

Board Workshop Minutes—198th Meeting

May 17, 2022

Board members present: Anne Haworth Root, Elee Jen, Henry Lorenzen, Silvia Tanner, Susan Brodahl, Letha Tawney (Oregon Public Utility Commission, ex officio)

Board members absent: Alexia Kelly, Eric Hayes, Erik Andersson, Ernesto Fonseca, Melissa Cribbins, Peter Therkelsen, Roland Risser, Janine Benner (Oregon Department of Energy special advisor, ex officio),

Staff attending: Amber Cole, Bayoan Ware, Cameron Starr, Cheryle Easton, Debbie Menashe, Elaine Dado, Elizabeth Fox, Emma Clark, Emily Findley, Fred Gordon, Hannah Cruz, Jay Ward, Julianne Thacher, Lizzie Rubado, Michael Colgrove, Quinn Cherf, Steve Lacey, Sue Fletcher, Tracy Scott

Others attending: Anna Kim, (Oregon Public Utility Commission), Lisa McGarity (Avista Corporation)

President, Henry Lorenzen called the meeting to order at 1:02 p.m.

Henry explained that the format of the workshop will not include public comment. Only board members are panelists and able to participate and those staff who are making presentations. This is a board of directors' discussion workshop.

Strategic Plan Progress Update

The first topic for the workshop was the annual review on the organization's five-year 2020-2024 Strategic Plan annual progress. Hannah Cruz, Senior Stakeholder Relations and Policy Manager and Lizzie Rubado, Senior Program Strategies Manager, presented to the board.

Based on suggestions and direction from the board's Finance & Audit Committee, the presentation focused on areas where Energy Trust is not on track on the plan's progress indicators, how Energy Trust is managing those challenges, and important or emerging trends. Full information on progress on the 2020-2024 Strategic Plan is available in the Strategic Plan appendix to Energy Trust's 2021 Annual Report.

Hannah and Lizzie noted first that Energy Trust has completed the second year of its five year plan, and the plan is serving the organization well. One of the critical signposts to examine in the strategic plan period was whether Energy Trust's public purpose charge funding sunset would be extended. In 2021, Oregon passed HB 3141 which, among other things, effectively removed the sunset for energy efficiency funding and extended the sunset for public purpose charge funding for renewable resources to 2035.

Energy Trust uses a mix of quantitative and qualitative internal metrics measure progress indicators, Lizzie reported on those areas where the organization didn't fully meet expectations for progress in 2021, but is on track to do so by the end of the plan period. Focus Area 1 is coded with yellow, denoting "on track-managing."

Focus Area 1, which focuses on saving and generation progress is "on track and managing" because Energy Trust achieved 93% of its savings goals in 2021. The shortfall is attributed mainly to pandemic related challenges in supply chain and labor. In response, the programs are focusing on better forecasting and customer engagement to increase awareness of customer challenges and assist in

addressing those challenges. In addition, in 2021, the Focus Area 1 progress indicator on innovation time was not met, nor were targets in Diversity, Equity, and Inclusion (DEI) program participation. To achieve higher results, program staff and design is focused on community engagement to increase projects and dollars spent in communities that have been underserved by Energy Trust.

Staff then provided an update on Focus Area 4, for which all progress areas are on track. Staff explained that these are new areas of work and provided some description for the board's information: leveraging new funding and on building community partnerships. Opportunities to leverage new funding increased over 2021. With regard to community partnerships, Energy Trust has built a centralized system to track partnerships. Energy Trust counts twelve deep partnerships, with 62 community partnerships tracked in total. Staff provided examples of some of the community partnership relationships.

Progress on two other focus areas are on-track-managing. In Focus Area 3, the concept agreement for policy support is not complete, but ongoing interest and discussions are picking up with OPUC, utilities, and community stakeholders. Opportunities for coordination exist especially with the gas companies because of DEQ CPP.

The last focus area discussed was Focus Area 5, with it focus on internal operations and building capacity and enhancing the organization's ability to thrive and adapt in dynamic times. Staff surveys suggest continued frustration with workload management. Survey results are mixed, and staff views this area as a continuing effort.

Staff then asked the board to give considerations to three strategic issues: intensifying climate and emissions policies, demands of increasing community and targeting utility engagement, and long term impacts of constrained staffing.

Board members discussed the presentation and asked questions of staff. Board members asked about increasing codes and standards and its impact on energy efficiency resource. Board members also discussed how to make sure Energy Trust is achieving the outcomes it seeks and most effectively.

2021 Annual Results

Michael Colgrove presented information on Energy Trust's 2021 Annual Results, noting that the written annual report was presented to the OPUC on April 15, 2022, along with Energy Trust's 2021 audit financial statements. Michael presented information on Energy Trust electric and gas savings results, renewables generation results, compliance with OPUC 2021 Performance Measures, and 2021 organizational goals. Michael also presented information on 2021 expenditures and challenges faced over the year. In addition, Michael reported on changes across the organization in 2021: more frequent forecasting, continued remote work for staff, and new funding streams from programs such as the Oregon Community Solar Program and utility program delivery in smart battery programs and load management. Michael also reported on DEI efforts over 2021, with key lessons learned around working closely with trusted community based organizations to reach customers.

Discussion for Strategic Guidance and Information on 2023 Business Plan and 2023-2024 Action Plans and Budget

The board then discussed strategic issues that will inform 2023 planning for Energy Trust. Michael Colgrove reported on discussions with the advisory councils and gathered market intelligence. From

this sources, the top three macroeconomic issues circulating are inflation, supply chain issues, and staffing shortages, all of which affect Energy Trust programs. In addition, equity and climate change response and resilience emerge as important strategic considerations for planning. Michael facilitated a discussion among board members for thoughts on additional strategic issues and questions. Board members also used the meeting’s chat function and a Mural board to note their thoughts. Board members raised issues such as housing shortages and affordability, the Northwest Power and Conservation Council’s 8th Plan, emerging clean energy policy and resources, federal and state.

Staff will gather all board member input and compile a follow up report for the board’s review at its July board meeting.

Outreach and Marketing Overview

Staff members Sue Fletcher, Susan Jowaiszas, and Sloan Shang provided an update on Energy Trust’s outreach and marketing efforts and the ways in which these efforts continue to evolve. Our efforts focus people on our brand, marketing, public relations and direct collaboration.

Board members asked questions about the approaches, with specific questions about the ways in which outreach and marketing efforts are directed to large business customers as well as to residential and smaller business customers. Staff gave examples of the approaches and campaigns focused on all customer sectors.

Adjourn

President, Henry Lorenzen thanked board members and staff for an good workshop discussion and adjourned the meeting at 4:11 p.m.

The next regular meeting of the Energy Trust Board of Directors will be held virtually on Zoom Wednesday May 18th, 2022 at 9:00 a.m.

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Eric Hayes
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Signed: Eric Hayes

7/13/2022 /
Date