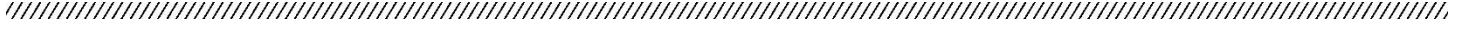




2021 Progress to 2020-2024 Strategic Plan



ENERGY TRUST OF OREGON
APRIL 15, 2022

Energy Trust’s 2020-2024 Strategic Plan defines the organization’s areas of focus and key strategies for the five-year period. These focus areas align with Energy Trust’s purpose, which is to help customers and communities reduce costs and realize additional benefits by saving energy and using renewable resources. The board-approved strategic plan was developed through a public process that involved gathering input from the Oregon Public Utility Commission (OPUC), utility partners, stakeholders, advisory councils and members of the public.

This appendix provides updates on activities for each focus area and related progress indicators. Throughout 2021, progress reports were provided to the board Strategic Planning Committee on a quarterly basis and once to the full board. The strategic plan and related information is available at www.energytrust.org/strategicplan.

Key

On track	On track, managing	Off track
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Focus Area 1: Services to customers

We engage customers with relevant programs, information and services, including information and services specifically for underserved customers. We know we are making progress to this focus area when we achieve the following progress indicators:

Progress Indicator	Status as of Year 2
We achieve our annual savings and generation goals and continue to use multi-year planning processes to identify ambitious longer-term energy targets that incorporate emerging sources of savings.	

- Energy Trust achieved its annual organizational energy goals for natural gas efficiency and renewable generation. The organization achieved 93% of its electric efficiency goal in 2021 (successful attainment of goals is defined as achieving at least 95% of the annual goal).
- Staff provided energy efficiency and solar information, services and incentives to customers underserved by Energy Trust, including customers in rural communities, customers experiencing low incomes and customers of color. Related new initiatives included transitioning the manufactured home replacement pilot to a standard offer; providing higher solar incentives for tribes, affordable multifamily properties and qualifying nonprofits; and launching a no-cost direct-install lighting offer for small and rural businesses.
- Staff completed research efforts and held virtual workshops and community summits the past two years to understand customer, contractor and community priorities and needs. Findings from the research and forums informed program offers and the 2021 and the 2022 Diversity, Equity and Inclusion (DEI) Operations Plans.
- The COVID-19 pandemic affected customer participation rates and trends in different ways over the past two years. Residential retrofits and new construction levels remained strong, as did rooftop solar. Bonuses were launched to boost participation by existing business customers. Pandemic-related improvements made to verifications and site assessments, like making them virtual rather than site visits, were kept in place. However, pandemic-induced supply chain shortages and labor shortages increased project costs and/or slowed installation rates for some customer groups.
- Over the past two years, the region has experienced multiple natural disasters like the floods in Eastern Oregon, the 2020 Labor Day wildfires and the 2021 heat dome—where multiple days of excessive heat caused 116 heat-related deaths in Oregon. Following these disasters, staff formed an internal natural disaster response team to develop cross-organizational strategies for addressing customer needs related to our core work. These strategies included designing wildfire rebuilding incentives and developing an outreach strategy for severe weather shelters.

- Staff spent more time in 2021 than planned on core innovation activities and adaptation of existing programs, driven by a need to adapt in response to COVID-19. Despite this, Energy Trust has gradually increased the time it is investing in more cutting-edge, transformational innovation activities over the plan period.
 - Some examples of 2021 innovation activities included exploring the intersections between clean energy and health with other interested parties throughout the state, and developing a cross-cultural solar education and installation program in partnership with seven community-based organizations.

Progress Indicator	Status as of Year 2
We meet or exceed the goals we establish to increase the diversity of program participants.	

- This progress indicator aligns with the organization’s diversity, equity and inclusion program participation goals one and two as listed in 2020 and 2021 DEI Operations Plans.
- For program participation goals one and two, Energy Trust achieved more than half of the participation targets in the 2021 DEI Operations Plan, an increase in performance compared to the 2020 DEI Operations Plan.
- Participation targets were met for residential program participation by people of color, participation of small and medium industrial and agricultural businesses in rural areas and the adoption of solar projects benefitting customers experiencing low incomes and/or communities in rural areas.
- Informed by lessons learned on 2020 and 2021 plans, plus feedback from customers, trade allies, advisory councils and other stakeholders, staff began developing a 2022 DEI Plan with a primary focus on continued learning from customers and communities through engagement.

Focus Area 2: Supporting utilities

We strengthen the value we deliver to customers by linking energy efficiency and renewable energy to the approaches utilities are using to meet changing customer energy needs. We know we are making progress to this focus area when we achieve the following progress indicators:

Progress Indicator	Status as of Year 2
We develop a framework to value, deliver, report and evaluate energy efficiency and renewable energy resource opportunities in targeted locations in collaboration with utilities.	

- Staff completed a methodology document describing standard elements of targeted partnerships with utilities. Along with documenting lessons learned from previous and active targeted projects, the methodology will help streamline and standardize this growing area of work.

Progress Indicator	Status as of Year 2
We implement and evaluate initiatives designed to drive customer adoption of energy efficiency and renewable energy projects in targeted areas.	

- Targeted load management involves deploying energy efficiency and solar in targeted areas to serve customers and strengthen utility systems, potentially deferring utility infrastructure investments.
- Targeted partnerships with three of the five partner utilities were completed, in progress or in the planning stage by the end of 2021. Examples and lessons learned included:
 - Final data from a targeted load management project with Pacific Power in Phoenix show above-baseline savings despite impacts from COVID-19 and the catastrophic 2020 Alameda fire. Above-baseline savings were also achieved during peak periods of energy usage.

- The second phase of a targeted load management project with NW Natural in Creswell and Cottage Grove had strong results and realized substantial above-baseline savings. Offers included increased incentives accompanied by co-branded targeted marketing and outreach.
- Energy Trust expanded work with Portland General Electric to support the second phase of its Smart Grid Test Bed with planning for a Smart Inverter Demonstration project on several constrained feeders and collaboration on the Smart Grid Asset Load Management & Optimized Neighborhood (SALMON) project in North Portland, which received a \$6.65 million grant from the U.S. Department of Energy.

Focus Area 3: Informing policymakers

We provide objective information and analyses to policymakers and implementers to support development and implementation of energy policies. We know we are making progress to this focus area when we achieve the following progress indicator:

Progress Indicator	Status as of Year 2
We establish a system for monitoring regulatory and policy initiatives. We contribute data analyses and technical expertise during policy development and participate in policy implementation when there is potential customer benefit related to energy efficiency and renewable energy.	

- Staff continued use of the internal policy tracking system developed in 2020. Over time, the system will allow staff to evaluate and adjust allocation of resources dedicated to this focus area.
- In 2021, staff participated in approximately 15 external policy initiatives to provide perspective on energy efficiency and renewable energy development—slightly more than in 2020. Initiatives included:
 - Participating, at the Governor’s request, as a public purpose charge administrator to stakeholder discussions related to Senate Bill 1149 and the subsequent proposed and adopted 2021 legislation to modernize the public purpose charge (House Bill 3141).
 - Oregon Public Utility Commission dockets or workshops on distribution system planning, capacity, impacts of COVID-19 on customers, natural gas fact finding and implementing the Energy Affordability Act (House Bill 2475 from 2021)
 - Department of Environmental Quality’s Climate Protection Program rulemaking
 - Oregon Department of Energy’s rulemaking for programs like the Energy Efficient Wildfire Rebuilding Incentive Program
- Staff conducted stakeholder interviews with four organizations to gather feedback on the impact and value to policy makers and policy implementers of Energy Trust information and data. The feedback was supportive of receiving information on how Energy Trust programs and utility customers could be impacted by proposed or upcoming changes. Feedback highlighted the organization’s independent and neutral perspective as well as staff’s deep program delivery and market expertise in energy efficiency and small-scale renewables. Another round of interviews will be conducted by the end of 2023.

Focus Area 4: Delivering multiple benefits

We maximize the effectiveness and reach of public purpose charge funding by leveraging additional funding to advance clean energy investments that deliver multiple benefits. We know we are making progress to this focus area when we achieve the following progress indicators:

Progress Indicator	Status as of Year 2
We acquire more energy savings and renewable generation than would otherwise be achieved with only public purpose charge funding.	

We coordinate with more organizations and communities where their additional resources help accomplish mutually supportive objectives.	
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- Staff continued work with the board Strategic Planning Committee to develop methodologies for tracking savings and generation that result from customers also leveraging non-public purpose charge funding, as well as tracking partnerships with organizations and communities that help accomplish mutually supportive objectives. Staff developed internal methods and systems for tracking partnerships.
- Over the past two years, Energy Trust has increased coordination with communities, organizations and other funders to achieve greater impact. Examples of this increased coordination included:
 - Co-funding battery storage paired with solar, co-funding smart thermostats for commercial buildings and collaborating on a ductless heat pump controls study as part of Portland General Electric’s Smart Grid Test Bed pilots.
 - Continuing a partnership with Community Action of Washington County to co-fund improvements for customers experiencing low incomes. This co-funding partnership enabled Community Action of Washington County to serve 28 additional customers in 2021.
 - Expanding the residential Community Partner Funding pathway to further promote close collaboration with community-based organizations, community action agencies and other agencies to reach customers who have been underserved by Energy Trust. The pathway significantly increased enrollments, incentive volume and savings, compared to 2020, and the number of active partners more than doubled from 2020 to 2021.

Progress Indicator	Status as of Year 2
We establish a concept agreement with the OPUC and at least one natural gas utility to assess a joint carbon reduction effort.	

- Over the past year, Energy Trust has been working on a community-specific concept agreement with a natural gas utility. The carbon reduction project is on hold pending stakeholder and OPUC approval.
- Energy Trust is working with its three natural gas utility funders to support their efforts to comply with the Climate Protection Program’s greenhouse gas emissions limits. Staff are exploring with stakeholders a pilot offering for transport gas customers who are not currently eligible for energy efficiency services.

Focus Area 5: Adapting to change

We enhance our ability to quickly and effectively respond to changes, needs and new opportunities. We know we are making progress to this focus area when we achieve the following progress indicators:

Progress Indicator	Status as of Year 2
We achieve diversity, equity and inclusion goals for employee hiring and recruitment, and for the board of directors.	

- Staff continued work on diversity, equity and inclusion recruitment and retention strategies. The percentage of applicants identifying as people of color exceeded the target in 2021, the first year for measurement. While the percent of new hires identifying as people of color didn’t reach the 2020 target level, the target was exceeded in 2021.
- Several strategies are in place to diversify the staff applicant and hiring pool, including inviting members of the Diversity Advisory Council to participate in hiring panels, ensuring candidates of color are included through the hiring process and requiring members in all hiring panels to take implicit bias training.
- The board began work to set diversity, equity and inclusion goal(s) by forming an ad-hoc board DEI committee. In addition, the board incorporated diversity, equity and inclusion into its recruitment strategy to attract diverse applicants for two positions that opened on the board in quarter four 2021.

Progress Indicator	Status as of Year 2
Annual surveys indicate that staff is significantly aware of how annual goal setting, business planning and prioritization enable flexible resourcing of existing and new initiatives.	

- For two years, the organization has surveyed staff every six months to assess progress toward improving organizational flexibility, adaptability and nimbleness.
- Survey results indicate the organization is making progress to quickly and effectively respond to change. Survey results also highlight a need for further focus on re-prioritizing work as new opportunities and challenges emerge, clarifying roles when making complex decisions and moving quickly to explore innovative new ideas.
- Projects and activities pursued in 2021 to enhance the organization’s ability to quickly and effectively respond to changes and new opportunities included:
 - Re-structured multiple internal teams to adapt to current and forecasted business needs.
 - Delivered change management training.
 - Promoted adoption of a standard methodology for decision making.
 - Improved business planning to better align staff resources to areas that are growing in volume or complexity, including cross-organizational efforts like natural disaster response and expanded outreach to communities of color.