

Energy Trust Board of Directors

May 16-17, 2019

Agenda - REVISED
Annual Board Strategic Planning Workshop
167th Board Meeting

May 16-17, 2019

Energy Trust Office- Megawatt/Kilowatt Conference rooms
 421 SW Oak Street, Suite 300, Portland, Oregon 97204



Agenda Topic	Tab	Purpose
Day One – Thursday, May 16, 2019		
<u>Board Business Session</u>		
8:00 a.m. Board Meeting Call to Order (Roger Hamilton)		
Public Comment		
8:10 a.m. Authorize Northwest Energy Efficiency Alliance Funding Commitment (R877)	1	Action
<ul style="list-style-type: none"> • (Susan Stratton and Jeremy Litow Northwest Energy Efficiency Alliance) 		
8:40 a.m. Strategic Plan Progress Update Year 4 – 2015-2019 Strategic Plan Implementation Dashboard (Hannah Cruz)	2	Info
9:40 a.m. Break		
<u>Strategic Planning Workshop</u>		
9:50 a.m. Welcome & Introductions (Roger Hamilton, Board Chair and Mark Kendall, Strategic Planning Committee Chair)		
10:00 a.m. Opening Remarks: Workshop Agenda Recap and Strategic Planning Overview (Michael Colgrove and Holly Valkama)		
10:20 a.m. Utility Future Perspectives		
<ul style="list-style-type: none"> • NW Natural: Decarbonization Report (Bill Edmonds, Ryan Bracken) • PAC: Strategic Outlook (Scott Bolton, Corey Scott) • PGE: Strategic Outlook (Dave Robertson/ Larry Bekkedahl) 		
12:35 p.m. Lunch		
1:10 p.m. OPUC Staff Discussion on Strategic Plan Focus Areas (Jason Eisdorfer)		
<ul style="list-style-type: none"> • OPUC Staff will provide comments on proposed focus areas and take questions 		

Agenda Topic	Tab	Purpose
1:25 p.m. Strategic Plan Draft Document: Continued Board Discussions on Focus Areas and Strategies (Holly Valkama)	3	Info
2:20 p.m. Break		
2:30 p.m. Background Information on Progress Indicators (Spencer Moersfelder, Lizzie Rubado)		
3:00 p.m. Strategic Plan Draft Document: Board Discussions on Progress Indicators (Holly Valkama)		
4:45 p.m. Discuss Signposts (Holly Valkama, Michael Colgrove)		
4:55 p.m. Public Comment (Roger Hamilton)		
5:05 p.m. Closing Conversation (Holly Valkama) <ul style="list-style-type: none"> • Review reflections from today • Begin thinking about the purpose and vision statements • Brief report on staff session on organizational values 		
5:15 p.m. Adjourn		

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- Tab 2 Strategic Plan Progress Update Year 4 - 2015-2019 Strategic Plan
Implementation Dashboard**
- Tab 3 Strategic Plan Draft Document**
- Tab 4 Strategic Plan Public Outreach Plan**
- Tab 5 Legislative Briefing paper**

Tab 1

Resolution 877

Authorizing a 2020-2024 Funding Commitment to the Northwest Energy Efficiency Alliance

May 16, 2019

Summary

The board of directors of Northwest Energy Efficiency Alliance (NEEA) unanimously approved its 2020-2024 (Cycle 6) Strategic and Business Plans in December 2018 and requests NEEA funders to approve NEEA Cycle 6 funding. This resolution authorizes the executive director to negotiate and execute a five-year contractual commitment to fund the Northwest Energy NEEA 2020-2024 Strategic and Business plan in an amount up to \$40,100,000 to acquire an estimated range of 74.1 to 102.8 average megawatts (aMW) of electricity savings and 3.7 to 6.1 million therms of gas savings through regional market transformation activities, and to secure related benefits for Oregon utility customers.

Background

- Since our inception, Energy Trust has supported and relied upon NEEA as the premier source of market transformation activities and electric energy savings benefitting Pacific Northwest utilities and their respective customers.
- In 2014, NEEA expanded its portfolio of programs to focus on and provide market transformation activities related to natural gas, also benefitting Pacific Northwest utilities and their respective customers. Since that time, Energy Trust has also supported NEEA's natural gas market transformation efforts.
- As the second largest funder, Energy Trust represents approximately 20.1 percent of NEEA's total electric budget and approximately 26.5 percent of its total natural gas budget.
- Since 2015, and through the first quarter of 2019, as part of its most recent funding cycle, NEEA's "Cycle 5", NEEA has delivered approximately 30 aMW in electric savings for Energy Trust and has established a pipeline for natural gas savings.
- During the last two years, NEEA developed new 2020-2024 Strategic and Business Plans to guide the next five-year period of investment – the first of its dual-fuel integrated strategic and business plans. As a NEEA board member representing Energy Trust and our utility partners, Executive Director Michael Colgrove has been actively involved in the development of both the strategic and business plans.
- As articulated in its 2020-2024 Strategic and Business Plans, NEEA continues to provide energy savings, emerging technology and initiative investment to ensure a continuing supply of emerging technology, access to region-wide market research such as regional business stock assessments and end use load research, energy efficiency training, tools and resources, and networking and collaboration opportunities.
- Energy Trust staff support the execution of this contract to fund its portion of NEEA's "Cycle 6" funding period for electric and natural gas market transformation savings and other related benefits for its customers.

Discussion

- Energy Trust supports and seeks to continue its membership and engagement with NEEA as the regional Alliance of more than 140 Northwest utilities and the Bonneville Power Administration, pursuing market transformation benefits for electric and natural gas energy efficiency on behalf of the region.
- Continued collaborative investment in NEEA enables resources to be pooled and leveraged across the region, maximizing opportunities and benefits of market changes while minimizing risks.
- Energy Trust works closely with NEEA for identification of emerging technologies, an area of NEEA expertise and a significant strategy to meet and ensure our future savings acquisition goals through new products, services and opportunities.
- NEEA's planned investments also support ongoing development of highly energy efficient codes and standards, and the delivery of education, training, marketing, collaboration, and other services best conducted at a regional level.
- To pursue activities and achieve results identified in its Strategic and Business Plans for the 2020-2024 funding cycle-Cycle 6, NEEA is seeking to secure five-year contractual commitments from its funders by July 30, 2019.
- In Cycle 5, Energy Trust funded NEEA under two separate agreements, but in this Cycle 6 funding cycle, electric and natural gas market transformation work are integrated into a single agreement.
- NEEA's 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.
- For the Cycle 5 investment portfolio, the 20-year cost effectiveness of NEEA savings have a levelized cost of 2.9 cents per kWh, below the Cycle 5 Business Plan target of 3.5 cents per kWh; and the cost effectiveness benefit cost ratio is 1.4. NEEA expects the Cycle 6 investment portfolio cost effectiveness ratio to be similar and be at a levelized cost in the range of 3-3.5 cents per kWh. Still cost effective, NEEA does forecast an increase in the levelized cost for the portfolio as compared to Cycle 5 estimates because of the market roll out of three program initiatives: Luminaire Level Lighting Controls, Super-Efficient Dryers, and Retail Product Program.
- NEEA requests a five-year funding commitment of up to \$40,100,00, comprised of up to \$34,020,000 for electric savings and anticipated and proposed special project services, including resources and support for regional commercial and industrial strategic energy management programs and a multifamily building stock assessment. It also includes natural gas savings at a cost of up to \$6,055,000. For comparison, in the prior funding cycle, Energy Trust committed up to \$34 million for electric savings from NEEA and \$5.865 million in natural gas savings and pipeline development.

- The proposed funding agreement is subject to Energy Trust’s continued funding and is terminable should Energy Trust’s public purpose charge funding be reduced. Given the long term and large commitment represented by the proposed agreement with NEEA, Energy Trust will provide informational notice of the agreement and its significant terms to the Oregon Public Utility Commission.
- Energy Trust staff support the NEEA 2020-2024 Strategic and Business Plans and the corresponding funding request. Staff regard NEEA investments as critical to the achievement of Energy Trust savings goals over the next five years, knowing such savings will continue to deliver benefits to utilities and customers we represent well beyond this time period.

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:

Seconded by:

Vote:

In favor:

Abstained:

Opposed:

Tab 2

2015-2019 Strategic Plan Dashboard—Year 4

May 16-17, 2019

This dashboard provides highlights and progress indicators on achievement to the 2015-2019 Strategic Plan goals and strategies. The 2018 Annual Report to the OPUC and Board of Directors is a holistic resource summarizing Energy Trust of Oregon activities in 2018, year four of the strategic plan. Staff recommends the annual report as a resource to learn more.

AT A GLANCE

	'15, '16, '17, '18, '19				
I. ENERGY GOALS p. 2	Status				
Electric efficiency savings of 240 aMW	■	■	■	■	■
Natural gas efficiency savings of 22 million annual therms	■	■	■	■	■
Renewable energy generation of 10 aMW	■	■	■	■	■
II. EMERGING EFFICIENCY RESOURCES p. 3	Status				
NEEA identification of electric market transformation savings of 35 aMW	■	■	■	■	■
Energy Trust identification of electric market transformation savings beyond NEEA	■	■	■	■	■
NEEA gas market transformation progress indicators	■	■	■	■	■
III. EXPAND CUSTOMER PARTICIPATION p. 4	Status				
Market research progress indicators	■	■	■	■	■
Program design and execution progress indicators	■	■	■	■	■
IV. KEY PROCESSES p. 7	Status				
Organizational review	■	■	■	■	■
Budget process re-assessment	■	■	■	■	■
Incentive processing	■	■	■	■	■
Customer services and customer information	■	■	■	■	■
Energy project tracking	■	■	■	■	■
Lean startup customer development	■	■	■	■	■
Internal procurement and payment	■	■	■	■	■
V. NEW OPPORTUNITIES p. 10	Status				
Complementary initiatives with government, utilities, others	■	■	■	■	■
Response to policy initiatives	■	■	■	■	■
Load and demand management with utilities (includes demand response)	■	■	■	■	■
VI. STAFF ENGAGEMENT p. 14	Status				
Culture of highly engaged staff	■	■	■	■	■

I. ENERGY GOALS (through 2018)

Energy Trust expects to exceed the three energy goals for the plan period. Savings drivers since 2015 have included high-efficiency lighting; residential and commercial new construction; large, custom business projects in both electric and natural gas territories; and strong performance by NEEA. Generation sources since 2015 are strongly driven by solar, and also include low-impact, in-conduit hydropower, biogas and small wind systems. To date:

- Achieved 97% of the electric efficiency five-year goal of 240 aMW
- Achieved 114% of the gas efficiency five-year goal of 24 million annual therms (MMTh)
- Achieved 138% of the renewable energy generation five-year goal of 10 aMW

Chart A: Electric Efficiency Strategic Plan Goal to Actual Cumulative and Projected Savings

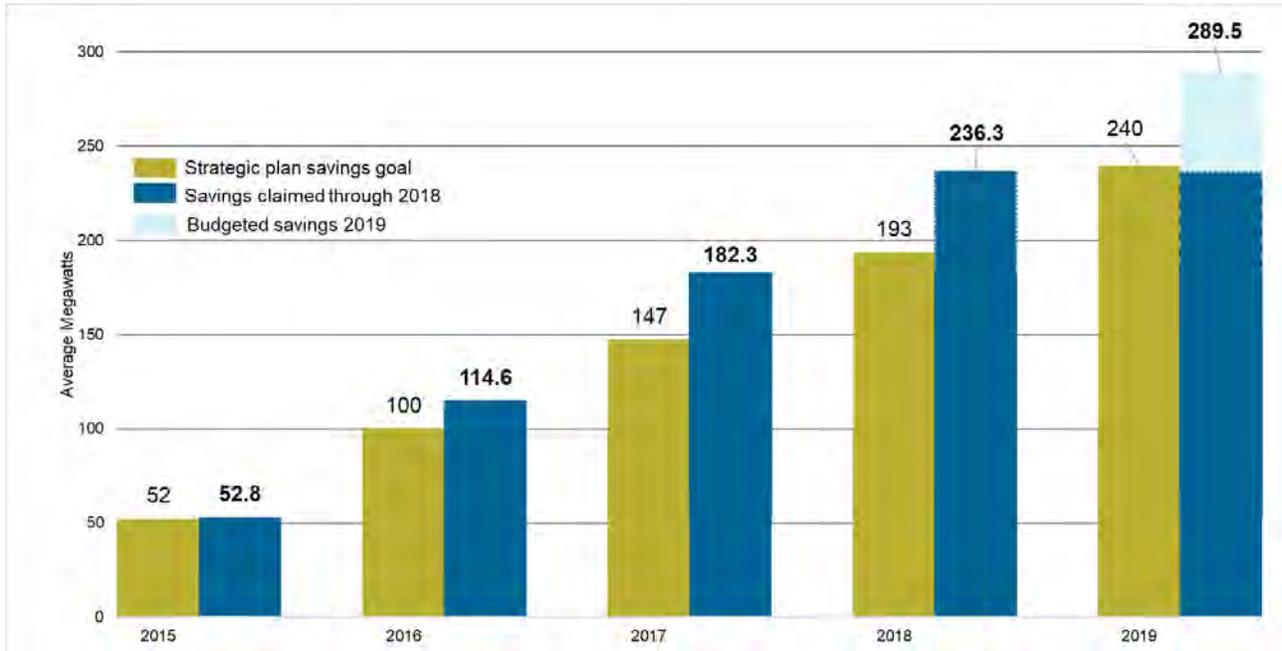


Chart B: Gas Efficiency Strategic Plan Goal to Actual Cumulative and Projected Savings

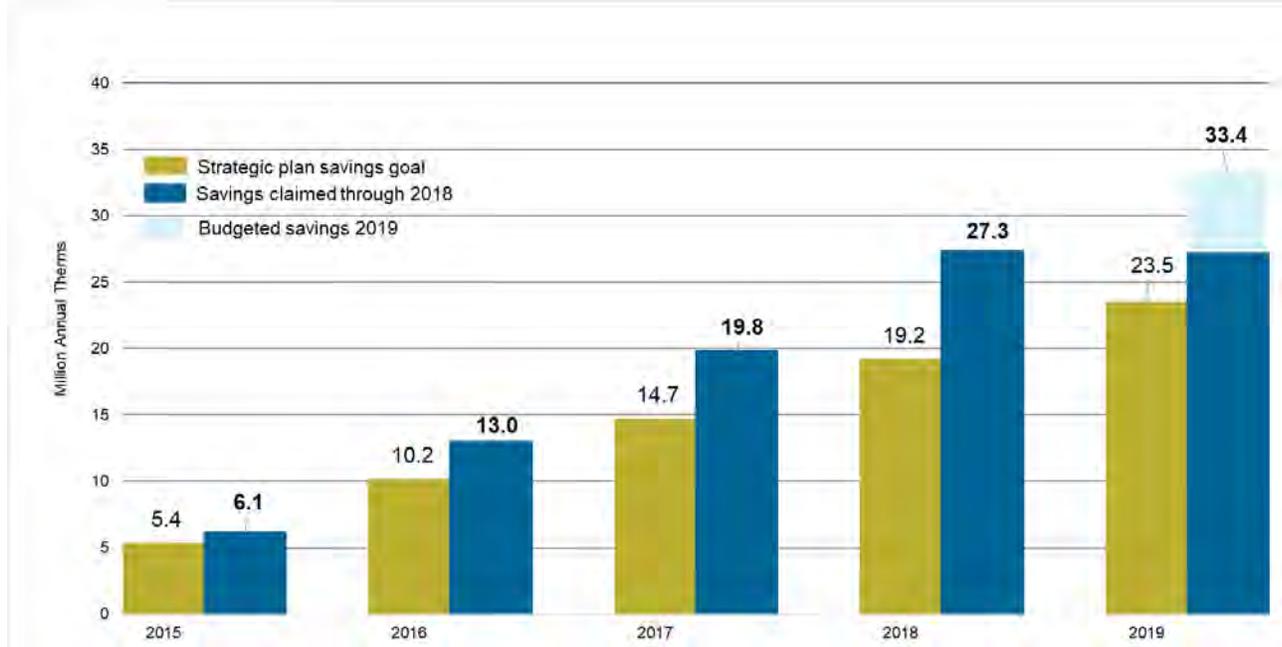
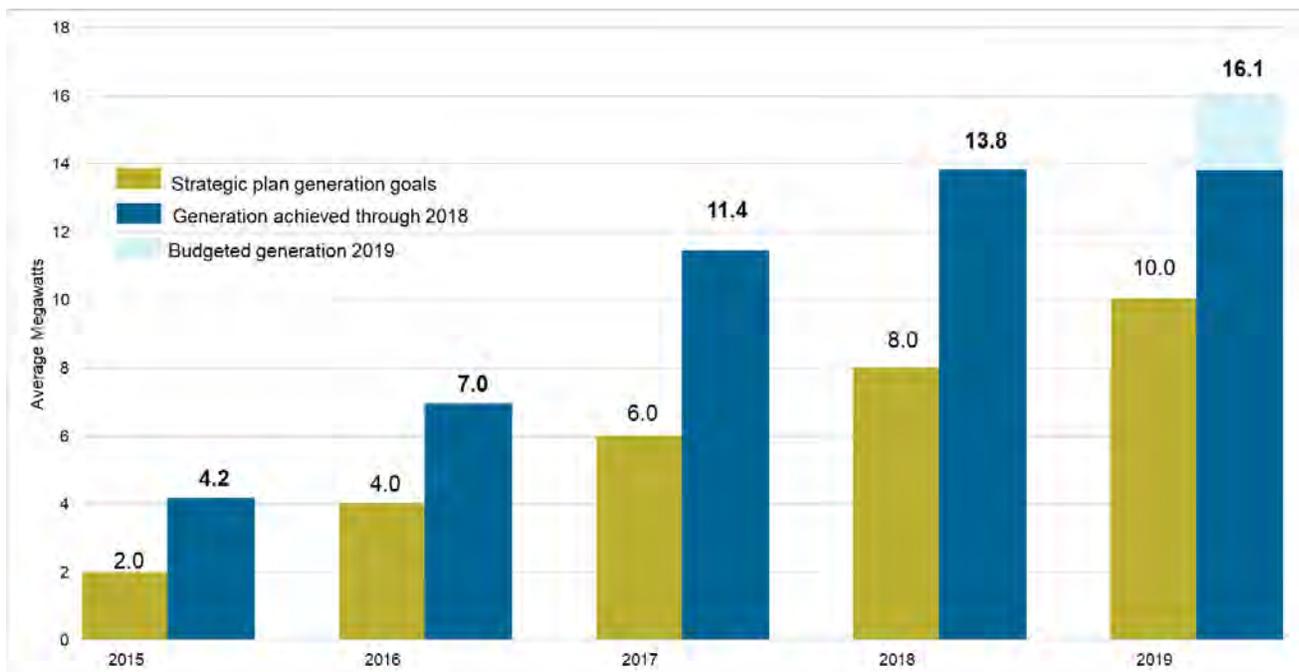


Chart C: Renewable Energy Strategic Plan Goal to Actual Cumulative and Projected Generation



Notes on energy charts:

- This document uses the best available energy data; energy savings reported for periods prior to January 1, 2018, may be different than previously reported due to true up.
- In Chart B, Avista savings are reflected in achieved savings for 2016 and beyond; OPUC direction to serve Avista customers was determined after board approval of the five-year gas-savings goal.

II. EMERGING EFFICIENCY RESOURCES

Replenishing electric and natural gas efficiency resources occurs with the development of emerging technologies that are part of market transformation activities at NEEA and separately at Energy Trust. Technologies that successfully move through the development pipeline are new energy savings resource opportunities for programs, which NEEA refers to as “ready for market.”

NEEA’s 2015-2019 business plan includes a share for Energy Trust of “ready for market” savings. By the end of 2018, this totaled approximately 30 aMW. Two programs made up the majority of the savings potential: commercial code enhancement and luminaire level lighting controls.

Energy Trust’s emerging efficiency resources progress in 2018 included three technologies ready for program design: New Buildings variable refrigerant flow, Existing Multifamily ductless heat pumps and Residential automated smart thermostat optimization. These are in addition to three technologies added to program portfolios between 2015-2017.

Achievement to the 2018 NEEA gas market transformation metric was delayed due to slower than expected market development of gas combined space and water heating systems.

To date:

-  Achieved 86% of the NEEA electric market transformation five-year goal of 35 aMW
-  On track in identifying electric market transformation savings beyond NEEA
-  Progress made in NEEA gas market transformation activities through 2017; progress delay on one technology in 2018

See the 2015-2019 Emerging Efficiency Resources Dashboard for an overview of Energy Trust and NEEA electric and natural gas market transformation activities, including the status of technology development by pipeline stages.

III. EXPAND CUSTOMER PARTICIPATION

Strategies to expand participation include activities related to market research and evaluation, and program design and execution. In addition, Energy Trust needs to effectively engage Oregon's diverse residents and businesses to deliver all cost-effective energy efficiency and generate renewable energy from small-scale systems. The Diversity, Equity and Inclusion initiative guides the organization in expanding participation by improving the organization's ability to reach and serve Oregon's diverse residents and businesses, including communities of color, rural communities, and people with low and moderate incomes.

A. Market Research and Evaluation Progress Indicators

-  Study and determine if there are gaps and opportunities to expand participation
 - Customer insights survey
 - In 2018, Energy Trust conducted a phone survey of participants and non-participants to learn about demographics, motivations and barriers. Compared to non-participants, participants were more likely to be homeowners, live in multi-person households, be highly educated, and have moderate to high household incomes.
 - Multifamily market and program performance analysis
 - In 2018, the Existing Multifamily program used internal and external data sources to assess program participation trends across market segments, regions and building types. The analysis identified lowest participation rates as being in small multifamily properties statewide and properties located in Southern and Eastern Oregon. The report also identified a large opportunity with individual unit owners.
 - Diversity, equity and inclusion baseline report
 - In 2018, staff completed a Diversity, Equity and Inclusion Data and Baseline Analysis report to understand participation data by race and ethnicity, income and geographic diversity. To establish baselines for the 10 DEI goals, staff held four meetings with organizations with expertise conducting this type of data and analysis work to review and guide Energy Trust's approach. Three diversity indicators were created on income, race/ethnicity and urban/rural to classify areas of the state and analyze service to the communities. Indexes for each indicator were created and participation rates compared across the index and across indicators. High-level findings of the results are available in the [November 2018 board notes](#).
 - Completing the data and baseline report was a primary activity in 2018 to enable the organization to begin implementing the DEI Operations Plan and its 10 goals.

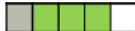
 If gaps or opportunities are identified, develop an action plan that includes engagement and goals

- Customer insights survey
 - Survey results from 2017 indicated a lack of understanding among non-participants about the benefits of saving energy and simple strategies to do so. This led to advertising in 2018 to raise awareness of the benefits of saving energy and generating clean, renewable energy, and to provide simple do-it-yourself tips as a starting place for previously unengaged customers.
- Multifamily market and program performance analysis
 - Based on the 2018 analysis, the program launched targeted outreach campaigns to reach small multifamily properties, properties in Southern and Eastern Oregon, and individual unit owners.
- Contracting with diverse creative services firms
 - In 2018, Energy Trust staff completed an RFP process to expand opportunities for more diverse firms to support staff in developing creative and marketing approaches to engage more diverse customers. Staff also solicited proposals from several media-buying agencies that could identify additional regional and culturally specific media outlets to promote Energy Trust offers through advertisements.
- DEI program participation goals and baselines
 - This report was shared with the board, stakeholders and the public through presentations and on Energy Trust's website, and used to establish baselines for the following DEI program participation goals:
 - Goal: Increase residential participation by 20% among communities of color by the end of 2020
 - Baseline: 24% participation (50,000 participants)
 - What success looks like: 29% participation (60,000 participants)
 - Goal: Increase Existing Buildings participation for small- and medium-sized businesses by 20% by the end of 2020; and by rural businesses by 20% by 2020
 - Baseline: 1.2% annual participation (small, medium); 2.6% annual participation (rural)
 - What success looks like: leverage current delivery strategies to achieve goals; implement new strategies, designs and measures
 - Goal: Increase Production Efficiency participation for small- and medium-sized businesses in rural territories by 20% by the end of 2020
 - Baseline: 5% participation (413 sites)
 - What success looks like: achieve cost-effective customer outreach and exceed goal
 - Goal: Increase solar project completions in low-income, rural and racially diverse communities by 20% by the end of 2020
 - Baseline: 32% of 2017 solar projects sited in low-income, rural and racially diverse communities
 - What success looks like: 38% of 2020 solar projects sited in low-income, rural and racially diverse communities

 Advance engagement to reach at least two racially and ethnically diverse groups

- Customer communications and outreach
 - The Existing Buildings program participated in the Vietnamese Tet Festival, working with a translator at the Energy Trust booth. In 2019, the program will look to create marketing materials in Vietnamese.

- Staff continued exploring a community ambassador approach to reach Chinese American and Vietnamese American communities in the Portland Metro area and Oregon.
- In 2018, staff published multiple Spanish-language print collateral pieces on the website and developed a new Spanish language website to help Spanish-speaking customers make home improvements and receive cash incentives. The website launched in early 2019.
- Trade ally communications and outreach
 - Staff surveyed more than 180 trade allies across the state who completed projects with Energy Trust in 2017 or 2018. The survey results demonstrated that more than one-quarter of responding trade allies have staff who speak at least one language other than English and support non-English speaking customers. These results will inform programs on how best to engage and support this broader customer base.

 Report on research results, action plan and engagement results

- Overall
 - Progress and key activities to expanding participation were described in Energy Trust's [2018 annual report](#).
 - Board advisory councils, particularly the Diversity Advisory Council that will be formed in 2019, will become regular forums for reporting out on research and engagement results related to expanding participation.
- DEI goals and baselines
 - Staff hosted an open house with more than 30 community-based organizations to learn about Energy Trust's baseline analysis and 10 DEI focus areas, and to provide feedback.
 - Staff utilized the baseline analysis to develop specific, measurable program and trade ally DEI participation targets under the focus areas.
 - Staff will provide narrative updates to Executive Team and the Diversity Advisory Council on progress to all DEI goals on a quarterly basis, including the program participation goals listed above. A preliminary data report conducted in early 2019 indicates positive progress being made in the program participation goals. A complete annual update on all goals, including numeric and narrative updates, will be provided with the 2019 annual report.
- Customer Insights Survey
 - Results from the 2018 Customer Insights Survey will be shared with staff and the board evaluation committee in Quarter 2 2019.

B. Program Design and Execution Progress Indicators

The following progress indicators are now incorporated into the organization's annual budget and action planning process. New, expanded and continued initiatives are available in the [2018 action plans](#) as activities and strategies incorporated into program and support group action plans, and as part of the DEI action plan.

The fourth progress indicator will become more formally incorporated into Energy Trust processes when the Diversity Advisory Council has been formed in 2019. Energy Trust's DAC was directed in the board's Diversity, Equity and Inclusion policy and was recommended by many stakeholders. In 2018 community members knowledgeable with the formation of similar advisory councils recommended that Energy Trust first establish a foundational team to develop a DAC

charter. A seven-member foundational team was selected by the end of 2018 and began work in early 2019.



Itemize new initiatives to reach new and underserved markets



Itemize expanded initiatives to reach new and underserved markets



Itemize continued initiatives that are meeting savings and generation goals



Evaluate initiatives and report back to the committee

IV. KEY PROCESSES

Energy Trust strives to have a culture of continuous improvement. For instance, the Planning and Evaluation group supports program design and improvements by conducting ongoing surveys, progress evaluations and impact evaluations. In addition, staff are encouraged to identify and implement process improvements for activities that occur regularly at Energy Trust, and with program management contractors and program delivery contractors.

In 2018, staff advanced projects to improve organizational processes and readiness for the future, and to increase Energy Trust's capacity to innovate and adapt to change. Significant progress was made on the Organizational Review, Budget Process Review and related implementation planning, and staff continued to implement changes regarding incentive processing, customer services and energy project tracking, and utilizing Lean Startup methodologies to test new program offers.



Organizational Review

Progress in 2018

- Completed an Organizational Review internal report in June 2018. This report recommended a series of business process and structural changes intended to strengthen the organizational readiness for change as it navigates an increasingly dynamic future.
- Developed a comprehensive implementation plan for implementing the Organizational Review recommendations. The plan includes a master schedule, estimated resource needs and detailed project plans for internal teams to address organizational development priorities over an 18-month timeframe. Detailed project plans were provided to Energy Trust on: Organization Culture (now Values), Conflict Management, Decision-Making, Prioritization and Innovation.
- Organizational development:
 - Defined and established a Director of Finance position in lieu of the previous Chief Financial Officer position and moved Finance Group under supervision of the Operations Director.
 - Moved Communications and Customer Service Group under supervision of the Executive Director (previously reported to Operations Director).
 - Re-structured program marketing, moving from dedicated resources to a more flexible "shared services" model delivered by a centralized program marketing team.
 - Formed the Senior Management Team as a forum to coordinate operational decision-making at the mid-manager level and more efficiently share information across business functions.

- Implemented a new business planning process to establish clearer prioritization of existing and new initiatives, and guide the allocation of staff resources to address organizational priorities.
- Implemented a mentorship program to help new staff move more quickly up the learning curve and accelerate the transfer of institutional knowledge

Next Steps for 2019

- Form internal project teams to implement Decision-Making and Innovation recommendations.
- Utilize the strategic plan development process to engage staff on the organization's values.
- Train Executive Team and Senior Management Team on change management techniques to support successful implementation of projects requiring organizational change.
- Establish business and behavioral metrics to evaluate progress toward becoming a more flexible, adaptable and change-ready organization.

Budget Process Review

Progress in 2018

- Completed a Budget Process Review internal report in June 2018. This report included recommendations for significant changes to the budget process, including procurement of a new budget software tool and transitioning to a three-year timeframe for business planning.
- Developed a comprehensive internal project plan for implementing the recommended improvements to the budget process in 2019 and 2020. The implementation plan includes a timeline for implementation through 2021 and resource estimates required to successfully implement recommended changes to the budget process.

Next Steps for 2019

- Launch a Budget Tools project team to implement the first phase of the project by assessing user requirements, selecting a new budget software tool and operationalizing a new system by June 2020. Energy Trust will utilize the new budget system in 2020 to prepare the 2021 annual budget.
- Form a Budget Workgroups pilot project team, which will draw insights from the Existing Multifamily Program Assessment to inform the new budget process.

Incentive Processing

Progress

- Deployed updates to simplify table structures, implemented audit history and increased performance of processes and applications.
- Deployed new import functionality to support the import of data from Project Tracking (PT) into the core financial reporting system. Added additional controls and verifications of data upstream in the process to eliminate common errors.
- Implemented DocuSign workflows to ease acquisition of W-9 forms for New Buildings. The program saw a 65 percent reduction in the days it took to receive a form from a customer.
- Scoped initial requirements for a larger W9 management and improvement project that can be implemented in the future.

Next Steps for 2019

- Implement and deploy the improved controls, supporting workflow management and reporting capabilities regarding the reversals process.
- Determine detailed requirements for preventing and reconciling duplicate records that exist in the Customer Relationship Management system (CRM) and Great Plains financial system. These requirements are foundational for a streamlining process related to trade ally information management, ensuring the historical accuracy of financial reporting, as well as improving the user experience of CRM and PT.



Customer Services and Customer Information

Progress

- Launched a redesigned online Find a Contractor tool, which now includes more search options, an easier way to search by company name and a streamlined results page.
- Expanded capabilities of interpreter call lines to support customers or trade allies who speak multiple languages.
- Adopted DocuSign workflow as part of forms administration to allow for digital submission and signature of project enrollment forms. Created four workflows to support both internal and customer-facing processes and observed significant reduction in forms completion time compared to pre-DocuSign processes.
- Improved the CRM system to track stakeholder interactions and data, enabling improved information sharing among staff and ability to track engagement with community-based organizations and other partners.

Next Steps for 2019

- Work with IZO Marketing to implement an equitable experience for Spanish speaking customers calling into the call center. This includes improved recordings by using a native speaker and new call scripts along with better routing and support. Energy Trust is averaging around 12 Spanish calls per month and anticipates volume increasing as diversity, equity and inclusion activities are implemented in 2019 and beyond to increase awareness and participation in programs.
- Implement additional workflows through DocuSign to drive efficiency and ease of use for customers, including for New Buildings and Existing Multifamily project enrollment forms.



Energy Project Tracking

Progress

- Completed systems enhancements to the PT and CRM systems based on business prioritization to improve the user interface and simplify work processes.
- Completed the first two phases of a project to simplify the internal process for correcting and reversing project incentives, and incorporated processes into PT.
- Launched the newest platform for the PowerClerk system for managing solar projects and incentives. The new platform integrates better with Energy Trust's other data systems to improve data quality and reporting.

Next Steps for 2019

- Continue with planned process and system improvements.
- Complete the third and final phase of a project to simplify the internal process for correcting and reversing project incentives, and incorporate processes into PT.

- Develop systems to address inefficiencies and eliminate manual work related to the measure maintenance and approval process by transitioning measure approvals to a cohesive electronic process.

Lean Startup Customer Development

Progress

- Conducted two Lean Startup pilot projects to explore new offerings for low-income multifamily renters and small- to medium-sized commercial businesses.

Next Steps for 2019

- Insights from these projects will be incorporated into program strategies for 2019.

Internal Procurement and Payment

Progress

- The project was placed on hold due to higher-priority projects, including the Incentive Payment process improvement.

Next Steps

- This project will be reassessed in 2020; lessons learned in 2017, including development of a paper prototype of the major functionality, will be applied when the project restarts.

V. NEW OPPORTUNITIES

Complementary Initiatives with Government, Utilities and Others

Staff engage with organizations, and local and state governments, that have complementary initiatives and goals by aligning Energy Trust programs, support and incentives with local and state policies and programs, and educating customers and the market. Activities can range from significant and game-changing to smaller scale. This is a sample of activity from 2018.

- **Coordination with Local Governments and State Agencies**
 - Supported the City of Portland’s energy programs, including the Home Energy Score program, and served as a technical advisor for the commercial energy benchmarking and energy performance reporting ordinance.
 - Served as a technical advisor for the Multnomah County and Prosper Portland “PropertyFit” program, a commercial property assessed clean energy program. This included advising on how Existing Buildings program services and offers can support project development. Supported conversations with other counties interested in this financing program, including Clackamas and Deschutes counties.
 - Collaborated with Wy’East Resource Conservation and Development, Rural Energy Savings Program and Renewable Energy for America Program, leveraging funding from those programs to implement more Existing Buildings energy-efficiency projects with a focus on rural Energy Trust territory.
 - Assisted cities in developing their own energy, climate change or sustainability plans by providing information on energy efficiency and renewable energy opportunities and

Energy Trust programs, including for the cities of Corvallis, Silverton, Hood River, Bend and Ashland.

- Supported the Mid-Columbia Economic Development District to further its use of the Hood River Energy Plan. Encouraged local municipalities to lead by example by reducing energy use in their city or county facilities.
 - Coordinated with PGE and Earth Advantage to support the City of Hillsboro's sustainability guidelines for community development purposes. The Residential program will explore how to apply lessons from the Hillsboro collaboration to other municipalities.
 - Provided ongoing support to Washington County's woodstove changeout effort, ensuring alignment with Energy Trust incentives for projects that qualified, such as ductless heat pumps, gas fireplaces and gas furnaces.
 - Worked with Earth Advantage and National Renewable Energy Laboratory to complete an analysis of Energy Trust's EPS and the state's Home Energy Score, and shared the findings with the Oregon Department of Energy. This coordination will inform how Energy Trust may deliver the EPS initiative in the future, including ensuring the initiative aligns with any future residential energy usage disclosure programs at the state or local level.
 - Identified new ways to engage water and wastewater customers in the Production Efficiency program, including by reaching out to Oregon's Department of Environmental Quality about its Clean Water State Revolving Loan Fund.
 - Concluded the implementation phase of an Existing Multifamily water submetering pilot in partnership with the Portland Water Bureau. The pilot sought to support property owners for installing tenant water sub-meters to encourage water savings and corresponding energy savings. Despite active outreach, participation was challenged due to low customer demand and limited contractors available to deliver the required installation and services.
- **Low- and Moderate-income Efforts**
 - Explored ways to work with low-income service providers like Community Action Agencies to support complementary-funded installations as part of existing efficiency programs.
 - Met consistently with Verde to explore co-development of a ductless heat pump pilot to reach customers in the Cully community in Northeast Portland, and to develop a model for potential future collaboration efforts through a Memorandum of Understanding.
 - Contracted with Community Energy Project to reach underserved customers in Portland through installation of heat pump water heaters in low-income homes at no cost to participants. This effort tested a new model of program design that builds partnerships with community-based organizations to help their clients more directly benefit from energy-efficiency services.
 - Convened the low- and moderate-income solar work group, in collaboration with the Oregon Department of Energy (ODOE), for the second year and engaged more than a dozen new community-based organizations around Oregon. This work was supported by a U.S. Department of Energy grant and is in coordination with Clean Energy States Alliance.
 - Conducted a competitive solicitation for applications for a low- and moderate-income solar innovation grant to help community-based organizations and affordable housing

developers design innovative program models for deploying solar to benefit lower-income communities and customers. Grants were awarded in Q1 2019.

- **Manufactured Home Replacement Pilot**
 - Introduced a pilot to replace older gas and electrically heated, energy-inefficient manufactured homes. Staff convened multiple partners to align resources to support participating pilot sites, including CASA of Oregon, NeighborWorks Umpqua, St. Vincent's de Paul Society of Lane County, Oregon Housing and Community Services (OHCS), United Community Action Network, Craft 3, Network for Oregon Affordable Housing, Meyer Memorial Trust and Multnomah County.
 - Processed incentives for the first 14 home replacements, in support of St Vincent de Paul Society's redevelopment of the Oak Leaf Manufactured Home Park in Northeast Portland.
 - Continued to work with USDA in coordination with Senator Merkley's office to explore how the Rural Energy Savings Program could support acceleration of replacements.
- **Irrigation Modernization Initiative**
 - Continued to invest in helping irrigation districts plan to modernize their infrastructure, converting earthen canals to piped, pressurized delivery systems. Modernization creates opportunities for significant energy savings and generation and enables numerous non-energy benefits, including water conservation aiding fish, wildlife and agriculture; water quality improvements; operational and maintenance savings; rural economic development; and even wildfire support.

Energy Trust investments so far have been leveraged 15-fold—with significant federal funding support, matched by state agency program loans and grants, enabling piping to begin at the Tumalo Irrigation District in Central Oregon. To date, the initiative has identified 38 megawatts of hydropower potential, 60,000 MWh of energy savings potential, and the chance to conserve more than 300 million gallons of water per day during the irrigation season.

- **Community Solar Program**
 - In 2018, the State of Oregon selected a proposal for the Oregon Community Solar Program Administrator that included Energy Solutions as primary delivery contractor and Energy Trust as a subcontractor. Energy Trust's role is focused on consumer protection, customer service, project developer registration, and the requirements and processes for project enrollment.

Response to Policy Initiatives

- **SB 978**
 - Participated in an Oregon Public Utility Commission (OPUC) public process that examined and reported on how evolving stakeholder expectations, policies and changes in technology are affecting the electricity sector.
- **State Executive Order**
 - Supported state agencies implementing Governor Brown's Executive Order 17-20, which directed state agencies to improve energy efficiency, boost electric vehicle adoption and support actions to reduce greenhouse gas emissions in the state.
 - Provided data analysis and information on Energy Trust programs to support OHCS, OPUC and ODOE in assessing the potential efficiency in Oregon's affordable housing

- stock and identify a schedule and benchmarks to achieve maximum energy efficiency in those homes.
 - Provided data and information to ODOE and the Building Codes Division as they looked to align the 2023 residential building code with the U.S. Department of Energy's Zero Energy Ready Home criteria or equivalent standard.
 - Developed a residential pay for performance pilot at the direction of the OPUC.
- **Utility Low-income Working Group**
 - Participated on a work group convened by the Oregon Carbon Policy Office and OPUC to review and report on electric and gas utility low-income assistance programs. Energy Trust provided information on energy efficiency and renewable energy program services that serve low- and moderate-income customers.

 **Load and Demand Management with Utilities (includes demand response)¹**

Staff submitted a detailed appendix to the 2018 Annual Report on the organization's impact on utility demand, detailing the first three areas that follow. The grid benefits of Energy Trust's energy efficiency and renewable energy efforts, and utility-led demand response efforts, are interconnected and can be complementary with utility demand management strategies.

- **Determining the value of current program impacts on peak demand, connecting to large grid efficiency contributions**
 - 2018 electric efficiency programs resulted in 54.4 MW of summer peak demand reduction and 67.9 MW of winter peak demand reduction
 - 2018 natural gas efficiency programs resulted in savings of 86,000 peak-day therms and 5,600 peak-hour therms
 - 2018 solar electric generation resulted in 5.5 MW of summer peak demand reduction and 1.2 MW of winter peak demand reduction
- **Assessing data and tools needed to link utility grid objectives to specific Energy Trust actions**
 - As part of a U.S. DOE grant, continued to work with Kevala Analytics to share past renewable energy and energy efficiency project information to facilitate planning for interconnecting and integrating distributed energy resources such as energy efficiency, solar and solar plus storage.
 - Hired The Cadmus Group to examine a subset of high-impact peak demand measures and load profiles. The objective of this work was to determine if the selected load profiles were the best representations of the end-use loads impacted by Energy Trust's efficiency measures.

¹ Load management is the process of structuring and/or scheduling the use of energy among a group of customers to best match demand to available supplies. It includes a variety of strategies that either reduce the demand for energy at peak times or shift the energy use to periods of lower demand. Demand response is a load management strategy led by utilities that reduces electricity consumption by end-use customers from their normal pattern of consumption during times of peak energy use, when wholesale electricity prices are high and/or when system reliability is jeopardized. Customers are often compensated for participating in demand response programs.

- **Possible complementary pilots to be developed in coordination with utilities**
 - Continued to explore how aligning funding sources of demand response and energy efficiency could open up services to new types of customers who may not traditionally participate in either type of program.
 - Supported the launch of PGE’s Residential Thermostat Direct Install program, which leverages energy efficiency and demand response benefits to co-fund smart thermostat installations. About 600 thermostats were installed and received an Energy Trust incentive.
 - Participated in the Demand Response Advisory Group formed by PGE to provide OPUC staff better insight into the development of the utility’s demand response programs, and to ensure coordination between Energy Trust and PGE in support of developing and implementing joint energy efficiency and demand response measures.
 - Collaborated with Pacific Power to begin designing a targeted load management pilot in the Medford area. The goal of the pilot will be to test the quick delivery of energy efficiency in a targeted area. This pilot will leverage the learnings of the North Santiam Canyon pilot and test new initiatives such as the need to align measures to resource peak and tracking marketing efforts.
 - Continued work with NW Natural to develop a pilot proposal for a targeted load management pilot in Silverton.

- **Solar plus storage**
 - Continued to educate customers and contractors on the benefits of pairing solar with battery storage (“solar plus storage”). Customer adoption of solar plus storage increased in 2018, with 65 solar installations including battery storage. This was up from 42 installations with battery storage in 2017 and 10 in 2016. The majority of the 2018 paired systems included advanced battery storage capable of providing additional grid benefits beyond resilience. In the last three years, 76 systems were installed with advanced storage totaling to 1,090 kWh of capacity and 472 kW rated power.

VI. STAFF ENGAGEMENT

Employee engagement is assessed using the annual Energy Trust Staff Engagement Survey and the annual *Oregon Business* magazine 100 Best survey. When results from these two sources show positive reviews across the majority of questions, staff is determined to be “engaged.”

Source	2015	2016	2017	2018	2019
Staff Engagement Survey Results	75% or more agreed with 3/4 of statements	75% or more agreed with 3/4 of statements	70% or more agreed with 3/4 of statements	62% or more agreed with 3/4 of statements	
<i>Oregon Business</i> Survey Results	7th	5th	6th	6th	
Indicator	Engaged	Engaged	Engaged	Engaged	

While staff is considered to have been engaged in 2018 with a healthy majority engaged on three-quarters of survey statements, we observe a downward trend over the past two years. The organization is taking steps to gain a deeper understanding of these results and improve employee engagement.

2015-2019 Emerging Efficiency Resources Dashboard—Year 4

As of Budget Year 2019; updated with information from the 2018 annual report and pilots report

OVERVIEW

Energy Trust and NEEA each manage a pipeline for establishing new, energy-saving resources. NEEA focuses on upstream activities stimulating the **Production & Development** of new energy-saving resources. Energy Trust focuses on **Testing & Implementing** technologies ready for deployment.

PIPELINE STAGES

Each pipeline is designed to move technologies through a defined set of stages. Either the technology moves forward to the next stage or it drops out and will not become a savings resource for programs.

END RESULT

If a technology successfully passes through a pipeline it becomes an additional savings resource. It is then available to the programs to design a program offering and capture the savings.

Energy Trust Emerging Efficiency Resources Pipeline

Scoping (2)

Residential Extended Capacity Heat Pumps
Existing Buildings
Networked Lighting Controls

Planning (3)

Smart T-stat Demand Response/Energy Efficiency with PGE ●
Residential Pay for Performance ●
Commercial Pay for Performance (Ph. 2) ●

Implementation (2)

Manufactured Home Replacement ●
Residential Automated Smart T-Stat Optimization (Ph. 2) ●

Install/Complete (1)

New Buildings Luminaire Lighting Controls

Evaluation (5)

Ductless Heat Pumps (Res. New Construction)
Ductless, Ducted Heat Pumps (Manuf. Homes)
Advanced Power Strips (Tier 2)
Commercial Pay for Performance (Ph. 1) ●

New Program Savings Resources

Path to Net Zero ●
Adv. Power Strips (Tier 1)
Residential Smart T-Stats ●
New Buildings Variable Refrigerant Flow
Ductless Heat Pumps (Multifamily)
Residential Automated Smart T-Stat Optimization (Ph.1) ●

● = Gas Savings Potential

REMOVED FROM PIPELINE

● Res. Online Appliance Purchase

● Water Sub-Metering
● Cadet Heaters (Multifamily)

● Building Performance Tracking & Controls

● Mpower (Multifamily)

NEEA Electric Market Transformation Pipeline

Scanning

Advanced Commercial HVAC
Optimized Motor Systems
Pump Operator Certification
Combined Water/Space Heat
Advanced Water Heaters
Ultra-High Definition TVs
Connected Smart Thermostats
Simplified Ductless Heat Pumps
Packaged Terminal Heat Pumps
Occupancy Sensors
Window Films and Blinds
High-Performance Res. Windows
Compressed Air Systems
Luminaire Level Controls for HVAC

Concept Assessment

Compressed Air Saver Unit

Market, Product Assess. Strategy & Testing

Manufactured Homes
Com. Window Attachments
High-Performance HVAC
Extended Motor Products

Retail Product Portfolio
Super-Efficient Dryers
Next Step Home
Luminaire Level Lighting Controls

Market Development

Heat Pump Water Heaters
Ductless Heat Pumps
Other Codes & Standards
Reduced Wattage Lamp Replacement
Expanded Building Operator Certification
Integrated Design Labs
Top Tier Trade Ally
Industrial Technical Training
Commercial Real Estate
Com. & Ind. SEM
Com. Code Enhancement
Refrigeration Operator Cert.

Long-Term Monitoring

Monitoring & tracking energy savings from 9 previously funded initiatives

New Program Savings Resources

Goal by 2019
35 aMW of additional savings resources for Energy Trust

Early Stage

5-yr goal: 1,400 aMW | Through 2018: 1,340 aMW

Mid Stage

5-yr goal: 1,000 aMW | Through 2018: 1,190 aMW

Market Deployment

5-yr goal: 175 aMW | Through 2019: 200 aMW forecast

Progress to Goal
Through 2018: 30 aMW

NEEA Gas Efficiency Resource Annual Progress Indicators

2015-2019 Initiatives
Absorption heat pump water heaters
Absorption continuation space and water heating systems
Residential clothes dryers
Rooftop commercial condensing heaters
Residential hearths

Year	Metric	Status
2015	Complete scanning research and concept opportunity assessment for 2 technologies	Achieved, with 3 technologies receiving high-level assessments: Combi systems, low-capacity modulating furnaces and smart thermostats for control of multiple heat sources
2016	Complete concept opportunity assessment for 3 technologies	Achieved; reviewed hearths, gas absorption heat pump water heaters and residential gas dryers, and continued testing work with Combi systems and commercial condensing rooftop units
2017	Complete market and product assessment for 1 technology Move 5 additional technologies into "Scanning"	Achieved, completed for plugless 0.67 gas water heaters Achieved, with 5 technologies in the Scanning phase: Part-load residential gas furnace, gas variable refrigerant flow system, commercial food service, carbon capture of combustion products and gas internal combustion engine heat pump
2018	Complete strategy testing and finalization for 1 technology	Delayed, market development of gas combined space and water heating systems was slower than anticipated
2019	At least 2 technologies ready for scale-up	NA

Tab 3



DRAFT

Strategic Plan

2020-2024



VISION

Energy Trust envisions a high quality of life, a vibrant economy and a healthy environment and climate for generations to come, built with renewable energy, efficient energy use and conservation.

PURPOSE

Energy Trust provides energy efficiency, energy conservation and renewable energy solutions to utility ratepayers.

Who We Are

We are an Oregon nonprofit organization dedicated to serving and benefiting the customers of Portland General Electric, Pacific Power, NW Natural, Cascade Natural Gas and Avista. These customers directly fund our work. The Oregon Public Utility Commission has entrusted us to invest customer funds since 2002 in low-cost energy efficiency and clean, renewable power.

Our programs provide information, financial incentives and services to drive customer awareness of and investment in new technologies and approaches to save energy and generate renewable power in their homes and businesses.

Energy efficiency and renewable power are the cheapest and cleanest resources available to our customers. Our work to deliver these resources helps lower utility bills for participants, keeps overall utility costs lower for all customers, contributes to a stronger economy, and builds resilient and sustainable communities.

As a steward of utility customer funds, we remain committed to transparency and accountability in our actions, programs and the results we deliver. With our support, our customers have so far saved and generated enough energy to fuel a clean energy power plant—an achievement with significant rewards for Oregon's economy and environment.

Energy Trust Role in 2020-2024

In the 2020-2024 strategic plan, we recognize and reinforce our continuing role in providing impactful programs that will benefit our customers and their communities over the plan period. The plan also positions us to reach new projects with other benefits by leveraging utility customer funding to deliver related and new benefits to customers and utilities.

We continue to help people and businesses invest in energy efficiency and renewable energy generation that provide proven value to utility customers, to the utility system that delivers energy, to the economy and to the environment. In keeping with our core purpose, the majority of our funding will continue to come from public purpose charges (a small percentage of customer utility bills dedicated to energy efficiency and renewable energy) overseen by the Oregon Public Utility Commission.

We are committed to serving all customers who pay the public purpose charge, including people with low and moderate incomes, communities of color and rural communities. Our Diversity, Equity and Inclusion policy reflects our ongoing commitment to enhancing diversity, equity and inclusion in our programs and in our internal operations, in order to reach critical Energy Trust goals.

We build and accelerate customer demand for efficient and renewable energy technologies that otherwise would not exist by providing information, customer education, technical assistance and cash incentives. We cultivate a network of trade ally contractors—third-party businesses in all areas of the state—to serve customers. We provide training, business development assistance and information to ensure they can guide and assist customers seeking an efficient or renewable

option. Once customers no longer need this support to adopt beneficial technologies and approaches, we will look ahead to support new approaches, technologies and markets. We work to nurture and develop new markets, not as a direct competitor within those markets.

Because our work spans multiple utility service territories, we are able to provide a cost-efficient and consistent customer experience for all of our program participants. Our multiple-utility, dual-fuel perspective also helps us deliver independent, informed analyses and information about a range of energy-efficient and renewable technologies and practices, which research shows our customers value and trust. Utilities, state and local government agencies, community-based organizations and policymakers also rely on our input and expertise for a variety of planning and implementation purposes.

The electricity and natural gas we help our customers save results in direct savings on their energy bills. In addition, because the saved energy no longer has to be delivered by the utility to the customer, it becomes a valuable resource the utility can count on when planning for their longer-term energy needs. Cost-effective incentive programs and other technical services that help customers choose an energy-saving technology or behavior are less expensive than supplying that energy through traditional utility generation and delivery resources—saving money for utility systems as a whole and the customers who pay to maintain these systems.



DUAL FUEL

Serving a person or business with both electricity and natural gas provided by our partner utilities

HOW WE ARE FUNDED

As a result of state legislation, tariffs and other requirements, we are funded by customers of PGE, Pacific Power, NW Natural, Cascade Natural Gas and Avista. Customers of these five utilities pay a small, dedicated percentage of their utility bills to support a variety of energy-efficiency and renewable energy services and programs in Oregon and southwest Washington.

1. **SB 1149:** Through this legislation and subsequent OPUC action, we receive a portion of the 3 percent public purpose charge to fund electric efficiency and small-scale renewable energy development
2. **SB 838:** Through this legislation, we coordinate with the two electric utilities to identify additional electric efficiency funding beyond the original amount determined in SB 1149
3. **Natural gas tariffs:** We receive funding from customers of three natural gas utilities to administer gas efficiency programs; this includes customers in NW Natural's Oregon and Washington territories

Context

Oregon is a national leader in energy efficiency and small-scale renewable energy development. Oregonians have supported policies and consistently invested in programs and services since the 1970s to help each other save energy and generate clean, renewable power.

Oregon is unusual in having a third-party, nonprofit organization—Energy Trust of Oregon—deliver energy efficiency and renewable energy programs for the state’s investor-owned utilities and their customers. Funded by 1.6 million customers of Oregon’s largest investor-owned electric and natural gas utilities, we have become a nationally recognized expert in energy efficiency and renewable energy program development and administration. We have returned three times the value for every dollar invested in energy efficiency and helped reduce carbon emissions in the state by nearly 30 million tons.

In the next five-year period, we will need to find new ways of working with customers to deliver energy efficiency and renewable energy results.

We have served many large businesses and multifamily properties, and served hundreds of thousands of households with efficient light bulbs, water-saving solutions and other very cost-effective energy-saving projects. We have also achieved success in transforming markets that have historically been low-cost and high-volume sources of savings, such as the residential lighting market. Due to the cost of supporting more customer projects to capture relatively smaller increments of energy savings in order to achieve results consistent with the past, we anticipate levelized costs in certain sectors to trend higher during this timeframe.

We have also helped customers install thousands of small-scale solar, hydropower, biopower, wind and geothermal systems. Yet market conditions and the policy environment continue to challenge the economic viability of these projects.



LEVELIZED COST

Our total cost to save or generate each unit of energy over the life of the measure (which ranges from one to 20 years or more)

Our state population is expected to grow during the next five years, and with this growth, the demographics of Oregonians are changing. According to Oregon’s Office of Economic Analysis, more than 23 percent of Oregonians in 2018 belonged to communities of color and that percentage is expected to grow. Further, more and different stakeholders and community organizations are showing greater interest in understanding our investments and results from the perspective of diversity, equity and inclusion.

These trends indicate that to deliver on our energy savings and generation goals, we will need to engage an even more diverse population in the future. Adapting our programs and services to be relevant for a more diverse customer base is critical to expanding participation in our programs and achieving our core purpose.

As Oregon focuses more and more on addressing climate change and reducing greenhouse gas emissions, our programs are likely to continue to play key roles in helping accomplish the state’s energy policy objectives. In addition to being solutions for serving customers’ energy needs, low-cost energy efficiency and clean, renewable energy are important ways to lower carbon emissions. The state’s current focus on climate policy is anticipated to have incremental impact on how we deliver our programs in the 2020-2024 timeframe, and that impact will be more significant in the longer term. We will continue to monitor public policy and industry changes that may affect the focus areas of this strategic plan over the five years of its implementation.

We will need to adapt our programs and services as utility needs and regulatory directions change. For example, utilities and the Oregon Public Utility Commission are currently exploring how the generation and distribution of energy to customers can be developed and managed to meet changing patterns of customer demand. By further integrating energy efficiency and renewable energy into energy distribution systems, utilities can become more flexible in how they are able to serve customers at any given time, even in times when customer demand for energy is at its highest (known as “peak” times).



PEAK ENERGY

Periods during the year when the volume of customer consumption of electricity and natural gas is highest. Depending on the utility, this could be when customers are cooling homes and businesses during the hot summer months or heating during the cold winter months. By reducing energy usage during certain times of the day or year, energy efficiency and renewable energy can reduce demand during costlier “peak” times—when demand for energy is at its highest.

All of these changes reflect the dynamic nature of the next five years and are likely to be significant; yet they are also familiar. We have responded to changes in the past by evolving our work as the activities we supported became standard practice. New programs and approaches are then developed and adapted to educate and support new and existing customers with costs coming down as market conditions transform in response to our solutions. This cycle repeats continuously as markets, technologies and customer needs evolve.

STRATEGIC PLAN DEVELOPMENT AND MANAGEMENT

We are guided by a series of five-year strategic plans, required by a grant agreement with the OPUC.

The strategic planning process is an open and transparent process. Development of the draft 2020-2024 Strategic Plan began in May 2018 and will continue through the following year and a half until a final strategic plan is presented to the board in October 2019 for adoption. During this time, we present and invite public engagement and comment on the draft strategic plan at board and advisory council meetings, at public outreach events in communities across the state, and through our own website and communications. Public comments are considered by the board and help shape the final strategic plan. This process gives stakeholders, customers and interested citizens an opportunity to guide the organization’s broad direction.

After the adoption of the strategic plan, we will use our annual business, budget and action plans to identify, describe, prioritize and resource specific initiatives to implement.

MEASURING SUCCESS

In past strategic plans, we set quantitative five-year energy savings and generation goals and used them to measure progress. In this 2020-2024 plan period, we will establish:

- Energy savings and generation targets through our three-year budget and business planning process starting in 2021, and
- Energy goals through annual budgets, which will be based on more current market conditions, policy changes and input from utilities, regulators, interest groups and staff

This plan provides additional measures of success to help us evaluate our progress under the 2020-2024 focus areas.

PLAN MANAGEMENT AND SB 1149 SUNSET

As we implement this strategic plan over its five-year timeframe, market, policy and other conditions will differ from what we assumed when we developed the plan. As was the case with previous strategic plans, we will manage and respond to unanticipated changes through other planning processes, like our contributions to the utilities’ two-year integrated resource plan updates, and our annual budgets, two-year action plans and shorter-term sector strategic plans.

One policy condition that could require a change to the plan’s focus areas or strategies is the sunset of the public purpose charge in SB 1149 at the end of 2025. Throughout this five-year plan, staff will monitor the status of that sunset, reconvening the board to reassess this strategic plan, as needed.

FOCUS AREA 1

Provide relevant, cost-effective energy efficiency and renewable energy programs, information and services for all customers of our partner utilities, including information and services designed specifically for underserved customers.

STRATEGIES

a. Continue to support residential, commercial, industrial and agricultural customer adoption of energy-saving and renewable energy technologies and approaches because significant opportunities remain in these traditional market sectors.

While many customers have already taken action on the lowest cost, most impactful opportunities to save energy and have adopted technologies to generate renewable energy, we will continue to provide trusted, independent information and advice to educate customers about remaining opportunities. We will continue to provide services and incentives to spur customer investment in their next project.

b. Provide cost-effective programs that offer information, incentives and services designed specifically to engage underserved customers.

We will design programs and outreach plans to serve customers in geographic areas and communities where participation has been lower. In alignment with our Diversity, Equity and Inclusion initiative, we will work to reach people with low and moderate incomes, communities of color and rural communities. We will innovate to improve and evolve our programs to address the needs of underserved customers in ways that support them to participate in, and benefit from, cost-effective efficiency and clean, renewable generation.

c. Serve customers through distributors, suppliers, retailers and other “mid- and up-stream” market actors who sell products to customers.

We will focus on lowering program costs by expanding mid- and up-stream approaches. These approaches seek to influence distributor and retailer stocking and sales of efficient technologies and products to reach customers instead of marketing and delivering incentives directly to customers, thereby saving on transaction and reporting costs. We will apply lessons from our residential mid- and up-stream delivery approaches to the commercial, industrial and renewable energy sectors, and continue to coordinate closely with the Northwest Energy Efficiency Alliance to identify additional mid- and up-stream opportunities for Energy Trust development.

d. Evaluate new energy technologies in development and incorporate into program offers when they are cost-effective and ready to go to market.

When new technologies and approaches are ready, we will adapt programs to support customer awareness, education and adoption.

PROGRESS INDICATORS

We will know we are making progress in this focus area when:

- Savings and generation targets that identify a range of opportunities using current and innovative approaches are established through Energy Trust's new three-year budget and business planning process by 2021
- Annual energy efficiency goals that acquire all cost-effective, achievable savings consistent with long-term utility resource plans are set and achieved
- Annual renewable energy generation goals that are consistent with the market for distributed renewable energy are set and achieved
- Annual renewable energy activity goals that support and reflect the development of a pipeline of projects are set and achieved
- Diversity, Equity and Inclusion goals to expand participation in programs are met or exceeded
- Key market opportunities that are best suited for mid-stream and up-stream delivery to acquire savings, minimize cost and maximize reach to customers are identified and implemented

WHY WE FOCUS HERE

Providing renewable energy and cost-effective energy efficiency programs and services to the utility customers of PGE, Pacific Power, NW Natural, Cascade Natural Gas and Avista is our priority and core mission. Working in coordination with utility integrated resource planning, we aim to achieve all available cost-effective energy efficiency over a 20-year planning horizon. The five-year focus of this strategic plan helps determine how much of the 20-year resource can be captured in the nearer term.

After 18 years of successfully delivering low-cost, clean energy programs, we have served more than 700,000 homes and businesses and achieved significant penetration in certain markets. We have helped transform the market for some of the lowest-cost sources of savings like LED lighting.

Now we must find new ways to support customers and markets who have yet to experience the direct benefits of energy efficiency and small-scale renewable technology.

Looking ahead to the next 20 years, we must find new ways to support the higher-cost technologies that are still cost-effective. Substantial efficiency and renewable energy opportunities remain for our customers and innovative approaches to our program design and delivery will be needed to support them.

Our programs play a key role in Oregon's energy policy and its communities. Our focus on *all* customers highlights Energy Trust's desire to go beyond our past success and provide more benefit to customers and the utility system. Moreover, nearly every customer in the utility service territories we serve pays a public purpose charge, and it is our responsibility to ensure that all customers can directly benefit from our services, including people with low and moderate incomes, communities of color and rural communities. Through our Diversity, Equity and Inclusion initiative, Energy Trust is committed to intentionally designing services to expand participation by reaching underserved customers, so we can capture more savings and generation.

FOCUS AREA 2

Strengthen the value we deliver to customers by linking energy efficiency and renewable energy to the approaches utilities are using to meet changing customer needs for energy.

STRATEGIES

a. Design our programs and incentives to educate, encourage and enable customers to install energy efficiency and renewable energy projects that can also help utilities lower the cost of operating their systems most efficiently.

By working with the OPUC, our partner utilities and other stakeholders, we will implement energy efficiency and renewable energy in ways that help utilities better manage their local distribution systems. We will explore incentives and outreach strategies that inform, encourage and enable customers in specific areas to install technologies or adopt practices that are known to also support local utility load management and flexibility.

b. Improve our ability to quantify and value the benefits of distributed energy efficiency and renewable energy to electric and natural gas utility systems.

Further research is needed to understand and account for all the benefits energy efficiency and renewable energy can provide to utility systems, including to what extent these benefits can reduce utility peak consumption and defer a utility's investment in transmission, supply or distribution upgrades.

PROGRESS INDICATORS

We will know we are making progress in this focus area when:

- Collaborative relationships with utilities and a framework to value and deliver energy efficiency and renewable energy resources in specific, targeted locations in a utility's service territory are established
- More renewable energy and efficiency projects help utilities effectively manage their existing systems to meet customer energy needs



WHY WE FOCUS HERE

Northwest utilities have historically had sufficient utility system infrastructure to meet customer demand at specific times of the day and year, but this is likely to change over the upcoming years. Utilities typically address utility system constraints by implementing programs that encourage customers to use less energy at certain times or by upgrading transmission and distribution equipment.

Energy-efficiency and distributed renewable energy investments have the potential to help electric and natural gas utilities moderate the effects of sudden swings in energy demand or defer investments in new transmission and distribution infrastructure.

By working with our utility partners and building on our expertise in delivering energy efficiency and renewable energy resources, we can help utilities address challenges in meeting customer demand by effectively managing their existing systems, which helps keep costs lower for all customers. There are technologies and approaches we can encourage to achieve this aim.

Efficient heating and cooling systems that are “grid-enabled” with built-in Wi-Fi can be used in utility demand-response programs. Contractors can be encouraged to construct homes and buildings that are “electric vehicle-ready” and designed to accommodate electric vehicle chargers. This would complement state and utility programs to increase the adoption of electric vehicles. When done in coordination with utilities, these efforts can be focused at locations where they will strengthen and support the operation of the grid. And encouraging the inclusion of battery storage with solar projects could provide utilities the ability to “smooth” the impacts of intermittent energy from renewable resources on the grid, as well as providing additional resilience benefits.



DISTRIBUTED ENERGY RESOURCES

Energy efficiency and renewable energy, together with battery storage, demand response and electric vehicles that are connected to the electric grid, are known as “distributed energy resources.” There is increasing interest at the Oregon Public Utility Commission and in the utility industry generally in using distributed energy resources in a more integrated way. We will explore ways to integrate our energy efficiency and renewable energy work with other distributed energy resources in support of this focus area.

FOCUS AREA 3

Provide impartial, objective information and analysis to support implementation of energy policies.

STRATEGIES

a. Work with the OPUC to provide technical support and advice on energy policies and dockets.

The OPUC is engaged in many important policy processes that will impact the regulatory environment and set the direction for the utility industry in Oregon—including how energy efficiency and small-scale renewables can interact with a changing utility environment. We have a history of supporting processes like these from a public benefit perspective, and will maintain this role and our effective working relationships with commission staff to support their public processes.

b. Support energy-related policy initiatives, objectives or complementary programs led by the Oregon Legislature, Office of the Governor, Oregon Department of Energy, Oregon Housing and Community Services, and other agencies and local governments.

Because Oregon energy, climate and other policies are evolving rapidly, we will work with the OPUC to identify areas where Energy Trust's experience in energy efficiency and renewable energy program delivery may support state or local policy objectives or initiatives.

We are a resource to state and local government and have historically supported them by providing information, data and analysis on energy efficiency and renewable energy opportunities, and program participation trends. We will identify areas where we can further support local policy activities, and will strive to ensure that we can respond to policymakers' needs for information and advice in areas where our experience could help.

In addition, we will continue our approach to coordinating with complementary programs at state and local agencies, including Oregon Department of Energy's schools program and low-income programs and pilots led by Oregon Housing and Community Services.



PROGRESS INDICATORS

We will know we are making progress in this focus area when:

- A system for monitoring OPUC dockets and contributing data analysis and technical expertise to help inform OPUC staff and commissioners is established, and regular contributions are sustained
- Awareness of our programs, value and the benefits of energy efficiency and renewable energy increases among policymakers and elected officials

WHY WE FOCUS HERE

Oregon governments, utilities, conservation groups and others are increasingly engaged in discussions involving energy conservation, renewable energy and other distributed energy resources, and how these resources can help achieve policy goals. Our dual-fuel perspective, experience working with multiple utilities and a range of customer types in all parts of the state, and knowledge of technical matters can provide valuable information and analysis to inform these discussions.

FOCUS AREA 4

Maximize public benefits from public purpose funding by leveraging additional funding to advance our core energy efficiency and renewable energy objectives, and to realize non-energy benefits that Energy Trust is uniquely positioned to help accomplish.



STRATEGIES

a. Leverage projects with significant non-energy benefits and outside funding to maximize customer benefits.

Leverage efficiency or renewable energy projects that have significant non-energy benefits for which we can help secure additional funding by monitoring, convening and helping to coordinate other funders and interested parties. Building on experience with initiatives like irrigation modernization, we will explore partnerships with organizations focused on greenhouse gas reduction, public health, affordable housing, workforce development, environmental justice and other objectives benefiting customers and communities.

b. Collaborate with communities to help integrate energy efficiency and renewable energy into climate action and resiliency plans, or to accomplish other community energy goals.

As more communities actively engage in energy, climate and disaster planning, we can support those plans that complement our goals by pooling resources and providing information, and technical and educational expertise.

c. Collaborate with utilities on carbon reduction strategies.

As Oregon's greenhouse gas reduction strategy takes shape, we will help by bringing our energy efficiency and renewable energy expertise and resources. For example, we can lend our experience in developing biogas projects that produce renewable electricity to also help natural gas utilities develop renewable natural gas that can reduce greenhouse gas emissions.

PROGRESS INDICATORS

We will know we are making progress in this focus area when:

- More energy savings and renewable generation are acquired than would otherwise be achieved with only public purpose charge funding
- More organizations and communities are coordinating their efforts and resources with us to accomplish their objectives
- A concept agreement with the OPUC and at least one gas utility is established to assess a joint carbon reduction effort

WHY WE FOCUS HERE

Energy efficiency and renewable energy projects frequently realize public benefits beyond energy savings and renewable generation. Entities who might value those additional non-energy benefits do not always recognize the contribution that efficiency and renewable projects can make, or are not able to realize or maximize those benefits on their own.

Leveraging energy and non-energy benefits, and the funding that comes with them, allows us to help achieve additional energy efficiency and renewable energy. Our incentives for irrigation modernization projects, for example, help irrigation districts convert open canals to pipes, which conserves water and eliminates pumping, while installing low-impact, in-conduit hydropower systems.

These projects save energy and generate renewable energy, and they also restore river flows, increase the reliability of agricultural water deliveries and lead to local economic development. Our funding and collaboration in these projects attracts other funders and enables us to capture these non-energy benefits for the public good and broaden the impact of our investments.



FOCUS AREA 5

Continue to build organizational flexibility, adaptability, diversity and innovation to enhance Energy Trust's ability to quickly and effectively respond to changes, needs and new opportunities.



STRATEGIES

a. Implement organizational development initiatives, provide staff development opportunities, and make structural changes to scale and direct resources where needed.

We will support these activities by actively fostering internal awareness of and alignment to shared goals, and by socializing values that support staff engagement, flexibility, adaptability and nimbleness.

b. Build on our efforts to foster a staff community that thinks critically about continuous improvement and innovation.

To continue to lead in the design and administration of programs for the benefit of utility customers and the State of Oregon, we will continue encouraging staff to identify, prioritize and address process improvements that can increase efficiency and effectiveness. We will provide support for staff who have identified a promising idea or new opportunity and are actively engaging in innovation.

c. Retain a highly engaged staff and attract passionate, diverse employees when recruiting for open positions.

Ensure that Energy Trust staff and agency contractors are motivated by and dedicated to our work. Highlight the support we provide to our employees for professional development, workplace engagement and personal satisfaction.

c. Intentionally foster diversity in our board of directors, advisory councils, executive leadership, staff, contractors, partners and vendors.

Building a diverse and inclusive organization in all dimensions will bring a vibrant wealth of backgrounds, experiences, perspectives and creative approaches to our work in service to our diverse utility customers. We will improve our service to customers when we better reflect the communities within which they live and work.

PROGRESS INDICATORS

We will know we are making progress in this focus area when:

- Existing staff resources are shifted as needed to accommodate both existing and new initiatives prioritized through the annual business planning process and mid-year updates
- Our business plan identifies a percentage of staff FTE focused on long-term opportunity development
- An annual organizational development survey shows employees are significantly aware of how annual goal setting, business planning and prioritization enables flexible resourcing of existing and new initiatives
- Diversity, Equity and Inclusion goals for employee hiring and recruitment are set and achieved
- Board diversity dimensions as measured by the board's combined skills, perspectives and demographics are sustained or increased

WHY WE FOCUS HERE

In 2020-2024 we will continue our focus on providing impactful, cost-effective programs to benefit utility customers as we have for the past 18 years. Doing so will require new ways of working with more diverse customers along with adaptive program designs to find cost-effective approaches. In addition, changes underway in the utility system and Oregon's energy policy may drive new opportunities to serve and benefit utility customers and the public.

Focus Areas 2 through 4 will require some change in the way we approach our work and customers. We cannot continue to deliver significant benefits to utility customers in the 2020-2024 plan period by relying only on our prior successes. To reach more customers and rethink how our expertise in energy efficiency and renewable energy add value to an increasingly distributed energy system, our organization must be flexible, adaptable and innovative.

In periods of change, successful organizations focus on employees, helping them grow, learn and work productively through the uncertainty and divergence that comes with change. We will focus on ensuring alignment to organizational goals, providing a welcoming environment open to new ideas and perspectives, and cultivating employees' continued passion to deliver on the core promise of the organization.



Learn more, including how to send us your feedback on our draft strategic plan, at www.energytrust.org/strategicplan.

Tab 4

Outreach Plan: Draft 2020-2024 Strategic Plan

May 2019

Objectives

- **Educate** audiences on Energy Trust role and opportunities in advancing Oregon’s clean energy objectives, and how their energy needs are served through our strategic plan
- **Engage** customers and contractors across the state, communities we seek to reach, and traditional and new stakeholders in providing feedback on the draft plan
- **Gather** input on draft focus areas, strategies and metrics for success
- **Seek** early, ongoing input from the board, OPUC, utilities and board advisory councils.
- **Provide** visibility into opportunities to participate in the process
- **Communicate** about the adopted plan to the public and stakeholders, highlighting core mission work and any new or changed areas of focus
- **Utilize** existing forums to effectively manage costs and staff time devoted to outreach

High-level Schedule

The Outreach Plan schedule begins in early 2019 and concludes after the adoption of the 2020-2024 Strategic Plan by the Board of Directors at a public board meeting in October 2019.

Outreach includes **Early Engagement** with the board and stakeholders, and **Public Engagement** with customers, contractors, communities, and traditional and new stakeholders.

May 2018 – Feb. 2019	Input and feedback from board, advisory councils, OPUC and partner utilities on the building blocks that are foundational to the draft plan: strengths and capabilities, unique role of value, key drivers, 5-year scenario, opportunities
Feb. - March	Plan drafted
March – May	Early Engagement: <ul style="list-style-type: none"> • Draft focus areas shared with utilities and stakeholders • Early draft plan reviewed by board and OPUC
May 16 and 17	Draft plan considered by board at May 16 – 17 workshop
June – Aug.	Public Engagement: <ul style="list-style-type: none"> • Draft plan ready for posting online June 21 • Public communications and outreach during 6-week comment period (approximately June 24 – August 2)
Aug. – Sept.	Draft plan revised; formal public comments received are addressed in a summary document for the board
Oct. 16	Board votes on final proposed 2020-2024 Strategic Plan
Oct – Nov	Announce adopted strategic plan and begin planning for implementation

Note on public comments: comments received by August 2 will be reflected in the comments summary provided to the board; any feedback received after that date could be reflected in the board presentation

Early Engagement Details

Goals

- Share draft opportunities and focus areas with utilities and other stakeholders for consideration by the board committee and staff in drafting the plan
- Review early draft plan with board and OPUC for early input and guidance

Audiences

- Board of directors
- OPUC
- Utilities: PGE, Pacific Power, NW Natural, Cascade Natural Gas, Avista
- Stakeholders: Citizens' Utility Board of Oregon (CUB), NW Energy Coalition, Renewable NW, Oregon Solar Energy Industries Association (OSEIA)

Reaching our Audiences

- Public board meeting
- In-person meetings

Public Engagement Details

Goals

- Provide at least a 6-week public comment period
- Provide visibility to the public comment period to stakeholders, customers and the public through Energy Trust-owned channels, as well as stakeholder channels offered to us
- Reach all regions of the state with information about Energy Trust and our strategic plan
- Leverage the Pendleton board meeting for an additional community event

Approach

Public Engagement revolves around the public comment period (6/24 – 8/2), though some outreach may occur before or after the comment period.

Akin to Energy Trust's budget outreach, the strategic plan outreach includes:

- Public announcements and communications released throughout the 6-week public comment period
 - Website, email and social media announcements, blog posts, flyer, recorded webinar presentation
- Request for and response to formal public comments
- Presentations to CAC and RAC
- Promotion at existing forums (i.e., stakeholder meetings, conferences, workshops) which will include mention of draft plan and Energy Trust's role in Oregon's energy future

In addition:

- Targeted outreach: in-person meetings or small group discussions with new customer groups or organizations, and existing customers
- Promotion at regional energy, business and civic events occurring

- As opportunities arise, information about the draft plan and public comment process will be provided at legislator informational briefings that occur in July and August

Audiences

Staff will seek to engage with as many of the following audiences and organizations as possible:

- Energy Trust
 - CAC, RAC, foundational DAC
 - Program Contractors
- Government agencies
 - Oregon Public Utility Commission, Oregon Department of Energy, Oregon Housing and Community Services, NW Power and Conservation Council, Elected Officials
- Utilities
 - PGE, Pacific Power, NW Natural, Cascade Natural Gas, Avista
- Customers and contractors
 - Residential customers
 - Business owners and managers
 - Municipal, tribal governments
 - Trade Ally Network
- Ratepayer advocates
 - CUB, Alliance of Western Energy Consumers
- Regional energy efficiency and renewable energy industry:
 - NW Energy Coalition, Spark NW, OSEIA, Renewable NW, Community Action Partnership of Oregon, Northwest Energy Efficiency Alliance, Climate Solutions, Northwest Environmental Business Council
- National energy efficiency and renewable energy industry:
 - American Council for an Energy-Efficient Economy, Consortium for Energy Efficiency, Clean Energy States Alliance
- Business community:
 - Portland Business Alliance, Association of Oregon Counties, League of Oregon Cities, Oregon Business Industry, Homebuilders Association, Oregon Association of Minority Entrepreneurs
- Community-based organizations serving diverse, low-income and rural customers:
 - Affiliated Tribes of Northwest Indians, African American Alliance for Home Ownership, Asian Pacific American Network of Oregon, Bend Environmental Center, Community Energy Project, Habitat for Humanity, Hacienda CDC, Latinx Interagency Committee, MultiCultural Collaborative, NAACP, Native American Youth and Family Center, OPAL, Oregon Rural Action, Rogue Climate Sustainable Northwest, Verde, Wallowa Resources.
- Media to reach general public and businesses:
 - Portland Business Journal, Oregonian, Oregon Business, East Oregonian, Pendleton Times Post, Southern Oregon Business Journal, Mail Tribune, Cascade Business News, Clearing Up

Reaching our Audiences

- Announcements and communications
 - Email: a component of public annual report targeted email to customers
 - Social media: Twitter, Facebook, LinkedIn

- E-newsletters: Synergy (regular stakeholder and public e-newsletter), Insider (regular trade ally e-newsletter), program newsletters
 - Website: web page, homepage announcement, events calendar
 - Webinar presentation: recorded by Mike in June and posted on the web page
- Public meetings: CAC and RAC in June, and the board in July
 - Consider broadening invitation for participation from other target audiences, including inviting foundational DAC members to the June CAC or RAC meeting
- Staff and board members:
 - Talking points to include in public presentations that highlight overall themes and the public comment period
 - Email to forward to contacts (CAC and RAC included)
 - Specific remarks for Outreach Staff to include in meetings with customers, contractors and communities
 - Flyer with information on the plan, overall themes and the submission process for comments
- Media
 - Announcement press release
 - Component of regional public annual report press releases that highlight local benefits and example customers served
 - Component of regional board meeting press release in Pendleton
 - Reporter meetings with PBJ and East Oregonian
- Stakeholder communications
 - Social media or other stakeholder-owned channels, like utility social media accounts
 - Pacific Power roadshow events
 - Posting on Conduit (NW energy industry website)
- Presentations (via webinar or in person)
 - To peer organizations
 - To community-based organizations and/or foundational DAC members
- Sample engagement questions
 - Where are the gaps, related to energy, when you're trying to accomplish your goals?
 - How are these in-draft strategies relevant for you?
 - What are we missing in our consideration of the future and the organization's role in helping you meet your goals?
 - What priority would you recommend staff give to implementing the focus areas and strategies?
 - How is the overall plan relevant for you?

Draft Strategic Plan Outreach Materials

- Draft strategic plan document
- Executive summary – 1-2 pages for public and use in outreach meetings or presentations
- Flyer – promoting draft plan posted online and comments submission
- Presentation slides:
 - General audience – non-technical, short
 - CAC/RAC and engaged audiences –more detailed
- Website
- Talking points for outreach representatives
- Paper version of comments form for outreach events

After the Plan is Adopted

After the plan is approved by the board in October, staff will develop a communications plan to announce the plan and support continuing communications through:

- “Designed” final text document for posting online
- Web page about the plan
- Summary brochure or handout
- Slide(s) for general presentations
- Talking points for briefings/presentations, as needed

Tab 5

Briefing Paper

2019 State Legislation Update

May 2, 2019

Summary

This briefing paper summarizes bills with the most significant implications for Energy Trust that are still considered active in the 2019 Oregon legislative session. The table at the end of the paper lists all the bills we are tracking, with URL links in the bill number.

Staff prepared this paper in early May; the status of bills may have shifted by the time of the May 16-17 workshop.

Background

- The 2019 session began January 22 and is expected to adjourn June 30.
- Under the grant agreement with the Oregon Public Utility Commission, Energy Trust does not take positions on legislation. We routinely brief legislators on Energy Trust programs and accomplishments, monitor bills that could impact Energy Trust, and respond to legislative requests for information in coordination with the OPUC.

Discussion

Public purpose charge

- School funds and electrification: SB 1044 would allow public purpose charge funds allotted to schools to be used for school fleet audits, for purchase or lease of zero-emission vehicles and for purchase or installation of electric vehicle charging stations.
- Bills that did not meet session deadlines:
 - HB 2494 would have extended the sunset date for the 3 percent public purpose charge that helps fund Energy Trust for 10 years, to 2036.
 - SB 91 would have required at least 50 percent of the portion of the 3 percent public purpose charge revenues that go to Energy Trust to be used for accelerating transportation electrification.

Energy efficiency

- Home Weatherization, Retrofit and Affordability Program HomeWRAP: HB 3094 would create an incentive program at Oregon Housing and Community Services, providing up to \$4,500 per year in incentives for residential efficiency in single-family or multifamily residences with incomes at or less than 150 percent of the state median household income.
- Efficient cannabis: HB 3211 would create a certification program for low-carbon, energy- and water-efficient cannabis growers.

Renewable energy

- Rooftop solar and storage: HB 2618 would create a fund with \$30 million for rebates (decreasing from 2020 to 2023) for residential and nonresidential solar systems and solar systems paired with storage, administered by ODOE.
- Renewable natural gas: SB 98 would direct the OPUC to develop a renewable natural gas program to allow large utilities to have 5% of supplies be renewable natural gas from 2020 to 2024, 10% up to 2029, 15% up to 2034, 20% up to 2039, 25% up to 2044 and 30% up to 2050. Utilities may recover prudent investments via an automatic adjustment clause in the year following investment, up to 5% of revenue requirement.
- Land use planning and energy: HB 2322 would require Land Conservation and Development Commission to amend land use planning goals to reflect state energy policies, including encouraging renewable energy.
- Small-scale renewable portfolio requirement: HB 3274 would require larger utilities to get 8% of their electricity from small-scale renewables or certain biomass.
- SB 451 would allow renewable energy certificates from municipal solid waste combustion projects operational before 1995 to be used for RPS compliance.

Low-Income

- HB 2242 would allow the OPUC to consider energy burden in setting rates; authorize financial assistance for low-income customers/environmental justice organizations in proceedings; establish an Office of Low-Income and Environmental Justice Advocate; and require a 2020 report on ways to address and mitigate energy burdens and other inequities of affordability and environmental justice.
- Homeownership Repair and Rehabilitation Program: HB 2802 would create a financial assistance program at OHCS for low-income housing repair and rehabilitation, including energy efficiency.

Manufactured Housing

- HB 2893 would create a manufactured housing advisory committee at OHCS to “identify and promote strategies and services for assisting owners of manufactured dwellings to weatherize existing manufactured dwellings or replace deteriorating manufactured dwellings.”
- HB 2894 would create a “Manufactured Home Replacement and Decommissioning” \$2 million loan program to replace old manufactured homes with new, energy-efficient homes.
- HB 2895 would create a grant program to decommission and dispose of old manufactured homes; and HB 2896 and SB 1024 have related provisions.

Climate Policy

- HB 2020 would establish a Carbon Policy Office to administer Climate Action Program; adjust statewide greenhouse gas emissions reduction goals; achieve emissions reductions by auctioning a declining number of emission allowances (one allowance per ton of emissions) up to a total cap; covering sources emitting 25,000 tons of CO₂ per year; and allocating free allowances for electric utilities for 10 years, certain emissions-intensive, trade-exposed industries, and those emitting certain fluorocarbons, and to gas utility emissions ascribed to low-income customers. The Carbon Policy Office would oversee the investment of auction revenues to benefit consumers and impacted communities.

- SB 928 would align state government and energy policy with climate goals. It would establish the Oregon Climate Authority to administer the HB 2020 carbon market and act as the hub of state government climate change activities. The Authority would take over the greenhouse gas reporting functions now managed by the Oregon Department of Environmental Quality. ODOE would be abolished and its small-scale energy loan program would be transferred to the Oregon Business Development Department. The Climate Authority would inherit ODOE's other duties, including administering the schools' portion of the public purpose charge.
- HB 3425 would provide mitigation funds for affected households should Oregon adopt a cap and trade law that increased residential energy costs.

List of all bills that we are following (as of April 23, 2019)

Grayed out rows indicate the bill did not meet session deadlines and is not considered to be active.

Bill Number	Bill Title	Bill Summary	Current Committee
HB 2020 INTRO	Relating to greenhouse gas emissions; declaring an emergency.	Establishes Carbon Policy Office within Oregon Department of Administrative Services and directs Director of Carbon Policy Office to adopt Oregon Climate Action Program by rule.	Carbon Reduction (J)
HB 2093 A	Relating to procurements for facilities that deliver electricity to the public for electric motor vehicles; prescribing an effective date.	Permits Oregon Department of Administrative Services to contract with other entity, and to participate in, sponsor, conduct or administer cooperative procurements, for purpose of acquiring, installing, maintaining or operating devices or facilities to deliver electricity to public for electric motor vehicles.	Business and General Government (S)
HB 2095 INTRO	Relating to maintenance of buildings owned by state agencies; declaring an emergency.	Establishes Building Maintenance Account in State Treasury, separate and distinct from General Fund.	Ways and Means (J)
HB 2208 A	Relating to seismic improvements to buildings; prescribing an effective date.	Establishes Oregon Business Development Department Unreinforced Masonry Seismic Safety Program to issue grants for improving seismic safety, stability and resiliency of qualifying unreinforced masonry and unreinforced concrete buildings.	Ways and Means (J)
HB 2242 A	Relating to public utilities.	Authorizes Public Utility Commission to consider differential energy burden and other inequities of affordability in rates.	Ways and Means (J)

HB 2250 A	Relating to the environment.	Requires Department of Environmental Quality and Oregon Health Authority to regularly assess final changes to federal environment laws to determine whether changes are significantly less protective of public health, environment or natural resources than standards and requirements contained in those federal environmental laws, as in effect on January 19, 2017.	Environment and Natural Resources (S)
HB 2309 INTRO	Relating to electric-powered school buses.	Directs Department of Transportation to develop and implement program to lend moneys to school districts for incremental costs of purchasing electric-powered school buses.	Transportation (J)
HB 2322 A	Relating to the adoption of energy policies into statewide land use planning goals; declaring an emergency.	Requires Land Conservation and Development Commission to amend statewide land use planning goals related to energy conservation to incorporate development of renewable energy facilities and reduction of greenhouse gas emissions and to match state energy policies.	Ways and Means (J)
HB 2329 A	Relating to energy facilities.	Modifies definition of "energy facility" for purposes of regulation of energy facilities by Energy Facility Siting Council.	Ways and Means (J)
HB 2336 EN	Relating to affordable housing pilot program.	Removing population requirement for affordable housing pilot program if no qualifying nomination is received for city with population under 25,000.	
HB 2423 A	Relating to small homes; prescribing an effective date.	Adopts Small Home Specialty Code to regulate construction of homes not more than 400 square feet in size.	
HB 2496 A	Relating to energy conservation in public buildings; prescribing an effective date.	Includes battery storage in definition of "green energy technology." Defines "total contract price." Permits contracting agency, as alternative to including green energy technology in construction, reconstruction or major renovation of public building, to make expenditure to improve energy use efficiency in public building.	
HB 2536 INTRO	Relating to development of staging areas for emergency response.	Establishes Oregon Public Places Are Safe Places Investment Fund.	Ways and Means (J)
HB 2602 INTRO	Relating to vehicle electrification.	Modifies definitions of light-duty zero-emission vehicle and plug-in hybrid electric vehicle to include vehicles with at least three wheels.	Transportation (J)

HB 2618 A	Relating to solar incentives; prescribing an effective date.	Requires State Department of Energy to adopt by rule program for providing rebates for purchase, construction or installation of residential and nonresidential solar electric systems and paired solar and storage systems.	Ways and Means (J)
HB 2735 A	Relating to emergency resilience; prescribing an effective date.	Establishes Task Force on Disaster Response and Recovery.	Ways and Means (J)
HB 2802 A	Relating to supporting homeownership for low income individuals; declaring an emergency.	Establishes Homeownership Repair and Rehabilitation Program within Housing and Community Services Department to provide grants to entities providing financial assistance to persons in low income households for repair and rehabilitation of residences.	Ways and Means (J)
HB 2893 INTRO	Relating to an advisory committee on manufactured housing; prescribing an effective date.	Establishes advisory committee on manufactured housing within Housing and Community Development Department.	Ways and Means (J)
HB 2894 A	Relating to manufactured dwellings; prescribing an effective date.	Establishes program within Housing and Community Services Department to provide supplementary loans to individuals for new energy efficient manufactured dwellings.	Ways and Means (J)
HB 2895 A	Relating to manufactured dwellings; prescribing an effective date.	Establishes program within Housing and Community Services Department to provide grants for decommissioning and disposing of manufactured dwellings.	Ways and Means (J)
HB 2896 A	Relating to manufactured dwellings; prescribing an effective date.	Requires Housing and Community Services Department to provide loans to one or more nonprofit corporations to develop programs that support manufactured dwelling park preservation and affordability for tenants.	Ways and Means (J)
HB 3027 INTRO	Relating to carbon sequestration.	Authorizes State Treasurer to issue general obligation bonds under Article XI-E of Oregon Constitution in amount that produces \$500 million in net proceeds for Strategic Carbon Sequestration and Forestry Sustainability Program.	Revenue (H)
HB 3094 A	Relating to Housing and Community Services Department programs; prescribing an effective date.	Establishes Home Weatherization, Retrofit and Affordability Program for Housing and Community Services Department to provide incentive payments to construction contractors undertaking energy improvement projects on residential structures.	Ways and Means (J)

HB 3111 INTRO	Relating to vehicle rebates; declaring an emergency.	Modifies provisions for reimbursement to administrator of electric vehicle rebates issued to recipients that sell vehicle or terminate lease before 24 months after purchase or beginning of lease.	Transportation (J)
HB 3141 A	Relating to transportation electrification.	Modifies and adds laws related to electric vehicle charging stations.	Ways and Means (J)
HB 3211 A	Relating to a cannabis business certification program; declaring an emergency.	Directs State Department of Agriculture to advance design of cannabis business certification program.	Ways and Means (J)
HB 3274 A	Relating to renewable energy.	Requires eight percent of electricity sold in this state by each electric company that makes sales to 25,000 or more retail electricity consumers to be generated by small-scale renewable energy facilities or certain biomass facilities.	Rules (H)
HB 3322 INTRO	Relating to a tax credit for apprenticeships; prescribing an effective date.	Creates income tax credit for taxpayers that provide apprenticeship opportunities.	Revenue (H)
HB 3324 INTRO	Relating to electric vehicle charging services.	Exempts funds collected through third party vendors for payment for electric vehicle charging services from certain laws relating to deposit of public funds.	Revenue (H)
HB 3408 INTRO	Relating to state financial administration; declaring an emergency.	Appropriates moneys from General Fund to Department of Environmental Quality for deposit in Residential Solid Fuel Heating Air Quality Improvement Fund to fund community efforts to promote economic development and improve public health by reducing emissions from solid fuel burning devices that burn wood.	Ways and Means (J)
HB 3425 INTRO	Relating to mitigating household fuel transportation costs; prescribing an effective date.	Establishes, if State of Oregon adopts cap and trade program, credit available to certain households for purpose of mitigating carbon price indirectly paid by households through purchase of motor vehicle fuel to propel motor vehicles on public highways.	Carbon Reduction (J)
HB 5044 INTRO	Relating to the financial administration of the Oregon Climate Authority; declaring an emergency.	Appropriates moneys from General Fund to Oregon Climate Authority for biennial expenses.	Ways and Means (J)
SB 1024 INTRO	Relating to manufactured dwelling parks; prescribing an effective date.	Authorizes Housing and Community Services Department to provide grants to nonprofit to develop infrastructure for new manufactured dwelling park in Springfield, Oregon.	Ways and Means (J)

SB 1044 INTRO	Relating to transportation electrification.	Establishes goals that promote zero-emission vehicle use and requires entities of executive department to promote zero-emission vehicle use.	Transportation (J)
SB 38 INTRO	Relating to treatment of renewable energy certificates issued for the generation of thermal energy.	Modifies provisions for treatment of renewable energy certificates issued for generation of thermal energy.	
SB 451 INTRO	Relating to eligibility for renewable energy certificates.	Establishes eligibility for renewable energy certificates for facilities that generate electricity from direct combustion of municipal solid waste and became operational before January 1, 1995, if such facilities register with Western Renewable Energy Generation Information System at any time.	Rules (S)
SB 928 A	Relating to the Oregon Climate Authority; declaring an emergency.	Establishes Oregon Climate Authority and creates Oregon Climate Board, effective on passage.	Ways and Means (J)
SB 929 INTRO	Relating to a tax credit for funding historic property project expense rebates; prescribing an effective date.	Creates tax credit for certified historic property project contributions.	Tax Expenditures (J)
SB 98 A	Relating to renewable natural gas; prescribing an effective date.	Requires Public Utility Commission to adopt by rule large renewable natural gas program and small renewable natural gas program.	Ways and Means (J)
SCR 1 A	Declaring legislative support for closed-loop pump storage energy projects.	Declares legislative support for closed-loop pump storage energy projects.	Energy and Environment (H)
HB 2063 INTRO	Relating to environmental mitigation trust agreement moneys.	Extends authorized uses of moneys received by state pursuant to Volkswagen Environmental Mitigation Trust Agreement and deposited in Clean Diesel Engine Fund.	Energy and Environment (H)
HB 2256 INTRO	Relating to housing affordability; declaring an emergency.	Creates Oregon Housing Crisis Task Force.	Human Services and Housing (H)
HB 2494 INTRO	Relating to public purpose charge.	Extends operation of public purpose charges until January 1, 2036.	Energy and Environment (H)
HB 2497 INTRO	Relating to green energy technology requirements for public buildings; prescribing an effective date.	Adds battery storage to definition of "green energy technology" for public buildings that are emergency shelters or facilities for public safety.	Energy and Environment (H)
HB 2501 INTRO	Relating to a task force on green energy corridors; prescribing an effective date.	Establishes Task Force on Green Energy Corridors.	Energy and Environment (H)
HB 2535 INTRO	Relating to disaster resiliency; prescribing an effective date.	Creates Task Force on Disaster Response and Recovery.	Veterans and Emergency Preparedness (H)

HB 2581 INTRO	Relating to Columbia River Basin water; declaring an emergency.	Makes findings regarding Columbia River Basin.	Agriculture and Land Use (H)
HB 2611 INTRO	Relating to the use of hydroelectric energy to comply with a renewable portfolio standard.	Specifies that electricity generated by hydroelectric facility or other equipment that generates electricity through use of hydroelectric energy may be used to comply with renewable portfolio standard.	Energy and Environment (H)
HB 2791 INTRO	Relating to energy facility siting; declaring an emergency.	Modifies cost recovery formula for site certificate holders.	Energy and Environment (H)
HB 2792 INTRO	Relating to energy facility siting.	Requires applicant for energy facility site certificate to obtain land use approval from local government.	Energy and Environment (H)
HB 2808 INTRO	Relating to clean technology sector development.	Requires Oregon Business Development Department to establish competitive clean technology sector development grant program.	Economic Development (H)
HB 2852 INTRO	Relating to community choice aggregation.	Authorizes local governments to form authorities for purpose of implementing community choice aggregation programs.	Energy and Environment (H)
HB 2855 INTRO	Relating to the Public Utility Commission.	Modifies general powers of Public Utility Commission.	Energy and Environment (H)
HB 2857 INTRO	Relating to sustainable energy.	Requires eight percent of electricity sold in this state by each electric company that makes sales to 25,000 or more retail electricity consumers to be generated by small-scale renewable energy facilities or certain biomass facilities.	Energy and Environment (H)
HB 3025 INTRO	Relating to carbon sequestration; declaring an emergency.	Requires State Forestry Department to establish Western Oregon Regional Carbon Sink as geographical area and take certain actions regarding area on or before January 1, 2031.	Natural Resources (H)
HB 3045 INTRO	Relating to electric vehicle charging.	Requires local governments to allow residential or commercial development applications to provide one parking space with electric vehicle charging as substitute for two required nonelectrified spaces.	Energy and Environment (H)
HB 3157 INTRO	Relating to residential alternative energy; prescribing an effective date.	Requires Director of Department of Consumer and Business Services to amend Low-Rise Residential Dwelling Code to require alternative energy collection or generation by December 15, 2020.	Energy and Environment (H)
HB 3264 INTRO	Relating to manufactured dwelling parks.	Requires additional disclosures from manufactured dwelling park landlords to Housing and Community Services Department.	Human Services and Housing (H)

HB 3313 INTRO	Relating to manufactured dwelling parks; prescribing an effective date.	Authorizes Housing and Community Services Department to provide grants to nonprofit to develop infrastructure for new manufactured dwelling park in Springfield, Oregon.	Human Services and Housing (H)
HB 3325 INTRO	Relating to net metering.	Requires public utility to meet certain requirements for processing applications from nonresidential customer-generators to interconnect to electric distribution system net metering facility that has generating capacity of more than 25 kilowatts but less than two megawatts.	Energy and Environment (H)
HB 3407 INTRO	Relating to electricity from hydroelectric facilities that may be used to comply with renewable portfolio standards.	Authorizes electric companies that are subject to renewable portfolio standards to offer to purchase qualifying electricity generated by certain hydroelectric facilities.	Energy and Environment (H)
HCR 9 INTRO	Supporting development of closed-loop pump storage projects.	Supports development of closed-loop pump storage projects.	Energy and Environment (H)
SB 220 INTRO	Relating to greenhouse gas emissions.	Requires Department of Environmental Quality to conduct study related to greenhouse gas emissions.	Environment and Natural Resources (S)
SB 267 INTRO	Relating to small scale local energy projects; declaring an emergency.	Transfers duties, functions and powers of State Department of Energy related to issuance of loans for small scale local energy projects to Oregon Business Development Department.	Environment and Natural Resources (S)
SB 348 INTRO	Relating to conducting a cost-benefit analysis of low carbon fuel standards; prescribing an effective date.	Requires Division of Audits to hire or contract with independent, third-party entity to conduct cost-benefit analysis of low carbon fuel standards and associated rules.	Environment and Natural Resources (S)
SB 503 INTRO	Relating to the use of hydroelectric energy to comply with a renewable portfolio standard.	Specifies that electricity generated by hydroelectric facility or other equipment that generates electricity through use of hydroelectric energy may be used to comply with renewable portfolio standard.	Environment and Natural Resources (S)
SB 504 INTRO	Relating to allowable green energy technology in public improvement contracts; prescribing an effective date.	Expands definition of "green energy technology" for purposes of public improvement contracts.	Environment and Natural Resources (S)
SB 508 INTRO	Relating to the use of hydroelectric energy to comply with a renewable portfolio standard.	Specifies that electricity generated by hydroelectric facility or other equipment that generates electricity through use of hydroelectric energy may be used to comply with renewable portfolio standard.	Environment and Natural Resources (S)
SB 598 INTRO	Relating to the Oregon Global Warming Commission.	Changes name of Oregon Global Warming Commission to Oregon Climate Change Commission.	Environment and Natural Resources (S)

SB 636 INTRO	Relating to renewable natural gas; prescribing an effective date.	Requires Public Utility Commission to adopt by rule renewable natural gas program for natural gas utilities to recover prudently incurred qualified investments in meeting certain targets for including renewable natural gas in gas purchases for distribution to retail natural gas customers.	Environment and Natural Resources (S)
SB 712 INTRO	Relating to the energy supplier assessment.	Reduces, to 0.15 percent, percentage of energy resource supplier's gross operating revenue that annual energy resource supplier assessment may not exceed.	Environment and Natural Resources (S)
SB 713 INTRO	Relating to State Department of Energy.	Requires State Department of Energy to conduct study on department's contributions to leading State of Oregon to safe, clean and sustainable energy future.	Environment and Natural Resources (S)
SB 714 INTRO	Relating to the Energy Facility Siting Council.	Requires State Department of Energy to conduct study related to Energy Facility Siting Council and report findings to interim committees of Legislative Assembly by September 15, 2021.	Environment and Natural Resources (S)
SB 715 INTRO	Relating to the Energy Facility Siting Council.	Requires State Department of Energy to conduct study related to Energy Facility Siting Council and report findings to interim committees of Legislative Assembly by September 15, 2021.	Environment and Natural Resources (S)
SB 82 INTRO	Relating to supportive services for registered apprenticeship programs.	Directs Bureau of Labor and Industries to establish program to provide supportive services for preapprenticeship and apprenticeship programs in this state.	Workforce (S)
SB 89 INTRO	Relating to greenhouse gas emissions; declaring an emergency.	Requires Environmental Quality Commission to adopt by rule program for assessing net impacts of state policies and programs for reducing greenhouse gas emissions.	Environment and Natural Resources (S)
SB 902 INTRO	Relating to taxation; prescribing an effective date.	Declares policy of state to encourage sustainable growth by funding reduction of certain taxes with imposition of tax on amount of carbon dioxide equivalent emissions from combustion of certain carbon-based fuels.	Environment and Natural Resources (S)
SB 91 INTRO	Relating to public purpose expenditure standards.	Requires at least 50 percent of public purpose charge funds paid to nongovernmental entity to be invested in providing incentives to retail electricity customers for accelerating transportation electrification.	Environment and Natural Resources (S)