

Board and Public Workshop on Draft 2019 Budget & 2019-2020 Action Plan

Wednesday, October 17, 2018

421 SW Oak Street, Suite 300, Portland, Oregon

1:00 - 4:00 p.m.

To attend the meeting remotely:

1. Click on the link for video: <https://global.gotomeeting.com/join/249062765>
Passcode Energy300
2. Then dial into the conference call for audio with your phone:
Teleconference: 888-354-0094, ID 4192084111#

Agenda

1:00 p.m. Welcome and Introduction (10 minutes)

Workshop objectives: Inform, clarify and discuss

Remote audio and video will be supported through Go-to-Meeting from 1:00 to 2pm – covering introductions and the budget presentation only.

1:10 p.m. Draft 2019 Budget Overview Presentation (35 minutes)

Executive Director Michael Colgrove will present a summary and key takeaways of the Draft 2019 Budget

1:45 p.m. Draft 2019-2020 Action Plan Poster Session

- **Introduction to Action Plans and Posters (15 mins)**
Energy Trust staff will highlight key strategies and activities in each of the major two-year action plans detailed in the draft budget materials.
- **Action Plan Question & Answer Session (50 minutes)**
Energy Trust staff will host poster stations featuring highlights and trends from program and support group action plans. Workshop attendees will have an opportunity to circulate and learn more through informal question and answer discussions. The stations include:

Residential	Commercial
Industrial & Agricultural	Northwest Energy Efficiency Alliance
Renewable Energy	Planning & Evaluation
IT & Operations Analysis	Communications, Customer Service, Trade Ally
General Management	Diversity, Equity & Inclusion

2:50 p.m. Break (10 minutes)

3:00 p.m. Discussion (50 minutes)

- What were the most interesting things you learned about the draft budget and action plan? What do you want to know more about? What confused you?
- Do you understand the trends presented and what's causing them?
- Do the areas of focus and investment seem balanced and appropriate across the programs and support areas? Where would you like to see more focus?

Board and Public Workshop on Draft 2019 Budget & 2019-2020 Action Plan

- Do you see opportunities we haven't identified or prioritized?
- What other questions do you have on the draft budget and action plan?

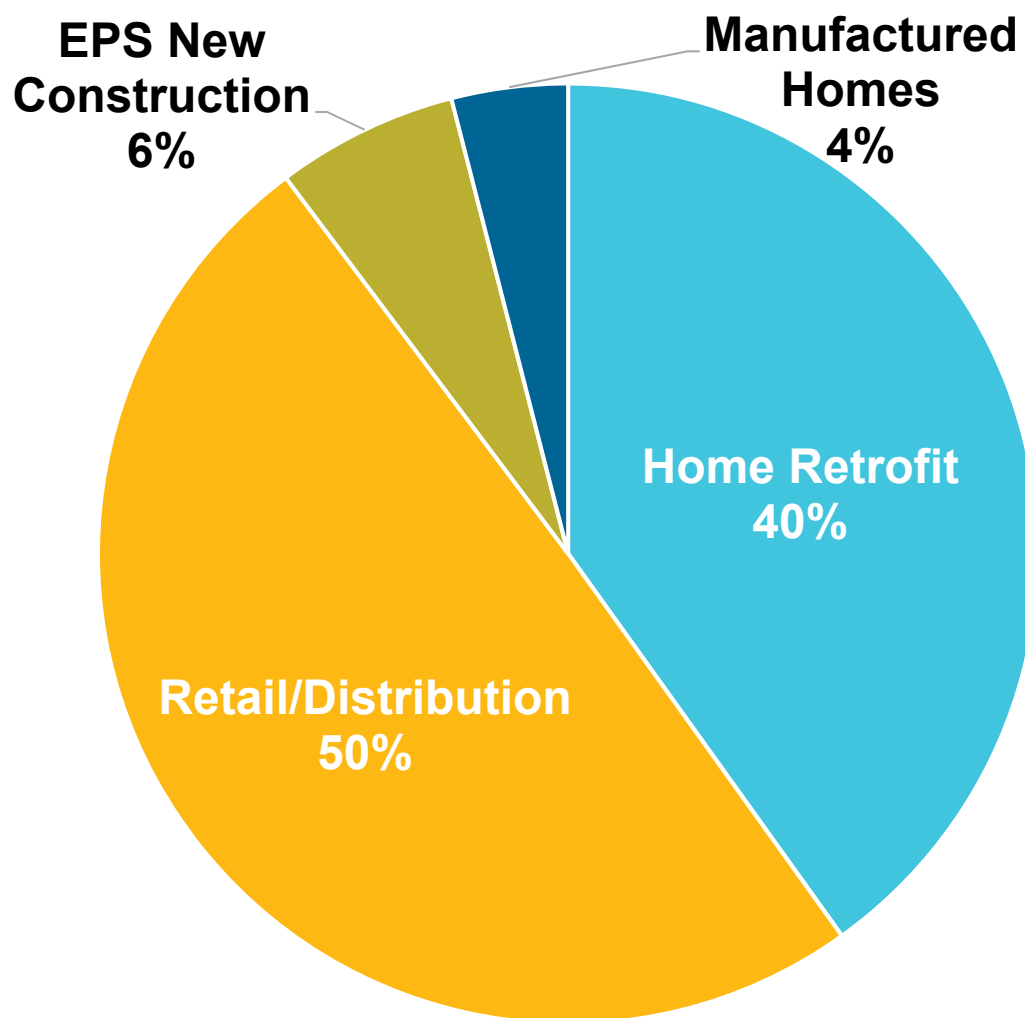
3:50 p.m. Wrap-up and Budget Process Next Steps (10 minutes)

4:00 p.m. Adjourn

Formal comments on Energy Trust's Draft 2019 Budget and Action Plan are due Wednesday, October 31 at 5 p.m. to info@energytrust.org, or mailed or submitted to the address above. Written comments will be included in the Final Proposed 2019 Budget & 2019-2020 Action Plan submitted to the board for consideration at its meeting on December 14.

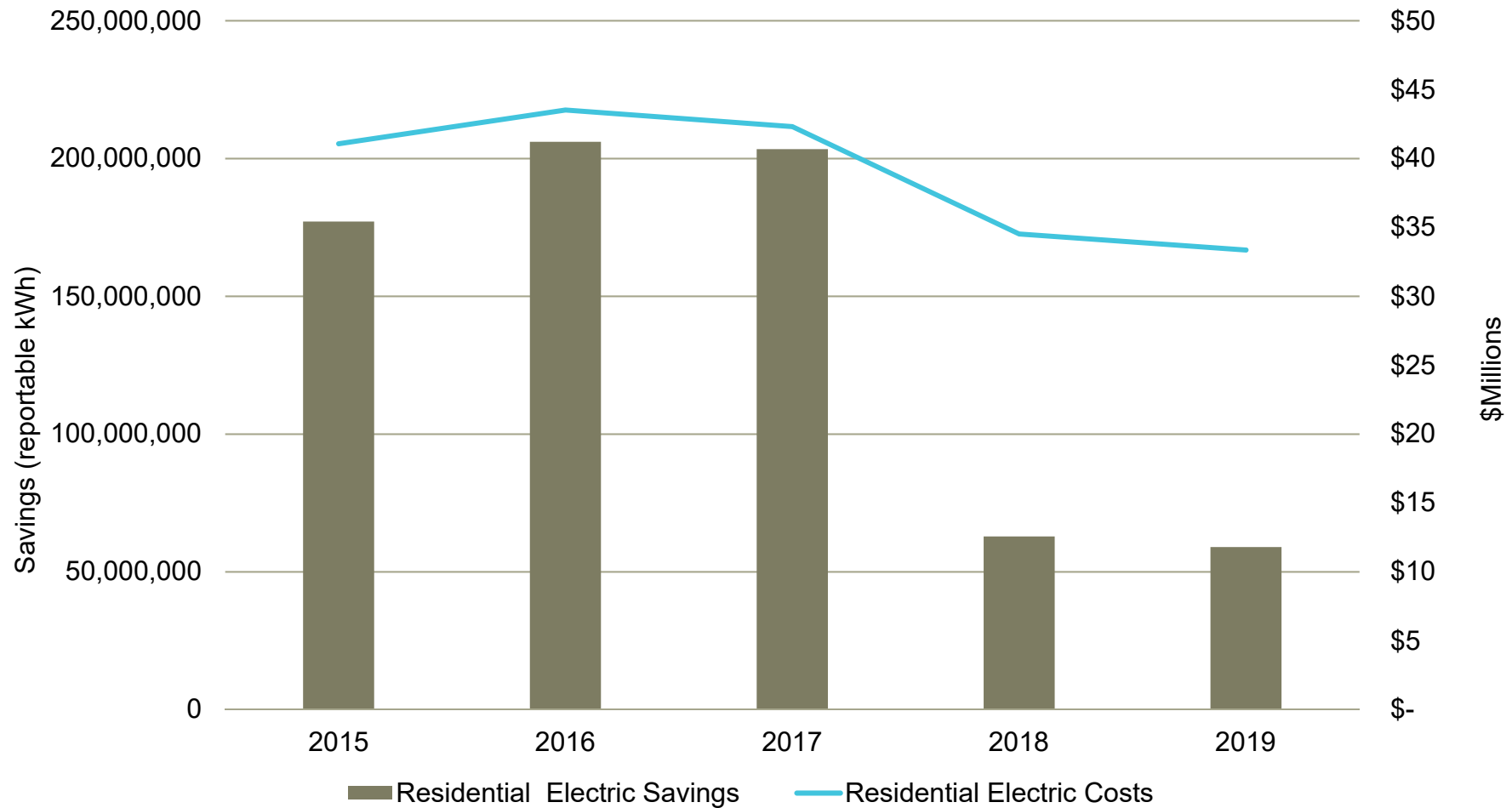
Supplementary
visuals displayed
during 2019 draft
budget workshop

Residential Sector: 2019 Electric Savings



NEEA savings not included
Net savings

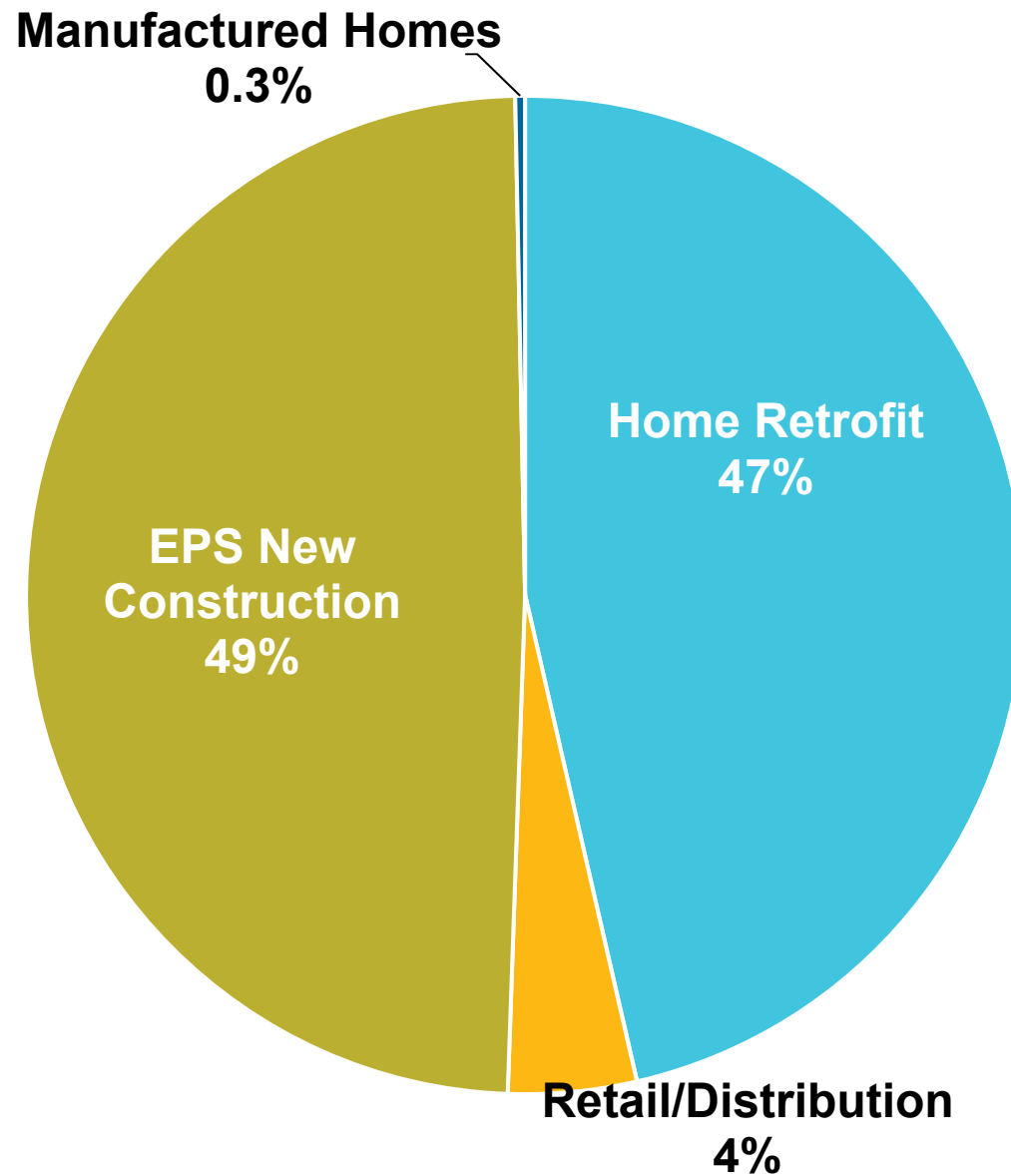
Residential Sector: Electric Savings and Cost Trends



Net savings

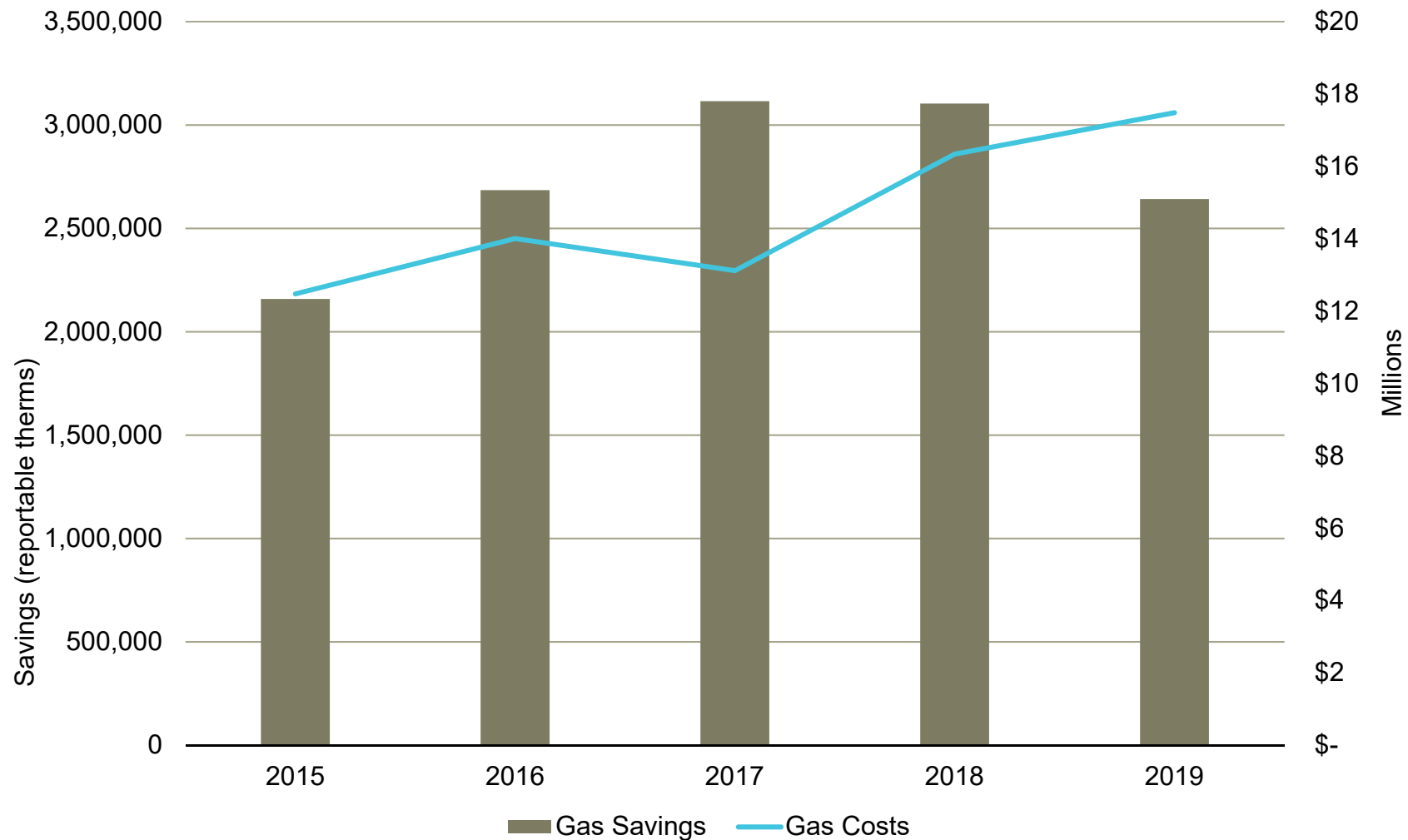
Chart shows 2015-2017 actuals, 2018 budget and 2019 draft budget

Residential Sector: 2019 Gas Savings



Net savings

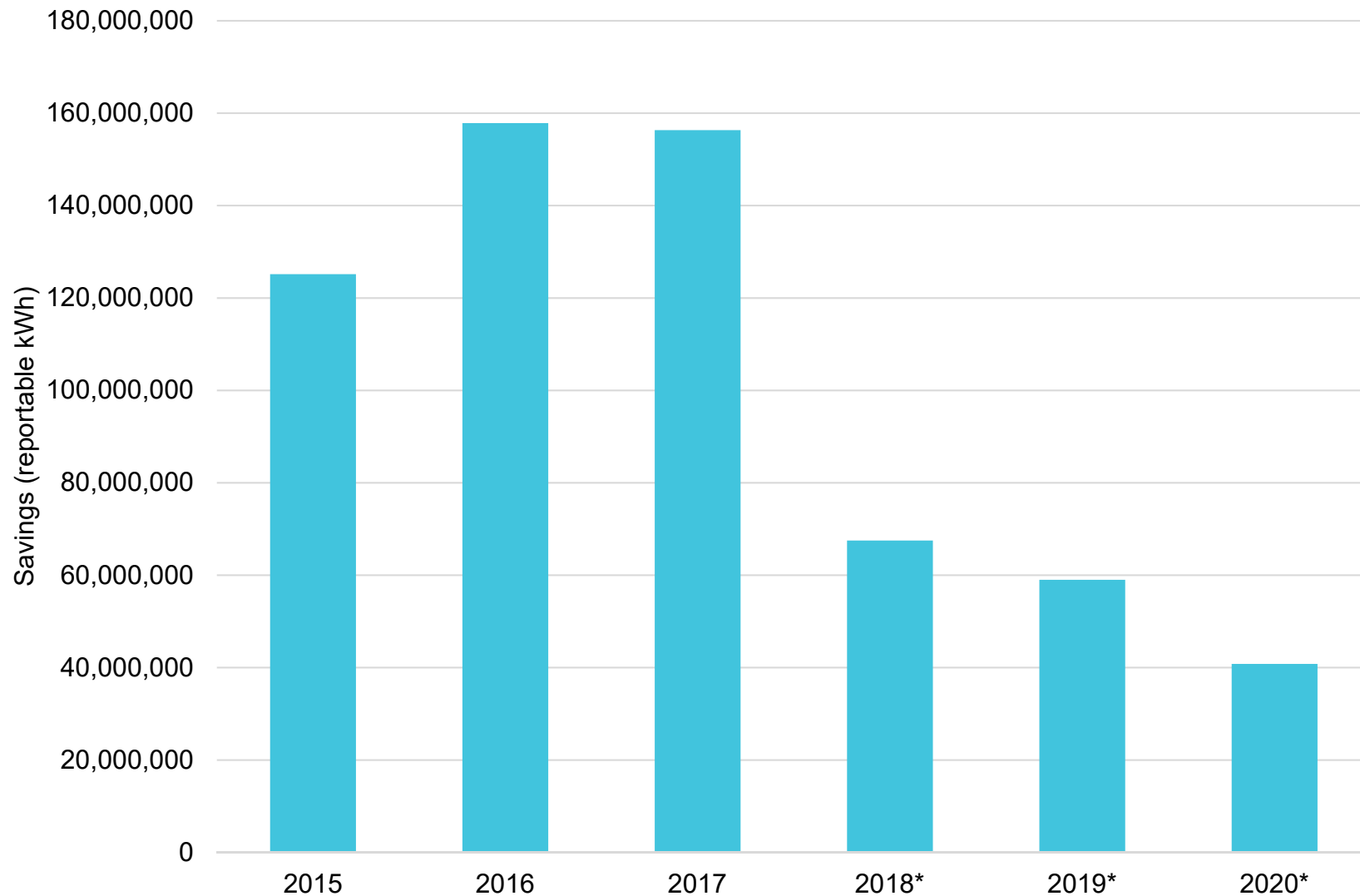
Residential Sector: Gas Savings and Cost Trends



Net savings

Chart shows 2015-2017 actuals, 2018 budget and 2019 draft budget

Residential Sector Story: Electric Savings

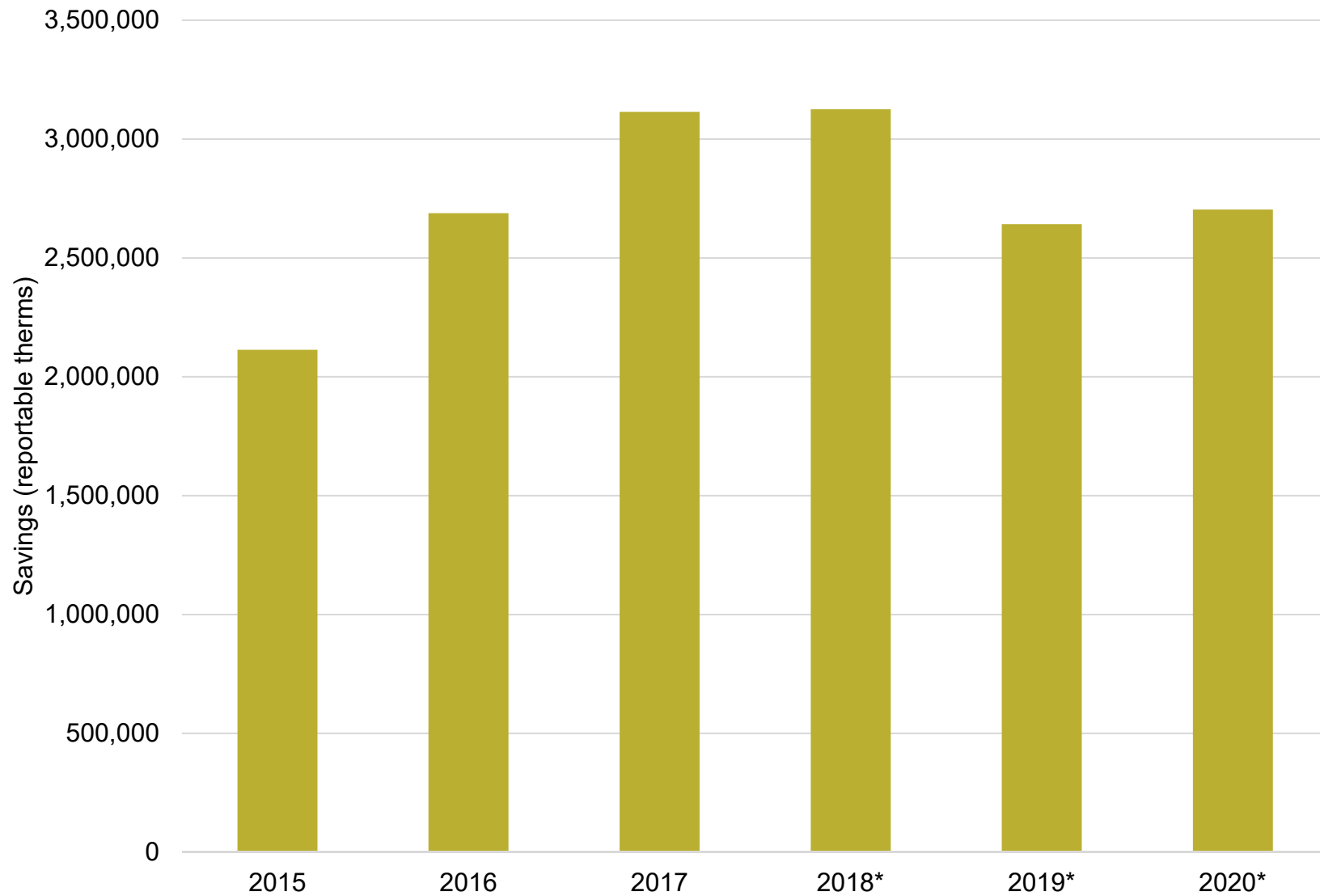


Net savings

NEEA savings not included

Chart shows 2015-2017 actuals, 2018 forecast and 2019-2020 draft budget

Residential Sector Story: Gas Savings

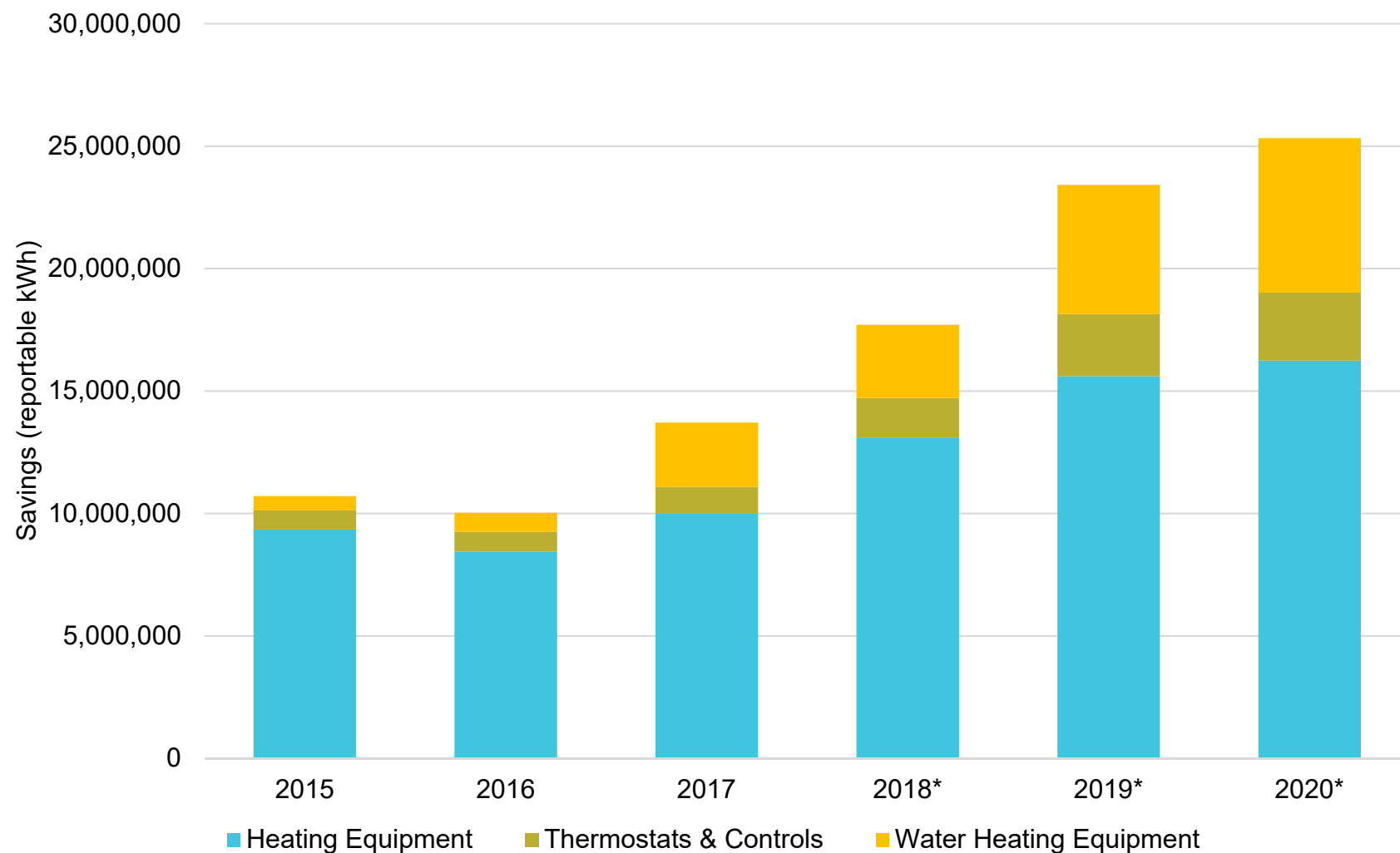


Net savings

Chart shows 2015-2017 actuals, 2018 forecast and 2019-2020 draft budget

Residential Sector Story: Electric

Thermostats and controls, heating and water heating equipment

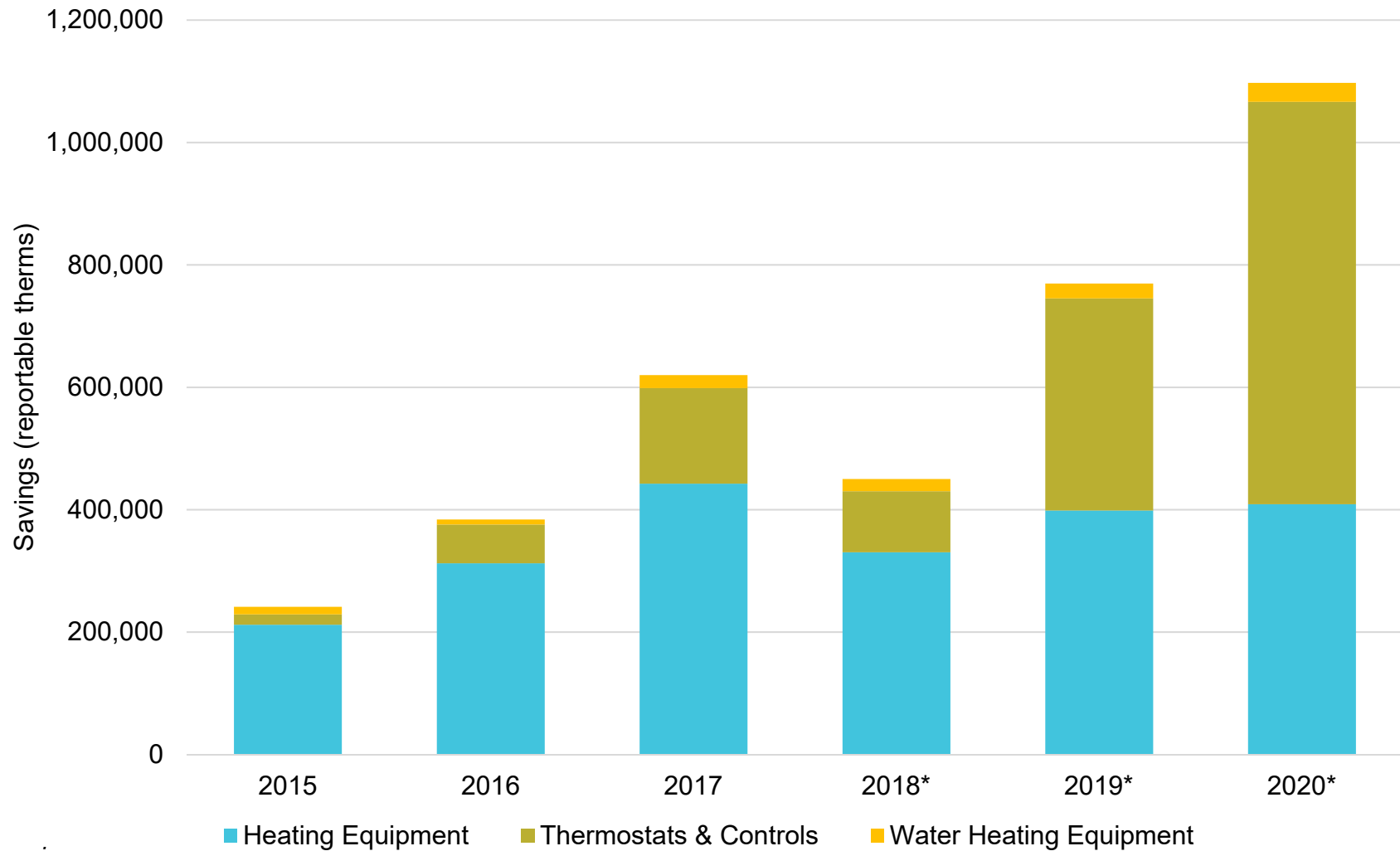


Net savings

Chart shows 2015-2017 actuals, 2018 forecast and 2019-2020 draft budget

Residential Sector Story: Gas

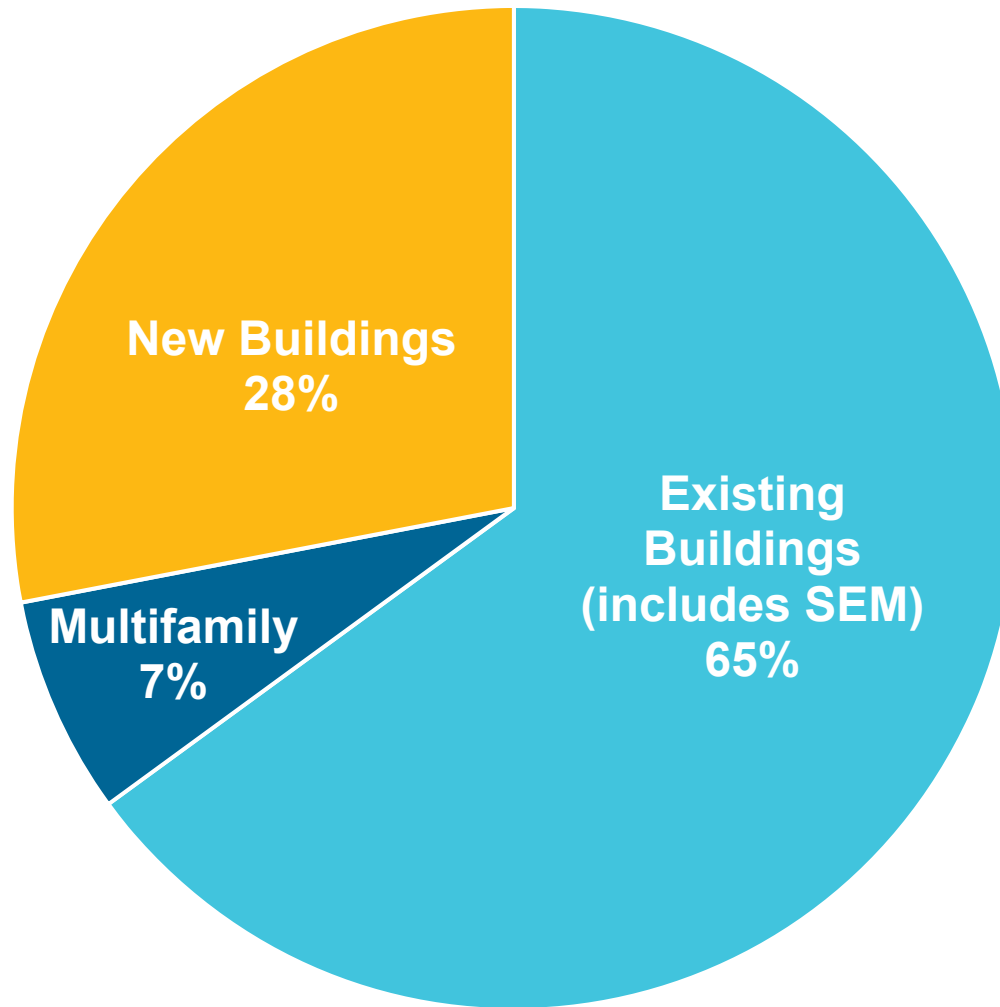
Thermostats and controls, heating and water heating equipment



Net savings

Chart shows 2015-2017 actuals, 2018 forecast and 2019-2020 draft budget

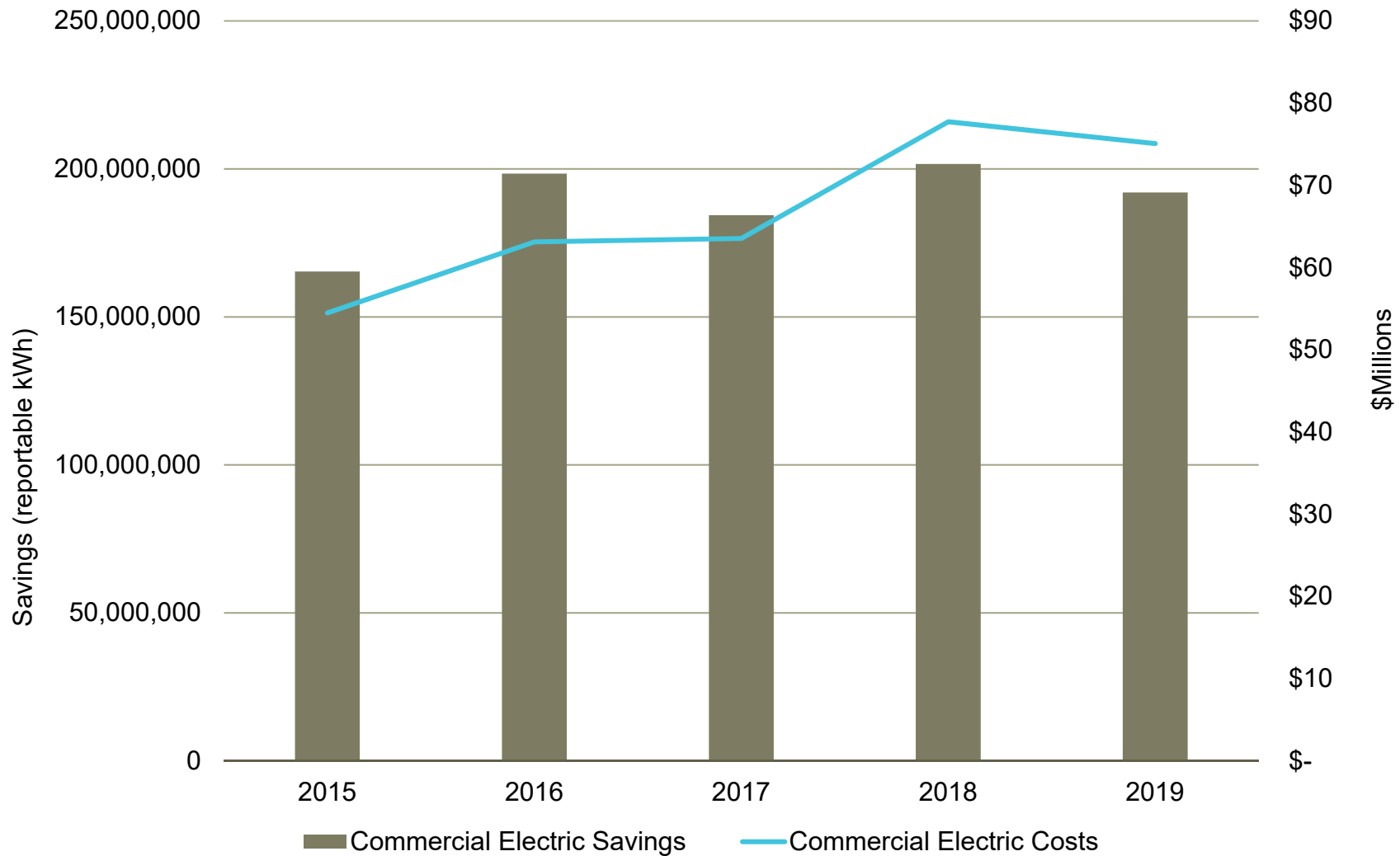
Commercial Sector: 2019 Electric Savings



NEEA savings not included

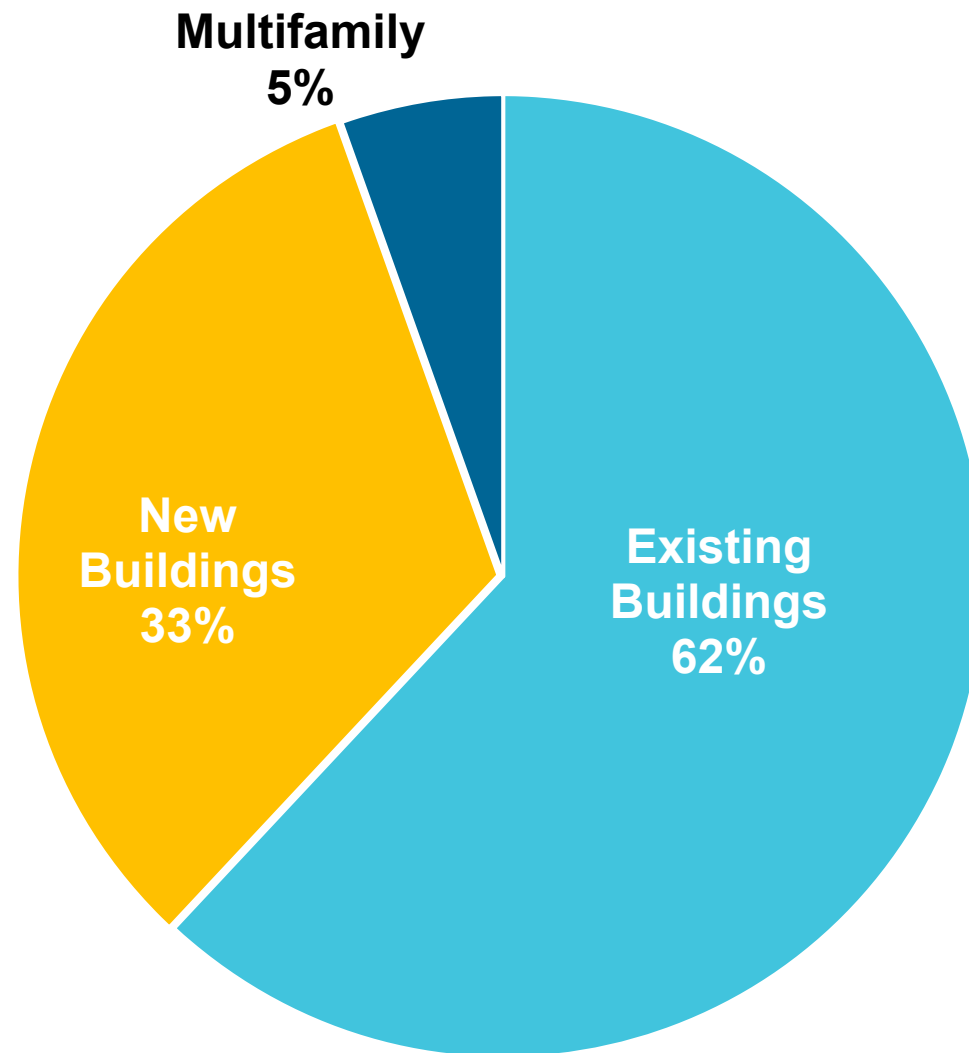
Net savings

Commercial Sector: Electric Savings and Cost Trends



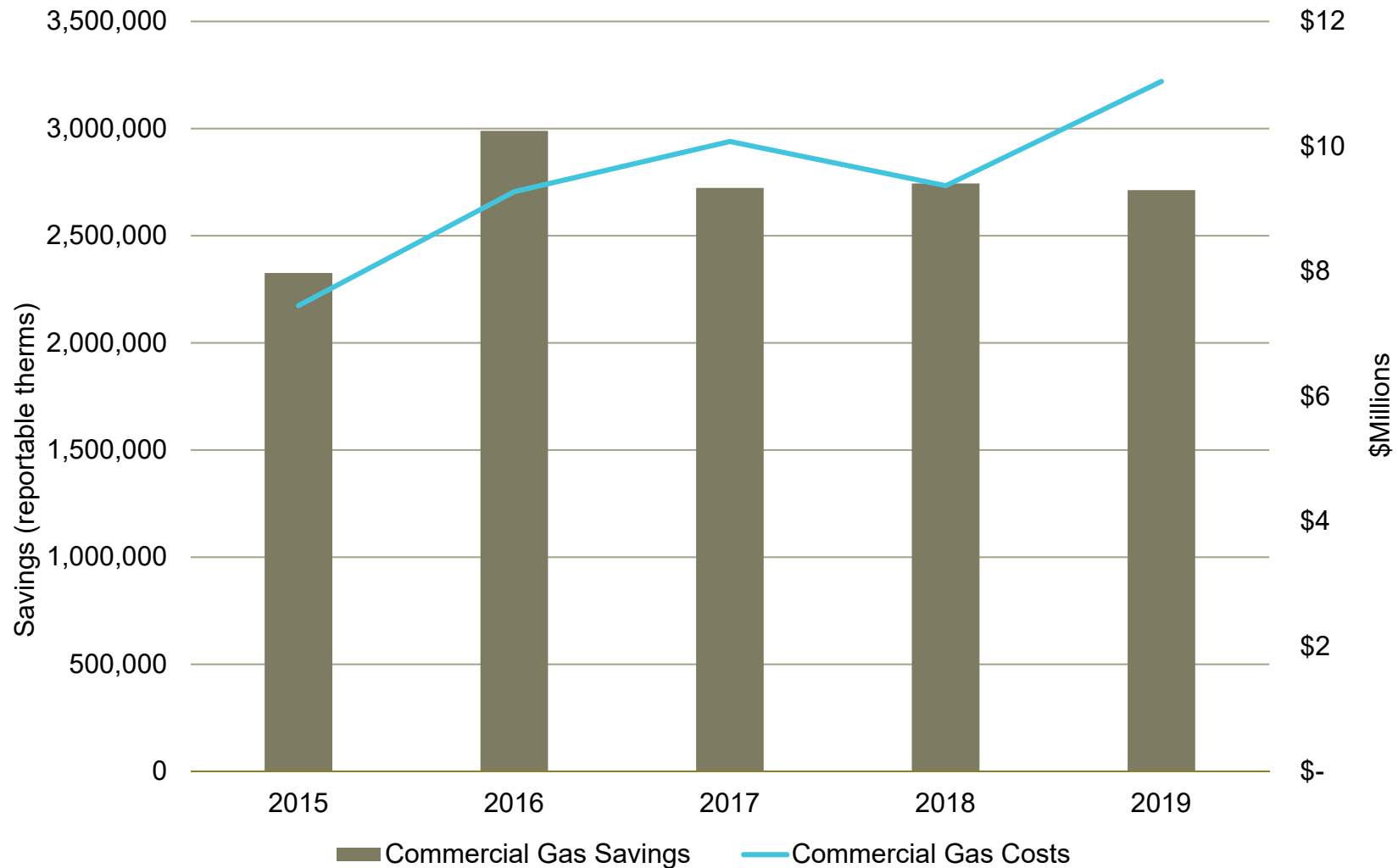
Net savings Chart shows 2015-2017 actuals, 2018 budget and 2019 draft budget

Commercial Sector: 2019 Gas Savings



Net savings

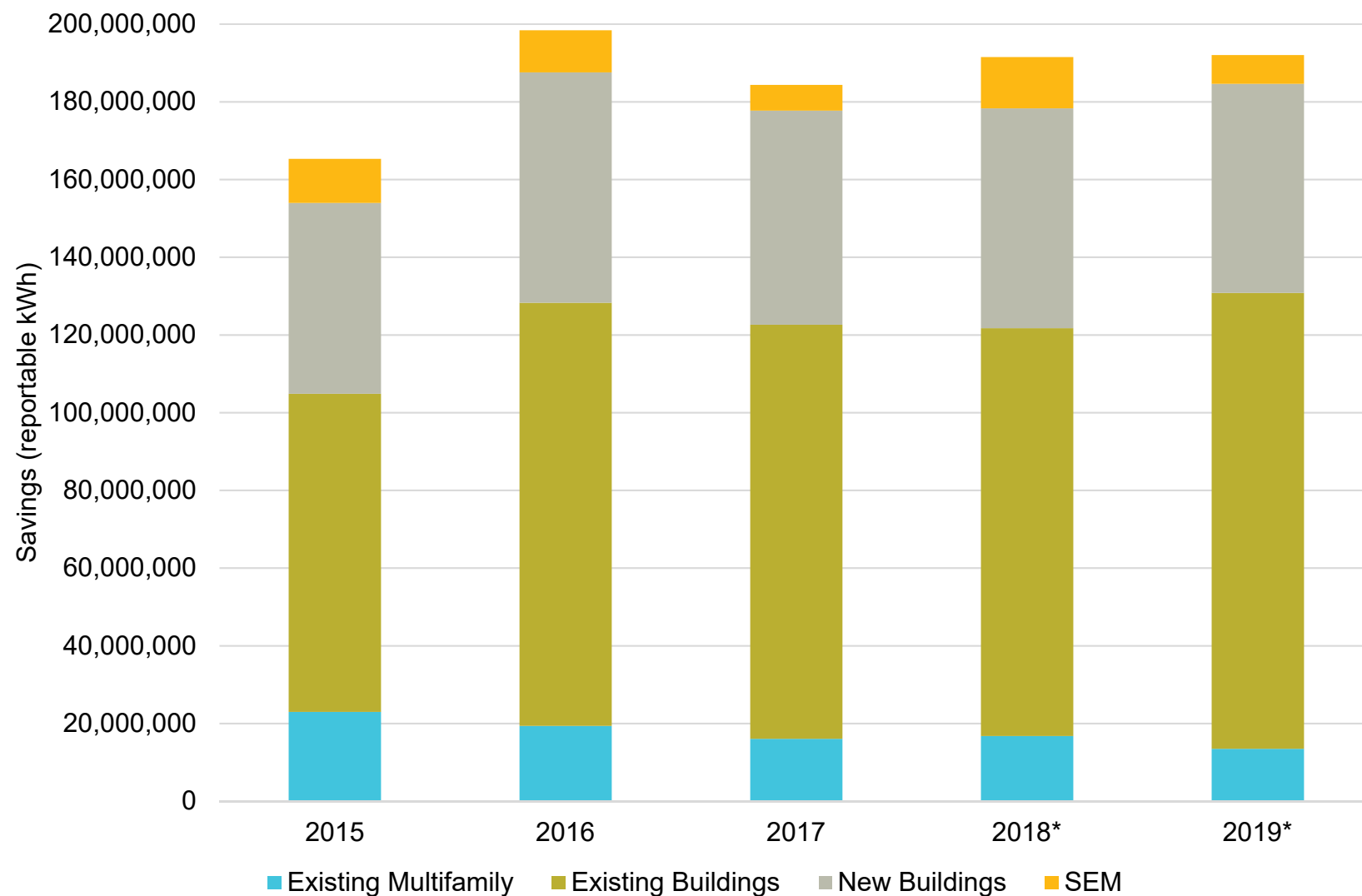
Commercial Sector: Gas Savings and Cost Trends



Net savings

Chart shows 2015-2017 actuals, 2018 budget and 2019 draft budget

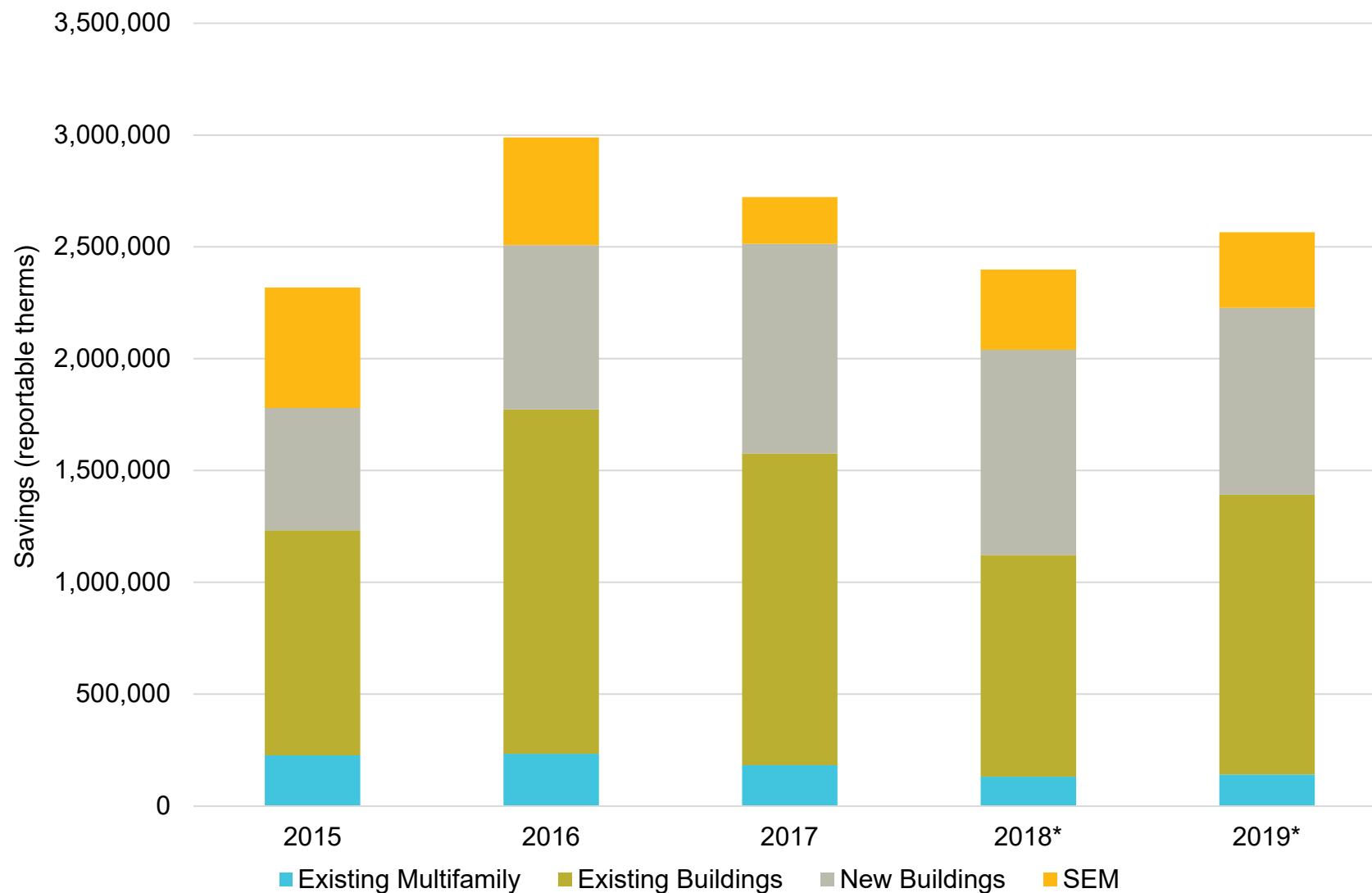
Commercial Sector Story: Electric savings by program



Net savings

Chart shows 2015-2017 actuals, 2018 forecast and 2019 draft budget

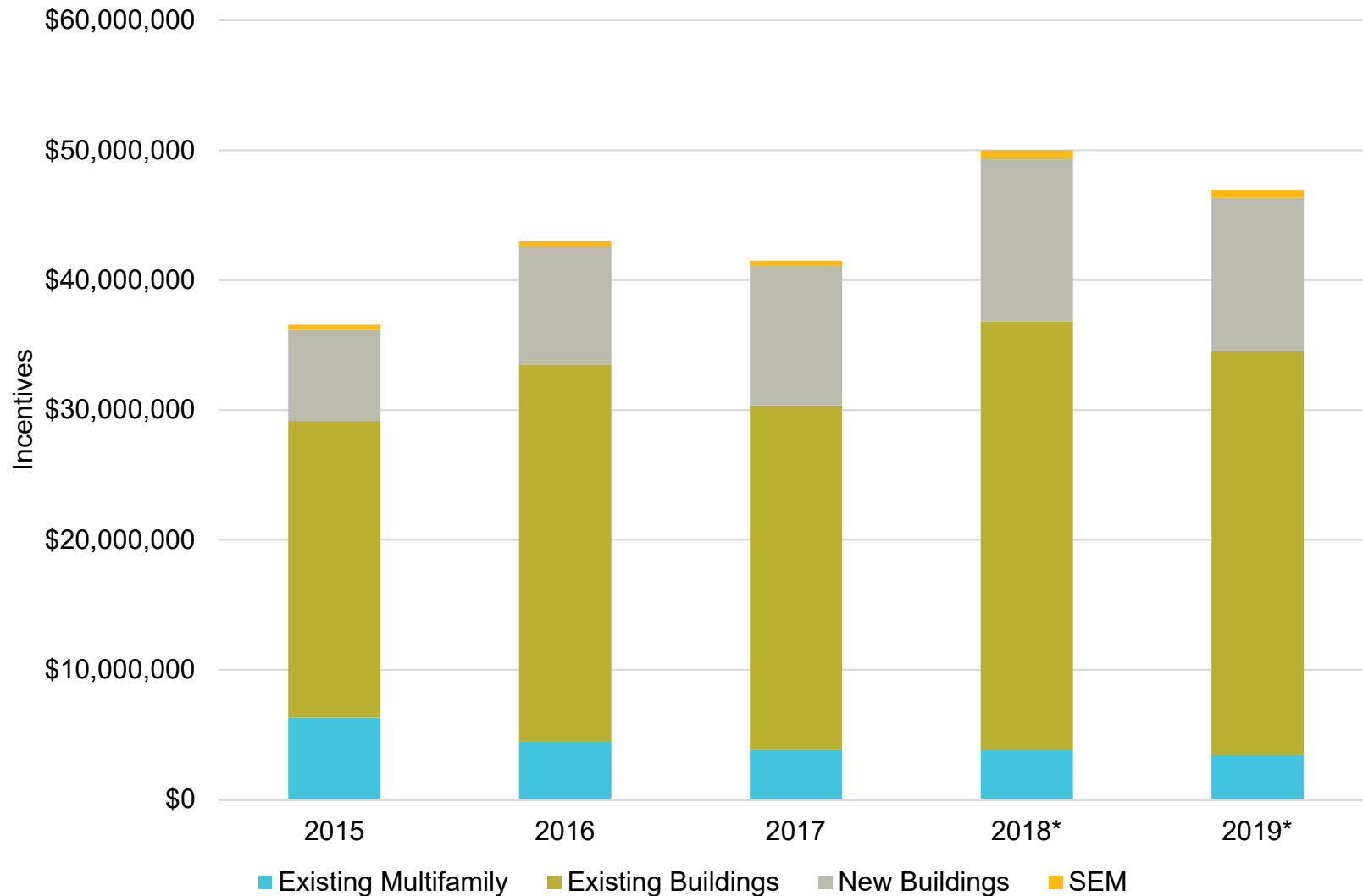
Commercial Sector Story: Gas Savings by Program



Net savings

Chart shows 2015-2017 actuals, 2018 forecast and 2019 draft budget

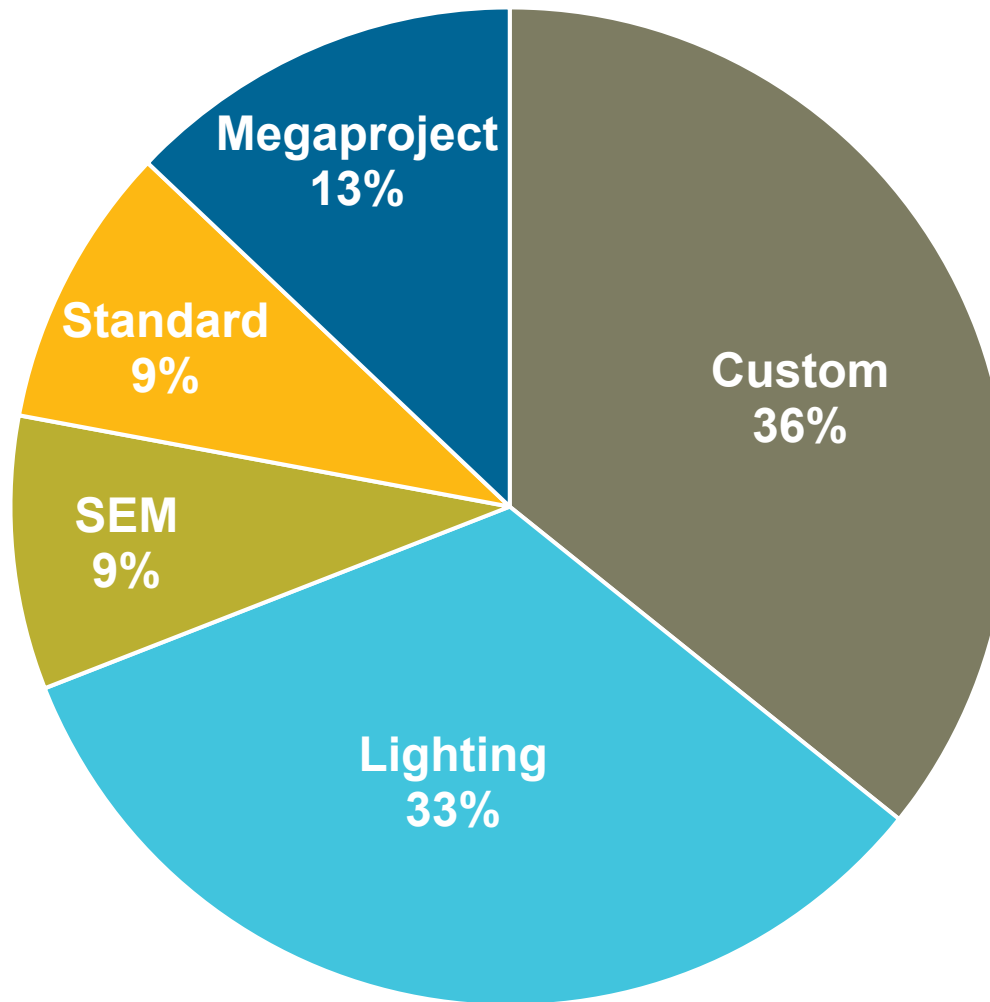
Commercial Sector Story: Incentives by Program



Net savings

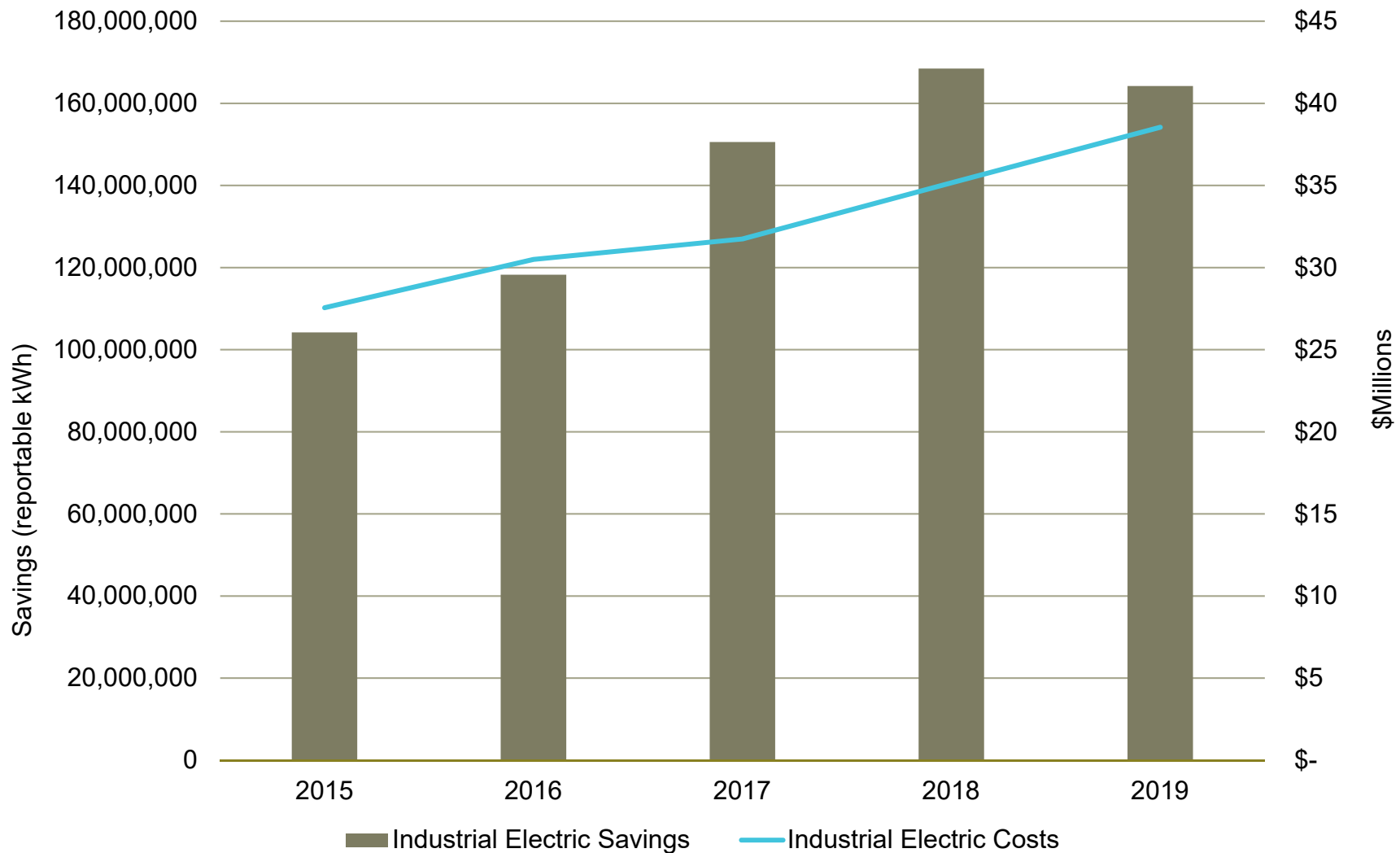
Chart shows 2015-2017 actuals, 2018 forecast and 2019 draft budget

Industrial Sector: 2019 Electric Savings



*NEEA savings not included
Net savings*

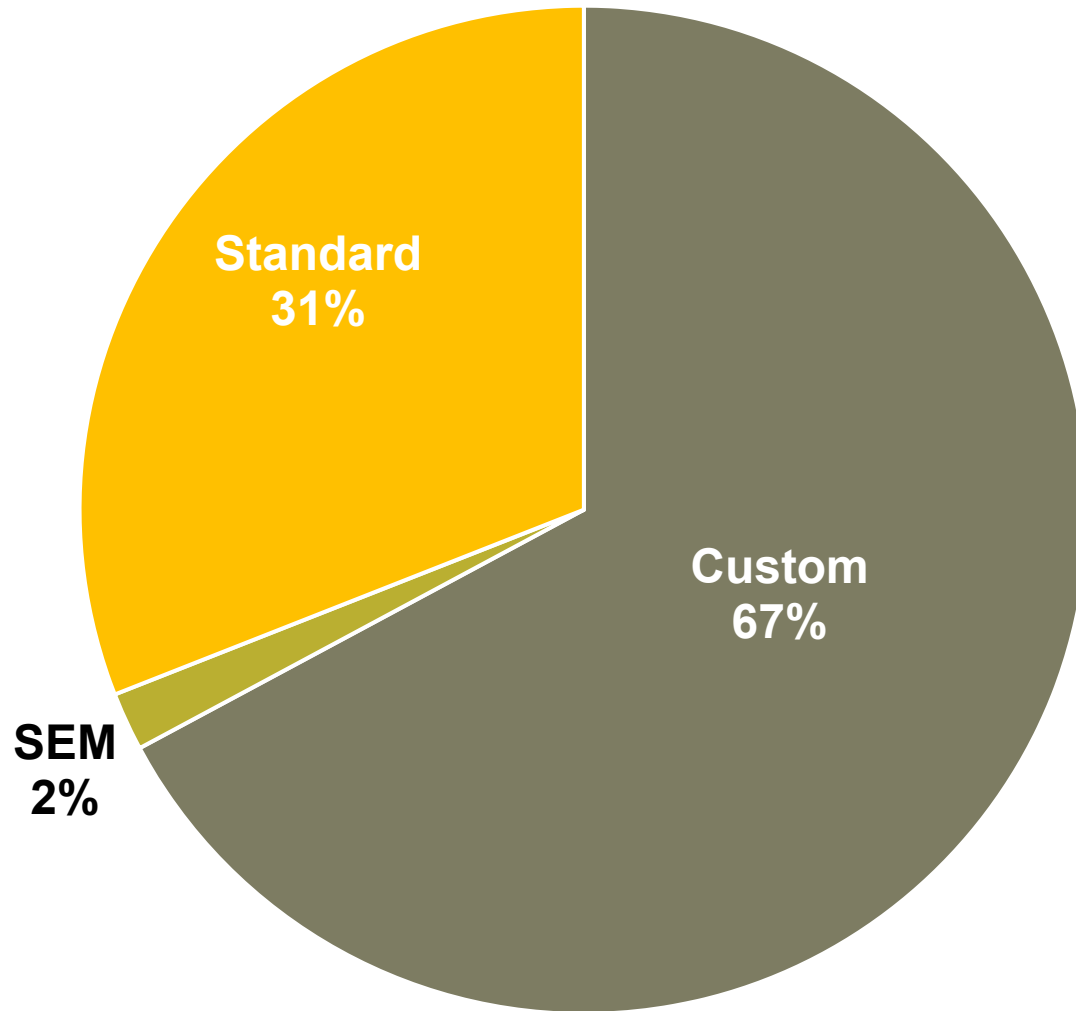
Industrial Sector: Electric Savings and Cost Trends



Net savings

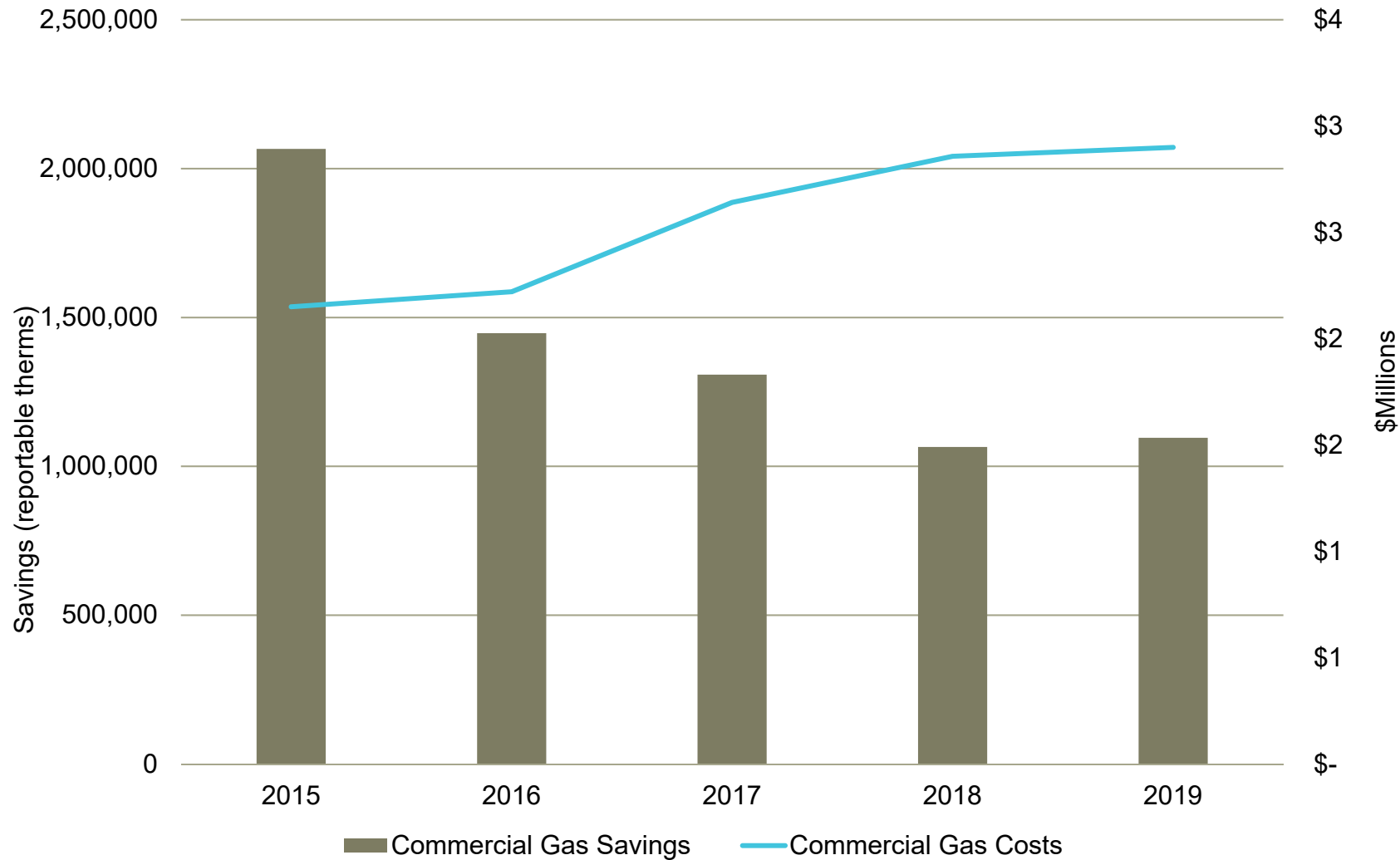
Chart shows 2015-2017 actuals, 2018 budget and 2019 draft budget

Industrial Sector: 2019 Gas Savings



Net savings

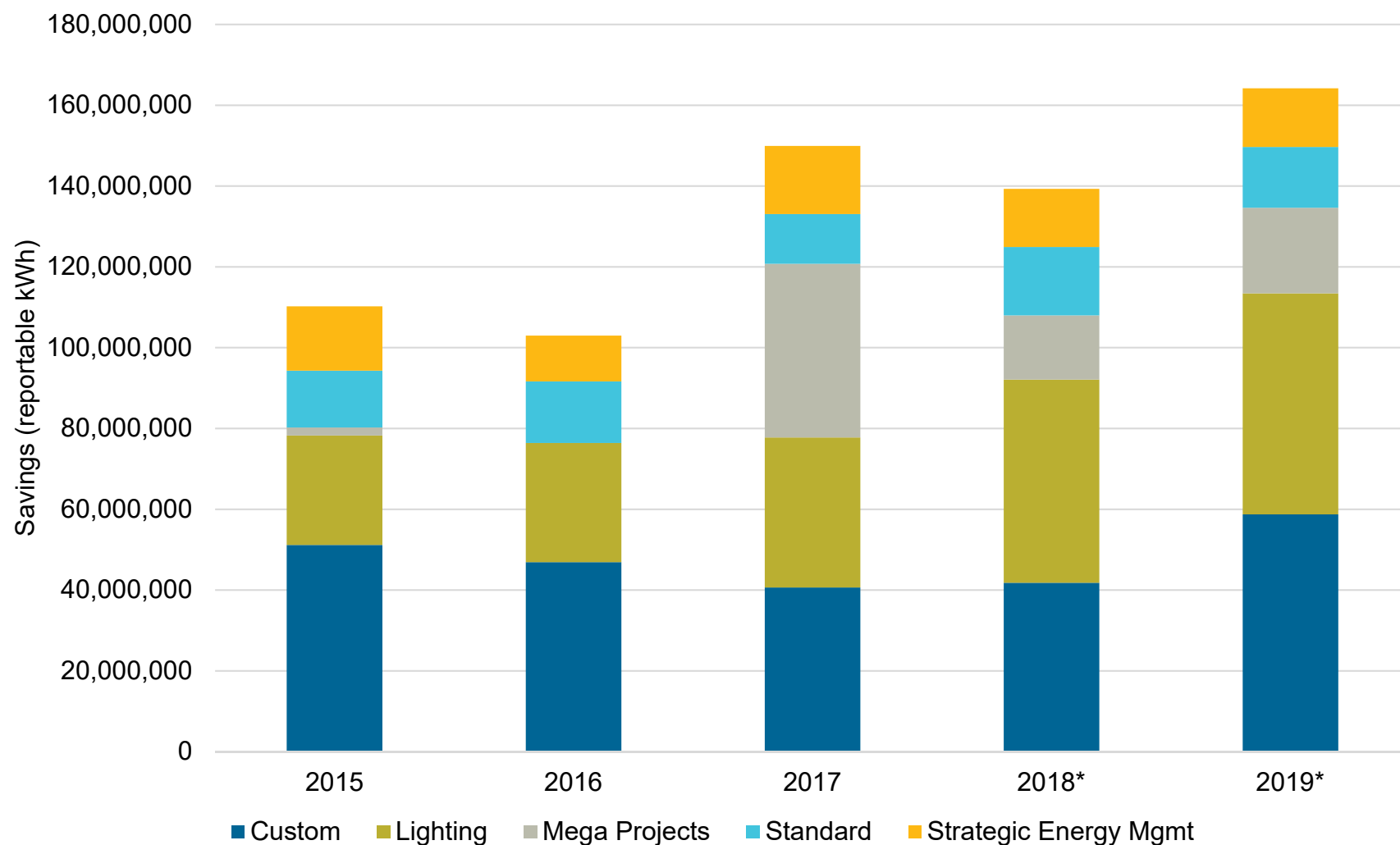
Industrial Sector: Gas Savings and Cost Trends



Net savings

Chart shows 2015-2017 actuals, 2018 budget and 2019 draft budget

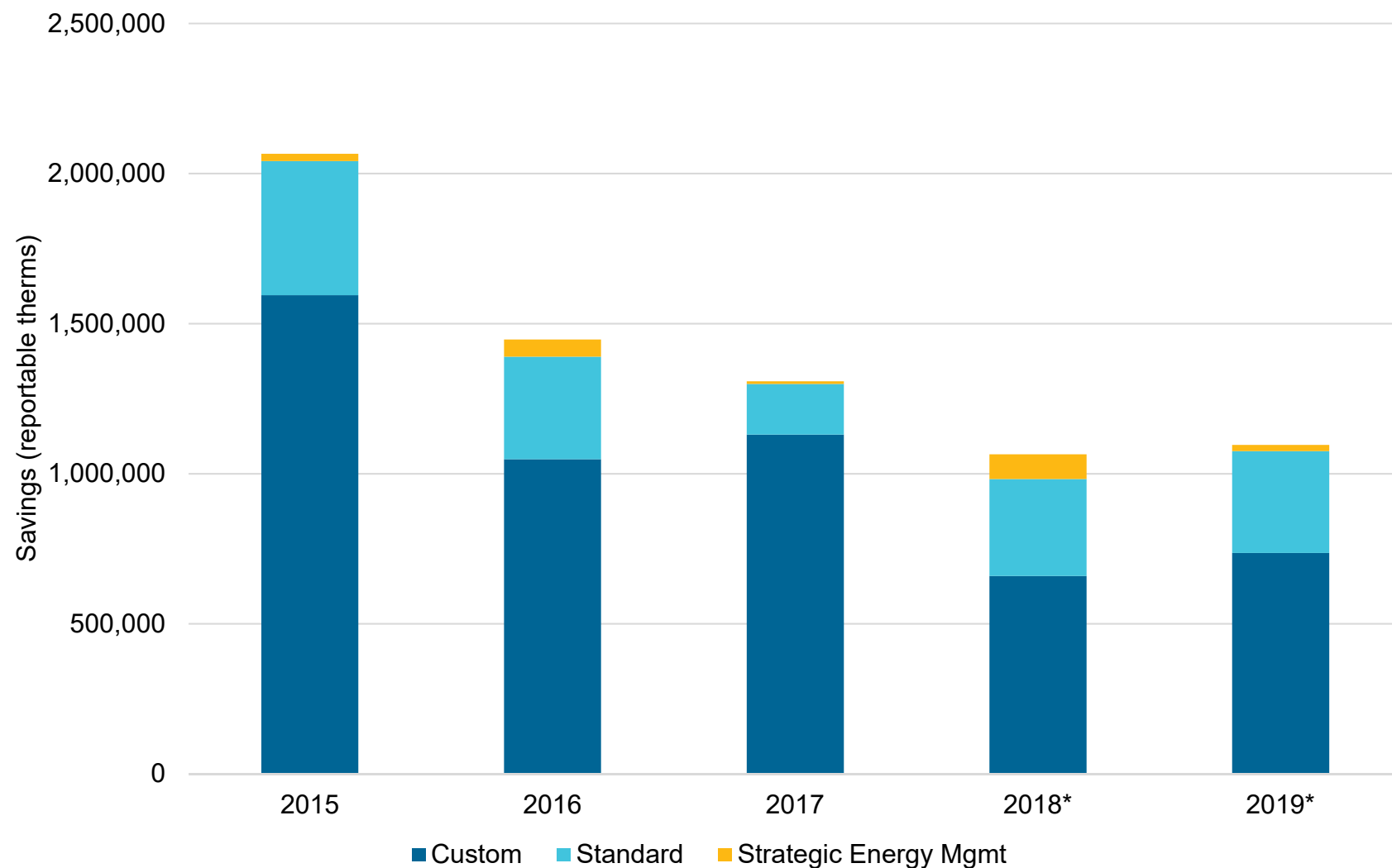
Industrial Sector Story: Electric Savings by Track



Net savings

Chart shows 2015-2017 actuals, 2018 forecast and 2019 draft budget

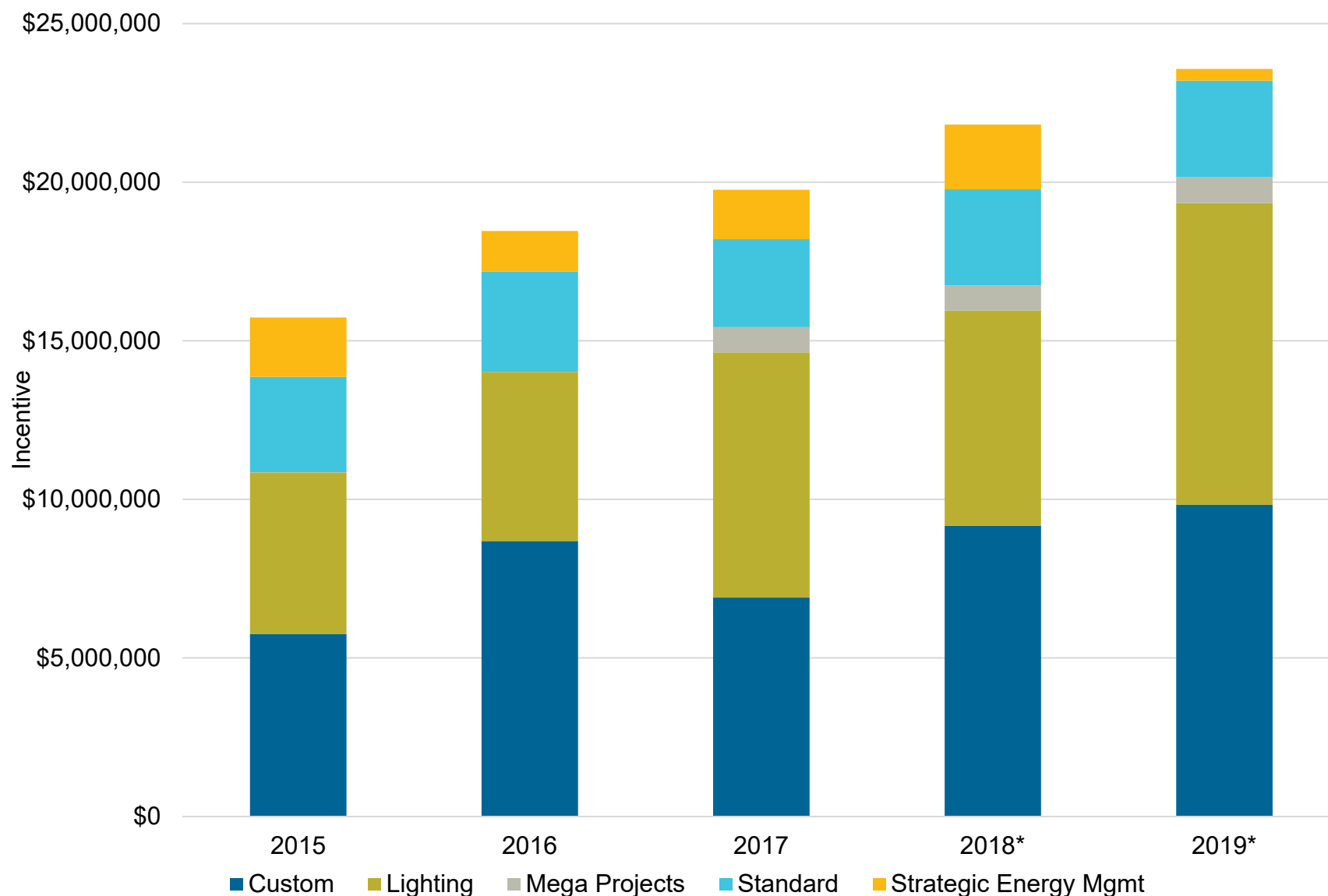
Industrial Sector Story: Gas Savings by Track



Net savings

Chart shows 2015-2017 actuals, 2018 forecast and 2019 draft budget

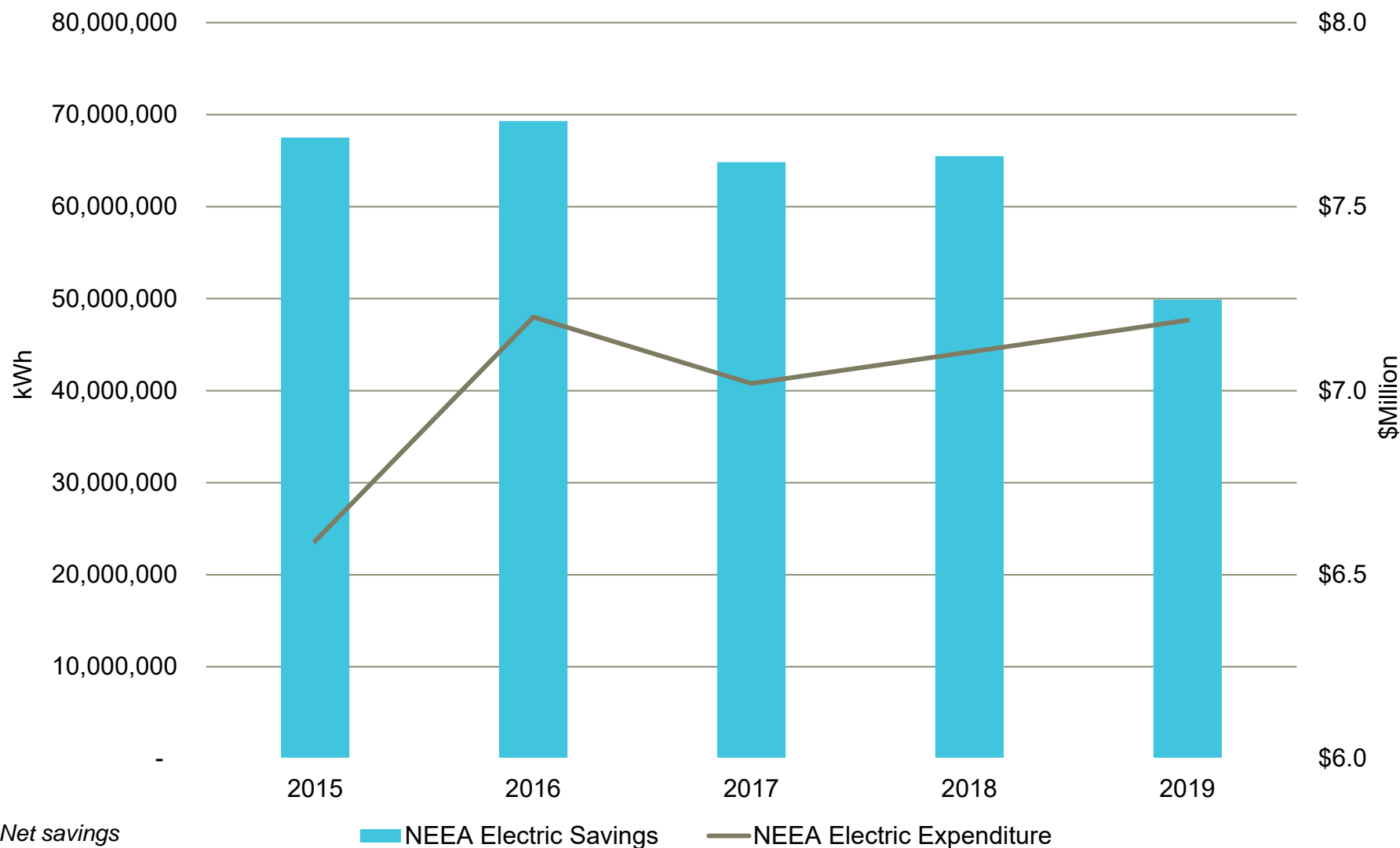
Industrial Sector Story: Incentives by Track



Net savings

Chart shows 2015-2017 actuals, 2018 forecast and 2019 draft budget

NEEA: Electric Savings and Cost Trends

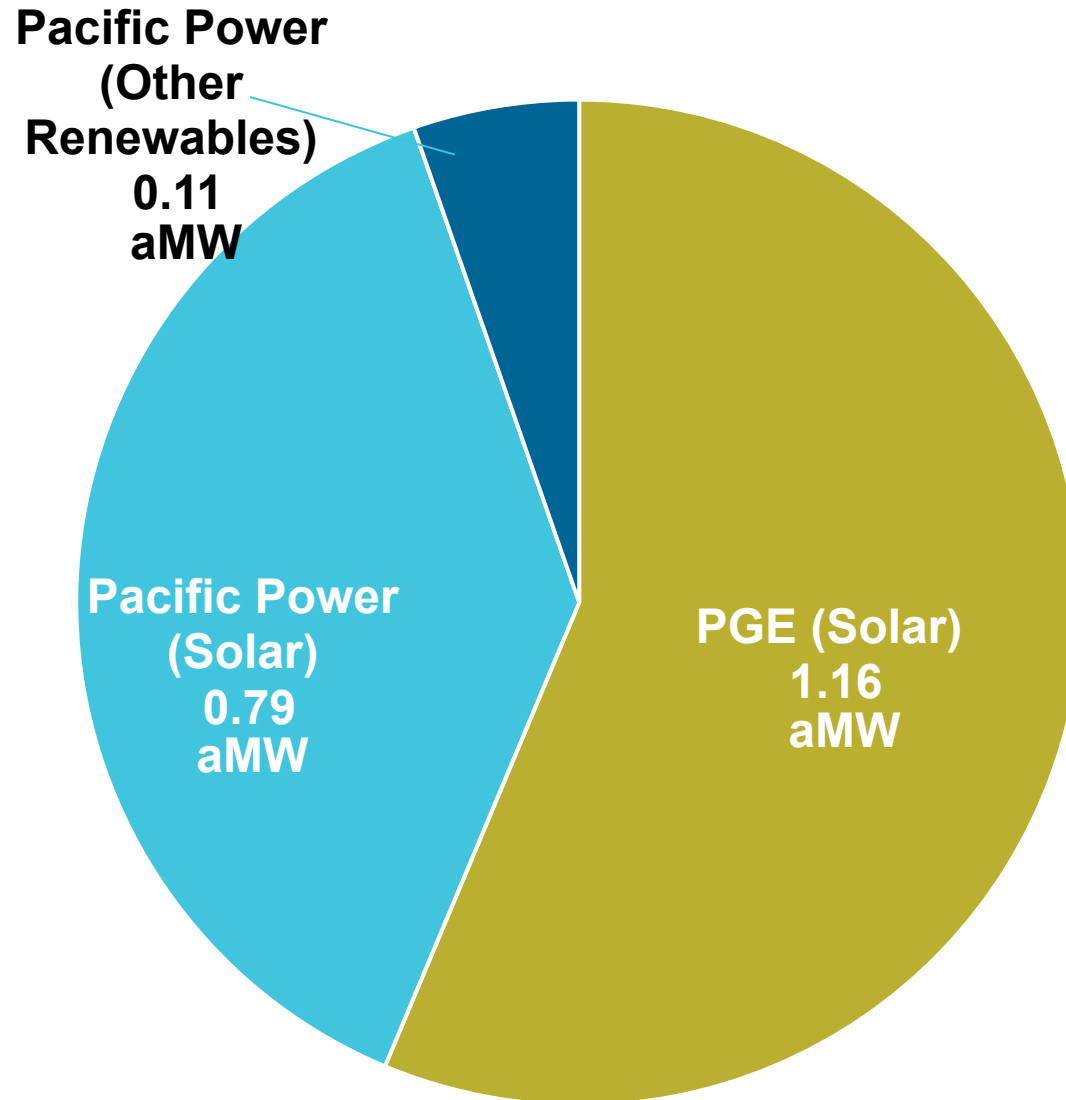


Net savings

Chart shows 2015-2017 actuals, 2018 budget and 2019 draft budget

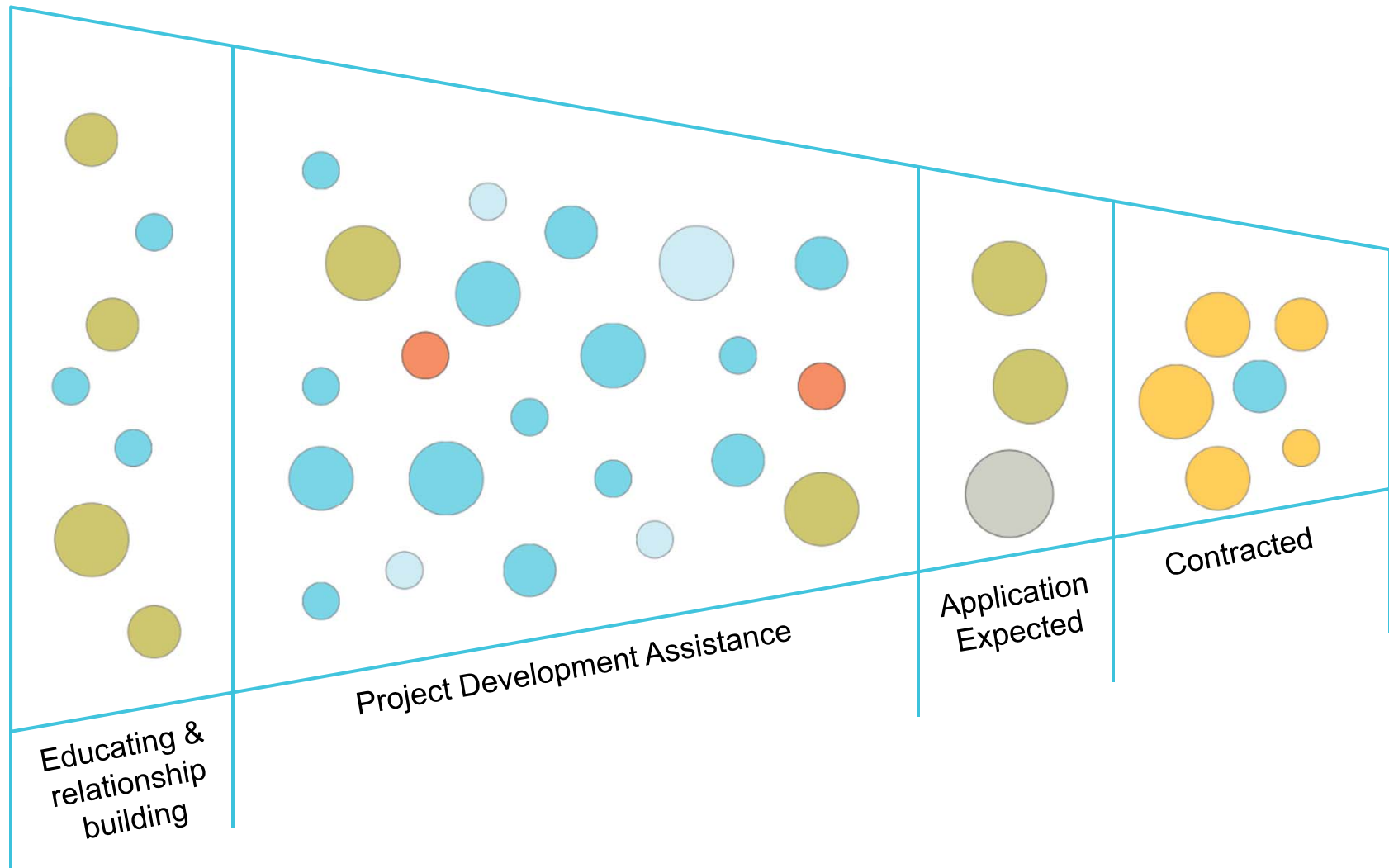
This chart shows electric market transformation savings and costs only. Energy Trust allocated \$1.4 million budget to NEEA for gas market transformation activities; savings are expected in subsequent years

Renewable Energy Sector: 2019 Generation



Renewable Energy Pipeline Building Process

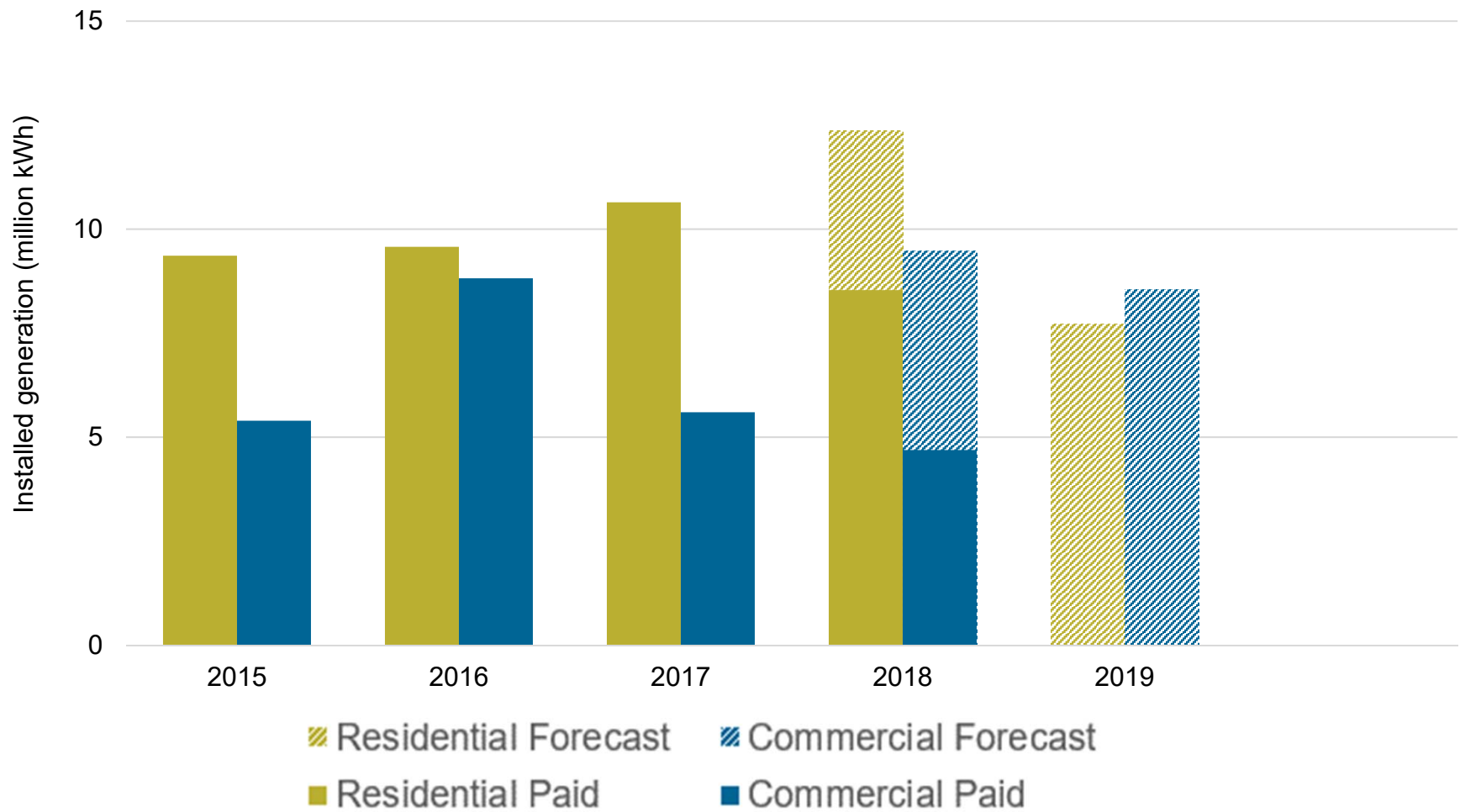
(representative)



Solar Forecast

Similar commercial market

Post-RETC reduction in the residential market



RESIDENTIAL

Improve Program Performance and Viability

- **Implement planned transition strategies to discontinue retail lighting incentives.**
- **Plan for changes to the current free Energy Saver Kit offer:**
 - Develop alternative approach to establishing new customer relationships
- **Increase savings from core and emerging savings opportunities:**
 - Increase promotion of smart thermostats through instant coupon and direct installation offers
 - Drive adoption of efficient gas and electric technologies for heating and water heating systems
 - Develop and implement new pilots such as Pay for Performance, air conditioning, and expanded capacity heat pumps
- **Deploy strategies to engage the manufactured housing community:**
 - Continue manufactured housing replacement pilot expanding to additional sites
 - Develop special promotions for technologies and services for manufactured housing

Improve Productivity and Efficiency

- **Work closely with Solar and Existing Multifamily programs to streamline** and promote customer participation.
- Collaborate with Existing Multifamily to **develop increased incentives for single-family rental property measures, Savings Within Reach measures and on-bill repayment offers.**

Increase Customer Participation and Awareness

- **Develop targeted offers for underserved markets**, such as fixed-price offers for heat pumps in electric resistance homes.
- Develop **data-driven customer engagement** and marketing strategy.
- **Develop strategies and partnerships with community-based organizations** to improve awareness and accessibility for low-income customers and single-family rental homes.
- **Develop marketing and engagement strategies for non-English speaking and culturally diverse customers** through translation, events, additional focus groups and research.
- **Establish a framework for the Diversity, Equity and Inclusion participation goal** to increase customer participation in energy efficiency programs for all underserved populations by 20% by the end of 2020.
- **In Southwest Washington launch a rental gas furnace offer** to home retrofit and multifamily customers.

Increase Flexibility and Adaptability

- Support **targeted load management pilots.**
- Coordinate with **utility demand response programs** to drive efficiency savings.

INDUSTRIAL & AGRICULTURAL

Improve Program Performance and Viability

- Launch new **custom track structure with SEM and technical services integrated** into custom track PDC's scope of work.
- Implement **new streamlined technical study process to increase participation** for smaller custom projects.
- Develop **streamlined SEM offering to engage underserved small and remote customers** cost-effectively.
- **Assess and implement potential changes to lighting track** to continue to drive cost effective savings.
- **Implement advanced lighting controls pilot** to better understand lighting controls, and evolve program offering.

Improve Productivity and Efficiency

- PDCs and custom and standard programs will **utilize Energy Trust's PowerBI dashboards as the single platform** and approach for savings and incentive forecasting.

Increase Customer Participation and Awareness

- **Drive geographic diversity of gas and electric savings through outreach** to trade allies, associations and other market actors across the state.
- Work with standard track PDCs to recruit, **train and support trade ally vendors to sell** efficient products, equipment and systems.
- Develop and deploy **diversity, equity and inclusion goal focused on small- to medium-sized customers in rural locations**.
- Continue ongoing diversity, equity and inclusion activities, including:
 - Increasing delivery of savings to **small and medium businesses**
 - **Tribal outreach** by Evergreen Consulting Group
 - Recruiting **minority and/or women trade allies** and collaborate with **community-based organizations** to help us reach under-served customers

Increase Flexibility and Adaptability

- Support **targeted load management pilots** to gain experience and reduce peak load in targeted area.

DIVERSITY, EQUITY & INCLUSION

DEI is becoming **integrated in all of our work across the organization**—from program design and delivery, to contract supplier diversity.

This focus and effort across the organization will deliver the benefits of diversity, equity and inclusion to promote innovation and relevance to the customers we serve, **making our programs and services more accessible, transparent and effective.**

Improve Program Performance and Viability

- **Support program efforts to reach and inform all customers** in order to meet savings and generation goals and to ensure the credibility and relevance of Energy Trust's energy programs.

Establish Strategic Direction

- **Apply a diversity, equity and inclusion lens** in development of 2020-2024 Strategic Plan.
- Leverage the diversity, equity and inclusion operations plan to **develop measurable outcomes** for inclusion in the 2020-2024 Strategic Plan.

Improve Productivity and Efficiency

- Through diversity, equity and inclusion focus to **bring more diversity to Energy Trust's staff and delivery contractors, increase innovation and cultural responsiveness** to improve programs and organization processes and operations.

Increase Customer Participation and Awareness

- **Launch a Diversity Advisory Council**, a group of community stakeholders who can provide advice and counsel to the organization on matters of concern and issue to communities we serve.
- Engage Diversity Advisory Council to provide constructive, meaningful and informed **feedback on data sets, program design and assumptions.**

Increase Flexibility and Adaptability

- **Continue organizational readiness activities** to support diversity, equity and inclusion activities throughout the organization, hosting speakers and panels related to diversity, equity, and inclusion work.
- Continue to support and lead a **staff diversity, equity and inclusion committee**, which serves as a hub of learning and support for diversity, equity and inclusion issues and strategies to serve all customers.

GENERAL MANAGEMENT

INCLUDES EXECUTIVE, FINANCE, LEGAL, HUMAN RESOURCES

Improve Program Performance and Viability

- **Assess the value of lean startup methodologies by piloting solutions** identified during the 2018 development period with both small and medium businesses and low-income multifamily renters.
- Begin implementation of Budget Review recommendations, with a **focus on budgeting and forecasting tools for program use.**

Increase Customer Participation and Awareness

- Leader, support and implement the goals and objectives detailed in Energy Trust's **diversity, equity, and inclusion operations plan.**
- Advise and support the organization on **more inclusive contracting practices** for Energy Trust contracted supplies and services.

Increase Flexibility and Adaptability

- **Begin implementation of recommendations from the Organizational Review project** related to human resources processes, organizational structure and employee engagement.

Manage Organization Effectively

- **Begin implementation of Budget Review recommendations** per the 2018 Implementation Plan to realize greater efficiencies, increase stakeholder engagement, increase program flexibility and more closely align the budget process with strategic plan priorities.
- Support Energy Trust's strategic objectives with **career development, staff support and focused succession planning.**
- Coordinate a **five-year management review** as required under OPUC grant agreement.

Improve Productivity and Efficiency

- Begin **implementation of Organization Review process and structure recommendations** per the 2019 Implementation Plan to ensure optimal performance of Energy Trust in the current and future energy environment.
- Support implementation and use of **electronic DocuSign in contract finalization and tracking** processes.
- Continue to support Energy Trust's recruitment, hiring, and retention needs with focus on **strategic staff planning, including increasing diversity in Energy Trust's workforce.**
- Submit **requests for proposals for banking and audit** essential services.
- Develop a **plan for electronic payment** of incentives.

Establish Strategic Direction

- **Create Energy Trust's 2020-2024 Strategic Plan**, with guidance and direction from board of directors.

IT & OPERATIONS ANALYSIS

Improve Program Performance and Viability

- **Tools for collecting project opportunities:** Support the development of tools for non-residential programs, industrial, and commercial programs to collect and store information on project opportunities while in the field and give direct information to market actors and customers in real time.

Increase Flexibility and Adaptability

- **Expand use of lean startup methodology** for program development.

Establish Strategic Direction

- **Provide analyst resources and expertise** throughout the development of strategic planning goals and objectives.

Manage Organization Effectively

- **Business Systems Prioritization Team:** **Identify pain points and opportunities for improvement within our systems to eliminate administrative overhead** and provide more accurate and readily accessible information to users.
- **Enhancements to Project Tracker, Customer Relationship Management system and Business Intelligence:** Develop systems changes to address reported user needs as prioritized by the business systems prioritization team including support for project and customer management as systems as record.

Increase Customer Participation and Awareness

- **Targeted marketing email support:** Support development of email marketing platforms that provide programs with customer intelligence for targeted marketing activities.

Improve Productivity and Efficiency

- **Data analysis and cleanup:** Lead the ongoing creation and utilization of integrated and **third-party data sets** to inform program strategy and decision making.
- Ensure the accuracy, timeliness and consistency of **forecasting** and pipeline information in our data systems.
- **Migrate select applications and services to the cloud,** and investigate the potential of moving others.
- **Update forecasting functionality in Project Tracker:** Enhance system to eliminate duplicate project data entry and improve organizational ability to report on forecasted projects.
- **Offering greater self-service for data consumers:** Restructure how we surface views of data to users, improve the quality control process for data through sanctioned datasets, and support the introduction of Microsoft PowerBI for dashboards, reporting and visual presentation.

PLANNING & EVALUATION

Improve Program Performance and Viability

- Update **measure approval process** including: new measures, updates due to code changes and standards, and new data.

Establish Strategic Direction

- **Provide savings scenarios and concepts** for strategic planning goals and objectives.
- Provide energy efficiency **inputs into utility resource planning for Cascade Natural Gas and PGE**—leads to efficiency savings goals and funding.

Improve Productivity and Efficiency

- Help programs to develop a **standard streamlined approach to assess when and how to reduce or end energy efficiency incentives**.
- Roll-out **electronic process for requesting new measures** and making changes to existing measures.

Increase Flexibility and Adaptability

- **Learn how to ensure efficient operation of internet-controlled equipment for lighting and space conditioning**.
- Accelerate development of **datasets to support participation, market and other analyses**.
- **Standardize approach for analyzing energy efficient and renewable energy projects to replace distribution system investments**.

Increase Customer Participation and Awareness

- Help programs create actionable **metrics, goal structures, and strategies for reaching historically underserved customer groups**.
- Develop, test and refine **datasets that support targeted marketing** with significant forward-looking savings potential including markets that have not historically participated at high levels.

Manage Organization Effectively

- **Evaluations** of savings from all major efficiency programs and select renewable energy programs.
- **Adjust methods to reflect** increased importance of **peak savings and generation**.
- **Update avoided costs** to reflect new utility forecasts; incorporate into 2019 planning for 2020 implementation.
- If the proposal receives support from the board and OPUC, convert Energy Trust's goal, reporting and cost-effectiveness policies from **net savings to gross savings**.
- **Improve estimates of peak reduction** from energy efficiency savings and renewable generation.

RENEWABLE ENERGY

Improve Program Performance and Viability

Solar

- Continue to **adjust** residential and business **incentives in response to market behavior**.
- **Explore options for integrating solar and solar plus storage into the EPS™ new homes** construction offer to provide smart- grid-optimal homes.

Other Renewables

- **Expand outreach to smaller water resource recovery facilities** with generation and net-zero potential.

Increase Flexibility and Adaptability

Solar

- Collaborate with utilities and energy efficiency programs on **targeted load management and demand response pilot efforts**.

Other Renewables

- **Explore** how biopower projects at water resource recovery facilities and irrigation hydro can provide **additional utility grid services, including peak management**.
- Continue to **explore modest incentive support to encourage optimization of generation** at previously incentivized and operating facilities.

Increase Customer Participation and Awareness

Solar

- Support innovative and replicable **solar projects benefitting low- and moderate-income customers**.
- Continue to **encourage gender diversity in the solar workforce** through networking events and education opportunities for women and girls.
- **Support the launch of the Oregon's community solar program** with customer information and referrals.

Other Renewables

- **Focus development assistance on irrigation hydropower and net-metered biogas projects** while remaining open to other opportunities.
- **Hold two competitive solicitations** for projects seeking installation incentives greater than \$150,000.

Both Programs

- **Establish a framework for the DEI participation goal** to increase customer participation in renewable energy programs for all underserved populations by 20% by the end of 2020.

COMMUNICATIONS, OUTREACH, CUSTOMER SERVICE, TRADE ALLY

Improve Program Performance and Viability

General Communications and Outreach

- Deliver **communications and outreach support for new or modified program offerings** and any changes in planning assumptions.
- Facilitate internal cross-program team to **coordinate activities engaging low- and moderate-income customers and agencies.**

Customer Service and Trade Ally

- **Support and initiate market research efforts** to ensure trade ally and customer perspectives are captured, and insights gained **that increase participation by new customers.**
- Assess and implement **redesign of our trade ally forums** to meet contractor and Energy Trust's needs for training and communications and align with available resources.

Establish Strategic Direction

General Communications and Outreach

- Support the development, drafting and public review of the 2020-2024 Strategic Plan, and implement a **public outreach and communications plan** in summer 2019 to ensure stakeholder engagement.

Increase Customer Participation and Awareness

General Communications and Outreach

- **Maintain outreach staff, especially in Eastern and Southern Oregon**, to ensure Energy Trust is optimally serving as a resource to community, business, local governments and public sector stakeholders.
- **Leverage local efforts and partnerships** to spur participation in Energy Trust programs.
- **Further develop educational content on the website**, using insights from research and marketing creative to drive engagement.

All Functions

- **Implement approach for meeting diversity, equity and inclusion goals 3, 4 and 6**
 - Goals 3 and 4: Diversify the trade ally network and projects submitted.
 - Goal 6: Develop the systems and tools to increase our knowledge and understanding of underserved markets through relationships with community-based organizations.
- **Implement multi-lingual translation services** across all contact centers to better support customers with limited-English proficiency.
- **Seek new media outlets to expand reach** to customers, particularly underserved customers.

Improve Productivity and Efficiency

General Communications and Outreach

- Expand the use of DocuSign to **deliver digital workflow and signature solutions** for internal and customer facing processes identified for optimization, reducing document turnaround time and enhancing customer experience.
- Review board and advisory council notes for their greatest internal and public value, and **work toward streamlining note taking** and the final notes product.

Customer Service and Trade Ally

- Continue support for **customer and stakeholder relationship management system enhancements**.
- Collaborate with programs and IT to **build a means to track projects completed by minority- and women-owned businesses**.

Manage Organization Effectively

General Communications and Outreach

- Coordinate four executive director trips across the service territory to **meet with stakeholders, customers and public**.
- Provide general **board meeting support** and execution of one board meeting held outside Portland.
- Provide information on organizational results, benefits and value to **inform ratepayers, stakeholders, media and others on Energy Trust's work**.
- Develop and execute on a plan to ensure the organization's diversity, equity and inclusion (DEI) activities, findings and overall **progress to 10 DEI goals are clearly communicated to the public**.

Increase Flexibility and Adaptability

General Communications and Outreach

- Implement an online content optimization platform that allows for real-time adjustment of **website content to reflect customer preference by factors such as geography and demographics**.
- **Provide project management, change management** and other expertise to support cross-organization innovation efforts.

COMMERCIAL

Improve Program Performance and Viability

Existing Buildings

- Develop a **five-year strategic plan for lighting** to address accelerated market changes.
- Launch new pilots for 2019 and 2020 to **test new measures and program enhancements** that could offset declining lighting savings.

New Buildings

- Identify **new strategies for serving affordable housing**, utilizing building-level analysis and incentives that align with the customer's financing and decision-making model.
- 2019 will be a critical year to scale innovative net-zero strategies and metrics across the program and **adjust the market to a new code release in 2020**.

Existing Multifamily

- **Develop transition strategies** for the anticipated discontinuation of the current direct installation delivery model in 2020, when direct installation of LEDs in tenant units will likely not be cost-effective.
- **Identify alternative cost-effective approaches** to continue to offer showerheads and shower wands, faucet aerators and advanced power strips.
- **Explore new or expanded offerings for affordable housing participants** to encourage comprehensive upgrades, possibly through incentives, expansion of Savings Within Reach to multifamily, or other new services.

Increase Customer Participation and Awareness

Existing Buildings

- Develop marketing strategies and materials to **diversify participation, especially for underserved, rural and small businesses**, including tribes.
- Continue the **lighting direct installation offering for small business customers in targeted areas** to support equitable access.
- Increase the portfolio of measures that are delivered **midstream in southwest Washington**.

New Buildings

- Develop new ways to **better serve the affordable housing new construction market**; propose building-level strategies and incentives that will better engage decision-makers.

- **Work with the Multicultural Collaborative** to conduct a program review of our outreach and market engagement, marketing and training and education, to produce some ideas for improving our approach to inclusion in the program.

Existing Multifamily

- With Residential, **drive smart thermostat adoption in both single-family and multifamily homes**, through efforts such as online instant discounts and supporting PGE direct installation.

All Commercial

- **Establish a framework for the DEL participation goal** to increase customer participation in energy efficiency programs for all underserved populations by 20% by the end of 2020.

Improve Productivity and Efficiency

Existing Buildings

- Develop new marketing materials and strategies to **support targeted load management, carbon reduction and other utility efforts** that can drive energy savings.

New Buildings

- **Provide customers with easy ways** to complete program documentation, with in-person delivery to rural communities.
- Utilize technology enhancements to **streamline the program's backend enrollment process**.

Manage Organization Effectively

Existing Buildings

- Refine **SEM targeting and recruitment strategies** and explore new tools to increase program savings acquisition and reduce program delivery cost.

Existing Multifamily

- Conduct an **Existing Multifamily process evaluation** to identify program successes, areas for improvement and 2020 program redesign opportunities.

Improve Program Performance and Viability

- **Heat pump water heaters:** Increase emergency replacement penetration via trainings to ensure widespread knowledge about heat pump water heaters; execute consumer awareness tactics in the market to drive demand for HPWHs; update advanced water heater specification
- **Ductless heat pumps:** Work with willing manufacturers to evaluate new rating system and test products; continue to support market-led partnerships with adjacent trades to learn more about barriers and opportunities.
- **Retail products portfolio:** Continue state-level codes and standards engagement; continue data quality control improvements and refinements of savings approach.
- **Super-efficient dryers:** Complete market research investigating laundry market trends; continue retailer pilots and partnerships; investigate potential for new combined washer/dryer efficiency rating and labeling.
- **Manufactured homes:** Provide upstream incentives to address cost differential for Northwest Energy Efficient Manufactured Homes (NEEM+); continue manufacturer outreach/relationship building.
- **Next step homes:** Collaborate with commercial code enhancement to create state action plans to achieve long-term code targets.
- **Luminaire level lighting controls (LLLC):** Collaborate with Lighting Design Lab to bring two differentiated tracks of training to region for trade allies, distributors, designers and engineers; collaborate with manufacturers to promote the technology through their sales channels.
- **Commercial code enhancement:** Coordinate with state collaboratives to review, select and assess new technologies/practices; develop state road maps; determine appropriate support to increase awareness/adoption of future code measures.
- **Window attachments:** Develop demand- and supply-side business cases; promote field demonstrations for buildings in initial target market.
- **Extended motor products:** Launch distributor engagement to begin data sharing and support for shifting stocking and sales mix toward efficient pumps.
- **High-performance HVAC:** Engage innovators with supply chain to increase installations of very high efficiency dedicated outside air systems in the region.
- **Continue gas program activities supporting market development for the following technologies:**
 - Efficient gas water heaters
 - Combination space and water heating product
 - Condensing Gas HVAC Rooftop Units
 - Efficient gas dryers

Improve Program Performance and Viability

New activities: Explore advancement of initiatives in the following areas:

- Residential
 - CO2 combined space and water heating
 - Ultra high definition TVs
 - Connected/advanced thermostats focusing on control of central and zonal systems
- Residential/commercial
 - Inverter-driven packaged terminal heat pumps
 - Expand understanding of window attachments including blinds and films
- Commercial
 - Occupancy control of HVAC and task/ambient HVAC
 - Community SEM
- Commercial/industrial/agricultural
 - Pump operator certification
- Industrial/Agricultural
 - Smart compressed air valves
 - Pivot commissioning

Market Transformation

