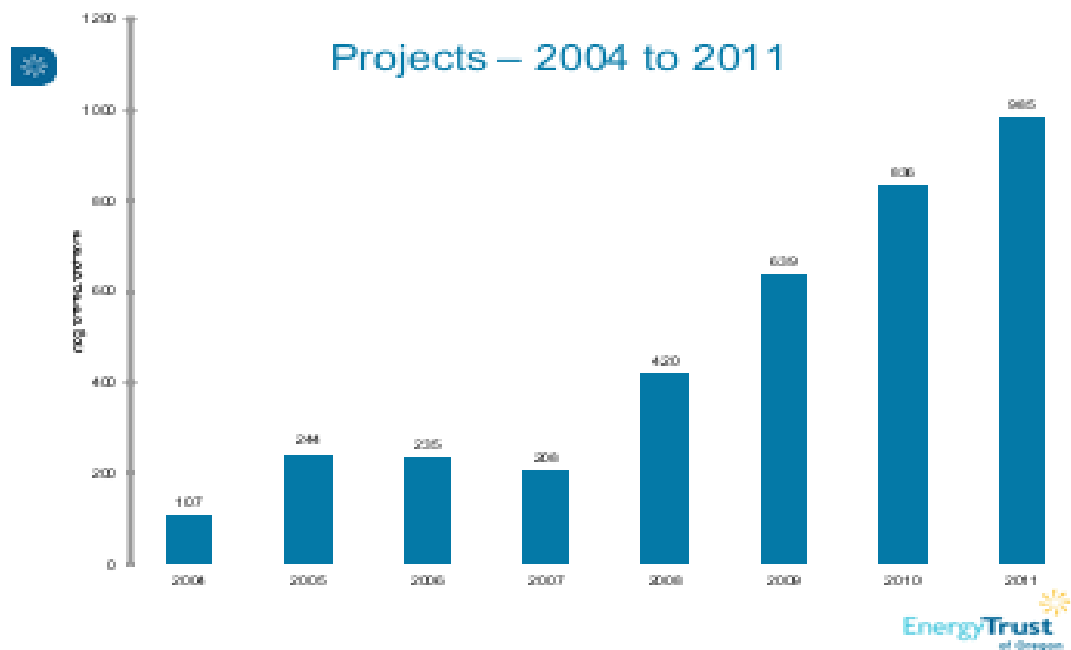
Industrial Assistant/Specialist

POSITION SUMMARY:

The Industrial Program Assistant/Specialist does the majority of the administrative tasks needed to maintain up-to-date physical and electronic project files and projects in the project tracking system; queues and mails payments for project incentives and contractor invoices to ensure prompt payments; performs internal document retention and audits to ensure program compliance; requests utility data to assist with project studies; answers general inquiries; and assists in other project assignments from team members and other sectors.

POSITION JUSTIFICATION (What has changed to create the need for this position?):

- Although not originally budgeted or planned for when the decision was made, the position of Program Assistant/Specialist has been recognized as an essential role in the Production Efficiency program since the program was taken in house in 2008. Since there is no PMC to handle program management and delivery tasks within the sector, Energy Trust staff in the industrial sector perform all data entry, file management and incentive processing for all projects, in house.
- In 2009 and 2010, this work was performed by a half time intern. The Energy Trust five-year strategic plan published in 2009 and increasing annual goals since then drove a massive increase in project volume and savings in the sector. In late 2010, it was apparent that the doubling of project volume was directly affecting this role's workload and ability to maintain the high level of data quality and perfect audit scores expected, and that this had become a full time job. In 2011 and 2012, the position was filled on a 40 hour/ week basis through a contract agency. A single individual has been performing these functions successfully throughout that time. At this time, since it is known that this is an essential full time position in order for the program to operate, we propose a full time staff person for this position.



BENEFITS TO ENERGY TRUST:

- Manage the continued growth in program project activity.
- Ability to run the industrial program – without this essential position for project data entry, file management and incentive processing, we cannot operate effectively at the current project volume.
- Maintain a high level of quality in program data and files and high customer satisfaction with quick and accurate incentive processing by reducing the turnover from interns or temporary agency contractors.

Complete job descriptions will be available once the budget and action plan are approved by the Board of Directors at their meeting on December 14, 2012.

**Energy Trust of Oregon
Capital Purchases**

	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2013 budget
Capital Items - non ISP					
Server Replacements			90,000		90,000
10G Switches			30,000		30,000
Backup Hardware - Tape library + software			30,000		30,000
	-	-	150,000	-	150,000
Capital Items - ISP					
ISI Phase 2 implementation project management			300,000		300,000
ISI Implementation vendor			300,000		300,000
FastTrack replacement			500,000		500,000
	-	-	1,100,000	-	1,100,000
Total capital purchases - 2013 budget	-	-	1,250,000	-	1,250,000

2014 Budget Recap - R1: Draft

PROGRAM	BUDGET (\$M)			ELECTRIC SAVINGS ¹				GAS SAVINGS ¹			
	ELECTRIC	GAS	TOTAL	GOALS		COST		GOALS		COST	
				aMW	Levelized (\$/kW h)	Annual Therms		Levelized (\$/Therm)			
	Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal			
ENERGY EFFICIENCY											
Commercial											
Business Energy Solutions – Existing Buildings	37.4	6.8	44.2	14.07	16.55	0.035	0.030	1,440,294	1,694,463	0.475	0.404
Business Energy Solutions – New Buildings	15.4	1.3	16.6	4.57	5.38	0.039	0.033	381,489	448,810	0.277	0.236
Mkt Transformation (Alliance)	3.0	0.0	3.0	1.95	2.29	0.017	0.015	NA			
Total Commercial	55.8	8.0	63.8	20.6	24.2	0.034	0.029	1,821,782	2,143,273	0.425	0.361
Industrial											
Production Efficiency	34.5	3.4	37.9	15.53	18.27	0.030	0.025	1,021,753	1,202,062	0.342	0.291
Mkt Transformation (Alliance)	1.6	0.0	1.6	0.52	0.61	0.045	0.038	NA			
Total Industrial	36.1	3.4	39.5	16.0	18.9	0.030	0.026	1,021,753	1,202,062	0.342	0.291
Residential											
Home Energy Solutions – Existing Homes	16.1	11.8	27.9	5.17	6.09	0.037	0.032	1,098,470	1,292,317	0.825	0.701
Home Energy Solutions – New Homes & Products	17.3	4.3	21.5	5.69	6.69	0.049	0.042	774,405	911,064	0.645	0.548
Mkt Transformation (Alliance)	4.9	0.0	4.9	1.98	2.33	0.044	0.038	NA			
Total Residential	38.3	16.0	54.4	12.8	15.1	0.042	0.036	1,872,875	2,203,382	0.749	0.636
Washington											
Business Energy Solutions – Existing Buildings	0.0	0.7	0.7					133,875	157,500	0.387	0.329
Home Energy Solutions – Existing Homes	0.0	0.5	0.5					63,392	74,579	0.567	0.482
Home Energy Solutions – New Homes & Products	0.0	0.3	0.3					37,598	44,232	0.659	0.560
Total Washington	0.0	1.5	1.5					234,865	276,312	0.482	0.410
Total Energy Efficiency with Gas Market Transformation	\$130.2	\$29.0	\$159.2	49.5	58.2	0.035	0.030	4,951,275	5,825,029	0.545	0.463
	BUDGET (\$M)			ELECTRIC GENERATION ¹							
	ELECTRIC	GAS	TOTAL	GOALS		COST					
				aMW	(\$/mils/ aMW)						
				Conservative	Best Case	Conservative	Best Case				
RENEWABLE RESOURCES											
Biopower	6.6		6.6	1.12	1.78	5.90	3.70				
Open Solicitation	6.5		6.5	0.80	1.21	8.09	5.36				
Solar Electric	8.4		8.4	0.53	0.85	16.05	9.89				
Total Renewable Resources	\$21.5		\$21.5	2.4	3.8	8.81	5.60				

¹ some columns may not add due to rounding

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory - joint costs allocated at program level
Draft Projection for the Twelve Months Ending December 31, 2014
(Unaudited)

	ENERGY EFFICIENCY							RENEWABLE ENERGY				TOTAL		
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade	Oregon Total	NWN WA	Efficiency Total	PGE	PacifiCorp	Renewables Total	Other	All Programs
REVENUES														
Public Purpose Funding	\$26,449,746	\$19,893,195	\$46,342,941		\$21,996,075	\$3,263,607	\$71,602,623		\$71,602,623	\$7,569,342	\$5,579,296	\$13,148,638		\$84,751,261
Incremental Funding	52,536,604	30,219,674	82,756,278	2,706,568			85,462,846	1,489,448	86,952,294					86,952,294
Revenue from Investments													150,000	150,000
TOTAL PROGRAM REVENUE	78,986,350	50,112,869	129,099,219	2,706,568	21,996,075	3,263,607	157,065,469	1,489,448	158,554,917	7,569,342	5,579,296	13,148,638	150,000	171,853,555
EXPENSES														
Program Management (Note 3)	2,240,012	1,440,130	3,680,142	76,710	836,185	117,432	4,710,469	170,129	4,880,598	401,314	713,559	1,114,873		5,995,471
Program Delivery	21,554,827	14,693,607	36,248,434	728,093	5,210,862	620,359	42,807,747	365,357	43,173,104	0	0	0		43,173,104
Incentives	45,945,171	28,479,954	74,425,125	1,665,649	12,201,804	1,376,846	89,669,424	641,242	90,310,666	4,568,313	13,300,655	17,868,968		108,179,634
Program Eval & Planning Svcs.	2,329,934	1,501,228	3,831,162	52,223	845,342	84,474	4,813,201	66,440	4,879,641	69,752	109,895	179,647		5,059,288
Program Marketing/Outreach	2,264,773	1,438,960	3,703,733	15,576	1,221,341	108,113	5,048,764	59,246	5,108,010	127,497	68,503	196,000		5,304,010
Program Legal Services														
Program Quality Assurance	79,376	48,128	127,504	388	52,464	4,644	185,000	0	185,000	7,500	7,500	15,000		200,000
Outsourced Services	660,875	463,423	1,124,298	25,300	283,935	29,270	1,462,802	500	1,463,302	586,102	359,398	945,500		2,408,802
Trade Allies & Cust. Svc. Mgmt.	495,745	319,979	815,724	3,550	349,936	30,283	1,199,493	30,645	1,230,138	35,683	16,796	52,479		1,282,617
IT Services	1,000,182	638,657	1,638,839	18,104	462,088	43,804	2,162,834	60,747	2,223,581	95,216	166,788	262,004		2,485,585
Other Program Expenses	272,819	176,253	449,072	10,194	101,013	10,678	570,957	45,086	616,043	129,709	135,725	265,434		881,477
TOTAL PROGRAM EXPENSES	76,843,714	49,200,318	126,044,032	2,595,787	21,564,970	2,425,902	152,630,691	1,439,392	154,070,083	6,021,085	14,878,820	20,899,905		174,969,988
ADMINISTRATIVE COSTS														
Management & General (Notes 1 & 2)	1,513,471	969,279	2,482,750	47,818	437,405	48,356	3,016,329	29,184	3,045,513	108,600	261,061	369,661		3,415,174
Communications & Customer Svc (Notes 1)	1,011,081	647,624	1,658,704	31,968	292,238	32,306	2,015,217	19,500	2,034,717	71,964	172,782	244,746		2,279,463
Total Administrative Costs	2,524,551	1,616,903	4,141,454	79,787	729,643	80,663	5,031,546	48,684	5,080,230	180,564	433,843	614,407		5,694,637
TOTAL PROG & ADMIN EXPENSES	79,368,266	50,817,220	130,185,486	2,675,574	22,294,615	2,506,565	157,662,237	1,488,076	159,150,313	6,201,649	15,312,663	21,514,312		180,664,625
TOTAL REVENUE LESS EXPENSES	(381,916)	(704,351)	(1,086,267)	30,994	(298,540)	757,042	(596,768)	1,374	(595,396)	1,367,693	(9,733,367)	(8,365,674)	150,000	(8,811,070)
Cumulative Carryover at 12/31/13 (Note 4)	4,350,776	3,245,214	7,595,990	(30,994)	4,635,551	(631,715)	11,568,833	10,952	11,567,459	6,582,825	5,817,941	12,400,766	10,808,548	34,776,773
Interest attributed	1,740,000	1,160,000	2,900,000		5,000,000		7,900,000		7,900,000	585,000	2,235,000	2,820,000	(2,820,000)	7,900,000
Interest re-attributed	(1,740,000)	(1,160,000)	(2,900,000)		(5,000,000)		(7,900,000)		(7,900,000)					(7,900,000)
TOTAL NET ASSETS CUMULATIVE	3,968,860	2,540,863	6,509,723		4,337,011	125,327	10,972,065	12,326	10,972,063	8,535,518	(1,680,426)	6,855,092	8,138,548	25,965,703

Note 1) Both Management & General and Communications & Customer Service Expenses (Administrative) have been allocated based on total expenses.

Note 2) Administrative costs are allocated for management reporting only. GAAP for Not for Profit organizations does not allow allocation of administrative costs to program expenses.

Note 3) Program Management costs include both outsourced and internal staff.

Note 4) Cumulative carryover at 12/31/2013 is from the 2013 Budget.

The Energy Trust of Oregon, Inc
Program Expense by Service Territory
For the Twelve Months Ending December 31, 2014
(Unaudited)

	<u>PGE</u>	<u>Pacific Power Elec.</u>	<u>Utilities</u>	<u>NWN Ind</u>	<u>NW Natural</u>	<u>Cascade</u>	<u>Gas Provider</u>	<u>Oregon Total</u>	<u>NWN WA</u>	<u>ETO Total</u>
	<u>2014 Projection</u>	<u>2014 Projection</u>	<u>2014 Projection</u>	<u>2014 Projection</u>	<u>2014 Projection</u>	<u>2014 Projection</u>	<u>2014 Projection</u>	<u>2014 Projection</u>	<u>2014 Projection</u>	<u>2014 Projection</u>
Energy Efficiency										
Commercial										
Business Energy Solutions - Existing Buildings	25,113,975	12,293,843	37,407,818	488,936	5,570,867	713,643	6,773,446	44,181,264	659,913	44,841,177
Business Energy Solutions - New Buildings	8,094,907	7,273,702	15,368,609		1,172,145	93,132	1,265,277	16,633,886		16,633,886
Market Transformation (NEEA)	1,787,843	1,242,400	3,030,243					3,030,243		3,030,243
Total Commercial	34,996,725	20,809,945	55,806,670	488,936	6,743,012	806,775	8,038,723	63,845,393	659,913	64,505,306
Industrial										
Business Energy Solutions - Production Efficiency	20,094,467	14,401,937	34,496,404	2,186,638	791,139	418,834	3,396,611	37,893,015		37,893,015
Market Transformation (NEEA)	921,317	640,238	1,561,555					1,561,555		1,561,555
Total Industrial	21,015,784	15,042,175	36,057,959	2,186,638	791,139	418,834	3,396,611	39,454,570		39,454,570
Residential										
Home Energy Solutions - Existing Homes	9,520,719	6,607,798	16,128,517		10,909,765	873,617	11,783,382	27,911,899	492,008	28,403,907
Home Energy Solutions - New Homes/Production	10,935,424	6,342,319	17,277,743		3,850,699	407,338	4,258,037	21,535,780	336,154	21,871,934
Market Transformation (NEEA)	2,899,607	2,014,983	4,914,590					4,914,590		4,914,590
Total Residential	23,355,750	14,965,100	38,320,850		14,760,464	1,280,955	16,041,419	54,362,269	828,162	55,190,431
Energy Efficiency Program Costs	79,368,263	50,817,219	130,185,483	2,675,574	22,294,615	2,506,565	27,476,754	157,662,237	1,488,075	159,150,311
Renewables										
Biopower	146,541	6,451,144	6,597,685					6,597,685		6,597,685
Solar Electric (Photovoltaic)	5,923,522	2,522,462	8,445,984					8,445,984		8,445,984
Other Renewable	131,588	6,339,059	6,470,647					6,470,647		6,470,647
Renewables Program Costs	6,201,649	15,312,664	21,514,314					21,514,314		21,514,314
Cost Grand Total	85,569,910	66,129,885	151,699,797	2,675,574	22,294,615	2,506,564	27,476,754	179,176,551	1,488,074	180,664,625

Energy Trust of Oregon, Inc
Statement of Functional Expenses
2014 Draft Projection

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications Customer Service	Total Admin Expenses	Total
Program Expenses							
Incentives/ Program Management & D	138,936,884	17,938,968	156,875,852				156,875,852
Payroll and Related Expenses	2,983,394	1,044,873	4,028,267	2,087,958	872,991	2,960,949	6,989,216
Outsourced Services	5,210,400	1,206,500	6,416,900	376,366	1,052,000	1,428,366	7,845,266
Planning and Evaluation	2,869,642	129,647	2,999,289				2,999,289
Customer Service Management	798,769	32,974	831,743				831,743
Trade Allies Network	431,369	19,505	450,874				450,874
Total Program Expenses	151,230,458	20,372,468	171,602,926	2,464,324	1,924,991	4,389,315	175,992,241
Program Support Costs							
Supplies	29,868	9,565	39,433	22,483	8,983	31,466	70,899
Postage and Shipping Expenses	3,603	1,309	4,912	2,215	5,093	7,308	12,220
Telephone	4,370	1,716	6,086	3,014	598	3,612	9,698
Printing and Publications	134,970	26,216	161,186	1,830	15,598	17,428	178,614
Occupancy Expenses	197,682	71,847	269,529	121,552	59,966	181,518	451,047
Insurance	34,059	12,379	46,438	20,942	10,332	31,274	77,712
Equipment	9,979	3,627	13,606	6,136	4,027	10,163	23,769
Travel	57,363	48,300	105,663	48,337	5,000	53,337	159,000
Meetings, Trainings & Conferences	51,550	33,000	84,550	236,847	10,500	247,347	331,897
Interest Expense and Bank Fees				7,500		7,500	7,500
Depreciation & Amortization	43,844	15,935	59,779	26,959	13,300	40,259	100,038
Dues, Licenses and Fees	48,050	41,286	89,336	9,249	2,171	11,420	100,756
Miscellaneous Expenses	704	256	960	639	213	852	1,812
IT Services	2,223,582	262,004	2,485,586	443,145	218,691	661,836	3,147,422
Total Program Support Costs	2,839,624	527,439	3,367,063	950,848	354,473	1,305,321	4,672,384
TOTAL EXPENSES	154,070,083	20,899,905	174,969,988	3,415,174	2,279,463	5,694,637	180,664,625

OPUC Performance Measure 5.28%

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2014 Draft Projection

PGE

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	717,522	271,396	7,538	479,156	4,168	411,570	337,356	11,305	2,240,012
Program Delivery:	5,930,044	2,006,994	1,677,844	4,172,249	844,758	2,357,624	1,816,490	2,748,824	21,554,827
Incentives:	16,111,226	4,862,258		13,939,961		4,552,425	6,479,301		45,945,171
Program Eval & Planning Svcs.:	706,651	301,057	38,817	360,390	39,958	455,394	387,708	39,958	2,329,934
Program Marketing/Outreach:	184,176	194,400		116,135		667,157	1,102,906		2,264,773
Program Legal Services:									-
Program Quality Assurance:	19,887					34,110	25,378		79,376
Outsourced Services:	180,966	10,950		226,966		151,960	90,034		660,875
Trade Allies & Cust. Svc. Mgmt.:	83,211	28,790		17,694		248,917	117,134		495,745
IT Services:	331,993	133,417	1,516	106,823	758	271,526	151,876	2,274	1,000,182
Other Program Expenses	65,415	19,498	675	81,947	337	55,157	48,778	1,012	272,819
TOTAL PROGRAM EXPENSES	24,331,092	7,828,760	1,726,389	19,501,321	889,980	9,205,838	10,556,962	2,803,373	76,843,714
ADMINISTRATIVE COSTS									
Management & General	469,439	159,508	36,860	355,448	18,781	188,688	227,086	57,661	1,513,471
Communications & Customer Svc	313,446	106,639	24,595	237,699	12,556	126,193	151,378	38,574	1,011,081
Total Administrative Costs	782,885	266,147	61,454	593,147	31,338	314,881	378,464	96,235	2,524,551
Total Program & Admin Expense	25,113,977	8,094,907	1,787,844	20,094,467	921,318	9,520,719	10,935,426	2,899,609	79,368,263

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PAC

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	312,697	243,863	5,238	368,088	2,896	299,293	200,198	7,856	1,440,130
Program Delivery:	2,952,190	1,803,387	1,165,959	3,643,907	587,036	1,521,399	1,109,529	1,910,200	14,693,607
Incentives:	7,849,727	4,369,000		9,312,653		3,248,509	3,700,065		28,479,954
Program Eval & Planning Svcs.:	345,921	270,515	26,974	258,296	27,768	319,123	224,863	27,768	1,501,228
Program Marketing/Outreach:	73,710	174,678		83,235		472,301	635,036		1,438,960
Program Legal Services:									-
Program Quality Assurance:	9,735					23,674	14,719		48,128
Outsourced Services:	131,350	9,839		162,669		105,467	54,098		463,423
Trade Allies & Cust. Svc. Mgmt.:	40,734	25,870		12,681		172,759	67,935		319,979
IT Services:	162,518	119,882	1,053	76,561	527	188,451	88,085	1,580	638,657
Other Program Expenses	32,022	17,520	469	58,732	235	38,281	28,290	703	176,253
TOTAL PROGRAM EXPENSES	11,910,604	7,034,555	1,199,694	13,976,823	618,461	6,389,256	6,122,818	1,948,107	49,200,318
ADMINISTRATIVE COSTS									
Management & General	229,801	143,326	25,614	254,754	13,052	130,958	131,705	40,070	969,279
Communications & Customer Svc	153,439	95,821	17,091	170,361	8,726	87,583	87,796	26,806	647,624
Total Administrative Costs	383,239	239,147	42,706	425,115	21,777	218,541	219,501	66,876	1,616,903
Total Program & Admin Expenses	12,293,844	7,273,702	1,242,399	14,401,938	640,238	6,607,798	6,342,319	2,014,982	50,817,219

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NWN

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production	Existing Homes	Homes & Products	ETO Total
Program Management	131,014	39,299	25,270	470,047	170,555	836,185
Program Delivery:	1,182,839	290,625	198,024	2,265,008	1,274,366	5,210,862
Incentives:	3,721,918	704,043	508,666	5,623,526	1,643,651	12,201,804
Program Eval & Planning Svcs.:	148,191	43,593	14,189	510,375	128,994	845,342
Program Marketing/Outreach:	33,486	28,150	4,572	807,193	347,940	1,221,341
Program Legal Services:						-
Program Quality Assurance:	4,423			39,086	8,955	52,464
Outsourced Services:	68,453	1,586	8,936	174,130	30,830	283,935
Trade Allies & Cust. Svc. Mgmt.:	18,505	4,169	697	285,233	41,333	349,936
IT Services:	73,830	19,319	4,206	311,140	53,593	462,088
Other Program Expenses	14,547	2,823	3,226	63,204	17,212	101,013
TOTAL PROGRAM EXPENSES	5,397,205	1,133,607	767,786	10,548,944	3,717,429	21,564,970
ADMINISTRATIVE COSTS						
Management & General	104,133	23,097	13,994	216,217	79,964	437,405
Communications & Customer Svc	69,530	15,441	9,358	144,604	53,305	292,238
Total Administrative Costs	173,662	38,538	23,353	360,821	133,269	729,643
Total Program & Admin Expenses	5,570,867	1,172,145	791,139	10,909,765	3,850,698	22,294,615

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NWN Industrial

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	Production Efficiency	ETO Total
Program Management	9,859	66,852	76,710
Program Delivery:	120,183	607,910	728,093
Incentives:	317,337	1,348,312	1,665,649
Program Eval & Planning Svcs.:	13,006	39,217	52,223
Program Marketing/Outreach:	2,939	12,638	15,576
Program Legal Services:			-
Program Quality Assurance:	388		388
Outsourced Services:	602	24,698	25,300
Trade Allies & Cust. Svc. Mgmt.:	1,624	1,925	3,550
IT Services:	6,480	11,624	18,104
Other Program Expenses	1,277	8,917	10,194
TOTAL PROGRAM EXPENSES	473,694	2,122,093	2,595,787
ADMINISTRATIVE COSTS			
Management & General	9,139	38,679	47,818
Communications & Customer Svc	6,102	25,866	31,968
Total Administrative Costs	15,242	64,545	79,787
Total Program & Admin Expenses	488,936	2,186,638	2,675,574

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NWN WA

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	Existing Homes	New Homes and Products	ETO Total
Program Management	95,858	44,506	29,765	170,129
Program Delivery:	102,857	175,875	86,625	365,357
Incentives:	306,143	166,059	169,040	641,242
Program Eval & Planning Svcs.:	33,220	25,480	7,740	66,440
Program Marketing/Outreach:	43,746	12,000	3,500	59,246
Program Legal Services:				-
Program Quality Assurance:				-
Outsourced Services:	500			500
Trade Allies & Cust. Svc. Mgmt.:	12,884	14,180	3,581	30,645
IT Services:	23,785	22,757	14,205	60,747
Other Program Expenses	20,003	14,894	10,189	45,086
TOTAL PROGRAM EXPENSES	638,996	475,751	324,645	1,439,392
ADMINISTRATIVE COSTS				
Management & General	12,539	9,746	6,899	29,184
Communications & Customer Svc	8,378	6,512	4,610	19,500
Total Administrative Costs	20,917	16,258	11,509	48,684
Total Program & Admin Expenses	659,913	492,009	336,154	1,488,074

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Cascade

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	Existing Homes	New Homes & Products	ETO Total
Program Management	15,669	3,123	19,878	60,229	18,533	117,432
Program Delivery:	155,512	23,095	128,376	172,417	140,959	620,359
Incentives:	477,553	55,935	239,250	437,970	166,138	1,376,846
Program Eval & Planning Svcs.:	18,984	3,464	7,512	40,869	13,645	84,474
Program Marketing/Outreach:	4,290	2,237	2,421	63,349	35,817	108,113
Program Legal Services:						-
Program Quality Assurance:	567			3,130	947	4,644
Outsourced Services:	5,131	126	4,731	13,944	5,338	29,270
Trade Allies & Cust. Svc. Mgmt.:	2,371	331	369	22,841	4,372	30,283
IT Services:	9,458	1,535	2,227	24,915	5,669	43,804
Other Program Expenses	1,864	224	1,708	5,061	1,821	10,678
TOTAL PROGRAM EXPENSES	691,397	90,070	406,471	844,724	393,240	2,425,902
ADMINISTRATIVE COSTS						
Management & General	13,340	1,835	7,409	17,314	8,459	48,356
Communications & Customer Svc	8,907	1,227	4,954	11,579	5,639	32,306
Total Administrative Costs	22,247	3,062	12,363	28,893	14,098	80,663
Total Program & Admin Expenses	713,644	93,132	418,834	873,618	407,338	2,506,565

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PGE Renewables

RENEWABLE EFFICIENCY

EXPENSES	BioPower	Solar Electric	Solicitation	ETO Total
Program Management	3,572	389,635	8,106	401,314
Program Delivery:				-
Incentives:		4,568,313		4,568,313
Program Eval & Planning Svcs.:	6,852	49,480	13,420	69,752
Program Marketing/Outreach:	8,250	102,747	16,500	127,497
Program Legal Services:				-
Program Quality Assurance:			7,500	7,500
Outsourced Services:	109,250	428,352	48,500	586,102
Trade Allies & Cust. Svc. Mgmt.:		35,649	34	35,683
IT Services:	833	92,469	1,914	95,216
Other Program Expenses	13,821	84,197	31,691	129,709
TOTAL PROGRAM EXPENSES	142,578	5,750,842	127,665	6,021,085
ADMINISTRATIVE COSTS				
Management & General	2,371	103,856	2,373	108,600
Communications & Customer Svc	1,593	68,824	1,548	71,964
Total Administrative Costs	3,963	172,680	3,921	180,564
Total Program & Admin Expenses	146,541	5,923,522	131,586	6,201,649

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PAC Renewables

RENEWABLE EFFICIENCY

EXPENSES	BioPower	Solar Electric	Solicitation	ETO Total
Program Management	157,260	172,044	384,256	713,559
Program Delivery:				-
Incentives:	5,945,830	1,913,000	5,441,825	13,300,655
Program Eval & Planning Svcs.:	32,738	21,071	56,086	109,895
Program Marketing/Outreach:	8,250	43,753	16,500	68,503
Program Legal Services:				-
Program Quality Assurance:			7,500	7,500
Outsourced Services:	67,250	208,648	83,500	359,398
Trade Allies & Cust. Svc. Mgmt.:		15,180	1,616	16,796
IT Services:	36,680	39,377	90,731	166,788
Other Program Expenses	28,668	35,854	71,203	135,725
TOTAL PROGRAM EXPENSES	6,276,676	2,448,927	6,153,217	14,878,820
ADMINISTRATIVE COSTS				
Management & General	104,357	44,226	112,478	261,061
Communications & Customer Svc	70,109	29,308	73,364	172,782
Total Administrative Costs	174,467	73,534	185,842	433,843
Total Program & Admin Expenses	6,451,143	2,522,461	6,339,059	15,312,664