

# Board Meeting Minutes—166th Board Meeting

May 16, 2019

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**Board members present:** Susan Brodahl, Melissa Cribbins, Ernesto Fonseca, Roger Hamilton, Lindsey Hardey, Eric Hayes, Elee Jen, Mark Kendall, Debbie Kitchin, Alan Meyer, Roland Riser, Anne Root, Letha Tawney (Oregon Public Utility Commission ex officio), Janine Benner (Oregon Department of Energy special advisor)

**Board members absent:** Henry Lorenzen

**Staff attending:** Adam Bartini, Scott Clark, Amber Cole, Mike Colgrove, Hannah Cruz, Sue Fletcher, Cheryle Gibson, Fred Gordon, Jeni Hall, Marshall Johnson, Jessica Kramer, Steve Lacey, Debbie Menashe, Spencer Moersfelder, Dave Moldal, Amanda Potter, Thad Roth, Lizzie Rubado, Greg Stokes, Rob Strange, Julianne Thacher, John Volkman, Jay Ward, Peter West

**Others attending:** Holly Braun (NW Natural), John Charles (Cascade Policy Institute), Jason Eisdorfer (OPUC), Kari Greer (Pacific Power), Rick Hodges (NW Natural), Anna Kim (OPUC), Jeremy Litow (Northwest Energy Efficiency Alliance), Brendan McCarthy (Portland General Electric), Lisa McGarity (Avista), Patty Sackewitz (Pacific Power), Susan Stratton (NEEA), Holly Valkama (1969 Consulting), Becca Yates (NEEA)

## Business Meeting

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Roger Hamilton called the meeting to order at 8:02 a.m.

## General Public Comments

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John Charles, executive director of Cascade Policy Institute, made a comment about Energy Trust's proposed funding agreement with NEEA. Energy Trust proposes to invest \$40 million in NEEA over five years to fund research, advocacy and education activities. Investing in NEEA is not the same as purchasing energy. Market transformation is difficult to determine, measure and benchmark. Energy savings from market transformation are ambiguous and uncertain. A two-year funding agreement would be more appropriate.

The board noted that Oregon, Washington, Idaho and Montana public utility commissions weigh in on NEEA's measurement and evaluation procedures.

## Authorize Northwest Energy Efficiency Alliance Funding Commitment (R877)

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*(Susan Stratton and Jeremy Litow, Northwest Energy Efficiency Alliance)*

NEEA is a four-state alliance between Oregon, Washington, Idaho and Montana and has a unique partnership with 140 utilities. Mike is a member of NEEA's board and participated in discussion and oversight of NEEA's strategic plan.

Susan Stratton presented Energy Trust's share of the Oregon work proposed in NEEA's five-year business plan and budget. All funders commit to five-year funding agreements because NEEA initiatives are long-term efforts.

Susan Stratton explained that Pacific Power, PGE, NW Natural and Cascade Natural Gas fund NEEA through Energy Trust. In the next five years, Energy Trust will also fund NEEA on behalf of Avista.

Janine Benner arrived at 8:21 a.m.

The board noted that gas goals in NEEA's five-year business plan have a wide range. Susan Stratton explained that gas market transformation efforts are very new, so there is more uncertainty in this small portfolio. NEEA expects to achieve savings in the middle of the goal range.

The board asked about NEEA's expected savings returns. Susan Stratton described expected savings from code transformation, new LEDs, heat pumps and a retail product portfolio initiative.

The board noted that investing in NEEA enables Energy Trust to save energy cost-effectively by leveraging a regional collaboration.

Mike explained that the resolution approves signing a five-year funding contract with NEEA. Funding will be approved on an annual basis through Energy Trust's annual budgeting process.

Melissa Cribbins arrived at 8:32 a.m.

## **Recommendation**

Authorize the executive director or his designee to sign a contract authorizing expenditures of up to \$40,100,000 expected to acquire up to 102.8 aMW of electric savings and 6.1 million therms of natural gas savings during the 2020-2024 period, contingent upon successful contract negotiation consistent with the resolution, below.

### **RESOLUTION 877 AUTHORIZING A 2020-2024 FUNDING COMMITMENT TO THE NORTHWEST ENERGY EFFICIENCY ALLIANCE**

#### **WHEREAS:**

- 1. The Northwest Energy Efficiency Alliance (NEEA) remains the premier regional market transformation organization and Energy Trust contractor since our inception.**
- 2. In July 2014, Energy Trust committed to funding NEEA through its current funding cycle, NEEA "Cycle 5" and for the NEEA 2015-2019 Strategic Plan and Business Plan.**
- 3. Pursuant to Energy Trust's Cycle 5 contribution, through the first quarter of 2019, Energy Trust has acquired approximately 30 aMW of savings attributable to NEEA.**
- 4. The NEEA board has adopted a new 2020-2024 Strategic Plan and Business Plan and is seeking corresponding commitments for the period 2020-2024 funding cycle.**
- 5. The NEEA 2020-2024 Business Plan proposes to acquire between 360 and 500 aMW in regional electric savings and between 11 and 18 million therms in natural gas savings from market transformation investments over five years. Of this amount, approximately 20 percent of the electric savings and 26 percent of the natural gas savings are anticipated as Energy Trust savings.**
- 6. Planned NEEA savings acquisition levelized costs compare favorably to levelized costs projected from other Energy Trust programs, and also comply with minimum OPUC performance measures established for Energy Trust.**
- 7. The 2020-2024 NEEA Strategic Plan and Business Plan prioritize regional coordination and collaboration to accelerate development of emerging energy efficiency technologies, a critical strategy for Energy Trust's savings acquisition goals.**
- 8. Staff regards NEEA's work as essential to achieving Energy Trust savings goals over the next few years, helping ensure a full pipeline of efficiency projects to deliver long-term benefits to Oregon and the region.**

**It is therefore RESOLVED:**

1. **The executive director or his designee is authorized to negotiate and sign a five-year contract with NEEA authorizing funding of up to \$40,100,000 to acquire an estimate of up to 102.8 aMW of electric energy savings and up to 6.1 million therms of natural gas savings.**
2. **Funding shall be consistent with Energy Trust's board-approved annual budgets and two-year action plans.**

Moved by: Roland Risser

Seconded by: Mark Kendall

Vote: In favor: 11

Abstained: 0

Opposed: 0

## **Strategic Plan Progress Update Year 4 – 2015-2019 Strategic Plan Implementation Dashboard**

*(Hannah Cruz)*

Hannah Cruz, senior communications manager, presented on progress toward goals and objectives in the current 2015-2019 Strategic Plan. Energy Trust's 2015-2019 goals are to save 240 average megawatts, save 24 million annual therms and generate 10 aMW of renewable energy.

The 2015-2019 Strategic Plan includes six strategy areas: energy goals, emerging efficiency resources, expanding customer participation, key processes, new opportunities and staff engagement. Energy Trust is tracking well in all areas.

In the first four years of the five-year period, Energy Trust has exceeded two of the energy goals and achieved 98 percent of the third goal.

Energy Trust has saved more than 236 aMW through 2019, which is ahead of expected achievements. This is driven by LEDs, new construction, a large megaproject and strong NEEA performance. Energy Trust expects to exceed this goal by about 20 percent.

Energy Trust has already saved 27.3 million annual therms, which exceeds the strategic plan goal for natural gas savings.

Energy Trust has already generated 13.8 aMW of renewable energy, exceeding the strategic plan goal for renewable energy generation. Energy Trust expects to exceed the goal in the five-year period due to extension of the Solar Investment Tax Credit, falling solar costs and work with small hydropower through the irrigation modernization initiative.

Energy Trust is on track with the emerging efficiency resources strategy. This includes achievements through NEEA and Energy Trust's additional work testing and implementing technologies ready for deployment. NEEA is focused further upstream from Energy Trust to stimulate production and development of new energy efficiency technologies. Energy Trust has achieved 30 aMW of electric market transformation savings through NEEA and anticipates exceeding the five-year goal. Progress to the gas market transformation metric has been delayed because market development of a combined gas space and water heating technology has been delayed.

Lindsey Hardy arrived at 8:48 a.m.

Energy Trust is on track toward the goal of expanding participation, including identifying gaps and opportunities, addressing and advancing engagement, and reporting on actions and results.

Accomplishments include:

- Completing a customer insights survey
- Completing a diversity, equity and inclusion baseline report
- Setting 10 diversity, equity and inclusion program and operations goals to be accomplished by the end of 2020

The board noted that the diversity, equity and inclusion baseline report based on analysis of census tracts doesn't track the actual participation in Energy Trust programs and asked to improve Energy Trust's tracking of diverse participants. Mike explained that staff are exploring additional tracking, however it will not be possible to collect demographic information on all program participants. Staff are looking into doing a more detailed demographic survey of customers within the most diverse census tracts. Energy Trust also conducts customer insights surveys of both participants and non-participants to understand why customers don't participate.

Energy Trust is on track to improve operational efficiency. Activities have included an organizational review, budget process review, incentive processing, streamlining customer services and information, energy project tracking and lean startup customer development. One key process, internal procurement and payment, was put on hold in favor of other higher priority projects.

Debbie Kitchin left the meeting at 9:06 a.m.

Mike shared that as an outcome of the organizational review, Energy Trust formed a formal Senior Management Team. This enables Energy Trust to bring senior managers into decision making processes. Energy Trust renamed its Management Team to Executive Team.

Energy Trust is tracking well in the area of new opportunities to propel the organization. An example is a manufactured home replacement pilot, which creates a model for replacing inefficient older manufactured homes while creating additional benefits for residents. For this pilot program, Energy Trust selected three manufactured home parks owned by nonprofits, including St. Vincent de Paul, NeighborWorks Umpqua and CASA. Energy Trust's incentives for energy efficiency helped these parks and residents achieve affordable housing goals. In addition, Energy Trust authorized a loan fund that's matched by Craft 3 and Meyer Memorial Trust. This makes affordable, low-interest lending available to these customers.

The board supported Energy Trust's work to preserve affordable housing and affordable manufactured homes.

The board asked about efforts to coordinate with cities and counties. Hannah clarified that this refers to supporting efforts in communities within Energy Trust's service territory, such as supporting local sustainability goals or other community led efforts.

The board discussed community and business interests in improving indoor air quality.

Hannah continued with other examples of new opportunities, such as responding to policy initiatives and supporting load and demand management efforts with utilities.

The board discussed the use of smart thermostats in utility load and demand management efforts.

Energy Trust is tracking well in the area of staff engagement. Drivers of staff engagement include opportunities for future growth, leadership and accountability; rewards and recognition; work alignment and work-life balance. Overall, employees are engaged, but Energy Trust is observing a downward trend in employee engagement over the past two years. Staff engagement may be declining due to the

more dynamic nature of Energy Trust's work and increases in staff workload. Improvements to address staff engagement include listening sessions with staff, additional internal communications such as an internal weekly newsletter, and additional all staff meetings. Energy Trust is conducting more intentional business planning to ensure all staff are aligned with organizational priorities. Mike added that the strategic planning process has created a level of uncertainty, as has the status of SB 1149.

The board asked about employee turnover and which staff engagement categories declined. The survey responses with the lowest engagement are related to areas of future growth and opportunity for the organization, work-life balance and career growth. The human resources team is working to better define pathways to career development within the organization.

The board acknowledged that Energy Trust anticipates significantly exceeding its five-year goals. Hannah explained that market and technology changes have occurred that could not have been anticipated.

Hannah asked the board to consider what level and types of information it will need to assess Energy Trust's progress toward the 2020-2024 Strategic Plan's objectives.

The board took a break from 9:44 to 9:56.

## **Board Meeting Minutes—Annual Board Strategic Planning Workshop**

May 16-17, 2019

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### **Opening Remarks: Workshop Agenda Recap and Strategic Planning Overview (Michael Colgrove and Holly Valkama)**

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Mark Kendall acknowledged the work of the board strategic planning committee, including Elaine Prause from the OPUC, and staff. The purpose of this workshop is to develop a draft of the 2020-2024 Strategic Plan to publish to the public and stakeholders for feedback.

Mike reviewed the strategic planning process to date. One year ago, Holly conducted a training and presented a framework for strategic planning. The committee started the process by thinking about Energy Trust's unique current role of value. The committee then determined the most likely scenario over the next five years and what opportunities may exist within that likely scenario. The board systematically rejected many of those opportunities and focused on the remaining opportunities that are the best fit for Energy Trust and hold the greatest promise.

Mike thanked the board for participating in additional strategic planning workshops and discussions in the past year. Mike also thanked staff, OPUC, utilities, members of Conservation Advisory Council and Renewable Energy Advisory Council, and other stakeholders for input and guidance.

### **Utility Future Perspectives (NW Natural, Pacific Power and PGE)**

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#### ***Bill Edmonds and Ryan Bracken, NW Natural***

NW Natural's "Pacific Northwest Pathways to Decarbonization" study is a vision for 2050. The cheapest and largest part of NW Natural's carbon reduction strategy is reducing and offsetting consumption through energy efficiency. NW Natural makes progress in energy efficiency through Energy Trust.

NW Natural's "Pacific Northwest Pathways to Decarbonization" study is about achieving economy-wide carbon reduction to achieve an 80 percent reduction in greenhouse gases by 2050. According to the study, about 12 percent of greenhouse gas emissions are from direct-use natural gas. Space heating represents about one-half of that usage.

The study looked at four different emissions reduction scenarios. All scenarios rely on energy efficiency to enable decarbonization through building shell improvements, lighting, efficient equipment and reducing plug loads. Energy efficiency consists of reductions in energy demands as well as device efficiency.

Across all scenarios, energy generation in 2050 will be from less coal and more wind and solar resources. New loads from electrification of space heating will, net of displaced resistance load, be incremental to existing peak demands. By 2050, incremental gas capacity will be 5-10 times higher in electric heat pump scenarios than compared to gas scenarios. This would require building of additional gas plants or significant additional battery storage. Natural gas is the largest source of 2050 energy sector emissions in all scenarios.

According to the study, the Pacific Northwest will continue to have winter peak needs. These peaks will continue to be met mostly with gas in all of the decarbonization scenarios through 2050, with gas-fired electric generation or direct use of gas. Widespread deployment of electric heat pumps leads to an increase in winter peak electricity demands relative to gas scenarios.

The board asked questions about NW Natural's assumptions in the study, which include that no more coal will be used in generation in 2050 and that there will not be large unanticipated breakthroughs in technology.

Bill described two sets of decarbonization opportunities. The first is replacing older pipes, which NW Natural has already completed. The second is to purchase gas from areas with more stringent regulation of methane emissions from gas production.

The board asked if increases in heat pumps are expected from new construction or fuel switching, and Bill responded that both sources were considered. Mike clarified that Energy Trust does not encourage customers to switch fuels.

The board discussed the impacts of California's low carbon fuel standard and Oregon's clean fuel standard on renewable natural gas.

***Scott Bolton, Pacific Power***

Pacific Power is committed to decarbonization of electricity sources as quickly as possible through public policy, increasing wind generation, participating in the energy imbalance market and diversifying the grid. Pacific Power's 2019 Integrated Resource Plan includes early coal retirements in 2022.

Pacific Power is working to power transportation electrification, such as providing grant funding for communities in Coos Bay, Bend, Medford and Roseburg to install electric vehicle charging stations. It is also focusing on investing in system reliability, grid resiliency through smart meters, system improvements and battery storage projects, and competitive rates.

Debbie Kitchin returned to the meeting at 11:33 a.m.

The board discussed implications of more distributed renewables on Pacific Power. Mike noted that grid resiliency has been a topic in strategic plan discussions, and Scott agreed that customers want to improve resiliency and recover from potential crisis events. Board members discussed resiliency needs in their communities.

The board discussed transitioning away from coal and increasing the portion of the region's energy from renewable sources.

The board took a break from 11:47 to 11:52 a.m.

***Dave Robertson and Larry Bekkedahl, PGE***

PGE's goal for decarbonization is 80 percent by 2050 while keeping the system reliable, resilient and affordable. PGE's strategic plan consists of decarbonation, an integrated grid and improving customer experience.

About 25 percent of the overall economy right now is met with electricity, and that is expected to grow to 50 percent in the future. Oregonians will be using overall less energy, but a greater portion of that energy will be from electricity.

PGE conducted a deep decarbonization study and identified three pathways: high electrification, low electrification and high distributed energy resources. In every scenario, more energy efficiency is required. A future grid must still be reliable and affordable, and it must also be clean, flexible and innovative. The grid is increasingly complex. Technology changes and the evolution of customer applications are changing grid operations, planning and investments. This includes communication infrastructure.

PGE is launching a smart grid test bed. This includes a distributed energy pilot in three cities, including residential battery storage and electric vehicle charging stations. There will be battery storage at 500 homes, plus some batteries at substations. PGE is also looking for opportunities for pump storage.

The board noted that demand response is not Energy Trust's core mandate, and Larry suggested that PGE could still contract with Energy Trust to perform demand reduction work. PGE is looking for complementary roles for PGE and Energy Trust.

The board discussed policies under consideration with the state legislature and battery storage technology.

The board took a break for lunch at 12:35 p.m.

### **OPUC Staff Discussion on Strategic Plan Focus Areas (Jason Eisdorfer)**

The board reconvened at 1:10 p.m.

Jason Eisdorfer, utility program director at the OPUC, reflected on the presentations from the utilities, and expressed excitement that utilities and the industry are evolving quickly.

Energy efficiency is Energy Trust's core purpose, and it remains critically important for the state's carbonization and climate goals. The energy efficiency industry is facing significant changes, from the challenges of market adoption of LEDs to potential public policy changes that would redirect the utilities to think about utility system efficiencies or require additional revenue for energy efficiency investments.

When Energy Trust began 20 years ago, it was visionary. Oregon is still ahead of most states, and Energy Trust is leading that charge.

The board is about to discuss five focus areas. Focus area one is to continue current work but be more innovative, focus on the pipeline, and help utilities and customers meet their carbon reduction objectives. Focus area two is better integrating utility systems with customer wants and needs. PGE just stated they are seeking additional opportunities to collaborate with Energy Trust, and that collaboration is appropriate for Energy Trust. Focus area three is to be an expert at implementation. Energy Trust plays a critical role in providing expert information and helping the OPUC answer policy questions. Focus area four is to leverage other funding. Energy Trust should consider competitive funding opportunities carefully and participate only in opportunities where there is a clear public purpose and a market obstacle that Energy Trust can address. Focus area five is internally focused. The OPUC supports Energy Trust's in being more efficient, innovative, diverse and valuable, and to foster a great working environment for staff. These five focus areas are appropriate and allow Energy Trust to be aware of additional changes and opportunities.

The board asked Jason if the five focus areas should be weighted in terms of relative importance and resources allocated. The OPUC believes that weighting the focus areas could be too restrictive. It should be clear that the first focus area is foundational and key to achieving utility carbon reduction goals, and it should take precedent over other focus areas. The board suggested that the foundational nature of the first focus area could be described more clearly in the draft strategic plan.

The board asked about the OPUC's comfort level with excluding five-year savings goals from the strategic plan. Jason agreed it's too difficult to set specific five-year goals given policy and market uncertainty. However, Energy Trust needs some way to determine long-term savings goals, and the OPUC is open to new ways of doing that.

The board noted that if a cap and trade bill passes the legislature, manufacturers may have additional additional incentives to do energy efficiency and this could result increase savings potential.

Jason added that in a changing market, Energy Trust needs to have a creative and collaborative relationship with utilities.

## **Strategic Plan Draft Document: Continued Board Discussions on Focus Areas and Strategies (Holly Valkama)**

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The board discussed the five focus areas in the draft strategic plan.

For focus area one (energy efficiency and renewable energy for all customers), the board recommended using simpler and clearer language and using a more active voice.

For focus area two (focus on solutions that benefit the grid), the board suggested emphasizing the benefit to customers.

For focus area three (support energy policy), the board supported Energy Trust's role providing information or data to help policy-making bodies set goals. Energy Trust is valuable as an impartial, trusted data source. The board also recommended that Energy Trust explain how this work helps achieve additional energy savings for customers.

For focus area four (leverage other funding), the board recommended clearly articulating the benefits of drawing other funding into the marketplace to maximize energy efficiency and provide other public benefits. Commissioner Letha Tawney noted that focus area four is an extension of Energy Trust's core work to use incentive funds to increase investments in energy efficiency.

For focus area five (organizational adaptability and diversity), the board discussed whether operational efficiency is appropriate for a strategic plan or a basic requirement for an organization. The board considered specific aims for this focus area, such as flexibility, adaptability, diversity, innovation and staff expertise.

Commissioner Tawny stated that an internally focused goal is appropriate and necessary because Energy Trust must increase its operational efficiency and effectiveness to succeed in a rapidly and significantly changing future.

The board suggested adding language to the context section of the strategic plan to help readers understand how the focus areas are interrelated. The context section should also articulate the tension between decarbonization goals and maintaining resource adequacy.

The board took a break from 2:36 to 2:46 p.m.



## **Background Information on Progress Indicators (Spencer Moersfelder, Lizzie Rubado)**

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Progress indicators are designed to measure progress in each focus area. They don't necessarily reflect strategies one for one, but they provide directional perspective. They hold Energy Trust accountable for what the organization says it will need in the strategic plan, and they signal a need for course corrections.

The 18 proposed progress indicators were developed with input from staff and OPUC, and they are subject to refinement based on board input. Energy Trust is seeking input on what indicators are most important and most useful to monitor progress. Progress indicators will be reported annually throughout the strategic plan period and should be relatively easily tracked.

## **Strategic Plan Draft Document: Board Discussions on Progress Indicators (Holly Valkama)**

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Holly asked the board to narrow the list of 18 possible progress indicators.

For progress indicator one under focus area one (savings and generation targets that identify a range of opportunities are established by 2020), the board asked about Energy Trust's forthcoming three-year budget process and noted that it is not clear from the progress indicators when this new budget period begins. The board discussed the benefits and risks of selecting numerical savings indicators. Indicators should be specific enough to be meaningful but broad enough to not be limiting. The board suggested making the indicator about pushing the market beyond status quo. Commissioner Tawny suggested that Energy Trust could set a specific numerical savings indicator about serving or moving specific markets, such as previously underserved areas.

The board suggested that progress indicators under focus area one, two and three could be combined into a single indicator.

The board asked about the fourth progress indicator under focus area one (annual renewable energy activity goals are set and achieved). This indicator is intended to show the pipeline of potential future renewable energy projects that may move forward and receive installation incentives in the future. Given the limited funding Energy Trust can provide to these large and costly projects, Energy Trust's funds may be most effective at helping projects materialize through support for early stage development instead of installations.

The board noted that these progress indicators are not easily tracked or reported in a dashboard. Mike suggested that the dashboard could tell us whether or not the organization is on track to achieve these goals and include an explanation if not.

The board discussed how Energy Trust's three-year budget goals will relate to the five-year strategic plan goals. The board suggested adding an explanation of the three-year budgeting process to the context section of the plan.

Spencer explained that focus areas two, three and four are new focus areas for Energy Trust, and progress indicators could be dynamic over time. As markets evolve, staff can change progress indicators based on conversations with the board.

The board discussed progress indicators under focus area two, including the challenges of setting indicators when the market and specific activities are unknown. One project could be to develop a plan or roadmap to establish progress indicators.

The board discussed progress indicators under focus area three, including possibly tracking stakeholder engagement, awareness, influence or impact.

The board discussed progress indicators under focus area four, which could include dollars leveraged from other investors.

The board discussed progress indicators under focus area five, which could be the time it takes from identification to activation of a new opportunity. The board also suggested Energy Trust track redeployment of resources and reduction or elimination of some work to free up resources for new opportunities. Another consideration is a metric about fostering and attracting talented staff.

Debbie Menashe will work with staff and the board strategic planning committee in June to refine the plan and bring revisions to board in July. The board will vote on the final plan in October.

### **Discuss Signposts (Holly Valkama, Michael Colgrove)**

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The last piece of the strategic planning process in October will be to identify signposts. Signposts are changes to watch for in the market to measure assumptions and make sure they continue to hold. Staff will track signposts annually and reopen the plan if course correction is needed.

### **Public Comment**

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There was no public comment.

### **Closing Conversation (Holly Valkama)**

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Board members each shared a one-word reflection on the conversation: informative, creative, progress, good place, comprehensive, reflective, better, healthy evolution, optimistic, flexible, adaptable and improving.

Mike thanked the board for a productive conversation and asked board members to consider a few questions for the discussion tomorrow. Why are you on the board of this organization? What does Energy Trust mean to you personally? Why do you do what you do as a member of this board?

### **Adjourn Day 1**

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The meeting adjourned at 4:47 p.m.

## **Board Meeting Minutes—Annual Board Strategic Planning Workshop**

May 17, 2019

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**Board members present:** Susan Brodahl, Melissa Cribbins, Ernesto Fonseca, Roger Hamilton, Lindsey Hardy (on phone), Eric Hayes, Elee Jen, Mark Kendall, Debbie Kitchin, Alan Meyer, Anne Root, Roland Riser, Letha Tawney (OPUC ex officio), Janine Benner (Oregon Department of Energy special advisor)

**Board members absent:** Henry Lorenzen

**Staff attending:** Scott Clark, Amber Cole, Mike Colgrove, Hannah Cruz, Cheryle Gibson, Fred Gordon, Debbie Menashe, Spencer Moersfelder, Lizzie Rubado, Julianne Thacher, John Volkman, Peter West

**Others attending:** Rick Hodges (NW Natural), Anna Kim (OPUC), Becca Yates (NEEA)

### **Board meeting Call to Order (Roger Hamilton)**

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Roger called the meeting to order at 8:05 a.m.

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## **Overnight Reflections (Board members)**

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The board shared reflections on yesterday's meeting, including feeling excited and engaged that the strategic plan is coalescing.

Board members discussed their motivations for being on Energy Trust's board, which included ensuring coordination between Energy Trust and Oregon Department of Energy, mitigating climate change, ensuring ratepayer value and benefits, having a positive impact on the community, making sure communities are represented, contributing industry experience and expertise, and representing the business and labor communities.

## **Strategic Plan Draft Document: Discussion on Vision and Purpose (Michael Colgrove, Kevin Hiebert)**

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Ernesto arrived at 8:50 a.m.

Kevin led a series of small group brainstorms about Energy Trust's vision and purpose statements.

Purpose statement ideas included:

- Together we create a cleaner and more prosperous world
- Taking care of you through clean energy
- To save money and energy for a better life
- We support good energy. Innovative energy solutions; real energy solutions for real people
- To empower people to live better lives
- Enable customers to be in charge of their energy use through clean, affordable energy solutions
- To make lives better with bluer skies, comfort, convenience and choice

The board discussed these ideas. Top choices were:

- Together we create a cleaner more prosperous world
- To save money and energy for a better life
- To empower people to live better lives

The board took a break from 9:55 to 10:05 a.m.

Vision statement ideas included:

- Clean affordable energy for all
- Every Oregonian directly benefits from healthy, affordable energy choices
- Prosperous communities powered by clean energy
- Resilient, low-carbon energy system underpins thriving, verdant Northwest
- Lead the people of the Northwest to create a future that is resilient against natural and economic energy risks and that is environmentally clean and innovating, leading the country
- Energy efficiency and renewables deliver a resilient, clean and affordable place for everyone

Melissa Cribbins left meeting at 10:50 a.m.

The board discussed these ideas. Top choices were:

- Prosperous communities powered by clean energy
- Clean, affordable energy for all
- Resilient, low carbon energy system underpins thriving, verdant Northwest

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## **Strategic Plan Public Outreach Plan (Hannah Cruz)**

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Hannah Cruz presented an outreach plan to give stakeholders and the public an opportunity to provide input on the draft strategic plan. The draft plan will be available on the website on June 21. There will be a six-week comment period from June 24 through August 2. After August 2, staff will compile a summary of comments and include verbatim comments received. The board will then vote on the final proposed plan on October 16. The final phase will be to revise Energy Trust's existing materials based on the plan, promote the new plan, evaluate if the plan should impact Energy Trust's brand or messaging, and infuse the plan into 2020 budget and action plans. There will be time at the July board meeting for discussion.

Public promotion will include communication through a variety of approaches to stakeholders, customers, trade allies, ratepayer advocates, energy efficiency and renewable industry organizations, the business community, community-based organizations, partner utilities, advisory councils and the media.

Another component of communications is outreach. Energy Trust plans to leverage existing forums such as Conservation Advisory Council and Renewable Advisory Council meetings, customer meetings, business associations, Pacific Power community events, and the July Pendleton board meeting and reception. Mike, staff and local outreach managers will give presentations about the plan. Energy Trust's senior outreach manager will notify legislators. Hannah requested that board members notify staff of possible engagement opportunities in their communities.

The board noted that the public comment period may coincide with summer vacations.

### **Public Comments (Roger Hamilton)**

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There were no public comments.

### **Summary of Key Takeaways and Next Steps (Debbie Menashe and John Volkman)**

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Debbie Menashe reiterated for next steps for plan development. Staff and Mark Kendall are available to receive additional board feedback throughout the summer.

John Volkman summarized key takeaways from the workshop. The board would like a shorter, simpler and more direct strategic plan with key messages up front. It should be in a more active voice. There's tension between the need for decarbonization and resource adequacy, and the plan should explain this tension and how fundamental energy efficiency is to decarbonization. On focus areas two through four, the board provided a variety of input that staff will incorporate. On focus area five, the board suggested that staff revisit that section and describe the kind of organization Energy Trust needs to become to accomplish focus areas one through four. For performance indicators, staff will work with the OPUC and utilities to determine metrics that are trackable and reportable. Staff will report back on those conversations at the July meeting and will provide a revised set of indicators in October.

The board recommended that staff evaluate Energy Trust's existing vision and purpose statements.

The board discussed the best language to describe energy efficiency and renewable energy. "Clean energy" is simpler and more accessible for the public, however some board members expressed concern that it is imprecise and ambiguous. The language should be customized to the audience. Staff will provide customer research on effective language at a future board meeting.

### **Closing Comments (Roger Hamilton, Mark Kendall, Michael Colgrove)**

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Mark thanked staff, the board strategic planning committee and the board for their hard work and acknowledged significant progress toward developing a strong strategic plan.

## **Adjourn Day 2**

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The meeting adjourned at 12:15 p.m.

**The next Energy Trust Board of Directors meeting will be held on Wednesday, July 24, 2019 at Tamástslíkt Cultural Institute, 47106 Wildhorse Boulevard, Pendleton, OR 97801**

\_\_\_\_\_/k/ Mark Kendal \_\_\_\_\_  
Signed: Mark Kendall, Secretary

07/24/2019  
Date