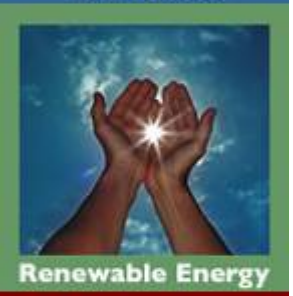


Energy Trust of Oregon

2009-10 Draft Budget & Action Plan
Board of Directors

November 12, 2008

Energy Trust of Oregon, Inc.

2008 Forecasted Savings/Generation

- Projected year-end electric savings of 33.8 aMW
  - 95% of our best case goal of 35.6 aMW
- Forecasted year-end gas savings efficiency of 2.5M annual therms
  - Exceeds both our conservative and best case goals of 1.7M and 2.3M, respectively
- Renewable energy programs expected to generate 34.8 aMW
  - A dramatic increase over prior years and well over our best case annual goal

EnergyTrust of Oregon, Inc.

General Observations

- Financial market downturns and credit crisis
- Volatile energy prices continue
- New administration and prospect of carbon regulation
- How will such changes impact consumer behavior and program participation?
- Energy efficiency and renewable energy remain centerpiece solutions
- We're "riding the green wave"
- Will the resources we may need be available in 2010 for efficiency and 2011 for renewables?

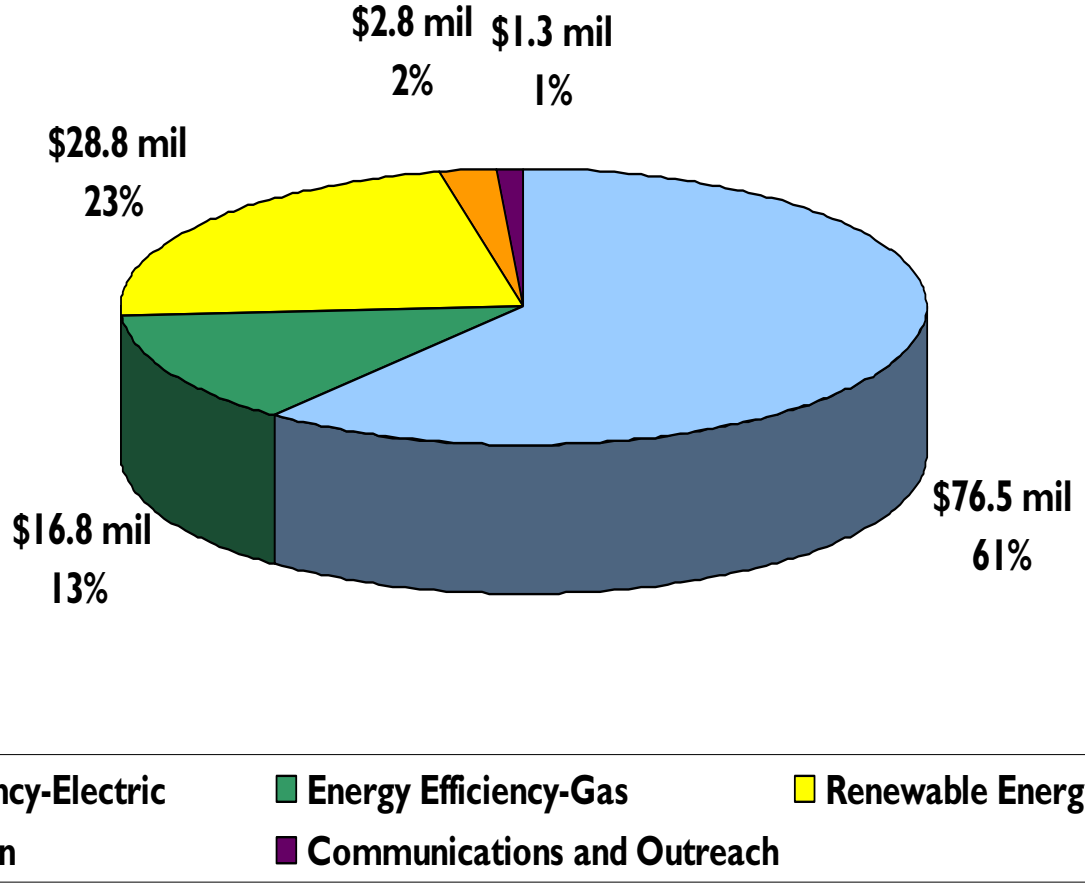
EnergyTrust of Oregon, Inc.

2009 Budget Themes

- Acquire more results per customer
- Provide financing
- Collaborate with utilities and other partners
- Launch more community energy projects
- Enhance the website
- Explore service to NW Natural in Washington State
- Participate in regional activities
- Begin Enterprise Resource Plan
- Prepare Management Audit
- Update 5-year Strategic Plan

EnergyTrust of Oregon, Inc.

2009 Spending by Division



EnergyTrust of Oregon, Inc.

2009 Renewable Budget Themes

- Continue the full range of successful programs
  - Solar, biomass, small wind, hydro and municipal projects
- Respond incrementally and in new ways to both the residential and commercial solar markets
- Reach deeper to serve dairies and wastewater treatment plants
- Re-structure the Open Solicitation Program
  - Focus on small and niche markets rather than new technologies
- Continue small geothermal niche projects
- Concentrate on innovative ways to offer incentives
- Provide expanded project development support
  - Add financial reviews, interconnection studies and "matchmaking"
- Continue cross-promotions with energy efficiency

EnergyTrust of Oregon, Inc.

2009 RE Draft Activity Budget & Generation

Programs	Total costs		Range in aMW	
	$ million	% Total	Conservative	Best Case
Biopower	$ 4.9	21 %	5.87	13.65
Open Solicitation	3.6	15 %	.45	.69
Solar Electric	10.2	44 %	.56	.75
Utility Scale	.1	1 %		
Wind	4.4	19 %	.71	1.01
Total Renewable Energy	$ 23.2	100 %	7.58	16.09

EnergyTrust of Oregon, Inc.

2010 RE Draft Activity Budget & Generation

Programs	Total costs		Range in aMW	
	$ million	% Total	Conservative	Best Case
Biopower	$ 4.8	23 %	2.23	6.57
Open Solicitation	3.4	16 %	.68	1.05
Solar Electric	10.9	51 %	.59	.79
Utility Scale		0 %		
Wind	2.3	11 %	.23	.33
Total Renewable Energy	$ 21.4	100 %	3.74	8.74

EnergyTrust of Oregon, Inc.

2009-2010 Renewables Challenges

- Remain flexible to best manage market uncertainties
- Assume a larger role in biopower, hydro, small wind and geothermal project development
- Consider other innovative ways to use incentives
- Absent new revenues by 2011, reduce program offerings and optimize available resources
  - Unable to sustain or meet growing solar demand, especially for commercial PV and especially in Pacific Power service territory

EnergyTrust of Oregon, Inc.

2009 Energy Efficiency Budget Themes

- Greater penetration within existing markets, especially the commercial sector
  - More emphasis on marketing and outreach to existing small business and new commercial construction
  - More customer focus
- Introduce more new efficient gas and electric technologies
- Further integrate joint renewable and efficiency program delivery
- Continue capacity building to capture expanded opportunities
- Expand Trade Ally network
- Participate in and leverage regional initiatives

EnergyTrust of Oregon, Inc.

2009 Efficiency Program Sector Emphases

Residential - Existing Homes

- Expand Home Performance with Energy Star
- Implement near-low income outreach strategy
- Integrate solar hot water efforts into home assessments
- Pursue behavior change strategies such as Energy Performance Score (EPS) and more Blueline energy monitors

New Homes and Products

- Increase Energy Star new homes market share
- Promote high performance home construction and specialty CFLs
- Increase refrigerator recycling initiative penetration

Energy Trust of Oregon, Inc.

2009 Efficiency Program Emphases

New Commercial Buildings

- Develop small to medium construction design-build market
- Expand Energy Star track
- Initiate net-zero pilot

Existing Commercial Buildings

- Concentrate on food services, lodging, office and healthcare
- Add laundries and data centers
- Integrate solar

Industrial/Production Efficiency

- Expand outreach and small/medium customer offerings through Program Delivery Contractors and trade allies
- Develop semi-prescriptive analysis tools for small industrials

EnergyTrust of Oregon, Inc.

2009 EE Program Budget - Stretch

Electric							
	2008 aMW - plan	2009 aMW	2009 kWh	2009 Electric cost	Measure Life	2009 levelized cost	2008 levelized cost - plan
Existing Buildings	5.28	9.49	83,112,992	$15,562,804	13.0	0.020	0.024
New Buildings	3.14	7.83	68,629,248	$15,752,612	17.9	0.020	0.026
NEEA - commercial	0.26	0.25	2,201,253	$1,563,126	15.0	0.069	0.069
Production Efficiency	9.72	10.53	92,262,871	$19,959,582	11.2	0.026	0.021
NEEA - Industrial	1.07	1.07	9,399,083	$953,821	10.0	0.013	0.013
Existing Homes	3.08	2.30	20,173,917	$8,761,087	22.7	0.033	0.027
New Homes and Products	7.53	5.92	51,823,213	$15,709,705	7.6	0.049	0.030
NEEA - residential	5.47	4.64	40,635,487	$880,304	8.0	0.003	0.003
NEEA - combined	6.80	5.96	52,235,823	$3,397,251	8.7	0.009	0.009
Program	35.56	42.04	368,238,065	$79,143,041	12.6	0.024	0.022

Gas						
	2008 Therms - plan	2009 Therms	Gas Cost	Measure Life	2009 levelized cost 5.2%	2008 levelized cost - plan
Existing Buildings	570,757	857,992	$2,803,708	15.2	0.316	0.280
New Buildings	369,600	484,104	$1,825,512	17.4	0.335	0.331
Production Efficiency	38,903	111,000	$517,142	12.0	0.532	0.786
Existing Homes	948,293	983,871	$9,726,996	29.7	0.661	0.485
New Homes and Products	385,165	137,282	$2,484,581	24.4	1.326	0.430
Program	2,312,718	2,574,250	$17,357,939	21.5	0.528	0.407

EnergyTrust of Oregon, Inc.

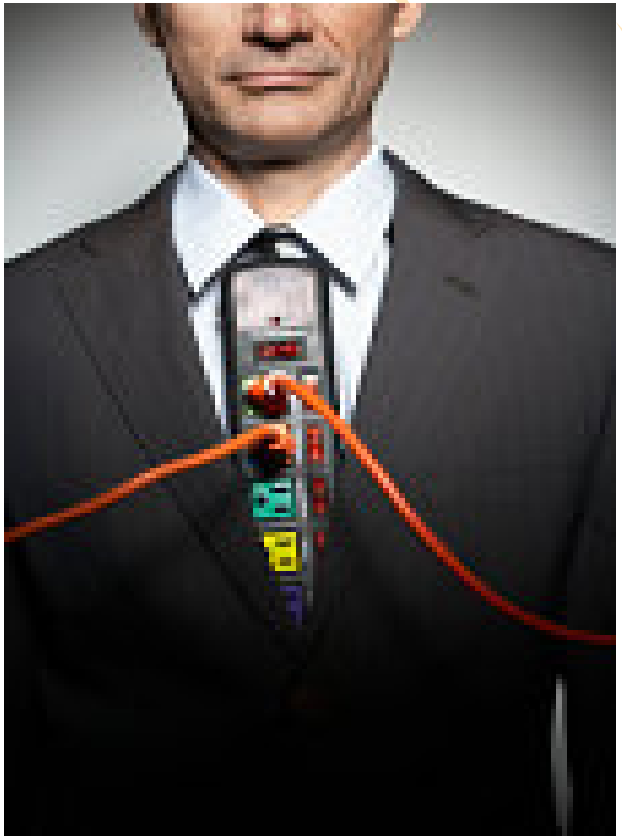
Anticipated 2010 Efficiency Activity

- Maintain momentum and achieve continued results
- Introduce new efficient gas and electric technologies
- Support new home market transformation efforts
- Build services to lower income homes and green communities
- Continue commercial sector emphasis
- Complete integration of renewable and efficiency program delivery
- Further expand Trade Ally network
- Launch interactive web-based features for customers
- Leverage future NW Energy Efficiency Alliance activities

EnergyTrust of Oregon, Inc.

Marketing and Communication Themes

- Apply customer focused marketing strategy
- Utilize market research findings
- Pursue cross-program initiatives Green Street Lending
  - Energy Performance Score
  - Better Living Shows
  - Strategic, leveraged ad buys
  - Continue website improvements
- Explore additional Community Energy projects



EnergyTrust of Oregon, Inc.

Management & General Themes

- Continue process improvements to better serve both internal and external customers
  - Simplify participation
  - Automate more on-line forms
- Solidify IT staffing plan
- Finalize RFP for Enterprise Resource Plan
  - Includes contact management, project tracking, contract administration, accounting, etc.
  - Prepare to implement new systems, if needed
- 2009 Management Audit

EnergyTrust of Oregon, Inc.

Minimum OPUC Targets and Budget Goals

Category	Measures	2009 Draft Budget
Energy Efficiency	Obtain at least 31aMW computed on three-year rolling average Levelized cost not to exceed 35 cents/kWh	31.5 – 42.1 aMW 3.2 cents – 2.4 cents//kWh
Natural Gas	Obtain at least 1.8 million annual therms computed on a three-year rolling average Levelized cost not to exceed 60 cents/therm	1.9-2.5 million annual therms 70 – 54 cents/annual therm
Renewable Energy	Secure at least 9 aMW computed on a three-year rolling average from small scale projects	7.6 – 16.1 aMW
Financial Integrity	Receive an Unqualified financial opinion from independent auditor on annual financial statements	Accounting conforms with Generally Accepted Accounting Principles
Administrative/Program Support Costs	Keep below 11% of annual revenue	8.1%
Customer Satisfaction	Achieve reasonable rates	Customer satisfaction research results
Benefit/Cost Ratios	Report both utility system and societal perspective on an annual basis	
Incremental Electric Efficiency Funding	Report annually energy savings achieved as a result of SB 838	

EnergyTrust of Oregon, Inc.

OPUC Performance Measures-Program Support & Administration

Actual 2006	6.5%
Actual 2007	6.0%
Forecasted 2008	5.6%
Budgeted 2009	8.1%
Projected 2010	8.1%
OPUC Benchmark	**11.0%**
Stretch Goal	**9.0%**

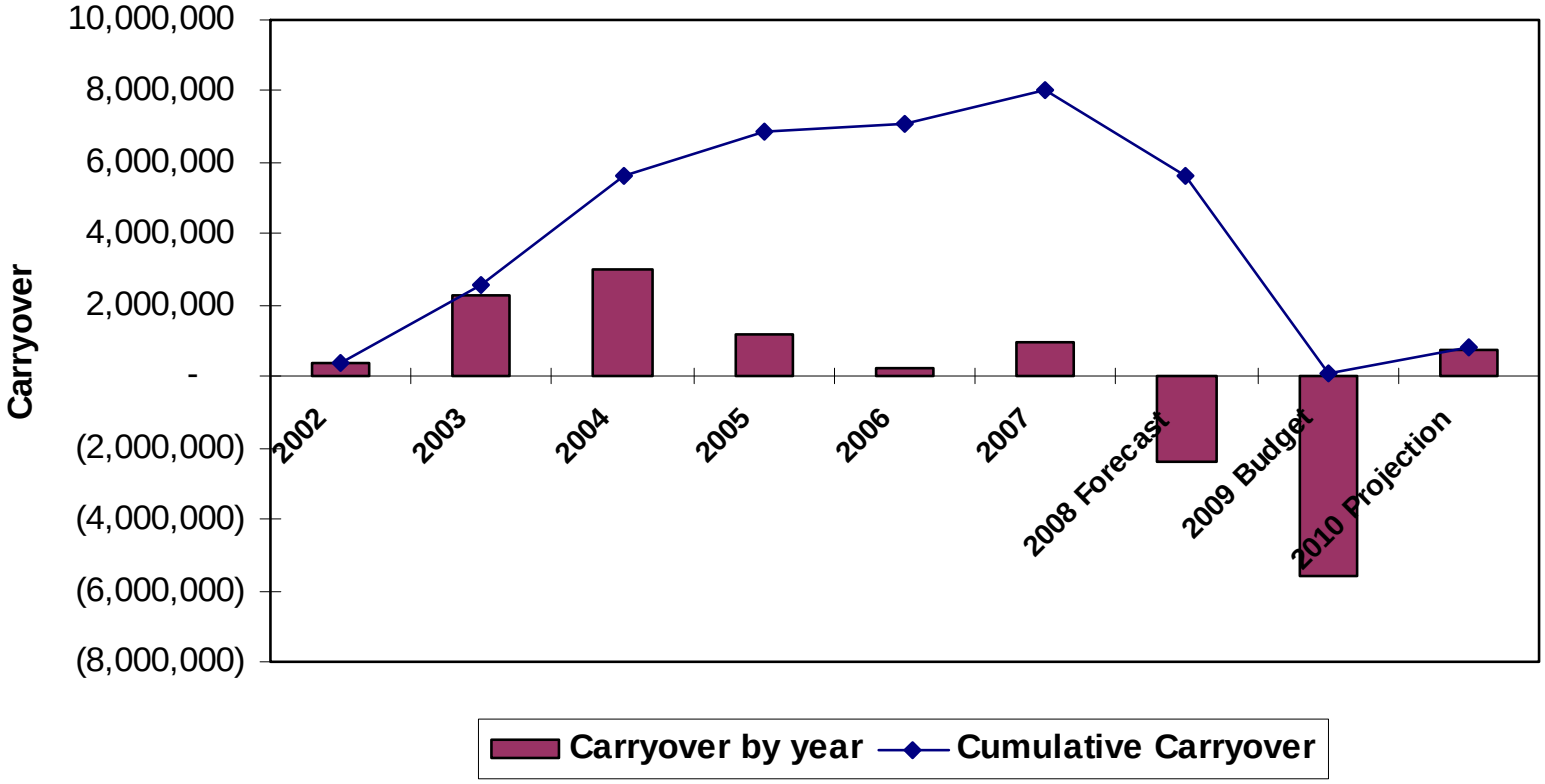
EnergyTrust of Oregon, Inc.

Projected Carryover by 2010

- Aggressive plans for 2009 savings and generation acquisition
- Projections to spend carryover down significantly by 2010
- Additional revenues may be warranted
- Revisit savings and revenue requirements under SB 838 agreements with electric utilities (August 2009)
- Understanding with gas utilities to do the same
- No such mechanism for renewable program support

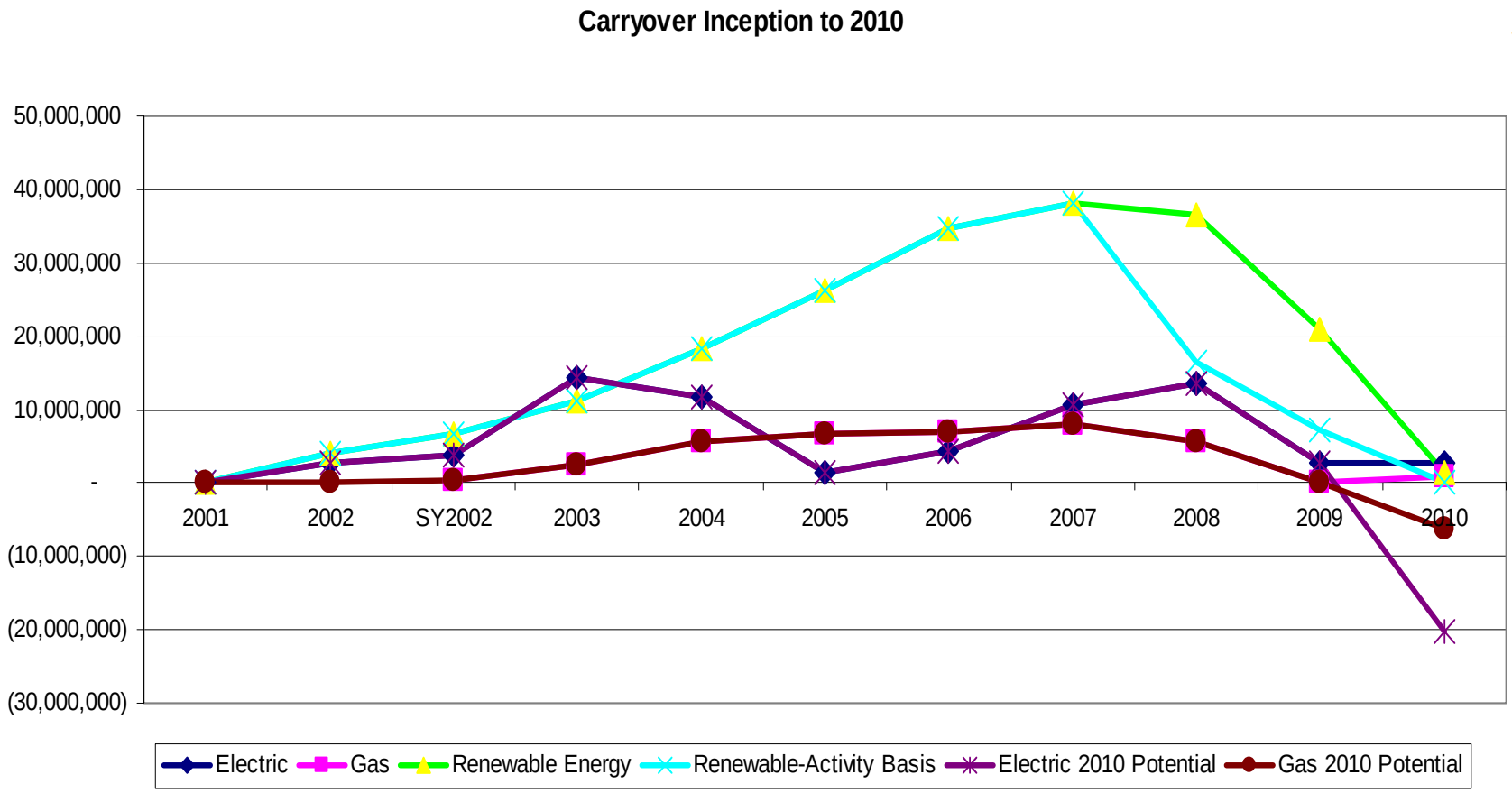
EnergyTrust of Oregon, Inc.

Total Gas Carryover



EnergyTrust of Oregon, Inc.

Carryover Balances



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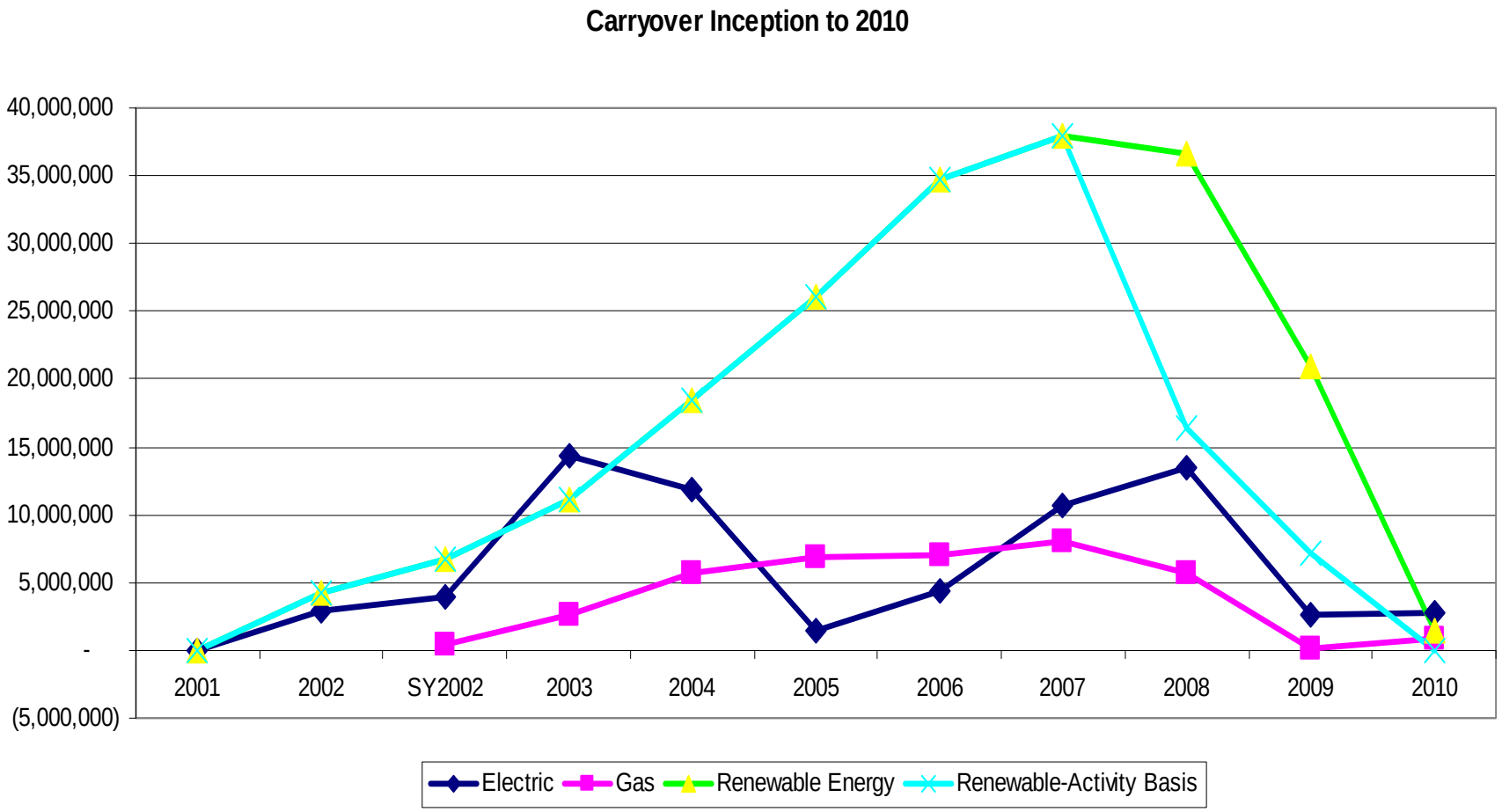
Carryover Balances Absent Potential



EnergyTrust of Oregon, Inc.

Next Steps

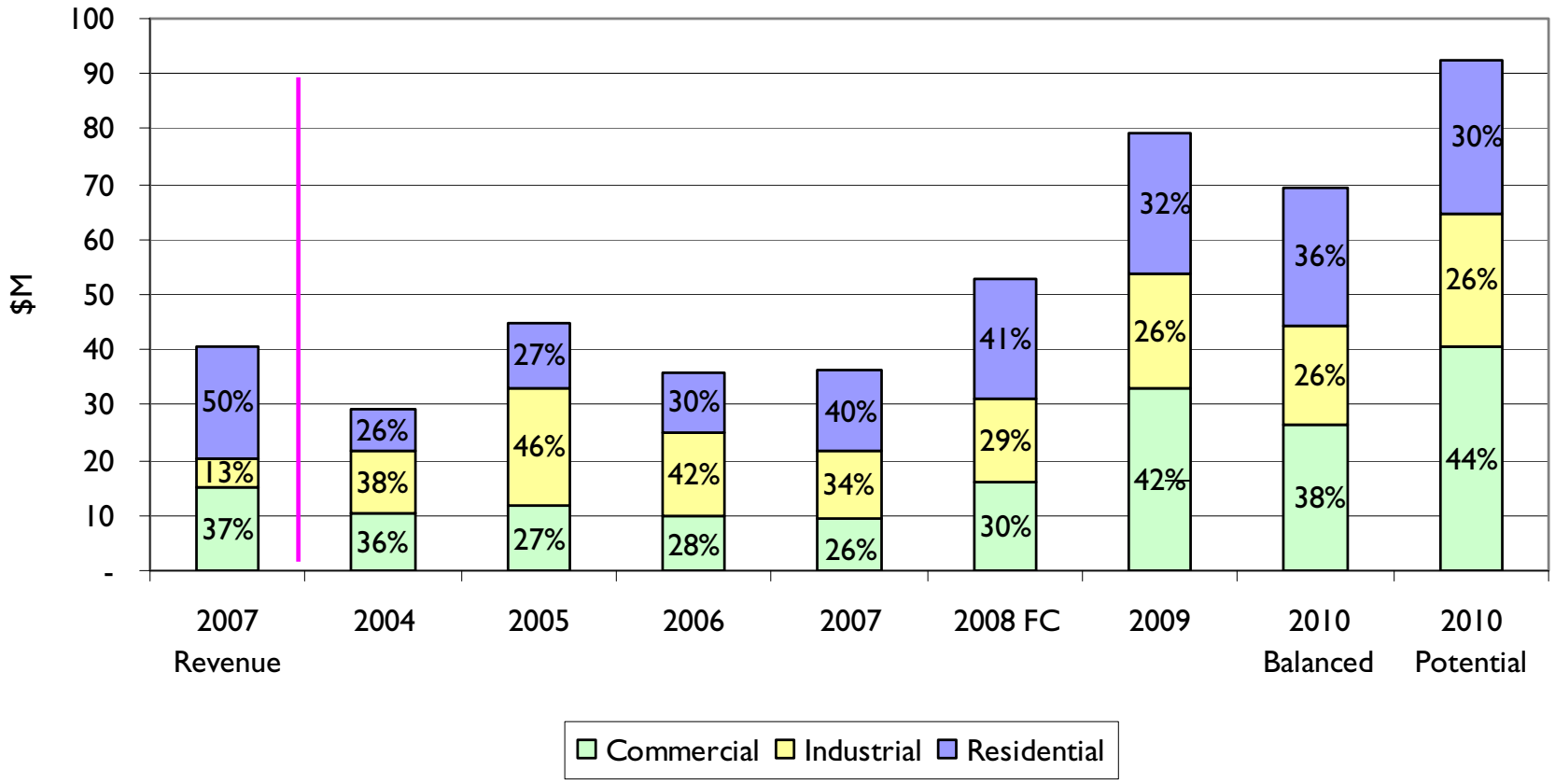
- Final draft budget distributed next week
- Board meets November 12
- Outreach continues through early December
- Complete draft final budget presented at December 19th Board meeting
- Coordination and collaboration with regional and statewide partners continues
- Monitor state and federal legislative activity

EnergyTrust of Oregon, Inc.

Board Back-Up Slides

Following four slides show Efficiency investment and savings by sector

Electric Efficiency Spending



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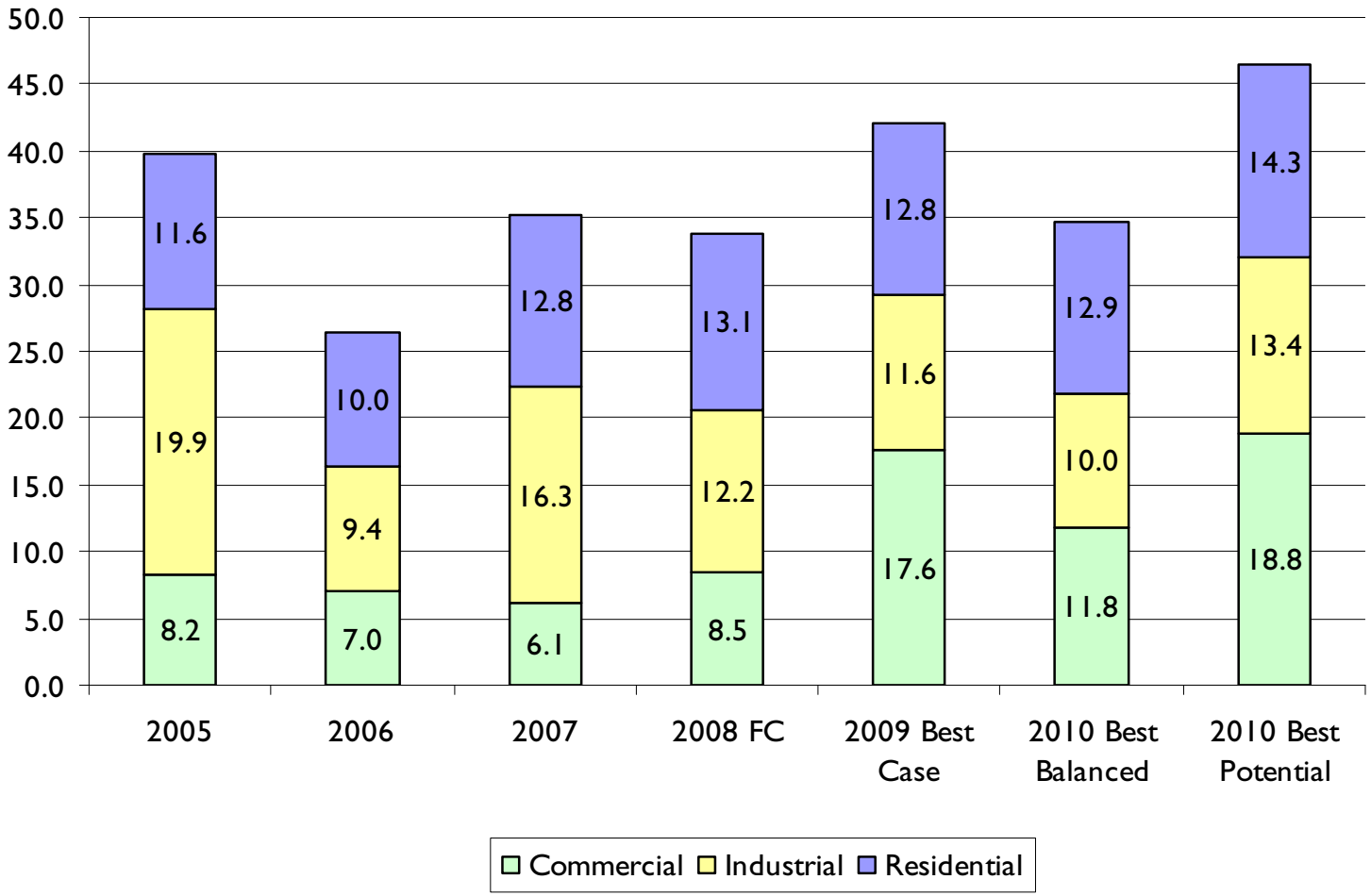
Electric Efficiency Savings in aMW



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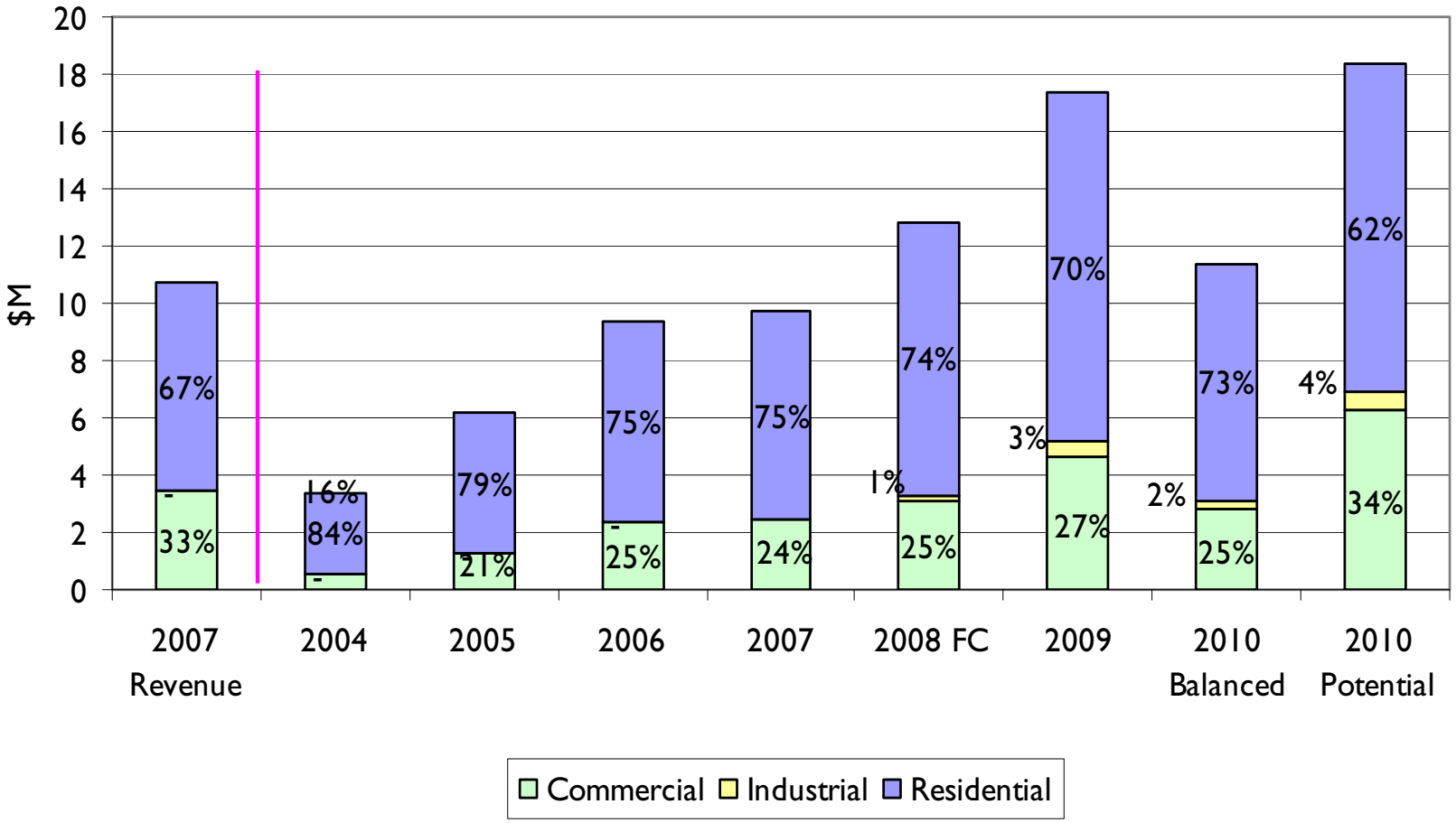
Gas Efficiency Expenditures



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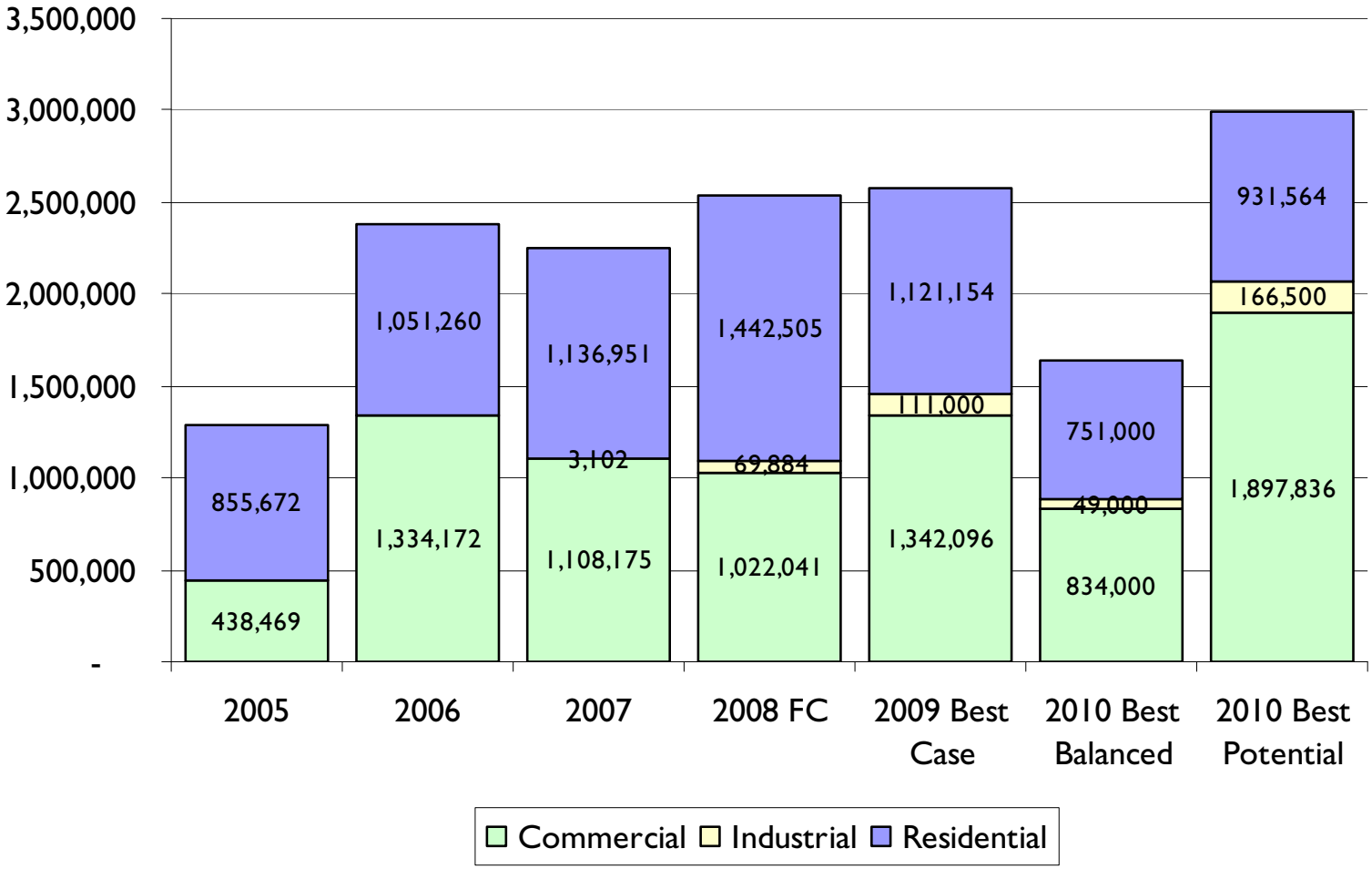
Gas Efficiency Savings-Annual Therms



EnergyTrust of Oregon, Inc.

The Energy Trust of Oregon, Inc
Year to Date by Program / Service Territory
For the Twelve Months Ending December 31, 2008
Forecast Prepared Q4 2008 2008-F-06

	ENERGY EFFICIENCY						RENEWABLE ENERGY				TOTAL	Budget	
	PGE	PacifiCorp	NW Natural	Cascade	Avista	Total	PGE	PacifiCorp	Total	Other	All Programs	Total	Difference
REVENUES													
Public Purpose Funding	$32,438,087	$23,082,767	$9,476,179	$1,014,516	($99,339)	$65,912,211	$7,714,495	$4,940,881	$12,655,375		$78,567,586	$77,832,082	$735,504
Revenue from Investments										1,749,976	1,749,976	1,842,528	(92,552)
TOTAL PROGRAM REVENUE	32,438,087	23,082,767	9,476,179	1,014,516	(99,339)	65,912,211	7,714,495	4,940,881	12,655,375	1,749,976	80,317,562	79,674,610	642,952
EXPENSES													
Program Management (Note 3)	1,382,247	746,987	673,758	79,547	5,337	2,887,876	530,494	316,511	847,005		3,734,881	5,886,050	(2,151,166)
Program Delivery	9,527,914	5,455,532	2,488,086	325,562	25,059	17,822,153	70,898	62,133	133,031		17,955,184	19,493,530	(1,538,347)
Incentives	16,699,572	10,656,605	6,215,223	464,753	45,231	34,081,384	5,987,858	4,898,322	10,886,180		44,967,564	63,818,936	(18,851,372)
Program Eval & Planning Svcs.	1,178,374	601,994	494,390	32,147	1,611	2,308,515	248,868	123,725	372,593		2,681,108	3,203,246	(522,139)
Program Marketing/Outreach	1,728,596	845,355	700,972	98,666	6,600	3,380,188	142,280	135,580	277,860		3,658,048	4,432,259	(774,213)
Program Legal Services	227	112	129	12	1	480	8,898	4,043	12,941		13,421	149,750	(136,329)
Program Quality Assurance	66,409	28,435	44,000	2,844	69	141,758	3,292	6,298	9,590		151,348	189,600	(38,251)
Outsourced Services	355,824	179,762	90,680	8,530	221	635,018	415,529	193,804	609,333		1,244,351	2,023,936	(779,587)
Trade Allies & Cust. Svc. Mgmt.	227,323	98,657	193,579	12,360	398	532,317	34,669	23,012	57,681		589,998	842,634	(252,637)
IT Services	517,643	275,688	240,608	22,094	1,828	1,057,861	97,696	54,873	152,569		1,210,430	1,944,425	(733,994)
Other Program Expenses	150,388	82,241	63,212	5,102	289	301,231	106,085	64,651	170,736		471,967	1,145,665	(673,700)
TOTAL PROGRAM EXPENSES	31,834,517	18,971,367	11,204,637	1,051,615	86,644	63,148,779	7,646,566	5,882,953	13,529,518		76,678,297	103,130,032	(26,451,734)
ADMINISTRATIVE COSTS													
Management & General (Note 1 & 2)	733,982	437,407	258,336	24,246	1,998	1,455,969	176,301	135,638	311,939		1,767,907		
Communication & Outreach (Note 1 & 2)	399,908	238,320	140,754	13,210	1,088	793,280	96,057	73,902	169,959		963,238		
Total Administrative Costs	1,133,890	675,727	399,089	37,457	3,086	2,249,249	272,358	209,540	481,898		2,731,145		
TOTAL PROG & ADMIN EXPENSES	32,968,407	19,647,094	11,603,726	1,089,072	89,730	65,398,028	7,918,923	6,092,494	14,011,416		79,409,442	103,130,032	(26,451,734)
TOTAL REVENUE LESS EXPENSES	(530,320)	3,435,673	(2,127,547)	(74,556)	(189,069)	514,183	(204,428)	(1,151,613)	(1,356,041)	1,749,976	908,120	(23,455,422)	27,094,686
Cumulative Carryover at 12/31/07 (Note 4	15,159,080	(7,429,746)	7,412,993	446,188	189,069	15,777,584	24,097,512	12,197,854	36,295,366	7,546,288	59,619,238	59,619,238	
Interest attributed	1,740,000	1,160,000				2,900,000		1,700,000	1,700,000	(4,600,000)			
TOTAL NET ASSETS CUMULATIVE	16,368,760	(2,834,073)	5,285,446	371,632	(0)	19,191,767	23,893,084	12,746,241	36,639,325	4,696,264	60,527,358	36,163,816	27,094,686

Note 1) Both Management & General and Communication & Outreach 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 12/31/2007 reflects audited results.

The Energy Trust of Oregon, Inc
Program Expenses by Service Territory
For the Twelve Months Ending December 31, 2008
Forecast Prepared Q4 2008 2008-F-06

	PGE	Pacific Power	Subtotal Elec. Utilities	Northwest Natural Gas	Cascade	Avista	Subtotal Gas Providers	Total	Budget	Difference
Energy Efficiency										
Commercial										
Business Energy Solutions - Existing Buildings	$5,489,214	$2,211,540	$7,700,754	$1,987,928	$152,149		$2,140,077	$9,840,831	$11,880,167	$2,039,336
Business Energy Solutions - New Buildings	4,606,414	2,101,062	6,707,476	915,526	58,629		974,155	7,681,631	9,673,070	1,991,439
Market Transformation (NEEA)	894,063	674,469	1,568,532				-	1,568,532	1,582,620	14,088
Total Commercial	10,989,691	4,987,071	15,976,762	2,903,454	210,778		3,114,232	19,090,994	23,135,857	4,044,863
Industrial										
Business Energy Solutions - Production Efficiency	7,390,061	6,808,517	14,198,578	156,719	18,031		174,750	14,373,328	16,087,116	1,713,788
Market Transformation (NEEA)	496,916	374,867	871,783				-	871,783	949,483	77,700
Total Industrial	7,886,977	7,183,384	15,070,361	156,719	18,031		174,750	15,245,111	17,036,599	1,791,488
Residential										
Home Energy Solutions - Existing Homes	6,489,025	2,576,985	9,066,010	6,780,486	362,922		7,143,408	16,209,418	16,905,123	695,705
Home Energy Solutions - New Homes/Products	7,138,356	4,549,350	11,687,706	1,763,069	497,339	89,730	2,350,138	14,037,844	14,142,089	104,245
Market Transformation (NEEA)	464,358	350,304	814,662				-	814,662	1,029,650	214,988
Total Residential	14,091,739	7,476,639	21,568,378	8,543,555	860,261	89,730	9,493,546	31,061,924	32,076,862	1,014,938
Energy Efficiency Program Costs	32,968,407	19,647,094	52,615,501	11,603,728	1,089,070	89,730	12,782,528	65,398,028	72,249,318	6,851,289
Renewables										
Biopower	708,299	1,625,464	2,333,763				-	2,333,763	2,048,992	(284,771)
Open Solicitation	3,188,493	276,376	3,464,869				-	3,464,869	9,224,799	5,759,930
Solar Electric (Photovoltaic)	3,562,368	2,364,617	5,926,985				-	5,926,985	9,092,038	3,165,053
Utility Scale Projects	21,682	1,674,359	1,696,041				-	1,696,041	4,595,365	2,899,324
Wind	438,084	151,675	589,759				-	589,759	5,919,518	5,329,759
Renewables Program Costs	7,918,926	6,092,491	14,011,417				-	14,011,416	30,880,712	16,869,295
Cost Grand Total	40,887,333	25,739,585	66,626,918	11,603,728	1,089,070	89,730	12,782,528	79,409,442	103,130,030	23,720,584

Energy Trust of Oregon
Statement of Functional Expense
For the Twelve Months Ending December 31, 2008
Forecast Prepared Q4 2008 2008-F-06

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communication & Outreach	Total Admin Expenses	Total
Program Expenses							
Incentives/ Program Mgmt & Delivery	55,799,314	11,019,211	66,818,525			-	66,818,525
Payroll and Related Expenses	1,205,988	847,006	2,052,994	1,143,234	341,502	1,484,736	3,537,730
Outsourced Services	3,255,204	1,054,306	4,309,510	229,514	413,080	642,594	4,952,104
Planning and Evaluation	996,863	228,011	1,224,874	15,876	1,505	17,381	1,242,255
Customer Service Management	532,316	57,681	589,997			-	589,997
Total Program Expenses	61,789,686	13,206,215	74,995,901	1,388,624	756,086	2,144,710	77,140,611
Program Support Costs							
Supplies	9,408	6,370	15,778	8,526	3,747	12,273	28,051
Postage and Shipping Expenses	4,818	1,922	6,740	4,062	8,570	12,632	19,372
Telephone	5,836	3,902	9,738	3,404	753	4,157	13,895
Printing and Publications	101,847	32,561	134,408	3,146	50,279	53,425	187,833
Occupancy Expenses	50,208	34,852	85,060	43,012	15,960	58,972	144,032
Insurance	10,588	7,350	17,938	9,071	3,366	12,437	30,375
Equipment	5,501	30,068	35,569	4,609	2,910	7,519	43,088
Travel	42,550	28,553	71,103	25,395	7,401	32,796	103,899
Meetings, Trainings & Conferences	38,424	15,717	54,141	76,619	11,032	87,651	141,792
Depreciation & Amortization	2,395	7,719	10,114	2,052	761	2,813	12,927
Dues, Licenses and Fees	28,114	1,596	29,710	8,498	3,584	12,082	41,792
Miscellaneous Expenses	1,540	126	1,666	129	29	158	1,824
IT Services	1,057,863	152,569	1,210,432	190,762	98,760	289,522	1,499,954
Total Program Support Costs	1,359,093	323,303	1,682,396	379,283	207,152	586,435	2,268,831
TOTAL EXPENSES	63,148,779	13,529,518	76,678,297	1,767,907	963,238	2,731,145	79,409,442

puc performance measure	5.6%

2009 Budget Recap - Round 1: DRAFT

PROGRAM	BUDGET ($M)			ELECTRIC SAVINGS[1]				GAS SAVINGS[1]			
				GOALS aMW		COST Levelized ($/kWh)		GOALS Annual Therms		COST Levelized ($/Therm)	
	ELECTRIC	GAS	TOTAL	Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal
ENERGY EFFICIENCY											
Commercial											
Business Energy Solutions – Existing Buildings	15.6	2.8	18.4	7.12	9.49	0.027	0.020	643,494	857,992	0.421	0.316
Business Energy Solutions – New Buildings	15.8	1.8	17.6	5.88	7.83	0.027	0.020	363,078	484,104	0.446	0.335
Mkt Transformation (Alliance)	1.6	0.0	1.6	0.19	0.25	0.092	0.069	NA			
Total Commercial	**32.9**	**4.6**	**37.5**	**13.2**	**17.6**	**0.028**	**0.021**	**1,006,572**	**1,342,096**	**0.430**	**0.323**
Industrial											
Production Efficiency	20.0	0.5	20.5	7.90	10.53	0.035	0.026	83,250	111,000	0.709	0.532
Mkt Transformation (Alliance)	1.0	0.0	1.0	0.80	1.07	0.018	0.013	NA			
Total Industrial	**20.9**	**0.5**	**21.4**	**8.7**	**11.6**	**0.033**	**0.025**	**83,250**	**111,000**	**0.709**	**0.532**
Residential											
Home Energy Solutions – Existing Homes	8.8	9.7	18.5	1.73	2.30	0.044	0.033	737,904	983,871	0.881	0.661
Home Energy Solutions – New Homes & Products	15.7	2.5	18.2	4.44	5.92	0.065	0.049	102,962	137,282	1.768	1.326
Mkt Transformation (Alliance)	0.9	0.0	0.9	3.48	4.64	0.005	0.003	NA			
Total Residential	**25.4**	**12.2**	**37.6**	**9.6**	**12.9**	**0.038**	**0.028**	**840,865**	**1,121,154**	**0.980**	**0.735**
Total Energy Efficiency	**$79.1**	**$17.4**	**$96.5**	**31.5**	**42.0**	**0.032**	**0.024**	**1,930,688**	**2,574,250**	**0.704**	**0.528**

	BUDGET ($M)			ELECTRIC GENERATION[1]			
				GOALS aMW		COST ($mils/ aMW)	
	ELECTRIC	GAS	TOTAL	Conservative	Best Case	Conservative	Best Case
RENEWABLE RESOURCES[2]							
Biopower	4.9		4.9	5.87	13.65	0.83	0.36
Open Solicitation	3.6		3.6	0.45	0.69	8.04	5.23
Solar Electric	10.3		10.3	0.56	0.75	18.29	13.72
Utility-Scale	0.1		0.1	0.00	0.00	na	na
Wind	4.4		4.4	0.71	1.01	6.29	4.40
Total Renewable Resources	**$23.2**		**$23.2**	**7.6**	**16.1**	**3.07**	**1.44**

Evaluation schedule can now be viewed on the Planning & Evaluation One-Pager under "Other Programs."

[1] some columns may not add due to rounding

[2] Budget amounts for Renewable Resources are activity based and include dedicated funds

The Energy Trust of Oregon, Inc
By Program / Service Territory
For the Twelve Months Ending December 31, 2009
Budget 2009-B-01 Draft

	ENERGY EFFICIENCY					RENEWABLE ENERGY				TOTAL	2008	
	PGE	PacifiCorp	NW Natural	Cascade	Total	PGE	PacifiCorp	Total	Other	All Programs	Forecast	Difference
REVENUES												
Public Purpose Funding	$42,833,098	$25,429,864	$10,679,827	$1,083,161	$80,025,950	$8,732,009	$5,237,334	$13,969,342		$93,995,292	$7,248,577	$86,746,715
Revenue from Investments									1,135,972	1,135,972	108,303	1,027,669
TOTAL PROGRAM REVENUE	42,833,098	25,429,864	10,679,827	1,083,161	80,025,950	8,732,009	5,237,334	13,969,342	1,135,972	95,131,265	7,356,880	87,774,384
EXPENSES												
Program Management (Note 3)	1,903,525	1,042,707	827,057	82,228	3,855,517	624,394	365,745	990,139	-	4,845,656	412,627	4,433,023
Program Delivery	13,199,453	7,533,225	3,839,150	364,490	24,936,318	77,900	42,100	120,000	-	25,056,318	1,667,611	23,388,705
Incentives	26,137,831	16,559,811	7,789,739	663,958	51,151,339	14,333,960	10,199,506	24,533,466	-	75,684,805	13,473,309	62,211,496
Program Eval & Planning Svcs.	1,796,992	1,038,971	736,459	62,136	3,634,557	370,578	201,869	572,447	-	4,207,004	348,639	3,858,367
Program Marketing/Outreach	2,409,439	1,205,070	1,012,460	99,955	4,726,924	368,794	133,316	502,110	-	5,229,034	536,698	4,692,338
Program Legal Services	-	-	-	-	-	25,285	9,717	35,002	-	35,002	3,667	31,333
Program Quality Assurance	80,491	40,925	64,297	4,287	190,000	71,600	46,400	118,000	-	308,000	16,257	291,743
Outsourced Services	541,278	353,635	155,079	13,466	1,063,458	922,931	382,969	1,305,900	-	2,369,358	193,165	2,176,194
Trade Allies & Cust. Svc. Mgmt.	300,211	135,841	342,511	21,500	800,062	51,220	16,659	67,879	-	867,941	55,223	812,719
IT Services	1,253,351	716,438	567,988	48,156	2,585,933	180,595	102,342	282,937	-	2,868,870	178,425	2,690,447
Other Program Expenses	214,800	125,796	95,285	7,750	443,631	163,997	80,349	244,346	-	687,977	82,719	605,260
TOTAL PROGRAM EXPENSES	47,837,371	28,752,420	15,430,023	1,367,925	93,387,739	17,191,254	11,580,972	28,772,226	-	122,159,965	16,968,341	105,191,624
ADMINISTRATIVE COSTS												
Management & General (Note 1 & 2)	1,084,503	651,835	349,808	31,012	2,117,157	389,737	262,547	652,284	-	2,769,441		2,769,441
Communication & Outreach (Note 1 & 2)	510,239	306,676	164,578	14,590	996,084	183,363	123,524	306,887	-	1,302,971		1,302,971
TOTAL ADMINISTRATIVE COSTS	1,594,742	958,511	514,386	45,602	3,113,241	573,100	386,071	959,171	-	4,072,412		4,072,411
TOTAL PROG & ADMIN EXPENSES	49,432,113	29,710,930	15,944,409	1,413,527	96,500,980	17,764,354	11,967,043	29,731,397	-	126,232,377	16,968,341	109,264,035
TOTAL REVENUE LESS EXPENSES	(6,599,015)	(4,281,066)	(5,264,582)	(330,366)	(16,475,030)	(9,032,345)	(6,729,709)	(15,762,055)	1,135,972	(31,101,112)	(9,611,460)	(21,489,651)
Cumulative Carryover at 12/31/08	14,628,761	(3,994,073)	5,285,446	371,633	16,291,767	23,893,083	11,046,242	34,939,325	9,296,264	60,527,356		60,527,356
Interest attributed	1,740,000	1,160,000			2,900,000		1,700,000	1,700,000	(4,600,000)			
TOTAL NET ASSETS CUMULATIVE	9,769,746	(7,115,139)	20,864	41,267	2,716,737	14,860,738	6,016,533	20,877,270	5,832,236	29,426,244	(9,611,460)	39,037,705

Note 1) Both Management & General and Communication & Outreach 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.

The Energy Trust of Oregon, Inc
Program Budget Expenses by Service Territory
For the Twelve Months Ending December 31, 2009
Budget 2009-B-01 Draft

	PGE	Pacific Power	Subtotal Elec. Utilities	Northwest Natural Gas	Cascade	Subtotal Gas Providers	Total	2008 Forecast	Difference
ENERGY EFFICIENCY									
Commercial									
Business Energy Solutions - Existing Buildings	$12,440,187	$3,122,618	$15,562,805	$2,625,491	$178,218	$2,803,709	$18,366,514	$9,840,830	$8,525,684
Business Energy Solutions - New Buildings	7,868,202	7,884,410	15,752,612	1,655,629	169,884	1,825,513	17,578,125	7,681,632	$9,896,493
Market Transformation (NEEA)	890,981	672,144	1,563,125			-	1,563,125	1,568,532	($5,407)
Total Commercial	21,199,370	11,679,172	32,878,542	4,281,120	348,102	4,629,222	37,507,764	19,090,994	18,416,770
Industrial									
Business Energy Solutions - Production Efficiency	11,442,254	8,517,326	19,959,580	517,142		517,142	20,476,722	14,373,328	$6,103,394
Market Transformation (NEEA)	543,677	410,143	953,820			-	953,820	871,783	$82,037
Total Industrial	11,985,931	8,927,469	20,913,400	517,142		517,142	21,430,542	15,245,111	6,185,431
Residential									
Home Energy Solutions - Existing Homes	6,111,317	2,649,773	8,761,090	9,206,840	520,152	9,726,992	18,488,082	16,209,418	$2,278,664
Home Energy Solutions - New Homes/Products	9,633,721	6,075,985	15,709,706	1,939,307	545,273	2,484,580	18,194,286	14,037,843	$4,156,443
Market Transformation (NEEA)	501,774	378,531	880,305			-	880,305	814,661	$65,644
Total Residential	16,246,812	9,104,289	25,351,101	11,146,147	1,065,425	12,211,572	37,562,673	31,061,922	6,500,751
ENERGY EFFICIENCY PROGRAM COST	49,432,113	29,710,930	79,143,043	15,944,409	1,413,527	17,357,936	96,500,980	65,398,027	31,102,952
RENEWABLES									
Biopower	1,876,310	1,716,801	3,593,111			-	3,593,111	2,333,763	$1,259,348
Open Solicitation	3,280,700	2,733,193	6,013,893			-	6,013,893	3,464,869	$2,549,024
Solar Electric (Photovoltaic)	9,490,766	3,086,777	12,577,543			-	12,577,543	5,926,985	$6,650,558
Utility Scale Projects	14,028	3,040,515	3,054,543			-	3,054,543	1,696,041	$1,358,502
Wind	3,102,550	1,389,757	4,492,307			-	4,492,307	589,758	$3,902,549
RENEWABLES PROGRAM COST	17,764,354	11,967,043	29,731,397			-	29,731,397	14,011,416	15,719,981
COST GRAND TOTAL	67,196,467	41,677,973	108,874,440	15,944,409	1,413,527	17,357,936	126,232,377	79,409,443	46,822,933

Energy Trust of Oregon
Statement of Functional Expense
For the Twelve Months Ending December 31, 2009
Budget 2009-B-01 Draft

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communication & Outreach	Total Admin Expenses	Total
Program Expenses							
Incentives/ Program Mgmt & Delivery	81,416,951	24,653,466	106,070,417			-	106,070,417
Payroll and Related Expenses	1,576,803	990,139	2,566,942	1,504,476	566,862	2,071,338	4,638,280
Outsourced Services	4,767,546	2,111,010	6,878,556	502,860	360,600	863,460	7,742,016
Planning and Evaluation	1,796,809	422,447	2,219,256	28,163	2,816	30,979	2,250,235
Customer Service Management	800,063	67,879	867,942			-	867,942
Total Program Expenses	90,358,172	28,244,941	118,603,113	2,035,499	930,278	2,965,777	121,568,890
Program Support Costs							
Supplies	11,425	5,890	17,315	12,958	5,216	18,174	35,489
Postage and Shipping Expenses	4,771	2,765	7,536	7,688	21,745	29,433	36,969
Telephone	2,490	4,327	6,817	5,293	837	6,130	12,947
Printing and Publications	150,954	46,825	197,779	6,478	29,392	35,870	233,649
Occupancy Expenses	85,794	49,730	135,524	67,187	31,375	98,562	234,086
Insurance	19,917	11,545	31,462	15,598	7,284	22,882	54,344
Equipment	6,458	3,744	10,202	11,058	3,362	14,420	24,622
Travel	66,648	75,928	142,576	56,447	17,517	73,964	216,540
Meetings, Trainings & Conferences	52,600	39,300	91,900	157,800	12,000	169,800	261,700
Depreciation & Amortization	1,562	905	2,467	1,223	571	1,794	4,261
Dues, Licenses and Fees	40,417	3,042	43,459	9,367	5,153	14,520	57,979
Miscellaneous Expenses	596	346	942	567	218	785	1,727
IT Services	2,585,934	282,938	2,868,872	382,279	238,022	620,301	3,489,173
Total Program Support Costs	3,029,567	527,285	3,556,852	733,942	372,693	1,106,635	4,663,487
TOTAL EXPENSES	93,387,739	28,772,226	122,159,965	2,769,441	1,302,971	4,072,412	126,232,377

OPUC Performance Measure	8.1%

EnergyTrust of Oregon, Inc.

Draft 2009-2010 Action Plan

November 12, 2008

I. INTRODUCTION

The world is reeling from financial crises and economic market woes, the likes of which has not been experienced since the 1930's. Like Wall Street stocks, energy costs soar upward one day and down the next, remaining both volatile and unpredictable and sending mixed signals to consumers. The new federal administration is expected to address climate change through some sort of carbon regulation, be it cap and trade or a carbon tax. In the midst of these changes and concerns, energy efficiency and renewable energy emerge as centerpiece solutions. Both provide sound investment, translate into more stable energy costs and dramatically reduce carbon emissions.

In over six years running, Energy Trust has built an organization that every year serves more Oregonians who are increasingly motivated to manage their energy costs. All told, our cumulative efforts to generate clean electricity have added almost 100 aMW using wind, solar and other renewables, enough to supply the needs of 76,437 Northwest homes. Cumulatively since 2002, the electricity and gas saved from our programs is enough to provide electricity to 149,749 homes and heat 18,279 gas homes.

As of mid-year 2008, over 125,000 projects have been completed in Energy Trust programs to reduce energy consumption, use energy more efficiently, and tap into renewable energy. Demand for services is at an all-time high, with the volume of activity for residential, commercial and industrial customers surpassing our predictions and our best hopes. We predict adding new renewable energy generation of nearly 35 aMW by the end of this year and anticipate saving nearly 34 aMW of electricity and 2.5 million annual therms.

These annual results mark our best results, ever. And, we are after more. Looking forward, our full attention is focused on further growing markets to acquire all the cost-effective energy efficiency available and all the renewable projects our resources can buy. This two-year action plan builds upon the momentum we have already established and keeps our foot firmly on the accelerator. We are moving aggressively forward to further penetrate markets and best serve customers, aiming to acquire more results per participant.

In 2009 and into 2010, our renewable energy investments perpetuate the full range of successful programs across diverse technologies. Residential and commercial solar installations are at the heart of renewable programs, with nearly half of the budget dedicated for this purpose over the next two years. 2009 marks the first full year of supplemental electric energy efficiency funding from PGE and Pacific Power, spurring investment capability for residential and commercial consumers. Consistent with our market assessments, existing commercial buildings are the main source of savings in 2009 and 2010. The plan goes deeper into spending down gas revenue reserves, leveraging natural gas investments and electric efficiency to gain more savings across both fuels.

If all goes as we predict and hope, we will be well on our way to exhausting available efficiency and renewable program resources by the end of 2009. We will then face a time when new

funding may be necessary if we are to fully deliver what is expected of us and realize our full potential. The necessary mechanisms are already in place with the utilities and the Oregon Public Utility Commission to revisit funding levels and determine if additional investment is warranted. We have chosen this path because we are optimistic about the continued role and benefit energy efficiency and renewable energy will play in Oregon and the nation.

There is one major unknown: the economy. What impacts will the current credit crisis have on the decision-making of Energy Trust program participants? Will the uncertainty of energy costs be seen as an opportunity and additional rationale for more people to invest in energy improvements that help manage their costs? Will businesses and industry representatives have the motivation and sufficient capital to pay their portion of a project's cost? Will our newly launched Green Street lending program with Umpqua Bank attract small businesses and homeowners to a new way of financing their energy efficiency and solar project improvements? Or will we see an economic downturn so severe that would-be participants wait out these uncertain times while declining opportunities to invest in energy savings and renewables? Given the level of uncertainty on so many fronts, our action plan simply calls for us to be flexible and responsive as the next two years unfold.

The following sections describe our 2009-2010 action plan, starting with a description of our emphasis and strategies (section II), with detailed program/department descriptions and corresponding budgets provided afterward (section III). The draft 2009 budget allocates resources to achieve these strategies and results. Anticipated 2010 actions are described at the end (section IV).

II. 2009-2010 DRAFT ACTION PLAN HIGHLIGHTS

The 2009-2010 action plan anticipates continued high demand and growth for Energy Trust products and services. It is marked by new tools and strategies that better serve customers and a deeper understanding of *how* to best serve them. The following items represent the specific themes we plan to emphasize over the next two years:

1. *Acquire more results per customer* - There is a shared understanding that Energy Trust efforts have resulted in successfully "picking the low-hanging fruit." It is generally agreed that to capture more results, we have to "go further up the tree" and that the next increment of savings and generation will likely cost more. The most efficient approach is to acquire as much savings and generation per customer or per project as we can, all at once. To do so means we have to combine our experience and our market potential studies with a greater understanding of different customer needs. It also means we have to package and offer up tools to best serve those needs. Toward these ends, Energy Trust will continue our market research efforts - including segmentation, attitude and awareness and focus group message testing - to better understand what customers need to move forward and take action. These outcomes will drive how we design our marketing efforts, improve our website design, deliver our products and provide customer assistance and service, helping us achieve greater results for every participant we serve.

2. *Remove a barrier by providing financing* - Energy Trust has a partner in Umpqua Bank and the new Green Street Lending program being unveiled in November 2008. Designed for both residential homeowners and small businesses, the loans are intended to attract those interested in comprehensive energy efficiency and solar energy project investments. This attractive financing offer is expected to serve the market of

committed homeowners and businesses motivated to take action who up until now, have needed to produce up-front capital. This simple program is intended to remove a major barrier to making significant energy investments, allowing deeper savings and generation to be acquired sooner than would otherwise be possible.

3. *New emphases for energy efficiency programs* - The coming year builds upon the investment made in 2008 to ramp up activity using supplemental electric energy funds and maintains the successful momentum established to acquire more gas savings. The emphasis remains within the commercial sector, with additional marketing and outreach for existing small business and new commercial construction. New efficient gas and electric technologies will be introduced, including high efficiency gas fireplaces and tankless water heaters; new ductless mini-split heat pumps for both commercial and residential customers, and field testing of select LED niche applications. To better serve customer interests in being "green" and reducing their carbon footprint, delivery of efficiency and renewable programs will be further integrated. Additional activities are listed below:

   - Expand Home Performance with Energy Star for existing homes
   - Implement near-low income outreach strategy
   - Integrate solar hot water efforts into home assessments
   - Pursue behavior change strategies such as Living Wise boxes, Energy Performance Score (EPS) and more Blueline energy monitors
   - Increase Energy Star new homes market share
   - Promote high performance home construction and specialty CFLs
   - Increase refrigerator recycling initiative penetration
   - Concentrate on food services, lodging, office and healthcare within commercial buildings
   - Add commercial scale laundries, datacenters, and integrate solar
   - Develop small to medium construction design-build market for new commercial construction
   - Expand Energy Star track for new commercial buildings
   - Initiate net-zero commercial buildings pilot
   - Expand outreach and small/medium customer offerings through Program Delivery Contractors and trade allies for industrial customers
   - Develop semi-prescriptive analysis tools for small industrial customers
   - Remain flexible and responsive to market conditions

4. *New emphases for renewable energy programs* - The beginning of 2009 completes the transition to serving only projects of 20 MW and less. In 2009 and 2010, we will continue the range of successful renewable energy programs for solar, biomass, small wind, hydro and services to municipal governments. The additional technical assistance required to increase the volume and completion rates for smaller projects is also included. The extensions of the federal tax credits were positive and uneven: solar and small wind received the largest benefit with eight-year extensions, hydro was given three, biomass received two years and large wind was given a one-year extension. Aside from large wind, the extensions are helpful to the programs yet may be offset by the continuing financial and economic uncertainties we all face. The remaining carryover-funds stemming from cancelled projects and the transition away from utility-scale projects will be used to maintain most programs largely at their current levels. Specific opportunities to be pursued are listed below:

- Meeting solar demand for both residential and commercial projects remains at the heart of the renewable program. We expect only modest, incremental adjustments.
- Within biopower, services to dairies and wastewater treatment plants will be expanded to accelerate new projects while continuing to support biomass combined heat and power. The results of the revised biomass market review may suggest new approaches for 2010.
- The community wind program will be adjusted downward due to the lack of availability and increased cost of large turbines. The one-year extension of the Production Tax Credit for large wind is not sufficient to solve these issues. We propose to continue to support small wind projects, co-fund feasibility studies to characterize new projects and remain opportunistic if a community wind project emerges.
- The Open Solicitation Program will be restructured to focus on small hydro and geothermal markets rather than new technologies. Tighter budgets can more readily translate into more projects in these niche markets, where we are having success.
- The concept of revising incentives to address market needs remains a possibility. Additionally staff proposes to explore more innovative ways to restructure our project incentives potentially using such methods as equity stakes, equipment purchases, support for construction loans or other different payment structures.

5. *Collaborate with utilities and other partners* - Joint marketing plans and outreach activities will continue with all utilities, leveraging resources to best reach customers. Activities identified in cooperation with utility staff will lead to a full year of co-branded materials, bill stuffers, articles, web links and co-sponsored events. Efforts to offer new financial options will continue, including the option of utility bill and other financing opportunities. In addition, coordinated market assessments and Integrated Resource Planning will be ongoing, with potential interest in smart grid and demand response opportunities identified.

   While perpetuating our working relationships with existing organizations such as the Oregon Department of Energy, the NW Energy Efficiency Alliance, trade organizations, and others, we will initiate expanded partnerships with other like-minded groups. These potentially include transportation, land use, solid waste and recycling, and other community organizations broadly interested in sustainability. These organizations share a common interest with Energy Trust and serve populations who may also be interested in what Energy Trust offers and vice versa.

6. *Launch more community energy projects* - This different and exciting approach to going deeper into communities to achieve greater results has resulted in robust activity in Corvallis. By concentrating investment over a sustained period of time, there is greater visibility and more focus and momentum evident in the city. We believe the principles used should be further tested in other locations. In 2009, Energy Trust will identify another community to participate in this approach, likely east of the mountains. In addition, a second community energy strategy will be undertaken on an urban neighborhood scale. All community energy activities will be formally evaluated in the future.

7. *Enhance our website* - As the most common entry point to our programs, the look and feel of our website will be enhanced and navigation simplified. More on-line automated

forms will be created for easy use. Customers will see and hear a variety of video case studies featuring real customers describing their first steps, program experiences and beneficial results. Building upon interest in and concerns about global warming and climate change, a stronger linkage will be made between energy improvements as a way to lower one's carbon footprint.

8. *Explore service to NW Natural in Washington State* - In cooperation with NW Natural, Energy Trust will complete Phase II of our plan to analyze the market opportunity of delivering residential and commercial programs to Washington customers. Phase II will examine the particulars of the market and building stock to assess the opportunity in more detail and identify potential savings and effective strategies. A new Advisory Group will be convened by NW Natural in Washington state and Energy Trust will be represented. By spring 2009, at the completion of Phase II, staff will present findings for review and consideration by the Energy Trust board. Assuming a viable opportunity exists and the Board supports it, Energy Trust would design programs for early roll-out in summer 2009 and full implementation in time for the heating season next year.

9. *Participate in regional activities* - Energy Trust will remain an active participant in the NW Energy Efficiency Alliance as a member of its Board of Directors, participating in their strategic and business planning and in their expert committees. In addition, the NW Energy Efficiency Task Force, convened by the Bonneville Power Administration will be completing its efforts in early 2009. It is expected that there will be new opportunities for regional collaboration and investment either through the Alliance or other organizations. These efforts are expected to relate to and support Energy Trust interests and activities for market research, data collection and workforce development. Lastly, there is strong interest in creating a 3-state regional collaborative effort around zero net energy commercial buildings. Energy Trust expects to continue work with California and Washington states to perpetuate this momentum through coordinated activities across state lines.

10. *Evaluate Enterprise Resource Plan Options* – Work will begin in 2009 around consideration of an Enterprise Resource Planning (ERP) system to provide Energy Trust with a way to fully integrate its data and processes potentially into one single system. This project is in full alignment with the results of both the Enterprise Architecture study and the internal controls evaluation projects previously conducted. Both projects identified the current integration points as locations where significant improvement could be made through unification of the data and processes for easy access and work flow efficiencies. An RFP will be issued early in 2009 for assistance in defining the specific requirements, as the first step in the planning process.

11. *Prepare Management Audit* – The grant agreement with the Oregon Public Utility Commission requires Energy Trust to "contract for an independent management review and evaluation not less frequently than every five years." This examination is to be designed to review the efficiency and effectiveness of Energy Trust and to make specific suggestions for improvement. The next Management Audit is due in 2010. Work will begin on the selection of the topics for review and of the auditor early in 2009. The audit will likely be conducted later that year.

12. *Update 5-year Strategic Plan* - Energy Trust 2007-2012 strategic plan was adopted before the passage of Senate Bill 838, which authorized energy efficiency funding above the three-percent public purpose charge, restricted public purpose renewable energy funds

to projects of 20 megawatts or less in size, and extended the life of the public purpose fund. All three developments will affect Energy Trust programs going forward. The Energy Trust board began discussing potential changes in 2008 and will be asked to review and consider a revised strategic plan during the first half of 2009. The new strategic plan will span the five year period from 2009-2013.

III. 2009-2010 PROGRAM/DEPARTMENT SUMMARIES AND CORRESPONDING BUDGET DETAIL

The following section includes 1-page, 2-sided descriptions for every program and major department including 2009 draft budget details. This information includes brief descriptions of the statement of purpose, a list of top strategies and actions anticipated, the proposed 2009 budget, and where applicable, projected savings/generation. Projections and planned activities for 2010 are also incorporated.

IV. 2010 PROJECTED HIGHLIGHTS

Energy Efficiency

- Develop new initiatives to fully utilize any additional revenues made available by utilities through the Renewable Energy Act
- Increase gas marketing, investments and savings acquisition
- Promote viable new residential technologies such as non-condensing gas water heaters as equipment becomes available
- Begin promotion of the most advantageous niche applications of LED lighting and next generation CFL technologies, assuming new products are tested and proven reliable
- Continue to develop the capacity of architects, engineers and developers to integrate energy efficient practices into new commercial construction
- In collaboration with NEEA, develop a new ENERGY STAR home specification to 15% above the 2008 Oregon residential code
- Explore strategies to achieve low- to zero net energy homes and green communities
- Collaborate with Avista to expand Home Performance with ENERGY STAR in southern Oregon
- Continue to seek opportunities with electric utilities to develop transmission and distribution deferral projects
- By supporting NEEA programs, attract more companies to permanently incorporate energy management practices and actions
- Continue to work with the Consortium for Energy Efficiency and manufacturers to encourage the development of new gas appliances to fill market gaps, as needed (e.g., condensing heat for rooftop commercial space air conditioning systems)
- Accelerate efforts to identify and quantify when we are transforming markets and how much we are consequently saving

Renewable Energy

- Institute changes in incentives, as appropriate to address market conditions
- Assess progress in dairy sector and re-frame or re-direct the initiative
- Utilize funds from 2009 to bolster budgets for 2010 and retain steady budget levels and the same program offerings
- Continue to be flexible to markets, shifting funds among programs to take advantage of

opportunities as they arise
- Cap the solar program to near 2009 levels, resulting in a limitation for large-scale PV
- Assess the low-level support for community wind and its future viability
- Absent new revenues for 2011, propose program cuts, identifying the key programs to be retained

Other
- Further address any remaining outcomes from the 2009 Oregon legislative activity
- Submit the completed Management Audit and address findings, recommendations and action plans
- Continue Enterprise Resource plan implementation
- Evaluate results of market acceleration and more hard-to-reach markets
- Manage growth in demand without diminishing available resources

Appendix 1

Energy Trust of Oregon
Mission Statement and Strategic Plan Goals

Mission statement:

To change how Oregonians produce and use energy by investing in efficient technologies and renewable resources that save dollars and protect the environment.

Strategic Plan Goals:

Goal 1: By 2012, deliver programs to help consumers save 300 average megawatts (2.6 million annual megawatt hours) of electricity and 21 million annual therms of natural gas from long-lasting energy efficiency measures (a weighted average measure life of 14 years for electric savings and 20 years for gas savings).

Goal 2: Provide 10% of Oregon's electric energy from renewable resources by 2012 (approximately 450 average megawatts for Pacific Power and PGE if Energy Trust programs are complemented by state, federal and other policies and programs, or 150 average megawatts by Energy Trust effort alone). [1]

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

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

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

[1] Goal 2 was adopted before passage of the Oregon Renewable Energy Act, which took effect in January 2008. In the course of updating the strategic plan during 2009, Energy Trust will revise this goal to reflect our new and exclusive focus on renewable energy projects of 20MW or less.

Appendix 2

2009 Anticipated OPUC Energy Trust of Oregon Performance Measures

Category	**Measures**	**2009 Draft Budget**
Energy Efficiency	Obtain at least 31 aMW computed on three year rolling average Levelized cost not to exceed $0.035/KWh	31.5 - 42.0 aMW $0.024 - $.032/kwh
Natural Gas	Obtain at least 1,800,000 therms computed on three year rolling average Levelized cost not to exceed $0.60/therm	1.9-2.6 million annual therms $0.53 - $0.70/therm
Renewable Resources Energy	Secure at least 3 aMW computed on a three year rolling average from small scale projects	7.6 – 16.1 aMW
Financial Integrity	Receive an Unqualified financial opinion from independent auditor on annual financial statements	Accounting conforms with Generally Accepted Accounting Principles (GAAP)
Administrative and Program Support Costs	Keep below 11% of annual revenue	8.1%
Customer Satisfaction	Achieve reasonable rates	Includes customer satisfaction research
Benefit/Cost Ratios	Report both utility system and societal perspective on an annual basis and report significant changes, if any, on quarterly statements	
Incremental Funding	Report annually energy savings achieved as result of Senate Bill 838	

ENERGY EFFICIENCY 2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

PROGRAM: **BUSINESS ENERGY SOLUTIONS- EXISTING BUILDINGS** **SECTOR:** **COMMERCIAL**

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.

PROGRAM STRATEGY:

In consideration of incremental funding stemming from the passage of the Renewable Energy Act and subsequent electric utility rate filing approvals, the following strategies are contemplated in this program for 2009 and 2010.

Core:

1. Target decision makers of existing commercial renovation projects including owners and installation contractors.
2. Deliver program to commercial entities by utilizing Program Management Contractor (PMC) and a statewide comprehensive network of trade allies, leveraging existing market relationships and professional service channels.
3. Maintain and expand successful state-wide Trade Ally Network of installation and technical assistance contractors to further deliver program services to the public.
4. Maintain focus on current target initiatives- foodservice, lodging, office, healthcare, auto services, municipal, education and natural gas equipment.
5. Coordinate with ODOE to package program offerings and process Business Energy Tax Credit applications.
6. Leverage Northwest Energy Efficiency Alliance commercial sector activities.
7. Continue to enhance outreach and educational program utilizing direct calls and emails, referrals, mass emails, cold calls, news releases, direct mailings, case studies, advertisements in trade publications, program seminars, sponsorships of events and organizations, web site, articles, bill inserts and partnerships with related organizations.

Incremental:

1. Expand target initiatives to include operations and maintenance, congregations, commercial laundry facilities, grocery, datacenters/computing, solar thermal and solar electric.
2. Expand program offerings geographically by engaging subcontractors in central, eastern and southern Oregon.

2009 ACTIONS:

Core:

1. Add new targeted equipment incentives, new outreach strategies and marketing materials for current and new target initiatives.
2. Coordinate program activities across commercial sector to offer comprehensive services by target initiative.
3. Continue to align with ODOE programs to minimize differences in program requirements (e.g. BETC, SEED, High-Performance Schools).
4. Coordinate with ODOE to streamline BETC pre-certification applications process and integrate it into Energy Trust forms and program processes to better leverage BETC.
5. Continue to improve and streamline program rules, forms and participation steps for Trade Allies and participants.
6. Integrate renewable project outreach into delivery activities.

Incremental:

1. Offer expanded technical and educational resources to trade allies and participants.
2. Hire additional PMC resources to expand program activity (e.g. technical, operations, business development, IT)

2010 PLANNED ACTIVITIES:

If additional funds are made available:

1. Lower acquisition cost of energy savings by streamlining program operations.
2. Expand into new target markets and target technologies.

Otherwise continue delivery of established activities commensurate with available funds, employing flexible initiatives to meet savings and funding expectations.

TARGETS:

	Annual Expense ($M)			Electric Savings				Gas Savings			
				Goal aMW		Levelized Cost ($/kWh)		Goal Therms		Levelized Cost ($/therm)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2008 Full-Year Forecast	$7.7	$2.1	$9.8	5.36		$0.021		559,456		$0.334	
2009 Proposed Budget	$15.6	$2.8	$18.4	7.12	9.49	$0.027	$0.020	643,494	857,992	$0.421	$0.316
2010 Projection	$12.7	$1.6	$14.3	5.57	7.42	$0.028	$0.021	360,000	480,000	$0.423	$0.317

(see budget detail on reverse side)

The Energy Trust of Oregon, Inc
2009 Draft Budget
Existing Buildings

	2008 Forecast	2009 Budget	2010 Projection
Delivery Costs			
Program Management	$179,559	$232,078	$213,758
Program Delivery	1,374,787	3,048,356	1,885,188
Marketing-PMC	533,031	655,608	402,418
Performance Comp	100,000	180,000	180,000
Total Delivery Costs	**2,187,378**	**4,116,042**	**2,681,363**
Incentives	5,829,658	11,559,133	8,774,345
Program Mgmt Expenses	**8,017,036**	**15,675,175**	**11,455,708**
ETO expenses			
Staffing	185,039	317,685	336,746
Marketing	241,592	220,672	304,600
Other Services	625,158	716,771	818,560
General	41,708	49,220	57,730
Allocations	391,839	794,463	789,707
Sub-Total before Admin Costs	**9,502,372**	**17,773,986**	**13,763,051**
Administrative Costs	338,458	592,526	525,664
TOTAL EXPENSE	**9,840,830**	**18,366,513**	**14,288,715**

ENERGY EFFICIENCY 2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

PROGRAM: **BUSINESS ENERGY SOLUTIONS- NEW BUILDINGS** **SECTOR:** **COMMERCIAL**

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.

PROGRAM STRATEGY:

In consideration of incremental funding stemming from the passage of the Renewable Energy Act and subsequent electric utility rate filing approvals, the following strategies are contemplated in this program for 2009 and 2010.

Core:

1. Bolster pipeline for projects to be completed in 2009 and 2010.
2. Target decision makers in commercial and industrial new construction projects and major renovations of existing buildings.
3. Target architects and engineers by providing tools and resources to assist them in selling their clients on high efficiency design and equipment.
4. Enroll more projects that follow a "design-build" model.
5. Deliver program directly to owners and developers by utilizing Program Management Contractor (PMC) and a statewide comprehensive network of trade allies, leveraging existing market relationships and professional service channels.
6. Incorporate solar water heating and photovoltaic measures leveraging outreach and management resources. Rely on delivery support from Energy Trust solar program staff.
7. Coordinate with ODOE to package program offerings with Business Energy Tax Credits (BETC).
8. Leverage Northwest Energy Efficiency Alliance commercial sector activities to develop projects in targeted markets.

Incremental:

1. Achieve deeper penetration in the market for small and medium-sized construction and major renovation projects.
2. Create enhanced outreach program utilizing direct calls and emails, referrals, mass emails, cold calls, news releases, direct mailings, case studies, advertisements in trade publications, program seminars, sponsorships of events and organizations, web site, articles, bill inserts and partnerships with related organizations.
3. Provide incentives to help the market build high-performance buildings in pursuit of a net-zero standard.

2009 ACTIONS:

Core:

1. Release a targeted small and medium sized project development initiative with focused marketing approach.
2. Work with design community to showcase/incorporate better analytical tools for building design (e.g. continue to host energy modeling meetings, update energy modeling tools with Oregon energy code data, develop and incorporate analytical lighting tools for new building design).
3. Continue to develop materials for architects and engineers to promote the program to their clients.
4. Continue to align with ODOE programs to minimize differences in program requirements (e.g. BETC, SEED, High-Performance Schools).
5. Provide outreach to encourage contractors that use a design-build approach to leverage program opportunities.
6. Continue to integrate Green Investment Fund projects with program activities.
7. Leverage NEEA Better Bricks program for program training and market actor education.
8. Offer tiered incentives for custom track and consider methods to encourage cooperation between lighting and mechanical contractors.

Incremental:

1. Increase PMC staff for marketing, outreach and technical support.
2. Add more equipment to the Standard Track incentive list as new measures become available.
3. Expand ENERGY STAR® program track.
4. Design and implement a Net-zero/high performance buildings pilot.

2010 PLANNED ACTIVITIES:

If additional funds are made available:

1. Continue to be aggressive at recruiting small and medium size projects.
2. Continue to successfully recruit large projects into the program.
3. Educate and enable service providers to deliver energy efficient practices in commercial new construction market.

Otherwise continue delivery of established activities commensurate with available funds, employing flexible initiatives to meet savings and funding expectations.

(see targets and budget detail on reverse side)

TARGETS:

	Annual Expense			Electric Savings				Gas Savings			
	($M)			Goal aMW		Levelized Cost ($/kWh)		Goal Therms		Levelized Cost ($/therm)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2008 Full-Year Forecast	$6.7	$1.0	$7.7	2.83		$0.023		462,585		$0.162	
2009 Proposed Budget	$15.8	$1.8	$17.6	5.88	7.83	$0.027	$0.020	363,078	484,104	$0.446	$0.335
2010 Projection	$12.0	$1.3	$13.3	3.08	4.11	$0.039	$0.029	265,500	354,000	$0.434	$0.325

The Energy Trust of Oregon, Inc
2009 Draft Budget
New Buildings

	2008 Forecast	2009 Budget	2010 Projection
Delivery Costs			
Program Management	$27,714	$246,995	$246,322
Program Delivery	2,229,252	4,370,659	4,220,659
Marketing-PMC	102,686	353,645	353,645
Performance Comp	74,591	180,000	180,000
Total Delivery Costs	**2,434,243**	**5,151,299**	**5,000,626**
Incentives	3,630,287	9,629,912	5,510,340
Program Mgmt Expenses	**6,064,530**	**14,781,211**	**10,510,966**
ETO expenses			
Staffing	177,469	251,129	266,196
Marketing	212,563	337,500	344,025
Other Services	601,691	916,745	940,606
General	36,790	60,000	61,660
Allocations	324,393	664,448	659,180
Sub-Total before Admin Costs	**7,417,436**	**17,011,033**	**12,782,633**
Administrative Costs	264,196	567,092	488,218
TOTAL EXPENSE	**7,681,632**	**17,578,125**	**13,270,851**

November 2008

ENERGY EFFICIENCY 2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

PROGRAM: **MARKET TRANSFORMATION NORTHWEST ENERGY EFFICIENCY ALLIANCE (NEEA)** **SECTOR:** **COMMERCIAL**

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.

PROGRAM STRATEGY:

1. Create and refine business cases for investment in energy efficiency as a profit center for vertically integrated real estate firms, hospitals, and grocery chains. Market to executive management through peer consultants.
2. Support with technical initiatives to enhance new building construction and operations and maintenance services.
3. Train vendors to provide efficient services and equipment, focusing on the targeted markets described above.
4. Support code enhancements based on these successes.
5. Coordinate marketing efforts with NEEA for energy efficiency opportunities that are currently a focus of Energy Trust programs (e.g. high efficiency computer power supplies).
6. Establish the viability of high efficiency building design, operations and maintenance services, and sales of efficient equipment as profitable businesses for vendors through intensive "firm focused" technical support.

2009 ACTIONS:

1. Continue progress in changing energy related business practices in large hospitals systems and community based hospitals by assisting with strategic energy management planning, providing education and training and technical assistance.
2. Initiate energy related business practice change within office real estate by building a strong relationship with the Building Owners and Managers Association (BOMA), providing education and training, and assisting select firms with energy management planning activities.
3. Advance integrated energy design practices with architects and design engineering firms through three or more firm focus relationships, technical assistance on 10 or more projects, and broad based education and training.
4. Promote better building operating performance with building operators and building service providers through three or more firm focus relationships, technical assistance on 10 or more projects, and education and training activities.
5. Continue to promote high efficiency computer power supplies and consider other opportunities to improve plug load efficiencies and data centers.

2010 PLANNED ACTIVITIES:

- The NEEA commercial initiative is a multiyear venture. Over time we can expect more firms to participate and the participants to evolve from study, to test cases, to incorporating new practices and actions into their organizational structure and directives.
- NOTE: 2010 and beyond initiatives are dependent upon refunding and prioritization within NEEA's business plan for 2010-2014.

TARGETS:

	Annual Expense ($M)			Electric Savings			
				Goal aMW		Levelized Cost ($/kWh)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch
2008 Full-Year Forecast	$ 1.6		$ 1.6	0.27		$0.064	
2009 Proposed Budget	$ 1.6		$ 1.6	0.19	0.25	$0.092	$0.069
2010 Projection	$ 1.6		$ 1.6	0.19	0.25	$0.093	$0.070

(see budget details on reverse)

The Energy Trust of Oregon, Inc
2009 Draft Budget
Mkt Transformation (NEEA) - Commercial

	2008 Forecast	2009 Budget	2010 Projection
Delivery Costs			
Program Delivery	$1,495,215	$1,478,144	$1,478,144
Total Delivery Costs	**1,495,215**	**1,478,144**	**1,478,144**
Program Mgmt Expenses	**1,495,215**	**1,478,144**	**1,478,144**
ETO expenses			
Staffing	2,845	5,256	5,572
Allocations	16,525	29,297	28,710
Sub-Total before Admin Costs	**1,514,585**	**1,512,698**	**1,512,427**
Administrative Costs	53,947	50,428	57,765
TOTAL EXPENSE	**1,568,532**	**1,563,126**	**1,570,192**

ENERGY EFFICIENCY 2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

PROGRAM: **BUSINESS ENERGY SOLUTIONS- PRODUCTION EFFICIENCY** **SECTOR:** **INDUSTRIAL**

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

PROGRAM STRATEGY:

In consideration of incremental funding stemming from the passage of the Renewable Energy Act and subsequent electric utility rate filing approvals, the following strategies are contemplated in this program for 2009 and 2010.

Core:

1. Deliver program to owners, plant engineers and design process engineers through Program Delivery Contractors (PDCs) assigned to key sectors and geographic territories.
2. Develop successful delivery strategies particular to the needs of specific industry markets.
3. Promote program participation through developing a broad offering of services that include detailed technical analysis studies, project management assistance, prescriptive high efficiency equipment incentives, and custom project incentives.
4. Develop with board approval, large-scale projects that exceed program incentive caps, or combined heat and power projects (CHP) to achieve program value through large-scale savings.
5. Target key decision makers of existing industrial process projects, including owners and senior managers.
6. Promote regional collaboration by working with neighboring utilities and complementary organizations to leverage our collective resources for energy efficiency in industry.
7. Leverage Northwest Energy Efficiency Alliance industrial sector activities to develop projects in targeted industries.

Incremental:

1. Target measure offerings to small/medium industrial market through use of trade ally network and semi-prescriptive technology specific, incentive calculation tools.
2. Support medium/large (< 1 aMW) industrial market in development of continuous improvement of energy management practices.

2009 ACTIONS:

Core:

1. Promote service delivery and market penetration for small to medium sized industrial customers, focusing on irrigation, dairy, nursery, and manufacturing markets.
2. Expand project commitment pipeline through concentrated PDC outreach efforts.
3. Develop and implement successful program delivery strategies for the High Tech industry.
4. Target O&M opportunities, specifically in compressed air and refrigeration systems.
5. Begin to integrate continuous improvement for energy management into program offerings
6. Monitor project commitment level expenditures relative to utility funding territory and SB-838 funds and adjust PDC marketing to balance revenue project funding.
7. Influence growth in technical analysis skills by expanding the ATAC pool of engineering consultants adept at energy savings analysis calculations in the production environment.
8. Streamline program processes by integrating a customer focus approach to program forms, collateral, and marketing.
9. Work with NEEA industrial staff to provide a coordinated marketing approach to food processors and pulp and paper companies.

Incremental

1. Expand marketing and trade ally support for small to medium sized industrial initiative.
2. Expand training opportunities for participants through collaboration with regional organizations.
3. Develop additional semi-prescriptive incentive calculation tools for compressed air, boilers, refrigeration, and hydraulic systems to support the small industrial initiative.

2010 PLANNED ACTIVITIES:

If additional funds are made available:

1. Expand services that will be coordinating efforts with the potential Community Energy and T&D deferral projects.
2. Implement strategies to reduce program management and delivery costs by optimizing PDC deployment.

Otherwise continue delivery of established activities commensurate with available funds, employing flexible initiatives to meet savings and funding expectations.

TARGETS:

	Annual Expense			Electric Savings				Gas Savings			
	($M)			Goal aMW		Levelized Cost ($/kWh)		Goal Therms		Levelized Cost ($/therm)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2008 Full-Year Forecast	$14.2	$0.2	$14.4	11.06		$0.018		69,884		$0.177	
2009 Proposed Budget	$20.0	$0.5	$20.5	7.90	10.53	$0.035	$0.026	83,250	111,000	$0.709	$0.532
2010 Projection	$17.0	$0.2	$17.2	6.68	8.90	$0.036	$0.027	36,750	49,000	$0.710	$0.533

(see budget detail on reverse side)

The Energy Trust of Oregon, Inc
2009 Draft Budget
Production Efficiency

	2008 Forecast	2009 Budget	2010 Projection
Delivery Costs			
Program Delivery	$2,897,306	$4,160,883	$3,960,883
Performance Comp	58,570	80,800	176,547
Total Delivery Costs	**2,955,876**	**4,241,683**	**4,137,429**
Incentives	9,917,950	13,903,311	10,492,311
Program Mgmt Expenses	**12,873,827**	**18,144,994**	**14,629,740**
ETO expenses			
Staffing	369,289	377,976	400,655
Marketing	119,585	98,850	145,365
Other Services	210,964	452,950	642,952
General	32,686	34,964	37,944
Allocations	272,632	706,384	703,457
Sub-Total before Admin Costs	**13,878,983**	**19,816,118**	**16,560,114**
Administrative Costs	494,345	660,604	632,495
TOTAL EXPENSE	**14,373,328**	**20,476,723**	**17,192,608**

November 2008

ENERGY EFFICIENCY 2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

PROGRAM: **MARKET TRANSFORMATION NORTHWEST ENERGY EFFICIENCY ALLIANCE (NEEA)** **SECTOR:** **INDUSTRIAL**

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 through NEEA's industrial initiative to acquire cost-effective savings while embedding sustainable and efficient energy management practices among industrial consumers.

PROGRAM STRATEGY:

1. Focus efforts in the pulp and paper and food processing "vertical" markets.
2. Solidify broad support for energy efficiency practices through CEO led industry-wide energy roadmaps.
3. Develop Continuous Energy Improvement (CEI) as the business practice change initiative that leads to self-sustained energy management practices.
4. Leverage and collaborate with Energy Trust, US DOE, and utility resources to improve program delivery and spur growth outside the two targeted markets.
5. Train market actors to deliver energy management to industrial companies throughout the northwest.

2009 ACTIONS:

1. Support implementation of the Northwest Food Processors Association's long-term industry-wide energy efficiency roadmap.
2. Move CEI-engaged companies through the CEI process in a manner that allows them to reach their energy goals and become self-sustaining in their energy management practices.
3. Support, with NEEA's offerings and resources, the Energy Trust's energy management pilot.
4. Begin training market actors on ISO energy management standards and CEI.

2010 PLANNED ACTIVITIES:

- NEEA's industrial initiative is a multi-year strategic effort. In the next business cycle, NEEA plans on expanding industry roadmap and energy management activities into closely related energy-intensive industrial markets.
- Transition facility level energy management activities to market actors who can begin charging for energy management services.
- NOTE: 2010 and beyond initiatives are dependent upon refunding and prioritization within NEEA's business plan for 2010-2014.

TARGETS:

	Annual Expense			Electric Savings			
	($M)			Goal aMW		Levelized Cost ($/kWh)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch
2008 Full-Year Forecast	$ 0.9		$ 0.9	1.11		$0.012	
2009 Proposed Budget	$ 1.0		$ 1.0	0.80	1.07	$0.018	$0.013
2010 Projection	$ 1.0		$ 1.0	0.80	1.07	$0.018	$0.013

(see budget details on reverse)

The Energy Trust of Oregon, Inc
2009 Draft Budget
Mkt Transformation (NEEA) - Industrial

	2008 Forecast	2009 Budget	2010 Projection
Delivery Costs			
Program Delivery	$824,455	$894,129	$894,129
Total Delivery Costs	**824,455**	**894,129**	**894,129**
Program Mgmt Expenses	**824,455**	**894,129**	**894,129**
ETO expenses			
Staffing	2,843	5,256	5,572
Allocations	14,501	23,664	23,197
Sub-Total before Admin Costs	**841,799**	**923,050**	**922,898**
Administrative Costs	29,983	30,771	35,249
TOTAL EXPENSE	**871,783**	**953,821**	**958,147**

ENERGY EFFICIENCY 2009-2010 DRAFT ACTION PLAN/BUDGET

PROGRAM:	HOME ENERGY SOLUTIONS- EXISTING HOMES	SECTOR:	RESIDENTIAL

PURPOSE: Acquire cost-effective electric and gas savings by providing energy efficiency services and incentives for existing single-family, multifamily and manufactured homes.

PROGRAM STRATEGY:

In consideration of incremental funding stemming from the passage of the Renewable Energy Act and subsequent electric utility rate filing approvals, the following strategies are contemplated in this program for 2009 and 2010.

Base:

1. Deliver program to customers by utilizing Program Management Contractor (PMC) and a statewide comprehensive network of trade allies, leveraging existing market relationships and professional service channels.
2. Provide market support (e.g., building diagnostics and equipment installation support, market-based verifier oversight, training, co-op marketing funds, retailer training, lighting support, and outreach to industry organizations).
3. Provide incentives for a wide variety of efficiency measures for single-family, multifamily, and manufactured homes.
4. Conduct marketing to create consumer demand (e.g., ads, website, education, trade shows, and school outreach).
5. Offer an online home energy analyzer to Energy Trust public purpose funding contributors.
6. Provide free home energy reviews to customers in areas served by the Energy Trust of Oregon.
7. Work with utility funders to create promotions targeted to their customers.
8. Integrate renewable product offerings into program outreach. Leverage delivery support from Energy Trust Renewable staff.
9. Offer a robust training calendar for Trade Ally contractors.
10. Coordinate with ODOE to provide participants in the State Home Weatherization Program (SHOW) with compact fluorescent bulbs.
11. Grow Home Performance with ENERGY STAR®, a comprehensive, whole-house approach to single family residential energy efficiency that utilizes diagnostic equipment and generates a home analysis assessment.

Incremental:

1. Develop an approach to labeling a home with a score indicating its energy usage and carbon impacts.
2. Integrate strategies to work with low income agencies where there is not enough funding for weatherization.
3. Offer attractive financing and or an increased incentive structure for median income customers.
4. Add more services and/or device installations to home energy reviews.

2009 ACTIONS:

Base:

1. Expand the number of trade allies participating in the Home Performance program in southern and eastern Oregon.
2. Effectively leverage utility and manufacturer promotional activities.
3. Engage in promotional activities with utilities to promote efficient heating systems and other efficient applications.
4. Conduct solar potential studies on residential homes and process solar hot water applications, with a goal to increase the number of solar thermal installations.
5. Expand the growth of the Real Estate Professional Trade Ally network.
6. Sponsor events with Oregon Remodeling Association, Affordable Comfort, Building Performance Institute, the Remodelers Council and other organizations that support activities of trade allies.
7. Provide approximately 11,000 CFLs to State Home Oil Weatherization (SHOW) customers.
8. Pursue more opportunities for gas efficiency measures to address sun setting high efficiency gas furnace incentives.
9. Complete Blue Line electric monitor pilot for consideration as a behavior element in the program.
10. Evolve multifamily program services to focus on high value measures such as common area lighting, appliances and HVAC.
11. Develop and conduct a pilot that focuses on linking energy efficiency with greenhouse gas reduction through an energy performance score (EPS) and carbon labels that communicate how homeowners can reduce their homes' carbon footprint through energy efficiency improvements.
12. Work with OR Housing & Community Services to complete low income solar assistance to low income homes
13. Implement near-low income (60-80% median) outreach strategy.
14. Conduct a pilot to assess the energy savings from ductless heat pumps and implement, with a goal of 200 units in single family site built electric resistance heated homes and 100 units in multifamily properties.

Incremental:

1. Deploy smart power strips into homes during Home Energy Reviews.
2. Continue refrigerator replacement pilot efforts to other areas with incremental funds including Roseburg and Corvallis.
3. Deploy a second round of heat pump commissioning to improve on first pilot effort.
4. Fund educational "living wise" materials for student initiated efficiency measure installations using elementary school curricula.

2010 PLANNED ACTIVITIES:

If additional funds are made available:

1. Behavioral feedback device demonstrations.
2. Heat pump water heater field test of 100 units.
3. Expansion of targeted 60-80% median income program to reach more customers.

Otherwise continue delivery of established activities commensurate with available funds, employing flexible initiatives to meet savings and funding expectations.

(see targets and budget detail on reverse side)

TARGETS:

	Annual Expense			Electric Savings				Gas Savings			
	($M)			Goal aMW		Levelized Cost ($/kWh)		Goal Therms		Levelized Cost ($/therm)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2008 Full-Year Forecast	$9.1	$7.1	$16.2	3.08		$0.025		1,037,509		$0.461	
2009 Proposed Budget	$8.8	$9.7	$18.5	1.73	2.30	$0.044	$0.033	737,904	983,871	$0.881	$0.661
2010 Projection	$9.7	$6.1	$15.8	1.88	2.51	$0.045	$0.033	473,250	631,000	$0.868	$0.651

The Energy Trust of Oregon, Inc
2009 Draft Budget
Existing Homes

	2008 Forecast	2009 Budget	2010 Projection
Delivery Costs			
Program Management	$498,581	$512,227	$512,227
Program Delivery	3,606,470	4,622,642	4,284,691
Marketing-PMC	560,163	730,375	1,192,075
Performance Comp	100,000	180,000	180,000
Total Delivery Costs	**4,765,215**	**6,045,244**	**6,168,994**
Incentives	8,550,361	8,262,183	5,602,921
Program Mgmt Expenses	**13,315,576**	**14,307,427**	**11,771,915**
ETO expenses			
Staffing	276,844	314,106	332,952
Marketing	298,579	515,284	542,317
Other Services	651,542	722,550	573,590
General	75,414	104,100	71,128
Allocations	1,033,969	1,928,166	1,926,282
Sub-Total before Admin Costs	**15,651,925**	**17,891,633**	**15,218,185**
Administrative Costs	557,494	596,448	581,241
TOTAL EXPENSE	**16,209,418**	**18,488,081**	**15,799,426**

ENERGY EFFICIENCY 2009-2010 DRAFT ACTION PLAN/BUDGET

PROGRAM:	HOME ENERGY SOLUTIONS- NEW HOMES/PRODUCTS	SECTOR:	RESIDENTIAL

PURPOSE: Program targets lost energy efficiency opportunities in the residential sector. Provide the residential new home market with services and incentives, reaching home buyers, builders, multifamily developers, and manufacturers of pre-fabricated homes. Overcome market barriers to the purchase of energy efficient products through product incentives, consumer awareness and education, focusing on ENERGY STAR label and corresponding benefits of products and services that display it.

PROGRAM STRATEGY:

In consideration of incremental funding stemming from the passage of the Renewable Energy Act and subsequent electric utility rate filing approvals, the following strategies are contemplated in this program for 2009 and 2010.

Core:

1. Deliver program to customers and builders by utilizing Program Management Contractor (PMC) and a statewide comprehensive network of trade allies, leveraging existing market relationships and professional service channels.
2. Provide market support (e.g., building diagnostics and equipment installation support, market-based verifier oversight, training, co-op marketing funds, retailer training, lighting support, and outreach to industry organizations).
3. Develop and implement elements to overcome barriers (e.g., education, lighting, HVAC, solar).
4. Provide incentives (e.g., homes based on their energy performance, clothes washers, refrigerators (new and recycled), specialty light bulbs, other consumer electronics).
5. Conduct marketing to create consumer demand (e.g., Energy Performance Score, ads, website, education, trade shows, and school outreach).
6. Move the market preparedness for the next generation of high performance homes.
7. Integrate renewable product offerings into program outreach. Leverage delivery support from Energy Trust Renewable staff.
8. Leverage Northwest Energy Efficiency Alliance (NEEA) residential sector activities.
9. Leverage other related programs and organizations (e.g., Earth Advantage, NEEM, home builder associations).
10. Collaborate with regional and national market actors to introduce and incent new energy efficient products.

Incremental:

1. Increase number of consumer products incented in the marketplace.

2009 ACTIONS:

Core:

1. Increase market share of homes built more energy efficient than code requires and ENERGY STAR consumer products and lighting.
2. Provide incentives for energy efficient single and multi-family homes based on the energy performance above what code requires.
3. Provide technical guidance, training, incentives, and promotions to support high performance homes (e.g., design training and assistance, solar integration, community specs).
4. Provide performance testing and duct sealing training to HVAC installers.
5. Promote energy efficient lighting through the spring and fall BPA specialty bulb buy down and the school fundraiser.
6. Continue technical school outreach initiative.
7. Provide training to PV and solar water system installers through a partnership with Solar Oregon and OSEIA.

Incremental:

1. Increase participation in refrigerator and freezer recycling initiative.
2. Provide incentives for new consumer product categories: televisions, monitors, room air conditioners, power strips, etc.

2010 PLANNED ACTIVITIES:

If additional funds are made available:

1. Maintain new home market transformation efforts while increasing focus on alternative strategies toward achieving low-energy homes and green communities.
2. Begin promoting LED lighting options and next generation CFL technologies.
3. Upstream marketing for residential and commercial electronics.
4. Promote new viable technologies (e.g., heat pump water heaters, non-condensing gas water heaters).

Otherwise continue delivery of established activities commensurate with available funds, employing flexible initiatives to meet savings and funding expectations.

TARGETS:

	Annual Expense ($M)			Electric Savings				Gas Savings			
				Goal aMW		Levelized Cost ($/kWh)		Goal Therms		Levelized Cost ($/therm)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2008 Full-Year Forecast	$11.7	$2.4	$14.0	4.43		$0.044		404,996		$0.430	
2009 Proposed Budget	$15.7	$2.5	$18.2	4.44	5.92	$0.065	$0.049	102,962	137,282	$1.768	$1.326
2010 Projection	$14.8	$2.1	$16.9	4.28	5.71	$0.063	$0.047	90,000	120,000	$1.740	$1.305

(see budget detail on reverse side)

The Energy Trust of Oregon, Inc
2009 Draft Budget
New Homes & Products

	2008 Forecast	2009 Budget	2010 Projection
Delivery Costs			
Program Management	$547,040	$486,608	$535,269
Program Delivery	4,637,195	5,557,559	4,326,506
Marketing-PMC	1,018,008	1,310,960	1,120,422
Performance Comp	95,833	180,000	180,000
Total Delivery Costs	**6,298,076**	**7,535,127**	**6,162,197**
Incentives	6,153,128	7,796,800	7,818,814
Program Mgmt Expenses	**12,451,204**	**15,331,927**	**13,981,011**
ETO expenses			
Staffing	188,624	298,386	316,289
Marketing	173,343	364,074	363,999
Other Services	120,187	422,150	413,033
General	30,223	55,700	66,675
Allocations	591,456	1,135,078	1,128,952
Sub-Total before Admin Costs	**13,555,037**	**17,607,316**	**16,269,959**
Administrative Costs	482,806	586,970	621,413
TOTAL EXPENSE	**14,037,843**	**18,194,286**	**16,891,372**

November 2008

ENERGY EFFICIENCY 2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

PROGRAM: MARKET TRANSFORMATION NORTHWEST ENERGY EFFICIENCY ALLIANCE (NEEA) **SECTOR: RESIDENTIAL**

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 residential market sector to acquire cost-effective savings while creating sustainable and efficient purchasing patterns among consumers**.**

PROGRAM STRATEGY:

1. Leverage Energy Trust and NEEA programs to increase delivery support and program incentive offerings.
2. Coordinate marketing efforts in areas where there are complementary NEEA and Energy Trust initiatives, in particular, ENERGY STAR New Homes.
3. Work with residential program staff to develop new residential initiatives that provide cost-effective market transformation results.
4. Continue the expansion of the market share of ENERGY STAR Northwest Homes, while exploring possibilities for more advanced efficient homes.

2009 ACTIONS:

1. Run regional promotions of ENERGY STAR New Homes in coordination with utility and public purpose provider (including Energy Trust) rebates.
2. NEEA will conduct a pilot project to evaluate market acceptance and energy savings from ductless heat pumps retrofit and homes with electric resistance heat. NEEA will coordinate with ETO and other regional utilities on contractor training, manufacturer promotions, customer information, and a range of evaluation activities to assess market barriers and opportunities as well as technical performance
3. Initiate an impact evaluation that will provide an analysis of actual realized savings per ENERGY STAR new home, based on homes constructed in 2006-2007. It is assumed that residential new construction building characteristics study will serve as a baseline for this impact evaluation. (Energy Trust will leverage their evaluation on this effort.)
4. Work with residential program staff to identify new opportunities in residential market transformation efforts.
5. Coordinate Energy Trust program operations with NEEA regional initiatives to maximize overall program effectiveness.

2010 PLANNED ACTIVITIES:

1. Continue efforts to drive regional progress toward adoption of homes certified to the Northwest ENERGY STAR standards. 2009 activities will likely involve raising the Energy Star spec to 15% above the 2008 Oregon code and continuing high performance homes efforts.
2. Continue to invest in the new residential market transformation opportunities identified in late 2007/early 2008.
3. NOTE: 2010 and beyond initiatives are dependent upon refunding and prioritization within NEEA's business plan for 2010-2014.

TARGETS:

	Annual Expense ($M)			Electric Savings			
				Goal aMW		Levelized Cost ($/kWh)	
Year	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch
2008 Full-Year Forecast	$ 0.8		$ 0.8	5.62		$0.003	
2009 Proposed Budget	$ 0.9		$ 0.9	3.48	4.64	$0.005	$0.003
2010 Projection	$ 0.9		$ 0.9	3.48	4.64	$0.005	$0.003

(see budget details on reverse)

The Energy Trust of Oregon, Inc
2009 Draft Budget
Mkt Transformation (NEEA) - Residential

	2008 Forecast	2009 Budget	2010 Projection
Delivery Costs			
Program Delivery	$757,471	$803,944	$803,944
Total Delivery Costs	**757,471**	**803,944**	**803,944**
Program Mgmt Expenses	**757,471**	**803,944**	**803,944**
ETO expenses			
Staffing	3,035	7,009	7,429
Allocations	26,136	40,953	40,131
Sub-Total before Admin Costs	**786,642**	**851,905**	**851,504**
Administrative Costs	28,019	28,400	32,522
TOTAL EXPENSE	**814,661**	**880,305**	**884,026**

November 2008

EnergyTrust of Oregon, Inc.

RENEWABLE ENERGY 2009-2010 DRAFT ACTION PLAN/BUDGET

PROGRAM: **BIOPOWER**

PURPOSE: Acquisition of significant amounts of renewable energy from wood-fired and other biomass generation; and development of markets for less mature energy resources such as dairy manure and forest biomass.

PROGRAM STRATEGY:

1. Perform targeted market analyses where necessary to fill in knowledge gaps.
2. Increase generation at waste water treatment plants by supporting initiatives to utilize excess digester capacity.
3. Expand the Dairy Initiative to include anaerobic digestion of all agricultural residues with particular focus on projects that address existing environmental challenges.
4. Focus on long term opportunities in wood products industries to replace natural gas usage with local wood waste resources to expand renewable generation.
5. Target feasibility funding to projects that expand fuel supply, support innovative waste management solutions and address current environmental issues.
6. Remain engaged in forest biomass development, participating in state and regional initiatives that support expanding this resource.
7. Expand technical and financial support for the utility interconnection process.

2009 ACTIONS:

1. Begin commercial operation of Warm Springs Biomass project.
2. Develop expanded generation capacity at two waste water treatment plants utilizing co-digestion of multiple waste streams.
3. Target project opportunities in the wood products and pulp and paper industries identified in the woody biomass study being completed.
4. Continue to develop the pipeline of future projects that can be ready when markets improve.
5. Support the developing market trend toward co-digestion of agricultural wastes and third party ownership models to develop agriculture and dairy projects. Prioritize projects that provide significant environmental and economic benefits to the state (grass seed, animal mortality).
6. Direct resources to aid project developers in navigating the interconnection process. This process is highly technical, expensive and time consuming part of the project development process.
7. Commit funding for up to 6 projects and 12 feasibility studies.

2010 ACTIONS:

1. Develop roles to support expanding the access to forest biomass through stewardship contracts, forest health initiatives and fuel reduction strategies.
2. Support expanded applications of anaerobic digestion to including the feasibility of Integrated Bioenergy Business Parks.

TARGETS:

Year	Annual Electric Activity $M	Energy Generation								
		aMW			MWh			$M/aMW		
2008 Full-Year Forecast	$9.3	10.74			94,079			$0.87		
2009 Proposed Budget	$4.9	5.87	-	13.65	51,421	-	119,583	$0.83	-	$0.36
2010 Projection	$4.8	2.23	-	6.57	19,534	-	57,528	$2.17	-	$0.74

Note: Budget figures include dedicated funds

(see budget details on reverse)

RENEWABLE ENERGY 2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

The Energy Trust of Oregon, Inc
2009 Draft Budget
Biopower

	2008 Forecast	2009 Budget	2010 Projection
Program Mgmt Expenses			
Incentives	$1,698,925	$2,463,800	$11,300,000
Total Program Mgmt Expenses	**1,698,925**	**2,463,800**	**11,300,000**
ETO expenses			
Staffing	148,340	236,332	250,512
Marketing	22,163	120,000	160,825
Other Services	264,304	450,050	302,845
General	15,268	21,500	19,575
Allocations	104,497	185,509	183,638
Sub-Total before Admin Costs	**2,253,497**	**3,477,192**	**12,217,395**
Administrative Costs	80,266	115,918	466,630
TOTAL EXPENSE, Accounting Perspective	**2,333,763**	**3,593,110**	**12,684,024**
Plus/minus Dedicated Funds committed for future yrs	7,013,800	1,261,199	(7,850,000)
TOTAL EXPENSE, Action Plan Perspective	**9,347,563**	**4,854,309**	**4,834,024**

November 2008

RENEWABLE ENERGY 2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

PROGRAM: OPEN SOLICITATION

PURPOSE: 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. Contributes to Energy Trust strategic goals 2, 3 and 5.

PROGRAM STRATEGY:

1. Focus on outreach and lead generation, particularly for municipal hydro projects.
2. Make funds available for feasibility studies to develop future projects. When possible, help customer's access feasibility funds available from other sources, including the State of Oregon and USDA.
3. Complete an assessment of hydropower resources with the goal of determining the desirability of creating a stand-alone hydro program.
4. Assist selected applicants in further developing proposals.
5. Offer a program to help ensure that eligible good ideas do not "fall through the cracks."
6. Provide opportunities for small-scale geothermal.

2009 ACTIONS:

1. Complete the 4 approved projects.
2. Evaluate project applications.
3. Provide assistance to municipalities in the PGE service territory in applying for state feasibility study funding, targeting five communities. Expand program to include PAC communities.
4. Examine barriers that get in the way of completed feasibility studies leading to project applications. Examine the possibility of changing the OSP application process.
5. Use results of hydropower resource assessment to determine the feasibility and desirability of creating a stand-alone hydro program and to refine outreach efforts.
6. Continue outreach and communication work to municipalities to build the pipeline and to make sure we are aware of projects that may be coming in. Link efforts with EE programs to develop joint energy 'packages.'
7. Conduct workshops for rural small businesses to assist them in applying for USDA renewable energy project funding.
8. Provide assistance to potential project developers where project idea shows promise.

2010 PLANNED ACTIVITIES:

1. Fund projects that result from feasibility studies conducted in 2008 and 2009.
2. Provide assistance to municipalities in applying for state feasibility study funding. Make a determination as to whether the initiative will be useful in 2011.
3. Continue outreach and communication work to municipalities to build the pipeline and to make sure we are aware of projects that may be coming in.
4. Provide assistance to potential project developers where project idea shows promise.

TARGETS:

Year	Annual Electric Activity $M	Energy Generation								
		aMW			MWh			$M/aMW		
2008 Full-Year Forecast	$11.4	2.22			19,440			$5.13		
2009 Proposed Budget	$3.6	0.45	-	0.69	3,905	-	6,007	$8.04	-	$5.23
2010 Projection	$3.4	0.68	-	1.05	5,979	-	9,198	$5.00	-	$3.25

Note: Budget figures include dedicated funds

(see budget details on reverse)

The Energy Trust of Oregon, Inc
2009 Draft Budget
Open Solicitation

	2008 Forecast	2009 Budget	2010 Projection
Program Mgmt Expenses			
Program Delivery	$5,000	$40,000	$20,000
Incentives	2,801,869	4,871,386	6,852,000
Total Program Mgmt Expenses	**2,806,869**	**4,911,386**	**6,872,000**
ETO expenses			
Staffing	171,412	262,194	277,926
Marketing	15,042	22,600	23,278
Other Services	237,205	367,250	207,928
General	11,493	52,500	40,150
Allocations	103,680	203,947	202,638
Sub-Total before Admin Costs	**3,345,701**	**5,819,877**	**7,623,920**
Administrative Costs	119,168	194,016	291,187
TOTAL EXPENSE, Accounting Perspective	**3,464,869**	**6,013,892**	**7,915,107**
Plus/minus Dedicated Funds committed for future yrs	7,929,386	(2,429,386)	(4,500,000)
TOTAL EXPENSE, Action Plan Perspective	**11,394,255**	**3,584,506**	**3,415,107**

November 2008

RENEWABLE ENERGY 2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

PROGRAM: **SOLAR ELECTRIC (PHOTOVOLTAIC)**

PURPOSE: Develop the solar electric market for all sectors in Oregon by expanding participation, providing quality standards and ensuring there is a strong qualified installer base for consumers. Contributes to Energy Trust goals 2, 3 and 5.

PROGRAM STRATEGY:

1. Balance opportunities and risks presented by the many uncertainties in the PV market.
2. Be flexible between residential and commercial opportunities as tax policies evolve.
3. Plan for ITC to expire in 2008 and be renewed mid-2009, creating a push in the second part of the year and a need to have potential projects fully ready in the first part of the year.
4. Meet similar level of activity of 2008 in 2009.
5. Prepare for budget decline in 2010.
6. Continue to support 3rd party ownership models for commercial, government and residential systems.
7. Foster continuous improvement in installation quality.
8. Encourage solar in new residential and commercial construction.

2009 ACTIONS:

1. Adjust incentives to manage market uncertainties:
   a) Design multi-site incentive structure to drive or limit demand as needed.
   b) Expand cap for standard commercial incentive beyond 100 kW to attract more investors and streamline the approval process for larger projects.
   c) Offer temporary bridge incentive for residential systems to fill gap of lost ITC.
2. Cross-promote solar with energy efficiency programs:
   a) Promote low-interest loans for EE and solar measures.
   b) Offer residential solar home reviews in addition to EE's home energy audits.
   c) Align solar incentives with EE incentives for new homes based on Energy Performance Score and ODOE's High Performance Homes tax credits for homebuilders.
   d) Align solar incentives with EE incentives for Net Zero Energy commercial buildings pilot.
3. Foster development and delivery of solar installation training opportunities for new entrants.
4. Support municipalities issuing solar RFPs, leverage the high visibility of those projects.
5. Facilitate incentives for 3rd party-owned residential systems.

2010 PLANNED ACTIVITIES:

1. Lower incentive rate to manage demand for a small budget.
2. Leverage declining PV costs and rising energy prices.
3. Encourage project models that don't require Energy Trust incentives.
4. Help projects apply for federal grants.

TARGETS:

Year	Annual Electric Activity $M	Energy Generation		
		aMW	MWh	$M/aMW
2008 Full-Year Forecast	$8.3	0.61	5,340	$13.54
2009 Proposed Budget	$10.3	0.56 - 0.75	4,909 - 6,545	$18.29 - $13.72
2010 Projection	$10.9	0.59 - 0.79	5,205 - 6,940	$18.31 - $13.73

Note: Budget figures include dedicated funds

(see budget details on reverse)

The Energy Trust of Oregon, Inc
2009 Draft Budget
Solar Electric (Photovaltaic)

	2008 Forecast	2009 Budget	2010 Projection
Program Mgmt Expenses			
Program Delivery	$64,427	$70,000	$70,000
Incentives	4,650,312	10,782,680	9,337,500
Total Program Mgmt Expenses	**4,714,738**	**10,852,680**	**9,407,500**
ETO expenses			
Staffing	343,264	288,122	305,410
Marketing	214,715	278,509	303,874
Other Services	184,761	387,851	104,079
General	73,342	61,900	54,827
Allocations	192,317	302,715	301,789
Sub-Total before Admin Costs	**5,723,137**	**12,171,777**	**10,477,480**
Administrative Costs	203,848	405,767	400,175
TOTAL EXPENSE, Accounting Perspective	**5,926,985**	**12,577,544**	**10,877,655**
Plus/minus Dedicated Funds committed for future yrs	2,326,000	(2,326,000)	-
TOTAL EXPENSE, Action Plan Perspective	**8,252,985**	**10,251,544**	**10,877,655**

November 2008

RENEWABLE ENERGY 2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

PROGRAM: **UTILITY-SCALE PROJECTS**

PURPOSE: **Large-scale acquisition**

PROGRAM STRATEGY:

1. Phase out the program per SB 838 and focus on projects of 20 MW and less.

2009 ACTIONS:

1. Finish out current funding for GoodNoe Hills wind project including reporting, review and inspection obligations.
2. Monitor Combine Hills, Biglow Canyon and GoodNoe Hills wind projects over time.
3. Fulfill ongoing reporting responsibilities.

2010 PLANNED ACTIVITIES:

1. Monitor projects over time.
2. Fulfill ongoing reporting responsibilities.

TARGETS:

Year	Annual Electric Activity $M	Energy Generation		
		aMW	MWh	$M/aMW
2008 Full-Year Forecast	$4.6	30.10	263,676	$0.15
2009 Proposed Budget	$0.1	0.00 - 0.00	- - -	- - -
2010 Projection	$0.0	0.00 - 0.00	- - -	- - -

Note: Budget figures include dedicated funds

	2008 Forecast	2009 Budget	2010 Projection
Program Mgmt Expenses			
Incentives	$1,586,030	$2,932,000	
Total Program Mgmt Expenses	**1,586,030**	**2,932,000**	
ETO expenses			
Staffing	20,894		
Other Services	29,081	22,000	11,750
General	475	2,000	2,000
Allocations	1,230		
Sub-Total before Admin Costs	**1,637,709**	**2,956,000**	**13,750**
Administrative Costs	58,332	98,543	525
TOTAL EXPENSE, Accounting Perspective	**1,696,041**	**3,054,543**	**14,275**
Plus/minus Dedicated Funds committed for future yrs	2,932,000	(2,932,000)	-
TOTAL EXPENSE, Action Plan Perspective	**4,628,041**	**122,543**	**14,275**

November 2008

RENEWABLE ENERGY 2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

PROGRAM: **WIND**

PURPOSE: Expansion of the opportunities for wind from the current market models, expanding markets to bring development and construction of distributed generation and projects of varying, smaller sizes and alternative ownership models. Contributes to Strategic Plan goals 3, 4, 5 & 6.

PROGRAM STRATEGY:

1. Confirm sufficient wind resources through anemometer loans and support for Oregon State University's wind monitoring lab.
2. Provide simplified wind resource tool for easier evaluation of small wind opportunities.
3. Continue a standard incentive offer for small wind to seed market development.
4. Build the pipeline of future projects, partnering with USDA on feasibility grants and analyses.
5. Break down knowledge barriers by providing consolidated, Oregon-specific information for project sponsors.
6. Expand the technology choices for wind to better match equipment to the resource and circumstance

2009 ACTIONS:

1. Provide incentives for 5-10 small wind projects.
2. Test opportunities to deploy re-conditioned turbines.
3. Evaluate the effectiveness of using wind map data for evaluating wind resources for small wind.
4. Expand the number of small wind contractors participating in the Small Wind Trade Ally network.
5. Evaluate the new, small wind turbines to see if more types can meet program requirements
6. Hold 2-3 Small Wind Trade Ally training sessions.
7. Hold 2-3 Small Wind Trade Ally technical training sessions.
8. Hold 2-3 Small Wind Workshops to give information for interested participants
9. Be open to a community wind projects that can secure turbines and financing.
10. Continue the expanded anemometer loan program to support community wind with data analysis and taller anemometers for the tier-two projects from the 2006 RFP.
11. Provide support for additional feasibility studies to continue building the pipeline of potential Community Wind projects.
12. Continue to partner with ODOE to gain federal co-funding of projects and studies.
13. Partner with Oregon farm groups and state agencies to co-promote the program.
14. Address transmission and distribution barriers to bring BPA and Co-op wind resources to PGE.
15. Continue providing the industry with support to address interconnection issues.

2010 PLANNED ACTIVITIES:

1. Continue to grow the small-scale, on-site generation program.
2. Implement program revisions based on 2008/2009 experience.
3. Continue a low level of support for community wind projects until turbine markets are more advantageous.
4. Bring projects to fruition that were proposals in 2008 and 2009.

TARGETS:

Year	Annual Electric Activity $M	Energy Generation								
		aMW			MWh			$M/aMW		
2008 Full-Year Forecast	$0.6	0.01			87			$64.89		
2009 Proposed Budget	$4.4	0.71	-	1.01	6,178	-	8,825	$6.29	-	$4.40
2010 Projection	$2.3	0.23	-	0.33	2,015	-	2,879	$10.06	-	$7.04

Note: Budget figures include dedicated funds

(see budget details on reverse)

The Energy Trust of Oregon, Inc
2009 Draft Budget
Wind

	2008 Forecast	2009 Budget	2010 Projection
Program Mgmt Expenses			
Program Delivery	$63,604	$10,000	
Incentives	149,045	3,483,600	1,461,000
Total Program Mgmt Expenses	**212,649**	**3,493,600**	**1,461,000**
ETO expenses			
Staffing	163,095	203,490	215,700
Marketing	10,400	19,500	20,085
Other Services	76,635	443,250	347,000
General	11,565	25,500	24,020
Allocations	95,131	162,040	160,720
Sub-Total before Admin Costs	**569,474**	**4,347,380**	**2,228,525**
Administrative Costs	20,284	144,927	85,116
TOTAL EXPENSE, Accounting Perspective	**589,758**	**4,492,308**	**2,313,641**
Plus/minus Dedicated Funds committed for future yrs	57,600	(57,600)	-
TOTAL EXPENSE, Action Plan Perspective	**647,358**	**4,434,708**	**2,313,641**

2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

DEPARTMENT: **PLANNING AND EVALUATION** **ALL PROGRAMS**

PURPOSE: To provide strategic and quantitative planning, reporting, and evaluation for Energy Efficiency and Renewable Resources. Contributes to all Energy Trust Strategy goals.

STRATEGY:

1. Assess and prioritize new ideas and directions for meeting the evolving efficiency and renewable energy missions.
2. Increase program success by developing and coordinating enhanced market research capabilities.
3. Provide program design staff with expert feedback to enhance programs from evaluations and market studies.
4. Expand the list of qualifying prescriptive measures, including an increasing number of technology field tests.
5. Develop innovative initiatives that will bring new opportunity in 5-20 years.
6. Work closely with utilities, BPA and others on regional initiatives that increase delivered savings in areas served by the Energy Trust.
7. Support utility resource assessment and integrated resource planning to align Energy Trust activities with utility resource plans and funding.
8. With utilities, explore and coordinate community-based efficiency opportunities and EE/RE options to defer transmission and distribution investments.

2009 ACTIONS:

1. Work with utilities to streamline access to customer information.
2. Refine and apply market intelligence and demographic data sets for help target programs.
3. Develop customer preference data that can be linked to demographics to improve sales effectiveness.
4. Support and coordinate program-initiated market research focused on refining customer offerings and messaging.
5. Refine understanding of renewable markets, resource potential, and program influence.
6. Continue to use evaluations as pivotal market intelligence assets and to report accomplishments and refine programs.
7. Work regionally and nationally to harmonize approaches to markets and bring important new technologies forward.
8. Complete market transformation analyses for additional markets to assess the relationship between Energy Trust actions and market transformation savings.
9. Enhance cost-effectiveness framework to incorporate more current avoided costs and a better understanding of energy efficiency influence on peak loads, and the hedge value of natural gas savings in reducing costs and volatility.

2010 PLANNED ACTIVITIES:

- Focus on market acceleration and more hard-to-reach markets.

SCHEDULED EVALUATIONS:

	IMPACT	PROCESS	MARKET ASSESSMENT
ENERGY EFFICIENCY			
Business Energy Solutions – Existing Buildings	Q4-2008 & Q2-2009	Q4-2008	
Business Energy Solutions – New Buildings	Q4-2008 & Q2-2009	Q4-2008	
Production Efficiency	Q2-2009 Q2-2010	Q2-2009	
Home Energy Solutions – Existing Homes	Q3-2009	Q3-2009	
Home Energy Solutions – New Homes & Products			
New Homes		Q4-2009	
Products		Q4-2009	
RENEWABLES			
Biopower			
Open Solicitation			
Solar Electric			
Utility-Scale			
Wind		Q3-2009	

2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

TARGETS:

Year	Annual Expense ($M)
2008 Full-Year Forecast	$ 2.7
2009 Proposed Budget	$ 4.2
2010 Projection	$ 4.4

The Energy Trust of Oregon, Inc
2009 Draft Budget
Planning & Evaluation

	2008 Forecast	2009 Budget	2010 Projection
Program Specific P&E			
Evaluation Services	$1,106,666	$1,630,000	$1,775,000
Planning Services	349,566	357,750	395,500
Other	1,896		
Total Program Specific P&E	**1,458,129**	**1,987,750**	**2,170,500**
Non Program Specific P&E			
Evaluation Services	198,704	773,000	673,000
Planning Services	87,622	208,000	173,000
Staffing	706,408	825,463	874,991
Other Services	23,794		
General	36,707	102,285	137,285
Allocations	190,527	344,303	347,111
Total Non Program Specific P&E	**1,243,761**	**2,253,051**	**2,205,387**
GRAND TOTAL	**2,701,890**	**4,240,802**	**4,375,887**

November 2008

2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

DEPARTMENT: **COMMUNICATIONS & OUTREACH**

PURPOSE: Outreach and communications activities support general and cross-program Energy Trust needs. Program-specific activities are reflected in program budgets. The 2008 budget provides for staff, services and materials necessary for general outreach and communications. These activities contribute to all strategic goals.

STRATEGY:

1. Expand utility collaboration to reach their customers with Energy Trust program messages.
2. Leverage resources and impacts by sponsoring outreach events in cooperation with peer and stakeholder organizations.
3. Position Energy Trust as a trusted energy resource through story placements and advertising in Oregon media outlets.
4. Leverage relationships with associations representing niche market groups to reach prospective customers.
5. Accelerate communication support to meet growing demands with new contractors.
6. Upgrade website design, content and usability and implement e-mail customer relationship management based on findings of 2008 web usability study.
7. Control website and publication costs by supplementing staff resources with free-lance contractors.
8. Facilitate development of comprehensive program communication plans to ensure integrated outreach.
9. Offer excellent customer service through call centers and email.
10. Sustain Energy Trust trade ally network and improve both efficiency and service.
11. Build community relationships by developing community energy project(s) with utilities, cities and other stakeholders.
12. Apply market research results to refine strategies for program outreach to prospective participants.

2009 ACTIONS:

1. Design, review, approve and track Energy Trust communication and marketing activities across all programs.
2. Promote cross-program communications and outreach strategies such as Better Living Show, Energy Performance Score.
3. Manage Energy Trust media relations on behalf of all programs; produce or support media events.
4. Continue "Solutions" media campaign launched in fall 2008 and plan new campaign (or collaborate on regional campaign) for fall/winter 2009-10.
5. Provide non-PMC programs (renewables and production efficiency) with all marketing and communication services.
6. Manage upgrade of architecture, content and look, and ensure accuracy and usability of www.energytrust.org.
7. Expand and maintain image library and quotation data base of representative Energy Trust projects.
8. Produce and disseminate public annual report; help prepare quarterly reports and other special reports.
9. Initiate ongoing communications with customers ("customer relationship management") through e-channels, including web, monthly e-newsletter SYNERGY (general audience) and bimonthly INSIDER (trade allies).
10. Support annual publications such as Green + Solar Building Oregon and Green Living.
11. Sustain and further develop cooperative relationships with utilities, Oregon Department of Energy and other stakeholder and peer groups, coordinating development of co-branded materials and joint outreach/communications initiatives.
12. Participate in community activities and organizations through sponsorships and other collaborations.
13. Complete and begin evaluating Corvallis Energy Challenge; plan and launch 1-2 additional community energy pilots.
14. Coordinate stakeholder and special group outreach by all programs and PMCs.
15. Manage services provided by contracted creative and public relations professionals to programs.
16. Update marketing and communications guidelines to ensure consistent look and feel in all Energy Trust material.
17. Support trade allies through training; coordinate with PMC TA managers; apply findings from annual trade ally survey.
18. Provide customer support through oversight of call center operations; work with utilities on service enhancements.
19. Team with evaluation group to conduct market research and focus groups to refine market segmentation and messaging.

2010 PLANNED ACTIVITIES:

- No major changes planned for 2010

TARGETS:

Year	Annual Expense ($M)
2008 Full-Year Forecast	$ 1.0
2009 Proposed Budget	$ 1.3
2010 Projection	$ 1.4

(see budget on reverse side of page)

2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

The Energy Trust of Oregon, Inc
2009 Draft Budget
Communications & Outreach

	2008 Forecast	2009 Budget	2010 Projection
Staffing	**$341,501**	**$566,862**	**$600,873**
Marketing			
Public Rel/Creative	18,882	30,000	30,900
Creative Services	43,000	50,750	52,272
Media Advertising	59,012	53,050	54,642
Events Co-Sponsor	20,026	16,000	16,480
Total Marketing	**140,919**	**149,800**	**154,294**
Services			
Evaluation and Planning Services	1,505	2,816	2,757
Website Design & Maintenance	161,920	125,500	129,265
Other Professional Services	110,240	85,300	87,859
Total Other Services	**273,665**	**213,616**	**219,881**
General			
General Program Support Costs	81,560	83,600	86,108
Shared	26,832	51,070	52,632
IT Services	98,760	238,022	238,436
Total General	**207,152**	**372,693**	**377,176**
TOTAL EXPENSE (Note 1)	**963,238**	**1,302,971**	**1,352,224**

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

November 2008

2009-2010 DRAFT ACTION PLAN/BUDGET

DEPARTMENT: MANAGEMENT AND GENERAL ALL PROGRAMS

PURPOSE: To provide overall management, direction and resources in support of ETO strategies and operations. Contributes to all strategic goals.

STRATEGY:

1. Create and maintain a highly efficient internal organization that provides excellent guidance, resources and operational processes for the Energy Trust board, staff and stakeholders.
2. Enhance internal and external reporting processes to provide all stakeholders with timely and transparent information relating to Energy Trust activities.
3. Ensure that all financial data and operational systems are operating effectively and securely and are producing highly reliable and timely information.
4. Ensure that all contracts, employee relations and general operations are conducted in compliance with all applicable laws and regulations.
5. Ensure Energy Trust staff receives training and resources to foster continued maximum performance and career development goals.
6. Provide infrastructure to allow for adaptive management at all levels.

2009 ACTIONS:

1. Achieve unqualified audit opinion for 2007 from independent CPA firm
2. Continue to enhance systems via process improvements, designed with flexibility and transparency in mind
    - Re-evaluate potential "fixes" for Great Plains accounting software
    - Evaluate alternative accounting packages, if needed
    - Evaluate alternative budgeting/forecasting tools
    - Evaluate alternative contract management systems
    - Develop and initiate implementation plans for changes to systems
3. Improve internal financial systems by investing in software development to improve reporting and monitoring capabilities, especially for external financial reporting and internal contract tracking.
4. Implement new staffing plan and incorporate corresponding regulation changes
5. Assess and analyze all the internal control processes of the Energy Trust and its data integration points with contractors.
6. Invest in employee leadership and management training, reinforcing behaviors consistent with ETO values, improving communication and maintaining desirable culture and positive morale.
7. Enhance the performance review and work plan process for 2007 to reward individual performance and encourage teamwork.
8. Develop training plan based on needs and career goals identified during performance review process.
9. Achieve both PUC and JLAC/PUC performance measures for Administrative plus Program Support Costs.

2010 PLANNED ACTIVITIES:

- *Manage growth in demand with leveling of resources*
- *Facilitate completion of the five-year Management Audit*

TARGETS:

Year	Annual Expense ($M)
2008 Full-Year Forecast	$ 1.8
2009 Proposed Budget	$ 2.8
2010 Projection	$ 2.9

(see budget on reverse side of page)

2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

The Energy Trust of Oregon, Inc
2009 Draft Budget
Management and General

	2008 Forecast	2009 Budget	2010 Projection
Staffing	**$1,143,234**	**$1,504,476**	**$1,588,768**
Services			
Evaluation and Planning Services	15,876	28,163	27,567
Legal Services	18,530	35,000	36,050
Accounting Services	119,204	46,000	47,380
Other Professional Services	91,780	421,860	430,821
Total Services	**245,389**	**531,023**	**541,818**
General			
General Program Support Costs	116,211	242,302	239,741
Shared	72,310	109,361	112,706
IT Services	190,762	382,279	382,943
Total General	**379,283**	**733,942**	**735,390**
TOTAL EXPENSE (Note 1)	**1,767,907**	**2,769,441**	**2,865,976**

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

November 2008

2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

DEPARTMENT: INFORMATION TECHNOLOGY ALL PROGRAMS

PURPOSE: To deliver value to the Energy Trust organization and our end customers through reliable and efficient information technology applications, effective project management practices and efficient and effective business processes helping strengthen Energy Trust program management contributing to all strategic goals.

STRATEGY:

1. Improve customer service to and enhance the experience of our internal clients and external customers.
2. Strengthen and streamline core business applications.
3. Ensure a stable, reliable, and secure technology environment.
4. Enhance the effectiveness of technology investments.

2009 ACTIONS:

Improve customer service

1. Enhance the end customer experience by simplifying and evolving ETO participant forms, web versions and application processes.
2. Enhance the end user experience with self service reporting and analysis capabilities both internally and on the web.
3. Improve IT transparency by implementing customer service and performance metrics, improving status reporting and continuing to establish service level agreements (SLAs).
4. Start implementation of improved IT service management best practices using the Information Technology Infrastructure Library (ITIL) framework.
5. Facilitate the IT Advisory Committee as a forum to foster innovative ideas and strategic direction.

Strengthen and streamline core business applications

1. Streamline core business and systems processes by analyzing gaps and implementing changes in the key business processes and applications.
2. Evolve systems to meet changing business requirements and to make them more flexible, usable, re-usability and enabling web-based user access.
3. Enhance systems to improve efficiency and integration, automate data capture, and meet changing business requirements.

Ensure a stable, reliable, and secure environment

1. Develop a Technical Architecture Roadmap to ensure as technology evolves that systems continue to meet the business needs, are easily maintainable and are technically up to date.
2. Evolve the security of our systems to provide more sophisticated protection of confidential information.
3. Evolve automated system monitoring and alerts to improve systems reliability and up time.
4. Improve technology refresh cycles to assure efficient and reliable operation of equipment and software.
5. Ensure that systems can be recovered in event of a disaster.
6. Strengthen IT change management, policies and procedures,

Enhance the effectiveness of technology investments

1. Evolve project management practices to improve the quality and on time, on budget delivery of projects.
2. Strengthen the alignment of IT to the Energy Trust business strategies and long term needs and evolve the IT strategic plan.
3. Evolve the IT Steering Committee and governance processes to ensure appropriate alignment of IT resources with the key business strategies and objectives.
4. Strengthen the IT organizational structure through investments in professional development and training.

2010 PLANNED ACTIVITIES:

1. Complete implementation of an enterprise information system selected in 2009.
2. Continued roll out of Incentive applications on the web.
3. Continued roll out of data marts for business intelligence.

TARGETS:

Year	Annual Expense ($M)
2008 Full-Year Forecast	$ 1.7
2009 Proposed Budget	$ 3.8
2010 Projection	$ 3.8

(see budget on reverse side of page)

2009-2010 DRAFT ACTION PLAN/BUDGET

EnergyTrust of Oregon, Inc.

The Energy Trust of Oregon, Inc
2009 Draft Budget
Informational Technology

	2008 Forecast	2009 Budget	2010 Projection
Staffing	**$807,281**	**$1,140,266**	**$1,208,682**
Services			
Other Professional Services	567,286	1,818,340	1,540,270
Total Services	**567,286**	**1,818,340**	**1,540,270**
General			
General Program Support Costs	271,766	750,810	963,733
Shared	70,959	109,942	113,305
Total General	**342,725**	**860,752**	**1,077,038**
TOTAL EXPENSE (Note 1)	**1,717,292**	**3,819,358**	**3,825,990**

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

The Energy Trust of Oregon
Capital Purchases

	2008 budget	2009 budget	2010 projection
Technology Refresh			
Server upgrades and replacement	60,000	66,000	72,000
Network Switch Replacement	10,000	-	-
Firewall Replacement	10,000	-	-
Accounting/CRM/ERP Software	200,000	1,250,000	-
CRM Software	75,000	-	-
Server for Address Normalization	-	7,000	-
Servers for growth	-	28,000	30,000
Business Objects upgrade (no charge)	-	-	-
New storage solution - NAS/SAN/EMC	-	20,000	-
Metadata Software	-	80,000	-
Disaster Recovery - Hardware and Software	-	7,000	10,000
Infrastructure change monitoring software (Trip Wire)	-	7,000	-
Development environment improvements (hardware and software)	-	9,500	-
Total capital purchases	355,000	1,474,500	112,000

2010 Projection Recap - Round 1: BALANCED

PROGRAM	BUDGET ($M)			ELECTRIC SAVINGS[1]				GAS SAVINGS[1]			
				GOALS aMW		COST Levelized ($/kWh)		GOALS Annual Therms		COST Levelized ($/Therm)	
	ELECTRIC	GAS	TOTAL	Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal
ENERGY EFFICIENCY											
Commercial											
Business Energy Solutions – Existing Buildings	12.7	1.6	14.3	5.57	7.42	0.028	0.021	360,000	480,000	0.423	0.317
Business Energy Solutions – New Buildings	12.0	1.3	13.3	3.08	4.11	0.039	0.029	265,500	354,000	0.434	0.325
Mkt Transformation (Alliance)	1.6	0.0	1.6	0.19	0.25	0.093	0.070	NA			
Total Commercial	**26.3**	**2.9**	**29.1**	**8.8**	**11.8**	**0.033**	**0.025**	**625,500**	**834,000**	**0.426**	**0.319**
Industrial											
Production Efficiency	17.0	0.2	17.2	6.68	8.90	0.036	0.027	36,750	49,000	0.710	0.533
Mkt Transformation (Alliance)	1.0	0.0	1.0	0.80	1.07	0.018	0.013	NA			
Total Industrial	**17.9**	**0.2**	**18.2**	**7.5**	**10.0**	**0.034**	**0.026**	**36,750**	**49,000**	**0.710**	**0.533**
Residential											
Home Energy Solutions – Existing Homes	9.7	6.1	15.8	1.88	2.51	0.045	0.033	473,250	631,000	0.868	0.651
Home Energy Solutions – New Homes & Products	14.8	2.1	16.9	4.28	5.71	0.063	0.047	90,000	120,000	1.740	1.305
Mkt Transformation (Alliance)	0.9	0.0	0.9	3.48	4.64	0.005	0.003	NA			
Total Residential	**25.3**	**8.3**	**33.6**	**9.6**	**12.9**	**0.037**	**0.028**	**563,250**	**751,000**	**0.994**	**0.746**
Total Energy Efficiency	**$69.5**	**$11.4**	**$80.9**	**26.0**	**34.6**	**0.035**	**0.026**	**1,225,500**	**1,634,000**	**0.751**	**0.541**

	BUDGET ($M)			ELECTRIC GENERATION[1]			
				GOALS aMW		COST ($mils/ aMW)	
	ELECTRIC	GAS	TOTAL	Conservative	Best Case	Conservative	Best Case
RENEWABLE RESOURCES[2]							
Biopower	4.8		4.8	2.23	6.57	2.17	0.74
Open Solicitation	3.4		3.4	0.68	1.05	5.00	3.25
Solar Electric	10.9		10.9	0.59	0.79	18.31	13.73
Utility-Scale	0.0		0.0	0.00	0.00	na	na
Wind	2.3		2.3	0.23	0.33	10.06	7.04
Total Renewable Resources	**$21.5**		**$21.5**	**3.7**	**8.7**	**5.74**	**2.46**

Evaluation schedule can now be viewed on the Planning & Evaluation One-Pager under "Other Programs."

[1] some columns may not add due to rounding

[2] Budget amounts for Renewable Resources are activity based and include dedicated funds

The Energy Trust of Oregon, Inc
Year to Date by Program / Service Territory
For the Twelve Months Ending December 31, 2010
Draft Projection 2010-P-01 - "balanced" scenario restricted to available resources

	ENERGY EFFICIENCY					RENEWABLE ENERGY				TOTAL
	PGE	PacifiCorp	NW Natural	Cascade	Total	PGE	PacifiCorp	Total	Other	All Programs
REVENUES										
Public Purpose Funding	$43,701,703	$25,950,652	$10,786,625	$1,358,830	$81,797,811	$8,993,967	$5,394,454	$14,388,421		$96,186,231
Revenue from Investments									300,000	300,000
TOTAL PROGRAM REVENUE	43,701,703	25,950,652	10,786,625	1,358,830	81,797,811	8,993,967	5,394,454	14,388,421	300,000	96,486,231
EXPENSES										
Program Management (Note 3)	2,125,481	1,205,234	653,148	91,669	4,075,532	701,326	348,222	1,049,548	-	5,125,081
Program Delivery	11,636,413	7,509,515	2,390,882	317,331	21,854,141	61,100	28,900	90,000	-	21,944,144
Incentives	21,363,930	11,935,897	4,314,245	584,661	38,198,733	19,979,360	8,971,140	28,950,500	-	67,149,231
Program Eval & Planning Svcs.	2,022,429	1,128,961	543,263	69,644	3,764,296	392,956	185,553	578,509	-	4,342,806
Program Marketing/Outreach	2,585,816	1,340,293	893,592	106,757	4,926,458	428,454	142,952	571,406	-	5,497,865
Program Legal Services	-	-	-	-	-	25,571	9,430	35,001	-	35,000
Program Quality Assurance	85,477	55,500	44,711	4,312	190,000	64,800	43,200	108,000	-	298,000
Outsourced Services	575,873	332,290	112,738	14,751	1,035,651	447,299	154,959	602,258	-	1,637,908
Trade Allies & Cust. Svc. Mgmt.	342,144	191,959	250,095	22,278	806,476	51,648	16,775	68,423	-	874,900
IT Services	1,346,708	770,805	421,932	50,980	2,590,425	190,143	93,287	283,430	-	2,873,854
Other Program Expenses	236,394	133,683	61,099	7,878	439,055	154,446	69,550	223,996	-	663,050
TOTAL PROGRAM EXPENSES	42,320,664	24,604,137	9,685,705	1,270,261	77,880,769	22,497,103	10,063,968	32,561,069	-	110,441,839
ADMINISTRATIVE COSTS										
Management & General (Note 1 & 2)	1,098,226	638,480	251,345	32,963	2,021,015	583,802	261,161	844,963	-	2,865,976
Communication & Outreach (Note 1 & 2)	518,166	301,248	118,590	15,553	953,556	275,449	123,221	398,670	-	1,352,224
Total Administrative Costs	1,616,392	939,728	369,935	48,516	2,974,571	859,251	384,382	1,243,633	-	4,218,200
TOTAL PROG & ADMIN EXPENSES	43,937,056	25,543,865	10,055,639	1,318,777	80,855,340	23,356,354	10,448,350	33,804,702	-	114,660,038
TOTAL REVENUE LESS EXPENSES	(235,353)	406,787	730,986	40,053	942,471	(14,362,387)	(5,053,896)	(19,416,281)	300,000	(18,173,807)
Cumulative Carryover at 12/31/09 (Note 4)	8,029,748	(8,275,139)	20,863	41,266	(183,262)	14,860,739	4,316,533	19,177,271	10,432,237	29,426,245
Interest attributed	1,740,000	1,160,000			2,900,000		1,700,000	1,700,000	(4,600,000)	
TOTAL NET ASSETS CUMULATIVE	9,534,395	(6,708,352)	751,849	81,319	3,659,209	498,352	962,637	1,460,990	6,132,237	11,252,438

Note 1) Both Management & General and Communication & Outreach 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.

The Energy Trust of Oregon, Inc
Program Budget Expenses by Service Territory
For the Twelve Months Ending December 31, 2010
Draft Projection 2010-P-01 - "balanced" scenario restricted to available resources

	PGE	Pacific Power	Subtotal Elec. Utilities	Northwest Natural Gas	Cascade	Subtotal Gas Providers	Total	2009 Budget	Difference
Energy Efficiency									
Commercial									
Business Energy Solutions - Existing Buildings	$10,315,674	$2,407,464	$12,723,138	$1,367,166	$198,412	$1,565,578	$14,288,716	$18,366,513	($4,077,797)
Business Energy Solutions - New Buildings	6,763,815	5,209,662	11,973,477	1,140,022	157,352	1,297,374	13,270,851	17,578,125	($4,307,274)
Market Transformation (NEEA)	895,009	675,182	1,570,191			-	1,570,191	1,563,126	$7,065
Total Commercial	17,974,498	8,292,308	26,266,806	2,507,188	355,764	2,862,952	29,129,758	37,507,764	(8,378,006)
Industrial									
Business Energy Solutions - Production Efficiency	9,801,533	7,162,238	16,963,771	228,838		228,838	17,192,609	20,476,723	($3,284,114)
Market Transformation (NEEA)	546,143	412,003	958,146			-	958,146	953,821	$4,325
Total Industrial	10,347,676	7,574,241	17,921,917	228,838		228,838	18,150,755	21,430,544	(3,279,789)
Residential									
Home Energy Solutions - Existing Homes	6,052,314	3,597,797	9,650,111	5,694,163	455,149	6,149,312	15,799,423	18,488,081	($2,688,658)
Home Energy Solutions - New Homes/Products	9,058,672	5,699,388	14,758,060	1,625,450	507,862	2,133,312	16,891,372	18,194,286	($1,302,914)
Market Transformation (NEEA)	503,895	380,131	884,026			-	884,026	880,305	$3,721
Total Residential	15,614,881	9,677,316	25,292,197	7,319,613	963,011	8,282,624	33,574,821	37,562,672	(3,987,851)
Energy Efficiency Program Costs	43,937,056	25,543,865	69,480,920	10,055,639	1,318,772	11,374,414	80,855,340	96,500,980	(15,645,646)
Renewables									
Biopower	8,769,910	3,914,114	12,684,024				12,684,024	3,593,110	$9,090,914
Open Solicitation	5,094,164	2,820,943	7,915,107				7,915,107	6,013,892	$1,901,215
Solar Electric (Photovoltaic)	8,210,823	2,666,832	10,877,655				10,877,655	12,577,544	($1,699,889)
Utility Scale Projects	8,137	6,138	14,275				14,275	3,054,543	($3,040,268)
Wind	1,273,319	1,040,322	2,313,641				2,313,641	4,492,308	($2,178,667)
Renewables Program Costs	23,356,353	10,448,349	33,804,702				33,804,702	29,731,397	4,073,305
Cost Grand Total	67,293,408	35,992,214	103,285,622	10,055,639	1,318,775	11,374,414	114,660,038	126,232,377	(11,572,341)

Energy Trust of Oregon
Statement of Functional Expense
For the Twelve Months Ending December 31, 2010
Draft Projection 2010-P-01 - "balanced" scenario restricted to available resources

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communication & Outreach	Total Admin Expenses	Total
Program Expenses							
Incentives/ Program Mgmt & Delivery	65,525,557	29,040,500	94,566,057			-	94,566,057
Payroll and Related Expenses	1,671,412	1,049,547	2,720,959	1,588,768	600,873	2,189,641	4,910,600
Outsourced Services	5,089,047	1,481,665	6,570,712	514,251	371,418	885,669	7,456,381
Planning and Evaluation	1,758,796	413,510	2,172,306	27,567	2,757	30,324	2,202,630
Customer Service Management	806,477	68,423	874,900			-	874,900
Total Program Expenses	74,851,289	32,053,645	106,904,934	2,130,587	975,048	3,105,635	110,010,569
Program Support Costs							
Supplies	12,356	6,429	18,785	13,836	5,601	19,437	38,222
Postage and Shipping Expenses	5,963	3,457	9,420	9,230	22,781	32,011	41,431
Telephone	2,633	4,410	7,043	5,510	890	6,400	13,443
Printing and Publications	176,656	48,097	224,753	6,493	30,189	36,682	261,435
Occupancy Expenses	86,272	50,008	136,280	67,561	31,550	99,111	235,391
Insurance	21,587	12,513	34,100	16,905	7,895	24,800	58,900
Equipment	6,315	3,661	9,976	11,126	3,340	14,466	24,442
Travel	42,098	55,927	98,025	57,978	18,042	76,020	174,045
Meetings, Trainings & Conferences	41,100	35,200	76,300	152,433	12,360	164,793	241,093
Depreciation & Amortization	1,562	905	2,467	1,223	571	1,794	4,261
Dues, Licenses and Fees	41,918	3,042	44,960	9,581	5,303	14,884	59,844
Miscellaneous Expenses	596	346	942	570	218	788	1,730
IT Services	2,590,425	283,429	2,873,854	382,943	238,436	621,379	3,495,233
Total Program Support Costs	3,029,481	507,424	3,536,905	735,390	377,176	1,112,566	4,649,471
TOTAL EXPENSES	77,880,769	32,561,069	110,441,838	2,865,976	1,352,224	4,218,200	114,660,038

OPUC Performance measure	8.1%