



### Executive Summary

Energy Trust’s 2023-2024 Action Plan highlights strategies and activities for all programs, program support groups and general management to accomplish the following 2023 goals (short form) and associated energy savings and generation.

**Goal 1:** Customers will save and generate energy and reduce costs in 2023 and beyond as a result of Energy Trust’s investments in their clean energy projects and upgrades.

**Goal 2:** Utility partners, communities and policy implementers will achieve their objectives by leveraging Energy Trust’s clean energy solutions that reduce greenhouse gas emissions, support grid management and deliver additional societal benefits.

**Goal 3:** Customers and stakeholders will gain future benefits from Energy Trust’s investments in preparing for a more dynamic and complex energy industry.

In each action plan, we highlight the program or function’s significant new activities for 2023 and expected changes for 2024.

### Context

Energy Trust expects 2023 to be a dynamic year.

Inflation, supply chain disruptions and labor shortages are all likely to continue, driving up prices and posing a challenge for customers trying to scope and complete projects. Increasing prices also threaten cost-effectiveness for some measures and projects. Affordability and comfort remain key concerns for customers, especially as the cost of living increases. The potential for reduced economic growth, an unpredictable political landscape and potential for policy changes at the state and federal level will all add to market volatility. Impacts of climate change—including excessive heat, drought and wildfires—are of high interest to communities, policymakers and stakeholders, who are asking for greater emphasis on resilient buildings, flexible and adaptable energy systems, environmental justice and equity.

Low awareness, lack of information and high upfront costs remain high barriers for customers where significant savings potential remains and that Energy Trust has underserved in the past, especially renters, those in rural areas, those with lower incomes and communities of color.

Oregon and Southwest Washington are expected to see significant funding resources as a result of the recently passed federal Inflation Reduction Act and Infrastructure Investment and Jobs Act and grants awarded for improvements in clean energy, regenerative agriculture/green infrastructure and workforce development through the Portland Clean Energy Community Benefits Fund.

Meanwhile, our utility partners are responding to requirements around decarbonization. Utilities, the Oregon Public Utility Commission and Energy Trust are aligned in viewing acceleration of energy efficiency acquisition as the top priority for complying with greenhouse gas emission and carbon reduction goals established by the state. Energy Trust’s 2023 budget and action plans are responsive to this interest in accelerating acquisition, and investments in 2023 will enable us to set and achieve more ambitious energy savings goals as soon as market barriers to customer participation subside. We will also coordinate more closely with utilities in areas that intersect with our work, such as load flexibility, decarbonization, demand-side management, distribution system planning and equity.

Energy Trust will continue in 2023 to prioritize the needs of customers and communities we have historically underserved. We have learned that reaching these customers requires new engagement approaches to build trust, including working in partnership with community-based organizations and liaisons to reach and serve community members and, in some cases, to co-develop new approaches. Our work engaging communities and community-based organizations to learn, partner and develop new approaches will continue. We will also continue to leverage new supplier diversity policies and tracking systems to ensure the benefits of clean energy investments are extending to businesses that are certified as minority and/or women owned through the Oregon Certification Office for Business Inclusion and Diversity (COBID).

Diverse perspectives and ideas contribute to the creation of equitable solutions to support all communities in realizing the benefits of clean energy solutions. We are committed to evolving into a more diverse and inclusive organization to effectively serve customers we have historically underserved.

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### **Budgeted Expenditures**

	<b>2022 Budget</b>	<b>2023 Draft Budget</b>	<b>2024 Projection</b>
Total Expenditures (millions)*	\$6.5	\$8.2	\$8.6

*\*Expenditure detail is provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

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**Diversity, Equity and Inclusion (DEI)**

Energy Trust’s DEI services team supports organization-wide efforts to promote diversity, equity and inclusion. In 2022, we adopted a new Diversity, Equity and Inclusion Plan with a greater focus on community engagement. Implementing this will require more staff training, development and learning opportunities to support cultural awareness and prepare staff to more effectively engage diverse communities. To develop trusting relationships with our customers, we must build the capability of staff to approach and pursue these relationships in ways that demonstrate our commitment and supports engagement in clean energy solutions.

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 and the implementation of a supplier diversity tracking system.

**2023 Context**

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- There is a growing awareness and urgency of the need to remedy past harms to customers that have been historically underserved by our programs. This is reflected in changing priorities of the OPUC, utilities and program management contractors. Our DEI services team is increasingly being called on to provide support and guidance to staff and stakeholders.
- Policymakers, communities and environmental advocates are increasingly viewing energy efficiency as a significant tool to achieve decarbonization in response to environmental and climate justice issues. As Energy Trust explores our role in decarbonization, our DEI services team must be able to support this effort.

**2023 Significant New Activities**

- Enhance the role of the Diversity Advisory Committee by empowering members to be more involved in organizational and program projects, improve member recruitment and retention and create pathways for members to engage other advisory councils and board members.
- Manage diverse spending goals with companies certified by the Oregon Certification Office for Business Inclusion and Diversity and support contract manager compliance with our supplier diversity program.
- Provide training and development opportunities for staff and board members to help navigate complex issues of diversity, equity and inclusion so they can build trusting relationships with customers we have historically underserved.

**2024 Expected Changes and New Initiatives**

- Host community and stakeholder engagements that meet mutual objectives of Energy Trust and our partners, promote our programs, encourage participation by customers we have historically underserved and result in co-created programs and opportunities.
- Continue to demonstrate leadership in awareness of how language and actions can perpetuate historical harms and impact the trust our communities place in us.

**Budgeted Expenditures and Savings**

	<b>2022 Budget</b>	<b>2023 Draft Budget</b>	<b>2024 Projection</b>
Total Expenditures (millions)* DEI action plan activities only	\$0.3	\$0.5	\$0.6
Estimated Expenditures (millions) – Organization-wide activities, delivery and incentives associated with DEI goals**	\$46.4	\$41.9	Not currently estimated

\* Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.

\*\*This is a conservative estimate of total expenditures in programs, support groups and general management associated with organization-wide efforts to expand participation of customers we have historically underserved and BIPOC- and women-owned contractors and accomplish other DEI 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.

**General Marketing, Communications and Customer Service**

The marketing and communications team creates and strengthens customer and stakeholder awareness of Energy Trust. Communications staff produces organizational communications and public relations content that informs stakeholders and the public of the value of clean energy and Energy Trust’s activities, demonstrate transparency and accountability through public reporting and responding to requests for information, supports staff engagement through internal communications and communicates progress toward diversity, equity and inclusion objectives. Marketing and creative services expand customer access to information and incentives through management of our website, social media, forms and translation services and expand the organization’s reach to new customers through brand campaigns and the production of materials supporting targeted outreach. The customer service and trade ally team supports a consistent, positive customer experience through customer service channels and ensures contractor access to offers, training and customer leads with a focus on greater engagement with contractors of color and women contractors. Staff manage Energy Trust’s contracted customer call center, including complaint resolution and quality control standards. Trade Ally Network support includes enrollment, business development fund processing, trade ally benefits and resources, online tools.

**2023 Context**

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- In-person outreach will continue to accelerate following the COVID-19 pandemic, coupled with an overall increase in outreach activities and community relationship building, requiring print collateral and other customized marketing and communications support.
- As utility partners respond to requirements around decarbonization and energy advocacy groups increase their interest in Energy Trust activities, new strategies and content will need to be developed to give customers broader information on equipment choice options regardless of existing fuel source through existing channels.
- A new budget process resulting from HB 3141 requires additional communications resources to support expanded utility coordination and additional stakeholder engagement.
- The expansion of innovation and development functions in the organization will create new and more complex reporting obligations.

**2023 Significant New Activities**

- Adapt and expand reporting products and processes to include new funding sources through contracts and grants. In collaboration with Planning and Evaluation, expand reporting to include carbon benefits and peak savings.
- Develop a new diversity, equity and inclusion resource to help staff and PMCs select language for written and verbal communications, marketing and outreach. The guide will be co-created with subject matter experts from the diverse communities and cultures Energy Trust serves.
- Expand diversity, equity and inclusion website to add dynamic, engaging content and reporting about Energy Trust’s DEI approach, plan and progress.
- Redesign website content and navigation and online and print collateral to make it easier for customers, stakeholders and potential funders to understand what Energy Trust is, what we do and our impact.
- Enhance the website audience user experience for commercial customers, homepage visitors and customers seeking information related to fuel choice. Prepare the organization for a transition to Google’s new tracking platform GA4, enabling effective targeting and action on campaign landing pages.
- Implement a new Brand Marketing Plan that expands marketing support for community-based outreach events and relationships and integrates and aligns brand public relations, social media and advertising activities under a strategy to increase awareness and trust with priority audiences. Execute advertising that continues the 2022 focus on reaching communities of color, Spanish speakers and rural residents.
- Implement a translation and interpretation services pool to help the organization engage customers and communities whose first language is not English.

- Launch Trade Ally Small Business Resource Network to expand participation of rural and minority- and women-owned contractors. This is a suite of service providers that trade allies can tap for marketing consultation, guidance for putting together a bid or estimate, COBID certification and other business development assistance. This work supports Energy Trust's launch of a peer contractor mentoring program in the Residential and Existing Buildings programs in 2023.

## 2024 Expected Changes and New Initiatives

- Continue to evolve reporting products and processes to represent new activities, partnerships and funders. Move toward on-demand reporting tools and evaluate and redesign public annual reports.

## Budgeted Expenditures

Total Expenditures (millions)*	2022 Budget	2023 Draft Budget	2024 Projection
General Marketing and Communications	\$2.8	\$2.9	\$3.0
Customer Service/Trade Ally	\$0.9	\$1.2	\$1.2

*\*Expenditure detail is provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*



**Outreach and Policy Services**

Outreach and policy services staff provide resources to serve and engage customers, communities, stakeholders and policymakers across the state, with staff based in Southern Oregon, Eastern Oregon and the Portland area. The team supports the organization in reaching all utility customers, especially communities of color, customers with low incomes and people living in rural areas. Staff provide customers with general clean energy information, opportunities to receive technical support and incentives, support for accessing clean energy rebuilding solutions in the aftermath of natural disasters, and connections to local organizations and contractors that can serve them.

Within our non-advocacy role, staff serve as a resource for policymakers, implementers and stakeholders working at local, state and national levels by monitoring policy discussions and providing objective information and technical analysis to deliver energy efficiency, renewable energy, resiliency and related benefits. This includes providing information about how energy efficiency and renewable energy can contribute to efforts to reduce greenhouse gas emissions, lower customer energy burdens, improve health outcomes, improve access to efficient heating and cooling opportunities for environmental justice communities, and lead to community resiliency opportunities.

The community services budget provides resources to work with community-based organizations and communities to expand customer participation in energy efficiency and renewable energy programs and design approaches to reach new customers. Resources and grants focus on increasing engagement with communities of color, rural communities and customers with low incomes. Additionally, staff coordinate with communities to support the creation and implementation of community-specific energy, sustainability and resiliency plans while helping identify energy efficiency and renewable energy opportunities within those plans.

**2023 Context**

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- Community-based organizations and municipalities will be more interested in ensuring energy programs and services are accessible in their communities and building local capacity, policies and delivery mechanisms to meet community needs.
- Staff expect more frequent and varied requests for information will be driven by Oregon’s legislative session and as utilities plan to meet their near-term greenhouse gas emissions reductions requirements. Additionally, discussions are expected regarding Energy Trust’s role or possible coordination with new federal funding opportunities.
- State agencies, utilities and Energy Trust will increase focus on convening and gathering input from diverse community members and stakeholders requiring systems/processes for coordination and information sharing related to stakeholder engagement on energy/building decarbonization, equity and community engagement.

**2023 Significant New Activities**

- Design an approach to convene community-based organizations as a cohort to respond to interest in information and training on energy and Energy Trust programs and services.
- Modify a small grant offer that helps community-based nonprofit organizations advance ideas, develop projects or deepen their knowledge of energy efficiency and renewable energy.
- With more Resource Assistance for Rural Environments (RARE) AmeriCorps members placed in Oregon communities and focused on energy and resilience, bring additional resources and information regarding Energy Trust programs and services to the members through training and conferences.
- With the development of a Communities and New Initiatives team in programs, bring expertise and community insights into the design and development of community specific offers and joint initiatives around workforce and capacity building with community-based organizations.
- Design an approach, in alignment with programs, to convene community-based organizations as a cohort to respond to interest in information and training on energy and Energy Trust programs and services.
- Increase presence with communities of color and rural communities through events, sponsorships and memberships where Energy Trust can share information on programs and services. Increase use of translators and interpreters to better support in-language engagement at events.

- Conduct more comprehensive outreach to tribal governments guided by an outreach plan developed with a tribal member working group. Increase presence at tribal events and through memberships and sponsorships.
- Serve as point of contact for the increasing number of communities developing and implementing energy or other planning efforts and work with program staff exploring turnkey approaches to community energy planning similar to existing Strategic Energy Management offer.
- As part of early budget engagement and action planning, engage stakeholders with objective information on Energy Trust programs and convey information to staff on stakeholder areas of interest in program opportunities.
- Continue to develop the policy services team’s expertise and systems to inform policymakers, implementers and stakeholders of Energy Trust programs, capabilities and impacts, and meet the needs of staff and the board operating in an expanded and dynamic policy landscape.
- Monitor and respond to information requests of policymakers, elected leaders and stakeholders during the 2023 state legislative session, any continuing activity of the 2022 Task Force on Resilient, Efficient Buildings, OPUC dockets regarding utility planning, programs and Energy Trust operations and related utility forums.

**2023 Utility-Specific Activities**

- Introduce RARE AmeriCorps members to regional utility staff and facilitate information sharing on distribution system planning and other utility priorities and approaches they will observe in their communities in Pacific Power, Avista and Cascade Natural Gas service areas, including but not limited to Klamath Falls, Lake County, Jackson County, Grants Pass, Wallowa County and Deschutes County.
- Support community-led energy, sustainability or climate plan development to identify energy projects in the following communities across the five utility service areas: Confederated Tribes of the Umatilla Indian Reservation, Grants Pass, Gresham, Lake Oswego, Oregon City, Tigard, Lane County, Hood River, Salem, Wallowa County, Deschutes County, Hillsboro, Portland and the Portland Clean Energy Community Benefits Fund, Bend and Milwaukie.
- Continue to serve as a point of contact to communities rebuilding from the 2020 Labor Day fires and provide support to recovery efforts by individual customers, businesses, cities, counties, long-term recovery groups and nonprofits in Pacific Power and Avista service areas.

**2024 Expected Changes and New Initiatives**

- Based on learnings and outreach in 2023, determine if there are gaps in service to Oregon tribal members and governments and consider whether additional capacity is needed to address gaps.
- With two years of experience releasing small grants to nonprofit organizations, evaluate impact and execute changes to small grant program to expand its ability to deliver capacity to nonprofits resulting customer benefit.
- Develop and implement a strategy to increase participation in rural communities.
- Assess the policy services team for any gaps in technical skills or knowledge, including policy analysis areas related to any new laws or regulations enacted in 2023.
- Based on lessons and feedback in 2023, revise the early budget engagement approach with community-specific events or forums across the state and with customer groups underserved by Energy Trust.

**Budgeted Expenditures**

Total Expenditures (millions)*	2022 Budget	2023 Draft Budget	2024 Projection
Outreach and Policy Services	\$1.3	\$1.5	\$1.6
Community Services	\$0.5	\$0.5	\$0.7

\*Expenditure detail is provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.

Existing Buildings Program

The Existing Buildings program serves existing commercial buildings and existing multifamily properties with incentives, tools, training and technical assistance for customers who complete energy-efficiency projects and implement behavioral and operational improvements. Existing Buildings serves customers through three primary delivery tracks: standard incentives for equipment that is installed by a contractor or sold through a vendor; custom incentives for system upgrades that are based on technical studies to estimate energy savings; and energy performance management incentives for whole-building energy savings gained through improvements to building operations and maintenance practices.

2023 Context

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- Market trends are unpredictable in several areas, such as the move from brick and mortar retail shops to online selling and in offices where variable occupancy levels are causing owners to hold off on energy-efficiency upgrades.
Customers are choosing electrification, and climate action plans are requiring local governments and schools to shift away from natural gas.

2023 Significant New Activities

- Conduct focused research and development to address the needs of expiring measures, support small businesses, adapt to code changes, develop new ways of identifying savings opportunities with customers, and research the ability to develop packages of measures tailored to specific market segments.
Expand support for small businesses and Black, Indigenous, people of color and rural customers through marketing, community engagement, a refreshed contractor development pathway and a redesigned small business offer.
Act on recommendations from the program's equity assessment in 2022 and apply equity lens to all program offers.
Streamline the customer experience and achieve savings through retrocommissioning enhancements and technical assistance studies for small business custom projects.
Increase emphasis on non-English offers through program marketing collateral, customer forms and outreach interactions.
Expand Energy Performance Management offers by launching a full-scale pay for performance offer and adding three new Strategic Energy Management cohorts. Transition Strategic Energy Management models to a new energy performance platform to streamline program delivery costs and simplify the customer experience.
Promote workforce development with energy savings opportunities by funding internships, apprenticeships and educational opportunities.
Expand Community Partner Funding to provide higher incentives to small multifamily and small commercial customers delivered through partnerships with community-based organizations.
With Residential, support the development of a pilot to evaluate the benefits of heat pump systems installed in gas heated homes through a cost-effectiveness exception. Transition the pilot to an offer focused on energy burdened customers.

2023 Utility-Specific Activities

- Expand outreach presence and implementation staff outside the Portland area and in the service areas of Pacific Power, NW Natural, Cascade Natural Gas and Avista through community-led efforts.
Continue to collaborate with PGE on flexible load initiatives such as delivering smart thermostats to small businesses, heat pump water heaters and SALMON.
Begin to serve gas transport customers in collaboration with OPUC and the three gas utilities.

- For PGE and Pacific Power customers, pilot affordable multifamily retrofits of high-efficiency ductless heat pumps, displacing existing electric resistance heat.

## 2024 Expected Changes and New Initiatives

- Seek out additional funding sources to support customer energy upgrades.

## Budgeted Expenditures and Savings

	2022 Budget	2023 Draft Budget	2024 Projection
Total Expenditures (millions)*	\$64.9	\$72.6	\$76.9
Gas Savings (therms)	2,469,687	2,109,310	2,462,389
Electric Savings (aMW)	15.3	13.5	14.4

\* Expenditures above and in the budget details tab include lighting costs. See the Commercial and Industrial Lighting Offers action plan for a breakout of lighting costs only. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.

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## 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 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 beyond code. Additionally, the program invests in market transformation activities that include training, education and grants.

### 2023 Context

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- Whole building projects remain under the OPUC exception for measure-level Total Resource Cost through 2023.
- Supply chain delays impact new construction significantly, as a delay for one contractor can have a domino effect on subsequent contractors engaged in the project.
- Code updates will continue at a fast pace, with the recent 2021 update soon to be replaced with ASHRAE 90.1-2023.
- Some projects are compressing design and development timelines to reduce labor costs, reducing the timeframe to explore deep energy savings opportunities.

### 2023 Significant New Activities

- Test strategies for a program design that aligns with ASHRAE 90.1-2023 and achieves the OPUC’s requirements for cost-effectiveness.
- Expand access to energy modeling by developing a pool of modelers certified by the Oregon Certification Office for Business Inclusion and Diversity and supporting up to 10 projects through this contract pool.
- Expand training and education content to include cost implications and decision-making for energy-efficient technology and design.
- Develop network of subject matter experts for training and education with a focus on women and people of color.
- Explore new strategies to expand outreach efforts across the region to engage more customers in rural areas.
- Expand recruitment of Net Zero Fellows to a national level and increase promotion and application of fellowship research findings.

### 2023 Utility-Specific Activities

- Work with electric utilities to explore grid-interactive technologies and design for buildings in PGE and Pacific Power service areas.
- Continue offering increased incentives for energy modeling in fire affected communities in Pacific Power and Avista service areas.
- Support efficiency measures for gas utilities, specifically around gas-fired furnaces and high-efficiency roof-top units.
- Explore ways to support Destination Zero activities in NW Natural service area.

## 2024 Expected Changes and New Initiatives

- Scale up training and education that incorporates cost implications and decision-making for energy-efficient technology and design and expanded network of subject matter experts.
- Using lessons from a 2023 test of simplified modeling performed by a pool of energy modelers, expand access to simplified energy modeling for buildings without the resources to have an energy modeler on their design team.
- Leverage federal funding and relationships with other market actors to expand resilience and carbon reduction related work.
- Test incentives for building design and technologies that deliver both efficiency and demand response benefits.

## Budgeted Expenditures and Savings

	2022 Budget	2023 Draft Budget	2024 Projection
Total Expenditures (millions)*	\$19.4	\$18.8	\$19.1
Gas Savings (therms)	437,460	344,742	391,288
Electric Savings (aMW)	4.8	7.9	5.0

*\*Expenditure detail is provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Commercial and Industrial Lighting Offers

Energy Trust delivers lighting offers to commercial and industrial businesses through a single Program Delivery Contractor. In 2023, business lighting will have three delivery offers:

- Midstream: Incentives for energy-efficient lighting products that are provided at point of purchase through a participating lighting distributor.
- 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.
- Direct installation of no-cost lighting: Lighting upgrades for small and medium businesses and multifamily properties provided at no cost to the customer.

2023 Context

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- The program forecasts lighting savings will decline over the next few years with the implementation of new federal standards and lighting baselines increasing.

2023 Significant New Activities

- Provide stability and support to the market by maintaining measures and program caps and increasing incentives where possible and within cost-effective delivery.
- Focus on recruiting midstream distributors and maximizing participation with current distributors to provide greater availability of offers across the state.
- Expand trade ally education on the benefits of controls to encourage implementation of lighting; add controls measures to the midstream offer.
- Explore an offer to support early design engagement for large retrofit projects.
- Collaborate with Existing Buildings and Production Efficiency programs to refresh the small business no-cost lighting offer to achieve a more customer-centered approach, especially for businesses within communities of color and in low-income and rural areas.
- Build on 2022 community-led efforts to promote the no-cost lighting offer to small businesses in rural communities.

2024 Expected Changes and New Initiatives

- Transition the delivery of the small business direct installation no-cost lighting offer into Existing Buildings and Production Efficiency programs in 2024.

Budgeted Expenditures and Savings

	2022 Budget	2023 Draft Budget	2024 Projection
Total Expenditures (millions)*	\$21.9	\$22.3	\$23.3
Electric Savings (aMW)	14.2	10.3	11.2

\*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 2022, and lighting incentives and delivery for 2023 and 2024. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.

**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. The program also provides incentives for the Building Operator Certification course. 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.

**2023 Context**

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- Two of the most installed measures in Southwest Washington have expired (gas fryers) or are on the bubble for cost-effectiveness (condensing boilers).

**2023 Significant New Activities**

- Boost marketing activities to drive interest in available measures and promote bonuses when available through appropriate marketing channels and outreach.
- Create more in-person and online trade ally engagement opportunities to build stronger relationships with contractors.
- Increase community engagement to better reach customers new to energy efficiency.
- Increase in-person events in line with pandemic restrictions including with organizations such as local chambers, Vancouver Business Journal, Downtown Vancouver Business Improvement Association and Columbia River Economic Development Council.
- Expand collaborative customer engagement activities with Clark Public Utilities for Strategic Energy Management recruitment, technical analysis studies and lead generation.

**2024 Expected Changes and New Initiatives**

- New commercial construction program incentives will sunset in 2024 based on new Washington State Energy Code.

**Budgeted Expenditures and Savings**

	2022 Budget	2023 Draft Budget	2024 Projection
Total Expenditures (millions)*	\$1.4	\$1.6	\$1.6
Gas Savings (therms)	185,694	169,245	162,296

*\*Expenditure detail is provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*





**Budgeted Expenditures and Savings**

	<b>2022 Budget</b>	<b>2023 Draft Budget</b>	<b>2024 Projection</b>
Total Expenditures (millions)*	\$43.3	\$43.2	\$51.3
Gas Savings (therms)	1,528,067	1,395,510	1,610,460
Electric Savings (aMW)	17.0	14.4	15.9

*\* Expenditures above and in the budget details tab include lighting costs. See the Commercial and Industrial Lighting Offers action plan for a breakout of lighting costs only. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*



## 2023 Utility-Specific Activities

- Support delivery of home energy reports to Pacific Power customers through digital and paper/mail channels.
- Test additional smart thermostat models with Pacific Power and PGE to expand qualified products that deliver demand response and energy efficiency benefits.
- Work with PGE to launch the multi-year SmartGrid Advanced Load Management and Optimized Neighborhood (SALMON) project to help meet PGE’s grid modernization goals. The SALMON project will demonstrate and document the value of installing new Distributed Energy Resources.
- Support extended capacity heat pump market growth with PGE.
- Work with Avista, Cascade Natural Gas and Pacific Power to develop regional offers and market interventions to simplify participation for rural customers and contractors in Baker, Union and Malheur counties in Eastern Oregon and Klamath County in Southern Oregon.

## 2024 Expected Changes and New Initiatives

- Build demand for wall and floor insulation.
- Identify additional opportunities to align offers with state and federally funded programs.
- Implement a revised EPS delivery model to reflect program adjustments in response to the 2023 Oregon Residential Specialty Code update.

## Budgeted Expenditures and Savings

	2022 Budget	2023 Draft Budget	2024 Projection
Total Expenditures (millions)*	\$56.2	\$58.4	\$61.8
Gas Savings (therms)	2,662,335	2,301,081	2,562,693
Electric Savings (aMW)	7.5	4.9	5.2

*\*Expenditure detail is provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

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## Southwest Washington Residential Program

Energy Trust helps single-family homeowners and small multifamily property owners served by NW Natural in Southwest Washington save energy through cash incentives for efficient space heating and controls, smart thermostats, water heating, insulation, windows and behavioral actions and education. Energy Trust also offers 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. This work ensures NW Natural has all the needed information requested by the Washington Utilities and Transportation Commissions.

### 2023 Context

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- 2023 is the second year of a two-year goal.
- The single-family rental and small multifamily markets in Southwest Washington remain strong with year-over-year increases in participation, particularly where incentives are higher for property ownership groups.
- The program did not implement any bonus incentives in 2022 with the exception of bonuses for rental property owners.
- New home program activity will decline significantly in 2023 with changes to the 2018 Washington State Energy Code.

### 2023 Significant New Activities

- Expand collaborations with community-based organization to bring capital measures to new customer segments through Community Partner Funding. Community Partner Funding offers increased incentives through community-based organizations to support programs for customers Energy Trust has underserved who are living in detached single-family homes.
- Explore coordination opportunities with Clark Public Utilities on increased incentive distribution to populations we have underserved through the Community Partner Funding program and revitalize in-person events such as events with Planet Clark, the Building Industry Association, Clark County Rental Association and other entities.
- Increase participation in smart thermostat measures by expanding the thermostat qualified products list, increasing downstream incentive opportunities and implementing distributor incentive pathways.
- Redesign efficient window offers to reach customers with the most inefficient products through community partnerships and highlight non-energy benefits of window replacement for all customers.
- Coordinate with NW Natural to research opportunities to implement a residential behavioral program for single-family homeowners in Washington.

### 2024 Expected Changes and New Initiatives

- EPS™ new construction measures will not be available for new homes in 2024 based on changes to the Washington State Energy Code.

### Budgeted Expenditures and Savings

	2022 Budget	2023 Draft Budget	2024 Projection
Total Expenditures (millions)*	\$1.6	\$1.7	\$1.8
Gas Savings (therms)	133,073	105,487	113,750

\*Expenditure detail is provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.

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## Northwest Energy Efficiency Alliance

Energy Trust has worked with the Northwest Energy Efficiency Alliance (NEEA) since 2002 to increase the availability and adoption of energy-efficient electric products, services 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 available, Energy Trust creates and implements programs to support broad market adoption in Oregon.

### 2023 Significant New Activities

- Accelerate the adoption of high-performing windows that reach 0.22 U value or lower through increased builder demand, scaled production by leading manufacturers and an advancement in ENERGY STAR® window specification criteria. Technological advances in thin glass production, a pending update to ENERGY STAR spec and additional builder and policy drivers provide leverage points to help NEEA accelerate the market.
- Through NEEA’s Retail Products Portfolio initiative, utilize midstream incentives to influence corporate retail buyers’ purchase decisions, leverage sales data to identify promising opportunities for energy efficiency and influence increasingly stringent ENERGY STAR® specifications or federal standard updates. Use retailer online sales data to build market knowledge and expand regional market data.
- Increase awareness, stocking and sales of efficient motor-driven products, focusing on pumps and fans. Support procurement practices and standards to drive adoption of more efficient motor-driven products with integrated controls. Continue engagement with distributors to test and refine market interventions for efficient pumps and circulators.
- Continue to encourage market adoption of residential variable speed heat pumps, high performance HVAC and efficient (gas) rooftop units. Continue to study and develop gas opportunities for HP HVAC and gas heat pumps and dual fuel (hybrid) opportunities for ERTUs and the residential market. Regularly develop HVAC market and product insights based on regional stock, sales and permit data, in combination with additional data sets.
- Increase supply chain engagement and adoption of luminaire level lighting controls in the region through partnerships, training and building awareness with early adopters. Influence leading specifiers who focus on key target markets to include LLLC in their ongoing business practices. Continue to research the adoption and market for networked lighting controls.
- Leverage relationships to participate in current DOE rulemaking process for the federal consumer water heating standard. Work upstream with water heater manufacturers to influence product development. Continue to focus on supply chain engagement to drive demand in the northwest, including supporting installers to grow acceptance and confidence in heat pump water heater technology.
- Provide and enhance common resources for regional research and data, including the residential and multifamily building stock assessment and end use load research, which provide updated building characteristics, baseline conditions and load and savings shapes to funders.

### Budgeted Expenditures and Savings

	2022 Budget	2023 Draft Budget	2024 Projection
Total Expenditures (millions)*	\$9.0	\$8.2	\$8.2
Gas Savings (therms)	167,873	505,194	505,194
Electric Savings (aMW)	6.0	7.6	7.6

*\*Expenditure detail is provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

## Solar Program

The Solar program aims to create a vigorous and sustainable market for solar and battery storage in Oregon with a focus on systems that reduce energy burdens for customers, support community energy resilience and create a flexible grid resource. The program provides incentives to reduce the cost of developing and installing solar and solar+storage systems with prescriptive incentives, including income-qualified incentives for customers experiencing low to moderate incomes, and more focused customized offers. In addition to project incentives, the solar program addresses market barriers to solar and solar+storage by providing consumer education, customer support and marketing; partnering with community-based organizations to reach customers that Energy Trust has underserved; maintaining quality standards and verification of systems; managing a network of vetted solar trade ally contractors; leading initiatives to drive down non-equipment soft costs of solar; driving solar workforce development efforts to increase diversity and access to solar jobs; and informing active Oregon Public Utility Commission dockets, utility planning processes and building codes updates.

### 2023 Context

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- Despite project delays and cost increases, solar activity remains strong with high customer interest and expanded federal, state and local funding sources.
- The federal Infrastructure, Investment and Jobs Act provides direct funding to the state and creates opportunities for coordination with public entities, utilities, Oregon Department of Energy and communities to achieve energy resilience goals.
- The Inflation Reduction Act expands funding for solar and storage systems and creates pathways for nonprofits, public entities and tribes to receive tax credits.
- The OPUC may adopt updated standards for net metering interconnection and smart inverters through docket UM 2111.
- Energy Trust continues to transition its focus as required by House Bill 3141, including:
  - Investing at least 25% of renewable energy funds to benefit customers experiencing low or moderate incomes.
  - Supporting “distribution-system connected technologies that support the reliability, resilience, and the integration of renewable energy resources,” preliminarily defined by the OPUC as smart inverters and smart battery energy storage systems.
  - Reducing standard solar incentives to shift funding to these new opportunities.

### 2023 Significant New Activities

- Explore and implement new offers with higher incentives to increase access for customers experiencing low incomes and meet the 25% low- and moderate-income requirement.
- Develop program capacity to focus offers on specific geographic locations and environmental justice communities in support of program diversity, equity and inclusion goals, community energy resilience, community-led energy planning and/or utility non-wire solution efforts.
- Deploy incentives for battery storage systems. Co-develop with utilities and OPUC, in alignment with HB 3141 and UM 2111, more comprehensive requirements that leverage the capabilities of renewable energy systems to stack value for customer bill savings, community energy resilience and utility grid services.
- Support development of the Community Supported Renewables (green tariff) provision of HB 2021 in collaboration with utilities and public entities.
- Expand coordination with energy efficiency programs to integrate solar+storage and co-develop grid-interactive efficient building offers that support technologies that provide resilience, reliability and grid services.

- Leverage Federal Emergency Management Agency grant funding to develop offers that support prioritization, planning, funding and installation of renewable energy microgrids at community resilience hubs. Collaborate with utilities to co-develop a process for supporting communities interested in energy resilience projects.

**2023 Utility-Specific Activities**

- Support development and successful implementation of Pacific Power’s smart battery storage program.
- Work with PGE to integrate solar smart inverter and smart battery storage capabilities, as appropriate, into existing and future Smart Grid Test Bed projects. Examples including Smart Inverter Demonstration, Smart Grid Advanced Load Management and Optimized Neighborhood (SALMON), new homes bundle and multifamily demonstration project.
- In coordination with PGE, encourage customer adoption of solar+storage using a modified Solarize campaign to support focused deployment of systems that qualify for the Smart Battery Pilot.
- Explore data sharing between PGE and Energy Trust versions of PowerClerk.

**2024 Expected Changes and New Initiatives**

- Deploy prescriptive community energy resilience offers.
- Scale-up and add requirements to smart inverter and smart battery storage offers.
- Explore with OPUC and stakeholders additional technologies that may be included in the definition of distribution system connected technologies under HB 3141 and the role for Energy Trust in their deployment.

**Budgeted Expenditures and Generation**

	2022 Budget	2023 Draft Budget	2024 Projection
Total Expenditures (millions)*	\$16.1	\$17.3	\$17.8
Generation (aMW)	4.0	5.8	4.4

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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. Given market conditions, there is an economic preference for in-conduit hydropower and biogas to electricity projects. The program supports electric utility customers with custom project development assistance and installation incentives.

Development assistance incentives are used for non-capital costs for studies to 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 determined through detailed technical and financial review of a project based on its above market cost. All incentives are paid following successful commercial operation or activity completion. The program also funds energy resilience studies and community energy planning.

2023 Context

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- Customer interest in hydropower and biomass/biogas projects is high, driven by sustainability and resilience goals and a desire to control energy costs.
• The program is responding to this interest along with interest in municipal carbon reduction goals, irrigation modernization, energy planning, and how governments may use the Community Supported Renewables (green tariff) provision in HB 2021 to develop specific renewable energy resources with community benefits.
• The pace and scale of change in the renewable energy industry and market are increasing.
• Biopower and hydropower projects confront low avoided power prices, making net-metered projects more economically viable than those intending to sell electricity to utilities.
• There is financial support for distributed hydropower and biopower resulting from new state and federal funding.

2023 Significant New Activities

- Engage and support customers, communities and utilities to identify locations where renewable energy microgrids will increase community energy resilience and provide grid services.
• Support development of the Community Supported Renewables (green tariff) provision of HB 2021 in collaboration with utilities and public entities:
o Fund an assessment of the revenue needs of a portfolio of four to six conceptual irrigation district in-conduit hydropower projects in the Deschutes basin.
• Contract with third-party professional services to track and leverage renewable energy and energy resilience funding opportunities resulting from the federal Infrastructure, Investment and Jobs Act and Inflation Reduction Act.
• Host a roundtable for state agency hydropower regulatory officials focused on solutions to in-conduit hydropower permitting barriers.
• Contract with third-party professional services firm to produce a compendium of existing and potential distributed hydropower in Oregon.
• Host a technical workshop focused on energy resilience planning for municipal water resource recovery facility staff.

2023 Utility-Specific Activities

- Support the City of Medford with project development assistance to design an energy resilient water resource recovery facility featuring onsite renewable energy resources, energy storage and microgrid in Pacific Power’s service area.

- Support the City of Bend with project development assistance to assess the feasibility of a hydropower project at the city's Outback Drinking Water facility in Pacific Power's service area.
- Develop lessons learned from Wallowa County energy planning and share outcomes from the plan with other communities in Pacific Power's service area interested in energy planning.
- With Pacific Power, support Wallowa County to assess how hydropower at the Wallowa Lake Dam could provide a resilient energy resource to power critical facilities in the event of an extended outage.
- With PGE, support the City of Beaverton's Sexton Mountain hydropower project and the City of Portland's Washington Park hydropower project in achieving commercial operation.

### **Budgeted Expenditures and Generation**

	<b>2022 Budget</b>	<b>2023 Draft Budget</b>	<b>2024 Projection</b>
Total Expenditures (millions)*	\$6.4	\$3.0	\$2.8
Generation (aMW)	0.1	0.1	0.2

*\*Expenditure detail is provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Communities and New Initiatives Sector

Energy Trust is establishing a new sector in the program group to focus on community-oriented initiatives that cross multiple efficiency and renewable energy sectors. The communities and new initiatives sector will lead the strategic vision and design of cross-sector strategies and initiatives and develop them to be market ready. This will enable Energy Trust to better engage with and serve communities, pursue new technologies and market channels, and respond to evolving needs of our customers, stakeholders and utility partners. This new sector will:

- Enhance engagement and services to meet community needs, ranging from near-term opportunities to complete energy upgrades in homes and businesses, developing plans to meet longer-term energy needs, responding to the impacts of climate change, and building capacity and resilience.
• Work with utility partners to develop strategies and offers to support complementary utility objectives such as carbon reduction, grid flexibility, non-wires solutions and distribution system planning.
• Lead measure development activities and provide information to all stakeholders, including the OPUC. Ensure research priorities and pilot activities are aligned across programs.

2023 Context

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- Advisory councils, stakeholders and customers are asking us to deepen our engagement with communities to better understand their challenges and opportunities.
• Interest is growing from communities and community-based organizations to work with Energy Trust; however, there is not a streamlined way for communities to receive comprehensive services across multiple programs.
• Utility partners need to meet their clean energy targets through human centered planning and targeted deployment of focused offers that provide multiple community benefits, such as carbon reduction, distribution system planning, and community resilience and mitigating the impacts of climate change.

2023 Significant New Activities

- Recruit and onboard new and reassigned staff members for the community and new initiatives team.
• Investigate models to streamline participation across multiple program sectors for communities and organizations seeking comprehensive energy solutions.
• Create a framework to integrate community feedback into program designs, such as exploring the formation of a community-based advisory panel to help integrate equity and community engagement principles across sectors.
• Develop a holistic approach that enables communities and organizations to combine funding from multiple sources to reach their energy-related goals.
• Explore a centralized midstream strategy to pursue deeper energy savings across sectors through retailers, distributors and manufacturers.
• Plan for possible changes to organizational reporting metrics, including benefit-cost ratios, which may require updates to current tools for measure screening and organizational reporting.

2024 Expected Changes and New Initiatives

- Launch new strategies and activities developed in 2023, such as new participation pathways for communities, a community-based advisory panel to provide equity support across programs or a cross-sector midstream approach.
• Staff expects communities and organization will have access to additional funding sources throughout 2023, which may lead to expanding Energy Trust's support for these customers and communities in 2024.

The community and new initiatives sector's actions contribute to energy savings in the residential, commercial, industrial and renewable energy sectors. The sector will not have discrete savings or generation goals.

**Contracted and Grant-Funded Initiatives**

Energy Trust contracts with governments, utilities and other entities to deliver programs and services that align with our mission, advance our strategic plan focus areas and support our core energy savings and generation work. This action plan summarizes planned activities funded through contracts and grants that are beyond Energy Trust’s core electric and gas efficiency and renewable energy programs under our grant agreement with the Oregon Public Utility Commission.

**FEMA Grant: Solar Energy Resilience for Vulnerable Communities (pending)**

- This project will accelerate the construction of solar+storage microgrids in vulnerable Oregon communities impacted by wildfire or subject to public safety power shutoffs. Microgrid feasibility studies will be performed for up to 100 critical facilities or community resilience hubs. Funding for this project comes from the Federal Emergency Management Agency (FEMA) via Oregon’s Department of Emergency Management (OEM). Energy Trust will implement this program under an agreement with OEM.
- This effort leverages additional funding to expand and accelerate work Energy Trust is already doing to support local community energy resilience. This work will help acquire more renewable energy resources and distribution system connected technology for ratepayers while helping communities achieve resilience goals.
- Implementation will begin in late 2022 and is expected to conclude in 2025.

**Budgeted Revenue**

	2022 Budget	2023 Draft Budget	2024 Projection
Total Revenue (\$ Million)	\$0.00	\$1.20	\$1.54

**Landlord-provided Cooling Spaces Initiative**

- This initiative provides funding to landlords to install cooling equipment in multifamily property common areas or common buildings in manufactured home parks anywhere in Oregon. Funding comes from the State of Oregon, and Energy Trust administers the initiative under a contract with Oregon Department of Energy.
- Administering this program supports state policy and addresses an urgent customer need for cooling. Focus is on environmental justice communities and heat-vulnerable citizens, in particular seniors, people living with disabilities and people experiencing income barriers.
- Implementation began in 2022 and is expected to conclude by 2024.

**Budgeted Revenue**

	2022 Budget	2023 Draft Budget	2024 Projection
Total Revenue (\$ Million)	\$0.80	\$1.18	\$0.02

**PGE Smart Battery Pilot**

- This pilot incentivizes the installation and connection of up to 525 residential energy storage batteries in PGE’s service area. Energy Trust has a contract with PGE to provide support for customer outreach, contractor training, quality management and incentive processing.
- This pilot complements core Energy Trust offers for solar, supports participating customers with energy resilience and helps PGE learn about the grid benefits and value of smart battery storage. Leveraging Energy Trust’s existing infrastructure and expertise makes the project less costly for ratepayers.
- Implementation began in 2020 and is expected to conclude in 2025.

### Budgeted Revenue

	2022 Budget	2023 Draft Budget	2024 Projection
Total Revenue (\$ Million)	\$0.14	\$0.41	\$0.24

### Oregon Community Solar Program

- This program’s goal is to expand the state’s renewable energy portfolio and extend the benefits of solar energy to customers who previously did not have access, including customers with low incomes. Funding for this program comes from the ratepayers of PGE, Pacific Power and Idaho Power. OPUC is responsible for the program and Energy Trust provides administration services under a subcontract with the primary program administrator, Energy Solutions.
- The program aligns with Energy Trust’s goals around increasing access to renewable energy opportunities for customers it has historically underserved.
- The current program administration contract began in 2019 and concludes in March 2023. An extension of that contract is possible but unknown at this time.

### Budgeted Revenue

	2022 Budget	2023 Draft Budget	2024 Projection
Total Revenue (\$ Million)	\$0.45	\$0.38	\$0.39

### Smart Grid Advanced Load Management & Optimized Neighborhoods (SALMON) Initiative

- This initiative will retrofit approximately 580 buildings in North Portland with distributed energy resources (DERs) such as smart thermostats, smart water heaters, solar with smart inverters, storage and managed electric vehicle charging. The project will demonstrate how DERs can support utility planning and operations. Partners include PGE, National Renewable Energy Laboratory, Community Energy Project and Northwest Energy Efficiency Alliance. The initiative is funded by the U.S. Department of Energy. Energy Trust has a subcontract with PGE to support planning and implementation of the initiative.
- The project will result in at least 10% savings for the portfolio of participating sites, reduce customer bills and increase comfort. The project will prioritize customers with high energy burdens, and additional funding will improve cost-effectiveness and make improvements more affordable for customers. The project will help PGE manage loads during periods of high demand, as an alternative to building new distribution and generation infrastructure.
- Implementation began in 2022 and will conclude in 2027.

### Budgeted Revenue

	2022 Budget	2023 Draft Budget	2024 Projection
Total Revenue (\$ Million)	\$0.09	\$0.36	\$0.46

### Flexible Feeder Initiative (pending)

- This is an initiative within the PGE Smart Grid Test Bed that supports the SALMON project (above). Energy Trust has a contract with PGE to introduce new energy efficiency measures and explore how to integrate efficiency with other DERs in the planning, forecasting and design of demand-side management programs.
- This project complements the objectives of the SALMON initiative and will help Energy Trust and utilities quantify the value and cumulative benefits of a suite of DERs. Ultimately, this project will help PGE manage loads during periods of high demand, as an alternative to building new distribution and generation infrastructure.
- Implementation will begin in late 2022 and is expected to conclude in 2024.

### Budgeted Revenue

	2022 Budget	2023 Draft Budget	2024 Projection
Total Revenue (\$ Million)	\$0.03	\$0.25	\$0.00

### PGE Smart Inverter Demonstration Project

- This project will engage up to 500 solar customers located on three feeders to help PGE study how solar smart inverters can provide additional grid benefits that support utility distribution planning and operations. Energy Trust has a contract with PGE to help with project development, trade ally engagement and customer enrollment.
- This project complements core Energy Trust offers for solar and helps PGE learn how inverter-based controls can deliver distribution operations value and address hosting capacity issues. Leveraging Energy Trust’s existing infrastructure and expertise makes the project replicable and less costly for ratepayers.
- Planning began in 2022 and implementation is expected to take place in 2023 and 2024. 2023-24 budget levels will be determined through a contracting process that is currently underway.

### Budgeted Revenue

	2022 Budget	2023 Draft Budget	2024 Projection
Total Revenue (\$ Million)	\$0.03	TBD	TBD

### Solar Ambassadors

- This project addresses solar deployment barriers and disproportionately low solar awareness in communities of color in the Portland area. Funding for this project comes from a subcontract with National Renewable Energy Laboratory (NREL), which will receive funds from the U.S. Department of Energy.
- This project will help reach and serve more Black, Latino and immigrant and refugee customers. It is a co-creation effort that reflects stakeholder and community priorities and is being led by the communities that are impacted. Community partners are African American Alliance for Homeownership, Verde, Community Energy Project, Solar Oregon, Unite Oregon—Clackamas Chapter and Adelante Mujeres.
- Implementation began in 2021 and will conclude in 2023.

### Budgeted Revenue

	2022 Budget	2023 Draft Budget	2024 Projection
Total Revenue (\$ Million)	\$0.09	\$0.11	\$0.00

### Solar with Justice

- This project improves knowledge dissemination among energy organizations and community-based organizations so that solar can be developed equitably and efficiently in communities where people are experiencing income barriers. Funding for this project comes from the U.S. Department of Energy. Energy Trust provides expert advice and facilitation support under a subcontract with the primary grant recipient, Clean Energy States Alliance.
- This project helps Energy Trust and others develop more effective ways of working with community-based organizations to deploy clean energy in communities experiencing income barriers.
- Implementation began in 2021 and is expected to conclude in 2024.

### Budgeted Revenue

	2022 Budget	2023 Draft Budget	2024 Projection
Total Revenue (\$ Million)	\$0.01	\$0.01	\$0.00

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## Planning and Evaluation

The planning and evaluation group includes the planning team and the evaluation and engineering team. The planning team develops long-range energy savings and cost forecasts and manages savings and cost-effectiveness analysis tools and reporting. It works with utilities on resource planning for the utility system as a whole and for local projects. The evaluation and engineering team assesses the effectiveness of efficiency and renewable energy program delivery and updates estimates of savings and generation by studying energy use. It performs evaluations and market research, serves as the owner of third-party spatial and utility customer information, helps other teams effectively use data and participates in regional and national research projects. Additionally, the team reviews and supports development of new and updated efficiency measures and helps Energy Trust incorporate new efficiency technologies into programs.

### 2023 Context

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- Carbon will play a larger role in valuation of program benefits. Benefits are increasingly based on timing of savings and generation and sometimes location.
- It is increasingly important to leverage funding from other sources to ensure programs can meet multiple goals within the regulatory framework.
- The power and gas systems are beset by a new level of uncertainty driven by new policies and rapid changes in energy sources.
- As regional end use load studies approach completion, new tools will be put into place to consider hourly energy, peak and carbon impacts of efficiency and renewable measures. This will impact information staff provide for utility integrated resource planning and responses to queries from utility commissions in Oregon and Washington, utilities and other stakeholders.
- These needs call for an increasingly nimble set of tools to value, forecast and evaluate efficiency and renewable energy.

### 2023 Significant New Activities

- Analyze how new hourly energy, peak and carbon impacts lead to changes in programs and the value of energy resources.
- Support increasing requests for economic analysis and program impacts from the OPUC and policymakers exploring new policies.
- Work with efficiency programs to refine forecasts of near-term (two-to-five year) savings potential so that Energy Trust can develop programs that are responsive to evolving market conditions and future opportunities, including niche products, new technologies and market needs, and targeted customer groups.
- Streamline analysis of how efficiency and renewable energy can reduce grid costs and meet the policy goals of local governments.
- Adjust tools and analysis as new policy questions arise in regulatory and other forums.
- Update 2024 avoided costs via OPUC docket UM 1893 for use in measure development and planning processes.
- Refine the process for updating and developing new measures and their reportable costs and savings.
- Create new and refined integrated datasets from Energy Trust data, utility customer information and third-party datasets. Train analysts on these datasets and support programs in using them.
- Improve methods for evaluating and reporting on peak savings as part of impact evaluations of all major programs, pilots and coordinated research projects.
- Adjust methods and estimates to address COVID-19 and economic disruptions to energy user behavior.
- Use evaluation results to evolve program approaches.

- Conduct process evaluations with increased focus on reaching diverse markets and how programs are responding to changes in technologies and markets. Use evaluation results to evolve program approaches.
- Conduct focused market research projects and consult with programs on the new delivery pilots as well as an increasing number of market tests.
- Support OPUC’s avoided cost docket and incorporate the consequent changes in avoided cost into measure development and program planning in 2023 for 2024 use.

### 2023 Utility-Specific Activities

- Coordinate with utilities on high-level distribution system planning and support targeted load management projects as they emerge.
- Assist PGE in evaluating the SALMON project, which is a federally funded project to reduce grid loads in a targeted geographic area.
- Support a new process to enable Energy Trust to work with gas utilities to serve their transport gas customers.
- Support ongoing utility integrated resource plan processes by providing context and energy efficiency savings forecasts on separate schedules for five utilities, including one with separate processes in two states.

### 2024 Expected Changes and New Initiatives

- New policies and legislation may drive major changes in how we plan and evaluate our programs.

### Budgeted Expenditures

	2022 Budget	2023 Draft Budget	2024 Projection
Total Expenditures (millions)*	\$6.4	\$6.5	\$7.4

*\*Expenditure detail is provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*





## 2023 Utility-Specific Activities

- Kick off collaboration with PGE to explore a new “Efficient Heating for All” marketing campaign that focuses on encouraging customers with inefficient electric resistance heating to convert to ductless and ducted heat pumps.
- Maximize collaboration between Energy Trust and PGE outreach and marketing to engage small businesses with targeted offerings.
- Provide marketing subject matter expertise and support for PGE SALMON project.
- Develop annual cooperative marketing calendars to document collaborative efforts with PGE focused on high-priority technologies.
- Continue to support and develop new cooperative marketing strategies with Pacific Power to promote the Residential and Business Home Energy Reports.
- Develop annual marketing calendars with Pacific Power that include planned Energy Trust-led campaigns to evolve cooperative marketing strategies for Residential heat pumps and other top-priority dual-fuel and business offers.
- Continue to contribute business customer stories to be featured in NW Natural’s customer channels, including newsletters.
- Develop annual marketing calendars with NW Natural that include planned Energy Trust-led campaigns to evolve cooperative marketing strategies for high-priority products like gas furnaces, gas fireplaces and business offers.
- Develop annual marketing calendars with Avista that include planned Energy Trust-led campaigns to evolve cooperative marketing strategies for high-priority products like gas furnaces, gas fireplaces, hybrid heating systems and special offers for Avista customers designed to better meet the needs of rural audiences.
- Develop annual marketing calendars with Cascade Natural Gas that include planned Energy Trust-led campaigns to evolve cooperative marketing strategies for high-priority products like gas furnaces, gas fireplaces, hybrid heating systems, business offers and special offers for Cascade Natural Gas customers designed to better meet the needs of rural customers.

## 2024 Expected Changes and New Initiatives

- Expand marketing strategies to encompass more languages, including Vietnamese, Japanese, Korean, Thai and Russian.
- Introduce a Residential program awareness marketing campaign that drives people to the new online home energy assessment to learn about and invest in energy-efficient practices and products that meet their unique needs.

## Budgeted Expenditures

	2022 Budget	2023 Draft Budget	2024 Projection
Total Expenditures (millions)*	\$3.2	\$3.5	\$3.6

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Operations Support

The operations support group provides leadership and support to business systems as well as operations, and 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 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 project processing activities across all efficiency programs in collaboration with the Finance group and provides mentorship and oversight to external implementers, including Program Management Contractors (PMCs).

2023 Context

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- Key PMC transitions and changes will occur to the implementation and contracting model within the industrial, residential and renewables sectors.
• The team will need to adapt to support changes to program structure and staffing.
• Large initiatives in coordination with utility partners may uncover systems, data and process enhancements not visible to us at the time of budgeting.

2023 Significant New Activities

- Cross-train operations support staff to ensure standardization and task redundancy for all programs and contracts.
• Lead development and utilization of self-service reporting tools that enable staff and stakeholders to analyze and use information in program design, day-to-day decision making, and project and payment processing.
• Lead large system upgrade projects to improve the process for creating and maintain quality, accurate site data in our core data systems.
• Lead the enhancement of systems, processes and reporting tools to support changes to program structure, implementation contractors, program design and delivery channels.
• Support ongoing system enhancements to project and customer tracking systems to accommodate cross-sector program activities and emerging diversity, equity and inclusion strategies.
• Support the development of requirements to the enterprise financial system to ensure upstream impacts to customer relationship management system (CRM) and Project Tracker are considered in vendor selection and implementation planning.

2023 Utility-Specific Activities

- Develop and refine pipeline reporting tools to support increasingly collaborative budget and forecasting processes with the utilities.
• Support the development of reporting tools needed for distributed system planning, PGE's Smart Grid Test Bed and targeted load management projects.
• Develop reporting tools to support the launch, implementation and reporting needs of utilities serving transport gas customers.

2024 Expected Changes and New Initiatives

- A large system enhancement to project and customer tracking systems may be needed to accommodate upstream changes from the replacement of the financial and contracting systems.
• Possible changes to organizational reporting metrics, driven by policy changes, may require updates to current tools for budgeting, forecasting and organizational reporting.

**Budgeted Expenditures**

	<b>2022 Budget</b>	<b>2023 Draft Budget</b>	<b>2024 Projection</b>
Total Expenditures (millions)*	\$1.2	\$1.6	\$1.6

*\*Expenditure detail is provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

**Information Technology**

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

**2023 Context**

In addition to overall market context in the Executive Summary, we are responding to the following conditions and drivers:

- The IT group will continue to prioritize support for a hybrid remote Energy Trust workforce.
- Program offers and delivery approaches are becoming more complex, and Energy Trust is working with a broader set of stakeholders. Operating programs efficiently in this environment requires information systems enhancements to build the needed infrastructure to support programs.

**2023 Significant New Activities**

- Upgrade the customer relationship management system (CRM) to take advantage of new features to improve work efficiency.
- Rearchitect and update processes and systems used to normalize information describing customer sites. This update will improve the quality of data about customer sites.
- Allocate time for completion of critical smaller systems enhancements for operational improvements and building operational capacity.
- Optimize remote infrastructure including laptops, virtual private network functionality, additional security and usability features to support remote work.
- Support the development of requirements to the Enterprise Financial System to consider multiple impacts including integrations to CRM and Project Tracker as well as potential scope within the new financial system to encompass expanded contracting and supplier diversity tracking functionality.
- Upgrade Microsoft SQL Server database application to take advantage of new features.

**2024 Expected Changes and New Initiatives**

- Implement and build out integrations to new Enterprise Financial System.
- Investigate shifting additional resources from on-premises servers to the cloud.

**Budgeted Expenditures**

	2022 Budget	2023 Draft Budget	2024 Projection
Total Expenditures (millions)*	\$3.8	\$4.4	\$4.8

*\*Expenditure detail is provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*