Energy Trust Joint Board Organizational Goals Workshop Agenda

Virtual meeting

Tuesday, April 20, 2021
1 – 4 p.m.

This is the second in a series of intake sessions to develop Energy Trust's 2022 organizational goals. This workshop is intended to gather input and guidance from the Energy Trust Board of Directors. The final product in the overall process will be a set of 2022 goals that staff will reference when setting program and support group action plans and budgets for next year.

To join the Zoom meeting, register at: https://zoom.us/meeting/register/tJIkc-yrqTwrHdVZbgH2CzTKh68EJpGO4cCB. After registering, you will receive a confirmation email with information about joining the meeting.

1:00 Convene public meeting
Board Chair Melissa Cribbins will officially convene the public meeting.

1:05 Welcome and workshop overview
Renewable Energy Sector Lead Betsy Kauffman will facilitate the workshop for Energy Trust board members. She will welcome board members, staff and members of the public and review the agenda, objectives and operating principles for the workshop. Introduce yourself in the chat.

All board members are asked to complete the Breakout Room Survey (link in your Outlook invitation) before the meeting; if you haven't yet completed the survey, please do so at this time.

1:15 Context Setting
Executive Director Michael Colgrove will present on the organization's five-year strategic plan and the organizational goals from the past two years. Mike will also provide background on levelized cost trends. Levelized costs are a key metric to assess the organization's achievements and are considered foundational to learn about before discussing potential 2022 activities and goals.

1:35 Organizational Goals Input—Breakout Room Overview
Betsy Kauffman will explain the structure of how we will get input on our organizational goals. We will have two rounds of breakout rooms with large group discussions after each breakout room session.

1:40 Organizational Goals Input—Breakout Rooms
The group will move into breakout rooms on some or all of the following topics. The workshop facilitator will announce the final rooms during the meeting:

- Customer focus, engagement and needs
- Policy support
- Community and community-based organizations
- Diversity, equity and inclusion efforts
- Program design, delivery and cost-effectiveness
- State policy priorities and Energy Trust's role
- Utility collaboration on grid management
- Energy Trust system and process improvements

Prompting questions will be provided for each room. A staff member will be assigned to take notes and help facilitate the conversation.

Board members will be assigned a room based on individual responses to the survey. Members of the public will not be placed in a room with board members but will be present during large group discussions.

1:40 – 2:00 p.m.: Breakout room, round 1 (first topic)

2:00 – 2:20 p.m.: Reconvene in the main room and share out

2:20 – 2:40 p.m.: Breakout room, round 2 (second topic)

2:40 – 3:00 p.m.: Reconvene in the main room and share out

3:00 Break (10 min)

3:10 Organizational Goals Input—Group Discussion
Board members will reconvene, and staff will facilitate a group discussion to gather cross-cutting themes, understand individual and shared areas of feedback and learn more about where Energy Trust is uniquely positioned to provide value in 2022.

As the conversation progresses, staff will reflect back where the group is coalescing around specific activities and areas of emphasis.

3:55 Next Steps
Betsy will explain next steps in our 2022 goal setting process.

A short survey will be shared with attendees to gauge satisfaction levels with the workshop.

4:00 Adjourn

Meeting materials (agenda and reference materials) are available online.

Next meetings: The next board meeting is scheduled for May 19, 2021.

Room Guide

Energy Trust Board Organizational Goals Workshop
April 20, 2021

Organizational Goals Input—Breakout Rooms

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- Policy support
- Community and community-based organizations
- Diversity, equity and inclusion efforts
- Program design, delivery and cost-effectiveness
- State policy priorities and Energy Trust's role
- Utility collaboration on grid management
- Energy Trust system and process improvements

Board members will be assigned a room based on individual responses to a pre-workshop survey. Members of the public will not be placed in a room with board members but will be present during large group discussions.

Use the prompting questions that follow this table to guide your discussion; it's not expected or necessary you will discuss every question. They are provided as a starting point for your room.

1:40 – 2:00 p.m.	Breakout room, round 1 (first topic)
2:00 – 2:20 p.m.	Reconvene in the main room and share out
2:20 – 2:40 p.m.	Breakout room, round 2 (second topic)
2:40 – 3:00 p.m.	Reconvene in the main room and share out

1. Customer Focus, Engagement and Needs

Description:

> Energy Trust's core work is to achieve cost-effective energy savings and support small-scale generation.

Prompting Questions:

- Do you see needs or considerations among our residential, commercial, nonprofit, public sector and industrial customers that should be accounted for as we work to achieve our savings and generation goals?
- Are there trends or patterns that you are seeing that should be considered as we work with specific customer types?
- Energy efficiency and distributed renewable generation are important contributors to serving customers and helping utilities manage the electric grid and their electric and

natural gas delivery systems. What value do you see for customers in Energy Trust coordinating with utilities in this manner? How should Energy Trust prioritize this work?

- Some of our programs achieve energy savings that have higher costs than others (using our levelized cost metric). What do you advise on how to balance our approach to higher cost savings vs. lower cost savings? Would you prioritize certain higher cost savings approaches over others?
- Some of the activities we engage in result in immediate and direct savings or generation whereas others result in indirect savings or generation or direct benefits later on. How should we balance these activities?
- What needs are your organization projecting in 2022 among the types of customers you serve, support or represent?

2. Policy Support

Description:

Energy Trust regularly provides objective information and data to policy makers and implementers to help inform their decisions.

Prompting Questions:

- Are there specific policy issues anticipated in 2022 that Energy Trust should be aware of and should be prepared to support?
- Are there trends or patterns in policy development and implementation that might impact Energy Trust's work or might present opportunities for Energy Trust?
- Some policy decisions might direct Energy Trust activities toward savings opportunities with higher costs (using our levelized cost metric). How should Energy Trust balance these directives with the pursuit of lower levelized cost savings?
- Policy support may or may not result in direct energy savings or generation. How should Energy Trust balance policy support activities between those that could tie more directly to savings and generation versus those that tie indirectly to savings and generation?
- What are some of the important policy developments your organization is anticipating in 2022? Do you see them connecting to energy efficiency and renewable generation in some way?

3. Community and Community-Based Organization Partnerships

Description

Energy Trust recognizes the need to develop partnerships with communities and community-based organizations to develop channels to serve new customers and learn about customer needs.

Prompting Questions:

- Do you see specific needs or considerations among communities and community-based organizations (CBO) that Energy Trust can address to build stronger partnerships and customer channels?
- Are there trends or patterns that you are seeing that should be considered as we figure out how to better work with communities and CBOs?
- Some of our program approaches to working with communities achieve energy savings that have higher costs than others (using our levelized cost metric). What do you advise on how to balance our approach to higher cost savings vs. lower cost savings?

- Some of the activities we might engage a community or CBO with result in direct savings or generation whereas others partnerships result in indirect savings or generation or are not yet established enough yet to result in immediate, direct savings/generation. How should we balance these activities?
- What needs does your organization anticipate communities and CBOs having in 2022?

4. Diversity, Equity and Inclusion Efforts

Description:

> Energy Trust is committed to providing meaningful opportunities to all of our customers, with a focus on communities of color, rural customers and customers with lower incomes. For these underserved customers, this commitment requires more than just program changes but a deeper commitment to diversity, equity and inclusion at an organizational level and in all our operations.

Prompting Questions:

- What are some of the focus areas that Energy Trust should address to realize this deeper commitment?
- Are there trends or patterns that you are seeing that should be considered as we to realize this commitment?
- Some of these activities can result in higher cost savings (using our levelized cost metric). How should we balance this commitment with potentially higher levelized costs?
- Some of these activities result in direct savings or generation whereas others result in indirect savings or generation. How should we balance these activities?
- What are your organizational priorities to diversity, equity and inclusion? How can we align our work with yours?

5. Program Design, Delivery and Cost-effectiveness

Description:

> As low-cost, highly cost-effective measures exit our programs, Energy Trust is exploring new ways to serve all customers and maintain program cost-effectiveness. There are multiple pathways that can be explored when considering what measures and incentives are available to customers. Strategies include new program designs or delivery approaches, applying estimates of quantifiable co-benefits (non-energy benefits) to cost-effectiveness tests, deducting funding from other groups from the tests or requesting PUC exceptions to cost effectiveness.

Prompting Questions:

- Are there trends or patterns that you are seeing that should be considered as we think about our program design and delivery strategies?
- Some of our programs achieve energy savings at higher costs than other programs (using our levelized cost metric). What do you advise on how to balance our approach to higher cost savings vs. lower cost savings? Does your advice differ based on the type of customer (i.e., residential, commercial, industrial)?
- What strategies and approaches are you seeing that can help improve our organizational reach, support higher cost measures or engage at the mid-stream or up-stream markets?

- Some of the activities we engage in result in direct savings or generation whereas others result in indirect savings or generation. How should we balance these activities?
- What types of considerations does your organization encounter as you design and deliver your programs, even if they don't specifically deal with savings or generation?

6. State Policy Priorities and Energy Trust's Role

Description:

> Oregon is currently dealing with a variety of urgent issues including social inequity, natural disaster recovery, economic recovery, COVID-19 response and affordable housing. How should these impact Energy Trust's priorities in 2022?

Prompting Questions:

- How do these policy priorities intersect with Energy Trust's work?
- Are there other policy priorities that should be considered as we think about our priorities for 2022?
- If supporting these policy priorities increases the cost of our savings (using the levelized cost metric), how should we balance those efforts with the attainment of lower cost savings?
- Some of these priorities might result in more indirect savings or generation or direct benefits in future years. How should we balance these indirect activities with more direct efforts that result in immediate savings and generation?
- How is your organization supporting these state policy priorities?

7. Utility Collaboration on Grid Management

Description:

> Energy efficiency and distributed renewable generation are important contributions that support utilities as they manage the electric grid and their electric and natural gas delivery systems and meet the evolving needs of their customers.

Prompting Questions:

- Do you see specific opportunities for Energy Trust to work collaboratively with the utilities to address their needs?
- Are there trends or patterns that you are seeing that should be considered as we consider our work with the utilities?
- Some of this work may focus efforts on or result in savings that come at a higher cost (using our levelized cost metric). How do we balance this work with opportunities to support savings that come in at lower costs (or lower levelized cost savings)?
- If these utility-Energy Trust collaborations involve activities that more indirectly result in energy savings or generation, how should we balance that with activities that result in more direct savings or generation?
- How important is the use of energy efficiency and renewable generation to support utilities in managing the electric grid and electric and natural gas delivery systems? How should Energy Trust prioritize this work?

8. Energy Trust System and Process Improvement

Description:

> Energy Trust employs a variety of internal and external processes and systems to engage our customers, interface with our stakeholders, report our results and solicit input.

Prompting Questions:

- Which systems and processes do you feel are particularly effective? Which have room for improvement?
- Are there trends or patterns that you are seeing in process and system adoption or in new innovations that Energy Trust should consider?
- Are there any process or system enhancements that you are aware of that might help Energy Trust manage our levelized costs?
- Some of these enhancements can result in direct savings or generation whereas others result in indirect savings or generation. How should we balance these activities?
- As more communities turn their attention to clean energy and sustainability priorities, Energy Trust fields increasing numbers of inquiries for data and information. How should Energy Trust allocate internal resources to supporting current and future community needs for data?
- What is your organization doing to improve its own internal efficiency or the ways it engages customers and stakeholders?

Energy Trust of Oregon Organizational Goals

2021 Goals

- Meet savings and generation targets with offers and services designed to support customers during the economic and social recovery related to the COVID-19 pandemic.
- Invest in relationships and collaborations with other entities to meet common needs and future objectives.
- Enhance operating processes and internal culture to efficiently respond to change.

2021 Goals

Goal 1: Meet savings and generation targets with offers and services designed to support customers during the economic and social recovery related to the COVID-19 pandemic.

We will meet 2021 targets of 45.0 aMW and 6.5 million therms of savings and 3.54 aMW of generation while creating opportunities for future savings and generation with a particular focus on:

- Continuing to adapt program design to respond to market changes resulting from the recovery related to the COVID-19 pandemic.
- Meeting the OPUC metrics for cost-effectiveness, diversity, customer service and innovation.
- Targeting savings and generation within specific communities when and where they have the greatest value to the utility grid.

2021 Goals

Goal 2: Invest in relationships and collaborations with other entities to meet common needs and future objectives.

We will focus resources on working with utilities, agencies, communities, and business- and community-based organizations on joint initiatives that help each entity accomplish its purpose with a particular focus on:

- Collaborating with workforce organizations to enhance the diversity of our Trade Ally Network.
- Resolving funding uncertainties to enable continued delivery of clean energy programs and benefits and identifying other funding sources for complementary initiatives.
- Connecting our programs to community planning, housing affordability, economic recovery, resiliency and greenhouse gas reduction efforts.
- Collaborating with the Portland Clean Energy Fund and prospective grantees.
- Working with the OPUC and state agencies to support implementation of the state's energy- and climate-related policies.
- Working with mid-stream market actors to retain our ability to deliver affordable, clean energy at volume.

2021 Goals

Goal 3: Enhance operating processes and internal culture to efficiently respond to change

We will enhance operating efficiency through process improvements and continued investment in innovation that results in a flexible workforce and work environment with a particular focus on:

- Enhancing employee development and growth with an emphasis on intercultural awareness and inclusion.
- Improving the efficiency of our budget process.
- Continuing policy development and technology adoption to support remote work arrangements and social distancing for staff.
- Learning from experience and adapting our organizational structure to support progress in the focus areas identified in the strategic plan.
- Furthering our efforts to foster and promote innovation.
- Accelerating our use of digital platforms and increased process automation to enhance our customer and contractor experience through increased efficiency.

2020 Goals

Goal 1:
Meet savings and generation targets and create future opportunities

Goal 2:
Develop guidelines to guide resource investments in community efforts, engaging stakeholders for input

Goal 3:
Provide information to policymakers, agencies and implementers

Goal 4:
Strengthen internal innovation capabilities and develop new proposals

Goal 5:
Make operational improvements

2020 Goals

Goal 1: Meet savings and generation targets and create future opportunities

We will meet 2020 savings targets of 45.4 aMW and 6.9 million annual therms, the 2020 generation target of 3.3 aMW and create future savings and generation opportunities with a particular focus on:

- Serving more diverse customers
- Supporting higher value renewables and efficiency
- Sustaining services for efficiency programs where cost-effectiveness is becoming a challenge
- Pushing new construction beyond code

2020 Goals

Goal 2: Develop guidelines to guide resource investments in community efforts, engaging stakeholders for input

We will seek input from community partners and advisory councils as we develop a set of guidelines to more clearly identify Energy Trust's role in supporting community energy efforts. These guidelines will have a particular emphasis on:

- Coordinating with utility efforts in communities
- Building capacity in communities and community-based organizations
- Strengthening internal capabilities to support community efforts
- Developing toolkits and templates

2020 Goals

Goal 3: Provide information to policymakers, agencies and implementers

We will provide objective information and analysis to policymakers, agencies, and implementers with a particular focus on:

- OPUC requests
- Portland's Clean Energy Fund
- State carbon policy development
- Communities forming clean energy objectives

2020 Goals

Goal 4: Strengthen internal innovation capabilities and develop new proposals

We will strengthen internal capability for innovation and support development of several new proposals with a particular focus on:

- Establishing an Innovation Team and resourcing initiatives
- Developing an Innovation Approach
- Adopting a framework, processes, and tools

2020 Goals

Goal 5: Make operational improvements

We will accomplish operational improvements and remove barriers to meeting organizational goals with a particular focus on:

- Budgeting tools
- Forecasting
- Staff development
- Alignment of systems, data, and reporting
- Collaborations

2020-2024 STRATEGIC PLAN

FOCUS AREA 1

Engage customers with relevant energy efficiency and renewable energy programs, information and services, including information and services specifically for underserved customers.

STRATEGIES

- Continue to provide services and incentives to spur customer investment in their next energy project.
- Deliver cost-effective programs designed specifically to engage underserved customers.
- Serve customers through distributors, suppliers, retailers and other mid- and up-stream market actors.
- Evaluate new energy technologies in development and incorporate into program offers when they are cost-effective and ready for the market.

PROGRESS INDICATORS

- We achieve our annual savings and generation goals, and continue to use multi-year planning processes to identify ambitious longer-term energy targets that incorporate emerging sources of savings.
- We meet or exceed the goals we establish to increase the diversity of program participants.

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 energy needs.

STRATEGIES

- Improve our ability to quantify and value the benefits of energy efficiency and renewable energy to electric and natural gas utility systems.
- Educate, encourage and enable customers to install and realize benefits from clean energy projects that also help utilities efficiently operate their systems.

PROGRESS INDICATORS

- We develop a framework to value, deliver, report and evaluate energy efficiency and renewable energy resource opportunities in targeted locations in collaboration with utilities.
- We implement and evaluate initiatives designed to drive customer adoption of energy efficiency and renewable energy projects in targeted areas.

FOCUS AREA 3

Provide objective information and analyses to support development and implementation of energy policies.

STRATEGIES

- Work with the Oregon Public Utility Commission to provide technical support and advice on energy policies
- and dockets.
- Support energy-related policy initiatives, objectives and complementary programs led by local, state, regional and federal governments.

PROGRESS INDICATORS

- We establish a system for monitoring regulatory and policy initiatives. We contribute data analyses and technical expertise during policy development and participate in policy implementation when there is potential customer benefit related to energy efficiency and renewable energy.

2020-2024 STRATEGIC PLAN

FOCUS AREA 4

Maximize the effectiveness and reach of public purpose charge funding by leveraging additional funding to advance clean energy investments that deliver multiple benefits.

STRATEGIES

- Leverage outside funding to help customers complete projects with both energy and non-energy benefits.
- Coordinate with communities to help integrate energy efficiency and renewable energy into climate change and resiliency plans or to accomplish other community energy goals.
- Collaborate with utilities on carbon reduction strategies.

PROGRESS INDICATORS

- We acquire more energy savings and renewable generation than would otherwise be achieved with only public purpose charge funding.
- We coordinate with more organizations and communities where their additional resources help accomplish mutually supportive objectives.
- We establish a concept agreement with the Oregon Public Utility Commission and at least one natural gas utility to assess a joint carbon reduction effort.

FOCUS AREA 5

Enhance our ability to quickly and effectively respond to changes, needs and new opportunities.

STRATEGIES

- Intentionally cultivate diversity in our board of directors, advisory councils, executive leadership, staff, delivery contractors, trade ally contractors, program allies, partners and vendors.
- Foster and retain talented staff skilled in innovation techniques and adapting to change.

PROGRESS INDICATORS

- We achieve diversity, equity and inclusion goals for employee hiring and recruitment, and for the board of directors.
- Annual surveys indicate that staff are significantly aware of how annual goal setting, business planning and prioritization enables flexible resourcing of existing and new initiatives.

Energy Trust of Oregon

2021 Diversity, Equity and Inclusion Operations Plan

Energy Trust is dedicated to helping utility customers in Oregon and Southwest Washington save energy and generate renewable power. We are committed to providing cost-effective, sustainable energy-efficiency and renewable energy solutions to all those we serve.

In December 2017, Energy Trust's Board of Directors substantially revised its Equity Policy, expanding the policy to become a Diversity, Equity and Inclusion Policy. The policy sets forth the board's expectations for Energy Trust to operationalize its vision of ensuring service to all customers. It calls for focused program design, monitoring and reporting on results with respect to serving all Energy Trust customers, especially those who may be underserved by Energy Trust programs, specifically rural, low-to-moderate income customers and communities of color.

To operationalize this vision, the board's policy called for maintenance of a diversity, equity and inclusion operations plan[1] that:

- includes goals, objectives and activities
- assesses and measures progress
- learns from mistakes and successes
- shares progress publicly on no less than an annual basis

About the Diversity, Equity and Inclusion Operations Plan

In 2017, Energy Trust staff engaged in a more than six-month planning process in which members of Energy Trust's diversity, equity and inclusion committee, a cross-functional team of staff, and Energy Trust leadership discussed concepts and vetted information with internal work groups to inform the plan's development. This work was guided by Dani Ledezma, an outside consultant with experience in organizational diversity, equity and inclusion development. Board members, Oregon Public Utility Commission staff, community leaders, and diversity, equity and inclusion professionals were also engaged to help craft and revise the plan and goals.

[1] The policy also requires Energy Trust to "establish a Diversity Advisory Council to provide advice and resources to the board of directors to support Energy Trust's diversity, equity and inclusion operations plan and to advise the board of directors on assessing and measuring progress toward goals of such plan."

In early 2018, Energy Trust's executive director, Michael Colgrove, launched the Diversity, Equity and Inclusion Operations Plan that outlined 10 goals for the period of 2018-2020.

Described in more detail below, the Diversity, Equity and Inclusion Operations Plan for the period 2018-2020 will be extended for an additional year through 2021. A cross functional project team convened over this past spring and summer to propose new goals for the coming year, and those goals are described below.

Diversity, Equity and Inclusion Operations Plan Goals 2018-2020

Energy Trust's core purpose is to help utility customers—people and businesses—invest in and benefit from low-cost energy efficiency and clean renewable energy. Because we view diversity, equity and inclusion as critical to expanding participation in our programs and achieving our core purpose, we established the following 10 measurable diversity, equity and inclusion goals to achieve by the end of 2020.

We engaged first in data baselining, which resulted in the Energy Trust 2018 Diversity, Equity and Inclusion Data and Baseline Analysis (the "DEI Data Baseline Analysis").[2] The DEI Data Baseline Analysis examined Energy Trust program participation across each of the census tracts in Energy Trust's service territories in Oregon. Using demographic indicators describing census tracts along the three dimensions of Energy Trust's definition of diversity—rural, household income and racial diversity—the DEI Data Baseline Analysis assigned a 1-5 ranking to each census tract with 1 being the lowest and 5 being the highest. In addition, the DEI Data Baseline Analysis provided a composite score of all three diversity dimensions to each census tract.

The DEI Data Baseline Analysis is based primarily on data from the U.S. Census bureau and as such has limitations. It is comprehensive work but also requires additional validation and refinement with other data sources.

Notwithstanding its limitations, the DEI Data Baseline Analysis was the basis for the Diversity, Equity and Inclusion Operations Plan, and for 2021, most of the goals and targets relating to Energy Trust's energy-efficiency and renewable generation programs are tied to baselines identified through this work.[3]

We have tracked and monitored progress, reporting twice annually in Energy Trust's public reports to the Oregon Public Utility Commission. The most recent report on progress is contained in Energy Trust's 2020 Q2 Report to the Oregon Public Utility Commission.

The goals in the Diversity, Equity and Inclusion Operations Plan for 2018-2020 were:

1. Increase customer participation in energy-efficiency programs for all underserved populations by 20% by the end of 2020, with strategies and sub-goals for residential, commercial and industrial sectors.
2. Increase customer participation in renewable energy programs for all underserved populations by 20% by the end of 2020.

[2] https://www.energytrust.org/wp-content/uploads/2018/12/2018_DEI_Data_Baseline_Analysis.pdf
[3] Further refinement and validation of this work is underway in a series of data gathering and evaluative initiatives collectively called the Data Enhancement Project. The Data Enhancement Project includes, but is not limited to, Fast Feedback results, customer information collected by and provided to Energy Trust by community-based information, and the 2020 Customer Insight Study.

3. Increase participation in the Trade Ally Network by minority-owned and women-owned business by 50% each by the end of 2020.
4. Increase the number of projects completed by minority-owned and women-owned trade allies by 15% by the end of 2020.
5. Increase the number of contracts executed with minority-owned and women-owned businesses by 15% by the end of 2020.
6. Increase market awareness and understanding of underserved populations by developing and deepening of relationships with up to 50 community-based organizations by the end of 2020.
7. Increase the diversity in recruitment and hiring of employees by 25% by the end of 2020.
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.
9. Increase organizational cultural responsiveness by the end of 2020.
10. Increase transparency and community engagement by publishing the diversity, equity and inclusion operations plan and progress towards its goals.

When the current plan was developed in 2017, we envisioned our internal DEI Committee would serve as a resource, providing opportunities for continuous learning and feedback and a place to hold staff accountable for moving forward toward the goals of the plan. Over time, a different accountability structure emerged through a group of Diversity, Equity and Inclusion Operations Plan "goal leads." The goal leads are Energy Trust staff members who have or currently serve on the internal committee and are each assigned to one goal or sub-goal. Goal leads have been responsible for monitoring and reporting on progress to the Diversity, Equity and Inclusion Plan goals since 2018. As the plan period draws to a close, these goal leads convened to drive the process for identifying new goals and targets with input from Energy Trust's senior leadership, its internal DEI Committee and the Diversity Advisory Council.

Moving Ahead with Continuous Learning—2021 Plan Development

The Diversity, Equity and Inclusion Operations Plan identified specific goals through 2020. Extending the plan for one additional year will allow enough time for Energy Trust, with the guidance and leadership of Energy Trust DEI Lead Tyrone Henry to undertake an informed process, engaging the internal DEI Committee and goal leads, the Diversity Advisory Council (DAC) and other stakeholders to develop a Diversity, Equity and Inclusion Operations Plan to take Energy Trust ahead, moving the needle even farther. Insight and lived experience from stakeholders, along with information from Energy Trust's DEI Data Baseline Analysis and Fast Feedback, will provide important data for development of the plan. Moreover, in 2021, information and insights from Energy Trust's 2020 Customer Insights Study will also be complete and available to inform the next plan.

For 2021, however, the current Diversity, Equity and Inclusion Operations Plan will be extended with similar goals and new targets. The following 2021 goals and targets were developed by a project team working together from March through September of 2020. Project team members were Debbie Menashe, Tyrone Henry, Art Sousa, Abby Spegman and each of the Diversity, Equity and Inclusion Operations Plan Goal Leads: Ryan Crews, Kate Wellington, Alex Novie, Matt Getchel, Cameron Starr, Brigid Gormley, Sue Fletcher, Amanda Sales, Kenji Spielman and

Julianne Thacher. Draft targets and goals were presented to DAC in July 2020 and input received there was incorporated into the draft plan approved by Executive Team in October 2020.

The project team recommended 2021 goals and targets based on what is achievable in a typical year. This plan was drafted as the trajectory of the COVID-19 pandemic and economic recovery remain uncertain, and both of these may affect Energy Trust's success in achieving these goals and numerical targets. However, the plan focuses on serving rural communities, communities of color and people with low incomes, all customer groups that have been hardest hit by COVID-19. Whether or not we are successful in achieving these goals, this plan will guide our activities and ensure these customers are well served during this difficult time.

2021 Goals and Targets

Goal 1: Increase customer participation in energy-efficiency programs.

The purpose of Energy Trust's focus on diversity, equity and inclusion, including all its goals and related activities, is to increase customer participation in energy-efficiency and renewable energy programs. The operations plan outlines a single goal for Energy Trust's efficiency programs; to accomplish this, Energy Trust has approached the work on a sector basis with sub-goals for residential programs, commercial programs and industrial and agricultural programs. For 2021, Energy Trust will continue this disaggregated goal structure for the efficiency programs. In the future, we should consider whether this goal structure makes sense considering customers experience with programs, reporting needs and transparency.

Goal 1a: Increase residential participation of people of color.

2021 Target:

- 34% participation, which would be 3,500 single-family, small multifamily or manufactured homes projects within census tracts with a large proportion of people of color (census tracts identified as racially diverse 5 in the DEI Data Baseline Analysis)

Goal 1b: Support participation of small and medium commercial business customers and commercial business customers in rural areas.[4]

2021 Target:

- Support participation levels in Existing Buildings for small and medium business customers and business customers in very rural areas (census tracts identified as rural 5 in the DEI Data Baseline Analysis), aiming to serve 1,082 small and medium businesses and 54 customers in very rural areas

Goal 1c: Increase participation of small and medium industrial and agricultural businesses in rural areas.

2021 Target:

[4] Site must use less than 100,000 kWh annually (if eligible electric service at the site) and less than 3,500 therms annually (if eligible natural gas service at the site).

- A 10% increase over 2020 goal participation in Production Efficiency for small and medium business[5] customers in census tracts outside metro areas (census tracts identified as rural 2, 3, 4 or 5 in the DEI Data Baseline Analysis), which would be a minimum of 55 new customers with a stretch target of 67 new customers

Goal 2: Increase the adoption of solar projects benefitting low-income customers, rural communities and communities of color.

2021 Target:

- Assuming 1,700 completed residential projects, approximately 646 (38%) Solar Within Reach projects or projects in census tracts that are rural and have low- to moderate-income customers and people of color (census tracts identified as composite 4 and 5 in the DEI Data Baseline Analysis)
- Assuming 1,700 completed residential projects, approximately 765 (45%) of projects in census tracts with a large proportion of people of color (census tracts identified as racially diverse 4 and 5 in the DEI Data Baseline Analysis)

Goal 3: Increase participation in the Trade Ally Network by minority-owned and women-owned businesses.

2021 Target:

- Three new women-owned trade allies and six new minority-owned trade allies, which would be a 50% increase

Goal 4: Increase the number of projects completed by minority-owned and women owned-trade allies.

2021 Target:

- 1,800 total projects completed by minority-owned and women-owned contractors, which would be a 15% increase

Goal 5: Increase the number of contracts with Black-owned, minority-owned and women-owned businesses and improve contract tracking systems to support increased supplier diversity.

2021 Target:

- Enter into 25 new contracts with minority-owned or women-owned businesses and 10 new contracts with Black-owned businesses in Oregon, which would be a 20% increase
- Track number of contracts with community-based organizations to establish a baseline for comparison for future contracting goals
- Establish a system for tracking community-based organizations by March 1, 2021

Goal 6: Build relationships with community-based organizations.

2021 Target:

- Continue to deepen and develop relationships with 50 community-based organizations to better reach and serve more diverse customers

[5] Site must use less than 1 average MW (8,760,000 kWh) annually (if eligible electric service at the site) and/or less than 150,000 therms annually (if eligible natural gas service at the site).

- Have at least twice-yearly conversations with community-based organization focused on workforce diversity to understand workforce opportunities for energy efficiency and renewable energy
- Ensure more than half of the community-based organizations' missions are to serve people of color

Goal 7: Increase representation of staff identifying as people of color.

2021 Target:

- Increase percentage of applicants identifying as people of color by 10%
- Ensure at least 50% of all new hires identify as people of color

Goal 8: Determine new ways to track participation among communities of color, low-income households and rural customers.

2021 Target:

- Complete report on Data Enhancement Project
- Conduct contractor/trade ally analysis
- Explore market research to inform customer engagement (e.g., market and outreach) and differential baselines for developing new offers (e.g., measure development)

Goal 9: Increase the ability of staff and board to work across cultures and be more inclusive through structural organizational change and continuous staff learning.

2021 Target:

- Create a work environment that supports staff who are people of color
- Ensure 100% of Energy Trust employees attend a training that addresses gaps in organizational readiness

Goal 10: Increase awareness and understanding of the Diversity, Equity and Inclusion goals and progress.

2021 Target:

- Provide progress report in an appendix to Energy Trust's 2021 Q2 and 2021 Annual Report to the OPUC
- Ensure efforts to support diversity, equity and inclusion are reflected in organizational communications and public relations

These 2021 goals and targets were included in consideration for Energy Trust's proposed 2021 Budget and Action Plans and approved by Energy Trust's Executive Team. With that approval, implementation, monitoring and reporting will proceed for 2021.