

## Executive Summary

Energy Trust's 2022-2023 Action Plan highlights strategies and activities for all programs, program support groups and general management. In each action plan, we highlight the program's or function's strategic focus in relation to 2022 organizational goals.

### 1 Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events

We will meet the 2022 targets of 50.1 aMW of electric savings, with 64.6 MW of reduced demand during periods of summer peak and 76.3 MW of reduced demand during periods of winter peak, 6.8 million therms of natural gas savings and 4.0 aMW of renewable generation, with a focus on:

- Creating program offers to better serve customers with high energy burden and help small businesses reduce energy costs
- Implementing programs and initiatives to help utilities manage loads during high demand periods
- Supporting communities recovering from disaster events with clean energy and resilience offers in coordination with utilities

### 3 Create development capabilities that will allow us to increase funding to deliver more savings and generation and expand our ability to meet changing customer and utility system needs

Unlike most nonprofits, Energy Trust does not have an established development function. This limits our ability to deliver clean, affordable energy to customers. We will establish this function, with a focus on:

- Building formalized systems, processes and structures to pursue new funding opportunities
- Developing relationships with organizations where there is mutual opportunity to pursue complementary activities or access other sources of funds
- Enhancing grid value with the utilities
- Informing policy discussions that leverage our development efforts
- Pursuing opportunities that improve the cost-effectiveness of our savings and increase adoption of renewable generation

### 2 Expand support for community-led approaches to increase access to clean energy

We will expand community-led approaches to increase participation in energy efficiency and renewable energy programs and support community objectives, with a focus on:

- Identifying partnerships with communities or community-based organizations that represent and serve communities of color, customers with low incomes and rural communities
- Working with communities and community-based organizations to help shape our residential and business offers to meet their needs within our regulatory guidelines
- Leveraging additional funding sources and insights from communities to better serve all customer types
- Tracking and supporting community energy policy and planning efforts to identify opportunities for collaboration
- Applying Energy Trust's community engagement guidelines to evaluate opportunities for one or more community-led initiatives that could help us accomplish savings and generation goals

### 4 Implement new work strategies to adapt and thrive in our changing environment while supporting staff and managing operating costs

We will evolve our workspace, the way we work and our organizational culture, with a focus on:

- Striving for a more inclusive, flexible, accessible and supportive work culture that celebrates diversity
- Continuing to develop our organizational awareness of social justice issues and how they relate to our work
- Creating a culture and environment that enables us to retain and compete for talent
- Adapting to changing business conditions by regularly prioritizing and scaling work
- Utilizing business planning and other tools to manage administrative costs

## Action Plan Table of Contents

### General Management

*Key Contact: Michael Colgrove, Executive Director*

<b>General Management</b> .....	3
<i>Key Contacts: Steve Lacey, Director of Operations</i>	
<i>Debbie Menashe, Director of Legal</i>	
<i>Pati Presnail, Director of Finance</i>	
<i>Amanda Sales, Director of Human Resources</i>	
<b>Diversity, Equity and Inclusion</b> .....	5
<i>Key Contact: Tyrone Henry, Diversity, Equity and Inclusion Lead</i>	
<b>Communications and Customer Service</b> .....	7
<i>Key Contact: Amber Cole, Director of Communications and Customer Service</i>	

### Programs

*Key Contact: Tracy Scott, Director of Energy Programs*

<u>Commercial Sector</u>	
<i>Key Contact: Oliver Kesting, Commercial Sector Lead</i>	
<b>Existing Buildings Program</b> .....	9
<b>New Buildings Program</b> .....	11
<b>Commercial and Industrial Lighting Offers</b> .....	13
<b>Southwest Washington Commercial Program</b> .....	15
<u>Industry and Agriculture Sector</u>	
<i>Key Contact: Amanda Potter, Industrial and Agriculture Sector Lead</i>	
<b>Production Efficiency Program</b> .....	17
<u>Residential Sector</u>	
<i>Key Contact: Thad Roth, Residential Sector Lead</i>	
<b>Residential Program</b> .....	19
<b>Southwest Washington Residential Program</b> .....	21
<u>Northwest Energy Efficiency Alliance</u>	
<i>Key Contact: Fred Gordon, Director of Planning and Evaluation</i>	
<b>Northwest Energy Efficiency Alliance</b> .....	23
<u>Renewable Energy Sector</u>	
<i>Key Contact: Betsy Kauffman, Renewable Energy Sector Lead</i>	
<b>Solar Program</b> .....	25
<b>Other Renewables Program</b> .....	27
<b>Oregon Community Solar Program</b> .....	29

### Program Support Groups

<b>Planning and Evaluation</b> .....	31
<i>Key Contact: Fred Gordon, Director of Planning and Evaluation</i>	
<b>Program Marketing</b> .....	33
<i>Key Contact: Susan Jowaiszas, Program Marketing Lead</i>	
<b>Operations Support</b> .....	35
<i>Key Contact: Scott Swearingen, Operations Analysis Lead</i>	
<b>Information Technology</b> .....	37
<i>Key Contact: Scott Clark, Director of Information Technology</i>	

## General Management

The general management group represents the executive, legal, financial, human resources, project management and facility operations functions at Energy Trust, along with board relations and organizational development. It provides leadership to support Energy Trust's strategic goals and operations.

### Context

Next year is expected to be dynamic with multiple challenges and opportunities on many fronts. The ongoing pandemic, recovery from recent disaster events, continued focus on underserved customers and the passage of House Bill 3141 will all require innovation and flexibility from the general management group. This action plan anticipates significant structural and process needs to ensure functional excellence in support of the organization's 2022 annual goals.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Support the development and competitive bid processes for program management and delivery contracts for the Production Efficiency and Residential energy efficiency programs
  - Execute Energy Trust's Supplier Diversity Policy by supporting staff in engaging diverse suppliers and implementing a supplier diversity tracking system
  - Apply an equity lens to contract language and program form language to improve accessibility in language and concept to Energy Trust participants
- ▶ **Goal 3: Create development capabilities that will allow us to increase funding to deliver more savings and generation and expand our ability to meet changing customer and utility system needs**
  - Implement the recommendations from the 2021 Development and Innovation Project Team related to creating a formal structure within Energy Trust to support development activities
- ▶ **Goal 4: Implement new work strategies to adapt and thrive in our changing environment and support staff while managing operating costs**
  - Develop Energy Trust policies and operating procedures to implement the statutory and regulatory changes resulting from the passage of HB 3141
  - Ensure the board is fully equipped to lead the organization in a changing environment by implementing changes to approaches and practices for board meeting and committee structures and focus areas
  - Manage and research competitive purchasing from local diverse and green vendors for office supplies, furniture, office enhancements, food and customer service and reduce costs on all purchasing

## 2022 Key Activities

- Begin foundational work to strategically pursue, prioritize and effectively manage a portfolio of grants and other new funding opportunities.
- Implement, evaluate and refine systemic improvements to our multi-year planning and budgeting processes to achieve efficiencies, flexibility, enhanced forecasting capability and improved stakeholder engagement.
- Provide support to the board of directors that enables it to evaluate and recommend specific actions regarding the Synergy Consulting Board performance evaluation and report recommendations specific to diversity, equity and inclusion.
- Provide project management support for 17 projects across the organization, including projects focused on realizing the workplace of the future, implementing HB 3141 changes across the organization and several critical system upgrades or implementations.
- Engage the OPUC and utilities on any impacts to Energy Trust's grant agreement and funding agreements related to the passage of HB 3141. Support the OPUC proceedings to define, interpret and implement the various directives related to HB 3141.
- Implement key strategies and action items as an outcome of the diversity, equity and inclusion retention survey to support Energy Trust in becoming a more inclusive and innovative environment by retaining diverse talent. Action items include implementing improvements to the promotion processes and improving and expanding the career development program.
- Establish a career framework to promote operational efficiency, employee equity and support employee growth and development.
- Continue operational support for staff working at the office or remotely as a result of the ongoing pandemic while establishing the processes and protocols needed to support staff as they transition to a future workplace as identified by management in 2021.
- Provide support to the board of directors that enables it to perform its fiduciary responsibilities. This includes supporting the implementation of various changes to the board's structure and processes and responding to requests for information from the board and its committees.
- Convene various agencies and stakeholders including the OPUC, utilities, Oregon Housing and Community Services and Community Action Partnership of Oregon to discuss Energy Trust's role in supporting low-income customers with its energy-efficiency and renewable energy programs.
- Improve financial systems and processes to create capacity for the organization and to operationalize new funding, programs and initiatives described throughout the action plans.
- Support office space planning and facilities needs for an evolving workspace. This work will include monitoring office space use to inform initial thinking on future space needs for the end of the current office space lease term.

## 2023 Expected Changes

- A new, multi-year planning process will be further refined and expanded to support the development of Energy Trust's annual budgets, building on lessons learned from iterative process development in 2022.
- A post-pandemic future workplace structure will be evaluated based on new workplace policies developed and implemented to support flexible workplace strategies in 2022.
- A career framework will allow staff greater clarity on advancement and development opportunities based on predetermined skills, behaviors and competencies defining what success looks like for individual roles. Identifying and clarifying how to advance at Energy Trust will support the retention of key talent throughout the organization.

## Budgeted Expenditures

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$5.7	\$6.6	\$6.8

\*Expenditure detail is provided under budget details tab in the budget binder.

## Diversity, Equity and Inclusion (DEI)

The customer engagements Energy Trust has undertaken over the past year, including four community summits, have strengthened the organization's commitment to ensuring all customers benefit equitably from Energy Trust's services and investments. This action plan provides a summary of activities to support organization-wide efforts to promote diversity, equity and inclusion including a more definitive plan for engaging with rural communities and minority- and women-owned businesses, emerging small businesses and those owned by service disabled veterans (MWESB/SDV). The information and budget figures provided below are not a comprehensive accounting of all diversity, equity and inclusion activities or investments. Program and support group activities implemented throughout the organization are integrated into program and support group action plans and are not called out separately in this budget. This action plan builds on past successes including the completion of the supplier diversity initiative, the implementation of a supplier diversity tracking system and initial efforts to create an inter-organizational supplier diversity agreement among our five utility partners and other interested parties.

### Context

As a result of numerous customer engagements in 2021, a variety of needs emerged that will shape this work in 2022. A new supplier diversity initiative and tracking system will support Energy Trust's goals to increase contract spending with diverse firms. Workforce development was a common theme heard throughout the four community summits and this action plan reflects increased workforce efforts in the clean energy industry. An introduction to a Black-owned solar installer supported by Pat Daniels with Constructing Hope is spurring a renewed effort to support more diverse solar installers. Energy Trust's DEI lead will work with outreach managers on outreach efforts to communities of color, rural communities and tribal communities to help grow diverse contractors within these communities. Efforts to support staff intercultural awareness and work with the human resources team to recruit, hire and retain more diverse staff members will also be part of this work in 2022.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Support energy efficiency and renewable energy program design to expand participation, informed by the Diversity Advisory Council (DAC), DEI lead and community outreach
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Work closely with the DAC and individual DAC members to understand and support community needs
  - Implement engagement strategies in the 2022 DEI Operations Plan to build on relationships in communities specifically targeting communities of color, rural and tribal communities
- ▶ **Goal 4: Implement new work strategies to adapt and thrive in our changing environment and support staff while managing operating costs**
  - Build a supplier diversity program to track and monitor Energy Trust spending with minority-, women- and veteran-owned companies
  - Create ongoing learning opportunities for deeper understanding by staff and board members on diversity, equity and inclusion through a series of monthly cultural learning events around history, systemic racism, microaggression and organizational inclusion

## 2022 Key Activities

- Continue to connect the DAC with Energy Trust's internal DEI Committee and board to work collaboratively on the top issues identified by the DAC during its 2020 retreat.
- Advance the use of Energy Trust's DEI Lens across Energy Trust including, but not limited to, for contracting decisions with MWESB/SDV firms and community-based organizations, general decision making and project planning.
- Support the OPUC on the development of the equity metrics for energy efficiency and renewable energy ratepayer funding that comes to Energy Trust, the non-government entity referenced in HB 3141.
- Engage the DEI Committee and various community-based organizations in Energy Trust's efforts to implement continuous improvements on its engagement with MWESB/SDV firms, including preparing MWESB/SDV primes to bid successfully on future Energy Trust contracts.
- Execute the engagement strategy identified in the 2022 DEI Operations Plan to build relationships in communities, specifically targeting communities of color, rural and tribal communities.
- Collaborate with human resources staff, the DEI Committee, Energy Trust's utility partners and other industry organizations to build an onboarding plan for employees of color. This will include organizational and individual cultural responsiveness training to ensure Energy Trust has a supportive culture where people of different backgrounds feel welcomed.
- Engage the DEI Committee to help new Program Management and Delivery Contractors—along with any community-based organizations that would be contracted to assist—in achieving their MWESB/SDV subcontracting goals.
- Develop the monthly event series, *First Thursday is Diversity Day*, into an educational tool for interactive activities for Energy Trust staff, board members, the OPUC and utility partners to glean diversity, equity and inclusion learning opportunities.

## 2023 Expected Changes

- Based on more intentional engagement efforts resulting from the execution of the 2022 DEI Operations Plan, Energy Trust will be engaging more intently with MWESB/SDV business owners, tribal communities, communities of color and rural communities. Energy Trust will act as a more effective partner with these communities.
- The addition of a new staff member to support DEI in 2022 will increase capacity to support internal projects, more effectively engage the DAC and better enable interactions with underserved communities and customers.
- As a result of workforce development efforts, Energy Trust will engage public school districts across the state to generate interest in this industry by exploring opportunities for recruitment into community colleges with energy-efficiency curriculums.

## Budgeted Expenditures

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions) DEI action plan activities only	\$0.3	\$0.4	\$0.5
Estimated Expenditures (millions) – Organization-wide activities, delivery and incentives associated with DEI goals*	\$29.5	\$46.4	Not currently estimated

\*This is a conservative estimate of total expenditures in programs, support groups and general management associated with organization-wide efforts to expand participation of underserved customers and minority- and women-owned contractors and accomplish other DEI Operations Plan Goals. The estimate is provided here for reference only. The activities and expenditures are embedded in program, support group and general management action plans and associated budgets.

## Communications and Customer Service

The communications and customer service group engages customers, stakeholders and communities through marketing, communications, outreach, online resources, and other services to communities, policymakers, customers and trade allies.

- The marketing and communications budget provides resources to support customer access to information and incentives; creates and strengthens awareness of Energy Trust and the value of clean energy; expands the organization's reach to new customers and stakeholders; and ensures transparency and accountability.
- The outreach and policy budget provides resources to serve customers and communities of color across the state, with staff based in Southern and Eastern Oregon and the Portland region. These expenditures and activities support the organization in reaching all utility customers, especially communities of color and customers living in rural areas. Additionally, staff serve as a resource for municipal and state policymakers and implementers, providing objective information and technical analysis to aid discussions.
- The community services budget provides resources to work with community-based organizations and cities to expand customer participation in energy efficiency and renewable energy programs. Resources and grants will focus on increasing engagement with communities of color, rural communities and low-income customers.
- The customer service and trade ally budget provides staff and resources to support a consistent and positive customer experience through customer service channels and ensures contractor access to offers, training and customer leads with a focus on greater engagement with minority and women contractors.

## Context

COVID-19 and natural disasters will continue to impact customers, with disproportionate impacts on customers who are racially and ethnically diverse, live in rural communities and have low to moderate incomes. Rebuilding from the 2020 Labor Day fires will continue with potential to work with new partners and funders. There will be opportunities to benefit customers by working with trusted local partners to collaborate, learn and develop new approaches. Utilities and customer groups will be focused on implementing HB 2021 and other clean energy legislation passed in the 2021 legislative session, as well as continued implementation of the governor's greenhouse gas reduction executive order. Staff will be responsive to informational inquiries. We anticipate high engagement with environmental justice and community-centered groups through policy and utility processes. HB 3141 will result in new equity metrics and changes to reporting.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Invest in advertising and other marketing channels to increase awareness and participation among diverse customers and those who have been underserved by our programs
  - Lead market research, focus groups and community engagement that helps us learn from our customers
  - Engage directly with customers through events and provide leads to programs
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Manage a small grant offer for nonprofit organizations, providing funding to advance their ideas, projects or deepen knowledge of energy efficiency and renewable energy
  - Collaborate with PCEF applicants and awardees to support their approaches to serving customers
  - Convene people and organizations representing the communities we seek to serve to guide the development and design of community offers and services
  - Support community-led energy or other planning processes, applying lessons from past efforts
- ▶ **Goal 4: Implement new work strategies to adapt and thrive in our changing environment and support staff while managing operating costs**
  - Improve the efficiency of coordinated marketing activities with new tools and strategies
  - Enhance the organization's skills in community engagement through training and other resources

## 2022 Key Activities

- Learn from and engage customers and stakeholders through outreach activities, including identifying and aligning with community priorities, developing skills in community engagement, support implementation of 2022 Diversity, Equity and Inclusion Plan and work with communities impacted by natural disasters.
- Work with community-based organizations and municipalities with mutually beneficial missions and purposes, including the City of Portland's Portland Clean Energy Community Benefits Fund. Support community-led energy, sustainability or climate plan development.
- Modify and expand nonprofit grant offer based on results from grants issued in 2021. Support interns in rural communities through Resource Assistance for Rural Environments program.
- Provide information to support policymakers and implementers, including during legislative session and as utilities, OPUC and other groups implement laws and programs like the modernized public purpose charge, 100% clean electricity standard, rate and program designs to reduce energy burdens and the Climate Protection Program. Participate in OPUC rulemaking and workshops related to clean energy, greenhouse gas reduction and customer-facing programs. Provide information and resources to local governments advancing clean energy plans.
- Produce organizational communications and public relations content that informs stakeholders and the public about the value of clean energy and how Energy Trust can help meet customer and community needs.
- Demonstrate transparency and accountability through quarterly and annual public reports and data analysis. Support information sharing with the OPUC on reporting capabilities as equity metrics are developed pursuant to HB 3141. Communicate progress toward diversity, equity and inclusion objectives to stakeholders and the public.
- Maintain and enhance the website's audience user experience with a focus on commercial customers, enable effective targeting and action on campaign landing pages, facilitate content coordination across social media accounts and bulk email platform, and use best practices such as a coordinated content strategy to ensure positive digital customer experiences and support outreach and service to diverse populations.
- Execute a brand marketing campaign targeted to reach communities of color and rural residents, using an increased advertising spend paired with activities in public relations, social media, outreach and event sponsorship. Use current research to optimize the brand campaign results and conduct new research that reveals customer needs to expand participation, including surveys, online research panels and focus groups.
- Manage general customer service calls and related administrative functions through contracted call center. Monitor service levels of program call centers to ensure alignment with quality control standards and manage customer complaint resolution and customer service process improvements.
- Manage Trade Ally Network administration including enrollment, business development fund processing, contractor online tools and reporting. Diversify the network through partnerships with trade groups.
- Support an improved customer experience through continued use of DocuSign forms, development of translated materials and creative services for program and organizational initiatives.

## 2023 Expected Changes

- Help implement program offers developed specifically for communities, including scaling up nonprofit grants.
- Expand outreach and engagement in support of diversity, equity and inclusion and program goals and other efforts.

## Budgeted Expenditures

Total Expenditures (millions)*	2021 Budget	2022 Draft Budget	2023 Projection
Communications and Outreach	\$4.2	\$4.7	\$5.0
Community Services	\$0.5	\$0.5	\$0.7
Customer Service/Trade Ally	\$0.8	\$0.8	\$0.9

\*Expenditure detail is provided under budget details tab in the budget binder.



## Existing Buildings Program

In 2022, the Existing Buildings program—which includes existing commercial buildings and existing multifamily properties but excludes lighting—will offer incentives, tools, training and technical assistance to customers who complete energy-efficiency projects and implement behavioral and operational improvements. Existing Buildings serves customers through three primary delivery tracks: standard provides incentives for equipment that is installed by a contractor or sold through a vendor; custom provides incentives for system upgrades (heating/cool/ventilation, for example) that are based on technical studies to estimate energy savings; and energy performance management provides incentives for whole-building energy savings gained through making improvements to building operations and maintenance practices.

### Context

COVID-19, extreme weather and wildfires continue to shift customer priorities. Buildings are addressing occupant health concerns by making permanent operational changes to how they manage filtration, outside air levels, hours of operation and air exchanges per hour, which creates both barriers and opportunities for energy-efficiency projects. Projects in multifamily properties continue to be slowed as contractors have limited access to multifamily tenant spaces with residents working from home and customers have financial concerns due to the eviction moratorium. Supply chain delays for raw materials and products are hindering customers' ability to plan for and complete upgrades, and labor shortages are affecting trade allies and customers alike. However, federal funding for COVID-19 relief and infrastructure may free up funds in the public and private sectors to push significant investment in energy-efficiency projects.

As market and industry efficiency standards continue to increase, the program will need to innovate to identify new sources of cost-effective savings.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by natural disasters**
  - Launch new offers to better serve customers who have not historically benefited from energy efficiency; this work will include a program-wide equity assessment to ensure current practices are equitable and remove systemic barriers for the program
  - Implement Existing Buildings engagement plan and integrate lessons and new ideas into program design and processes
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Expand and empower Community Based Liaisons to support the program's effort to build equity into current and future offerings. This network provides insight and feedback into the early phases of development of offers, strategies and messaging to help reach customers of color, customers for whom English is not their first language, customers living in rural communities and customers with low incomes

## 2022 Key Activities

- Launch new offers focused on engaging with customers who have not historically benefited from energy efficiency including: a small business offer that includes increased incentives for heating, cooling and ventilation equipment and food service equipment; Strategic Energy Management (SEM) for affordable multifamily; and a statewide all-virtual SEM cohort that allows businesses located anywhere in Energy Trust territory to participate.
- Continue to collaborate with PGE on delivering smart thermostats to small businesses.
- Deepen relationships with community-based organizations to identify ways to co-fund opportunities to support multifamily and small business customers with outreach and multifamily tenant education workshops.
- Implement an incentive reservation system for standard equipment that provides clear and equitable access for trade allies impacted by 2021 changes to incentives and program requirements.
- Identify new gas savings opportunities through market research and investigate how customers could get higher incentives and greater savings with packages of upgrades.
- Promote workforce development and energy savings opportunities by offering incentives for internships, apprenticeships and scholarships.
- Utilize a new innovation approach to develop offers, services and strategies to increase access, expand the program's reach and enhance impacts among customers the program has not historically served. This approach will seek to involve communities to generate solutions and leverage frameworks, tools and an equity lens to ensure new opportunity areas aligned with diversity, equity and inclusion goals.
- Implement the Contractor Development Pathway to expand participation of minority- and women-owned contractors in Energy Trust's Trade Ally Network; services include one-on-one mentoring, technical training and support to learn about program requirements to successfully implement their first energy-efficiency project.
- Expand Community Partner Funding to provide enhanced incentives to small multifamily and small commercial customers delivered through partnerships with community-based organizations.
- Relaunch Pay for Performance in early 2022, depending on the occupancy of commercial buildings and ability to generate effective energy models.
- Coordinate and communicate with utilities around community engagement, program offers and implementation, identifying opportunities to expand or contract activity to meet savings and budget targets.

## 2023 Expected Changes

- Many incentives for gas equipment, including food service equipment, will no longer be cost-effective, reducing a source of savings.
- Continue to develop differential baselines, packaged measure bundles and community partner funded/co-funded efforts; investigate new equipment that could be supported with incentives.
- Deliver energy performance management offers including Strategic Energy Management using the Performance Tracking Tool Platform that will be available in 2022.

## Budgeted Expenditures and Savings

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$64.7	\$61.8	\$68.1
Gas Savings (therms)	2,072,244	2,083,344	2,469,115
Electric Savings (aMW)	16.68	15.31	16.78

\*Expenditure detail is provided under budget details tab in the budget binder.

---

## New Buildings Program

The New Buildings program supports design and construction of high-performance commercial buildings and major renovations of all sizes and building types. Staff engage early in the design process with building owners, developers and design professionals to influence decisions that maximize efficiency through standard incentives, Market Solutions incentive packages and custom, whole-building incentives. Market Solutions incentives help businesses make quick decisions with pre-packaged options to achieve deeper energy savings over individual standard incentives. Whole-building incentives support the use of energy modeling to consider integrated design and systems to achieve efficiencies significantly above code.

### Context

Pandemic recovery has waned due to the Delta variant. Barriers persist due to labor shortages, supply chain slowdowns and increased health and safety considerations, all of which are driving record-high construction costs. New project enrollments are down compared to pre-pandemic levels, but total project volume (which includes projects enrolled prior to COVID-19) remains active. Additionally, several projects impacted by the 2020 wildfires have enrolled and are currently in design. The program is providing additional incentives and revising program delivery and support for these projects.

The Oregon Public Utility Commission continues to evaluate the impact of the whole building code and how the program can satisfy cost effectiveness requirements. Pending an OPUC extension of the exception for whole building projects, the program will focus on program offers, strategies and initiatives that align with the OPUC's code requirements.

The market is adjusting to two code updates in less than two years. Next year, there will be a mid-cycle amendment that would put solar ready requirements in place for commercial buildings by October 2022 to meet Executive Order 17-20.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by natural disasters**
  - Invest in high-touch customer service during post-pandemic recovery by leveraging regional outreach team relationships to maximize project enrollments
  - Support projects impacted by 2020 wildfires with more robust incentives and alternative program design that captures savings beyond a historical baseline
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Continue investment in building relationships and understanding of communities served by community-based organizations
  - Work closely with Energy Trust staff to enhance broader community efforts and support implementation of Community Engagement Guidelines

## 2022 Key Activities

- Support projects impacted by 2020 fires with more robust incentives and historical baselines; influence these projects to pursue whole building energy efficiency and renewable energy applications.
- Invest in education-based approach to cost-effectiveness for custom offerings (Whole Building and Market Solutions) in alignment with code and within anticipated approval of extension of OPUC exception.
- Align solar ready offers with anticipated code amendment to the 2021 Oregon Energy Efficiency Specialty Code "Oregon Code" that may put solar ready requirements in place for commercial buildings by October 2022 to meet Executive Order 17-20. Educate market actors on new code requirements.
- Maintain virtual and in-person training and education to support customers adjusting to code change, cost-effectiveness challenges and new technology adoption. Continue to grow a diverse pool of innovative and educated trade allies on high-performance building design and construction practices.
- Support customer use of higher efficiency target-setting to holistically address total building energy use and meet more stringent energy code requirements, aligning with the state's commercial code that focuses on whole-building energy consumption and better enables market transformation.
- Develop cost-effective system-level water heating savings strategies for low-income and affordable housing developments across the portfolio and/or projects impacted by natural disasters.
- Coordinate with NEEA on complex emerging technologies including very high efficiency dedicated outdoor air systems and emerging gas technologies.
- Continue to establish the New Buildings program as a regional and national leader in Net Zero through the administration of grants that support net zero focused research and internships for engineering and design students and trade professionals.
- Coordinate and communicate with utilities around community engagement, program offers and implementation, identifying opportunities to expand or contract activity to meet savings and budget targets.

## 2023 Expected Changes

- Expect a strong 2023 pipeline comprised of past enrollments delayed due to COVID-19 and a steady stream of new enrollments as the market continues to recover from COVID-19 economic impacts with affordable housing, industrial and institutional projects leading the market.
- Market forecasts indicate new development opportunities will begin to contract, which could impact future year savings. The recent influx of large data centers is expected to wane in PGE territory due to market saturation but is expected to remain a consistent source of savings in Pacific Power from a single large data center estimated to complete in 2023.
- Oregon energy code update to ASHRAE 90.1-2022 is anticipated to be effective October 2023, which will be the third update within three years as the Oregon Building Codes Division works to get on track with efficiency timelines outlined in executive orders. The market will adapt to solar ready requirements that will take effect in October 2022.
- New Buildings will develop an offer ready for a 2024 rollout for Custom, Market Solutions and Path to Net Zero that supports and aligns with Oregon code and achieves the OPUC's requirements for cost-effectiveness.

## Budgeted Expenditures and Savings

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$17.3	\$19.4	\$19.8
Gas Savings (therms)	363,531	416,778	396,875
Electric Savings (aMW)	4.43	4.77	4.90

\*Expenditure detail is provided under budget details tab in the budget binder.

## Commercial and Industrial Lighting Offers

Energy Trust delivers commercial and industrial lighting offers to commercial and industrial businesses through a single Program Delivery Contractor. In 2022, business lighting will have three delivery offers:

- Trade ally-delivered lighting upgrades: Incentives for prescriptive and custom measures that are not included in the midstream offer. These projects generate the largest part of program savings.
- Midstream: Incentives for energy-efficient lighting products that are provided at point of purchase through a participating lighting distributor.
- Direct install: Lighting upgrades for small and medium businesses and multifamily properties provided at no cost to the customer.

### Context

Business lighting will continue to support customers and trade allies in a dynamic market with labor shortages, supply chain slowdowns and pandemic-related economic impacts. The program will continue to have a downstream offer (trade ally-delivered lighting upgrades) but will begin to shift some lighting products to midstream and will expand the scope of the direct install offer for small businesses. The program will update incentive caps and program requirements to serve the market while also maintaining stringent budget management controls. The program will focus on increasing activities to serve a diverse range of customers through midstream and direct install offers.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Re-engage vendors, trade allies and customers with more in-person outreach to deepen relationships that have been mostly virtual during the pandemic
  - Continue virtual program delivery if needed to maintain project activity
  - Maintain savings through the downstream lighting offer and increase access and ease of working with Energy Trust through the midstream and direct install offers
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Collaborate with community-based organizations to partner with communities and businesses who may benefit from the direct install offer
  - Coordinate with industrial and commercial sectors to adopt lessons from their community outreach efforts and align outreach focus

## 2022 Key Activities

- Update incentive caps and program requirements for trade ally-delivered projects; expand midstream and no-cost direct install offers.
- Reintroduce street lighting and indoor agriculture environment lighting incentives.
- Focus outreach efforts to serve businesses that are women- and minority-owned, small and rural; recruit minority-, women-, and service-disabled veteran-owned and emerging small business contractors to complete projects and join the Trade Ally Network.
- Increase direct install services in Central and Eastern Oregon and build in-field language translation services.
- Strengthen relationships with trade allies impacted by 2021 program changes, incentive caps and requirements. Launch an online tool for trade allies to streamline project submissions and provide access project information.
- Collaborate with commercial and industrial sectors and electric utilities on community outreach efforts. Focus on building trust and designing offers based on community needs and feedback.
- Explore a lighting offer that would support advanced lighting + lighting controls design for major retrofits.
- Coordinate and communicate with utilities around community engagement, program offers and implementation, identifying opportunities to expand or contract activity to meet savings and budget targets.

## 2023 Expected Changes

- Allocate more program budget to increase availability of the direct install offer.
- Explore integrated building controls for lighting and HVAC as a pathway to higher savings.
- Act on lessons from 2022 community outreach efforts to develop and refine diversity, equity and inclusion outreach and goals.
- Continue to monitor lighting products that can be supported with incentives from the program.

## Budgeted Expenditures and Savings

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$21.3	\$21.9	\$25.1
Electric Savings (aMW)	13.64	12.97	13.89

*\*Expenditure detail is provided under budget details tab in the budget binder, included in Existing Buildings and Industry and Agriculture programs. This detail includes lighting incentives for 2021, and lighting incentives and delivery for 2022 and 2023.*

## Southwest Washington Commercial Program

Energy Trust provides incentives and technical support to business customers in Southwest Washington on qualifying NW Natural commercial firm or interruptible rate schedules. Offers include incentives for energy-efficient equipment purchased through trade allies or vendors, incentives for operations and maintenance improvements and no-cost technical studies to estimate energy savings and incentives for retrocommissioning. Projects include upgrades and retrofits at existing commercial buildings, energy-efficient equipment for new construction, energy-efficient equipment and retrofits at existing and new multifamily properties with two or more units, and upgrades for natural gas-heated production greenhouses.

### Context

The robust building market and ongoing construction labor shortages continue to divert some commercial customers' attention away from energy-efficiency projects. Trade tariffs and supply chain slowdowns are increasing product costs and have led to projects being rebid and delayed. At the same time, there is strong retrofit and new construction activity due to the passage of local school bond measures. The program works with design and construction teams to generate customized energy models for these projects to ensure no savings opportunities are left behind.

Recent Washington legislation will impact Energy Trust's ability to offer certain measures including commercial fryers, dishwashers, steam cookers and showerheads beginning in 2022. HB 1444 creates energy performance standards and incentives for large commercial buildings over 50,000 square feet; HB 1257 sets energy and water efficiency standards for 16 common consumer products.

Due to COVID-19, building operators are addressing occupant health concerns by making permanent operational changes with filtration, outside air levels, hours of operation and air exchanges/hour. These changes will impact how Energy Trust can achieve and claim energy savings.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by natural disasters**
  - Expand offers for customers with low incomes
  - Launch a small business offer, deliver the Contractor Development Pathway and expand Strategic Energy Management to include an affordable multifamily cohort
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Continue to support, expand and empower Community Based Liaisons to develop more equitable program offers
  - Expand Community Partner Funding to provide enhanced incentives to multifamily and small commercial customers delivered through partnerships with community-based organizations

## 2022 Key Activities

- Coordinate with Clark Public Utilities to launch a Strategic Energy Management offer, a new offer in the Washington portfolio.
- Conduct a program equity assessment and develop action plan to implement changes.
- Expand collaboration with Clark Public Utilities on co-funded facility studies.
- Identify new gas savings opportunities through market research, measure development and implementing bundled measures.
- Work with Vancouver Housing Authority and other local agencies to reduce the energy burden of customers in low-income housing.
- Help schools, universities and other customers build capacity for energy efficiency by increasing scholarships for operators to receive Building Operator Certification.
- Expand regional involvement and cross-program collaboration in rural areas; support Clark County's Green Business program activities; increase event sponsorships, training and outreach with local chambers and business organizations; and increase collaboration with the Washington Green Schools program.
- Coordinate with NW Natural to implement new marketing guidelines for NW Natural Washington delivery territory.
- Work with NW Natural and the Washington Utilities and Transportation Commission to review the new Washington Conservation Potential Assessment; work to implement a two-year plan for 2022 and 2023.
- Work with the Vancouver Innovation Center project to ensure all savings opportunities are realized for existing custom, existing standard and new buildings projects.
- Washington's passage of HB 1444 "Concerning Appliance Efficiency Standards" and HB 1257 "Concerning Energy Efficiency" established efficiency standards for equipment such as food service and showerheads and went into effect in 2021; as a result, some incentives will be discontinued in 2022 and 2023.
- Implement a new savings goal and budget process as defined through Washington Utilities and Transportation Commission rulemaking, which will integrate a Conservation Potential Assessment that has been developed by a third party. The new Conservation Potential Assessment will influence savings goals for 2022 and 2023.

## Budgeted Expenditures and Savings

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$1.5	\$1.4	\$1.3
Gas Savings (therms)	238,107	154,099	165,798

\*Expenditure detail is provided under budget details tab in the budget binder.



## Production Efficiency Program

Production Efficiency provides energy-efficiency solutions for all sizes and types of eligible industrial, agricultural, municipal water and wastewater customers. The program provides services and incentives through three primary delivery tracks: standard track provides incentives for equipment delivered through trade allies and vendors; custom track is delivered through Program Delivery Contractors for projects that require technical studies to estimate energy savings; and energy performance management track for Strategic Energy Management engagements and other offers that help customers build their internal capacity to save energy. Production Efficiency is designed and managed by Energy Trust staff and delivered to customers through Program Delivery Contractors and other market actors.

### Context

The Production Efficiency program is planning for continued dynamic market conditions in 2022. The COVID-19 recovery and related market factors are driving energy-efficiency projects in some areas and in other cases are constraining project activity. The Production Efficiency program is currently seeing high interest from high technology customers, food storage and production facilities, and nurseries. Wood product manufacturers have been very busy due to high demand and labor shortages that limit their capacity for energy-efficiency projects; however, this may be normalizing. The airline industry and its supply chain are still expected to have lower interest in energy-efficiency projects due to constrained capital budgets. We are also seeing supply chain disruptions and semiconductor device shortages slowing projects, especially those involving variable frequency drives and air compressors. Drought and heat wave conditions across the state have increased interest in irrigation measures but will also reduce agricultural producers' ability to pursue upgrades due to limited funds.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Re-engage vendors, trade allies and customers with in-person outreach to deepen relationships that have been mostly virtual during the pandemic
  - Continue virtual delivery if needed to maintain project activity
  - Promote low-cost operations and maintenance and Strategic Energy Management offers for customers with limited capital budgets
  - Increase marketing and outreach, technical services and other support to small-to-medium sized, rural and minority- and women-owned industrial and agricultural businesses
  - Continue outreach activities with industry groups
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Develop new relationships with industrial customers and organizations that represent customer perspectives and collaborate with them to develop better ways to serve minority- and women-owned businesses

## 2022 Key Activities

- Restore marketing and outreach activities to previous levels. Continue outreach activities with Oregon Manufacturing Extension Partnership and Southern Oregon Regional Economic Development, Inc., to build connections with smaller manufacturers.
- For projects delivered by trade allies and vendors, increase incentive limits for electric and gas incentives to encourage new project activity. Recruit minority-, women- and service-disabled veteran-owned contractors to complete projects.
- Focus on outreach efforts that increase participation for small-to-medium sized businesses and businesses in rural areas.
- Help small manufacturers and agricultural businesses by developing a streamlined incentive for smaller variable frequency drives for industrial pumping, fans and irrigation. The team will also explore development of a direct installation steam trap offer to serve smaller customers.
- Maintain the reduced \$250,000 cash incentive cap for custom projects to manage incentive budgets and introduce a \$75,000 incentive cap for Strategic Energy Management incentives for new engagements.
- Recruit customers for Strategic Energy Management with an emphasis on engaging high-tech customers who have historically had low participation in this offer.
- Maintain the new operations and maintenance optimization offer and consider expansion. Operations and maintenance optimization can help customers maximize energy savings by providing more flexibility in how projects are implemented.
- Develop relationships with customers, business associations and community groups that could help co-create future efforts to reach customers we have historically underserved, including minority- and women-owned businesses.
- Conduct a competitive solicitation for delivery of custom, Strategic Energy Management and standard tracks. The new contract or contracts will begin in 2023.
- Coordinate and communicate with utilities around community engagement, program offers and implementation, identifying opportunities to expand or contract activity to meet savings and budget targets.

## 2023 Expected Changes

- Savings in the custom, Strategic Energy Management and standard tracks are not expected to change significantly.
- Incentive levels across all tracks will be higher in 2023 due to higher incentives for offers that support diversity, equity and inclusion.
- The program will have new strategies and delivery contract structure in 2023 as a result of the competitive solicitation process in 2022.

## Budgeted Expenditures and Savings

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$43.9	\$43.3	\$46.6
Gas Savings (therms)	1,362,290	1,475,627	1,544,299
Electric Savings (aMW)	16.82	17.11	17.73

\*Expenditure detail is provided under budget details tab in the budget binder.

## Residential Program

The Residential program provides electric and gas energy-efficiency solutions for customers of single-family, manufactured and newly constructed homes. The program is delivered by Program Management Contractor CLEAResult and two Program Delivery Contractors supporting retail promotions and EPS™ new construction offers. Incentives are available for smart thermostats, energy-efficient HVAC and water heating equipment, lighting, appliances, weatherization upgrades and whole-home improvements in new construction.

### Context

In 2021 the sector adjusted to new market demands and operating conditions related to COVID-19, resulting in new opportunities and challenges impacting our 2022 action plan. While the sector anticipates continued strong consumer demand in 2022, the market is facing challenges. Labor shortages and supply chain slowdowns are driving costs higher and slowing down timelines for new construction and retrofits.

The sector assumes continued strong demand for market rate offers as residential customers who have the means make home improvements to improve comfort and efficiency as they spend more time in their homes during the pandemic. The sector also expects continued demand for offers to support residential customers who have suffered job or income loss during the pandemic. The residential new construction market is growing and will likely continue to do so through 2023, creating demand for high-efficiency new homes with additional demand from rebuilding in areas impacted by wildfires. This continued demand across all markets will require close attention on managing to available budget.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Expand Community Partner Funding with community-based organizations and tribes to support customers that have historically been underserved through coordination across housing types, targeting of qualifying customers and identifying additional sources of funding
  - Deliver market rate offers that support customer interest in upgrading their homes including education about do-it-yourself upgrades, program promotions and trade ally delivered offers
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Expand the opportunity for community-based organizations to develop program design approaches, conduct outreach and deliver savings to communities of color, customers with low incomes and rural customers

## 2022 Key Activities

- Maintain LED offers in current retail outlets for specialty lighting and in markets with lower sales rates.
- Expand promotions and marketing for appliances (clothes washers and dryers), water heating offers and grow lights in stores.
- Continue fixed price and targeted offers to acquire savings from manufactured homes, zonal systems, rentals and Savings Within Reach.
- Expand co-funding of weatherization budgets to more community action agencies across the state to increase the installation of insulation, windows and heating systems for both gas and electric savings.
- Contract with community-based organizations to deliver offers and incentives to customers with low- and moderate-incomes, rural customers and communities of color.
- Expand offers for new and existing manufactured homes, including transitioning manufactured home replacement from a pilot to a standard offer and offering energy assessments and duct sealing.
- Continue to drive do-it-yourself installations of heat pump water heaters and gas tank water heaters; develop a network of preferred installers across the state.
- Expand promotion of central air conditioning and extended-capacity heat pumps to build on growing market acceptance.
- Support Targeted Load Management and utility-led demand response and regionally focused activities.
- Introduce new incentives and pathways through EPS new construction to reflect the state's approval of 2021 Oregon Residential Specialty Code.
- Increase incentives for EPS homes targeted at moderate-income homebuyers.
- Support communities impacted by wildfires with technical expertise and incentives to rebuild above current code; participate in community planning efforts.
- Evaluate new incentive opportunities including cooling applications, advanced windows, do-it-yourself wall mounted heat pumps and paper-based home energy reports.
- Implement a pilot to deliver no-cost ductless heat pumps to energy burdened customers.
- Conduct a competitive solicitation for program management and delivery. The new contracts will begin in 2023.
- Coordinate and communicate with utilities around community engagement, program offers and implementation, identifying opportunities to expand or contract activity to meet savings and budget targets.

## 2023 Expected Changes

- Implement program offers reflecting measures updated in 2022, including heat pump water heaters, smart thermostats, windows and insulation.
- The program will develop new delivery strategies in 2023 as a result of the competitive selection process in 2022.

## Budgeted Expenditures and Savings

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$49.5	\$54.6	\$56.8
Gas Savings (therms)	2,317,348	2,544,244	2,505,415
Electric Savings (aMW)	5.54	7.45	8.01

\*Expenditure detail is provided under budget details tab in the budget binder.

---

## Southwest Washington Residential Program

Energy Trust helps single-family and small multifamily homeowners served by NW Natural in Southwest Washington save energy through cash incentives for efficient space heating and controls, water heating, insulation, windows, water conservation, behavioral actions and education, trade ally support, financing with repayment through utility bills and market interventions. The program influences new residential construction by engaging with builders to increase energy efficiency of new homes through incentives, education, trade and program ally support and quality assurance.

### Context

As the result of recent changes requested by the Washington Utility and Transportation Commission, 2022 is the first year of a two-year goal; therefore, implementation and delivery tactics in 2022 will also impact the 2023 program year. To effectively manage budgets and forecasts, the program will aim to stabilize incentive distribution by supporting existing channels year-round that are struggling with product availability and pricing, rather than driving bonus incentive participation at exclusive points in the year. The single-family rental and small multifamily markets in Southwest Washington remain key focus areas. The program will reintroduce Energy Saver Kits for key customer segments while continuing to drive participation in other low-cost opportunities such as smart thermostats.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Expand efforts in lagging markets, increase opportunities in emerging markets and test new offers to grow future savings
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Expand Community Partner Funding participation for community-based organizations that could deliver energy efficiency improvements in single-family and multifamily homes

## 2022 Key Activities

- Increase installation of smart thermostats through instant coupon promotions, downstream incentives and direct shipping.
- Promote low-cost smart thermostats to low- and moderate-income residents.
- Work with residential weatherization market actors to promote incentives for insulation in single-family homes, small multifamily and rental markets.
- Identify and engage with single-family housing rental property owners to install weatherization, water heaters and HVAC upgrades.
- Promote and support do-it-yourself participation through technical support, promotions and marketing.
- Develop targeted marketing and communications strategies to drive leads to contractors.
- Find new distribution channels to reach non-participants by reintroducing Energy Saver Kits.
- Continue to enroll manufactured home retailer participants for participation in the new manufactured home offer and increase new home enrollments in Southwest Washington.
- Expand collaborations with community-based organizations to deliver capital measures to new customer segments through the Community Partner Funding pathway that provides higher incentives to reach customers who have been historically underserved and who own detached single-family homes.
- Coordinate with NW Natural to research opportunities for the implementation of a behavioral program for single-family homeowners.
- Implement new offers for residential homebuilders that allow for incremental and single-measure incentives. One offer will leverage the 2018 Washington energy code point structure; other stand-alone single measures will be offered for smart thermostats and efficient gas fireplaces.

## 2023 Expected Changes

- The program will have new delivery strategies in 2023 as a result of a competitive solicitation for program management and delivery in 2022.
- Savings, incentives and project volume are forecasted to remain stable for the majority of home retrofit, midstream and multifamily measures.
- Residential new construction savings acquisition may need to shift focus to upstream and distributor strategies to acquire small incremental savings on products sold to the entire Southwest Washington new homes market.

## Budgeted Expenditures and Savings

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$1.8	\$1.7	\$1.7
Gas Savings (therms)	148,573	129,649	124,105

\*Expenditure detail is provided under budget details tab in the budget binder.

## Northwest Energy Efficiency Alliance

Energy Trust has been working with the Northwest Energy Efficiency Alliance (NEEA) since 2002 to increase the availability and adoption of energy-efficient electric products, equipment and practices. In 2015, natural gas equipment was added. By pooling resources at a regional level to work with manufacturers, distributors and retailers, NEEA accelerates the development, testing and distribution of new energy-saving equipment and approaches. NEEA identifies and refines new high-efficiency products, services and practices and helps bring them to market. Once products are ready and available, Energy Trust creates and implements programs to support broad market adoption in Oregon.

### Context

NEEA is an entity funded by Northwest utilities and efficiency program providers such as Energy Trust to pool resources and share risks in efforts to transform the market for energy efficiency to the benefit of consumers. Energy Trust is NEEA's second largest funder based on the size of its service territory. Energy Trust coordinates its program efforts with NEEA through participation on NEEA's board and advisory and work groups, specific program area partnerships and savings reporting. NEEA's portfolio is organized in seven cross-sector, dual-fuel product groups designed to leverage shared relationships and market channels and deliver efficiencies for both the alliance and supply chain partners. NEEA also supports regional efficiency research projects including building stock assessments and end use load research. In 2022, NEEA expects to meet or exceed its electric and natural gas energy savings targets.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Identify and accelerate new opportunities through scanning for new measure offers, research and market partner engagement
  - Work with mid-stream market actors to retain our ability to deliver affordable, clean energy at volume
  - Determine the viability of newly identified emerging technologies using technical analysis to quantify their savings potential and assessing market barriers to adoption of these technologies
  - Influence market actors to increase availability of energy-efficient products and services
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Engage funders and other qualified advisors to identify, develop and sustain a portfolio of efficiency-enabling initiatives and activities consistent with NEEA's purpose
  - Support dialogue and coordinate activities among stakeholders interested in accelerating efficiency through market transformation in the Northwest

## 2022-2023 Key Activities

- Advance efficient window attachments by engaging in national partnerships, identifying efficient products, encouraging product certification, raising awareness and working with funders to achieve residential and commercial building installations. Promote the viability of thin triple-pane windows and work to remove market barriers by directly engaging window industry partners.
- Deliver project-specific strategies for NEEA's Retail Products Portfolio initiative, including targeted incentive structures, support for highest energy-saving products and coordinating to establish ENERGY STAR® specifications or federal standard updates. Increase robustness of data, including online sales data, to build critical consumer insights. Continue participation in NEEA's ongoing regional smart thermostat study that could produce data that would enable Energy Trust to analyze whether additional smart thermostat products would be eligible for incentives in 2022 and yield additional savings.
- Increase awareness, stocking and sales of efficient motor-driven products, focusing on pumps, fans and compressed air systems. Engage with national industry partners to support product differentiation and certification to drive adoption of more efficient motor-driven products. Continue engagement with distributors to test and refine market interventions for efficient pumps, fans and circulators.
- Continue to encourage market adoption of residential variable speed capacity heat pumps, high-performance HVAC and efficient rooftop units. Increase distributor participation in HVAC sales data collection to build a representative model of both commercial and residential markets. Identify opportunities to influence codes and standards and labeling programs across high-efficiency HVAC products.
- Train trade allies, lighting designers and specifiers to promote and install luminaire level lighting and other advanced lighting control technologies. Research lighting controls market to better understand opportunities. Identify opportunities to influence codes and standards for luminaire level lighting controls and broader networked lighting controls where possible.
- Leverage national partnerships to increase alignment, awareness and adoption of heat pump water heaters to support future federal standards through identification of opportunities for heat pump water heater impact on carbon goals, promotion of efficient specifications and addressing challenging installation situations. Support the launch of gas heat pump water heater product through product demonstration and regional collaboration.
- Support and validate technologies and building strategies that may fit in future commercial and residential code cycles. Provide proposals to national code development bodies. Continue to support a new voluntary above-code specification for manufactured homes (formerly known as NEEM 2.0, now called NEEM+), providing manufacturers/retailers with technical support, tools and resources to drive consumer demand.
- Provide and enhance common resources for regional research and data, including the Residential, Multifamily and Commercial Building Stock Assessments and the End Use Load Research project, which provide updated building characteristics, baseline conditions and load and savings shapes to funders. Support efforts to safely resume and begin meter installations as COVID-19 impacts allow.

## 2022 Expected Changes

- NEEA staff estimate that the regional portfolio will deliver 115-220 average megawatts of co-created electric energy savings in Cycle 6, an increase since the 2021 Operations Plan due to additional savings from the previously funded Strategic Energy Management program. Natural Gas savings in Cycle 6 are estimated at between 6-18 million therms. The low end of the forecast range dropped since the 2021 Operations Plan due to uncertainty of decarbonization policies and impacts on natural gas potential in future residential codes.

## Budgeted Expenditures and Savings

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$9.0	\$8.2	\$8.2
Gas Savings (therms)	2,749	3,439	3,439
Electric Savings (aMW)	4.0	5.5	5.5

\*Expenditure detail is provided under budget details tab in the budget binder.



## Solar Program

The Solar program aims to create a vigorous and sustainable market for solar in Oregon to reduce energy burden for customers, support community resilience and create a flexible grid resource. The program offers incentives to reduce the cost of developing and installing solar; income-qualified incentives for low-and-moderate income customers; consumer education, customer support and marketing; quality standards for systems; initiatives to drive down non-hardware soft costs of solar; and a large network of vetted solar trade ally contractors.

### Context

House Bill 3141, the public-purpose modernization bill passed by the Oregon Legislature in 2021, creates new commitments and opportunities for Energy Trust's renewable energy programs. The bill requires at least 25% of renewable funds to serve low- and moderate-income customers and expands the scope of renewables investments to include advanced technologies, such as smart battery systems, that support reliability, resilience and the integration of renewable resources.

The Oregon solar industry performed well in 2021 despite the economic and supply-chain challenges of the pandemic. Energy Trust experienced a record-high number of residential applications and resulting solar generation. In 2022, the market will benefit from new state funding from the Oregon Department of Energy and a continuation of federal tax credits that cover up to 26% of project costs.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Expand offers that serve customers with lower incomes; invest more in equity-focused offers with a goal of providing one-third of solar incentives to customers with low or moderate incomes in 2022
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Partner with local organizations to develop solar programs tailored to communities of color and low- and moderate-income customers including those in rural areas
  - Work with community workforce organizations and increase investments in building a diverse solar workforce, with support for women and people of color entering the solar trade or starting new trade ally companies
- ▶ **Goal 3: Create development capabilities that will allow us to increase funding to deliver more savings and generation and expand our ability to meet changing customer and utility system needs**
  - Pursue federal funds to develop a planning and feasibility pathway for communities pursuing Federal Emergency Management Agency grants to build resilient renewable energy project microgrids at critical facilities and community resilience hubs

## 2022 Key Activities

- With guidance from the Oregon Public Utility Commission, begin implementation of the equity, resilience and grid flexibility requirements contained in House Bill 3141.
- Launch a new solar incentive framework that prioritizes and shifts increasing amounts of funding to projects with equity, community and grid benefits.
- Improve the value of program participation for trade allies with increased investment in solar leads, business development funds and training opportunities.
- Expand service to low- and moderate-income customers through the Solar Within Reach offer and partnerships with community organizations.
- Provide funding for small-scale community solar projects that are community-led and serve customers with low incomes.
- Focus the commercial Equitable Solar Initiative incentives on tribes and multifamily affordable housing to increase participation by these customer segments.
- Partner with community-based organizations to build a network of trusted solar ambassadors within communities of color to address access and awareness barriers. Explore incentive options and solar readiness solutions to support customers referred through this network.
- Partner with pre-apprenticeship programs serving communities of color and women to incorporate solar concepts into their training programs, support their case managers in understanding solar jobs, and build a cohort of solar trade allies committed to workforce diversity.
- Support communities in exploring and prioritizing options for using renewable energy micro-grids to provide resilience and grid services.
- Launch an incentive offer for solar + storage, expanding on the Energy Smart Homes and Net Zero offers developed in 2020.
- Begin a research project with the New Buildings program to explore incorporating solar + storage and the modelling of demand response capable equipment into the program's successful early design assistance process in support of a potential Grid Interactive Efficient Buildings offer.
- Continue to deliver incentives, quality management and customer outreach and support for PGE's Smart Battery pilot. Work with PGE to develop a smart inverter pilot that will allow the utility to test the value of integrating inverter control into its distributed energy resource management systems.
- Explore options for hiring an external implementer to handle administrative services, trade ally communications and application and payment processing in 2023.
- Coordinate and communicate with utilities around community engagement, program offers and implementation.

## 2023 Expected Changes

- By 2023, the program expects residential solar incentives will be available only for projects that improve equity outcomes, support community energy resilience and/or provide flexibility to the grid.

## Budgeted Expenditures and Generation

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$13.9	\$15.9	\$15.8
Generation (aMW)	2.9	4.0	3.2

\*Expenditure detail is provided under budget details tab in the budget binder.

## Other Renewables Program

The Other Renewables program supports a portfolio of renewable energy projects up to 20 megawatts that generate electricity using biopower, hydropower, geothermal and community-scale, municipally owned wind technologies. The program supports customers with custom project development assistance and installation incentives. Development assistance incentives are used for non-capital costs that determine a project's technical and financial viability, moving it from concept to commercial operation. Qualified projects may access project development assistance incentives multiple times, up to the limits of funding caps, enabling applicants to move through consecutive development activities. Installation incentives are based on the detailed technical and financial review of a project. All incentives are paid following successful commercial operation or activity completion.

### Context

House Bill 3141, the public purpose modernization bill passed by the Oregon Legislature in 2021, creates new commitments and opportunities for Energy Trust's renewable energy programs. The bill requires at least 25% of renewable funds to serve low- and moderate-income customers and expands the scope of renewables investment to include advanced technologies that support reliability, resilience and the integration of renewable resources.

Demand for renewable energy, energy planning and infrastructure is growing as more communities adopt clean energy policies and sustainability goals. Resilience is a key driver for communities interested in distributed renewable energy projects that can be designed and operated to power critical facilities during a grid outage. Energy Trust's investment in irrigation modernization continues to identify hydropower potential and leverage significant state and federal funding, including appropriations in the pending federal infrastructure bill. Hydropower and biogas projects continue to confront development challenges, including increasing capital and operations and maintenance costs, low energy value (revenue) and interconnection barriers. These conditions make net-metered projects more economically viable than those that plan to sell electricity back to utilities.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Maintain support for a portfolio of technologies to sustain and grow Oregon's vibrant small- and community-scale distributed renewable energy generation markets
  - Focus development assistance outreach on irrigation hydropower and net-metered biogas projects
  - Support the Irrigation Modernization Program to leverage state and federal sources of funding
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Apply lessons from the community energy planning work in Wallowa County to other Oregon communities that would like to initiate energy planning
  - Support communities exploring organic material recovery alternatives and investigate biogas production opportunities that lead to renewable energy generation
  - Support communities rebuilding from 2020 disasters with project development assistance

## 2022 Key Activities

- With guidance from the Oregon Public Utility Commission, begin implementation of the equity, resilience and grid flexibility goals driven by HB 3141.
- Focus on the development of municipal and special district-proposed hydropower projects through project development assistance and installation incentives. Pursue feasibility studies for potential municipal pressure reduction valve hydropower projects identified in a 2021 scoping study.
- Help Irrigation Modernization Program participants move hydropower projects to the design and build phases.
- Coordinate with efficiency programs to pursue combined energy efficiency and renewable energy opportunities with a focus on industrial, agricultural and municipal customers.
- In collaboration with Pacific Power, support energy planning in Wallowa County and investigate of how existing renewable projects can be configured to support critical facilities, provide grid benefits and allow the community to be more resilient. Develop lessons that may be applied to other communities in the future.
- In collaboration with Oregon Department of Environmental Quality and Regional Solutions, support communities exploring food and brewery waste and other organic materials as a biogas resource and renewable energy generation opportunity.
- Work with customers, communities and utilities to identify locations where renewable energy microgrids can support business continuity, increase community energy resilience and provide grid services.
- Hold competitive solicitations to identify distributed renewable energy projects eligible for installation incentives.
- Collaborate with natural gas utilities to develop and understand the nascent renewable natural gas market and investigate the market impact on customers that produce biogas.

## 2023 Expected Changes

- Several hydropower projects under development by municipalities and special districts and one cogeneration project at a water resource recovery facility are expected to reach commercial operation as a result of project development assistance.
- Increased post-commercial food waste collected from several municipalities is expected to be converted to biogas, creating additional biopower and renewable natural gas opportunities.
- Apply lessons from Wallowa County and municipal/community engagement market research to expand energy planning and other community engagement activities to more communities.
- HB 2021, which enables eligible communities to coordinate with their utility in developing a green tariff that directs how much of their electricity is renewably sourced, will lead to renewable energy projects that are economically viable. Eligible communities include tribes, local and county governments, irrigation districts, water control districts and ditch improvement districts.

## Budgeted Expenditures and Generation

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$9.2	\$5.5	\$4.2
Generation (aMW)	0.6	0.01	0.3

\*Expenditure detail is provided under budget details tab in the budget binder.

## Oregon Community Solar Program

The State of Oregon's Community Solar Program gives Oregon customers of Portland General Electric, Pacific Power and Idaho Power the option to subscribe to or own part of a community solar project and be credited through their electric bills for their portion of the energy generated. The program is managed by the Oregon Public Utility Commission and administered through a contract with Energy Solutions. Energy Trust's work on community solar will provide underserved customers with access to solar energy; however, Energy Trust will not claim any generation. OPUC is currently leading a program expansion planning process that will determine the program's future direction.

Community solar is an option for renters, people who live in multifamily buildings and other customers who want to use solar energy but may not have a sunny roof of their own or are not able to invest in a rooftop system. The program was launched in January 2020 and the first cohort of projects are in or nearing commercial operations. Twenty-five percent of program capacity has been reserved for small projects and projects managed by public sector or nonprofits, and 10% of each project's capacity must be reserved for low-income participants.

### Context

The Oregon Community Solar Program was developed in response to passage of SB 1547 in 2016. Energy Trust has a three-year subcontract with Energy Solutions that runs from March 2019 through March 2022 to support certain aspects of program development and delivery, including project manager registration, project certification, customer service and consumer protection. This work is funded by revenue that is separate from utility customer public purpose funding directed to Energy Trust through SB 838 and SB 1149. Energy Trust's services under the subcontract result in a small increase in the organization's net assets.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Collaborate with OPUC and external partners to identify and address barriers to low-income program participation
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Coordinate with Solar program staff to develop an Energy Trust incentive offer for small-scale community projects funded through the Oregon Community Solar Program
- ▶ **Goal 3: Create development capabilities that will allow us to increase funding to deliver more savings and generation and expand our ability to meet changing customer and utility system needs**
  - As an activity not funded by the public purpose charge and that generates net retained revenues, Oregon Community Solar Program provides an opportunity for Energy Trust to explore additional revenue models and creates flexibility for the organization to pursue future opportunities

## 2022 Key Activities

- Deliver ongoing operations of the program, including management of the network of project managers, project pre-certification and certification processes, project quality control/assurance and customer service contact center, and implementation of the program's consumer protection plan.
- Conduct outreach and education to recruit a diverse pool of project managers and projects, including public entities and community organizations, to encourage wide and diverse participation in the program.
- Coordinate with the program's low-income facilitator, Community Energy Project, to achieve the program goals specific to low-income participation and ensure the program strategy and approach to consumer protection and customer service reflect and consider the needs of low-income participants.
- Provide impartial advice to the OPUC on policy issues relevant to the program.
- Recommend and implement continuous improvements to the program.
- Support a stakeholder engagement process to revise the Community Solar Program Implementation Manual and make improvements to the program.
- Engage Energy Trust's board of directors and executive team, in consultation with Energy Solutions and the OPUC, to evaluate the options for a contract extension, rebid or wind-down related to the end of Energy Trust's current contract in March 2022. Continue, modify or transition program activities as appropriate.

## 2023 Expected Changes

- Should Energy Trust's program administration subcontract be renewed beyond March 2022, we anticipate largely continuing the same scope as above into 2023.

## Budgeted Expenditures

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$0.3	\$0.4	\$0.4

\*Expenditure detail is provided under budget details tab in the budget binder.

## Planning and Evaluation

The planning and evaluation group is comprised of the planning team and the evaluation and engineering team. The planning team develops estimates of efficiency program costs and savings. It works with utilities to develop forecasts for long-range savings, updates avoided costs and tools, develops cost-effectiveness tools and manages savings and cost-effectiveness reporting. The evaluation and engineering team assesses the effectiveness of efficiency and renewable energy program implementation and estimates savings and generation on a retrospective basis. The team performs evaluations and market research; serves as the owner of third-party, spatial and utility customer information data; leads projects to strategically use data and information to support organizational needs; and participates in regional and national research projects. Additionally, the team assists in and reviews development of proposed new and revised efficiency measures and helps Energy Trust incorporate new efficient technologies into programs.

## Context

Energy Trust is entering a transitional period where remaining traditional efficiency opportunities and the value of efficiency to the utility system may be diminishing as the alternative resource is increasingly wind and solar, and costs for those resources are dropping. Yet opportunities are emerging to work with utilities, community-based organizations and health providers to leverage additional funding from organizations whose goals are to achieve values from our programs that goes beyond energy efficiency and renewable generation. These values include reducing demand on the utility system, improving the condition of housing, reducing healthcare costs and achieving other benefits associated with efficiency measures such as reducing carbon emissions. The role of the planning and evaluation group is diversifying to help pursue these opportunities by providing a clearer look at different subgroups of energy users, creating data sets to better target programs and identifying and quantifying how energy savings relates to other benefits.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Use research conducted in 2020 and 2021 to develop a reliable system for tracking participation and engagement by geography, race and ethnicity and income groups
  - Continue to forecast future potential cost-effective energy savings for utility integrated resource plans as a basis to set efficiency goals and establish funding levels
  - Work with the region to advance customer load research to better understand behavior and measure performance and impact of efficiency on utility peak loads
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Monitor and evaluate how efforts to market and deliver programs through community-led initiatives result in cost-effective savings and identify how these efforts can improve
  - Work with Oregon and Washington utility commissions and utilities to adjust policies, cost-effectiveness frameworks and strategies as regulatory direction around community-led approaches evolves
- ▶ **Goal 3: Create development capabilities that will allow us to increase funding to deliver more savings and generation and expand our ability to meet changing customer and utility system needs**
  - Help organize data and information in ways useful to identify, quantify and execute on the most promising new Energy Trust initiatives alongside existing initiatives
- ▶ **Goal 4: Implement new work strategies to adapt and thrive in our changing environment and support staff while managing operating costs**
  - Employ feedback systems to assess the effectiveness of new work strategies such as remote work to maximize benefits and minimize negative impacts

## 2022 Key Activities

- Continue to deliver enhanced energy-efficiency supply and cost estimates for utility integrated resource planning processes. Communicate transparently with stakeholders to improve forecasting and modeling methodology.
- Work with efficiency programs to forecast savings potential and develop programs responsive to evolving market conditions and future opportunities including niche products, market opportunities and targeted customers.
- Continue to develop a framework to quantify the value of energy savings in the changing industry landscape. Improve estimates of energy saved during utility peak periods from energy efficiency and renewable generation. Assist programs in designing delivery mechanisms to implement offerings in targeted areas of utility systems.
- Adjust tools, analysis and processes to meet policy needs as Oregon and Washington regulatory policies evolve in response to businesses and residents grappling with COVID-19, equity, carbon and other issues.
- Analyze savings and generation results and economic impacts reported by Energy Trust.
- Provide technical information and quality assurance for the measure development process. Obtain data on markets and measure performance that are critical to measure assessment.
- Combine Energy Trust data, utility customer information and third-party data into integrated data sets. Continue to train analysts on these data sets and support programs in using them for research and analysis.
- Deliver impact evaluations of savings from all major efficiency programs and select renewable energy programs. Adjust methods to reflect increased importance of peak savings and generation and changes in energy use in homes and businesses due to remote work and other COVID-19 disruptions.
- Conduct periodic process evaluations for all major programs to enhance delivery and market understanding.
- Update avoided costs to reflect outcomes from OPUC Docket UM 1893 and incorporate these avoided costs into measure and program planning work in 2021 to prepare for 2022 implementation.

## 2023 Expected Changes

- Evaluation of coordinated utility demand response and Energy Trust efficiency and renewable energy programs will be increasingly important, focused on both reducing local utility grid costs and system-wide costs.
- By 2023, technical analysis supporting the 2021 Northwest Power Plan may influence utility resource planning and the value of efficiency programs. This may include a reduction in the value of energy efficiency and a change in the maximum summer value of efficiency (to morning and evening hours when solar resources are ramping up and down). Other factors, such as the social cost of carbon, health and reduced arrearage benefits, may increase total resource cost.
- By 2023, storage may play a large role in utility systems. Pilots from PGE and Energy Trust and other work on storage may help determine whether utilities see higher value from storage at customer sites due to reduced local grid costs and increased grid resilience and thus pursue decentralized storage alongside renewable energy and/or efficiency at a larger scale.
- Federal and state governments are accelerating efforts to advance equipment efficiency standards. This could lead to rapid adoption of some energy-efficient products and practices and could reduce some remaining efficiency resource for Energy Trust programs. If a new standard is put in place for efficiency of new manufactured homes, we think there will be remaining opportunities that Energy Trust could pursue but on a smaller scale of savings and investment.
- By 2023, demand management and flexible load control may be major components of utility planning. If collaborative efforts with utilities succeed, co-investment will be a driver of energy savings and on-site generation.

## Budgeted Expenditures

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$5.3	\$5.7	\$5.8

\*Expenditure detail is provided under budget details tab in the budget binder.



---

## Program Marketing

The program marketing team develops and delivers marketing that drives participation in efficiency and renewable energy programs, supports savings and generation goals and supports Energy Trust's overall organizational goals. The team manages marketing activities of Program Management Contractors and Program Delivery Contractors and sets the overarching program marketing strategy to ensure consistency across programs. The team aligns with best practices and improves marketing effectiveness by applying lessons across sectors.

### Context

To help our efficiency and renewable programs reach goals and serve all customers, Energy Trust's program marketing team must be responsive, resilient and effective. On top of industry and technology changes, COVID-19, wildfires and the related economic effects create a need to engage customers in new ways and to be even more aware of their needs. Social turmoil and racial inequities also underline the importance of deeper investments in strategies that support diversity, equity and inclusion goals. This includes customers and communities with little to no prior knowledge of efficiency and renewable energy and little to no awareness of Energy Trust. Reaching these customers requires new approaches. The team is leveraging new technologies and techniques to hear from customers and adopting new ways of thinking about customer needs.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Build on marketing campaigns and strategies that focus on inclusion and accessibility for customers not traditionally targeted by our programs
  - Focus on sharing the stories of Oregonians to inspire more customers to see how energy can help them in their daily lives
  - Build greater understanding of the customers we haven't served through market research and engagement activities
- ▶ **Goal 2: Expand support for community-led approaches to increase access to clean energy**
  - Invest in and expand implementation of multicultural and inclusive marketing that supports communities

## 2022 Key Activities

- Develop and implement marketing strategies to advance diversity, equity and inclusion objectives, including supporting collaborations with community-based organizations, highlighting community voices and expanding program reach and participation in culturally and economically diverse and rural areas.
- Apply best practices for multicultural and inclusive marketing to strategic planning, project scopes, solicitations, creative development and execution of marketing initiatives. This will include applying Energy Trust's DEI Lens, working with minority-owned firms or in-culture subject matter experts on market research and creative projects, soliciting input from community members, and working with multicultural marketing specialists.
- Apply findings from market research, including surveys, feedback from Black-owned businesses and municipal/community engagement, to inform program marketing strategies. Scope and conduct market research within more communities. Share findings with utilities and other partners to forge more impactful collaborations.
- Refresh marketing strategies across the program portfolio and scale program marketing activities to align with program strategies and available incentive budgets.
- Build on existing residential and multicultural marketing and PR strategies to engage and maximize benefits to customers and communities, particularly communities of color, rural and low-income communities.
- Build on the business customer engagement campaign, Run Better, which is in both English and Spanish, to create a strong link between the needs of small and minority-owned business customers and Energy Trust offers. Establish Energy Trust as a go-to resource for businesses, particularly those located in rural or low-income areas or owned by people of color. Tap into public relations and social media strategies to extend the reach of advertising investments.
- Support the competitive bids for program management and delivery of Residential and Production Efficiency programs; manage marketing transition to new contracts.
- Develop a strategic marketing plan to support full-scale rollouts for business lighting, including a direct install offer for small businesses and midstream offers. Collaborate with electric utilities on outreach to customers for direct install offer.
- Continue to collaborate with utilities' marketing staff to better leverage their targeting capabilities and communication channels and to engage in work that supports complementary goals.
- Focus on public relations strategies to generate higher awareness of Other Renewables program activities, position the Solar program as a resource for advanced and equitable solar, and educate customers and stakeholders about our contribution to Oregon's clean energy future, including community-based work, resilience and solar program offerings for lower-income customers.

## 2023 Expected Changes

- Continue emphasis on market/community research to build a more comprehensive view of customers and their needs and opportunities to benefit from and collaborate with Energy Trust.
- Expand marketing resources to include more diverse voices and experiences by hiring more marketing and communications professionals and consultants who are people of color.
- Build on existing marketing campaign platforms to reach a more diverse set customers with information that helps them reduce energy costs at home and in their businesses.

## Budgeted Expenditures

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$3.1	\$3.1	\$3.7

\*Expenditure detail is provided under budget details tab in the budget binder.

---

## Operations Support

The operations support group provides leadership and support to business systems and measure development, as well as operations, analytic and reporting support for Energy Trust. The group manages projects and processes across all groups and programs to promote alignment of priorities, standardization, replicability and best practices. Staff ensures that resources, data and systems architecture, data quality and analysis capabilities are aligned to plan, forecast and deliver programs that are valuable to all customer types and markets. The team leads measure development activities across all efficiency programs in collaboration with the planning and evaluation group and provides information and presentations to internal and external stakeholders, including the OPUC.

### Context

Energy Trust is facing continued market and technology challenges and changes from the COVID-19 pandemic, disaster events, contractor transitions and remote work. This requires an evaluation of how operations support staff is deployed within energy programs to support emerging delivery strategies, analyze lagging markets, encourage operational efficiency and standardization, and develop new measures for and integration of offerings across programs.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Lead large system upgrade projects to improve the ability of programs to target and implement location and customer segment-based product offerings in our core systems
  - Lead efforts to develop and utilize self-service reporting tools that allow program staff to track current program performance against historical trends on an ongoing basis
- ▶ **Goal 3: Create development capabilities that will allow us to increase funding to deliver more savings and generation and expand our ability to meet changing customer and utility system needs**
  - Lead program engagement with OPUC on measure-related topics, including exceptions and notifications, in coordination with Planning and Evaluation staff
  - Lead analysis and ongoing tracking and monitoring of program changes driven by the implementation of HB 3141 and related rulemaking and policy changes
- ▶ **Goal 4: Implement new work strategies to adapt and thrive in our changing environment and support staff while managing operating costs**
  - Continue the consolidation of operations staff into a single Operations Support group that includes business analyst, data analyst, coordinator, processing and measure development staff deployed across the organization
  - Lead efforts and cross training of staff within the organization to standardize processes, data definitions and processes to ensure operational efficiency and resilience

## 2022 Key Activities

- Lead quarterly and monthly forecasting of energy and incentives for all energy programs in budget software tool and Power BI with the goal of providing program staff an accurate forecast at any point through the year.
- Support enhancements to budget software functionality and develop internal processes to support scenario development and longer budget cycles.
- Continue to develop market analysis and measure designs that support targeted efforts in support of Energy Trust's DEI tactics and objectives and ensure consistency across programs.
- Respond to internal and external stakeholder requests for information on measure cost-effectiveness, measure savings and costs information, and co-funding opportunities. Continue to work with OPUC and advisory groups on behalf of energy programs on cost-effectiveness framework as the organization responds to emerging external drivers (e.g., disaster recovery, code changes, expanded program offers and non-energy benefits).
- Enhance systems, process and reporting practices to support changes to program structure, implementation contractors, program design and delivery channels.
- Manage requests, user acceptance testing and change management efforts for enhancements and upgrades to business systems.
- Lead development and utilization of self-service reporting tools that enable staff to analyze and use information in program design, day-to-day decision making and project and payment processing.
- Support the implementation of changes to system and data architecture to align and streamline delivery approaches across programs.
- Support diversity, equity and inclusion research, goal setting and tracking through data analysis, direct project support and staff resources.
- Finalize the loading of financial data into the data warehouse to support public reporting and the retirement of legacy reporting systems.
- Assist in efforts to implement and enhance the selected system that will be used to track supplier diversity spending at Energy Trust and at our implementation contractors.

## 2023 Expected Changes

- Developing, tracking and reporting on targeted offers (e.g., low-income, community-specific efforts) may require changes in how we analyze and report data to support new program measure designs, implementation strategies and partnerships.
- Possible changes to organizational reporting metrics, including benefit-cost ratios, may require updates to current tools for measure screening and organizational reporting.
- A large system enhancement to project and customer tracking systems may be needed to accommodate downstream changes from the replacement of financial and contracting systems.

## Budgeted Expenditures

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$1.0	\$1.2	\$1.2

\*Expenditure detail is provided under budget details tab in the budget binder.

---

## Information Technology

The information technology (IT) group offers technical skills and system enhancements required by Energy Trust's energy programs and operational support groups. The IT group builds technical proficiency and focuses on continuous improvement of systems in partnership with engaged users. Resources include hardware, infrastructure, information systems, reporting capabilities and technical support.

### Context

The COVID-19 pandemic required the IT group to prioritize work in 2021 to continue support for a fully remote Energy Trust staff. This will be augmented in 2022 as Energy Trust implements a hybrid remote workforce. Along with this change, program offers and delivery approaches are evolving, and Energy Trust is working with a broader set of stakeholders. Operating programs efficiently in this environment requires information systems acquisition and enhancements. It also requires ongoing assessment of rapidly advancing technology to choose the best approaches for information systems architecture.

### 2022 Goals and Strategic Focus

- ▶ **Goal 1: Achieve savings and renewable generation goals while addressing the needs of customers who experience significant energy burden or are impacted by disaster events**
  - Develop robust systems to efficiently process and track customer projects, including through web applications
- ▶ **Goal 4: Implement new work strategies to adapt and thrive in our changing environment and support staff while managing operating costs**
  - Create and implement user systems and a security strategy in response to changing workforce requirements for remote work
  - Enhance foundational IT systems, including Project Tracking, customer relationship management system (CRM) and web services
  - Improve data and reporting infrastructure to accommodate changing business needs, including new visual presentation tools for data
  - Implement new tools to automate processes, improve capabilities and streamline work across the organization
  - Continue assessment of changing business needs, emerging technologies and new approaches to improve IT systems

**2022 Key Activities**

- Complete development of systems changes needed for new program delivery approaches, including cross-program and location-based savings and incentives.
- Upgrade the customer relationship management system (CRM) to stay current and take advantage of new features to improve work efficiency.
- Implement additional elements of an information security management system to comply with best practices established by the International Organization for Standardization.
- Allocate time for ongoing work on the backlog of smaller systems enhancements for operational improvements.
- Continue to build out of remote infrastructure including transition to laptops, virtual private network functionality, and additional security and usability features to support remote work.
- Implement a supplier diversity tracking system in support of Energy Trust's supplier diversity program.
- Upgrade Microsoft Great Plains accounting software, utilizing a more streamlined approach based on new annual upgrade requirements.
- Complete various data quality improvement projects.
- Upgrade Microsoft SQL Server database application to stay current and take advantage of new features.

**2023 Expected Changes**

- Investigate shifting additional resources from on-premises servers to the cloud.

**Budgeted Expenditures**

	2021 Budget	2022 Draft Budget	2023 Projection
Total Expenditures (millions)*	\$2.8	\$2.9	\$3.1

\*Expenditure detail is provided under budget details tab in the budget binder.