Energy Trust of Oregon
Organization Redesign Progress Report

July 1, 2010

This is the second quarterly report summarizing progress made on implementing 2009 organization redesign recommendations.

Background

In February 2009, Energy Trust of Oregon started an organization redesign effort led by a multi-disciplinary staff team and guided by senior management. The redesign process, findings, and recommended follow-up actions are documented in *Energy Trust of Oregon Organization Redesign Report*, published in October 2009.

Redesign findings and recommended follow-up actions fall into four major categories and are listed in detail under Appendix F, page 63, of the Redesign Report: (1) work process and productivity improvements; (2) customer focus improvements; (3) structural changes; and (4) cultural changes. Please see the first quarterly progress report, published in March 2010, for additional background.

Updates

The following activity descriptions draw from and correspond to areas identified in the organization redesign final report and recommendations. Additions, corrections and feedback are welcome at any time. Please provide comments to brooke.graham@energytrust.org

Data: *Improve the accuracy and quality of data; improve system capacity for data collection and analysis; secure updated data sharing agreements with utilities through the OPUC.*

Legal Update:

1. Modified PMC contracts to include milestones for performance compensation that incent accurate costing and data entry
2. Discussions with OPUC staff, utilities and other interested parties regarding changes to existing utility data sharing agreements are complete; awaiting OPUC action on public process for adoption. Staff changes at OPUC delaying this project likely until this fall.

Information Technology (IT) Update:

1. Continuing to automate forms online (see forms section below for more detail)
2. Progress on data warehousing project:
    - Phase 1 – Levelized costs pilot – the project team is in the process of completing quality assurance checks on data; several data challenges of re-creating the rules for data transformations for the 2002 – 2006 timeframe are delaying expected completion until mid-July
    - Phase 2 – “Counting” – project has been scoped; work to define the rules and agree on the definitions across sectors are in process
    - Phase 3 – Scope of this phase has not yet be identified; possibilities include forecasting or budgeting, the quarterly report or an organizational dashboard
3. Progress on Integrated Solutions Project or “ISP” (formerly known as Enterprise Resource Project):
    - Steering and selection committees actively meeting
    - RFP was issued March 22
    - RFP responses received April 16 and April 29 (time was extended to allow for more variety and quality in the responses)
    - Project update provided at the board strategic planning session

- Vendor demos completed
- RFP scoring completed
- Expect to select Top 1 or 2 respondents by June 29
- Detailed project design sessions to be held with top 1 or 2 vendors June 30 – July 16
- Plan to present top respondent recommendation to board on July 28

4. Utility data warehouse project being formulated
5. Implementation of the updated data sharing agreement with utilities identified as the next highest priority project; awaiting conclusion of the OPUC process finalizing an updated agreement.

Forms: *Simplify the customer experience by creating shorter forms and 'user-friendly' procedures; improve the accuracy and quality of data; apply program-specific data in decision-making.*

IT Update:

1. Continuing to develop more automated online forms:
    - HVAC form is available on the website
    - New online form released in June for trade allies to record single family gas furnace activity (in lieu of incentive application) as input for trade ally tiers and evaluation purposes
    - Web Forms/Services Steering Committee has prioritized the following projects:
        - Power Clerk (solar program) application integration with FastTrack
        - Home Energy Review integrations
        - Document uploads to FastTrack so receipts can be accepted with online forms
        - SHOW integration

Communications and Customer Service (CCS) Update:

- Progress on forms streamlining:
    - Engaged internal stakeholders and agreed upon changes to streamline the "How did you hear about Energy Trust" field on forms, simplifying and reducing options for customers and trade allies
    - "How did you hear…" changes also mirrored in Goldmine to simplify and save time for call center representatives and data entry off hard-copy forms
    - Compiled a spreadsheet of all Energy Trust's customer-facing and internal forms to define current landscape
    - Mapped the current form request/development process as input to future identification of an improved process for clarifying roles and responsibilities
    - CCS representatives are participating on web forms steering committee to help prioritize highest volume forms and develop for online automation.

Customer Focus: *Re-orient Energy Trust products and services from a focus on individual program offerings to a focus on customers*

Legal Updates:

1. Modified all PMC and PDC contracts to include language requiring cross-program promotion

CCS Updates:

1. Progress on customer service/experience improvements:
    - Mapped the phone-based customer experience; beginning to implement solutions for key variances and missed opportunities to cross promote

- Developed definition of customer experience and key metrics
- Currently mapping how information (new promotions, incentive changes, etc.) is conveyed from programs to customer service and outreach representatives; goal of project is to identify procedures to ensure representatives have the right information in a timely manner, and to ensure FAQs are prepared in advance
- Currently developing customer service trainings to ensure staff and contractors can represent Energy Trust and deliver core customer service values

2. Progress on cross-program promotion:
    - Program marketing managers are overseeing and reinforcing cross-promotion of program offerings via PMC marketing activities.
    - Established an event collaboration system on Sharepoint, making all event commitments visible to PMC marketing teams, outreach representatives, and Energy Trust staff; avoids duplication and facilitates cross-promotional collaboration among marketing team and outreach representatives
    - Launched 'ready to go' newsletter copy with educational content and program offerings; newsletter content will be distributed quarterly to business customers for their use in employee sustainability communications

<u>Program Updates:</u>

1. Progress on customer focused program strategy, design and delivery improvements:
    - Completed Corvallis community energy evaluation; continuing to monitor follow-through rates of participants from this community delivery model
    - Continued investment in Klamath Falls to assess costs and benefits of local representation, trade ally recruitment, and alternative services delivery
    - Supporting Clean Energy Works Portland (CEWP) pilot and new Clean Energy Works Oregon efforts to develop a model for financing whole-home efficiency improvements
2. Progress on expanding efforts to serve rural and outlying parts of the state
    - Two regional representatives have been hired by CSG to provide more field resource in Southern Oregon. Both representatives are being trained to represent Energy Trust generally, as needed.
    - Developing a rural pilot in compliance with supporting the Energy Efficiency and Sustainable Technology Act, HB 2626 (EEAST)
    - Coordinating with Pacific Power on SB 838-funded outreach efforts to business customers in Southern Oregon.
2. Progress on one-stop shopping:
    - Emphasizing cross-program promotion between programs
    - Continuing solar reviews as part of Home Energy Reviews
    - Continuing coordination of Biopower renewable program with Industry and Agriculture group
3. Progress on developing sales culture:
    - Existing Industry and Agriculture sales culture is being emphasized and refined
    - New PDC Action Plans chart a facilitative sales approach to deeper engagement with customers
    - New customer recognition support tools are being developed by the Industry and Agriculture marketing subcommittee
    - Approaches to long term energy planning, including training and support, are being developed for key customers

Market Research: *Identify market research needs and prioritize; coordinate market research efforts so all programs benefit from intelligence gained.*

Planning and Evaluation Update:

1. After completing the pilot, fast feedback surveys were implemented as alternatives to waiting for full process and impact evaluations to be completed
2. Market research review process continues to move forward
3. Sector level planning to identify key market research needs

Trade Ally Network: *Seek new ways to balance trade ally interests while also serving customer needs.*

CCS Update:

1. Implemented gas furnace data collection form to satisfy HVAC contractor and NW Natural preferences following termination of single family home gas furnace incentives
2. Implemented trade ally ratings on website (going live July 1, 2010)
3. Implemented contractor search by distance on website (going live July 1, 2010)
4. Added roundtable meetings in Corvallis and Klamath Falls
5. Determined customer service training needs for trade allies and began developing curriculum for Trade Ally Development training
6. Currently drafting two-year trade ally strategic plan; coordinating with sector planning activities

Programs Update:

1. Worked with CCS to implement a trade ally tiered approach to identify high quality contractors for residential customers
2. Provided technical training of Program Delivery Contractors in industrial solar PV and solar thermal, biogas and biomass applications to enable scoping and referrals of renewable opportunities in Industry and Ag sector

Energy Trust Culture: *Project management skills; pilot process; ongoing process improvements, general improvements.*

Finance, Human Resources, and Office Management Update:

1. Developed the 2010 annual prioritized and targeted training schedule and development plan in support of the organization redesign. Completed staff trainings include:
    - March 18 – Good to Great webinar (through PSU)
    - 4/28 – Energy Trust Overview
    - 4/29 – Manager 101
    - 5/10 – Process mapping (production efficiency session)
    - 5/12 – Process mapping facilitator training session #1
    - 5/14 – Training on pilot processes
    - 5/17 - Process mapping facilitator training session #2
    - 5/18 - Process mapping facilitator training session #3
    - 5/21 – Training on pilot process (repeat)
    - 5/24 - Process mapping Customer Contact by Phone
    - 5/25 & 5/27 – Project Management Communications and Teamwork
    - 6/1 – Process mapping Facilitator Training #1
    - 6/2 – Process mapping Facilitator Training #2
    - 6/7 – Process mapping Facilitator Training #3
    - 6/16 & 6/17 - Project Management Communications and Teamwork
    - 6/22 – Planning information brown bag/info session

- 6/24 – MS Project 2007 (special class at Kinetic for ETO staff)
- 6/28 – Evaluation information brown bag/info session
- 6/30 - Process mapping Facilitator Training #3 (make up)

Programs Update:

1. The Industry and Ag sector mapped how its current strategic energy management pilots fit into the program's current custom track processes, in order to prepare for their transition out of pilot stage later this year.
2. The Operations Analyst team brought together key players to map the project-based forecasting process. They are continuing to work to come up with implementation solutions.

IT Update:

1. Second project management certification course offered in May and June.
2. Third class scheduled for July and August.
3. MS Project tool being piloted with IT, CCS, and Program staff; training has been scheduled; will evaluate results in August.

Planning and Evaluation Update:

1. Defined and established a new more formalized approach to evaluate innovative opportunities and decide whether and when to launch new pilot initiatives. New process was approved by Management Team and staff members were trained.

CCS Update:

1. Trained 23 people at Energy Trust to learn process mapping techniques and put together a plan to begin using the approach; nine process maps completed. All teams determining solutions and next steps.
2. Enhanced the Energy Trust employee recognition offering to encourage informal and spontaneous acknowledgment of coworkers. Developed themed note cards, paper rings and an electronic "Seal of Awesomeness" for Energy Trust employees and contractors and PMC contractors. In addition to movie tickets, will make available branded notebooks, refillable pens, water bottles, flash drives and lunch bags for Energy Trust employees and contractors to give to coworkers. Materials will be displayed in both lunchrooms and the work space by the IT server room.
3. Staff attended project management trainings

Internal Structural Development: *Position descriptions; enhance programs; create a structure in support of what customers need and want*

Finance, Human Resources, and Office Management Update:

1. Updated position descriptions to clarify roles, decision-making responsibilities, authority and accountability; integrated into work plans
2. Updated work plans as part of the transition to the organization redesign; incorporated organization redesign information into 2010 work plans

Programs Update:

1. Since identifying four functional groups for delivery of energy programs, 3 of the 4 new groups worked with Coraggio Group to draft sector-specific strategic plans so far. These are being shared internally first with program staff and then to the management in anticipation of the board presentation (to include utilities) in late July. Here are some highlights:
    a. The Homes Group will deliver services to single-family homeowners, homebuyers and renters who in combination represent our largest audience. The new structure

will create a one-stop shopping experience for residential customers to receive the services they need based on where they live. A new annual and quarterly planning process has been put in place to launch 2011-2012 tactical planning.

b. The Business Group will deliver services for commercial business owners in existing facilities, new commercial building developers, and business property managers. The group developed a transition plan to include both multifamily property owners and public sector clients into the Business Group and customer focused strategy. The strategic approach will recognize the specific market segments, types and opportunities within each customer group, while also integrating support from cross-program interests, relationship based decision-making and long-term process and engagement.

c. The Industry and Ag Group enhanced their strategy to provide a level of account management that integrates more of a customer focused approach and works more closely with internal marketing, planning, evaluation and expanding PDC services.

d. The Renewable Energy Group will stay focused on distinctive markets and technologies and provide all project assistance and services to customers except for residential and commercial solar, which will be housed in the homes and business groups. Cross-sector solar support will remain in the Renewable Energy Group. Hydro, biopower, wind and emerging technologies will also remain as separate programs, linking their strategies to efficiency activities with similar customers.

2. Hired Edgar Wales under contract as a customer account manager for the government sector.

Planning: *Continuous process planning improvements*

<u>Programs Update:</u>

1. Re-examined the issue of free ridership from a comprehensive perspective, accounting for spillover and other market effects; explored options that minimize free ridership in program design and allow tracking where warranted with a goal to reduce costs.
    - Notes: The assessment of the free ridership program was a valuable exercise, and ultimately concluded that there were no new innovations that would allow ETO to minimize accounting issues in this area.