

2019 Progress Toward Diversity, Equity and Inclusion Goals






ENERGY TRUST OF OREGON
APRIL 15, 2020

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 2019 to December 2019. Organizational and cross-sector activities included:


- **Energy Trust launched a Diversity Advisory Council** with support of foundational Diversity Advisory Council members. The council added its first five members, held two public meetings and began recruiting for six additional members. Diversity Advisory Council members will receive stipends to reduce barriers to participation. The Diversity Advisory Council serves 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.
- **The organization hired its first diversity, equity and inclusion lead, a full-time senior management position**, in quarter four. The lead will liaise with the Diversity Advisory Council; manage the internal staff diversity, equity and inclusion committee; and help Energy Trust incorporate diversity, equity and inclusion considerations into all aspects of its work.
- **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 launch a no-cost tube LED lighting promotion for commercial and industrial customers. Staff also launched a targeted marketing and incentive outreach campaign to customers in Eastern and Southern Oregon. Both efforts were launched in quarter three.
- **Energy Trust supported a project to develop a national Standardized Equity Measurement in the Clean Energy Industry** in collaboration with Vermont Energy Investment Corporation, Efficiency for Everyone and the Urban Institute. As part of this project, the project team created three reports: a detailed workplan describing how to create a set of equity measurement tools for clean energy practitioners, a report summarizing a literature review of approaches to equity assessment in fields like housing and education, and a similar report providing an overview of equity assessment to-date in the clean energy industry. The purpose of this project was to provide initial direction to and background for a team of authors selected to create a standardized national metric for the measurement and assessment of equitable outcomes in the clean energy industry. The project team has begun working with the University of Michigan School for Environment and Sustainability, which agreed to raise funding to support the creation of these standards, hire a project manager to oversee development of these standards and to ultimately house the standards once they are complete.

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 in 2019	2020 Target	Status
50,000 total participants from communities of color through 2017 (24% participation from communities of color through 2017)	60,014 total participants (9,829 new participants since 2017)	66,128 total participants from communities of color through 2020 (32% participation from communities of color through 2020) <i>This goal was increased after the original goal of 60,593 (29% participation)</i>	On track (high confidence) 


- **Helped replace 26 aging manufactured homes with energy-efficient models** that exceed code as part of a manufactured home replacement pilot. Staff are engaged with manufactured home parks across the state, including Umpqua Ranch Cooperating near Glide, Newton Creek Manor in Roseburg, Lucky 7 park on the Confederated Tribes of the Umatilla Indian Reservation, West-Side Pines Cooperative in Bend, Oak Leaf in Portland and Hazel Glen Court in Independence.
- **Supported Portland nonprofit Community Energy Project (CEP)** for delivery of Energy Trust offerings. Community Energy Project reached its contract goals of installing 30 heat pump water heaters and 100 smart thermostats at no cost to income-qualified customers, conducting 20 weatherization workshops and providing 56 free Home Energy Scores and assessments for income-qualified customers in 2019.
- **Received approval from the OPUC for co-funding low-income residential weatherization offerings administered by Oregon Housing and Community Services (OHCS)** via a network of community action agencies and Energy Trust’s Residential program. This co-funding allows community action agencies and Energy Trust to serve additional low-income customers.
- **Began co-funding weatherization upgrades with the community action agency serving Washington County** and completed 62 HVAC and weatherization improvements in 26 homes in 2019, including installation of new energy-efficient windows, insulation, heating system upgrades and other HVAC improvements. Energy Trust contributed over \$90,000 of incentives for the projects.
 - One lesson learned from this work is that Energy Trust and OHCS define multifamily properties differently, specifically duplexes and townhomes, which are currently excluded from co-funding as a result.
- **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. In addition,

Energy Trust launched a limited-time ductless heat pump promotion for rental properties. Energy Trust provided nearly \$400,000 for 631 heating system and insulation projects at rental properties.

- **Launched two initiatives to engage Eastern Oregon customers** and test marketing strategies to identify effective participation drivers.
 - In Pendleton, launched 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.
 - Initiatives were delivered through partnerships with select trade ally contractors in the area, including Eastern Oregon Heating and Cooling in Pendleton and Stan’s Heating in Ontario.
 - Overall, participation in HVAC measures declined compared with the prior year, consistent with statewide trends. However, customized program offers and lead-generating marketing tactics helped Eastern Oregon Heating and Cooling increase its project count by 50% compared with 2018 and Stan’s Heating project count by 600% over 2018.
- **Partnered with Portland nonprofit Verde to develop a ductless heat pump direct installation program** that will launch in 2020. The program will leverage funding from Energy Trust and Verde to reduce income-qualified customer’s ductless heat pump installation cost to \$1,000 or less. This compares to standard ductless heap pump costs of \$4,000 to \$4,800 and a standard Energy Trust incentive of \$500. The offering will include customer education to ensure participants get the most out of their new heating systems. It will also support community building through volunteerism to construct community spaces such as parks and gardens. In exchange for participant’s volunteer hours, Verde will pay up to \$1,200 toward the cost of their new heat pump system.
 - Through the joint development of this program plan, Energy Trust learned extensive efforts may be required for two organizations to sufficiently understand the methods, goals, capabilities and values of one another. This deeper level of understanding is crucial to successful planning for a project this complex.


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 in 2019	2020 Target	Status
1,200 participating small/medium businesses per year on average (7% cumulative participation rate for small/medium business through 2017)	1,033 participating small/medium businesses in 2019	1,500 small/medium businesses per year on average in 2019 and 2020 (9% cumulative participation rate for small/medium	Off track, with opportunities to improve 2020 participation 

		businesses through 2020)	
50 participating very rural businesses (5% cumulative participation rate for very rural businesses through 2017)	29 new participating small/medium businesses in 2019	120 additional participating very rural businesses 2019 and 2020 (7% cumulative participation rate for very rural businesses through 2020)	Off track, with opportunities to improve 2020 participation 

- **Engaged more than 4,000 small and medium business customers in 2019**, including with Spanish-speaking owners and managers. While the majority of outreach took place in quarters two and three, this did not lead to the expected increase in projects completed at small and medium businesses by the end of 2019.
- **Hosted a “smarter restaurants” event in East Portland at the Asian Pacific American Network of Oregon space** in October. Sixty-five attendees representing at least 25 restaurants met with leading restaurant consultants and community-based organizations during the event. Spanish language translation was provided.
- **As a result of recruitment efforts contractors, enrolled seven new diverse trade ally contractors**, including two certified emerging small businesses, one certified minority-owned small business, three Hispanic-owned businesses that were self-identified and one rural contractor.
- **Learned lessons to inform 2020 program efforts** include:
 - Energy Trust’s limited suite of offerings for small business customers is an impediment to increasing participation among these customers, especially in rural areas served by only one investor-owned utility. Staff is exploring new ways to serve small and medium businesses, such as small systems and operations offerings, new measures or expanded requirements for direct installation of refrigeration, radiant heaters, vent hoods and other equipment.
 - Long-term relationships are crucial to build awareness of Energy Trust and energy-efficiency options with community partners, diverse business owners and contractors. Staff deepened relationships with these actors in 2019 but that did not result in immediate projects or savings.


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

Baseline	Progress in 2019	2020 Target	Status
413 total small/medium sites served through 2017	619 small/medium sites served through 2019	495 total small/medium sites served through 2020	Goal achieved 

- **Met its two-year goal and will continue efforts to increase participation** of rural, small and medium businesses in 2020
 - Of the participating rural, small and medium businesses in 2019, **half upgraded to energy-efficient lighting, a third invested in standard upgrades and the remainder completed custom projects or studies.**
 - Many participating rural, small and medium businesses were from the **manufacturing, indoor agriculture, wood product manufacturing and winery sectors.**
 - In 2019, **46% of participants were in the Willamette Valley, 24% were in Southern Oregon and 21% were in the Portland metro and Hood River areas.** Few customers participated in Central Oregon, Eastern Oregon and the North Coast.
- **Learned lessons to inform 2020 program efforts**, including:
 - Direct mail marketing to specific market types is not a key driver of participation.
 - The program should **recruit more diverse trade allies** to participate in the standard industrial and lighting track, and efforts are planned for 2020.
 - Direct Program Delivery Contractor **outreach promoting custom projects was effective in creating positive customer experiences but did not result in immediate technical studies or projects.** This outreach is more resource intensive than typical.

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 in 2019	2020 Target	Status
32% of 2017 residential solar projects were sited in low-income, rural and racially diverse communities	32% of 2019 residential solar projects were sited in low-income, rural and racially diverse communities	38% of 2020 residential solar projects sited in low-income, rural and racially diverse communities	Off track, with opportunities to improve 2020 participation 

- The **residential solar market contracted by almost 30% from the 2017 baseline** because the expiration of the statewide Residential Energy Tax Credit in 2018 made it more expensive for customers to install solar in 2019.
- In quarter four, **launched a new Solar Within Reach offer to provide enhanced incentives** for low- and moderate-income customers, similar to the residential Savings Within Reach. This offer is expected to increase participation from low- and moderate-income customers in 2020.
 - Lessons learned: Early results show the higher-than-standard incentive will be helpful in achieving our goals, but the solar purchase and decision-making process takes time. Therefore, the results will lag behind introduction of the incentive in the market.
- Collaborated with Spark Northwest to **plan for Solarize campaigns and promote Solar Within Reach** in targeted communities in 2020.

- **Awarded \$81,600 in solar innovation grants to community-based organizations** to develop community-centered program models that help low- and moderate-income customers benefit from solar technology. Grant recipients made progress during 2019 with installations expected in 2020. Highlights include a solar project on a low-income multifamily building in Enterprise and a community organization in Corvallis working to install solar on 20 Habitat for Humanity homes.
 - Lessons learned: One of the innovation grantees learned that energy education needs to come before a decision to install solar. We are working with this grantee to add that component to their work.
 - In addition, Habitat for Humanity homes are located all over the state, not just in our DEI-designated locations. Some of our incentives will help low and moderate-income families but not show up in our installation metric.
- Thirty-five percent of commercial, nonprofit and public sector solar projects in 2020 were sited in **low-income, rural and racially diverse communities**, up 17% from 2017.


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

Baseline	Progress in 2019	2020 Target	Status
25 total minority-owned businesses enrolled as of 2017	7 new minority-owned businesses added in 2019 (54% to goal)	38 total minority-owned businesses enrolled as of 2020 (increase by 13)	On track (low confidence) 
15 total women-owned businesses enrolled as of 2017	3 new women-owned business added so far in 2019 (38% to goal)	23 total women-owned businesses enrolled as of 2020 (increase by 8)	Off track, with opportunities for improvement 

- **Launched cross-program monthly working group** to align efforts and share learnings from Energy Trust outreach staff working to reach trade allies and customers. Energy Trust is working to be intentional in its outreach to ensure mutual benefits for businesses and the organization. Throughout 2019, several outreach events were attended to raise awareness.
- **Increased memberships with trade organizations** to spread awareness of Energy Trust's Trade Ally Network and offerings, including the Oregon chapter of the National Association of Minority Contractors, Oregon Tradeswomen and LatinoBuilt.
- **Co-hosted the inaugural community resource fair with** the National Association of Minority Contractors to increase awareness of Energy Trust's offerings and Trade Ally Network to members of the African American and Latino communities. Energy Trust and National Association of Minority Contractors plan to offer the event again in 2020.
- **Sponsored and tabled at the Oregon Association of Minority Entrepreneurs' trade show** to connect with diverse businesses and customers and provide information about offerings and the benefits of joining the Trade Ally Network.
- **Sponsored and tabled at Oregon Tradeswomen's Career Fair** to support and encourage school kids to consider careers in the trades and energy efficiency.


- **Attended and tabled at the Governor’s Marketplace** events in Salem, North Bend, Grants Pass, Ontario, Klamath Falls and Milwaukie to educate rural and local businesses about offerings and the benefits of joining the Trade Ally Network.
- **Developed reports to identify geographic gaps in trade ally service areas to guide recruitment strategy** and help staff leverage the Oregon Certification Office for Business Inclusion and Diversity database of certified minority- and women-owned businesses.
- **Learnings included:**
 - A key learning was the need to provide additional support for minority- and women-owned businesses to help them see the benefits of getting into efficiency. Several businesses reached either did not perform work that aligns with efficiency or would need support to incorporate efficiency measures into their businesses. Additional measures and efforts are needed to ensure more participation and increased enrollment from minority- and women-owned businesses into Energy Trust’s trade ally network.

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

Baseline	Progress in 2019	2020 Target	Status
1,150 projects completed by minority-and women-owned businesses in 2017	Achieved 1,678 projects completed by minority- and women-owned businesses in 2019 (includes 821 minority-owned businesses and 1,388 women-owned businesses)	1,323 projects completed by minority- and women-owned businesses <u>per year</u> in 2019 and 2020 (increase by a total of 173 per year)	Goal achieved for 2019 


- **Began work to make tracking and reporting projects easier and more efficient** in late 2019, including updates to Energy Trust’s customer relationship management software. These improvements will continue in 2020.
- **Leveraged new targeted program offers to drive more projects from minority- and women-owned businesses.** One example is increased incentives to help residents of manufactured homes install ductless and ducted heat pumps.
- **Improved tracking of minority and women-owned firms** helped expand Energy Trust’s awareness of ownership status of businesses that were already enrolled in our network. Prior to these tracking mechanisms being put in place ownership status was identified primarily at the time a business enrolled.
- **Key lessons learned:**
 - Targeted offers provide value for allies in our network. They support direct customer leads which helps customer participation and savings acquisition.

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

Baseline	Progress in 2019	2020 Target	Status
48 contracts with businesses identified as diverse from 2016-2018	76 active contracts with businesses identified as diverse 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.
- **Expanded communications and outreach regarding request for proposals and request for information** opportunities to a wider audience, including new connections with additional organizations.



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 in 2019	2020 Target	Status
80 existing relationships with organizations in 2017	14 new relationships and 30 deeper relationships	25 new relationships and 25 deeper relationships with organizations	On track (high confidence) 

- **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.
- **Reviewed and revised the list of organizations that will be tracked** related to this goal in 2020, identifying nine new relationships to be developed in 2020 and determining that five of the existing 44 relationships would not be tracked in 2020. This brings the total relationships being tracked in 2020 to 48.
- **Facilitated coordination and information sharing among Energy Trust staff relationship managers** through a monthly coordination meeting, an enhanced stakeholder relationship management tracking system, a survey of relationship managers and sharing out of learnings to staff.
- **Explored and established program delivery partnerships** with Portland nonprofits Community Energy Project, African American Alliance for Homeownership and Verde and Ontario nonprofit Euvalcree.

- **Attended events to broaden understanding of community-based organizations and the communities they serve.** Examples included events with African American Alliance for Homeownership, Douglas County Smart Energy Green and Solar Tour and the Affiliated Tribes of the Northwest Indians annual conference.
- **Lessons learned:**
 - Community-based organization are helping us reach and communicate with new customers and communities, but relationship development takes time. Most lessons learned in 2019 related to relationship development. Staff noted that engaging with community-based organizations should be part of a larger, longer-term plan, that we should work to gain a better understanding of the community-based organization’s capacity, strengths and weaknesses and recognize the time to coordinate and prioritize work with us. We have learned that some of the key benefits we can bring are staffing resources, capacity, and funding, and that we need to be flexible and willing to explore opportunities that don't immediately demonstrate benefit to us.
 - Most relationships tracked are with organizations that we had a relationship with prior to some degree. Given that relationships take some time to develop, we expect that to be the case ongoing.

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


Baseline	Progress in 2019	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)	14.0% of staff identified as people of color at the end of 2019 (15 staff identified as people of color out of 107 total staff)	Increase diversity of staff and applicants to be more reflective of Portland demographics (28% of Portlanders identify as non-white)	Off track, with opportunities for improvement 
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)	46% of new hires identified as people of color (6 new hires identified as people of color out of 13 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, 15% 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.


- **Lessons learned:**
 - Asking applicants to fill out a third-party survey with their demographic information yielded low results. Midyear, we began instead asking 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.

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, 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.
 - **Invited feedback from community-based organizations on analysis framework.**
 - **Updated diversity, equity and inclusion data and baseline analysis** to include 2018 program activity.
 - **Leveraged reporting capabilities of community-based organization outreach partners.**
 - Expanded data collection and analysis efforts for two primary evaluation activities planned for 2020:
 - Energy Trust’s territory-wide 2020 customer insights survey was adapted to include measurement of residential program equity and to over-sample in census tracts with higher concentrations of minority, low-income and rural customers.
 - The organization’s Fast Feedback survey of past program participants was expanded for 2020 to include optional demographic questions for business owners (previously Fast Feedback only collected optional demographic information from residential customers).
- **Learned lessons to inform 2020 efforts**, including:
 - Energy Trust continues to make advancements in aligning internal data with third-party data information (e.g., firmographic data) to better understand both participants and non-participants.

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 (3.79 out of 5)	3.89 out of 5	More culturally responsive and inclusive organization	On track (low confidence) 

- Energy Trust is using the Intercultural Effectiveness Scale (IES) survey to assess the ability of staff and the board to work with people from different cultures. Staff and board members completed the survey in 2015 and received a score of 3.79 out of 5. In 2019, 90% of staff (including contractors and interns, excluding board members) completed the survey and received a score of 3.89 out of 5. The board will complete the survey in 2020.
- In 2020, Energy Trust will assess areas of strength and opportunities of growth and develop a roadmap to further support the organization in becoming more culturally responsive and inclusive.

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 goals and activities through 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.