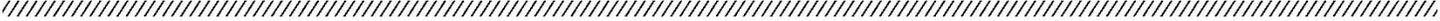


Quarter Two 2019 Progress Toward Diversity, Equity and Inclusion Goals



ENERGY TRUST OF OREGON
August 15, 2019

Progress Toward Diversity, Equity and Inclusion Goals

Energy Trust developed 10 diversity, equity and inclusion goals to improve and enhance offerings for underserved customers. Goals were finalized at the end of 2018, using baseline data through 2017 unless otherwise noted. Progress reports will be provided in quarter two and annual reports for 2019 and 2020. This appendix reflects activities and progress made from January – June 2019. Organizational and cross-sector activities included:

- **The Foundational Diversity Advisory Council completed work on a draft charter for Energy Trust’s proposed Diversity Advisory Council** that was presented to the board for approval at its July 2019 meeting. The Diversity Advisory Council will serve in a similar function to the Conservation Advisory Council and Renewable Energy Advisory Council, which bring together expert stakeholders to provide counsel and insight to the board and staff about topics key to Energy Trust’s success. In quarter two, staff and Foundational Diversity Advisory Council members began work on an application for membership. The Diversity Advisory Council is expected to be formed and begin meeting in September 2019.
- **Two Foundational Diversity Advisory Council members attended a Conversation Advisory Council meeting to participate in a discussion about Energy Trust’s draft strategic plan, 2019 draft goals and Existing Multifamily Program Assessment.**
- **Energy Trust supported a national Energy Equity Metrics project to define and measure equity in the energy industry**, in collaboration with Vermont Energy Investment Corporation, Efficiency for Everyone and the Urban Institute. Through quarter two, the project team developed a report to assess the state of equity measurement in the energy industry and guidelines for integrating diverse voices and viewpoints in this industry.
- **The Residential program expanded manufactured home replacement pilot participation from three to five parks**, adding Casa Cooperative in Bend and Arbor Mobile Park Home in Portland. This pilot program aims to retire customers’ aging manufactured homes and replace them with code-exceeding energy-efficient new manufactured homes.
- **The commercial and industrial sectors increased efforts to reach rural customers in Eastern Oregon**, where participation rates have been historically low. Staff worked across programs to develop a no-cost tube LED lighting promotion for commercial and industrial customers. Staff also began developing a targeted marketing and incentive outreach campaign to customers in Eastern and Southern Oregon. Both efforts will launch in quarter three.

Key

Goal achieved 	On track (high confidence) 	On track (low confidence) 	Off track 
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1. Increase customer participation in energy efficiency programs for all underserved populations by 20% by the end of 2020.

1A: Increase residential participation rate by 20% in communities of color by the end of 2020.

Baseline	Progress year to date	2020 Target	Status
50,000 total participants from communities of color through 2017 (24% participation from communities of color through 2017)	56,867 total participants from communities of color through Q2 2019	60,000 total participants from communities of color through 2020 (29% participation from communities of color through 2020)	On track (high confidence) 

- **Continued to support Community Energy Project for delivery of Energy Trust offerings**, including weatherization workshops, community events and in-home service visits. In quarter two, Community Energy Project began installing heat pump water heaters in homes and began preparations for a smart thermostat direct installation offer. Both services are provided at no cost to eligible low- and moderate-income residents.
- **Coordinated with PGE to send an Energy Saver Kit email to customers** in targeted census tracts who had not participated in Energy Trust offers previously. More than 2,000 customers ordered a kit following the email.
- **Proposed to the OPUC a framework for co-funding low-income residential weatherization program offerings administered by Oregon Housing and Community Services** via a network of Community Action Agencies and Energy Trust’s Residential program. In July, the OPUC approved a proposal for collaboration, and Energy Trust will submit an agency-specific proposal to the OPUC for the first partnership to occur with the Community Action Agency that serves Washington County. This co-funding will allow Community Action Agencies and Energy Trust to serve additional low-income customers.
- **Increased incentives available to rental property owners** to align with Savings Within Reach enhanced incentives for low- and moderate-income customers and conducted outreach to property management companies and trade allies regarding these incentive changes. Increased incentives are now available for heat pumps, ductless heat pumps, heat pump water heaters and insulation.
- **Designed two initiatives to engage Eastern Oregon customers** and test marketing strategies to identify effective participation drivers.
 - In Pendleton, developed a fixed-cost heat pump promotion for manufactured and single-family homes. Marketing strategies included ads in local newspapers and radio.
 - Based on an income analysis of Malheur County residents, the Residential program expanded Savings Within Reach eligibility to include all eligible customers in the county by removing income verification. Marketing focused on customers who speak Spanish.

1B: Increase participation in Existing Buildings program for small and medium business customers and business customers in very rural areas by 20% by the end of 2020.

Baseline	Progress year to date	2020 Target	Status
1,200 participating small/medium businesses per year on average	605 participating small/medium businesses so far in 2019	1,500 small/medium businesses per year on average in 2019 and 2020	On track (high confidence) 

100 participating very rural businesses per year on average	18 participating very rural businesses so far in 2019	121 very rural businesses per year on average in 2019 and 2020	Off track, with opportunities to get back on track by 2020	
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- **Outreach in very rural areas has yielded few project opportunities so far in 2019.** The program has developed new offers for small and medium business customers that will launch later in 2019.
- **Met with small/medium and diverse business outreach professionals within culturally specific organizations** to discuss collaboration and outreach to eligible trade ally and business customers, including Asian Pacific American Network of Oregon, Metropolitan Hispanic Chamber of Commerce and Oregon Native American Chamber.
- **Continued to engage with affordable housing organizations** to encourage energy-efficient new construction.
- **Engaged with community groups and partner associations that support small businesses in the Portland Metro area.** The focus is on listening, building partnerships and collaboration.
- **Planned to focus on Southern Oregon, Central Oregon and small/medium businesses in the Portland Metro area** for the remainder of 2019.

1C: Increase customer participation in Production Efficiency for small and medium businesses in rural territories by 20% by the end of 2020.

Baseline	Progress year to date	2020 Target	Status	
413 total small/medium sites served through 2017	426 total small/medium sites served through Q2 2019	495 total small/medium sites served through 2020	On track (high confidence)	

- **Collaborated with the commercial sector to develop a no-cost tubular LED (TLED) lighting promotion for Eastern Oregon** commercial and industrial customers. The promotion is expected to launch in quarter three.
- **Developed targeted marketing and outreach campaigns promoting standard offerings to Eastern Oregon and Southern Oregon customers.** The outreach will launch in quarter three.
- **Continued to focus outreach on promoting custom projects to non-participating small and medium rural businesses.** While customer interactions have consistently been positive, the success rate in terms of driving project activity has been low.
- **Began energy studies at several wineries and small municipalities** in targeted areas.
- **Learned that providing incentives for screw-in LEDs, exterior wall packs and TLEDs through a distributor buydown offering is not an effective delivery channel for reaching small and medium industrial customers.** The measures cover a small portion of industrial lighting needs, and the anticipated amount of paperwork involved for the small orders does not motivate distributors. The program is exploring other opportunities to reach small and medium business customers in rural areas.

2. Increase customer participation in renewable energy programs for all underserved populations by 20% by the end of 2020.

2A: Increase solar projects in low-income, rural and racially diverse communities by 20%

Baseline	Progress year to date	2020 Target	Status
32% of 2017 solar projects were sited in low-income, rural and racially diverse communities	31% of solar projects are sited in low-income, rural and racially diverse communities so far in 2019	38% of 2020 solar projects sited in low-income, rural and racially diverse communities	Off track, with opportunities to get on track by 2020 

- **Began development of a new Solar Within Reach offer** to provide enhanced incentives for low- and moderate-income customers, similar to the residential Savings Within Reach offer. Expected to launch in the second half of 2019, the offer will be combined with Solarize campaigns to target deployment in select areas.
- **Awarded \$81,600 in solar innovation grants to community-based organizations** to develop community-centric program models that help low- and moderate-income customers benefit from solar technology. Grant recipients made progress during quarter two. Highlights include a solar project on a low-income multifamily building in Enterprise and a community organization in Corvallis working to install solar on 10 Habitat for Humanity homes.
- **Helped the Confederated Tribes of the Umatilla Indian Reservation explore a federal grant** for installing solar systems on tribal housing.
- **The upfront cost of solar continues to be a challenge** for supporting an equitable distribution of projects. The planned additional incentives for low- and moderate-income customers will be necessary to support progress toward the 2020 goal.

3. Increase participation in the Trade Ally Network by minority- and women-owned business by 50% each by the end of 2020.

Baseline	Progress year to date	2020 Target	Status
25 total minority-owned businesses enrolled as of 2017	2 new minority-owned businesses added so far in 2019 (both self-identified)	38 total minority-owned businesses enrolled as of 2020 (increase by 13)	Off track, with opportunities to get on track by 2020 
15 total women-owned businesses enrolled as of 2017	1 new women-owned business added so far in 2019 (self-identified)	23 total women-owned businesses enrolled as of 2020 (increase by 8)	Off track, with opportunities to get on track by 2020 

- **Sponsored and tabled at the Oregon Association of Minority Entrepreneur's trade show** to connect with diverse businesses and customers and provide information about offerings and the benefits of joining the Trade Ally Network.
- **Attended and tabled at the Governor's Marketplace events in North Bend and Grants Pass** to educate rural and local businesses about offerings and the benefits of joining the Trade Ally Network.
- **Met monthly with field staff to create a process for allowing trade ally contractors to self-identify their business ownership**, expanding this goal to include minority-owned and women-owned businesses

that are not certified by the State of Oregon's Certification Office for Business Inclusion and Diversity (COBID).

- **Began exploring how to provide additional benefits for minority- and women-owned firms** to enter the network, and planned research to identify needs and match benefits to address them.

4. Increase the number of projects completed by minority- and women-owned trade allies by 15% by the end of 2020.

Baseline	Progress year to date	2020 Target	Status
1,150 projects completed by minority- and women-owned businesses in 2017	696 projects completed by minority- and women-owned businesses so far in 2019	1,323 projects completed by minority- and women-owned businesses per year (increase by a total of 173 per year)	On track (high confidence) 

- **Helped a residential trade ally contractor in Eastern Oregon develop and launch its first website** to support Energy Trust's planned marketing and outreach campaign in the region.
- **Selected an initial group of existing trade allies** that had low project participation to re-engage and connect on how Energy Trust can better support their businesses. Through this outreach, staff learned that one trade ally was very active in the new construction program but due to how data is captured in internal systems, their projects were not tracked. Staff are looking at ways to improve project attribution for all trade allies while minimizing administrative burden for customers and participants. Another trade ally was not aware of Energy Trust's business development funds and was excited to leverage this benefit to support their business.

5. Increase the number of contracts executed with minority- and women-owned businesses by 15% by the end of 2020.

Baseline	Progress year to date	2020 Target	Status
48 contracts with businesses identified as diverse from 2016-2018	70 active contracts with businesses identified as diverse so far in 2019	104 contracts with businesses identified as diverse in 2019 and 2020	On track (high confidence) 

- **Trained staff on contract systems and process for tracking and reporting contracts** with businesses identified as diverse.

6. Increase overall market awareness and understanding of underserved populations through the engagement and deepening of relationships with 50 culturally specific/culturally responsive organizations by the end of 2020.

Baseline	Progress year to date	2020 Target	Status
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80 existing relationships with organizations in 2017	Deepened existing relationships with 30 organizations so far in 2019 and identified 14 relationships for engagement through 2020	25 new relationships and 25 deeper relationships with organizations	On track (high confidence) 
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- **Assigned Energy Trust staff to serve as relationship managers with 44 culturally specific or culturally responsive organizations** to develop or deepen relationships and learn about the communities and customers they serve. Additional organizations will be added and tracked related to this goal over time.
- **Developed and scheduled a training** in quarter three for staff assigned to manage relationships with culturally specific or culturally responsive organizations.
- **Finalized a two-year memorandum of understanding between Verde and Energy Trust** that identifies joint work to increase mutual understanding, identify common interests and objectives, and explore opportunities for collaboration.
- **Sought, received and approved** sponsorship and event requests from community-based organizations that provide greater visibility for Energy Trust programs, services and hiring opportunities, including Most Influential Latina Awards and Career Fair and Conectate at Eastern Oregon University. This is the first time that Energy Trust has sponsored these organizations and events.
- **Attended events to broaden understanding of community-based organizations and the communities they serve** including events with the National Association of Minority Entrepreneurs, Native American Youth and Family Center, Coalition of Communities of Color, Lloyd EcoDistrict, Prosper Portland roundtable, Community Energy Project and others.

7. Increase the diversity in recruitment and hiring of employees by 25% by the end of 2020.

Baseline	Progress year to date	2020 Target	Status
7.5% of staff identified as people of color at the end of 2017 (8 staff identified as people of color out of 107 total staff)	9% of staff identified as people of color at the end of Q2 2019 (9 staff identified as people of color out of 105 total staff)	Increase diversity of staff and applicants to be more reflective of Portland demographics (28% of Portlanders identify as non-white)	On track (high confidence) 
27% of new hires in 2017 identified as people of color (4 new hires identified as people of color out of 15 total new staff hired)	25% of new hires identified as people of color so far in 2019 (1 new hire identified as a person of color out of 4 total new staff hired)	34% of new hires identify as people of color	On track (high confidence) 

- **Partnered with agencies and internship placement programs** that have their own successful recruiting strategies to help attract and retain diverse talent. In the last year, 32% of agency contractors and 50% of interns who worked at Energy Trust identified as people of color. Agency contractors and interns make up a pipeline of qualified applicants for open staff positions.

- **Contracted with Garcia and Associates, an Oregon HR consulting firm focused on diversity and inclusion**, to receive a comprehensive recruiting and retention plan for Energy Trust to operationalize. Work is underway to improve recruiting and onboarding processes to attract and retain diverse staff members.
- **Learned that asking applicants to fill out a third-party survey with their demographic information yielded low results.** Instead, we will ask applicants within their application (no external link) for their demographic information by using the standard U.S. Equal Employment Opportunity Commission survey disclosure question inquiring about race. We anticipate a larger response rate with this easier process.

8. Develop systems and support needed to collect, track, analyze and report demographic information related to program participation, program delivery and trade ally network members by the end of 2018.

2018 Target	Status
Data, baseline and participation analysis is used to refine diversity, equity and inclusion goals and track and report progress to achieving those goals	Goal achieved 

- **Following initial development of data, baseline and participation analysis by the end of 2018, additional work continued** in 2019 to update data and explore new approaches, including:
 - **Discussed approaches to differential baselines for diverse customers with stakeholders** and Conservation Advisory Council members and presented this topic at the Northwest Power and Conservation Council's 2019 Efficiency Exchange conference.
 - **Obtained feedback from community-based organizations on analysis framework.**
 - **Explored additional approaches to obtaining customer-level demographic information** for specific programs, including through Energy Trust's existing annual customer insights and Fast Feedback surveys. Planned to incorporate feedback from community-based organizations into upcoming request for proposals for the next customer insights survey.
 - **Updated diversity, equity and inclusion data and baseline analysis** to include 2018 program activity.
 - **Leveraged reporting capabilities of community-based organization outreach partners.**

9. Based on the Intercultural Effectiveness Scale survey, increase cultural responsiveness of all staff and board of directors by 20% by the end of 2020.

Baseline	Current score	2020 Target	Status
Results of Intercultural Effectiveness Scale survey in 2015	N/A	More culturally responsive and inclusive organization	On track (low confidence) 

- **Current Intercultural Effectiveness Scale results are not represented in this appendix** because the survey has changed slightly, and Energy Trust's 2015 are not comparable to the current survey.

- **Completed a contract with consultants assisting with administration of the Intercultural Effectiveness Scale Survey**, which took longer than expected. Staff, including contractors, and Energy Trust board members are expected to fill out the survey in quarter three.
- **Provided training and support to staff**, including discussions, trainings, and a diversity, equity and inclusion book club.
- **Launched a mentorship program** for Energy Trust employees.

10. Increase transparency and community engagement by publishing the Diversity, Equity and Inclusion Operations Plan and progress toward its goals.

2020 Target	Status
Internal and external stakeholders are aware of and informed of Energy Trust's diversity, equity and inclusion activities, goals and progress to goals	On track (high confidence) 

- **Provided updates on diversity, equity and inclusion goals and activities** in the 2018 Annual Report and 2019 Quarter One report to the Oregon Public Utility Commission and Energy Trust's board of directors. These reports are posted on Energy Trust's website at www.energytrust.org/reports.
- **Developed a template for twice yearly detailed diversity, equity and inclusion progress reports** to be appended to the quarter two and annual reports to the Oregon Public Utility Commission and Energy Trust's board of directors in 2019 and 2020. These reports are posted on Energy Trust's website at www.energytrust.org/reports.
- **Launched a web page** describing Energy Trust's diversity, equity and inclusion efforts at www.energytrust.org/diversity. The web page includes Energy Trust's materials:
 - Expanding Diversity fact sheet
 - Diversity, Equity and Inclusion Operations Plan
 - Diversity, Equity and Inclusion Goals
 - Diversity, Equity and Inclusion Policy
 - 2018 Diversity, Equity and Inclusion Data and Baseline Analysis.
- **Updated Energy Trust staff** about diversity, equity and inclusion goals and activities through presentations, internal newsletters and emails.