

Energy Trust Board of Directors

October 11, 2023, Board Meeting

Energy Trust of Oregon
Board of Directors' Meeting
Hybrid at 421 SW Oak Street and Zoom Webinar

Register in advance for this webinar:

https://us06web.zoom.us/webinar/register/WN_nglmSwydSAGP3LYQfrueFA

After registering, you will receive a confirmation email containing information about joining the meeting.

PUBLIC COMMENT:

There will be two opportunities for PUBLIC COMMENT during the meeting at 10:00 a.m. and 1:05 p.m. To request to speak, email meeting host in advance of the meeting at danielle.rhodes@energytrust.org with contact information and interested agenda topic.

The next regular meeting of the Energy Trust of Oregon Board of Directors will be a hybrid meeting and held November 8, 2023, on Zoom and at 421 SW Oak Street, Portland, OR, 97204.

217th Board Meeting

October 11th, 2023

Register to join Zoom Webinar:

https://us06web.zoom.us/webinar/register/WN_nglmSwydSAGP3LYQfrueFA

Agenda		Tab	Purpose
10:00 a.m.	Board Meeting Call to Order (Henry Lorenzen)		Info
	General Public Comment (5 minutes) <i>The president may defer specific public comment to the appropriate agenda topic.</i>		Info
10:05 a.m.	President's Report (Henry Lorenzen, 5 minutes) <ul style="list-style-type: none">Consent Agenda <i>The consent agenda may be approved by a single motion, second and vote of the board. Any item on the consent agenda will be moved to the regular agenda upon the request of any member of the board.</i>August 9, 2023, Board Meeting MinutesSeptember 13, 2023, Board Workshop MinutesR1008 Authorizing an Extension to a Public Relations and Communications Services Contract with Colehour and Cohen (C+C)	Tab 1	Action
10:10 a.m.	Budget Workshop (Michael Colgrove, 120 minutes) <ul style="list-style-type: none">Budget Workshop with Facilitator Angie Thomson		Info
12:10 p.m.	Lunch (55 minutes)		
1:05 p.m.	Board Meeting Call to Order (Henry Lorenzen)		
1:05 p.m.	Invitation for Public Comment (30 minutes) <i>The president may defer specific public comment to the appropriate agenda topic.</i> <i>Written public comment on the proposed budget will be accepted from October 4th to October 18th, 2023.</i>		Info
1:35 p.m.	Budget Workshop Cont. (Michael Colgrove, 50 minutes) <ul style="list-style-type: none">Budget Workshop with Facilitator Angie Thomson		Info
2:25 p.m.	Executive Director Report (Michael Colgrove, 45 minutes) <ul style="list-style-type: none">CBO Engagement Activity - Guest Speaker Nate McCoy, National Association of Minority ContractorsCommercial and Industrial ActivityRural Activity		Info
3:10 p.m..	Committee Reports (Board Chairs, 50 minutes) <ul style="list-style-type: none">Compensation & Human Resources Committee (Eric Hayes)Finance & Audit Committee (Susan Brodahl)<ul style="list-style-type: none">Briefing paper on CLEAResult Business Lighting Contract Extension	Tab 2 Tab 3 Tab 3	Info Info Info

Committee Reports (Continued)

- Nominating and Governance Committee (Roland Risser) **Tab 4** Info
 - R1009 Amendment of Contract Execution and Oversight Policy No. 5.05.009-P **Tab 4** Action
 - R1010 Revision of Fuel Switching Policy to Aligning with Oregon's Decarbonization Policies No. 4.03.000-P **Tab 4** Action
- Ad hoc Diversity Equity and Inclusion Committee (Melissa Cribbins) **Tab 5** Info
- Ad hoc Strategic Planning Committee (Susan Brodahl) **Tab 6** Info
- Conservation Advisory Council (Peter Therkelsen) **Tab 7** Info
- Diversity Advisory Council (Michael Colgrove) **Tab 8** Info
- Renewable Energy Advisory Council (Susan Brodahl) **Tab 9** Info

4:00 p.m. Adjourn Meeting (Henry Lorenzen)

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Energy Trust of Oregon Board of Directors
will be held November 8th, 2023, on Zoom and
at 421 SW Oak Street, Portland OR 97204**

Table of Contents**Tab 1 Consent Agenda**

- August 9, 2023, Board Meeting Minutes
- September 13, 2023, Board Workshop Minutes
- Briefing Paper: Authorizing an Extension to a Public Relations and Communications Services Contract with Colehour and Cohen (C+C)

Tab 2 Compensation and Human Resources Committee

- August 23, 2023, Committee Meeting Minutes

Tab 3 Finance and Audit Committee

- July 28, 2023, Committee Meeting Minutes
- June 2023 Financial Report Package
- August 29, 2023, Committee Meeting Minutes
- July 2023 Financial Report Package
- Briefing paper on CLEAResult Business Lighting Contract Extension

Tab 4 Nominating and Governance Committee

- August 11, 2023, Committee Meeting Minutes
- September 8, 2023, Committee Meeting Minutes
 - Briefing Paper: Amendment of Contract Execution and Oversight Policy No. 5.05.009-P R1009
 - Briefing Paper: Revision of Fuel Switching Policy to Aligning with Oregon's Decarbonization Policies No. 4.03.000-P R1010

Tab 5 Ad hoc Diversity Equity and Inclusion Committee

- August 2, 2023, Committee Meeting Minutes
- September 6, 2023, Committee Meeting Minutes

Tab 6 Ad hoc Strategic Planning Committee

- August 11, 2023, Committee Meeting Minutes
- September 1, 2023, Committee Meeting Minutes

Tab 7 Conservation Advisory Council

- July 26, 2023, Council Meeting Notes

Tab 8 Diversity Advisory Council

- July 12, 2023, Council Meeting Notes

Tab 9 Renewable Advisory Council

- July 26, 2023, Council Meeting Notes

Tab 10 Evaluation Update

- Executive Summary GeoTEE Phase Three Process Evaluation
- Process Evaluation of Energy Trust of Oregon 2022 Business Lighting Program
- Process Evaluation of Energy Trust of Oregon 2022-2023 New Buildings Program

Tab 1

Board Meeting Minutes—215th Meeting

August 9, 2023

Board members present: Susan Brodahl, Melissa Cribbins, Thelma Fleming, Anne Haworth-Root, Henry Lorenzen, Jane Peters, Roland Risser, Ruchi Sadhir (for Janine Benner, Oregon Department of Energy special advisor), Silvia Tanner, Letha Tawney (Oregon Public Utility Commission ex officio), Peter Therkelsen, Bill Tovey, Ellen Zuckerman

Board members absent: Eric Hayes, Ellsworth Lang

Staff attending: Nicole Bebb, Melanie Bissonette, Shelly Carton, Sarah Castor, Scott Clark, Amber Cole, Michael Colgrove, Tara Crookshank, Hannah Cruz, Elaine Dado, Chris Dunning, Emily Estrada, Emily Findley, Sue Fletcher, Taylor Ford, Michael Fritz, Lidia Garcia, Fred Gordon, Jeni Hall, Alanna Hoyman-Browe, Betsy Kauffman, Oliver Kesting, Cody Kleinsmith, Alina Lambert, Debbie Menashe, Kyle Morrill, Giang Nguyen, Alex Novie, Natalia Ojeda, Kirstin Pinnit, Elaine Prause, Helen Rabold, Danielle Rhodes, Thad Roth, Lizzie Rubado, Laura Schaefer, Tracy Scott, Abby Spegman, Greg Stokes, Julianne Thacher, Amanda Thompson, Patrick Urain, Jay Ward

Others attending: Kate Ayres (Oregon Citizens' Utility Board), Stephanie Berkland (TRC (Total Resource Cost) Companies), Jeff Bissonette (NW Energy Coalition), Lori Blattner (Intermountain Gas), Kellye Dundon (NW Natural), Ross Finney (RHT Energy), Terrance Harris, Randy Hastings (DThree), Jennifer Hill-Hart (Oregon Citizens' Utility Board), Noorulanne Jan (Earth Justice), Brooke Landon (Clearesult), Tim Lynch (Multnomah County), Dolores Martinez (EUVALCREE), Lisa McGarity (Avista), Mary Moerlins (NW Natural), Noemi Ortiz (Cascade Gas), Representative Pam Marsh, Megahn Pinch (Avista), Greer Ryan (Climate Solutions), Brian Stewart (Electrify Now)

Business Meeting

Henry Lorenzen called the meeting to order at 10:02 a.m. He explained the Zoom platform and asked attendees other than board members to leave their video off and mute their microphones until asked to speak in public comment. Henry then noted that the board welcomes public comments and asked that comments be limited to 5 minutes.

General Public Comments

Greer Ryan, Clean Buildings Policy Manager with Climate Solutions complimented Energy Trust programs as a resource to the region. Greer then expressed concerns with Energy Trust's current Fuel Switching Policy, considering it a barrier to customer choice, and support for the updated policy language to support customers and utilities in responding to climate crisis and meeting compliance goals. Greer stressed that Energy Trust is key to helping customers by education and deployment, and she and Climate Trust look forward to working with Energy Trust.

President Henry Lorenzen noted that the proposed policy changes on the board's current Fuel Switching policy would be discussed later in the meeting and that the board would take additional public comment later in the meeting. Additional comments were expected based on the sign-up list.

President's Report

President Lorenzen then presented his President's Report. Henry described Energy Trust's origins as part of the region's efforts and focus on energy efficiency following cost overruns to the regional energy system. In the 1970s and 1980s, in response to what was perceived as an investment crisis in the Washington Public Power System, the U.S. Congress recognized that energy efficiency was a much more cost-effective way of meeting potential load growth than building expensive, and then possibly unneeded, generation. Henry said that the focus on cost is now giving way to a new era with a focus on a cleaner energy system. The generation system is moving to a high percentage of renewable power. With that come new issues of cost, but also reliability. Energy efficiency will still play a dominant role. Energy Trust will be called upon to do more, and to do so it may take looking at our concepts of cost-

effectiveness differently, with recognition of new risks. Still, Energy Trust will need to focus on how to go about accomplishing its stated outcomes, marshalling its resources to do so. What those desired outcomes are and the best possible way to achieve them will be with the topics discussed in developing the organization's next strategic plan. It is an important discussion for the board, Energy Trust's funding utilities, and for all Energy Trust stakeholders. and it will be important to recognize that there could be significant risks that are not being accounted for, so it very well may be that Energy Trust will be called upon to acquire energy efficiency more aggressively. This topic raises some questions and strategics, and we will have to define the desired outcomes, as well as the most cost-effective way to achieve those outcomes, keeping cost effectiveness as a goal. We will also need to identify the best ways to marshal our resources. This will be explored in the Energy Trust strategic plan and will stimulate important discussions among board members and stakeholders. Henry described this as an exciting time, but a little scary

Henry noted that this is both an exciting, although scary, time in which we move to a more complex world to achieve more than has been needed before, energy efficiency, reducing system generation infrastructure costs, equity, and reduction of carbon.

Consent Agenda.

Henry Lorenzen reminded the board that consent agenda items can be changed to regular agenda items at any time at the request of any board member.

MOTION: Approve consent agenda

Consent agenda includes:

1. June 15, 2023, Board Meeting Minutes

Moved by:	Roland Risser	Seconded by:	Bill Tovey
Vote:			
	In favor:	11	Abstained: 0
	Opposed:	0	

Executive Directors Report

Executive Director Michael Colgrove welcomed the board and visitors. Mike pointed out that the first slide in his presentation showed a photo of a couple in Albany who recently installed a solar plus storage system, using Energy Trust is new solar plus storage incentive package. Mike then turned to his report which had three parts: Rural Activity, Community Based Organization (CBO) Engagements Update, and Commercial & Industrial Program Activity Updates.

Rural Engagement update

On rural activity, Mike noted that Energy Trust is on track to meet goals for sites served in rural areas. Moreover, there is a higher uptake of certain measures, like insulation, in rural areas. Incentive amounts paid by region in all areas are up as compared to this time in 2022, including the rural areas. Board members asked questions about ways to measure penetration trends, and Mike explained that work is ongoing in diverse ways to characterize penetration information.

Mike also shared information about certain events in which Energy Trust participated, including the Playa 23 Statewide Rural Energy Convening, which Director of Programs Tracy Scott and Senior Outreach Manager Karen Chase attended. Key learnings from this engagement included capacity

constraint concerns expressed by CBOs (Community Based Organizations) as they anticipate increased federal funding.

CBO Engagements update

In reporting further on CBO engagement, Mike showed a map of Energy Trust's 168 CBO relationships across Oregon to demonstrate how Energy Trust is building new relationships and knowledge about CBO communities that is helpful for our programs and in program design.

Commercial and Industrial Program Activity Updates

Mike did a high-level review of Commercial and Industrial program results for the first two quarters. In general, electric savings are coming in at goal or exceeding goal, in the case of Pacific Power. But gas savings are below goal, and the programs are implementing new strategies to increase savings aided by this forecast information.

Mike then introduced a guest speaker, Stephanie Berkland, TRC Senior Program Manager for Energy Trust's Existing Buildings Program. Stephanie provided an overview of what is going on here in Oregon, how the program is responding, and then a little bit about what TRC is seeing in its portfolio of energy efficiency programs across the United States.

Stephanie explained that business sectors that have been significant sources of savings for Energy Trust's commercial efficiency programs are still recovering from the effects of the pandemic. Many businesses, particularly small businesses, are staff constrained. In lighting programs, direct installation offers are available, but in the commercial programs higher incentives that do not cover the entire cost of efficiency measures do not seem to be enough.

Some building customers also are holding on projects as they await more information about how to obtain expected federal funding, including from the Inflation Reduction Act (IRA). TRC is working closely with government buildings motivated by policy compliance and funding.

Challenges that efficiency programs are facing everywhere include continuing supply chain delays and increasing equipment costs, lack of skilled contractor workforce for complex projects, program participant staff turnover, and policy dynamism.

The program is responding to these challenges by promoting measures that are not as impacted by supply chain challenges, targeting bonuses and increasing incentives to counter increasing costs, focusing on priority community opportunities, launching in-house retro-commissioning services to help with lighter touch retro-commissioning work for quicker and timely energy efficiency savings, providing administrative support and information about co-funding opportunities to program participants.

Stephanie continued that in other programs across the United States, TRC is seeing more multi-year program planning to address some of these challenges, particularly to incorporate future additional funding. Also, other programs are looking at cost-effectiveness from a program or portfolio level, and not at the measure level, which creates great cost-effective program offerings.

Stephanie thanked the board for the opportunity to present information on the Energy Trust commercial programs, and board members thanked Stephanie. Board members also asked questions about how TRC is helping customers navigate the many possible federal funding opportunities and also asked for recommendations. Stephanie and Mike, as well as Ruchi Sadhir, ODOE (Oregon Department of Energy) Associate Director, discussed the importance of the state energy offices, like ODOE, to provide some of this assistance. Board members expressed their interest in looking at IRA funding as important for supplementing Energy Trust programs to support customers.

Michael Colgrove and the board thanked Stephanie for her time and the information presented.

Mike then noted that the board packet contained the draft NEEA (Northwest Energy Efficiency Alliance) 2025-2029 Strategic and Business Plans for the board's information. NEEA's executive director, Becca Yates, will address the board at a future meeting to discuss the plan.

2024 Budget Development

Tracy Scott, Director of Energy Programs, joined Executive Director Michael Colgrove to provide an initial overview of the development of the Energy Trust 2024 budget.

Mike and Tracy explained that Energy Trust's funding utilities have carbon mitigation compliance obligations that have emerged out of Oregon's aggressive carbon reduction goals. By 2030, at least 80% reductions in carbon emissions from the utility industry is required. Energy Trust's energy efficiency and renewable energy programs are among the strategies to help reach these targets, and the Oregon Public Utility Commission (OPUC) as well as Energy Trust's funding utilities are asking Energy Trust how to get savings sooner and at higher levels. For purposes of budget planning over the next years, Energy Trust is, therefore, looking to accelerate and expand its program results.

Mike has asked staff to ask themselves these questions in order to do their budgeting: How much more can we get? How would we attain it? What more do we need from them to do it?

Mike and Tracy have asked staff to think bigger and aggressively to drive the market forward, make offerings compelling to all customers, especially those who have not participated before, and to make participation simpler.

With this direction, Tracy's staff and the entire organization are shifting to a multi-year planning and budget mentality. The 2024 budget is developing as one that invests in particular areas that can be the foundation for greater and faster savings. These foundational investments include the following: expanding Energy Trust's delivery network through trade allies, community based organizations, and other non-traditional program delivery entities; investing in workforce development to make sure there is workforce ready to install the energy efficiency and renewable energy technology that can achieve accelerated and expanded carbon reduction goals; and working on Energy Trust's internal capacity to do this acceleration and expansion.

The OPUC has asked Energy Trust what regulatory support it needs, and Mike reported that together Energy Trust and OPUC staff are looking at ways to increase avoided cost measures, applying cost-effectiveness testing at the program and portfolio level, and to consider measures aimed at low and moderate income customers differently in cost-effectiveness calculation. With tools like differentiated rates and consideration of energy burden, as permitted under Oregon HB 2475, the OPUC has regulatory tools to support this kind of planning.

Mike and Tracy also described ways in which external and supplemental funding, like that coming out of the IRA, are being anticipated expand the reach of programs, explaining that programs are planning now for supplemental funding in the next few years.

Board members asked a number of questions, including about the magnitude of carving out measures for low to moderate income customers and about outreach to diverse businesses. Board members expressed support for the approach, especially around new ways to consider cost-effectiveness and avoided cost.

Mike and Tracy thanked board members for their good questions and attention.

Adjourn for Lunch

The meeting adjourned for lunch at 12:23 p.m. President Henry Lorenzen called the meeting back to order at 1:15 and repeated the protocols for the Zoom/hybrid meeting. The next agenda item is public comment, and Henry noted that the board is particularly interested comments regarding the proposed revisions to the fuel switching policy, but other topics may be discussed too

General Public Comments

Oregon State Representative Pam Marsh made the first public comment and thanked the board for the opportunity. From southern Oregon, Representative Marsh noted that she has firsthand experience with climate change impact and served on the legislature's Rebuilding Task Force which considered many strategies for addressing climate change, including dual fuel heating/cooling systems. The policy changes proposed are timely, according to Representative Marsh, explaining that IRA funding is key, and this policy connects that money to Energy Trust's tremendous work. Representative Marsh continued to ask the board to consider whether timing is right for providing fuel switching information to customers who are interested.

Jennifer Hill Hart-Oregon Citizen's Utility Board (CUB) Policy Manager commented next and thanked the board for the opportunity. CUB supports the revised policy language, noting it references that Energy Trust's energy efficiency work is least cost/least risk carbon mitigation strategies, and this work helps mitigate ratepayer bill impact.

Brian Stewart, Co-Founder of Electrify Now provided comments regarding the importance of Energy Trust's alignment with state decarbonization policies. Mr. Stewart expressed appreciation of the clarified language in the revised policy and encouraged Energy Trust to use its platforms to inform customers about options. He also expressed appreciation for the transparency of the policy revision process and urged the board to approve it.

Mary Moerlins, Northwest Natural Gas Director of Environmental Policy and Corporate Responsibility expressed her appreciation for the opportunity to comment. Northwest Natural understands the objectives of the revised policy language and does not oppose it. Northwest Natural wants to ensure ongoing communication about decarbonization efforts and wants to ensure that separate funding streams are appropriately maintained and do not affect Energy Trust's focus on its core work.

Jeff Bissonette, member of Energy Trust's Conservations Advisory Council and representative of Northwest Energy Coalition said the Energy Trust is on the right path with this policy revision. The policy language revisions put energy efficiency front and center and connects it to the new and important focus on decarbonization. Jeff supports the policy because it puts the emphasis on customers, which is consistent with what Energy Trust does. He also described Energy Trust's history of good stewardship of multiple funding streams.

Discussion of Proposed Revisions to the Fuel Switching Policy 4.03.000-P

Roland Risser, chair of the board's Nominating & Governance Committee, which has been reviewing revisions to the current Fuel Switching Policy, thanked the public for commenting on the proposed revisions to the policy.

The board then discussed the revised policy, reflecting on the stakeholder feedback received both through public comment and in utility meetings and the recent CAC discussion on the topic. Board members asked for any feedback groups, and Debbie Menashe responded that there was not outreach to specific customers on this topic. Board members want to make sure that the policy revisions keep the customer's perspective in mind. Board members also expressed support for the way the revisions to the policy focus on energy efficiency and its important role in decarbonization, a focus reflected in many state policies, in Oregon and in other states such as Minnesota, Colorado, and Illinois.

Additionally, board members discussed how revising the policy to permit external funding for decarbonization programs, even those that are directed to electrification, is timely given expected federal funding resources. Board members inquired about coordination with ODOE on its rebate programs and other funding, including heat pump installation programs and the expected U.S. DOE funding for efficient homes and appliances. Ruchi Sadhir reported that although state applications are not due until January 2025, but ODOE is prioritizing deployment preparation for the program.

The board expressed its support for the policy revisions and asked the Nominating & Governance Committee to make any revisions based on public comment and stakeholder input and then return to the board with a recommendation in October.

Community and New Initiatives Update

Tracy Scott, Director of Programs, and Alex Novie, Sector Lead Community and New Initiatives updated the board on the newest Energy Trust sector, Communities and New Initiatives sector, known as CaNI. Alex and Tracy explained that the CaNI sector is a strategic hub, connecting programs and outreach teams, and then scaling resources across programs to address community needs that are emerging in different ways and not always along the lines of utility customer sectors. CaNI has three portfolio areas: Communities, Equity and Advisory, Measure and Offer Development and Analytics, Utility strategy and Support.

Board members asked questions regarding the budget for the new sector, and Tracy explained that for the first few years, the new sector will have its own budget, with future blending as a possibility in future years as the work becomes more integrated.

Committee Reports

Compensation & Human Resources Committee

Energy Trust General Counsel Debbie Menashe reported on the July Compensation & Human Resources Committee meeting. Debbie referred the board to the committee notes in the board packet and noted that the 401k plan health, in terms of contributions and participation, continues to be good as monitored.

Finance & Audit Committee

Susan Brodahl, Finance & Audit Committee chair, referred to the materials in the board packet, both the notes and the financials.

Nominating & Governance Committee

Roland Risser, Nominating & Governance Committee chair also referred to the materials in the board packet. Roland referred the board to take note of the committee's discussions on policies that may be retired from the board policy list and referred to staff. A formal recommendation is expected to come to the board later in the year after further discussions at the committee.

Ad hoc Diversity Equity and Inclusion Committee

Michael Colgrove reported on the ad hoc Diversity, Equity and Inclusion Committee. Mike informed the board that the last two meetings of the committee were scheduling and planning.

Ad hoc Strategic Planning Committee

Susan Brodahl, ad hoc Strategic Planning Committee chair reported on the committee's activities. Susan advised the board that 1961 Consultants will be engaged to support the effort. The committee will be meeting soon to complete a proposed charter. Susan noted also that plans are underway for board learning papers on strategic issues will be about the envisioned future. The Finance & Audit Committee invited ad hoc Strategic Planning Committee members to their last meeting for coordination in thinking on budget and strategic planning.

Conservation Advisory Council (CAC)

Peter Therkelsen, board liaison to the CAC, noted that the notes on May and June CAC meetings are reflected well in the notes in the board packet. Peter also reported that there was a good and similar discussion on proposed revisions to the fuel switching policy and also good feedback on budget inputs at the July CAC meeting.

Diversity Advisory Council (DAC)

Michael Colgrove reported on recent DAC meetings. He highlighted two matters: The Energy Trust internal DEI Committee has presented proposed metrics for evaluating the Energy Trust DEI plan. Two things to highlight: Internal DEI Comm (staff) is charged with overseeing DEI plan and has presented its proposed plan metrics to the DAC and received good feedback. Mike noted that the Energy Trust Q2 report will contain progress reporting with respect to the DEI Plan. Board members asked how the OPUC equity performance measures relate to the DEI Plan metrics, and Mike explained that the OPUC equity metrics are overlaid on these DEI metrics.

Additionally, Mike advised the board that there are currently two vacancies on the DAC, and he is working with committee members on recruitment.

Renewable Energy Advisory Council (RAC)

Betsy Kauffman, Renewable Energy Sector Lead, reported on the June RAC meeting. At that meeting, most discussion focused on feedback on ending regular residential solar incentives for residential. Betsy explained that program is refocusing on resilience and equity targeted community incentives, with technical support for all solar, solar trade allies, and education. RAC feedback for these changes was supportive.

Break

The Board adjourned for a short break for 5 minutes and re-convened at 3 p.m.

Legislative Session Wrap Up

Energy Trust's Policy Services Team, Jay Ward, Hannah Cruz and Natalia Ojeda, presented a wrap up of the 2023 Oregon legislative session. Nearly 2900 bills were introduced. Despite the frenzied last two weeks, several energy policies were passed.

Hannah provided details on some key bills that will impact Energy Trust programs. HB2531 prohibits distribution of CFLs (compact fluorescent lamps) in Oregon by January 2024 and other CFLs in January 2025. Energy Trust programs will be affected because incentives and savings rationale disappears with less efficient lighting is not in the market. We are working with OPUC to understand savings impact. Board members asked to be kept informed about savings impacts.

Hannah also described the various sections of the Climate Resilience Package bill, HB3630, which includes a number a new programs and tasks for ODOE: development of an Environmental Justice/Tribal Navigator, Strategic Energy Strategy by end of 2025, county energy resiliency planning grants, and home energy efficiency rebate programs to be ready place for federal funding.

Natalia provided additional information on HB3409 which extends a solar/battery program, provides commercial building performance standards, and creates a large heat pump program called the Healthy Heating & Cooling for All program.

The session also saw more requirements for "smart" state buildings and extension to the solar plus storage and community solar programs. Energy Trust is also tracking bills that update state water policy for any intersections with Energy Trust's irrigation modernization program.

The Policy Services team provided more information on bills that did not pass and looked ahead to the coming session where bills on campaign financing, education/literacy, transportation/electrification are expect to emerge.

Jay announced that that this will be his last board presentation as a member of the Policy Services team because he is retiring. Jay thanked the board and expressed his gratitude for his work with

Energy Trust. On behalf of the board, Henry thanked Jay for his work with Energy Trust, the board, and the legislature.

Adjourn

The meeting adjourned at 3:33 p.m.

The next regular meeting of the Energy Trust Board of Directors will be held Wednesday, October 11, 2023, at 10 a.m. both online via Zoom and at Energy Trust of Oregon, Inc., 421 SW Oak Street, Suite 300, Portland, Oregon.

Signed: Eric Hayes

____/____/____
Date

Board Workshop Minutes—216th Meeting

September 13, 2023

Board members present: Susan Brodahl, Thelma Fleming, Ellsworth Lang, Henry Lorenzen, Jane Peters, Roland Risser, Silvia Tanner, Letha Tawney (OPUC ex-officio), Peter Therkelsen, Bill Tovey, Ellen Zuckerman

Board members absent: Melissa Cribbins, Eric Hayes, Anne Haworth Root

Staff attending: Adam Bartini, Eric Braddock, Sarah Castor, Emma Clark, Scott Clark, Amber Cole, Michael Colgrove, Hannah Cruz, Elaine Dado, Lindsey Dierksen, Sue Fletcher, Lidia Garcia, Fred Gordon, Mana Haeri, Katie Hughes, Oliver Kesting, Debbie Menashe, Themba Mutepfa, Alex Novie, Natalia Ojeda, Kirstin Pinit, Amanda Potter, Helen Rabold, Danielle Rhodes, Thad Roth, Lizzie Rubado, Heather Salisbury, Laura Schaefer, Sloan Schang, Chris Smith, Tracy Scott, Julianne Thacher, Amanda Thompson

Others attending: Susan Badger-Jones, Andy Cameron (for Janine Benner, ODOE Special Advisor), David Clement (NEEA), Randy Hastings (DThree), Brooke Landon (CLEAResult), Lisa McGarity (Avista), Rhea Standing Rock

Henry Lorenzen called the meeting to order at 10:06 a.m.

End Use Load Research Project (Sarah Castor)

Sarah Castor provided an update on the End Use Load Research Project (EULR). Funding was first authorized by the board in 2017. At that time, the board asked for periodic updates on the project. Sarah provided a high-level overview of the project, why it is important, and who is involved.

EULR is a regional project conducted by NEEA to meter residential and commercial electric end uses. The cost of the project exceeds more than \$14 million, funding provided by NEEA funders in addition to their regular market transformation funding. Energy Trust provides just over \$2 million for EULR. This project is important to Energy Trust because it will provide more robust and current end use load information, information that is important to help understand time value of energy savings for planning and program design.

The work of EULR is staffed by David Clement at NEEA, overseen by a steering committee, on which Michael Colgrove sits, and supported by a working group that Sarah Castor participates in. Evergreen Economics is engaged as a consulting to the project.

EULR monitors 403 residences, a mix of homes in all climate territories of Energy Trust's service areas. On the commercial side of the project, there are 70 buildings metered, targeting HVAC end-uses.

Although delayed during the pandemic, all meters were installed by Q2 of 2023. Energy Trust expects to have a final report and data in 2026.

Board members asked questions about the project, including about granularity and seasonality of the usage data and how it will impact analyses for system planning, forecasting, and load shape understanding. Data is mostly in one-minute intervals, which provide possibilities for improved planning and analyses.

Board members expressed appreciation for EULR, noting that it is important updated research and requested ongoing updates, especially with anything relevant to the Energy Trust's development of its next strategic plan over the coming year.

Marketing and Outreach Report (Sloan Schang, Sue Fletcher, Mana Haeri)

Sloan Schang, Marketing and Communications Lead, and Sue Fletcher, Senior Communications and Customer Service Manager, presented an update on marketing and outreach work. Sloan and Sue were joined by Mana Haeri, Programs Marketing Lead. The presentation covered how marketing and outreach functions work together across programs. All aspects of the marketing and outreach efforts are focused on building long-term relationships. Marketing & Communications includes events, advertising and social media, public relations, as well as working with utilities. On the outreach side, there is expertise about our programs, engagement, and partnerships with communities and organizations. It all comes together in the customer experience to make it as streamlined and effective as possible.

There has been a needed mindset shift to think of our customers as people first and foremost, not merely as customers of first of certain sectors. As an example, Sloan showed a video about Jimenez Farms, a short customer success story. These success stories are possible when Energy Trust approaches customers as relationships first and not just transactions. Gaining trust is key, and it's important to be collaborative partners, contribute to the public good, and catalyze solutions in order to keep people pointed in the same direction.

Sloan provided a trust-building path: Awareness, Consideration, Participation, Project Completion and Advocacy. Through building relationships with customers, customers can be advocates for Energy Trust and its programs.

Building relationships with customers depends greatly on working with and in communities. Energy Trust now has more than 160 community-based organization relationships, which continue to grow. Staff engage in many events with expanded field staff statewide. Energy Trust currently has more than 20 media campaigns ongoing, increased investment in public relations, and twenty-one Working Together Grants that we have provided statewide. Sue added more information on Working Together Grants awarded, all with the overarching goal of increased awareness and participation in Energy Trust programs.

Mana then explained Energy Trust's approach and focus on multicultural and inclusive marketing, which is focused and tailored to specific communities, cultures, and subcultures. To do this, Energy Trust invests in research, team building, marketing channel selection, and creative direction, and staff has seen results in penetration and greater insight into more communities of customers over the last year.

Sue then shared another example about our work with the Latino Business Alliance, a membership organization with which Energy Trust has worked together over time to build trust. Staff presented another video success story featuring John Paul at Cameron Wine, which illustrated Energy Trust's work with rural and agricultural customers.

The board noted that they very much enjoy the agricultural stories, as they are so fundamental to our work, and they enjoy seeing the positive impacts of Energy Trust's work, noting that these stories are useful to remind all of the important work of Energy Trust. Board members asked that staff measure outcomes based on information received from customers, and staff assured the board that information gleaned already from this deeper work with customers permits staff to pivot in program design as needed to achieve savings and generation results.

2024 Board Meeting Planning (Michael Colgrove)

The board engaged in a brief discussion around planning for the 2024 year, including where to have the regional board meeting. The board decided to revisit Hood River as a possible location. Hood River, and various community projects there were intended as the destination for the 2022 regional meeting, that was postponed due to Covid. The board discussed a general preference to hold their regional board meeting in May.

Lunch

The board broke for lunch at 11:30. President Henry Lorenzen called the meeting back to order following lunch at 12:30 pm.

Program Deep Dive: Industrial and Agriculture (Amanda Potter)

Amanda Potter presented a high-level overview of the Industrial and Agriculture Program, including industries served, both on the electric and gas side. Industries include food processing, wood products, computer and electric manufacturing, metals manufacturing, field crops, refrigerated warehousing and storage, fabricated metal products manufacturing, water and wastewater treatment, greenhouses and indoor agriculture, and beverages. The program is organized into two tracks: custom and standard. Energy 350 is the Program Management Contractor. In addition, CLEAResult is delivering the lighting track for Industrial and Agriculture customers. In 2024, the downstream portion of the lighting program delivery will be handled by Energy 350 for more streamlined customer experiences. Amanda also described the business lighting program's three tracks: downstream, midstream, and the small business direct install program. Amanda noted that the program has specific focus on include serving priority customers (those not previously served by the program) by engaging with community-based organizations, embedding cultural responsiveness, enrolling and supporting diverse trade allies, and diversifying implementation teams.

Amanda shared our 2023 electric savings portfolio, which includes Custom at 43%, SEM (Strategic Energy Management) at 14%, Standard at 16% Lighting at 18%, and Mega-projects at 9%. On the gas savings portfolio, we have Custom at 57%, Standard at 41% and SEM at 2%. She also covered trends by track and the strategies being put in place to accelerate savings: the standard path is the simplest, and it plays an important role for customers in rural areas. She highlighted key measures on the standard track over the past five years, noting that irrigation is at 42% on the electric side and green house measures are at 40% on the natural gas side. Cannabis is a big driver of savings in 2022 and 2023. We are accelerating the standard track to increase incentives for all of our measures, and adding more outreach staff to develop relationships and obtain more projects. Customers can participate in some or all our tracks.

Amanda also provided information about key measures in the custom tracks, which include HVAC (5%), Pumping (12%), and Dust Collection (2%) as examples for electric, and Heat Recovery (7%), Process Heat (16%), Boiler (16%) and HVAC (3%) as some examples on the gas custom track. She noted trends in these tracks, which include strong tech savings with PGE, and noted that custom capital project pipelines were slow to recover for NW Natural and PAC, as they had pipeline and labor issues. The acceleration opportunities for the custom track include also increasing incentives and outreach staff to pursue early design stage planning and SEM participation.

Amanda then described the SEM offerings, which are first year SEM and continuous SEM. The first-year program has a well-developed curriculum for a cohort. For Continuous SEM, continuing participants are supported with a network and tools to track their work. SEM savings remain strong, and graduates are showing continued interest. There has been increasing interested from priority and municipal customers. Some acceleration plans include increasing incentives, and focusing actions on

measuring savings, as well as new SEM activities such as “treasure hunts” for savings at customer sites.

The board asked questions about the program tracks, with most questions about SEM. SEM, board members noted, has been shown to have a multiplier effect in efficiency programs and can support customer decarbonization efforts.. Board members asked how to reduce barriers to SEM participation, and staff described that the largest barrier is customer time. Remote and virtual SEM cohort meetings has been an important tool to make the offering more efficient for customers. Also to support customers, Energy Trust continues to find ways to simplify participation and provide useful tools like an energy tracking tool for SEM participants. Board members asked for more information about the software and tracking tool, and Laura Schaefer, SEM Program Manager, promised to provide a separate webinar to demonstrate the software.

Amanda then presented key measures within lighting portion of the Industrial and Agriculture Program, highlighting a mix of measures that have been changing over the past several years. Lighting offerings will be affected by HB 2531, which eliminates fluorescents from the market in 2023. Board members discussed the types of measures that are still in the program: controls, exterior lighting, and grow lighting, and also discussed how this change is a success story. Lighting savings from measures installed are savings that will continue.

Amanda noted that small business direct install lighting program has also become an important part of the market, especially for priority customers. Energy Trust is considering requesting an exception to the statutory changes on lighting to be able to continue to offer the self-direct program in order to continue to support these small business customers. Acceleration of savings will require focus on reaching these customers and learning from program success, especially for rural customers.

The board thanked Amanda for her comprehensive and information presentation.

Executive Session (Michael Colgrove)

The board adjourned to executive session pursuant to bylaws section 3.19.1 to discuss internal personnel matters at 1:35 p.m.

Adjourn

President Henry Lorenzen adjourned the meeting at 3:45 p.m.

The next regular meeting of the Energy Trust Board of Directors will be held Wednesday October 11, 2023, at 10:00 a.m. held virtually on Zoom and at 421 SW Oak St., Portland, OR 97204.

Signed: Eric Hayes Date ____/____/____

Finance & Audit Committee Briefing Paper

Extending contract with C+C for public relations services in 2024

October 11, 2023

Summary

Energy Trust staff recommends that the board of directors authorize the executive director to sign a one-year extension amendment to its contract with Colehour and Cohen (C+C) for public relations (PR) and communications services.

In 2021, Energy Trust selected C+C as its PR and communications agency through a competitive request for qualifications based on competitive costs, expertise in clean energy and in Oregon, demonstrated experience working with nonprofits and public agencies, a strong multicultural team with a record of success engaging communities of color and rural communities, and online strategy expertise. As documented in Resolution 959, the board authorized the executive director to sign a contract with C+C for an initial two-year term of 2022 and 2023, consistent with board approved budgets. The board also authorized three optional one-year extensions, such extensions to be approved by the board upon demonstration of satisfactory completion of performance criteria for the services to be provided under the contract.

Energy Trust has worked productively and satisfactorily with C+C to drive program participation and build awareness among eligible customers. C+C has satisfactorily met and exceeded its current contract contractual performance criteria. Since 2022, C+C's contracted services have resulted in approximately \$93.3 million in publicity value from articles in print, broadcast and online media outlets through quarter two 2023.

The contract extension amendment recommended by staff allows Energy Trust to continue to leverage C+C's external PR expertise, relationships, and multicultural and diversity, equity and inclusion experience and apply limited staff resources to other high-priority work.

Background & Discussion

PR is an important strategy for Energy Trust to meet organizational goals by driving program participation through building awareness and trust with customers and stakeholders. Working in concert with outreach and advertising, it introduces our services to customers through their trusted media channels, priming them to turn to Energy Trust when they are ready to invest in clean energy.

Because stories in news outlets are independently verified by a third party, PR is one of the most effective ways to build credibility and establish our brand as a trustworthy navigator driven to help people and communities thrive.

Awareness and trust are essential to reach customers who face high barriers to participation (low- and moderate-income, communities of color, rural, small businesses) and whose participation is a critical piece of achieving ambitious savings goals.

Through PR, Energy Trust seeks to reach and inform residential, commercial and industrial customers, renewable energy project developers and stakeholders such as contractors, business associations, cities and counties, local elected officials, community-based

organizations, clean energy industry organizations and reporters and publishers around the state.

PR activities include earned media (media relations; press releases; promotion of customer success stories, project highlights, program news and promotions; and reporter relationships), paid media (articles authored by Energy Trust, media partnerships, influencer engagement, paid social media), owned media (content on Energy Trust's social media accounts, blog, newsletters and website) and events that garner media coverage and attendance by stakeholders and potential participants (such as customer ribbon cuttings).

C+C's PR services since 2022 have demonstrably resulted in greater reach and spread of information to Energy Trust customers. C+C's 2024 scope of work, if the contract is extended, would include strategy, planning and execution of proactive and reactive media relations; a comprehensive consumer marketing strategy that complements outreach, brand advertising and program marketing; cross-cultural and culturally specific media strategies to reach Hispanic/Latino, Black/African American and Tribal communities; media training for spokespeople; content creation for earned and owned channels; events management as needed; communications consulting; and reporting on media activity and value.

Additionally, C+C's approach to diversity, equity and inclusion aligns well with Energy Trust's program participation and diversity, equity and inclusion goals. The agency's multicultural team is integrated into all of C+C's work and ensures that every PR or marketing campaign resonates across language and culture. C+C approaches multicultural communications through transcreation, which goes beyond literal translation and considers both language and cultural context to deliver effective, culturally responsive and equitable PR and marketing campaigns to multicultural communities.

Established Performance Criteria for Extension and Results

Energy Trust and C+C have worked together to establish quantifiable performance criteria based on publicity value and reach of C+C's services. As described below, staff conclude that C+C's consistent performance warrants an extension of their contract.

From January 1, 2022, through June 2023, PR investments of \$778,000 have resulted in 500 news stories with a publicity value of \$93.3 million. (Energy Trust will spend an additional \$334,000 on PR through the end of 2023, for a total two-year budget of \$1.1 million.) Annual publicity value from PR investments has grown steadily every year (\$809,000 in 2019, \$1,950,000 in 2020, \$18,600,000 in 2021).

PR results can be quantified in terms of publicity value. Publicity value is measured by comparing the dollars it would have cost to purchase equivalent advertising space or airtime, adjusted upwards by a conservative multiplier that accounts for the trust and credibility that comes from reaching customers through independent channels they turn to for information.

Publicity value in 2022 was unusually high due to several national stories and a TV interview for a local station that was picked up by stations nationally; stories with national reach also reach Oregon communities and lead to additional local opportunities. Even without those national stories, increased investments in PR are delivering higher results.

Just a few examples of the many high-impact PR efforts included:

- National and local stories educating consumers about new Inflation Reduction Act tax credits and how they can be combined with Energy Trust incentives in Cascade Business News, KOBI, KTVZ, Portland Chinese Times and the Weather Channel.
- National stories on wildfire recovery and how irrigation modernization can help rural communities manage through draught in the Washington Post, Bloomberg, Grist and Fast Company.

- National and local stories on new incentives available for wildfire victims looking to rebuild in the Eugene Register-Guard, KOIN, Corvallis Advocate, Portland Business Journal and Yale Climate Connection.
- Local stories about small businesses participating in lighting upgrades in the Gresham Outlook, KVAL and NBC16.
- Local stories about how Energy Trust works with municipalities to reach climate goals in the Gresham Outlook, Wallowa Chieftain and Beaverton Valley Times.
- A cooperative marketing campaign in partnership with LatinoBuilt, with member contractors sharing energy-saving tips from their parents and grant parents; another media campaign is underway for this fall.
- A series of “changemaker” blog posts, newsletter articles and social media posts amplifying voices of partners and community members.
- Established relationships with key media influencers in Latino community, including Nelly Rodriguez of Veritas Collaborations and City con Nely, Veronica Vazquez of Elemento Latino and Telemundo, local journalist and influencer Roxy De La Torre, and Juan Antonio Martinez of TV JAM.

News stories reached customers and stakeholders around the state, with 36% in the Portland Metro area, 11% in the Willamette Valley, 11% in Southern Oregon, 11% in Eastern Oregon and 9% in Central Oregon. An additional 21% of coverage was national.

In addition to earned media, C+C’s support for Energy Trust’s owned media channels, such as the blog, resulted in high page views (people who viewed a blog post) and substantial time spent reading articles. In 2022, the blog received 54,000 page viewed with an average time on page of one minute. In 2023 through quarter two, the blog received 31,000 page views with an average time on page of two minutes. In both years, the top viewed articles educated readers about Inflation Reduction Act tax credits and how they can be paired with Energy Trust incentives for maximum benefit.

Recommendation

Based on C+C’s demonstrated publicity value and reach results, Energy Trust staff recommend that the Finance & Audit Committee refer the proposed contract extension amendment to the full board and recommend that the board of directors authorize the executive director to sign an amendment to extend Energy Trust’s contract with C+C for PR services for an additional one-year term through 2024 consistent with the resolution attached.

Resolution 1008

Authorizing a One Year Extension to Energy Trust's Contract with Colehour and Cohen (C+C) for public relations and communications services

October 11, 2023

RESOLUTION 1008

AUTHORIZING A ONE YEAR EXTENSION TO ENERGY TRUST'S CONTRACT WITH COLEHOUR AND COHEN (C+C) FOR PUBLIC RELATIONS AND COMMUNICATIONS SERVICES

WHEREAS:

- 1. Contracting for public relations and communications services allows Energy Trust staff to leverage industry expertise to raise customer and stakeholder awareness of Energy Trust, promote programs and services, and respond to media interest in the organization.**
- 2. There is a connection between public relations activities and improved customer and stakeholder awareness of incentive offers and the benefits of Energy Trust delivering energy efficiency and renewable energy programs.**
- 3. In 2021, Energy Trust's board of directors authorized the executive director to execute a contract with C+C for public relations and communications services. The board authorized a contract for an initial term of two years, beginning in 2022, with three optional one-year extensions to be granted if C+C consistently meets established performance criteria.**
- 4. Energy Trust entered into a two-year public relations and communications services contract with C+C beginning in 2022. Throughout the term of this agreement, C+C has consistently met established performance criteria pertaining to publicity value and reach.**
- 5. Extending C+C's current contract will permit Energy Trust to further and build on its excellent public relations and communications results.**

It is therefore RESOLVED, that the board of directors of Energy Trust of Oregon, Inc. authorizes the executive director to:

- Sign a one-year extension amendment to Energy Trust's current contract with C+C for public relations and communications services with terms and conditions that include, but are not limited to, the following:**
 - Authorizing payments to C+C consistent with the board approved 2024 budget and action plan;**
 - providing for a contract term to cover public relations and communications services through 2024;**
 - providing for reporting on results and publicity value; and**
 - other terms and conditions to ensure C+C services are designed and executed to further Energy Trust's public relations and communications strategy.**

Moved by:

Seconded by:

Vote:

In favor:

Abstained:

Opposed:

Tab 2

Compensation and Human Resources Committee Meeting Notes

August 23, 2023, 10:00 a.m.- 11:30 a.m.

Committee Members Attending by teleconference: Eric Hayes (Chair), Henry Lorenzen, Bill Tovey

Staff attending: Michael Colgrove, Amanda Sales (Staff Liaison), Debbie Menashe, Danielle Rhodes

Others in attendance: Ryan Christiansen (Cable Hill Partners), Nicholas Running (Cable Hill Partners), Sherry Tran (Alliance Compensation)

Eric Hayes called the meeting to order at 10:02 a.m.

Fiduciary Retirement Plan Review

Ryan Christiansen and Nicholas Running of from Cable Hill Partners reviewed performance of Energy Trust retirement benefit plans and provided the quarterly update on returns. Ryan noted that a recent survey by Fidelity revealed that 401k plan opportunities and health insurance are significant drivers of employee engagement, with 401k information and resources slightly edging out health insurance in terms of employee interest.

Ryan then reviewed plan investments, noting that 2023 thus far has been a better market both in US and international markets. The bonds market is still challenging, and retirement plan portfolios are still working through these issues. The Vanguard annual outlook for ten years shows equities up and the bond market as still down. Eric Hayes asked if the strategy in the portfolio is changing, and Ryan answered that the plan strategy has indeed responded to reflect the change in the bond market.

Ryan then discussed two socially responsible funds now available from The Principal – the Vanguard FTSE Social Index Fund and the BlackRock Sustainable Balanced Fund, that Cable Hill Partners is continuing to research. Ryan and Nicholas will continue to track these funds as possible additions to the retirement plan fund portfolio. Both score well on the Cable Hill score card. Eric noted that there is interest in moving forward with a socially responsible balanced fund and suggested adding the BlackRock Balance Fund immediately. Committee members discussed the screening factors for the fund, noting that passes all the regular screening factors, and the Environmental, Social and Governance (ESG) ratings are an additional positive benefit. The committee approved adding the BlackRock ESG fund to the plan's available funds portfolio. Energy Trust staff will work with Cable Hill Partners and The Principal to add the fun.

Nicholas Running then provided the Principal report on retirement plan health. The plan health is still achieving an A+ score. Participation rate has gone up to 97%, and the retirement wellness score increased by 1.5%, which means that participants are providing more information. Since more than 70% of Energy Trust's plan participants use The Principal RetireView feature, plan participants are properly diversified and on the right timeline towards retirement age. The plan has a 90% diversification rate, which is high, and overall plan health score is 40.5%, which is very high. One area of focus for work is to encourage participants to revisit, and update, if necessary, beneficiary designation.

Nicholas reported that The Principal is adding a budget tool into their online platform, which will be a great resource and step forward in financial literacy for participants.

Ryan presented updates on the Secure Act 2.0 implementation. This legislation is intended to expand access to workplace retirement plans and to help older workers accelerate their savings. There are changes for participants over 50 expected to roll out in 2023, including catch up contributions to Roth IRAs. How these changes will be implemented is still being explored, and the timing for implementation may be delayed. Cable Hill will continue to monitor and advise.

Executive Bonus Structure Recommendation (Sherry Tran, Amanda Sales)

Sherry Tran, representative from Alliance Compensation, and Amanda Sales reviewed a formal recommendation on the implementation of an executive bonus structure program for the executive director at Energy Trust. Sherry noted that as attrition continues to be a factor reflected in organization Form 990s, more and more nonprofits are offering some type of bonus to their executive staff. Based on their analysis of Forms 990, it appears that about 21% of all organizations are not paying bonuses, but the Form 990 information lags; information is based on 2020 and 2021 data.

Nonprofits may provide bonus compensation under IRS rules so long as it is “reasonable and not excessive.” Focus should be on total compensation.

Amanda Sales and committee members agreed to return to this topic for further discussion with information from an executive compensation market study which would look at both base compensation and supplementing performance bonuses. Such a study could take place in 2024.

Eric recommended further discussion on the possibility of an executive compensation market study be discussed in executive session at a future board meeting.

Adjourn meeting.

Eric Hayes adjourned the meeting at approximately 10:58 a.m.

The date of next meeting of the Compensation Committee will be October 24th, 2023, at 11:00 a.m.

Tab 3

Finance & Audit Committee Meeting Notes

July 28, 2023

Board Attending by teleconference: Susan Brodahl (Chair), Thelma Fleming, Henry Lorenzen (ex-officio), Jane Peters, Peter Therkelsen

Staff attending by teleconference: Michelle Spampinato (acting as Staff Liaison) Amber Cole, Cameron Matthews, Debbie Menashe, Abby Spegman, Danielle Rhodes, Michael Colgrove, Lizzie, Rubado, Tracy Scott,

Others in attendance:

Committee Absent: Anne Root, Silvia Tanner, Karen Ward (outside expert)

Chair Susan Brodahl called the meeting to order at 2:48 and asked Michelle Spampinato, Energy Trust Accounting Manager, to lead the meeting. Chief Financial Officer Chris Dunning was not in attendance due to vacation.

Financial Briefing

Michelle introduced Cameron Matthews, Energy Trust Senior Financial Reporting Analyst, who presented information on the Energy Trust second quarter forecast.

Based on quarter end information, Cameron referenced materials previously provided to committee members and reported that Energy Trust's net assets are projected to be \$17 million over what was budgeted for year-end 2023. This projection is based primarily on two things. Actual carryover from year-end 2022 exceeded the 2023 budget by \$5 million, primarily due to lower than expected spending for some large projects which pushed completion dates from 2022 into 2023. In addition, revenues are higher than expected thus far for 2023 due to a colder than expected winter and heating season. Additionally, Energy Trust's new insured cash sweep accounts for reserves has resulted in additional investment income. In addition, there are very small shifts in expenditures, so we are generally on track in spending.

Financial performance trends show expenditures on track with the 2023 budget expectations and higher than projected year-end net assets.

Cameron then reported on the status of performance as compared to OPUC performance measures. While the administrative and staffing costs measures are waived for 2023, Energy Trust continues to monitor performance for future discussions with regard to these measures. For 2023, Energy Trust performance is in line with expectations.

Committee members asked questions regarding the forecast information. Cameron noted that it does appear that expenditures are trending to be consistent with budget even if spending in some groups is behind budget at the end of quarter two.

Energy Trust Director of Programs Tracy Scott then presented on monthly efficiency and incentives ("OPUC Efficiency E&I"). Last month, Tracy reported that forecasts for the year-end were almost at 100% of savings for electric. For gas, the forecast was at 94%. Tracy reported that at quarter end, however, the forecast for gas savings is down six percentage points. With regard to renewables, the forecast projects that generation will come in at 137% of budget at year-end.

Tracy then described program strategies aimed at increasing performance in those areas that are currently projected not to meet budget and goals. Incentives are increasing for certain efforts in the gas programs, particularly in NW Natural and Cascade Natural Gas territories. The programs are revisiting customers with greater offers for insulation measures, increasing greenhouse gas prescriptive measures, and O&M optimization measures, as examples.

Tracy noted that some supply chain challenges persist, and this impacts the timing of large project completion. As an example, Tracy discussed one large industrial gas project that has slipped into 2024. Energy Trust is emphasizing account management focus for large commercial projects. The New Buildings program continues to face challenges because of higher interest rates. For this work, Tracy is working with staff on program design revisions to determine what it takes, in the current environment, to support efficiency investment in new commercial construction.

Committee members asked a number of questions, including when the board can expect to see results from the new strategies Tracy described.

Innovation and Development Pipeline Report

Lizzie Rubado, Energy Trust Director of Innovation and Development (“InnDev”), presented the second quarter funding development report. Currently, Energy Trust is collaborating with other entities to submit proposals to Solar For All (with ODOE) and Renew America’s Nonprofits (with Northwest Energy Efficiency Council (NEEC)).

Lizzie described both funding opportunities: Solar For All is a very exciting and the largest funding opportunity for Energy Trust to date. It could bring \$100-\$120 million to Oregon. Solar For All provides funding, through the federal government, to support income qualified solar programs. Solar For All is highly aligned with Energy Trust’s existing renewable energy program strategies and could supplement funding for Energy Trust’s required low and moderate income offerings. ODOE is the prime applicant on this opportunity, and Energy Trust is a named subrecipient and part of a coalition partner team. A notice of interest has been submitted, with final applications due September 26th.

Renew America’s Nonprofits is a USDOE funding offering to strengthen the impact of nonprofit buildings by increasing efficiency and reducing maintenance and energy costs for the organizations. Energy Trust is collaborating with NEEC to provide an Oregon/Washington program offering. The joint proposal would request approximately \$8 million in funding. If awarded, the Oregon portion of the program would receive approximately \$3.5 million. The proposal also includes Sustainable Northwest and the National Association of Minority Contractors.

Lizzie reported on Solar Energy Resilience for Vulnerable Communities (“SERVE”). SERVE will provide grant monies administered through Oregon’s Emergency Management office. Energy Trust has received notice of award for program design around community resiliency planning and is currently awaiting contract discussions.

Committee members asked about expectation of performance periods.

Lizzie then provided information about significant opportunities emerging under the Inflation Reduction Act-Greenhouse Gas Reduction Fund: the Clean Communities Investment Accelerator and the Home Electrification and Appliance Rebate program.

Both are major capitalization and financing programs, with emphasis on financing in the Clean Communities opportunity. InnDev is coordinating with financing actors to support their possible applications, but Energy Trust is not planning to apply under this program.

However, on the Home Electrification and Appliance Rebate program, approximately \$123 million will be available for Oregon. Energy Trust is in close coordination with ODOE program offerings that can leverage Energy Trust's existing infrastructure on delivering incentive programs and supporting a trade ally network. States have until January 2025 to submit their plans.

Lizzie continued by explaining how these funding opportunities are being factored into Energy Trust planning and budgeting. Regardless of which specific funds, if any, are administered by Energy Trust, these large funding programs will exert significant market force that will impact Energy Trust's programs, likely beginning in 2025.

Committee members asked questions about Energy Trust's work in grant funding, asking about goals and targets in amounts. Lizzie described how setting goals and setting the focus of this work will be a significant consideration in the development of the next strategic plan. These additional funds can help Energy Trust reach customers it has not yet served, but it comes with different reporting obligations and tracking, all different ways of thinking and planning for the future.

2024 Budget Development Check-in

Executive Director Michael Colgrove then previewed the early budget check in discussion that is planned for the August board meeting. Mike described how the 2024 budget is a foundation setting budget for Energy Trust's ongoing work to align and support the state's aggressive decarbonization goals, both through the DEQ's Clean Energy Plan and the statutory requirement to decarbonize electric utility emissions by the end of 2030. OPUC has directed Energy Trust to identify what is needed to provide as much energy efficiency and renewable energy programming to support the utilities. The budget preview will present information on how Energy Trust is accelerating its work by building a foundation in 2024 for more aggressive programs that are simpler and faster in achieving their goals. As Energy Trust plans for these future years, Mike explained that it is working closely with the OPUC and its funding utilities to reconsider its calculation of avoided cost and ways to support measures for customers who have not yet been served by Energy Trust programs.

Committee members provided comments on the preview and suggested that the presentation provide more specificity and examples of how changes to a voided cost calculation or measure analysis would happen and could affect Energy Trust's work. Committee members also provided helpful thoughts on market considerations for cost and policy.

Mike thanked committee members for their helpful comments and insights.

Adjourn Meeting

Susan Brodahl adjourned the meeting at 4:45 p.m.

Next meeting is August 29, 2023, 2:45-4:45 p.m.

Energy Trust Of Oregon
Statement of Net Assets
Actual As of Period Ending June2023



Net Assets have increased by \$33M since the beginning of the year. An increase in Net Assets is typical in the first three quarters as revenues are generally high and incentive spending is comparatively low until the trend reverses in the final quarter of the year. See subsequent pages for further analysis.

Funding Source	Beginning of Year Net Assets	Current Year Net Income	Distributed Investment Income	Ending Net Assets
PGE	31,116,141	11,433,059	418,335	42,967,535
PAC	16,190,547	5,949,881	217,676	22,358,105
NWN - Industrial	2,524,102	(159,647)	27,761	2,392,217
NW Natural	3,571,721	12,709,967	112,745	16,394,433
Cascade Natural Gas	3,310,064	1,087,601	43,771	4,441,437
Avista Gas	2,788,257	(824,125)	26,988	1,991,120
AVI Interruptible	-	123,981	-	123,981
OPUC Efficiency	59,500,832	30,320,717	847,277	90,668,826
PGE	11,194,920	1,036,226	133,033	12,364,179
PAC	6,872,162	1,144,164	84,550	8,100,876
OPUC Renewables	18,067,082	2,180,390	217,583	20,465,055
NWN Transport	-	-	-	-
CNG Transport	-	-	-	-
AVI Transport	-	-	-	-
Gas Transport	-	-	-	-
Washington	382,226	(269,393)	2,811	115,644
LMI	(885)	(4,144)	(34)	(5,062)
Community Solar	226,655	65,402	2,946	295,003
PGE Smart Battery	22,274	1,616	262	24,152
PGE Inverter	7,114	3,834	118	11,066
NWN Geo TLM Phase 3	364,268	(17,384)	4,039	350,923
NREL Program	23,247	(174,481)	(727)	(151,961)
SALMON Program	2,307	(28,441)	(135)	(26,270)
FEMA Program	(9,436)	(1,514)	(116)	(11,066)
FlexFeeder	-	19,047	-	19,047
ODOE Cooling Development	(0)	0	(0)	(0)
Development	384,242	(108,970)	3,609	278,881
Total Other Net Assets	1,402,011	(514,427)	12,773	900,357
Craft3 Loans	2,300,000	-	-	2,300,000
Operational Contingency	5,040,262	-	125,205	5,165,467
Emergency Contingency	3,000,000	-	-	3,000,000
Total Contingency	10,340,262	-	125,205	10,465,467
Investment Income	-	1,202,839	(1,202,839)	-
Total Net Assets	89,310,187	33,189,518	-	122,499,705



Overall, revenue is over budget by 7.6% for the year and under budget by 7.5% for the current month. The monthly underrun is due to the NWN payment processed on 6/30 hitting our account on 7/3.

Funding Source	Current Period				Year to Date				Notes
	Actual	Approved Budget	Variance	Pct	Actual	Approved Budget	Variance	Pct	
PGE Efficiency	\$ 6,428,953	\$ 6,213,340	\$ 215,613	3.47%	\$ 47,135,666	\$ 46,046,097	\$ 1,089,569	2.37%	Projection based on PY timing curve in lieu of payment timeline in funding agreement.
PGE Renewables	\$ 855,273	\$ 656,782	\$ 198,491	30.22%	\$ 6,203,835	\$ 4,774,527	\$ 1,429,308	29.94%	Projection based on PY timing curve in lieu of payment timeline in funding agreement.
Total PGE	\$ 7,284,226	\$ 6,870,122	\$ 414,104	6.03%	\$ 53,339,501	\$ 50,820,624	\$ 2,518,877	4.96%	
PAC Efficiency	\$ 4,220,220	\$ 4,007,547	\$ 212,673	5.31%	\$ 31,936,002	\$ 29,816,028	\$ 2,119,974	7.11%	Projection based on PY timing curve in lieu of payment timeline in funding agreement.
PAC Renewables	\$ 565,241	\$ 452,522	\$ 112,719	24.91%	\$ 3,962,478	\$ 3,386,669	\$ 575,809	17.00%	Projection based on PY timing curve in lieu of payment timeline in funding agreement.
Total PAC	\$ 4,785,460	\$ 4,460,068	\$ 325,392	7.30%	\$ 35,898,480	\$ 33,202,697	\$ 2,695,783	8.12%	
NWN - Industrial	\$ -	\$ -	\$ -	-	\$ 2,000,000	\$ 2,000,000	\$ -	0.00%	
NW Natural	\$ -	\$ 1,875,987	\$ (1,875,987)	-100.00%	\$ 23,206,557	\$ 20,545,753	\$ 2,660,804	12.95%	June payment processed 6/30, applied 7/3. Projection based on PY timing curve in lieu of payment timeline in funding agreement.
Cascade Natural Gas	\$ 115,004	\$ 153,637	\$ (38,633)	-25.15%	\$ 2,654,812	\$ 2,129,140	\$ 525,673	24.69%	Projection based on PY timing curve in lieu of payment timeline in funding agreement.
Avista Gas	\$ 182,774	\$ 182,774	\$ -	0.00%	\$ 1,096,644	\$ 1,096,644	\$ -	0.00%	
Avista Interruptible	\$ 28,182	\$ 28,182	\$ -	0.00%	\$ 140,910	\$ 140,908	\$ 2	0.00%	
NWN Washington	\$ -	\$ -	\$ -	-	\$ 1,053,395	\$ 1,053,395	\$ -	0.00%	
NWN Transport	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-	
CNG Transport	\$ -	\$ 22,500	\$ (22,500)	-100.00%	\$ -	\$ 135,000	\$ (135,000)	-100.00%	Projection based on PY timing curve for primary CNG revenue in lieu of payment timeline in funding agreement.
AVI Transport	\$ -	\$ -	\$ -	-	\$ -	\$ 125,000	\$ (125,000)	-100.00%	Projection based on PY timing curve for primary AVI revenue in lieu of payment timeline in funding agreement.
LMI	\$ -	\$ 427	\$ (427)	-100.00%	\$ 6,930	\$ 2,561	\$ 4,369	170.61%	Annual revenue projection was /12 in lieu of detailed monthly projections. Budget timing issue.
Community Solar	\$ 32,244	\$ 29,638	\$ 2,606	8.79%	\$ 195,904	\$ 177,828	\$ 18,076	10.16%	Annual revenue projection was /12 in lieu of detailed monthly projections. Budget timing issue.
PGE Smart Battery	\$ 37,271	\$ 33,908	\$ 3,363	9.92%	\$ 50,571	\$ 203,448	\$ (152,877)	-75.14%	Impacted by supply chain constraints, which have slowed incentive payments.
PGE Inverter	\$ 10,064	\$ 18,417	\$ (8,353)	-45.35%	\$ 16,558	\$ 85,501	\$ (68,944)	-80.63%	Slower project start/ramp up than projected.
NWN Geo TLM Phase 3	\$ -	\$ 2,028	\$ (2,028)	-100.00%	\$ -	\$ 12,258	\$ (12,258)	-100.00%	No revenue in 2023. Budget reflects projected expenses associated with revenue received in PYs.
NREL Program	\$ -	\$ 10,000	\$ (10,000)	-100.00%	\$ 35,000	\$ 94,630	\$ (59,630)	-63.01%	Deliverable based billing, amount per deliverable for 2023 TBD during budgeting.
SALMON Program	\$ 14,350	\$ 22,360	\$ (8,010)	-35.83%	\$ 112,662	\$ 136,385	\$ (23,723)	-17.39%	Project under budget. Underspend + associated revenue will be reallocated to future periods.
FEMA Program	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-	
PGE Flex Feeder	\$ 12,103	\$ 19,574	\$ (7,471)	-38.17%	\$ 47,567	\$ 117,443	\$ (69,876)	-59.50%	Slower project start/ramp up than projected.
ODOE Cooling	\$ 25,994	\$ 119,404	\$ (93,410)	-78.23%	\$ 161,463	\$ 517,710	\$ (356,247)	-68.81%	Slower project start/ramp up than projected.
Development	\$ 4,269	\$ -	\$ 4,269	-	\$ 7,570	\$ -	\$ 7,570	-	Unbudgeted consulting revenue.
Investment Income	\$ 304,475	\$ 20,833	\$ 283,642	1361.50%	\$ 1,202,839	\$ 124,998	\$ 1,077,841	862.29%	New ICS account initiated in 2023 with significantly greater return. FIB account rate to match ICS.
Total Company	\$ 12,836,416	\$ 13,869,859	\$ (1,033,443)	-7.45%	\$ 121,227,362	\$ 112,721,922	\$ 8,505,440	7.55%	

Energy Trust of Oregon
Expense Statement
Period Ending June 2023



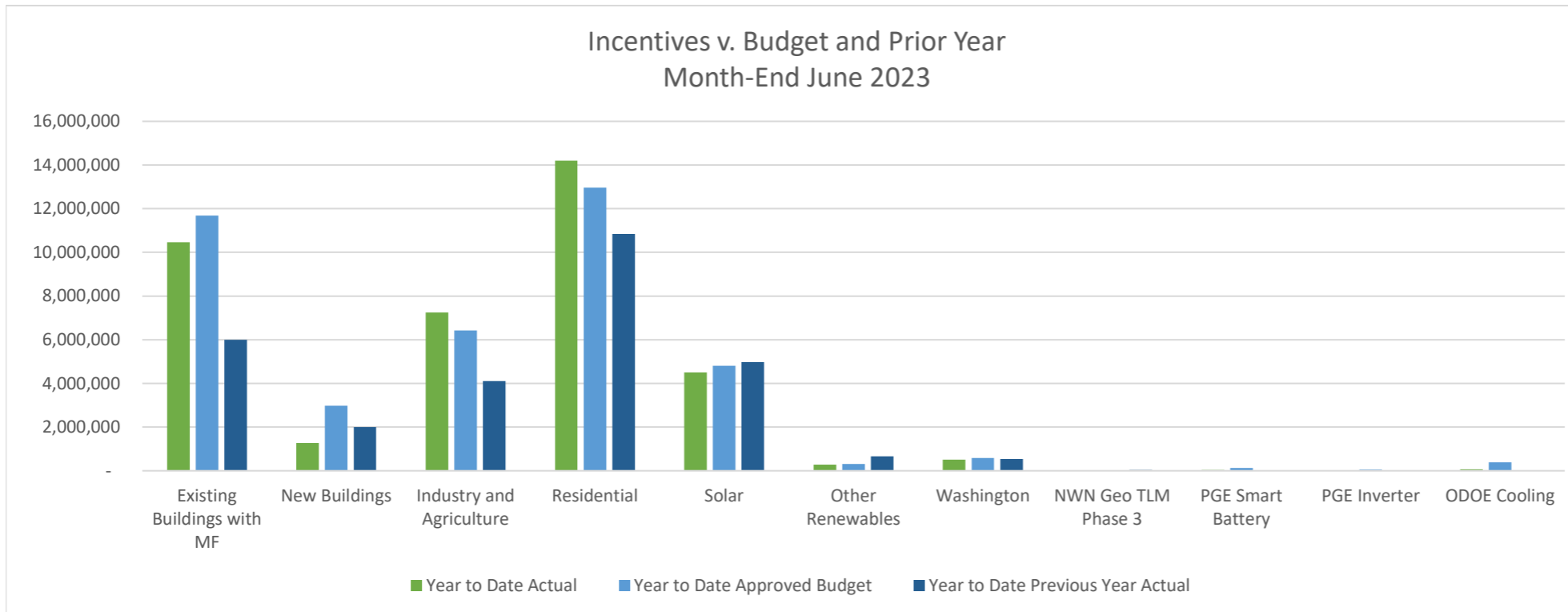
Year-to-date, expenses are under budget by \$7.7M, or 8%. Of the total underspending, 23% is incentives, 24% is program delivery, and 21% is other professional services. Program delivery is primarily impacted by a delayed offering, with the expected expense being pushed later in the year. Other professional services is likely to be underbudget throughout the year, as some projected expenses have been moved to internal staffing resources. The remaining underspend is primarily driven by budget timing assumptions (annual budget/12) rather than true underspending. See the next page for additional incentive expense detail and analysis.

	Period to Date				
	Actual	Budget	Budget Variance	Pct	Share of
Incentives	38,563,474	40,309,301	(1,745,828)	-4%	23%
Program Delivery Contractors	33,240,006	35,120,288	(1,880,282)	-5%	24%
Employee Salaries & Fringe Benefits	10,366,165	9,808,732	557,433	6%	-7%
Agency Contractor Services	506,284	1,005,118	(498,834)	-50%	6%
Planning and Evaluation Services	1,075,772	1,974,937	(899,165)	-46%	12%
Advertising and Marketing Services	904,631	2,077,973	(1,173,342)	-56%	15%
Other Professional Services	1,958,869	3,616,242	(1,657,373)	-46%	21%
Travel, Meetings, Trainings & Conferences	178,448	360,662	(182,214)	-51%	2%
Dues, Licenses and Fees	110,280	168,042	(57,763)	-34%	1%
Software and Hardware	338,098	445,446	(107,349)	-24%	1%
Depreciation & Amortization	212,129	166,204	45,925	28%	-1%
Office Rent and Equipment	537,946	658,539	(120,593)	-18%	2%
Materials Postage and Telephone	34,962	61,908	(26,946)	-44%	0%
Miscellaneous Expenses	10,782	7,249	3,533	49%	0%
Expenditures	88,038,029	95,780,648	(7,742,619)	-8%	



Year-to-date incentive spending is 4% under budget.

	Year to Date		Year to Date		Year to Date Previous Year	
	Actual	Approved Budget	Variance	Pct Variance	Actual	Approved Budget
Existing Buildings with MF	10,459,106	11,684,820	(1,225,714)	-10.49%	5,992,606	11,200,083
New Buildings	1,273,236	2,977,421	(1,704,185)	-57.24%	2,001,590	3,525,641
Industry and Agriculture	7,244,106	6,430,077	814,029	12.66%	4,100,629	7,765,212
Residential	14,196,575	12,958,696	1,237,879	9.55%	10,850,034	13,068,593
OPUC Efficiency	33,173,023	34,051,014	(877,991)	-2.58%	22,944,859	35,559,528
Solar	4,503,326	4,805,342	(302,016)	-6.29%	4,972,642	4,634,854
Other Renewables	276,347	310,744	(34,397)	-11.07%	662,068	2,291,292
OPUC Renewables	4,779,673	5,116,086	(336,413)	-6.58%	5,634,710	6,926,146
Washington	512,101	581,565	(69,464)	-11.94%	536,386	598,094
NWN Geo TLM Phase 3	-	-	-	0.00%	41,975	135,455
PGE Smart Battery	33,000	125,000	(92,000)	-73.60%	23,000	150,000
PGE Inverter	2,750	50,000	(47,250)	-94.50%	-	-
ODOE Cooling	62,927	385,636	(322,709)	-83.68%	-	-
Total Company	38,563,474	40,309,301	(1,745,828)	-4.33%	29,180,930	43,369,224



Energy Trust of Oregon
Contractual Commitments
Period Ending June 2023



Energy Trust commits program reserves and expected revenue to fund future efficiency and renewable projects and other agreements. Each of these commitments is contingent on the project being completed according to the milestones established in the agreement. Once a project is complete, the commitment becomes a liability and is paid from the then-available program reserves. Current reserves plus future revenues ensure funds are available when commitments come due.

Contingent Liabilities as of June 30, 2023 are as follows:

Commitment Type	Total
Efficiency Incentive Commitments	53,300,000
Renewables Incentive Commitments	11,300,000
Estimated In-Force Contracts for Delivery and Operations	60,313,366
Total Contractual Commitments for Future Commitments	124,913,366
Current Period Ending Net Assets/Current Reserves	127,008,338
Future Reserves Needed to Meet Commitments	(2,094,972)

Energy Trust of Oregon
Cash Balances
Period Ending June 2023



Account	Current Year June	Prior Year June
Umpqua Bank Checking + Repurchase Account	\$ 94,739,029	\$ 73,135,597
First Interstate Bank Repurchase Account	\$ 32,572,893	\$ 32,344,694
First Interstate Bank Checking Account	\$ 10,000	\$ 10,000
Petty Cash	\$ 300	\$ 300
Total Cash and Cash Equivalents	\$ 127,322,222	\$ 105,490,591
Investments		
Total Cash and Investments	\$ 127,322,222	\$ 105,490,591



The two OPUC financial performance measures deal with administrative and program support (as defined by OPUC) and staffing costs (employee salaries and fringe benefits).

The administrative and program support costs under OPUC oversight are at 6.5% of revenue, within the 8% of revenue cap (waived), and at a 6.7% increase over the prior year.

Staffing costs under OPUC oversight are 16% higher than 2022, driven by implementation of the 2022-2024 phased staffing strategy including a market salary adjustment for current Energy Trust staff.

Administrative and Program Support	<8% of Revenue	6.5% OK - Performance Measure waived for 2023
Administrative and Program Support	<10% increase over PY	6.7% OK - Performance Measure waived for 2023
Employee Salaries and Fringe	<9% increase over PY	16.0% OK - Performance Measure waived for 2023

	2023			2022		
	PUC Grant Funded Total	Program Costs	Administrative and Program Support	PUC Grant Funded Total	Program Costs	Administrative and Program Support
Incentives	37,952,696	37,952,696	-	28,579,569	28,579,569	-
Program Delivery Subcontracts	32,746,786	32,746,786	-	27,754,550	27,754,550	-
Employee Salaries & Fringe Benefits	9,604,216	4,380,129	5,224,087	8,279,712	3,929,784	4,349,928
Agency Contractor Services	463,914	187,771	276,143	698,393	358,692	339,702
Planning and Evaluation Services	1,070,570	1,064,332	6,237	1,524,194	1,504,031	20,162
Advertising and Marketing Services	890,708	427,778	462,930	1,388,653	376,523	1,012,130
Other Professional Services	1,787,777	1,387,096	400,682	1,727,810	1,333,068	394,742
Travel, Meetings, Trainings & Conferences	172,200	-	172,200	58,325	-	58,325
Dues, Licenses and Fees	87,951	-	87,951	98,919	-	98,919
Software and Hardware	321,886	-	321,886	227,250	-	227,250
Depreciation & Amortization	198,741	-	198,741	156,257	-	156,257
Office Rent and Equipment	495,282	-	495,282	519,590	-	519,590
Materials Postage and Telephone	32,385	-	32,385	29,074	-	29,074
Miscellaneous Expenses	10,685	-	10,685	3,604	-	3,604
TOTAL FUNCTIONAL EXPENSE	85,835,797	78,146,588	7,689,209	71,045,901	63,836,217	7,209,684
TOTAL REVENUE	118,336,904	-	-	109,484,678	-	-
Program Support and Administrative Cost as Percent of Revenue from OPUC Utilities			6.50%			6.59%
Program Support and Administrative cost as Percent Change versus Last Year			6.65%			

Energy Trust of Oregon
Balance Sheet
Period Ending June2023



	Year to Date June2023	Year to Date May2023	Year to Date December2022	Year to Date June2022	One Month Change	YTD Change
Cash	\$ 127,322,222	\$ 137,330,560	\$ 113,276,676	\$ 105,490,591	\$ (10,008,339)	\$ 14,045,546
Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts Receivable	\$ 176,010	\$ 218,762	\$ 219,337	\$ 130,457	\$ (42,752)	\$ (43,327)
Prepaid	\$ 1,040,143	\$ 1,057,591	\$ 580,131	\$ 756,315	\$ (17,448)	\$ 460,012
Advances to Vendors	\$ 2,203,196	\$ 690,949	\$ 2,035,297	\$ 2,498,893	\$ 1,512,247	\$ 167,899
Current Portion Note Receivable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Assets	\$ 130,741,571	\$ 139,297,862	\$ 116,111,441	\$ 108,876,257	\$ (8,556,291)	\$ 14,630,130
Fixed Assets	\$ 8,456,681	\$ 8,511,959	\$ 8,761,891	\$ 6,173,726	\$ (55,278)	\$ (305,210)
Depreciation	\$ (5,963,086)	\$ (5,927,283)	\$ (5,750,957)	\$ (5,572,907)	\$ (35,803)	\$ (212,129)
Net Fixed Assets	\$ 2,493,595	\$ 2,584,676	\$ 3,010,935	\$ 600,819	\$ (91,081)	\$ (517,339)
Other Assets	\$ 2,772,034	\$ 2,763,847	\$ 2,759,593	\$ 2,981,971	\$ 8,187	\$ 12,441
Assets	\$ 136,007,200	\$ 144,646,386	\$ 121,881,969	\$ 112,459,048	\$ (8,639,185)	\$ 14,125,231
Accounts Payable and Accruals	\$ 6,729,487	\$ 10,235,084	\$ 25,314,406	\$ 5,836,705	\$ (3,505,597)	\$ (18,584,919)
Deposits Held for Others	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -
Salaries, Taxes, & Benefits Payable	\$ 1,172,697	\$ 1,690,701	\$ 971,847	\$ 1,108,794	\$ (518,004)	\$ 200,850
Deferred/Unearned Revenue	\$ 1,697,362	\$ 1,723,356	\$ 1,858,825	\$ -	\$ (25,994)	\$ (161,463)
Current Liabilities	\$ 9,624,546	\$ 13,674,141	\$ 28,170,078	\$ 6,970,499	\$ (4,049,595)	\$ (18,545,532)
Long Term Liabilities	\$ 3,883,131	\$ 3,963,904	\$ 4,401,701	\$ 2,388,799	\$ (80,773)	\$ (518,569)
Liabilities	\$ 13,507,677	\$ 17,638,045	\$ 32,571,778	\$ 9,359,299	\$ (4,130,368)	\$ (19,064,101)
Net Assets	\$ 122,499,519	\$ 127,008,338	\$ 89,310,187	\$ 103,099,745	\$ (4,508,818)	\$ 33,189,332

Energy Trust of Oregon
Income Statement
Period Ending June 2023



	Period to Date			Year to Date			Full Year
	Actual	Budget	Budget Variance	Actual	Budget	Budget Variance	Budget
Revenue from Utilities	12,395,646	13,593,270	(1,197,624)	119,390,299	111,249,160	8,141,139	204,877,279
Contract Revenue	136,286	255,329	(119,043)	626,417	1,345,203	(718,786)	2,563,044
Grant Revenue	-	427	(427)	6,930	2,561	4,369	6,366
Contributed Income	9	-	9	877	-	877	-
Investment Income	304,475	20,833	283,642	1,202,839	124,998	1,077,841	250,000
Revenue	12,836,416	13,869,859	(1,033,443)	121,227,362	112,721,922	8,505,440	207,696,689
Incentives	9,015,567	10,479,043	(1,463,475)	38,563,474	40,309,301	(1,745,828)	112,336,058
Program Delivery Contractors	5,552,116	5,861,301	(309,185)	33,240,006	35,120,288	(1,880,282)	71,070,909
Employee Salaries & Fringe Benefits	1,754,547	1,663,013	91,533	10,366,165	9,808,732	557,433	21,587,623
Agency Contractor Services	78,495	167,520	(89,026)	506,284	1,005,118	(498,834)	2,097,171
Planning and Evaluation Services	139,102	329,156	(190,055)	1,075,772	1,974,937	(899,165)	3,949,875
Advertising and Marketing Services	198,846	346,330	(147,484)	904,631	2,077,973	(1,173,342)	4,156,000
Other Professional Services	349,606	595,303	(245,697)	1,958,869	3,616,242	(1,657,373)	7,148,959
Travel, Meetings, Trainings & Conferences	48,806	57,681	(8,875)	178,448	360,662	(182,214)	721,378
Dues, Licenses and Fees	30,979	28,070	2,909	110,280	168,042	(57,763)	336,014
Software and Hardware	44,608	74,241	(29,633)	338,098	445,446	(107,349)	891,803
Depreciation & Amortization	35,803	28,070	7,732	212,129	166,204	45,925	279,944
Office Rent and Equipment	89,860	109,757	(19,897)	537,946	658,539	(120,593)	1,317,550
Materials Postage and Telephone	6,362	10,318	(3,956)	34,962	61,908	(26,946)	123,850
Miscellaneous Expenses	350	1,208	(858)	10,782	7,249	3,533	14,500
Expenditures	17,345,233	19,751,014	(2,405,781)	88,038,029	95,780,648	(7,742,619)	226,031,647
Operating Net Income	(4,508,817)	(5,881,155)		33,189,332	16,941,274		(18,334,958)

Energy Trust of Oregon

Total Expenditures by Program and Funding Source - Actual
 Period Ending June 2023



	All Funding Sources	PGE	PAC	NWN - Industrial	NW Natural	Cascade Natural Gas	Avista Gas
Existing Buildings	26,028,158	12,968,983	8,830,862	1,333,693	2,000,765	529,798	358,474
Multi-Family	27,695	13,996	7,109	310	4,838	1,022	419
New Buildings	6,142,493	4,091,371	1,522,541	1,516	389,399	52,821	84,844
NEEA Commercial	1,749,857	880,738	637,776	-	158,239	45,112	27,993
Commercial Sector	33,948,204	17,955,089	10,998,287	1,335,520	2,553,241	628,753	471,730
Industry and Agriculture	15,509,049	7,555,211	6,805,847	824,127	143,601	127,095	41,824
NEEA - Industrial	956	555	402	-	-	-	-
Industry and Agriculture Sector	15,510,006	7,555,765	6,806,249	824,127	143,601	127,095	41,824
Residential	26,140,644	9,147,211	7,425,193	-	7,491,888	723,596	1,352,755
NEEA Residential	2,251,021	1,044,542	756,392	-	307,860	87,767	54,461
Residential Sector	28,391,665	10,191,753	8,181,585	-	7,799,748	811,363	1,407,216
OPUC Efficiency	77,849,875	35,702,607	25,986,121	2,159,647	10,496,589	1,567,211	1,920,769
Solar	6,854,094	4,722,465	2,131,629	-	-	-	-
Other Renewables	1,131,829	445,144	686,685	-	-	-	-
OPUC Renewables	7,985,922	5,167,608	2,818,314	-	-	-	-
OPUC Programs	85,835,797	40,870,215	28,804,435	2,159,647	10,496,589	1,567,211	1,920,769
Washington	1,322,788	-	-	-	-	-	-
Community Solar	130,501	-	-	-	-	-	-
PGE Smart Battery	48,955	-	-	-	-	-	-
LMI	11,074	-	-	-	-	-	-
NWN Geo TLM Phase 3	17,384	-	-	-	-	-	-
NREL Program	209,481	-	-	-	-	-	-
SALMON Program	141,103	-	-	-	-	-	-
FEMA Program	1,514	-	-	-	-	-	-
PGE Inverter	12,723	-	-	-	-	-	-
ODOE Cooling	161,462	-	-	-	-	-	-
FlexFeeder	28,520	-	-	-	-	-	-
Development	116,540	-	-	-	-	-	-
Total Company	88,038,029	40,870,215	28,804,435	2,159,647	10,496,589	1,567,211	1,920,769

Energy Trust of Oregon

Total Expenditures by Program and Funding Source - Budget
 Period Ending June 2023



	All Funding Sources	PGE	PAC	NWN - Industrial	NW Natural	Cascade Natural Gas	Avista Gas
Existing Buildings	30,718,392	15,408,688	9,183,984	1,590,831	3,115,596	785,812	459,847
New Buildings	8,040,299	4,886,041	2,463,682	30,292	537,104	72,522	50,658
NEEA Commercial	2,040,528	1,015,010	735,007	-	198,610	56,603	35,297
Commercial Sector	40,799,218	21,309,739	12,382,674	1,621,123	3,851,310	914,936	545,801
Industry and Agriculture	15,105,972	8,278,727	5,150,148	1,154,943	189,618	193,888	82,440
Industry and Agriculture Sector	15,105,972	8,278,727	5,150,148	1,154,943	189,618	193,888	82,440
Residential	25,867,850	9,277,804	7,059,059	-	7,939,458	777,950	813,579
NEEA Residential	2,046,075	1,094,829	792,807	-	108,318	30,870	19,250
Residential Sector	27,913,925	10,372,633	7,851,867	-	8,047,776	808,819	832,829
OPUC Efficiency	83,819,115	39,961,099	25,384,688	2,776,066	12,088,704	1,917,644	1,461,070
Solar	7,825,816	4,880,847	2,944,969	-	-	-	-
Other Renewables	1,274,686	687,762	586,923	-	-	-	-
OPUC Renewables	9,100,502	5,568,609	3,531,892	-	-	-	-
OPUC Programs	92,919,617	45,529,708	28,916,581	2,776,066	12,088,704	1,917,644	1,461,070
Washington	1,416,339	-	-	-	-	-	-
Community Solar	134,184	-	-	-	-	-	-
PGE Smart Battery	203,903	-	-	-	-	-	-
LMI	0	-	-	-	-	-	-
NWN Geo TLM Phase 3	12,261	-	-	-	-	-	-
NREL Program	111,551	-	-	-	-	-	-
SALMON Program	178,949	-	-	-	-	-	-
PGE Inverter	79,020	-	-	-	-	-	-
ODOE Cooling	517,801	-	-	-	-	-	-
FlexFeeder	89,440	-	-	-	-	-	-
Development	117,584	-	-	-	-	-	-
Total Company	95,780,648	45,529,708	28,916,581	2,776,066	12,088,704	1,917,644	1,461,070

	Actual			Last Year			Budget			Last Year's Budget		
	Total OPUC Programs	Program Costs	Program Support and Administrative	Total OPUC Programs	Program Costs	Program Support and Administrative	Total OPUC Programs	Program Costs	Program Support and Administrative	Total OPUC Programs	Program Costs	Program Support and Administrative
Incentives	37,952,696	37,952,696	-	28,579,569	28,579,569	-	39,127,238	39,127,238	-	42,485,674	42,485,674	-
Program Delivery Contractors	32,746,786	32,746,786	-	27,754,550	27,754,550	-	34,514,054	34,514,054	-	29,208,165	29,208,165	-
Employee Salaries & Fringe Benefits	9,604,216	4,380,129	5,224,087	8,279,712	3,929,784	4,349,928	9,093,781	4,164,311	4,929,470	8,691,671	4,139,813	4,551,858
Agency Contractor Services	463,914	187,771	276,143	698,393	358,692	339,702	913,769	400,448	513,321	1,350,143	778,468	571,675
Planning and Evaluation Services	1,070,570	1,064,332	6,237	1,524,194	1,504,031	20,162	1,944,753	1,930,621	14,132	2,028,850	2,010,274	18,576
Advertising and Marketing Services	890,708	427,778	462,930	1,388,653	376,523	1,012,130	2,051,727	1,411,923	639,803	1,955,466	1,173,500	781,966
Other Professional Services	1,787,777	1,387,096	400,682	1,727,810	1,333,068	394,742	3,407,098	2,806,017	601,082	2,920,165	2,457,982	462,183
Travel, Meetings, Trainings & Conferences	172,200		172,200	58,325		58,325	336,651		336,651	168,148		168,148
Dues, Licenses and Fees	87,951		87,951	98,919		98,919	138,407		138,407	117,743		117,743
Software and Hardware	321,886		321,886	227,250		227,250	426,349		426,349	411,855		411,855
Depreciation & Amortization	198,741		198,741	156,257		156,257	154,171		154,171	122,465		122,465
Office Rent and Equipment	495,282		495,282	519,590		519,590	608,354		608,354	525,915		525,915
Materials Postage and Telephone	32,385		32,385	29,074		29,074	58,256		58,256	64,493		64,493
Miscellaneous Expenses	10,685		10,685	3,604		3,604	6,950		6,950	5,586		5,586
Expenditures	85,835,797	78,146,588	7,689,209	71,045,901	63,836,217	7,209,684	92,781,559	84,354,613	8,426,946	90,056,341	82,253,877	7,802,463
Revenue from Utilities	118,336,904			109,484,678			109,935,765			106,574,721		
Program Support and Administrative Cost as Percent of Revenue from OPUC Utilities			6.50%			6.59%			7.67%			7.32%
Program Support and Administrative cost as Percent Change versus Last Year			6.65%						8.00%			



	Efficiency Programs	Renewable Programs	Washington Program	Contracts & Grants	Total Programs	Fund Development	Communication & Outreach	Management & General	Total Administration	Total Company Expenditure
Incentives	33,173,023	4,779,673	512,101	98,677	38,563,474	-	-	-	-	38,563,474
Program Delivery Contractors	31,993,110	753,676	460,228	32,992	33,240,006	-	-	-	-	33,240,006
Employee Salaries & Fringe Benefits	4,140,654	1,201,163	195,780	356,166	5,893,762	107,859	1,628,210	2,736,334	4,364,544	10,366,165
Agency Contractor Services	125,072	78,259	3,116	32,747	239,195	261	4,885	261,942	266,827	506,284
Planning and Evaluation Services	1,059,566	4,766	4,385	667	1,069,385	-	5,910	477	6,387	1,075,772
Advertising and Marketing Services	355,051	72,728	-	2,829	430,607	-	474,024	-	474,024	904,631
Other Professional Services	1,098,744	293,669	15,416	146,109	1,553,937	93	61,217	343,622	404,839	1,958,869
Travel, Meetings, Trainings & Conferences	58,869	20,360	1,349	2,242	82,821	428	33,747	61,451	95,198	178,448
Dues, Licenses and Fees	52,208	7,063	21,294	348	80,912	-	15,755	13,613	29,367	110,280
Software and Hardware	105,617	133,355	3,890	8,581	251,443	1,754	33,073	51,828	84,901	338,098
Depreciation & Amortization	107,784	20,965	3,254	6,987	138,991	1,469	27,999	43,670	71,669	212,129
Office Rent and Equipment	217,149	68,154	10,572	22,656	318,530	4,403	84,207	130,805	215,012	537,946
Materials Postage and Telephone	12,892	3,948	610	1,322	18,771	273	6,086	9,832	15,918	34,962
Miscellaneous Expenses	6,612	-	-	-	6,612	-	-	4,170	4,170	10,782
Expenditures	72,506,351	7,437,778	1,231,994	712,323	81,888,447	116,540	2,375,114	3,657,743	6,032,857	88,037,844

For contracts with costs through: 7/1/2023

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Administration							
Administration Total:			14,741,527	10,960,500	3,781,027		
Communications							
Communications Total:			6,451,045	2,407,109	4,043,936		
Energy Efficiency							
Northwest Energy Efficiency Alliance	NEEA Funding Agreement	Portland	42,866,366	29,862,223	13,004,143	1/1/2020	8/1/2025
Northwest Energy Efficiency Alliance	Regional EE Initiative Agrmt	Portland	33,662,505	33,569,081	93,424	1/1/2015	8/1/2025
TRC Environmental Corporation	2023 EB PMC	Windsor	22,811,086	8,951,204	13,859,882	1/1/2023	12/31/2023
CLEAResult Consulting Inc	2023 Residential PMC	Austin	9,918,842	4,956,902	4,961,940	1/1/2023	12/31/2023
Energy 350 Inc	2023 PE PMC		9,663,754	4,417,082	5,246,672	1/1/2023	12/31/2023
CLEAResult Consulting Inc	2023 NBE PMC	Austin	6,868,034	3,340,911	3,527,123	1/1/2023	12/31/2023
CLEAResult Consulting Inc	2023 Lighting PDC	Austin	4,914,598	2,471,292	2,443,306	1/1/2023	12/31/2023
TRC Engineers Inc.	2023 EPS New Const PDC	Irvine	3,135,397	1,531,353	1,604,044	1/1/2023	12/31/2023
Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Portland	2,081,000	1,584,929	496,071	1/1/2020	12/31/2024
Intel Corporation	EE Project Funding Agreement	Hillsboro	1,950,000	650,000	1,300,000	12/2/2021	12/31/2025
CLEAResult Consulting Inc	2023 Retail PDC	Austin	1,728,537	572,949	1,155,588	1/1/2023	12/31/2023
Craft3	Manufactured Home Pilot Loan	Portland	1,000,000	0	1,000,000	9/20/2018	9/20/2033
TRC Environmental Corporation	2023 BE PMC DSM	Windsor	816,549	580,960	235,589	1/1/2023	12/31/2023
CLEAResult Consulting Inc	2023 Residential PMC Innov	Austin	588,880	251,844	337,036	1/1/2023	12/31/2023
Cascade Energy, Inc.	Subscription ServicesAgreement	Walla Walla	561,454	503,142	58,312	1/21/2022	8/31/2023
TRC Environmental Corporation	2023 BE PMC WA	Windsor	549,254	274,476	274,778	1/1/2023	12/31/2023
Craft3	Loan Funding for EE Projects	Portland	500,000	500,000	0	1/1/2021	9/30/2025
Craft3	Loan Agreement	Portland	500,000	500,000	0	1/1/2018	12/31/2027
Pivotal Energy Solutions LLC	Software Product Support	Gilbert	496,500	429,224	67,277	1/1/2020	12/31/2023
SBW Consulting, Inc.	2021 EB Impact Evaluation	Bellevue	486,988	481,981	5,007	8/1/2022	9/30/2023
Alternative Energy Systems Consulting, Inc.	TechnicalEnergy Studies& Audit	Carlsbad	420,000	284,411	135,589	7/1/2021	6/30/2024
Tetra Tech Inc	NB Impsct Eval 2021-22	Portland	380,000	48,023	331,978	3/1/2023	4/30/2024
Community Energy Project, Inc.	HPWH & CPFE Measures	Portland	306,000	249,475	56,525	1/25/2022	12/31/2023
Craft3	Loan Agreement	Portland	300,000	300,000	0	6/1/2014	6/20/2025
Ekotrop, Inc.	ModelingSoftware for NC	Boston	300,000	273,286	26,715	1/21/2020	12/31/2023
Verde	DHP Installation Program	Portland	300,000	226,209	73,791	1/1/2022	12/31/2023
LD Consulting LLC	BL Consulting Services		294,300	202,860	91,440	4/27/2022	1/31/2024
CLEAResult Consulting Inc	2023 Residential PMC WA	Austin	254,276	86,145	168,131	1/1/2023	12/31/2023
TRC Environmental Corporation	PDC - Landlord Cooling	Windsor	230,000	86,963	143,037	4/1/2022	9/30/2024
CLEAResult Consulting Inc	HE Assessment Tool	Austin	215,000	115,000	100,000	12/16/2021	12/31/2023
CLEAResult Consulting Inc	2023 Residential PMC-CustSvc	Austin	207,797	106,806	100,991	1/1/2023	12/31/2023
ADM Associates, Inc.	2022_23 Fast Feedback Survey	Seattle	197,800	109,718	88,082	3/1/2022	6/30/2024
DNV Energy Services USA Inc	HER Impact Evaluation	Oakland	165,000	0	165,000	7/11/2023	3/31/2024
ADM Associates, Inc.	BL Process Evaluation	Seattle	165,000	164,966	34	7/22/2022	5/31/2023
The Cadmus Group LLC	C&I LG Impact Evaluations	Portland	160,000	49,846	110,154	1/1/2022	12/31/2023
ADM Associates, Inc.	NB Process Evaluation	Seattle	156,000	155,310	690	3/15/2022	7/31/2023

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Community Energy Project, Inc.	Workshop Sponsorship	Portland	140,000	41,406	98,594	4/1/2023	4/30/2024
TRC Engineers Inc.	2023 EPS New Const PDC WA	Irvine	136,116	71,487	64,630	1/1/2023	12/31/2023
Earth Advantage, Inc.	RealEstate Engagement	Portland	104,400	87,840	16,560	1/1/2021	12/31/2023
Apex Analytics LLC	NH Impact Evaluation	Boulder	102,000	101,964	36	2/1/2022	6/30/2023
SBW Consulting, Inc.	Measure Development	Bellevue	95,000	58,027	36,973	12/19/2022	12/31/2023
EVALUCREE	Energy Assessment Services		80,000	64,350	15,650	2/1/2022	12/31/2023
The Cadmus Group LLC	Industrial Plant Closure Study	Portland	80,000	0	80,000	6/30/2023	3/31/2024
Seeds for the Sol	CPF RES Partner Services		65,000	43,274	21,726	2/1/2022	12/31/2023
RStudio PBC	Software License Agreement		59,773	56,935	2,838	6/5/2022	4/1/2024
INCA Energy Efficiency, LLC	MOD 3 Evaluation	Grinnell	55,000	7,189	47,811	10/1/2022	3/31/2025
Craft3	SWR Loan Origination/Loss Fund	Portland	55,000	24,924	30,076	1/1/2018	12/31/2023
Holst Architecture Inc	Net Zero Fellowship	Portland	51,000	20,000	31,000	9/22/2022	12/31/2023
Anchor Blue LLC	Planning Consulting Services	Vancouver	50,000	4,905	45,095	1/1/2023	12/31/2023
E Source Companies LLC	2023 Membership Agreement	Boulder	49,184	49,184	0	1/1/2023	12/31/2023
Theodore Blaine Light III	Planning Consulting Services		46,250	8,325	37,925	1/1/2023	12/31/2023
Geograde Constructors LLC	Contractor Development Pathway		45,000	4,050	40,950	2/3/2023	12/31/2023
Illinois Valley Community Development Organization	Strategic Partnership Services		40,000	0	40,000	6/1/2023	12/31/2023
The Cadmus Group Inc.	PE Large Complex Impact Eval	Watertown	40,000	31,017	8,983	11/1/2019	6/30/2023
Northwest Energy Efficiency Council	2023 TLL & BOC Sponsorship	Seattle	38,750	38,675	75	1/1/2023	12/31/2023
Consortium for Energy Efficiency	2023 Membership Dues	Boston	37,184	37,184	0	4/1/2023	12/31/2023
American Council for and Energy Efficient Economy	Sponsorship Letter Agreement	Washington	30,000	30,000	0	1/1/2023	12/31/2023
Efficiency for Everyone, LLC	Eval Advisory Group Services	Portland	25,000	3,084	21,916	3/9/2022	3/8/2024
Encolor LLC	Eval Advisory Group Services		25,000	1,073	23,928	3/9/2022	3/8/2024
DNV Energy Services USA Inc	Evaluation Advisory Group	Oakland	25,000	4,455	20,545	3/9/2022	3/8/2024
Apex Analytics LLC	Evaluation Advisory Group	Boulder	25,000	4,395	20,605	3/9/2022	3/8/2024
Beira Consulting LLC	SMB Research Eval		25,000	8,600	16,400	2/1/2023	1/31/2024
Cadeo Group LLC	Evaluation Advisory Group	Washington	25,000	4,655	20,345	3/9/2022	3/8/2024
SBW Consulting, Inc.	Evaluation Advisory Group	Bellevue	25,000	3,579	21,421	3/9/2022	3/8/2024
Puget Sound Cooperative Credit Union	LoanLossReserve Fund Agreement		25,000	0	25,000	1/1/2022	12/31/2023
ELSO Incorporated	Workforce Development		25,000	25,000	0	11/9/2022	7/1/2023
Encolor LLC	Consulting Services		20,000	5,454	14,546	8/3/2022	3/31/2023
Consortium for Energy Efficiency	Energy Behavior Sponsorship	Boston	15,000	15,000	0	5/1/2023	12/31/2023
Northwest Earth Institute	2023 Ecochallenge	Portland	10,000	10,000	0	3/10/2023	12/31/2023
Amy Marie Seward	Grant Writers Pool		9,600	0	9,600	6/1/2023	12/31/2024
Lever Architecture	NZELI Grant Agreement		8,000	0	8,000	10/10/2022	6/17/2023
MWA Architects Inc.	NZEL Grant Agreement		8,000	8,000	0	10/10/2022	6/17/2023
Studio E Architecture PC	NZELI Grant Agreement		8,000	8,000	0	10/10/2022	6/17/2023
Scott Edwards Architecture LLP	NZELI Grant Agreement		7,680	7,680	0	10/10/2022	6/17/2023
Hennebery Eddy Architects Inc	NZEL Grant Agreement	Portland	5,065	5,065	0	10/10/2022	6/17/2023
Cascade Energy, Inc.	Admin Reimburse Services	Walla Walla	4,500	0	4,500	4/1/2023	12/31/2023
Jim Craven Photography	Photography Services *\$25,000	Medford	2,200	1,947	253	5/1/2023	4/30/2025
Energy Efficiency Total:			150,873,619	98,785,293	52,088,326		

Joint Programs

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Lake County Resources Initiative	Support for RE, EB, Solar PE	Lakeview	165,200	88,901	76,299	1/1/2022	12/31/2023
Structured Communications Systems, Inc.	ShoreTel Phone System Install	Clackamas	86,845	83,291	3,554	1/1/2017	12/31/2023
Adre LLC	Net Zero Fellowship		51,000	5,000	46,000	9/22/2022	3/31/2024
Infogroup Inc	Data License & Service Agmt	Papillion	33,320	32,724	596	2/4/2020	12/31/2023
American Council for and Energy Efficient Economy	2023 Conference Sponsorship	Washington	13,500	13,500	0	1/1/2023	12/31/2023
Jodi Tanner Tell LLC	Grant Writing Services		13,000	12,000	1,000	1/1/2023	12/31/2024
Rebecca Descombes	DAC PA Agreement		9,320	4,100	5,220	9/30/2021	12/31/2023
Environmental Leadership Program	RAY Fellowship Agreement		5,500	5,500	0	7/16/2021	7/15/2023
Susan Lucer Consulting Services	Grant Writing Services		4,750	4,750	0	1/1/2023	12/31/2024
Joint Programs Total:			382,436	249,766	132,669		
Renewable Energy							
Clean Water Services	Project Funding Agreement	Hillsboro	3,000,000	2,013,106	986,894	11/25/2014	11/25/2039
City of Salem	Biogas Project - Willow Lake	Salem	3,000,000	3,000,000	0	9/4/2018	11/30/2023
Farmers Conservation Alliance	Irrigation Modernization	Hood River	2,500,000	2,125,676	374,324	4/1/2019	3/31/2024
Water Environment Services, A Dept. of Clackamas County	Bio Water Cogeneration System	Clackamas	1,800,000	1,800,000	0	11/15/2019	9/30/2041
Oregon Institute of Technology	Geothermal Resource Funding	Klamath Falls	1,550,000	1,550,000	0	9/11/2012	9/11/2032
Farm Power Misty Meadows LLC	Misty Meadows Biogas Facility	Mount Vernon	1,000,000	1,000,000	0	10/25/2012	10/25/2027
Three Sisters Irrigation District	TSID Hydro	Sisters	1,000,000	1,000,000	0	4/25/2012	9/30/2032
Farmers Irrigation District	FID - Plant 2 Hydro	Hood River	900,000	900,000	0	4/1/2014	4/1/2034
Three Sisters Irrigation District	Mckenize Reservoir Irrigation	Sisters	865,000	465,000	400,000	3/18/2019	3/17/2039
Klamath Falls Solar 2 LLC	PV Project Funding Agreement	San Mateo	850,000	382,500	467,500	7/11/2016	7/10/2041
Stahlbush Island Farms, Inc.	Funding Assistance Agreement	Corvallis	827,000	827,000	0	6/24/2009	6/24/2029
Energy Assurance Company	Verifier Services Agreement	Milwaukie	725,000	250,225	474,775	10/15/2022	10/14/2024
CLEAResult Consulting Inc	2023 Residential PMC SOLAR	Austin	630,067	228,262	401,806	1/1/2023	12/31/2023
Old Mill Solar, LLC	Project Funding Agmt	Bly, OR Lake Oswego	490,000	490,000	0	5/29/2015	5/28/2030
Deschutes Valley Water District	Opal Springs Hydro Project	Madras	450,000	450,000	0	1/1/2018	4/1/2040
City of Medford	750kW Combined Heat & Power	Medford	450,000	450,000	0	10/20/2011	10/20/2031
City of Pendleton	Pendleton Microturbines	Pendleton	450,000	150,000	300,000	4/20/2012	4/20/2032
Three Sisters Irrigation District	TSID Funding Agreement	Sisters	400,000	400,000	0	1/1/2018	12/31/2038
SunE Solar XVI Lessor, LLC	BVT Sexton Mtn PV	Bethesda	355,412	355,412	0	5/15/2014	12/31/2034
City of Gresham	City of Gresham Cogen 2	Gresham	350,000	334,523	15,477	4/9/2014	7/9/2034
Clean Power Research, LLC	License & Services Agreement	Napa	314,419	314,419	0	7/1/2021	6/30/2023
Solar Oregon	Outreach & Education Agreement	Portland	258,800	108,180	150,620	7/1/2022	6/30/2024
Wallowa Resources Community Solutions, Inc.	Project Development Assistance	Enterprise	233,234	81,181	152,054	4/1/2022	3/31/2024
Craft3	NON-EEAST OBR Svc Agrmt	Portland	225,000	191,250	33,750	1/1/2018	12/31/2023
Wallowa Resources Community Solutions Inc	Rural Outreach Energy Planning	Enterprise	191,392	191,392	0	8/1/2021	8/1/2023
Faraday Inc	Software Services Subscription	Burlington	180,000	162,000	18,000	1/15/2019	12/14/2023
Clean Power Research, LLC	CPR License Service Agreement	Napa	145,480	0	145,480	7/1/2023	6/30/2024
TRC Engineers Inc.	2023 EPS New Const PDC Solar	Irvine	144,360	69,777	74,584	1/1/2023	12/31/2023
City of Astoria	Bear Creek Funding Agreement	Astoria	143,000	143,000	0	3/24/2014	3/24/2034

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Clean Power Research, LLC	WattPlan Software	Napa	118,600	118,600	0	11/17/2017	6/30/2023
Oregon Solar Energy Fund	Solar Education Training	Portland	115,500	79,298	36,202	6/1/2022	11/30/2023
Site Capture LLC	SiteCapture Subscription	Austin	102,000	100,500	1,500	2/1/2018	5/31/2023
City of Hillsboro	Project Funding Agreement	Hillsboro	85,000	85,000	0	6/8/2020	12/31/2040
Wallowa County	Project Funding Agreement	Enterprise	80,000	80,000	0	4/1/2018	3/31/2038
Wallowa Resources Community Solutions Inc	Collaboration Services	Enterprise	78,400	9,647	68,753	4/1/2023	12/31/2023
SPS of Oregon Inc	Project Funding Agreement	Wallowa	75,000	74,513	488	10/15/2015	10/31/2036
University of Oregon	REDA Grant Agreement	Eugene	50,000	50,000	0	2/1/2022	2/3/2024
Clean Energy States Alliance	Memorandum of Understanding	Montpelier	39,500	39,500	0	7/1/2022	6/30/2023
Clean Energy States Alliance	Memorandum of Understanding	Montpelier	39,500	0	39,500	7/1/2023	6/30/2024
African American Alliance for Homeownership	Solar Ambassadors Project	Portland	36,330	26,059	10,271	2/15/2022	8/31/2023
Verde	Solar Ambassadors for OR Comm	Portland	30,000	15,000	15,000	2/15/2022	5/31/2023
Unite Oregon	Solar Ambassadors Project		25,955	8,853	17,102	2/15/2022	8/31/2023
Adelante Mujeres	Solar Ambassadors Project		25,685	18,375	7,310	2/15/2022	8/31/2023
GuildQuality Inc.	License Agreement		25,000	2,080	22,920	6/1/2023	5/31/2024
American Microgrid Solutions LLC	Solar+Storage RES EPS NC	Easton	25,000	2,744	22,256	12/29/2022	6/3/2024
Arnold Cushing LLC	PE REDA Grant Agreement	Portland	25,000	25,000	0	10/11/2021	7/30/2023
University of Oregon	UO SRML Sponsorship	Eugene	25,000	24,999	1	3/9/2023	3/8/2024
OSEIA-Oregon Solar Energy Industries Assoc	2023 Solar+Storage Sponsorship		24,500	24,500	0	1/13/2023	12/31/2023
Robert Migliori	42kW wind energy system	Newberg	24,125	24,125	0	4/11/2007	1/31/2024
Site Capture LLC	Subscription Agreement	Austin	24,000	2,000	22,000	6/1/2023	5/31/2024
Bonneville Environmental Foundation	Comm Outreach Services	Portland	24,000	3,525	20,475	4/1/2022	1/31/2024
Community Energy Project, Inc.	Solar Ambassadors Outreach	Portland	21,060	23,955	(2,895)	2/15/2022	8/31/2023
Solar Oregon	Go-Zero Sponsorship	Portland	20,000	0	20,000	5/1/2023	12/31/2023
Kleinschmidt Associates	Other RE Professional Services	Pittsfield	18,000	10,460	7,540	4/1/2022	3/31/2024
Solar Oregon	Solar Ambassadors Project	Portland	15,000	15,000	0	2/15/2022	8/31/2023
APANO Communities United	Solar Deployment Barriers		14,620	20,410	(5,790)	9/15/2022	5/31/2023
Oregon Solar Energy Fund	Sponsorship Agreement	Portland	10,000	10,000	0	1/1/2023	12/31/2023
Solar Education Industries Association	2023 Membership Dues		5,000	5,000	0	1/1/2023	12/31/2023
Renewable Energy Total:			24,629,939	20,332,045	4,297,895		
Grand Total:			197,078,565	132,734,713	64,343,852		
Contracts without Incentives Total:			173,711,375	113,398,009	60,313,366		
Renewable Energy Incentives Total:			21,417,190	18,686,704	2,730,486		
Energy Efficiency Incentives Total:			1,950,000	650,000	1,300,000		

For contracts with costs through: 7/1/2023

Complete List of Contracts Grouped by Size

Contracts in effect on June 30, 2023 including those contracts executed for 2023 and beyond and excluding contracts completed prior to this date

Grouping by Contract Size	Dollars	Number of Contracts	Distribution of Dollars	Distribution of Count
Over \$500K	\$177,296,616	32	90%	12%
From \$400K to \$500K	\$5,570,388	12	3%	4%
Under \$400K	\$14,211,562	233	7%	84%
Total	\$197,078,565	277		

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Over \$500K	42,866,366	Northwest Energy Efficiency Alliance	NEEA Funding Agreement	Energy Efficiency	1/1/2020	8/1/2025
Over \$500K	33,662,505	Northwest Energy Efficiency Alliance	Regional EE Initiative Agmt	Energy Efficiency	1/1/2015	8/1/2025
Over \$500K	22,811,086	TRC Environmental Corporation	2023 EB PMC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	11,343,292	G&I VII Five Oak Owner LLC	Office Lease - 421 SW Oak	Administration	11/21/2011	12/31/2025
Over \$500K	9,918,842	CLEAResult Consulting Inc	2023 Residential PMC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	9,663,754	Energy 350 Inc	2023 PE PMC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	6,868,034	CLEAResult Consulting Inc	2023 NBE PMC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	4,914,598	CLEAResult Consulting Inc	2023 Lighting PDC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	3,135,397	TRC Engineers Inc.	2023 EPS New Const PDC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	3,078,000	Grady Britton, Inc	Media Services Agreement	Communications	1/1/2023	12/31/2024
Over \$500K	3,000,000	Clean Water Services	Project Funding Agreement	Renewable Energy	11/25/2014	11/25/2039
Over \$500K	3,000,000	City of Salem	Biogas Project - Willow Lake	Renewable Energy	9/4/2018	11/30/2023
Over \$500K	2,500,000	Farmers Conservation Alliance	Irrigation Modernization	Renewable Energy	4/1/2019	3/31/2024
Over \$500K	2,081,000	Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Energy Efficiency	1/1/2020	12/31/2024
Over \$500K	1,950,000	Intel Corporation	EE Project Funding Agreement	Energy Efficiency	12/2/2021	12/31/2025
Over \$500K	1,800,000	Water Environment Services, A Dept. of Clackamas County	Bio Water Cogeneration System	Renewable Energy	11/15/2019	9/30/2041
Over \$500K	1,728,537	CLEAResult Consulting Inc	2023 Retail PDC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	1,550,000	Oregon Institute of Technology	Geothermal Resource Funding	Renewable Energy	9/11/2012	9/11/2032
Over \$500K	1,112,000	Colehour & Cohen	Public Relations Services	Communications	2/1/2022	12/31/2023
Over \$500K	1,000,000	Farm Power Misty Meadows LLC	Misty Meadows Biogas Facility	Renewable Energy	10/25/2012	10/25/2027
Over \$500K	1,000,000	Craft3	Manufactured Home Pilot Loan	Energy Efficiency	9/20/2018	9/20/2033
Over \$500K	1,000,000	Three Sisters Irrigation District	TSID Hydro	Renewable Energy	4/25/2012	9/30/2032
Over \$500K	900,000	Farmers Irrigation District	FID - Plant 2 Hydro	Renewable Energy	4/1/2014	4/1/2034
Over \$500K	865,000	Three Sisters Irrigation District	Mckenize Reservoir Irrigation	Renewable Energy	3/18/2019	3/17/2039

For contracts with costs through: 7/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Over \$500K	850,000	Klamath Falls Solar 2 LLC	PV Project Funding Agreement	Renewable Energy	7/11/2016	7/10/2041
Over \$500K	827,000	Stahlbush Island Farms, Inc.	Funding Assistance Agreement	Renewable Energy	6/24/2009	6/24/2029
Over \$500K	816,549	TRC Environmental Corporation	2023 BE PMC DSM	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	725,000	Energy Assurance Company	Verifier Services Agreement	Renewable Energy	10/15/2022	10/14/2024
Over \$500K	630,067	CLEAResult Consulting Inc	2023 Residential PMC SOLAR	Renewable Energy	1/1/2023	12/31/2023
Over \$500K	588,880	CLEAResult Consulting Inc	2023 Residential PMC Innov	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	561,454	Cascade Energy, Inc.	Subscription Services Agreement	Energy Efficiency	1/21/2022	8/31/2023
Over \$500K	549,254	TRC Environmental Corporation	2023 BE PMC WA	Energy Efficiency	1/1/2023	12/31/2023
From \$400K to \$500K	500,000	Craft3	Loan Funding for EE Projects	Energy Efficiency	1/1/2021	9/30/2025
From \$400K to \$500K	500,000	Craft3	Loan Agreement	Energy Efficiency	1/1/2018	12/31/2027
From \$400K to \$500K	498,000	ThinkShout, Inc.	Web Design & Dev Agreement	Communications	1/1/2022	12/31/2023
From \$400K to \$500K	496,500	Pivotal Energy Solutions LLC	Software Product Support	Energy Efficiency	1/1/2020	12/31/2023
From \$400K to \$500K	490,000	Old Mill Solar, LLC	Project Funding Agmt Bly, OR	Renewable Energy	5/29/2015	5/28/2030
From \$400K to \$500K	486,988	SBW Consulting, Inc.	2021 EB Impact Evaluation	Energy Efficiency	8/1/2022	9/30/2023
From \$400K to \$500K	450,000	Deschutes Valley Water District	Opal Springs Hydro Project	Renewable Energy	1/1/2018	4/1/2040
From \$400K to \$500K	450,000	City of Medford	750kW Combined Heat & Power	Renewable Energy	10/20/2011	10/20/2031
From \$400K to \$500K	450,000	City of Pendleton	Pendleton Microturbines	Renewable Energy	4/20/2012	4/20/2032
From \$400K to \$500K	428,900	OMBU Inc	New Interactive Forms	Administration	4/2/2018	12/31/2023
From \$400K to \$500K	420,000	Alternative Energy Systems Consulting, Inc.	Technical Energy Studies & Audit	Energy Efficiency	7/1/2021	6/30/2024
From \$400K to \$500K	400,000	Three Sisters Irrigation District	TSID Funding Agreement	Renewable Energy	1/1/2018	12/31/2038
Under \$400K	380,000	Tetra Tech Inc	NB Impsct Eval 2021-22	Energy Efficiency	3/1/2023	4/30/2024
Under \$400K	355,412	SunE Solar XVI Lessor, LLC	BVT Sexton Mtn PV	Renewable Energy	5/15/2014	12/31/2034
Under \$400K	350,000	City of Gresham	City of Gresham Cogen 2	Renewable Energy	4/9/2014	7/9/2034
Under \$400K	337,740	Prophix. Inc	Cloud Services Agreement	Administration	9/1/2022	6/30/2025
Under \$400K	329,777	Carahsoft Technology Corporation	DocuSign Master Agreement	Communications	1/31/2018	7/31/2024
Under \$400K	314,419	Clean Power Research, LLC	License & Services Agreement	Renewable Energy	7/1/2021	6/30/2023
Under \$400K	306,000	Community Energy Project, Inc.	HPWH & CPFE Measures	Energy Efficiency	1/25/2022	12/31/2023
Under \$400K	300,000	Craft3	Loan Agreement	Energy Efficiency	6/1/2014	6/20/2025
Under \$400K	300,000	Ekotrop, Inc.	Modeling Software for NC	Energy Efficiency	1/21/2020	12/31/2023
Under \$400K	300,000	Verde	DHP Installation Program	Energy Efficiency	1/1/2022	12/31/2023
Under \$400K	294,300	LD Consulting LLC	BL Consulting Services	Energy Efficiency	4/27/2022	1/31/2024
Under \$400K	258,800	Solar Oregon	Outreach & Education Agreement	Renewable Energy	7/1/2022	6/30/2024

For contracts with costs through: 7/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	254,276	CLEARresult Consulting Inc	2023 Residential PMC WA	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	251,240	Paladin Risk Management, Ltd	Cert Tracking & License Svc	Administration	9/1/2015	10/1/2023
Under \$400K	233,234	Wallowa Resources Community Solutions, Inc.	Project Development Assistance	Renewable Energy	4/1/2022	3/31/2024
Under \$400K	230,000	TRC Environmental Corporation	PDC - Landlord Cooling	Energy Efficiency	4/1/2022	9/30/2024
Under \$400K	225,000	Craft3	NON-EEAST OBR Svc Agrmt	Renewable Energy	1/1/2018	12/31/2023
Under \$400K	221,492	Latino Built Association for Contractors	Training & Support Services	Communications	1/1/2023	12/31/2024
Under \$400K	215,000	CLEARresult Consulting Inc	HE Assessment Tool	Energy Efficiency	12/16/2021	12/31/2023
Under \$400K	207,797	CLEARresult Consulting Inc	2023 Residential PMC-CustSvc	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	197,800	ADM Associates, Inc.	2022_23 Fast Feedback Survey	Energy Efficiency	3/1/2022	6/30/2024
Under \$400K	191,392	Wallowa Resources Community Solutions Inc	Rural Outreach Energy Planning	Renewable Energy	8/1/2021	8/1/2023
Under \$400K	180,000	Faraday Inc	Software Services Subscription	Renewable Energy	1/15/2019	12/14/2023
Under \$400K	175,393	CTX Businss Solutions Inc	Copier Purchase & Maintenance	Administration	1/27/2015	12/31/2023
Under \$400K	165,200	Lake County Resources Initiative	Support for RE, EB, Solar PE	Joint Programs	1/1/2022	12/31/2023
Under \$400K	165,000	DNV Energy Services USA Inc	HER Impact Evaluation	Energy Efficiency	7/11/2023	3/31/2024
Under \$400K	165,000	ADM Associates, Inc.	BL Process Evaluation	Energy Efficiency	7/22/2022	5/31/2023
Under \$400K	160,000	The Cadmus Group LLC	C&I LG Impact Evaluations	Energy Efficiency	1/1/2022	12/31/2023
Under \$400K	156,000	ADM Associates, Inc.	NB Process Evaluation	Energy Efficiency	3/15/2022	7/31/2023
Under \$400K	145,480	Clean Power Research, LLC	CPR License Service Agreement	Renewable Energy	7/1/2023	6/30/2024
Under \$400K	144,360	TRC Engineers Inc.	2023 EPS New Const PDC Solar	Renewable Energy	1/1/2023	12/31/2023
Under \$400K	143,000	City of Astoria	Bear Creek Funding Agreement	Renewable Energy	3/24/2014	3/24/2034
Under \$400K	140,000	Community Energy Project, Inc.	Workshop Sponsorship	Energy Efficiency	4/1/2023	4/30/2024
Under \$400K	136,116	TRC Engineers Inc.	2023 EPS New Const PDC WA	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	122,247	Encore Business Solutions (USA)	GP Annual Enhancement	Administration	9/14/2011	8/31/2023
Under \$400K	120,000	3Point Brand Management	Blanket PO	Communications	1/1/2021	12/31/2023
Under \$400K	118,600	Clean Power Research, LLC	WattPlan Software	Renewable Energy	11/17/2017	6/30/2023
Under \$400K	115,500	Oregon Solar Energy Fund	Solar Education Training	Renewable Energy	6/1/2022	11/30/2023
Under \$400K	112,837	Airespring Inc	T1 Connectivity Services	Administration	12/22/2016	1/15/2024
Under \$400K	112,688	Allstream	Internet Services	Administration	9/22/2017	1/1/2024
Under \$400K	105,159	Encore Business Solutions (USA)	Technical Support for GP	Administration	5/1/2021	12/31/2024
Under \$400K	105,000	Printable Promotions	Promotional Materials	Communications	4/13/2017	12/31/2023
Under \$400K	104,400	Earth Advantage, Inc.	RealEstate Engagement	Energy Efficiency	1/1/2021	12/31/2023
Under \$400K	102,000	Apex Analytics LLC	NH Impact Evaluation	Energy Efficiency	2/1/2022	6/30/2023
Under \$400K	102,000	Site Capture LLC	SiteCapture Subscription	Renewable Energy	2/1/2018	5/31/2023
Under \$400K	100,000	Metafile Information Systems	Software Solutions Contract	Administration	6/10/2022	3/1/2024

For contracts with costs through: 7/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	100,000	CDW Direct, LLC	Blanket PO	Administration	1/1/2022	12/31/2023
Under \$400K	100,000	Dell Marketing LP.	Blanket Purchase Order	Administration	1/1/2023	12/31/2023
Under \$400K	99,620	Archive Systems Inc	Record Management Services	Administration	1/1/2011	12/31/2023
Under \$400K	99,000	1961 Consulting, LLC	Professional Services	Administration	5/1/2022	5/31/2023
Under \$400K	95,000	SBW Consulting, Inc.	Measure Development	Energy Efficiency	12/19/2022	12/31/2023
Under \$400K	86,845	Structured Communications Systems, Inc.	ShoreTel Phone System Install	Joint Programs	1/1/2017	12/31/2023
Under \$400K	86,775	Sarah Noll Wilson, Inc	Coaching PA Agreement	Administration	8/1/2022	12/31/2023
Under \$400K	85,700	CLEAResult Consulting Inc	Call CenterServices Comm Solar	Administration	8/1/2019	3/4/2024
Under \$400K	85,000	City of Hillsboro	Project Funding Agreement	Renewable Energy	6/8/2020	12/31/2040
Under \$400K	80,000	EVALUCREE	Energy Assessment Services	Energy Efficiency	2/1/2022	12/31/2023
Under \$400K	80,000	The Cadmus Group LLC	Industrial Plant Closure Study	Energy Efficiency	6/30/2023	3/31/2024
Under \$400K	80,000	Wallowa County	Project Funding Agreement	Renewable Energy	4/1/2018	3/31/2038
Under \$400K	78,400	Wallowa Resources Community Solutions Inc	Collaboration Services	Renewable Energy	4/1/2023	12/31/2023
Under \$400K	75,800	Becky Engel Consulting LLC	2023 Brand Marketing Services	Communications	2/15/2023	12/31/2023
Under \$400K	75,000	SPS of Oregon Inc	Project Funding Agreement	Renewable Energy	10/15/2015	10/31/2036
Under \$400K	70,000	DocuMart of Portland	Blanket PO	Communications	1/1/2021	12/31/2023
Under \$400K	66,683	Siteimprove Inc	Web Governance and Monitoring	Administration	1/27/2017	10/31/2023
Under \$400K	65,000	Seeds for the Sol	CPF RES Partner Services	Energy Efficiency	2/1/2022	12/31/2023
Under \$400K	62,950	IZO Public Relations	Rinde Mas Better Business Camp	Communications	5/1/2022	5/31/2023
Under \$400K	59,773	RStudio PBC	Software License Agreement	Energy Efficiency	6/5/2022	4/1/2024
Under \$400K	56,388	AlamaLuna LLC	Translation Services	Communications	4/25/2022	12/31/2023
Under \$400K	55,000	INCA Energy Efficiency, LLC	MOD 3 Evaluation	Energy Efficiency	10/1/2022	3/31/2025
Under \$400K	55,000	Craft3	SWR Loan Origination/Loss Fund	Energy Efficiency	1/1/2018	12/31/2023
Under \$400K	51,000	Holst Architecture Inc	Net Zero Fellowship	Energy Efficiency	9/22/2022	12/31/2023
Under \$400K	51,000	Adre LLC	Net Zero Fellowship	Joint Programs	9/22/2022	3/31/2024
Under \$400K	50,600	Moss Adams LLP	2022 Audit Services	Administration	1/1/2023	12/31/2023
Under \$400K	50,287	LinkedIn Corporation	Webinar Learning	Administration	1/7/2020	1/25/2024
Under \$400K	50,000	University of Oregon	REDA Grant Agreement	Renewable Energy	2/1/2022	2/3/2024
Under \$400K	50,000	Anchor Blue LLC	Planning Consulting Services	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	49,820	dThree Productions Inc.	Videography Services	Administration	2/1/2023	12/31/2023
Under \$400K	49,184	E Source Companies LLC	2023 Membership Agreement	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	48,344	Magneto Advertising, LLC	Run Better Campaign	Communications	6/1/2022	5/31/2023
Under \$400K	47,541	Pantheon Systems, Inc	Website Hosting Services	Communications	5/1/2019	1/30/2024
Under \$400K	47,500	Pacific Office Furnishings	Blanket PO-Cube Adjustments	Administration	1/1/2019	12/31/2023

For contracts with costs through: 7/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	46,250	Theodore Blaine Light III	Planning Consulting Services	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	45,000	PBDG Foundation	Relationship Develop Services	Communications	1/1/2023	3/31/2024
Under \$400K	45,000	Geograde Constructors LLC	Contractor Development Pathway	Energy Efficiency	2/3/2023	12/31/2023
Under \$400K	40,000	Illinois Valley Community Development Organization	Strategic Partnership Services	Energy Efficiency	6/1/2023	12/31/2023
Under \$400K	40,000	Portland HR Solutions, Inc.	HR Consulting Services	Administration	4/1/2022	3/31/2024
Under \$400K	40,000	The Cadmus Group Inc.	PE Large Complex Impact Eval	Energy Efficiency	11/1/2019	6/30/2023
Under \$400K	39,500	Happy Cup Coffee LLC	Blanket PO-Coffee	Administration	1/1/2019	12/31/2023
Under \$400K	39,500	Clean Energy States Alliance	Memorandum of Understanding	Renewable Energy	7/1/2022	6/30/2023
Under \$400K	39,500	Clean Energy States Alliance	Memorandum of Understanding	Renewable Energy	7/1/2023	6/30/2024
Under \$400K	38,750	Northwest Energy Efficiency Council	2023 TLL & BOC Sponsorship	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	37,500	MI Weekes & Company Inc.	Professional Services *50,000	Administration	4/23/2023	4/24/2024
Under \$400K	37,184	Consortium for Energy Efficiency	2023 Membership Dues	Energy Efficiency	4/1/2023	12/31/2023
Under \$400K	36,330	African American Alliance for Homeownership	Solar Ambassadors Project	Renewable Energy	2/15/2022	8/31/2023
Under \$400K	35,345	Theresa M. Hagerty	Writers & Communications Pool	Communications	3/1/2020	2/29/2024
Under \$400K	35,000	Rose City Moving & Storage	Blanket PO Cube Moving	Administration	1/1/2019	10/15/2023
Under \$400K	35,000	Anthony Carothers	ISO Systems SecurityConsulting	Administration	11/5/2020	12/31/2024
Under \$400K	33,320	Infogroup Inc	Data License & Service Agmt	Joint Programs	2/4/2020	12/31/2023
Under \$400K	30,000	American Council for and Energy Efficient Economy	Sponsorship Letter Agreement	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	30,000	Pod4print	2023 PGE Printing Bill Inserts	Communications	1/1/2023	12/31/2023
Under \$400K	30,000	Verde	Solar Ambassadors for OR Comm	Renewable Energy	2/15/2022	5/31/2023
Under \$400K	29,855	LinkedIn Corporation	LinkedIn Recruiting License	Administration	12/15/2022	12/31/2023
Under \$400K	28,348	Helen Eby	Professional Services	Communications	8/10/2020	6/30/2023
Under \$400K	26,125	Terrance Harris	DAC Consultant Services	Administration	1/1/2022	12/31/2023
Under \$400K	26,000	Xenium Resources	HR Consulting Agreement	Administration	4/1/2022	4/30/2023
Under \$400K	25,955	Unite Oregon	Solar Ambassadors Project	Renewable Energy	2/15/2022	8/31/2023
Under \$400K	25,685	Adelante Mujeres	Solar Ambassadors Project	Renewable Energy	2/15/2022	8/31/2023
Under \$400K	25,580	Floor Solutions LLC	Carpet Cleaning Services	Administration	1/1/2019	12/31/2023
Under \$400K	25,000	G&I VII Lincoln Building LP	Parking Agreement	Administration	5/1/2023	4/30/2024
Under \$400K	25,000	Eric (EJ) Jordon	Tribal Engagment Services	Administration	6/1/2023	3/31/2024
Under \$400K	25,000	GuildQuality Inc.	License Agreement	Renewable Energy	6/1/2023	5/31/2024
Under \$400K	25,000	Efficiency for Everyone, LLC	Eval Advisory Group Services	Energy Efficiency	3/9/2022	3/8/2024
Under \$400K	25,000	Encolor LLC	Eval Advisory Group Services	Energy Efficiency	3/9/2022	3/8/2024
Under \$400K	25,000	DNV Energy Services USA Inc	Evaluation Advisory Group	Energy Efficiency	3/9/2022	3/8/2024

For contracts with costs through: 7/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	25,000	American Microgrid Solutions LLC	Solar+Storage RES EPS NC	Renewable Energy	12/29/2022	6/3/2024
Under \$400K	25,000	Arnold Cushing LLC	PE REDA Grant Agreement	Renewable Energy	10/11/2021	7/30/2023
Under \$400K	25,000	Apex Analytics LLC	Evaluation Advisory Group	Energy Efficiency	3/9/2022	3/8/2024
Under \$400K	25,000	Beira Consulting LLC	SMB Research Eval	Energy Efficiency	2/1/2023	1/31/2024
Under \$400K	25,000	Cipriani & Werner P.C	Engagement Letter	Administration	6/15/2023	12/31/2023
Under \$400K	25,000	Cadeo Group LLC	Evaluation Advisory Group	Energy Efficiency	3/9/2022	3/8/2024
Under \$400K	25,000	Starla Green	Tribal Engagement Services	Administration	8/1/2022	7/30/2024
Under \$400K	25,000	SBW Consulting, Inc.	Evaluation Advisory Group	Energy Efficiency	3/9/2022	3/8/2024
Under \$400K	25,000	Lisa Greenfield LLC	Engagement Letter	Administration	12/16/2022	12/31/2023
Under \$400K	25,000	Leona Enright	Tribal Engagement Services	Communications	8/1/2022	7/30/2024
Under \$400K	25,000	Monica Paradise	Tribal Engagement Agreement	Communications	3/7/2023	3/6/2025
Under \$400K	25,000	RR Donnelley	2023 NWN Printing Bill Inserts	Communications	1/1/2023	12/31/2023
Under \$400K	25,000	Puget Sound Cooperative Credit Union	LoanLossReserve Fund Agreement	Energy Efficiency	1/1/2022	12/31/2023
Under \$400K	25,000	University of Oregon	UO SRML Sponsorship	Renewable Energy	3/9/2023	3/8/2024
Under \$400K	25,000	ELSO Incorporated	Workforce Development	Energy Efficiency	11/9/2022	7/1/2023
Under \$400K	24,750	Magneto Advertising, LLC	Creative Media Services	Communications	3/15/2023	7/15/2023
Under \$400K	24,500	OSEIA-Oregon Solar Energy Industries Assoc	2023 Solar+Storage Sponsorship	Renewable Energy	1/13/2023	12/31/2023
Under \$400K	24,125	Robert Migliori	42kW wind energy system	Renewable Energy	4/11/2007	1/31/2024
Under \$400K	24,000	Site Capture LLC	Subscription Agreement	Renewable Energy	6/1/2023	5/31/2024
Under \$400K	24,000	CuraLinc Healthcare	EAP Agreement	Administration	1/1/2022	9/30/2024
Under \$400K	24,000	Bonneville Environmental Foundation	Comm Outreach Services	Renewable Energy	4/1/2022	1/31/2024
Under \$400K	23,775	Susan Vogt Communications	Writers Communications Pool	Communications	3/1/2020	2/29/2024
Under \$400K	23,496	Wallowa Resources Stewardship Center LLC	Enterprise, OR Lease Agreement	Communications	11/1/2013	9/1/2023
Under \$400K	22,000	Sustainable Northwest	Community Outreach Services	Communications	1/1/2023	12/31/2024
Under \$400K	22,000	Elephants Catering	Blanket PO-Food Catering	Administration	1/1/2019	12/31/2023
Under \$400K	21,643	CTX Businss Solutions Inc	Small Printer Maintenance	Administration	4/1/2012	3/30/2024
Under \$400K	21,060	Community Energy Project, Inc.	Solar Ambassadors Outreach	Renewable Energy	2/15/2022	8/31/2023
Under \$400K	21,000	Alliance Compensation LLC	*PA Umbrella Agreement	Administration	2/1/2023	1/31/2024
Under \$400K	20,735	Susan T Rosene	Writers Pool ServicesAgreement	Communications	3/1/2022	2/29/2024
Under \$400K	20,000	Solar Oregon	Go-Zero Sponsorship	Renewable Energy	5/1/2023	12/31/2023
Under \$400K	20,000	Brown Printing Inc	Blanket PO	Communications	1/1/2021	12/31/2023
Under \$400K	20,000	Encolor LLC	Consulting Services	Energy Efficiency	8/3/2022	3/31/2023
Under \$400K	20,000	Fisher & Phillips, LLP	Letter Agreement	Administration	9/1/2022	12/31/2023
Under \$400K	19,500	Diligent Corporation	Board Management Software	Administration	6/23/2023	8/1/2024

For contracts with costs through: 7/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	18,000	Kleinschmidt Associates	Other RE Professional Services	Renewable Energy	4/1/2022	3/31/2024
Under \$400K	16,084	Jason Quigley Photography LLC	Photography Services	Communications	1/1/2022	12/31/2023
Under \$400K	15,750	Moss Adams LLP	401K Audit	Administration	1/1/2023	12/31/2023
Under \$400K	15,729	OBL Media LLC	Professional Services	Communications	6/25/2020	6/26/2023
Under \$400K	15,700	Clarity Content LLC	Professional Services Agreement	Communications	5/1/2021	2/29/2024
Under \$400K	15,000	Bright Sky LLC	Writers Service Pool	Communications	4/1/2023	2/29/2024
Under \$400K	15,000	Consortium for Energy Efficiency	Energy Behavior Sponsorship	Energy Efficiency	5/1/2023	12/31/2023
Under \$400K	15,000	Empress Rules LLC	Advisory Counseling Services	Communications	8/1/2022	11/30/2023
Under \$400K	15,000	Solar Oregon	Solar Ambassadors Project	Renewable Energy	2/15/2022	8/31/2023
Under \$400K	14,620	APANO Communities United	Solar Deployment Barriers	Renewable Energy	9/15/2022	5/31/2023
Under \$400K	14,500	Jones Lang LaSalle Americas, Inc.	WorkPlace Services Agreement	Administration	5/1/2023	12/31/2023
Under \$400K	13,935	Naim Hasan	Photographer	Administration	7/19/2019	8/1/2024
Under \$400K	13,500	American Council for and Energy Efficient Economy	2023 Conference Sponsorship	Joint Programs	1/1/2023	12/31/2023
Under \$400K	13,500	ABM Parking Services	Board Parking reimbursement	Administration	4/1/2019	12/31/2023
Under \$400K	13,000	HMI Oregon Dealership, Inc.	Blanket PO-Storage	Administration	1/1/2019	12/31/2023
Under \$400K	13,000	Environmental Leadership Program	2023-25 RAY Fellow Agreement	Administration	1/1/2023	12/31/2023
Under \$400K	13,000	Jodi Tanner Tell LLC	Grant Writing Services	Joint Programs	1/1/2023	12/31/2024
Under \$400K	13,000	RR Donnelley	2023 PAC Printing Bill Inserts	Communications	1/1/2023	12/31/2023
Under \$400K	12,600	The Benson Hotel	2023 Rate Agreement	Administration	1/1/2023	12/31/2023
Under \$400K	11,700	Cara Griffin	Writers Communication Services	Communications	5/1/2021	2/29/2024
Under \$400K	11,500	Bruner Strategies, LLC	ED Review Services	Administration	1/1/2023	12/31/2023
Under \$400K	11,313	Flores & Associates LLC	FMLA Administration	Administration	10/1/2018	7/1/2024
Under \$400K	10,780	Emburse Inc.	Services Agreement Travel App	Administration	8/27/2020	2/28/2024
Under \$400K	10,000	Environmental Leadership Program	2022-24 RAY Fellowship	Administration	10/16/2022	10/15/2024
Under \$400K	10,000	Bienester Inc.	Working Together Grant	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	350 Deschutes	Working Together Grants	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	Solarize Rogue	Working Together Grant	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	Solar Oregon	Working Together Grant	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	NeighborWorks Umpqua	Working Together Grant	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	Northwest Earth Institute	2023 Ecochallenge	Energy Efficiency	3/10/2023	12/31/2023
Under \$400K	10,000	Oregon Solar Energy Fund	Sponsorship Agreement	Renewable Energy	1/1/2023	12/31/2023
Under \$400K	10,000	Lloyd EcoDistrict	Working Together Grants	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	Lake County Resources Initiative	Working Together Grant	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	LatinoBuilt Foundation	Working Together Grant	Communications	12/16/2022	12/1/2023
Under \$400K	9,800	Momentive Inc. aka Survey Monkey	License Services Agreement	Administration	3/11/2022	2/1/2024

For contracts with costs through: 7/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	9,600	Amy Marie Seward	Grant Writers Pool	Energy Efficiency	6/1/2023	12/31/2024
Under \$400K	9,320	Rebecca Descombes	DAC PA Agreement	Joint Programs	9/30/2021	12/31/2023
Under \$400K	9,221	Tri-Met	Universal Pass Agreement 22-23	Administration	9/1/2022	8/30/2023
Under \$400K	8,880	Kathleen T Whitty	Writers & Communications Pool	Communications	3/1/2020	2/29/2024
Under \$400K	8,000	Lever Architecture	NZELI Grant Agreement	Energy Efficiency	10/10/2022	6/17/2023
Under \$400K	8,000	Morel Inc	Blanket PO	Communications	1/1/2021	12/31/2023
Under \$400K	8,000	MWA Architects Inc.	NZEL Grant Agreement	Energy Efficiency	10/10/2022	6/17/2023
Under \$400K	8,000	Sustainable Northwest	2023 Event Sponsorship	Communications	5/1/2023	12/31/2023
Under \$400K	8,000	Studio E Architecture PC	NZELI Grant Agreement	Energy Efficiency	10/10/2022	6/17/2023
Under \$400K	7,680	Scott Edwards Architecture LLP	NZELI Grant Agreement	Energy Efficiency	10/10/2022	6/17/2023
Under \$400K	7,500	Klamath & Lake Community Action Services	RARE Intern Letter Agreement	Communications	3/1/2023	2/28/2024
Under \$400K	7,000	PrintSync	Blanket PO Printing	Communications	10/27/2022	12/31/2023
Under \$400K	7,000	Black Market Gourmet	June Board Catering	Administration	6/1/2023	7/30/2023
Under \$400K	6,450	The Option Agency	Photoshoot Talent Services	Communications	12/15/2021	12/15/2024
Under \$400K	6,000	Rogue Climate	RARE Intern Letter Agreement	Communications	3/1/2023	2/28/2024
Under \$400K	6,000	Momentum Procurement Group, Inc	Blanket PO Office Supply	Administration	9/10/2020	12/31/2023
Under \$400K	6,000	American Institute of Architects, Southwestern Oregon Chapter	2023 Membership Dues	Communications	3/31/2023	12/31/2023
Under \$400K	6,000	Central Oregon Environmental Center	RARE Intern Letter Agreement	Communications	3/1/2023	2/28/2024
Under \$400K	6,000	Inner Work, Outer Play LLC	July Board DEI Facilitation	Administration	5/23/2023	8/31/2023
Under \$400K	5,850	Moss Adams LLP	990 Tax Audit	Administration	1/1/2023	12/31/2023
Under \$400K	5,787	PhotoShelter Inc	Online Subscription	Communications	2/1/2023	3/22/2024
Under \$400K	5,500	Environmental Leadership Program	RAY Fellowship Agreement	Joint Programs	7/16/2021	7/15/2023
Under \$400K	5,475	Hapaworks LLC	Writers Pool PA Agreement	Communications	8/1/2022	2/29/2024
Under \$400K	5,388	SmartyStreets LLC	EmailVerification Cloud License	Administration	7/1/2023	6/1/2024
Under \$400K	5,229	Smartsheets Inc.	Subscription ServicesAgreement	Administration	1/1/2023	11/1/2023
Under \$400K	5,065	Hennebery Eddy Architects Inc	NZEL Grant Agreement	Energy Efficiency	10/10/2022	6/17/2023
Under \$400K	5,040	Storage Concepts LLC	Eastern OR Storage Unit	Administration	5/30/2019	3/30/2024
Under \$400K	5,000	Susan Badger-Jones	DAC Stipend Agreement	Administration	4/15/2020	12/31/2023
Under \$400K	5,000	Terrance Harris	DAC Stipend Agreement	Administration	6/15/2021	6/15/2023
Under \$400K	5,000	Social Enterprises Inc.	Event Sponsorship	Communications	3/1/2023	12/31/2023
Under \$400K	5,000	Solar Education Industries Association	2023 Membership Dues	Renewable Energy	1/1/2023	12/31/2023
Under \$400K	5,000	NOMA PDX	2023 Event Sponsorship	Communications	5/1/2023	12/31/2023
Under \$400K	5,000	Rhea StandingRock	DAC Stipend Agreement	Administration	6/30/2022	6/1/2024
Under \$400K	5,000	Rebecca Descombes	DAC Stipend Agreement	Administration	3/1/2021	12/31/2023
Under \$400K	5,000	Oswaldo Beral Lopez	DAC Stipend Agreement	Administration	9/17/2019	12/31/2023

For contracts with costs through: 7/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	5,000	NAMC Oregon	2023-24 Membership Dues	Communications	3/1/2023	3/1/2024
Under \$400K	5,000	Miller Nash LLP	Trademark	Administration	9/1/2014	9/1/2023
Under \$400K	5,000	Lisa Greenfield LLC	Letter Agreement	Administration	5/12/2023	7/15/2023
Under \$400K	5,000	Indika Sugathadasa	DAC Stipend Agreement	Administration	2/18/2020	12/31/2023
Under \$400K	5,000	eTargetMedia.com, LLC	Target Emailing Service	Communications	4/17/2023	9/30/2023
Under \$400K	5,000	Dolores Martinez	DAC Stipend Agreement	Administration	2/18/2020	12/31/2023
Under \$400K	5,000	Cheryl Roberts	DAC Stipend Agreement	Administration	9/17/2019	12/31/2023
Under \$400K	5,000	Blue Moon Industries	Microsoft GP Support Services	Administration	6/1/2023	5/30/2024
Under \$400K	4,750	Susan Lucer Consulting Services	Grant Writing Services	Joint Programs	1/1/2023	12/31/2024
Under \$400K	4,500	Cascade Energy, Inc.	Admin Reimburse Services	Energy Efficiency	4/1/2023	12/31/2023
Under \$400K	4,500	HVAC Inc	Service Agreement	Administration	7/1/2022	7/1/2023
Under \$400K	3,420	D&B	D&B	Administration	3/31/2021	3/31/2024
Under \$400K	3,000	Wynde Consulting	PA Style Service *25,000 limit	Administration	8/22/2022	8/31/2023
Under \$400K	2,200	Jim Craven Photography	Photography Services *\$25,000	Energy Efficiency	5/1/2023	4/30/2025
Under \$400K	1,519	Lighthouse Services, Inc.	Compliance Hotline	Administration	5/1/2017	4/1/2024
Under \$400K	1,500	Moss Adams LLP	Consulting	Administration	1/1/2023	12/31/2023
TOTAL	197,078,565.39					

Finance & Audit Committee Meeting Notes

August 29, 2023

Board Attending by teleconference: Susan Brodahl (Chair), Thelma Fleming, Henry Lorenzen (ex-officio), Silvia Tanner, Peter Therkelsen

Staff attending by teleconference: Melanie Bissonette, Amber Cole, Michael Colgrove, Chris Dunning (staff liaison), Cameron Matthews, Michelle Spampinato, Amanda Potter, Danielle Rhodes, Amanda Sales, Tracy Scott, Julianne Thacher

Others in attendance: None.

Committee Absent: Anne Root, Jane Peters, Karen Ward (outside expert)

Chair Susan Brodahl called the meeting to order at 2:48 and asked Chris Dunning to lead the meeting.

2024-2025 Draft Budget

Chris Dunning presented the 2024-2025 draft budget, noting that this is a unique time for Energy Trust, and the proposed budget differs from previous years in significant ways as a result. Chris pointed to the Efficiency Changes tab, which identifies what was budgeted last year, how this year is trending and what is being forecasted and proposed for 2024 and 2025.

Budget information is divided into expenditures, incentive expenditures, reportable energy, as well as weighted average measure life, levelized cost, discount rates, and reviews totals for electric and natural gas efficiency. In addition, information is provided by utility funder.

A significant new feature of the draft budget this time is the inclusion of moderate- and low-income (LMI) columns for efficiency. While the 2023 budget does include LMI information for renewables in order to track that sector's obligation to spend at least 25% of their budget for LMI customers, in the proposed budget LMI information is included to reflect proposed prioritized spending for LMI customers to reduce energy burden as contemplated by recent Oregon legislation. As discussed previously with the board, spending for LMI customers was also excluded for one approach in evaluation of cost-effectiveness of Energy Trust programs.

The proposed 2024-2025 draft budget has total expenditures of \$304 million in 2024, 23% more than the current year budget of \$247 million. Accelerating program delivery and incentives for Energy Trust's electric efficiency programs is the primary driver of the increase. Other key highlights noted were that PGE expenditures increase 27% over approved 2024 figures but is consistent with the increases staff has been discussing with this committee and OPUC staff since making plans for accelerated savings and generation. PAC's proposed budget amount is increasing 35% over what was approved for 2024, which is more than what had been anticipated, but is explained because PAC's Q2 forecast has expenditures over current year budget and use of reserves.

2025 shows another 7% increase in total expenditures from 2024 up to \$325m, and this is being considered a "floor" level increase for 2025. Budgets assumed no change in electric avoided

cost analysis, but some significant increases may be forthcoming, which would have impact to Energy Trust's 2025 budget.

These significant budget increases reflect planning for building an infrastructure for greater savings and generation program design. In 2024 and 2025, the proposed budget shows significant new infrastructure investment in building and supporting Energy Trust's workforce, workforce, the trade ally network and outreach to community-based organizations.

Chris then discussed the 2024-2025 Draft Budget Process, noting that we are on the first version of our draft budget, and the budget, as well as its individual funding models, were sent to funding utilities for discussion. A draft has also been provided to OPUC staff for their input. After those meetings, a second version of the draft budget will be prepared for the September committee meeting. This version will also be presented to the board in October and the OPUC in November. Feedback provided by all of these stakeholders, as well as public comment, will be incorporated into the Final Proposed Budget prepared and distributed for review in November.

Staffing Plan

Chris and Amanda Sales, Director of People Services, provided information and a trajectory of staffing costs, focusing on the next two years, which represent significant increases both in number of staff and associated costs. These increases reflect how programs, and the organization are scaling.

Amanda noted that current modeling assumes that 2024 Energy Trust staffing costs will increase approximately 15% above the approved 2024 budget projection, and another 15% above that level for 2025. Programs will need to be redesigned and new programs developed with expanding partnerships with community-based organizations and trade allies. Dedicated outreach staff will be key to meeting metrics. To scale these efforts, significant staff across human resources, legal, communications and other administrative support networks will be needed.

Mike noted that the current staffing plan only takes us to 2030, which is only the first milestone toward decarbonization goals, and these increases will not only be need to communicated to the OPUC, but a staffing plan will need to be implemented in a robust manner in order to meet the goals and needs of 2030 and beyond.

Amanda noted as per the briefing paper that the model is approximate and will be refined post Energy Trust's full budget process.

Request for Executive Director Contract Signing Authority Increase

Amanda Potter reviewed a staff recommendation to amend the Contract Oversight and Execution Policy 5.05.009-P. This policy was originally approved in 2004 delegating signing authority to the executive director or designee, reserving approval authority of the board to expenditures of \$500,000 or more.

Staff proposes that the policy be changed to increase the delegated authority for approving and signing contracts by the Executive Director from \$500,000 to \$750,000 due to three significant factors:

(i) Energy Trust's commercial and industrial programs are recommending an increase in the maximum cap on individual project incentives awarded through a standardized program form process from \$499,000 to \$750,000, (ii) if the delegation for standardized form cap;

(ii) Should that program cap be increased and delegation is not increased elsewhere in the policy, having different caps can create confusion and compliance issues; and

(iii) Since 2004, cost increases warrant a reconsideration of the signing authority cap.

Amanda Potter provided background to the request, noting that the alignment of program caps and signing authority caps reflect increased costs and inflation since 2004 and the committee had not been previously compelled to make changes. However, to advance the impact of the commercial and industrial programs as programs are focused on accelerating gas and energy efficiency savings and renewable energy generation, the commercial and industrial efficiency programs are recommending increasing project incentive caps from \$499,000 to \$750,000, and these project incentives are awarded in standardized forms.

The program cap is designed to balance the participation of sites that have very large savings potential with the intent of the programs to maximize the number of customers the program can serve within budget. Amanda reported that with larger incentive budgets being planned to accelerate savings, staff expects an increase in incentive amounts and the number of projects/customers served by the programs. The program believes that the current cap may not always be enough to encourage a customer to move forward with the project or to undertake a project that can result in optimal energy savings. Raising caps provides more attractive incentives to customers who have large potential projects.

The committee asked several questions, including how higher incentives could impact cash flow. Amanda and her team are conducting customer research to provide more information to funding utilities on the impact of higher incentives on project decisions.

Amanda then explained that projects with incentives greater than \$500,000 are currently considered "mega-projects," and must be highly cost effective and approved by the board. She further noted that there have been approximately 36 projects that have considered the larger incentive amount through this process. Some have opted not to go through the board approval process. The proposed policy change would support greater efficiency and project potential for acceleration of energy efficiency goals.

After discussion, the committee supported the proposed amendment and requested that the revised policy proposed be referred to the Nominating and Governance Committee³ for consideration.

July 2023 Financial Results

Tracy Scott updated the committee on the July 2023 financial results, which showed strong performance, although also reflecting some lingering impacts to cost and labor inflation as well as interest rates. All efficiency sectors are trending towards goal with total reportable electric savings trending at 105% of goal, and 110% of goal for incentives. Gas is trending at 90% of savings and 87% of savings goals, while Avista is reporting at 119% of goal due to two large industrial projects.

In the electric commercial sector, the July report shows 97% of goal and 103% of budget due to the success of the commercial lighting program. In the gas commercial sector, we are at 83% of goal and 84% of budget. We are starting to see some results in prior program implementation; however, we are seeing a drop recently as opposed to other years as commercial sectors are managing the decline in commercial office space and retail.

In the electrical industrial sector, we are operating quite well as 114% of goal and 117% of budget, also due to the success of business lighting programs. In the gas industrial sector, we are reporting at 89% of goal and 82% of budget. New industrial and commercial programs being implemented in the coming quarter are forecasting us to get past 95% of our goal.

For the electric industrial sector, we are reporting at 115% savings goal and 113% of budget due to lighting and extended capacity heat pump programs. There are a few measures that are unperforming, however, this information reflects and provides information to programs on what measures the market is responding to. In the gas residential sector, there has been a small downturn. However, programs are reporting forecasts of 97% of savings goal and 90% of budget expenditure and beginning to see some recovery. The program anticipates that Black Friday promotions that gas utilities provide will also help programs towards their savings and incentive expenditure goals.

In the renewables sector, we have reports up to Q3 and results are forecasted to hit 147% of goal.

2024-2025 Draft Board Services Budget

Danielle Rhodes will present the 2024-2025 Draft Board Services Budget at the September committee meeting.

Adjourn Meeting

Susan Brodahl adjourned the meeting at 4:49 p.m.

Next meeting is September 26, 2023, 2:45-4:45 p.m.

Energy Trust Of Oregon
Statement of Net Assets
Actual As of Period Ending July2023



Net Assets have increased by \$37M since the beginning of the year. An increase in Net Assets is typical in the first three quarters as revenues are generally high and incentive spending is comparatively low until the trend reverses in the final quarter of the year. See subsequent pages for further analysis.

Funding Source	Beginning of Year Net Assets	Current Year Net Income	Distributed Investment Income	Ending Net Assets
PGE	31,116,141	11,082,731	516,360	42,715,232
PAC	16,190,547	5,759,023	268,622	22,218,193
NWN - Industrial	2,524,102	1,463,381	45,861	4,033,344
NW Natural	3,571,721	14,439,519	152,009	18,163,249
Cascade Natural Gas	3,310,064	924,476	53,137	4,287,678
Avista Gas	2,788,257	(946,254)	32,611	1,874,614
AVI Interruptible	-	148,328	-	148,328
OPUC Efficiency	59,500,832	32,871,204	1,068,601	93,440,637
PGE	11,194,920	1,000,314	164,738	12,359,971
PAC	6,872,162	1,132,681	104,779	8,109,622
OPUC Renewables	18,067,082	2,132,995	269,517	20,469,594
NWN Transport	-	-	-	-
CNG Transport	-	-	-	-
AVI Transport	-	-	-	-
Gas Transport	-	-	-	-
Washington	382,226	618,547	9,741	1,010,513
LMI	(885)	(3,457)	(37)	(4,378)
Community Solar	226,655	72,429	3,703	302,787
PGE Smart Battery	22,274	(14,015)	215	8,474
PGE Inverter	7,114	(1,667)	136	5,583
NWN Geo TLM Phase 3	364,268	(19,343)	4,995	349,920
NREL Program	23,247	(185,888)	(982)	(163,622)
SALMON Program	2,307	(31,708)	(191)	(29,592)
FEMA Program	(9,436)	(2,236)	(149)	(11,821)
FlexFeeder	-	25,466	-	25,466
ODOE Cooling Development	(0)	0	(144)	(144)
Development	384,242	(127,190)	4,347	261,400
Total Other Net Assets	1,402,011	330,940	21,634	1,754,585
Craft3 Loans	2,300,000	-	-	2,300,000
Operational Contingency	5,040,262	-	157,687	5,197,949
Emergency Contingency	3,000,000	-	-	3,000,000
Total Contingency	10,340,262	-	157,687	10,497,949
Investment Income	-	1,517,439	(1,517,439)	-
Total Net Assets	89,310,187	36,852,577	-	126,162,764



Overall, revenue is over budget by 20% for the year and 9% for the current month.

Funding Source		Current Period		Variance	Pct	Year to Date		Variance	Pct	Notes
		Actual	Approved Budget			Actual	Approved Budget			
PGE Efficiency	Revenue from Utilities	\$ 6,518,335	\$ 6,447,563	\$ 70,772	1.10%	\$ 53,654,001	\$ 52,493,660	\$ 1,160,341	2.21%	Regulatory filings indicate revenues and volumes increased due to colder weather.
PGE Renewables	Revenue from Utilities	\$ 905,651	\$ 652,413	\$ 253,238	38.82%	\$ 7,109,486	\$ 5,426,940	\$ 1,682,546	31.00%	Regulatory filings indicate revenues and volumes increased due to colder weather.
Total PGE	Revenue from Utilities	\$ 7,423,986	\$ 7,099,976	\$ 324,010	4.56%	\$ 60,763,487	\$ 57,920,600	\$ 2,842,887	4.91%	
PAC Efficiency	Revenue from Utilities	\$ 4,322,657	\$ 4,082,510	\$ 240,148	5.88%	\$ 36,258,659	\$ 33,898,537	\$ 2,360,122	6.96%	Regulatory filings indicate revenues and volumes increased due to colder weather.
PAC Renewables	Revenue from Utilities	\$ 587,918	\$ 459,716	\$ 128,202	27.89%	\$ 4,550,396	\$ 3,846,385	\$ 704,011	18.30%	Regulatory filings indicate revenues and volumes increased due to colder weather.
Total PAC	Revenue from Utilities	\$ 4,910,576	\$ 4,542,226	\$ 368,350	8.11%	\$ 40,809,055	\$ 37,744,922	\$ 3,064,133	8.12%	
NWN - Industrial	NWN - Industrial DSM	\$ 2,000,000	\$ 2,000,000	\$ -	0.00%	\$ 4,000,000	\$ 4,000,000	\$ -	0.00%	
NW Natural	Revenues - NW Natural	\$ 3,424,893	\$ 958,410	\$ 2,466,482	257.35%	\$ 26,631,449	\$ 21,504,163	\$ 5,127,286	23.84%	June payment processed 6/30, received 7/3. Regulatory filings indicate revenues and volumes increased due to colder weather.
Cascade Natural Gas	Revenue - Cascade Gas	\$ 131,554	\$ 119,180	\$ 12,374	10.38%	\$ 2,786,367	\$ 2,248,319	\$ 538,047	23.93%	Regulatory filings indicate revenues and volumes increased due to colder weather.
Avista Gas	Revenue - Avista Gas	\$ 182,774	\$ 182,774	\$ -	0.00%	\$ 1,279,418	\$ 1,279,418	\$ -	0.00%	
Avista Interruptible	Revenue from Utilities	\$ 28,182	\$ 28,182	\$ -	0.00%	\$ 169,092	\$ 169,090	\$ 2	0.00%	
NWN Washington	NWN Washington	\$ 1,053,395	\$ 1,053,395	\$ -	0.00%	\$ 2,106,790	\$ 2,106,790	\$ -	0.00%	
NWN Transport	Revenue	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-	
CNG Transport	Revenue	\$ -	\$ 22,500	\$ (22,500)	-100.00%	\$ -	\$ 157,500	\$ (157,500)	-100.00%	No longer projecting CNG Transport revenue for 2023.
AVI Transport	Revenue	\$ -	\$ -	\$ -	-	\$ -	\$ 125,000	\$ (125,000)	-100.00%	Projection based on PY timing curve. Total 2023 revenue projection to be received between Aug and Dec.
LMI	Grant Revenue LMI	\$ 1,035	\$ 427	\$ 608	142.27%	\$ 7,965	\$ 2,988	\$ 4,977	166.56%	Annual revenue projection was /12 in lieu of detailed monthly projections. Budget timing issue.
Community Solar	Community Solar Revenue	\$ 29,416	\$ 29,638	\$ (222)	-0.75%	\$ 225,320	\$ 207,466	\$ 17,854	8.61%	Annual revenue projection was /12 in lieu of detailed monthly projections. Budget timing issue.
PGE Smart Battery	PGE Storage	\$ -	\$ 33,908	\$ (33,908)	-100.00%	\$ 50,571	\$ 237,356	\$ (186,785)	-78.69%	Impacted by supply chain constraints, which have slowed incentive payments.
PGE Inverter	PGE Storage	\$ -	\$ 18,417	\$ (18,417)	-100.00%	\$ 16,558	\$ 103,918	\$ (87,361)	-84.07%	Slower project start/ramp up than projected.
NWN Geo TLM Phase 3	NWN TLM GEO	\$ -	\$ 2,055	\$ (2,055)	-100.00%	\$ -	\$ 14,313	\$ (14,313)	-100.00%	No revenue in 2023. Budget reflects projected expenses associated with revenue received in PYs.
NREL Program	NREL	\$ -	\$ -	\$ -	-	\$ 35,000	\$ 94,630	\$ (59,630)	-63.01%	Deliverable based billing, amount per deliverable for 2023 TBD during budgeting.
SALMON Program	Revenue	\$ 18,178	\$ 22,360	\$ (4,182)	-18.70%	\$ 130,840	\$ 158,745	\$ (27,905)	-17.58%	Project under budget. Underspend + associated revenue will be reallocated to future periods.
FEMA Program	Revenue	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-	
PGE Flex Feeder	PGE Storage	\$ 11,739	\$ 19,574	\$ (7,835)	-40.03%	\$ 59,306	\$ 137,017	\$ (77,711)	-56.72%	Slower project start/ramp up than projected.
ODOE Cooling	ODOE Cooling Revenue	\$ 20,510	\$ 121,472	\$ (100,962)	-83.12%	\$ 181,973	\$ 639,182	\$ (457,209)	-71.53%	Slower project start/ramp up than projected.
Development	Revenue	\$ 9	\$ -	\$ 9		\$ 7,579	\$ -	\$ 7,579		Unbudgeted consulting revenue.
Investment Income	Revenue	\$ 314,600	\$ 20,833	\$ 293,767	1410.10%	\$ 1,517,439	\$ 145,831	\$ 1,371,608	940.55%	New ICS account initiated in 2023 with significantly greater return. FIB account rate to match ICS.
Total Company	Revenue	\$ 19,550,846	\$ 16,275,327	\$ 3,275,519	20.13%	\$ 140,778,208	\$ 128,997,249	\$ 11,780,959	9.13%	



Year-to-date, expenses are under budget by \$11.2M, or 10%. Of the total underspending, 43% is Program Delivery Contractors and 21% is Other Professional Services. Program Delivery Contractors is primarily impacted by a delayed offering, with the expected expense being pushed later in the year. Other Professional Services is projected to be underbudget throughout the year, as some projected expenses have been moved to internal staffing resources and some to future years. The remaining underspend is primarily driven by budget timing assumptions (annual budget/12) rather than true underspending. See the next page for additional incentive expense detail and analysis.

	Period to Date		Budget Variance	Pct	Variance
	Actual	Budget			
Incentives	46,125,584	47,091,736	(966,152)	-2%	9%
Program Delivery Contractors	38,855,486	43,737,682	(4,882,196)	-11%	43%
Employee Salaries & Fringe Benefits	12,047,705	11,471,744	575,961	5%	-5%
Agency Contractor Services	580,323	1,293,357	(713,033)	-55%	6%
Planning and Evaluation Services	1,193,395	2,304,093	(1,110,698)	-48%	10%
Advertising and Marketing Services	1,209,901	2,429,303	(1,219,402)	-50%	11%
Other Professional Services	2,277,252	4,630,863	(2,353,611)	-51%	21%
Travel, Meetings, Trainings & Conferences	206,186	438,501	(232,316)	-53%	2%
Dues, Licenses and Fees	122,379	198,454	(76,074)	-38%	1%
Software and Hardware	389,617	520,408	(130,791)	-25%	1%
Depreciation & Amortization	237,985	185,390	52,595	28%	0%
Office Rent and Equipment	628,572	768,296	(139,724)	-18%	1%
Materials Postage and Telephone	40,463	72,226	(31,763)	-44%	0%
Miscellaneous Expenses	10,782	8,457	2,325	27%	0%
Expenditures	103,925,631	115,150,515	(11,224,884)	-10%	



Year-to-date incentive spending is 2% under budget.

	Year to Date		Variance	Pct Variance	Year to Date	Year to Date
	Actual	Approved Budget			Previous Year	Previous Year Approved Budget
Existing Buildings with MF	12,838,197	13,071,369	(233,172)	-1.78%	7,188,540	13,609,309
New Buildings	1,629,619	3,330,729	(1,701,110)	-51.07%	2,268,168	4,372,293
Industry and Agriculture	8,998,283	7,621,080	1,377,203	18.07%	5,284,952	9,145,460
Residential	16,180,367	15,610,380	569,987	3.65%	12,884,799	15,339,208
OPUC Efficiency	39,646,465	39,633,557	12,908	0.03%	27,626,460	42,466,270
Solar	5,363,056	5,657,732	(294,677)	-5.21%	5,602,929	5,458,497
Other Renewables	428,772	430,647	(1,875)	-0.44%	686,510	2,958,325
OPUC Renewables	5,791,827	6,088,379	(296,552)	-4.87%	6,289,439	8,416,822
Washington	567,615	679,421	(111,806)	-16.46%	621,580	708,188
NWN Geo TLM Phase 3	-	-	-	0.00%	47,400	140,246
PGE Smart Battery	46,000	145,833	(99,833)	-68.46%	33,000	175,000
PGE Inverter	6,750	62,500	(55,750)	-89.20%	-	-
ODOE Cooling	66,927	482,045	(415,118)	-86.12%	-	-
Total Company	46,125,584	47,091,736	(966,152)	-2.05%	34,617,879	51,906,525

Energy Trust of Oregon
Contractual Commitments
Period Ending July 2023



Energy Trust commits program reserves and expected revenue to fund future efficiency and renewable projects and other agreements. Each of these commitments is contingent on the project being completed according to the milestones established in the agreement. Once a project is complete, the commitment becomes a liability and is paid from the then-available program reserves. Current reserves plus future revenues ensure funds are available when commitments come due.

Contingent Liabilities as of July 31, 2023 are as follows:

Commitment Type	Total
Efficiency Incentive Commitments	60,400,000
Renewables Incentive Commitments	12,000,000
Estimated In-Force Contracts for Delivery and Operations	55,810,935
Total Contractual Commitments for Future Commitments	128,210,935
Current Period Ending Net Assets/Current Reserves	127,008,338
Future Reserves Needed to Meet Commitments	1,202,597

Energy Trust of Oregon
Cash Balances
Period Ending July2023



Account	Current Year July	Prior Year July
Umpqua Bank Checking + Repurchase Account	\$ 99,045,539	\$ 77,444,044
First Interstate Bank Repurchase Account	\$ 32,649,054	\$ 32,347,140
First Interstate Bank Checking Account	\$ 10,000	\$ 10,000
Petty Cash	\$ 300	\$ 300
Total Cash and Cash Equivalent	\$ 131,704,893	\$ 109,801,485

Investments

Total Cash and Investments	\$ 131,704,893	\$ 109,801,485
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The two OPUC financial performance measures deal with administrative and program support (as defined by OPUC) and staffing costs (employee salaries and fringe benefits).

The administrative and program support costs under OPUC oversight are at 6.6% of revenue and at a 8.8% increase over the prior year.

Staffing costs under OPUC oversight are 17% higher than 2022, driven by implementation of the 2022-2024 phased staffing strategy including a market salary adjustment for current Energy Trust staff.

Administrative and Program Support	<8% of Revenue	6.6% OK - Performance Measure waived for 2023
Administrative and Program Support	<10% increase over PY	8.8% OK - Performance Measure waived for 2023
Employee Salaries and Fringe	<9% increase over PY	17.0% OK - Performance Measure waived for 2023

	2023			2022		
	PUC Grant Funded Total	Program Costs	Administrative and Program Support	PUC Grant Funded Total	Program Costs	Administrative and Program Support
Incentives	45,438,292	45,438,292	-	33,915,899	33,915,899	-
Program Delivery Subcontracts	38,294,243	38,294,243	-	32,097,068	32,097,068	-
Employee Salaries & Fringe Benefits	11,172,825	5,070,866	6,101,959	9,545,536	4,510,936	5,034,600
Agency Contractor Services	533,199	222,189	311,010	800,809	432,107	368,702
Planning and Evaluation Services	1,187,386	1,180,164	7,222	1,754,542	1,729,202	25,340
Advertising and Marketing Services	1,193,865	627,734	566,131	1,757,828	693,775	1,064,052
Other Professional Services	2,095,322	1,596,246	499,076	2,020,199	1,587,956	432,243
Travel, Meetings, Trainings & Conferences	199,400	-	199,400	78,881	-	78,881
Dues, Licenses and Fees	99,614	-	99,614	110,822	-	110,822
Software and Hardware	369,699	-	369,699	334,091	-	334,091
Depreciation & Amortization	223,267	-	223,267	182,893	-	182,893
Office Rent and Equipment	579,352	-	579,352	603,233	-	603,233
Materials Postage and Telephone	37,516	-	37,516	34,718	-	34,718
Miscellaneous Expenses	10,689	-	10,689	10,461	-	10,461
TOTAL FUNCTIONAL EXPENSE	101,434,669	92,429,733	9,004,936	83,246,978	74,966,943	8,280,035
TOTAL REVENUE	136,438,868	-	-	125,099,344	-	-
Program Support and Administrative Cost as Percent of Revenue from OPUC Utilities			6.60%			6.62%
Program Support and Administrative cost as Percent Change versus Last Year			8.75%			

Energy Trust of Oregon
Balance Sheet
Period Ending July2023



	Year to Date July2023	Year to Date June2023	Year to Date December2022	Year to Date July2022	One Month Change	YTD Change
Cash	\$ 131,704,893	\$ 127,322,222	\$ 113,276,676	\$ 109,801,485	\$ 4,382,671	\$ 18,428,217
Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts Receivable	\$ 191,881	\$ 176,010	\$ 219,337	\$ 158,122	\$ 15,870	\$ (27,457)
Prepaid	\$ 1,138,673	\$ 1,040,143	\$ 580,131	\$ 828,127	\$ 98,530	\$ 558,542
Advances to Vendors	\$ 1,468,797	\$ 2,203,196	\$ 2,035,297	\$ 1,665,929	\$ (734,399)	\$ (566,500)
Current Portion Note Receivable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Assets	\$ 134,504,244	\$ 130,741,571	\$ 116,111,441	\$ 112,453,663	\$ 3,762,673	\$ 18,392,803
Fixed Assets	\$ 8,396,240	\$ 8,456,681	\$ 8,761,891	\$ 6,214,072	\$ (60,441)	\$ (365,652)
Depreciation	\$ (5,988,942)	\$ (5,963,086)	\$ (5,750,957)	\$ (5,600,863)	\$ (25,856)	\$ (237,985)
Net Fixed Assets	\$ 2,407,297	\$ 2,493,595	\$ 3,010,935	\$ 613,210	\$ (86,298)	\$ (603,637)
Other Assets	\$ 2,779,796	\$ 2,772,034	\$ 2,759,593	\$ 2,991,011	\$ 7,761	\$ 20,202
Assets	\$ 139,691,337	\$ 136,007,200	\$ 121,881,969	\$ 116,057,884	\$ 3,684,137	\$ 17,809,368
Accounts Payable and Accruals	\$ 6,836,752	\$ 6,729,487	\$ 25,314,406	\$ 5,189,371	\$ 107,265	\$ (18,477,654)
Deposits Held for Others	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -
Salaries, Taxes, & Benefits Payable	\$ 1,187,532	\$ 1,172,697	\$ 971,847	\$ 1,088,814	\$ 14,835	\$ 215,685
Deferred/Unearned Revenue	\$ 1,676,852	\$ 1,697,362	\$ 1,858,825	\$ -	\$ (20,510)	\$ (181,973)
Current Liabilities	\$ 9,726,136	\$ 9,624,546	\$ 28,170,078	\$ 6,303,185	\$ 101,591	\$ (18,443,941)
Long Term Liabilities	\$ 3,802,433	\$ 3,883,131	\$ 4,401,701	\$ 2,381,286	\$ (80,699)	\$ (599,268)
Liabilities	\$ 13,528,569	\$ 13,507,677	\$ 32,571,778	\$ 8,684,471	\$ 20,892	\$ (19,043,209)
Net Assets	\$ 126,162,764	\$ 122,499,519	\$ 89,310,187	\$ 107,373,409	\$ 3,663,245	\$ 36,852,577

Energy Trust of Oregon
Income Statement
Period Ending July 2023



	Period to Date			Year to Date			Full Year
	Actual	Budget	Budget Variance	Actual	Budget	Budget Variance	Budget
Revenue from Utilities	19,155,360	16,006,643	3,148,717	138,545,658	127,255,803	11,289,856	204,877,279
Contract Revenue	79,843	247,424	(167,581)	706,259	1,592,627	(886,368)	2,563,044
Grant Revenue	1,035	427	608	7,965	2,988	4,977	6,366
Contributed Income	9	-	9	886	-	886	-
Investment Income	314,600	20,833	293,767	1,517,439	145,831	1,371,608	250,000
Revenue	19,550,846	16,275,327	3,275,519	140,778,208	128,997,249	11,780,959	207,696,689
Incentives	7,562,110	6,782,434	779,676	46,125,584	47,091,736	(966,152)	112,336,058
Program Delivery Contractors	5,615,480	5,406,792	208,688	38,855,486	43,737,682	(4,882,196)	71,070,909
Employee Salaries & Fringe Benefits	1,681,540	1,663,006	18,535	12,047,705	11,471,744	575,961	21,587,623
Agency Contractor Services	74,040	160,743	(86,704)	580,323	1,293,357	(713,033)	2,097,171
Planning and Evaluation Services	117,623	329,156	(211,533)	1,193,395	2,304,093	(1,110,698)	3,949,875
Advertising and Marketing Services	305,270	345,329	(40,059)	1,209,901	2,429,303	(1,219,402)	4,156,000
Other Professional Services	318,383	501,238	(182,856)	2,277,252	4,630,863	(2,353,611)	7,148,959
Travel, Meetings, Trainings & Conferences	27,738	53,649	(25,912)	206,186	438,501	(232,316)	721,378
Dues, Licenses and Fees	12,100	27,511	(15,412)	122,379	198,454	(76,074)	336,014
Software and Hardware	51,519	74,961	(23,442)	389,617	520,408	(130,791)	891,803
Depreciation & Amortization	25,856	19,186	6,671	237,985	185,390	52,595	279,944
Office Rent and Equipment	90,626	109,756	(19,130)	628,572	768,296	(139,724)	1,317,550
Materials Postage and Telephone	5,501	10,318	(4,817)	40,463	72,226	(31,763)	123,850
Miscellaneous Expenses	0	1,208	(1,208)	10,782	8,457	2,325	14,500
Expenditures	15,887,601	15,485,290	402,312	103,925,631	115,150,515	(11,224,884)	226,031,647
Operating Net Income	3,663,245	790,037		36,852,577	13,846,734		(18,334,958)

Energy Trust of Oregon

Total Expenditures by Program and Funding Source - Actual
 Period Ending July 2023



	All Funding Sources	PGE	PAC	NWN - Industrial	NW Natural	Cascade Natural Gas	Avista Gas
Existing Buildings	31,219,832	15,702,173	10,479,955	1,559,397	2,452,107	628,791	390,190
Multi-Family	27,695	14,024	7,087	302	4,848	1,021	411
New Buildings	7,269,236	5,013,597	1,680,265	1,521	432,019	58,750	83,085
NEEA Commercial	2,115,465	1,068,178	773,508	-	187,265	53,387	33,127
Commercial Sector	40,632,228	21,797,973	12,940,815	1,561,220	3,076,238	741,949	506,814
Industry and Agriculture	18,601,448	9,067,153	8,082,009	975,399	154,554	141,099	167,690
NEEA - Industrial	956	555	402	-	-	-	-
Industry and Agriculture Sector	18,602,404	9,067,707	8,082,411	975,399	154,554	141,099	167,690
Residential	30,006,467	10,471,962	8,583,093	-	8,591,959	873,594	1,485,860
NEEA Residential	2,666,682	1,233,628	893,317	-	369,180	105,249	65,308
Residential Sector	32,673,150	11,705,590	9,476,410	-	8,961,139	978,842	1,551,168
OPUC Efficiency	91,907,782	42,571,270	30,499,636	2,536,619	12,191,931	1,861,890	2,225,672
Solar	8,081,883	5,424,813	2,657,070	-	-	-	-
Other Renewables	1,445,004	684,359	760,645	-	-	-	-
OPUC Renewables	9,526,887	6,109,172	3,417,715	-	-	-	-
OPUC Programs	101,434,669	48,680,442	33,917,351	2,536,619	12,191,931	1,861,890	2,225,672
Washington	1,488,243	-	-	-	-	-	-
Community Solar	152,890	-	-	-	-	-	-
PGE Smart Battery	64,586	-	-	-	-	-	-
LMI	11,422	-	-	-	-	-	-
NWN Geo TLM Phase 3	19,343	-	-	-	-	-	-
NREL Program	220,888	-	-	-	-	-	-
SALMON Program	162,548	-	-	-	-	-	-
FEMA Program	2,236	-	-	-	-	-	-
PGE Inverter	18,224	-	-	-	-	-	-
ODOE Cooling	181,972	-	-	-	-	-	-
FlexFeeder	33,840	-	-	-	-	-	-
Development	134,769	-	-	-	-	-	-
Total Company	103,925,631	48,680,442	33,917,351	2,536,619	12,191,931	1,861,890	2,225,672

Energy Trust of Oregon
 Total Expenditures by Program and Funding Source - Budget
 Period Ending July 2023



	All Funding Sources	PGE	PAC	NWN - Industrial	NW Natural	Cascade Natural Gas	Avista Gas
Existing Buildings	35,773,701	18,026,374	10,733,999	1,803,266	3,579,425	902,797	528,305
New Buildings	9,533,181	5,794,129	2,921,891	34,577	636,586	85,957	60,042
NEEA Commercial	2,380,357	1,184,050	857,416	-	231,687	66,029	41,175
Commercial Sector	47,687,239	25,004,553	14,513,306	1,837,843	4,447,698	1,054,783	629,522
Industry and Agriculture	18,434,053	10,149,165	6,303,334	1,364,191	224,452	229,056	97,601
Industry and Agriculture Sector	18,434,053	10,149,165	6,303,334	1,364,191	224,452	229,056	97,601
Residential	32,468,968	11,736,063	8,862,638	-	9,885,902	968,490	1,015,874
NEEA Residential	2,386,834	1,277,165	924,844	-	126,358	36,011	22,456
Residential Sector	34,855,801	13,013,228	9,787,482	-	10,012,260	1,004,501	1,038,331
OPUC Efficiency	100,977,093	48,166,946	30,604,122	3,202,034	14,684,410	2,288,340	1,765,454
Solar	9,230,588	5,749,997	3,480,591	-	-	-	-
Other Renewables	1,581,439	901,660	679,779	-	-	-	-
OPUC Renewables	10,812,027	6,651,657	4,160,370	-	-	-	-
OPUC Programs	111,789,120	54,818,603	34,764,492	3,202,034	14,684,410	2,288,340	1,765,454
Washington	1,653,747	-	-	-	-	-	-
Community Solar	156,433	-	-	-	-	-	-
PGE Smart Battery	237,837	-	-	-	-	-	-
LMI	(0)	-	-	-	-	-	-
NWN Geo TLM Phase 3	14,314	-	-	-	-	-	-
NREL Program	113,224	-	-	-	-	-	-
SALMON Program	208,629	-	-	-	-	-	-
PGE Inverter	96,624	-	-	-	-	-	-
ODOE Cooling	639,181	-	-	-	-	-	-
FlexFeeder	104,298	-	-	-	-	-	-
Development	137,107	-	-	-	-	-	-
Total Company	115,150,515	54,818,603	34,764,492	3,202,034	14,684,410	2,288,340	1,765,454



	Actual			Last Year			Budget			Last Year's Budget		
	Total OPUC Programs	Program Costs	Program Support and Administrative	Total OPUC Programs	Program Costs	Program Support and Administrative	Total OPUC Programs	Program Costs	Program Support and Administrative	Total OPUC Programs	Program Costs	Program Support and Administrative
Incentives	45,438,292	45,438,292	-	33,915,899	33,915,899	-	45,676,597	45,676,597	-	50,883,092	50,883,092	-
Program Delivery Contractors	38,294,243	38,294,243	-	32,097,068	32,097,068	-	43,030,409	43,030,409	-	34,187,526	34,187,526	-
Employee Salaries & Fringe Benefits	11,172,825	5,070,866	6,101,959	9,545,536	4,510,936	5,034,600	10,641,004	4,877,520	5,763,483	10,151,352	4,839,921	5,311,431
Agency Contractor Services	533,199	222,189	311,010	800,809	432,107	368,702	1,183,622	467,203	716,419	1,567,025	908,213	658,812
Planning and Evaluation Services	1,187,386	1,180,164	7,222	1,754,542	1,729,202	25,340	2,268,949	2,252,449	16,500	2,367,003	2,345,320	21,683
Advertising and Marketing Services	1,193,865	627,734	566,131	1,757,828	693,775	1,064,052	2,399,155	1,647,271	751,883	2,244,656	1,369,083	875,572
Other Professional Services	2,095,322	1,596,246	499,076	2,020,199	1,587,956	432,243	4,398,929	3,619,832	779,098	3,399,782	2,867,646	532,136
Travel, Meetings, Trainings & Conferences	199,400		199,400	78,881		78,881	411,034		411,034	195,102		195,102
Dues, Licenses and Fees	99,614		99,614	110,822		110,822	163,851		163,851	135,968		135,968
Software and Hardware	369,699		369,699	334,091		334,091	497,505		497,505	482,817		482,817
Depreciation & Amortization	223,267		223,267	182,893		182,893	172,020		172,020	142,129		142,129
Office Rent and Equipment	579,352		579,352	603,233		603,233	709,985		709,985	613,685		613,685
Materials Postage and Telephone	37,516		37,516	34,718		34,718	67,990		67,990	74,768		74,768
Miscellaneous Expenses	10,689		10,689	10,461		10,461	8,113		8,113	6,520		6,520
Expenditures	101,434,669	92,429,733	9,004,936	83,246,978	74,966,943	8,280,035	111,629,164	101,571,282	10,057,882	106,451,425	97,400,801	9,050,625
Revenue from Utilities	136,438,868			125,099,344			111,294,761			122,741,775		
Program Support and Administrative Cost as Percent of Revenue from OPUC Utilities			6.60%			6.62%			9.04%			7.37%
Program Support and Administrative cost as Percent Change versus Last Year			8.75%						11.13%			



	Efficiency Programs	Renewable Programs	Washington Program	Contracts & Grants	Total Programs	Fund Development	Communication & Outreach	Management & General	Total Administration	Total Company Expenditure
Incentives	39,646,465	5,791,827	567,615	119,677	46,125,584	-	-	-	-	46,125,584
Program Delivery Contractors	37,416,068	878,176	518,571	42,672	38,855,486	-	-	-	-	38,855,486
Employee Salaries & Fringe Benefits	4,788,034	1,400,765	228,830	407,137	6,824,767	124,803	1,895,887	3,202,248	5,098,135	12,047,705
Agency Contractor Services	152,290	88,155	3,518	36,598	280,561	306	5,767	293,690	299,456	580,323
Planning and Evaluation Services	1,174,651	5,513	5,072	772	1,186,007	-	6,836	551	7,387	1,193,395
Advertising and Marketing Services	550,774	76,960	-	3,074	630,808	-	579,093	-	579,093	1,209,901
Other Professional Services	1,248,173	353,474	18,165	152,368	1,772,180	94	69,463	435,515	504,978	2,277,252
Travel, Meetings, Trainings & Conferences	70,821	21,935	1,648	2,257	96,662	439	35,390	73,695	109,085	206,186
Dues, Licenses and Fees	59,330	7,839	21,625	398	89,192	-	18,505	14,683	33,187	122,379
Software and Hardware	125,671	143,570	4,726	10,805	284,772	2,087	39,751	63,007	102,757	389,617
Depreciation & Amortization	121,861	23,344	3,636	7,673	156,514	1,622	31,052	48,797	79,849	237,985
Office Rent and Equipment	252,719	79,829	12,444	26,022	371,014	5,103	98,210	154,245	252,455	628,572
Materials Postage and Telephone	14,840	4,587	712	1,506	21,645	314	6,912	11,591	18,503	40,463
Miscellaneous Expenses	6,612	-	-	-	6,612	-	-	4,170	4,170	10,782
Expenditures	85,628,309	8,875,976	1,386,561	810,960	96,701,806	134,769	2,786,866	4,302,191	7,089,056	103,925,631

For contracts with costs through: 8/1/2023

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Administration							
Administration Total:			14,750,771	11,048,273	3,702,498		
Communications							
Communications Total:			6,476,882	2,581,690	3,895,192		
Energy Efficiency							
Northwest Energy Efficiency Alliance	NEEA Funding Agreement	Portland	42,866,366	29,862,223	13,004,143	1/1/2020	8/1/2025
Northwest Energy Efficiency Alliance	Regional EE Initiative Agmt	Portland	33,662,505	33,569,081	93,424	1/1/2015	8/1/2025
TRC Environmental Corporation	2023 EB PMC	Windsor	22,811,086	10,621,663	12,189,423	1/1/2023	12/31/2023
CLEARresult Consulting Inc	2023 Residential PMC	Austin	10,368,842	5,804,547	4,564,295	1/1/2023	12/31/2023
Energy 350 Inc	2023 PE PMC		9,663,754	5,074,700	4,589,054	1/1/2023	12/31/2023
CLEARresult Consulting Inc	2023 NBE PMC	Austin	6,868,034	3,830,456	3,037,578	1/1/2023	12/31/2023
CLEARresult Consulting Inc	2023 Lighting PDC	Austin	4,914,598	2,872,019	2,042,579	1/1/2023	12/31/2023
TRC Engineers Inc.	2023 EPS New Const PDC	Irvine	3,135,397	1,748,587	1,386,810	1/1/2023	12/31/2023
Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Portland	2,081,000	1,584,929	496,071	1/1/2020	12/31/2024
Intel Corporation	EE Project Funding Agreement	Hillsboro	1,950,000	650,000	1,300,000	12/2/2021	12/31/2025
CLEARresult Consulting Inc	2023 Retail PDC	Austin	1,728,537	653,910	1,074,627	1/1/2023	12/31/2023
Craft3	Manufactured Home Pilot Loan	Portland	1,000,000	0	1,000,000	9/20/2018	9/20/2033
TRC Environmental Corporation	2023 BE PMC DSM	Windsor	816,549	674,446	142,103	1/1/2023	12/31/2023
CLEARresult Consulting Inc	2023 Residential PMC Innov	Austin	588,880	305,773	283,107	1/1/2023	12/31/2023
Cascade Energy, Inc.	Subscription Services Agreement	Walla Walla	561,454	503,142	58,312	1/21/2022	8/31/2023
TRC Environmental Corporation	2023 BE PMC WA	Windsor	549,254	303,274	245,980	1/1/2023	12/31/2023
Craft3	Loan Funding for EE Projects	Portland	500,000	500,000	0	1/1/2021	9/30/2025
Craft3	Loan Agreement	Portland	500,000	500,000	0	1/1/2018	12/31/2027
Pivotal Energy Solutions LLC	Software Product Support	Gilbert	496,500	453,024	43,477	1/1/2020	12/31/2023
SBW Consulting, Inc.	2021 EB Impact Evaluation	Bellevue	486,988	484,619	2,369	8/1/2022	9/30/2023
Alternative Energy Systems Consulting, Inc.	Technical Energy Studies & Audit	Carlsbad	420,000	293,233	126,767	7/1/2021	6/30/2024
Tetra Tech Inc	NB Impct Eval 2021-22	Portland	380,000	72,783	307,218	3/1/2023	4/30/2024
Community Energy Project, Inc.	HPWH & CPFE Measures	Portland	361,000	249,475	111,525	1/25/2022	12/31/2023
CLEARresult Consulting Inc	2023 Residential PMC-CustSvc	Austin	301,208	125,571	175,637	1/1/2023	12/31/2023
Craft3	Loan Agreement	Portland	300,000	300,000	0	6/1/2014	6/20/2025
Ekotrop, Inc.	Modeling Software for NC	Boston	300,000	279,536	20,465	1/21/2020	12/31/2023
Verde	DHP Installation Program	Portland	300,000	236,139	63,861	1/1/2022	12/31/2023
LD Consulting LLC	BL Consulting Services		294,300	214,920	79,380	4/27/2022	1/31/2024
CLEARresult Consulting Inc	2023 Residential PMC WA	Austin	254,276	104,110	150,166	1/1/2023	12/31/2023
TRC Environmental Corporation	PDC - Landlord Cooling	Windsor	230,000	95,695	134,305	4/1/2022	9/30/2024
CLEARresult Consulting Inc	HE Assessment Tool	Austin	215,000	115,000	100,000	12/16/2021	12/31/2023
ADM Associates, Inc.	2022_23 Fast Feedback Survey	Seattle	197,800	116,593	81,207	3/1/2022	6/30/2024
DNV Energy Services USA Inc	HER Impact Evaluation	Oakland	165,000	0	165,000	7/11/2023	3/31/2024
The Cadmus Group LLC	C&I LG Impact Evaluations	Portland	160,000	56,808	103,192	1/1/2022	12/31/2023
ADM Associates, Inc.	NB Process Evaluation	Seattle	156,000	155,310	690	3/15/2022	9/30/2023

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Community Energy Project, Inc.	Workshop Sponsorship	Portland	140,000	60,213	79,788	4/1/2023	4/30/2024
TRC Engineers Inc.	2023 EPS New Const PDC WA	Irvine	136,116	79,634	56,482	1/1/2023	12/31/2023
Earth Advantage, Inc.	RealEstate Engagement	Portland	104,400	87,840	16,560	1/1/2021	12/31/2023
SBW Consulting, Inc.	Measure Development	Bellevue	95,000	68,321	26,679	12/19/2022	12/31/2023
EVALUCREE	Energy Assessment Services		80,000	64,350	15,650	2/1/2022	12/31/2023
The Cadmus Group LLC	Industrial Plant Closure Study	Portland	80,000	4,006	75,995	6/30/2023	3/31/2024
Seeds for the Sol	CPF RES Partner Services		65,000	50,948	14,052	2/1/2022	12/31/2023
RStudio PBC	Software License Agreement		59,773	56,935	2,838	6/5/2022	4/1/2024
Craft3	SWR Loan Origination/Loss Fund	Portland	55,000	24,924	30,076	1/1/2018	12/31/2023
INCA Energy Efficiency, LLC	MOD 3 Evaluation	Grinnell	55,000	7,189	47,811	10/1/2022	3/31/2025
Holst Architecture Inc	Net Zero Fellowship	Portland	51,000	35,000	16,000	9/22/2022	12/31/2023
Anchor Blue LLC	Planning Consulting Services	Vancouver	50,000	4,905	45,095	1/1/2023	12/31/2023
E Source Companies LLC	2023 Membership Agreement	Boulder	49,184	49,184	0	1/1/2023	12/31/2023
Theodore Blaine Light III	Planning Consulting Services		46,250	10,083	36,168	1/1/2023	12/31/2023
Geograde Constructors LLC	Contractor Development Pathway		45,000	4,050	40,950	2/3/2023	12/31/2023
Illinois Valley Community Development Organization	Strategic Partnership Services		40,000	14,722	25,278	6/1/2023	12/31/2023
Northwest Energy Efficiency Council	2023 TLL & BOC Sponsorship	Seattle	38,750	38,675	75	1/1/2023	12/31/2023
Consortium for Energy Efficiency	2023 Membership Dues	Boston	37,184	37,184	0	4/1/2023	12/31/2023
American Council for and Energy Efficient Economy	Sponsorship Letter Agreement	Washington	30,000	30,000	0	1/1/2023	12/31/2023
Efficiency for Everyone, LLC	Eval Advisory Group Services	Portland	25,000	3,084	21,916	3/9/2022	3/8/2024
Encolor LLC	Eval Advisory Group Services		25,000	1,073	23,928	3/9/2022	3/8/2024
DNV Energy Services USA Inc	Evaluation Advisory Group	Oakland	25,000	4,455	20,545	3/9/2022	3/8/2024
Apex Analytics LLC	Evaluation Advisory Group	Boulder	25,000	4,395	20,605	3/9/2022	3/8/2024
Beira Consulting LLC	SMB Research Eval		25,000	16,200	8,800	2/1/2023	1/31/2024
Cadeo Group LLC	Evaluation Advisory Group	Washington	25,000	4,655	20,345	3/9/2022	3/8/2024
Puget Sound Cooperative Credit Union	LoanLossReserve Fund Agreement		25,000	0	25,000	1/1/2022	12/31/2023
SBW Consulting, Inc.	Evaluation Advisory Group	Bellevue	25,000	3,579	21,421	3/9/2022	3/8/2024
Consortium for Energy Efficiency	Energy Behavior Sponsorship	Boston	15,000	15,000	0	5/1/2023	12/31/2023
Northwest Earth Institute	2023 Ecochallenge	Portland	10,000	10,000	0	3/10/2023	12/31/2023
Amy Marie Seward	Grant Writers Pool		9,600	800	8,800	6/1/2023	12/31/2024
Lever Architecture	NZELI Grant Agreement		8,000	0	8,000	10/10/2022	6/17/2023
Cascade Energy, Inc.	Admin Reimburse Services	Walla Walla	4,500	0	4,500	4/1/2023	12/31/2023
Jim Craven Photography	Photography Services *\$25,000	Medford	2,200	1,947	253	5/1/2023	4/30/2025
Energy Efficiency Total:			151,091,285	103,204,911	47,886,373		
Joint Programs							
Lake County Resources Initiative	Support for RE, EB, Solar PE	Lakeview	165,200	99,306	65,894	1/1/2022	12/31/2023
Structured Communications Systems, Inc.	ShoreTel Phone System Install	Clackamas	96,845	86,807	10,039	1/1/2017	12/31/2023
Adre LLC	Net Zero Fellowship		51,000	5,000	46,000	9/22/2022	3/31/2024
Infogroup Inc	Data License & Service Agmt	Papillion	33,320	32,724	596	2/4/2020	12/31/2023
American Council for and Energy Efficient Economy	2023 Conference Sponsorship	Washington	13,500	13,500	0	1/1/2023	12/31/2023
Jodi Tanner Tell LLC	Grant Writing Services		13,000	12,000	1,000	1/1/2023	12/31/2024

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Rebecca Descombes	DAC PA Agreement		9,320	4,100	5,220	9/30/2021	12/31/2023
Susan Lucer Consulting Services	Grant Writing Services		4,750	4,750	0	1/1/2023	12/31/2024
Joint Programs Total:			386,936	258,187	128,749		
Renewable Energy							
Clean Water Services	Project Funding Agreement	Hillsboro	3,000,000	2,013,106	986,894	11/25/2014	11/25/2039
City of Salem	Biogas Project - Willow Lake	Salem	3,000,000	3,000,000	0	9/4/2018	11/30/2023
Farmers Conservation Alliance	Irrigation Modernization	Hood River	2,500,000	2,165,771	334,229	4/1/2019	3/31/2024
Water Environment Services, A Dept. of Clackamas County	Bio Water Cogeneration System	Clackamas	1,800,000	1,800,000	0	11/15/2019	9/30/2041
Oregon Institute of Technology	Geothermal Resource Funding	Klamath Falls	1,550,000	1,550,000	0	9/11/2012	9/11/2032
Farm Power Misty Meadows LLC	Misty Meadows Biogas Facility	Mount Vernon	1,000,000	1,000,000	0	10/25/2012	10/25/2027
Three Sisters Irrigation District	TSID Hydro	Sisters	1,000,000	1,000,000	0	4/25/2012	9/30/2032
Farmers Irrigation District	FID - Plant 2 Hydro	Hood River	900,000	900,000	0	4/1/2014	4/1/2034
Three Sisters Irrigation District	Mckenize Reservoir Irrigation	Sisters	865,000	465,000	400,000	3/18/2019	3/17/2039
Klamath Falls Solar 2 LLC	PV Project Funding Agreement	San Mateo	850,000	382,500	467,500	7/11/2016	7/10/2041
Stahlbush Island Farms, Inc.	Funding Assistance Agreement	Corvallis	827,000	827,000	0	6/24/2009	6/24/2029
Energy Assurance Company	Verifier Services Agreement	Milwaukie	725,000	250,450	474,550	10/15/2022	10/14/2024
CLEAResult Consulting Inc	2023 Residential PMC SOLAR	Austin	630,067	266,313	363,754	1/1/2023	12/31/2023
Old Mill Solar, LLC	Project Funding Agmt	Bly, OR Lake Oswego	490,000	490,000	0	5/29/2015	5/28/2030
Deschutes Valley Water District	Opal Springs Hydro Project	Madras	450,000	450,000	0	1/1/2018	4/1/2040
City of Medford	750kW Combined Heat & Power	Medford	450,000	450,000	0	10/20/2011	10/20/2031
City of Pendleton	Pendleton Microturbines	Pendleton	450,000	150,000	300,000	4/20/2012	4/20/2032
Three Sisters Irrigation District	TSID Funding Agreement	Sisters	400,000	400,000	0	1/1/2018	12/31/2038
SunE Solar XVI Lessor, LLC	BVT Sexton Mtn PV	Bethesda	355,412	355,412	0	5/15/2014	12/31/2034
City of Gresham	City of Gresham Cogen 2	Gresham	350,000	334,523	15,477	4/9/2014	7/9/2034
Solar Oregon	Outreach & Education Agreement	Portland	258,800	114,450	144,350	7/1/2022	6/30/2024
Wallowa Resources Community Solutions, Inc.	Project Development Assistance	Enterprise	233,234	92,719	140,516	4/1/2022	3/31/2024
Craft3	NON-EEAST OBR Svc Agrmt	Portland	225,000	202,500	22,500	1/1/2018	12/31/2023
Faraday Inc	Software Services Subscription	Burlington	180,000	180,000	0	1/15/2019	12/14/2023
Clean Power Research, LLC	CPR License Service Agreement	Napa	145,480	0	145,480	7/1/2023	6/30/2024
TRC Engineers Inc.	2023 EPS New Const PDC Solar	Irvine	144,360	78,803	65,557	1/1/2023	12/31/2023
City of Astoria	Bear Creek Funding Agreement	Astoria	143,000	143,000	0	3/24/2014	3/24/2034
Oregon Solar Energy Fund	Solar Education Training	Portland	115,500	84,635	30,865	6/1/2022	11/30/2023
City of Hillsboro	Project Funding Agreement	Hillsboro	85,000	85,000	0	6/8/2020	12/31/2040
Wallowa County	Project Funding Agreement	Enterprise	80,000	80,000	0	4/1/2018	3/31/2038
Wallowa Resources Community Solutions Inc	Collaboration Services	Enterprise	78,400	11,087	67,313	4/1/2023	12/31/2023
SPS of Oregon Inc	Project Funding Agreement	Wallowa	75,000	74,513	488	10/15/2015	10/31/2036
Tetra Tech Inc	Other RE Services	Portland	64,315	8,686	55,629	4/1/2022	3/31/2024
University of Oregon	REDA Grant Agreement	Eugene	50,000	50,000	0	2/1/2022	2/3/2024
Arnold Cushing LLC	PE REDA Grant Agreement	Portland	50,000	25,000	25,000	10/11/2021	7/31/2024
Clean Energy States Alliance	Memorandum of Understanding	Montpelier	39,500	39,500	0	7/1/2023	6/30/2024
African American Alliance for Homeownership	Solar Ambassadors Project	Portland	36,330	39,059	(2,729)	2/15/2022	8/31/2023
Unite Oregon	Solar Ambassadors Project		25,955	8,853	17,102	2/15/2022	8/31/2023

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Adelante Mujeres	Solar Ambassadors Project		25,685	18,375	7,310	2/15/2022	8/31/2023
GuildQuality Inc.	License Agreement		25,000	4,160	20,840	6/1/2023	5/31/2024
American Microgrid Solutions LLC	Solar+Storage RES EPS NC	Easton	25,000	4,489	20,511	12/29/2022	6/3/2024
University of Oregon	UO SRML Sponsorship	Eugene	25,000	24,999	1	3/9/2023	3/8/2024
OSEIA-Oregon Solar Energy Industries Assoc	2023 Solar+Storage Sponsorship		24,500	24,500	0	1/13/2023	12/31/2023
Robert Migliori	42kW wind energy system	Newberg	24,125	24,125	0	4/11/2007	1/31/2024
Site Capture LLC	Subscription Agreement	Austin	24,000	4,000	20,000	6/1/2023	5/31/2024
Bonneville Environmental Foundation	Comm Outreach Services	Portland	24,000	3,675	20,325	4/1/2022	1/31/2024
Community Energy Project, Inc.	Solar Ambassadors Outreach	Portland	23,955	23,955	0	2/15/2022	8/31/2023
Solar Oregon	Go-Zero Sponsorship	Portland	20,000	0	20,000	5/1/2023	12/31/2023
Kleinschmidt Associates	Other RE Professional Services	Pittsfield	18,000	15,736	2,264	4/1/2022	3/31/2024
Solar Oregon	Solar Ambassadors Project	Portland	15,000	15,000	0	2/15/2022	8/31/2023
Oregon Solar Energy Fund	Sponsorship Agreement	Portland	10,000	10,000	0	1/1/2023	12/31/2023
Solar Education Industries Association	2023 Membership Dues		5,000	5,000	0	1/1/2023	12/31/2023
Renewable Energy Total:			23,911,618	19,745,892	4,165,726		
Grand Total:			196,617,492	136,838,954	59,778,537		
Contracts without Incentives Total:			173,564,721	117,753,786	55,810,935		
Renewable Energy Incentives Total:			21,102,771	18,435,168	2,667,603		
Energy Efficiency Incentives Total:			1,950,000	650,000	1,300,000		

For contracts with costs through: 8/1/2023

Complete List of Contracts Grouped by Size

Contracts in effect on July 31, 2023 including those contracts executed for 2023 and beyond and excluding contracts completed prior to this date

Grouping by Contract Size	Dollars	Number of Contracts	Distribution of Dollars	Distribution of Count
Over \$500K	\$177,746,616	32	90%	12%
From \$400K to \$500K	\$5,570,388	12	3%	5%
Under \$400K	\$13,205,553	216	7%	83%
Total	\$196,522,557	260		

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Over \$500K	42,866,366	Northwest Energy Efficiency Alliance	NEEA Funding Agreement	Energy Efficiency	1/1/2020	8/1/2025
Over \$500K	33,662,505	Northwest Energy Efficiency Alliance	Regional EE Initiative Agmt	Energy Efficiency	1/1/2015	8/1/2025
Over \$500K	22,811,086	TRC Environmental Corporation	2023 EB PMC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	11,343,292	G&I VII Five Oak Owner LLC	Office Lease - 421 SW Oak	Administration	11/21/2011	12/31/2025
Over \$500K	10,368,842	CLEAResult Consulting Inc	2023 Residential PMC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	9,663,754	Energy 350 Inc	2023 PE PMC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	6,868,034	CLEAResult Consulting Inc	2023 NBE PMC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	4,914,598	CLEAResult Consulting Inc	2023 Lighting PDC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	3,135,397	TRC Engineers Inc.	2023 EPS New Const PDC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	3,078,000	Grady Britton, Inc	Media Services Agreement	Communications	1/1/2023	12/31/2024
Over \$500K	3,000,000	Clean Water Services	Project Funding Agreement	Renewable Energy	11/25/2014	11/25/2039
Over \$500K	3,000,000	City of Salem	Biogas Project - Willow Lake	Renewable Energy	9/4/2018	11/30/2023
Over \$500K	2,500,000	Farmers Conservation Alliance	Irrigation Modernization	Renewable Energy	4/1/2019	3/31/2024
Over \$500K	2,081,000	Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Energy Efficiency	1/1/2020	12/31/2024
Over \$500K	1,950,000	Intel Corporation	EE Project Funding Agreement	Energy Efficiency	12/2/2021	12/31/2025
Over \$500K	1,800,000	Water Environment Services, A Dept. of Clackamas County	Bio Water Cogeneration System	Renewable Energy	11/15/2019	9/30/2041
Over \$500K	1,728,537	CLEAResult Consulting Inc	2023 Retail PDC	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	1,550,000	Oregon Institute of Technology	Geothermal Resource Funding	Renewable Energy	9/11/2012	9/11/2032
Over \$500K	1,112,000	Colehour & Cohen	Public Relations Services	Communications	2/1/2022	12/31/2023
Over \$500K	1,000,000	Farm Power Misty Meadows LLC	Misty Meadows Biogas Facility	Renewable Energy	10/25/2012	10/25/2027
Over \$500K	1,000,000	Craft3	Manufactured Home Pilot Loan	Energy Efficiency	9/20/2018	9/20/2033
Over \$500K	1,000,000	Three Sisters Irrigation District	TSID Hydro	Renewable Energy	4/25/2012	9/30/2032
Over \$500K	900,000	Farmers Irrigation District	FID - Plant 2 Hydro	Renewable Energy	4/1/2014	4/1/2034
Over \$500K	865,000	Three Sisters Irrigation District	Mckenize Reservoir Irrigation	Renewable Energy	3/18/2019	3/17/2039

For contracts with costs through: 8/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Over \$500K	850,000	Klamath Falls Solar 2 LLC	PV Project Funding Agreement	Renewable Energy	7/11/2016	7/10/2041
Over \$500K	827,000	Stahlbush Island Farms, Inc.	Funding Assistance Agreement	Renewable Energy	6/24/2009	6/24/2029
Over \$500K	816,549	TRC Environmental Corporation	2023 BE PMC DSM	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	725,000	Energy Assurance Company	Verifier Services Agreement	Renewable Energy	10/15/2022	10/14/2024
Over \$500K	630,067	CLEAResult Consulting Inc	2023 Residential PMC SOLAR	Renewable Energy	1/1/2023	12/31/2023
Over \$500K	588,880	CLEAResult Consulting Inc	2023 Residential PMC Innov	Energy Efficiency	1/1/2023	12/31/2023
Over \$500K	561,454	Cascade Energy, Inc.	Subscription ServicesAgreement	Energy Efficiency	1/21/2022	8/31/2023
Over \$500K	549,254	TRC Environmental Corporation	2023 BE PMC WA	Energy Efficiency	1/1/2023	12/31/2023
From \$400K to \$500K	500,000	Craft3	Loan Funding for EE Projects	Energy Efficiency	1/1/2021	9/30/2025
From \$400K to \$500K	500,000	Craft3	Loan Agreement	Energy Efficiency	1/1/2018	12/31/2027
From \$400K to \$500K	498,000	ThinkShout, Inc.	Web Design & Dev Agreement	Communications	1/1/2022	12/31/2023
From \$400K to \$500K	496,500	Pivotal Energy Solutions LLC	Software Product Support	Energy Efficiency	1/1/2020	12/31/2023
From \$400K to \$500K	490,000	Old Mill Solar, LLC	Project Funding Agmt Bly, OR	Renewable Energy	5/29/2015	5/28/2030
From \$400K to \$500K	486,988	SBW Consulting, Inc.	2021 EB Impact Evaluation	Energy Efficiency	8/1/2022	9/30/2023
From \$400K to \$500K	450,000	Deschutes Valley Water District	Opal Springs Hydro Project	Renewable Energy	1/1/2018	4/1/2040
From \$400K to \$500K	450,000	City of Medford	750kW Combined Heat & Power	Renewable Energy	10/20/2011	10/20/2031
From \$400K to \$500K	450,000	City of Pendleton	Pendleton Microturbines	Renewable Energy	4/20/2012	4/20/2032
From \$400K to \$500K	428,900	OMBU Inc	New Interactive Forms	Administration	4/2/2018	12/31/2023
From \$400K to \$500K	420,000	Alternative Energy Systems Consulting, Inc.	TechnicalEnergy Studies& Audit	Energy Efficiency	7/1/2021	6/30/2024
From \$400K to \$500K	400,000	Three Sisters Irrigation District	TSID Funding Agreement	Renewable Energy	1/1/2018	12/31/2038
Under \$400K	380,000	Tetra Tech Inc	NB Impsct Eval 2021-22	Energy Efficiency	3/1/2023	4/30/2024
Under \$400K	361,000	Community Energy Project, Inc.	HPWH & CPFE Measures	Energy Efficiency	1/25/2022	12/31/2023
Under \$400K	355,412	SunE Solar XVI Lessor, LLC	BVT Sexton Mtn PV	Renewable Energy	5/15/2014	12/31/2034
Under \$400K	350,000	City of Gresham	City of Gresham Cogen 2	Renewable Energy	4/9/2014	7/9/2034
Under \$400K	337,740	Prophix. Inc	Cloud Services Agreement	Administration	9/1/2022	6/30/2025
Under \$400K	329,777	Carahsoft Technology Corporation	DocuSign Master Agreement	Communications	1/31/2018	7/31/2024
Under \$400K	301,208	CLEAResult Consulting Inc	2023 Residential PMC-CustSvc	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	300,000	Craft3	Loan Agreement	Energy Efficiency	6/1/2014	6/20/2025
Under \$400K	300,000	Ekotrop, Inc.	ModelingSoftware for NC	Energy Efficiency	1/21/2020	12/31/2023
Under \$400K	300,000	Verde	DHP Installation Program	Energy Efficiency	1/1/2022	12/31/2023
Under \$400K	294,300	LD Consulting LLC	BL Consulting Services	Energy Efficiency	4/27/2022	1/31/2024
Under \$400K	258,800	Solar Oregon	Outreach & Education Agreement	Renewable Energy	7/1/2022	6/30/2024
Under \$400K	254,276	CLEAResult Consulting Inc	2023 Residential PMC WA	Energy Efficiency	1/1/2023	12/31/2023

For contracts with costs through: 8/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	251,240	Paladin Risk Management, Ltd	Cert Tracking & License Svc	Administration	9/1/2015	10/1/2023
Under \$400K	233,234	Wallowa Resources Community Solutions, Inc.	Project Development Assistance	Renewable Energy	4/1/2022	3/31/2024
Under \$400K	230,000	TRC Environmental Corporation	PDC - Landlord Cooling	Energy Efficiency	4/1/2022	9/30/2024
Under \$400K	225,000	Craft3	NON-EEAST OBR Svc Agrmt	Renewable Energy	1/1/2018	12/31/2023
Under \$400K	221,492	Latino Built Association for Contractors	Training & Support Services	Communications	1/1/2023	12/31/2024
Under \$400K	215,000	CLEAResult Consulting Inc	HE Assessment Tool	Energy Efficiency	12/16/2021	12/31/2023
Under \$400K	197,800	ADM Associates, Inc.	2022_23 Fast Feedback Survey	Energy Efficiency	3/1/2022	6/30/2024
Under \$400K	180,000	Faraday Inc	Software Services Subscription	Renewable Energy	1/15/2019	12/14/2023
Under \$400K	175,393	CTX Businss Solutions Inc	Copier Purchase & Maintenance	Administration	1/27/2015	12/31/2023
Under \$400K	165,200	Lake County Resources Initiative	Support for RE, EB, Solar PE	Joint Programs	1/1/2022	12/31/2023
Under \$400K	165,000	DNV Energy Services USA Inc	HER Impact Evaluation	Energy Efficiency	7/11/2023	3/31/2024
Under \$400K	160,000	The Cadmus Group LLC	C&I LG Impact Evaluations	Energy Efficiency	1/1/2022	12/31/2023
Under \$400K	156,000	ADM Associates, Inc.	NB Process Evaluation	Energy Efficiency	3/15/2022	9/30/2023
Under \$400K	145,480	Clean Power Research, LLC	CPR License Service Agreement	Renewable Energy	7/1/2023	6/30/2024
Under \$400K	144,360	TRC Engineers Inc.	2023 EPS New Const PDC Solar	Renewable Energy	1/1/2023	12/31/2023
Under \$400K	143,000	City of Astoria	Bear Creek Funding Agreement	Renewable Energy	3/24/2014	3/24/2034
Under \$400K	140,000	Community Energy Project, Inc.	Workshop Sponsorship	Energy Efficiency	4/1/2023	4/30/2024
Under \$400K	136,116	TRC Engineers Inc.	2023 EPS New Const PDC WA	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	122,247	Encore Business Solutions (USA)	GP Annual Enhancement	Administration	9/14/2011	8/31/2023
Under \$400K	120,000	3Point Brand Management	Blanket PO	Communications	1/1/2021	12/31/2023
Under \$400K	115,500	Oregon Solar Energy Fund	Solar Education Training	Renewable Energy	6/1/2022	11/30/2023
Under \$400K	112,837	Airespring Inc	T1 Connectivity Services	Administration	12/22/2016	1/15/2024
Under \$400K	112,688	Allstream	Internet Services	Administration	9/22/2017	1/1/2024
Under \$400K	105,159	Encore Business Solutions (USA)	Technical Support for GP	Administration	5/1/2021	12/31/2024
Under \$400K	105,000	Printable Promotions	Promotional Materials	Communications	4/13/2017	12/31/2023
Under \$400K	104,400	Earth Advantage, Inc.	RealEstate Engagement	Energy Efficiency	1/1/2021	12/31/2023
Under \$400K	100,000	Dell Marketing LP.	Blanket Purhcase Order	Administration	1/1/2023	12/31/2023
Under \$400K	100,000	CDW Direct, LLC	Blanket PO	Administration	1/1/2022	12/31/2023
Under \$400K	100,000	Metafile Information Systems	Software Solutions Contract	Administration	6/10/2022	3/1/2024
Under \$400K	99,620	Archive Systems Inc	Record Management Services	Administration	1/1/2011	12/31/2023
Under \$400K	96,845	Structured Communications Systems, Inc.	ShoreTel Phone System Install	Joint Programs	1/1/2017	12/31/2023
Under \$400K	95,000	SBW Consulting, Inc.	Measure Development	Energy Efficiency	12/19/2022	12/31/2023
Under \$400K	86,775	Sarah Noll Wilson, Inc	Coaching PA Agreement	Administration	8/1/2022	12/31/2023
Under \$400K	85,700	CLEAResult Consulting Inc	Call CenterServices Comm Solar	Administration	8/1/2019	3/4/2024

For contracts with costs through: 8/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	85,000	City of Hillsboro	Project Funding Agreement	Renewable Energy	6/8/2020	12/31/2040
Under \$400K	80,000	EVALUCREE	Energy Assessment Services	Energy Efficiency	2/1/2022	12/31/2023
Under \$400K	80,000	The Cadmus Group LLC	Industrial Plant Closure Study	Energy Efficiency	6/30/2023	3/31/2024
Under \$400K	80,000	Wallowa County	Project Funding Agreement	Renewable Energy	4/1/2018	3/31/2038
Under \$400K	78,400	Wallowa Resources Community Solutions Inc	Collaboration Services	Renewable Energy	4/1/2023	12/31/2023
Under \$400K	75,800	Becky Engel Consulting LLC	2023 Brand Marketing Services	Communications	2/15/2023	12/31/2023
Under \$400K	75,000	SPS of Oregon Inc	Project Funding Agreement	Renewable Energy	10/15/2015	10/31/2036
Under \$400K	70,000	DocuMart of Portland	Blanket PO	Communications	1/1/2021	12/31/2023
Under \$400K	66,683	Siteimprove Inc	Web Governance and Monitoring	Administration	1/27/2017	10/31/2023
Under \$400K	65,000	Seeds for the Sol	CPF RES Partner Services	Energy Efficiency	2/1/2022	12/31/2023
Under \$400K	64,315	Tetra Tech Inc	Other RE Services	Renewable Energy	4/1/2022	3/31/2024
Under \$400K	59,773	RStudio PBC	Software License Agreement	Energy Efficiency	6/5/2022	4/1/2024
Under \$400K	58,608	AlamaLuna LLC	Translation Services	Communications	4/25/2022	12/31/2023
Under \$400K	55,000	Craft3	SWR Loan Origination/Loss Fund	Energy Efficiency	1/1/2018	12/31/2023
Under \$400K	55,000	INCA Energy Efficiency, LLC	MOD 3 Evaluation	Energy Efficiency	10/1/2022	3/31/2025
Under \$400K	52,000	Magneto Advertising, LLC	2023 Run Better Campaign	Communications	8/1/2023	1/20/2024
Under \$400K	52,000	Xenium Resources	HR Consulting Agreement	Administration	4/1/2022	1/1/2024
Under \$400K	51,000	Holst Architecture Inc	Net Zero Fellowship	Energy Efficiency	9/22/2022	12/31/2023
Under \$400K	51,000	Adre LLC	Net Zero Fellowship	Joint Programs	9/22/2022	3/31/2024
Under \$400K	50,600	Moss Adams LLP	2022 Audit Services	Administration	1/1/2023	12/31/2023
Under \$400K	50,287	LinkedIn Corporation	Webinar Learning	Administration	1/7/2020	1/25/2024
Under \$400K	50,000	University of Oregon	REDA Grant Agreement	Renewable Energy	2/1/2022	2/3/2024
Under \$400K	50,000	Arnold Cushing LLC	PE REDA Grant Agreement	Renewable Energy	10/11/2021	7/31/2024
Under \$400K	50,000	Anchor Blue LLC	Planning Consulting Services	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	49,820	dThree Productions Inc.	Videography Services	Administration	2/1/2023	12/31/2023
Under \$400K	49,184	E Source Companies LLC	2023 Membership Agreement	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	47,541	Pantheon Systems, Inc	Website Hosting Services	Communications	5/1/2019	1/30/2024
Under \$400K	47,500	Pacific Office Furnishings	Blanket PO-Cube Adjustments	Administration	1/1/2019	12/31/2023
Under \$400K	46,250	Theodore Blaine Light III	Planning Consulting Services	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	45,000	PBDG Foundation	Relationship Develop Services	Communications	1/1/2023	3/31/2024
Under \$400K	45,000	Geograde Constructors LLC	Contractor Development Pathway	Energy Efficiency	2/3/2023	12/31/2023
Under \$400K	40,000	Illinois Valley Community Development Organization	Strategic Partnership Services	Energy Efficiency	6/1/2023	12/31/2023
Under \$400K	40,000	Portland HR Solutions, Inc.	HR Consulting Services	Administration	4/1/2022	3/31/2024
Under \$400K	39,500	Happy Cup Coffee LLC	Blanket PO-Coffee	Administration	1/1/2019	12/31/2023

For contracts with costs through: 8/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	39,500	Clean Energy States Alliance	Memorandum of Understanding	Renewable Energy	7/1/2023	6/30/2024
Under \$400K	38,750	Northwest Energy Efficiency Council	2023 TLL & BOC Sponsorship	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	37,500	MI Weekes & Company Inc.	Professional Services *50,000	Administration	4/23/2023	4/24/2024
Under \$400K	37,184	Consortium for Energy Efficiency	2023 Membership Dues	Energy Efficiency	4/1/2023	12/31/2023
Under \$400K	36,330	African American Alliance for Homeownership	Solar Ambassadors Project	Renewable Energy	2/15/2022	8/31/2023
Under \$400K	35,345	Theresa M. Hagerty	Writers & Communications Pool	Communications	3/1/2020	2/29/2024
Under \$400K	35,000	Rose City Moving & Storage	Blanket PO Cube Moving	Administration	1/1/2019	10/15/2023
Under \$400K	35,000	Anthony Carothers	ISO Systems Security Consulting	Administration	11/5/2020	12/31/2024
Under \$400K	35,000	Insight Direct USA	Blanket PO	Administration	8/1/2023	12/31/2023
Under \$400K	33,320	Infogroup Inc	Data License & Service Agmt	Joint Programs	2/4/2020	12/31/2023
Under \$400K	32,855	LinkedIn Corporation	LinkedIn Recruiting License	Administration	12/15/2022	12/31/2023
Under \$400K	31,125	Terrance Harris	DAC Consultant Services	Administration	1/1/2022	12/31/2023
Under \$400K	30,000	Pod4print	2023 PGE Printing Bill Inserts	Communications	1/1/2023	12/31/2023
Under \$400K	30,000	American Council for and Energy Efficient Economy	Sponsorship Letter Agreement	Energy Efficiency	1/1/2023	12/31/2023
Under \$400K	28,348	Helen Eby	Professional Services	Communications	8/10/2020	6/30/2023
Under \$400K	25,955	Unite Oregon	Solar Ambassadors Project	Renewable Energy	2/15/2022	8/31/2023
Under \$400K	25,685	Adelante Mujeres	Solar Ambassadors Project	Renewable Energy	2/15/2022	8/31/2023
Under \$400K	25,580	Floor Solutions LLC	Carpet Cleaning Services	Administration	1/1/2019	12/31/2023
Under \$400K	25,000	GuildQuality Inc.	License Agreement	Renewable Energy	6/1/2023	5/31/2024
Under \$400K	25,000	G&I VII Lincoln Building LP	Parking Agreement	Administration	5/1/2023	4/30/2024
Under \$400K	25,000	Leona Enright	Tribal Engagement Services	Communications	8/1/2022	7/30/2024
Under \$400K	25,000	Efficiency for Everyone, LLC	Eval Advisory Group Services	Energy Efficiency	3/9/2022	3/8/2024
Under \$400K	25,000	Eric (EJ) Jordon	Tribal Engagment Services	Administration	6/1/2023	3/31/2024
Under \$400K	25,000	Encolor LLC	Eval Advisory Group Services	Energy Efficiency	3/9/2022	3/8/2024
Under \$400K	25,000	DNV Energy Services USA Inc	Evaluation Advisory Group	Energy Efficiency	3/9/2022	3/8/2024
Under \$400K	25,000	American Microgrid Solutions LLC	Solar+Storage RES EPS NC	Renewable Energy	12/29/2022	6/3/2024
Under \$400K	25,000	Apex Analytics LLC	Evaluation Advisory Group	Energy Efficiency	3/9/2022	3/8/2024
Under \$400K	25,000	Beira Consulting LLC	SMB Research Eval	Energy Efficiency	2/1/2023	1/31/2024
Under \$400K	25,000	Cadeo Group LLC	Evaluation Advisory Group	Energy Efficiency	3/9/2022	3/8/2024
Under \$400K	25,000	Cipriani & Werner P.C	Engagement Letter	Administration	6/15/2023	12/31/2023
Under \$400K	25,000	Starla Green	Tribal Engagement Services	Administration	8/1/2022	7/30/2024
Under \$400K	25,000	RR Donnelley	2023 NWN Printing Bill Inserts	Communications	1/1/2023	12/31/2023
Under \$400K	25,000	Puget Sound Cooperative Credit Union	LoanLossReserve Fund Agreement	Energy Efficiency	1/1/2022	12/31/2023
Under \$400K	25,000	SBW Consulting, Inc.	Evaluation Advisory Group	Energy Efficiency	3/9/2022	3/8/2024

For contracts with costs through: 8/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	25,000	Lisa Greenfield LLC	Engagement Letter	Administration	12/16/2022	12/31/2023
Under \$400K	25,000	Monica Paradise	Tribal Engagement Agreement	Communications	3/7/2023	3/6/2025
Under \$400K	25,000	University of Oregon	UO SRML Sponsorship	Renewable Energy	3/9/2023	3/8/2024
Under \$400K	24,750	Magneto Advertising, LLC	Creative Media Services	Communications	3/15/2023	7/15/2023
Under \$400K	24,500	OSEIA-Oregon Solar Energy Industries Assoc	2023 Solar+Storage Sponsorship	Renewable Energy	1/13/2023	12/31/2023
Under \$400K	24,440	Susan T Rosene	Writers Pool Services Agreement	Communications	3/1/2022	2/29/2024
Under \$400K	24,125	Robert Migliori	42kW wind energy system	Renewable Energy	4/11/2007	1/31/2024
Under \$400K	24,000	Site Capture LLC	Subscription Agreement	Renewable Energy	6/1/2023	5/31/2024
Under \$400K	24,000	Bonneville Environmental Foundation	Comm Outreach Services	Renewable Energy	4/1/2022	1/31/2024
Under \$400K	24,000	CuraLinc Healthcare	EAP Agreement	Administration	1/1/2022	9/30/2024
Under \$400K	23,955	Community Energy Project, Inc.	Solar Ambassadors Outreach	Renewable Energy	2/15/2022	8/31/2023
Under \$400K	23,775	Susan Vogt Communications	Writers Communications Pool	Communications	3/1/2020	2/29/2024
Under \$400K	23,496	Wallowa Resources Stewardship Center LLC	Enterprise, OR Lease Agreement	Communications	11/1/2013	9/1/2023
Under \$400K	22,000	Sustainable Northwest	Community Outreach Services	Communications	1/1/2023	12/31/2024
Under \$400K	22,000	Elephants Catering	Blanket PO-Food Catering	Administration	1/1/2019	12/31/2023
Under \$400K	21,643	CTX Businss Solutions Inc	Small Printer Maintenance	Administration	4/1/2012	3/30/2024
Under \$400K	21,000	Alliance Compensation LLC	*PA Umbrella Agreement	Administration	2/1/2023	1/31/2024
Under \$400K	20,000	Brown Printing Inc	Blanket PO	Communications	1/1/2021	12/31/2023
Under \$400K	20,000	Fisher & Phillips, LLP	Letter Agreement	Administration	9/1/2022	12/31/2023
Under \$400K	20,000	Solar Oregon	Go-Zero Sponsorship	Renewable Energy	5/1/2023	12/31/2023
Under \$400K	19,500	Diligent Corporation	Board Management Software	Administration	6/23/2023	8/1/2024
Under \$400K	18,000	Kleinschmidt Associates	Other RE Professional Services	Renewable Energy	4/1/2022	3/31/2024
Under \$400K	16,084	Jason Quigley Photography LLC	Photography Services	Communications	1/1/2022	12/31/2023
Under \$400K	15,750	Moss Adams LLP	401K Audit	Administration	1/1/2023	12/31/2023
Under \$400K	15,744	Tri-Met	2023-24 Rate Agreement	Administration	9/1/2023	8/31/2024
Under \$400K	15,700	Clarity Content LLC	Professional Services Agreement	Communications	5/1/2021	2/29/2024
Under \$400K	15,000	Consortium for Energy Efficiency	Energy Behavior Sponsorship	Energy Efficiency	5/1/2023	12/31/2023
Under \$400K	15,000	Bright Sky LLC	Writers Service Pool	Communications	4/1/2023	2/29/2024
Under \$400K	15,000	Empress Rules LLC	Advisory Counseling Services	Communications	8/1/2022	11/30/2023
Under \$400K	15,000	Solar Oregon	Solar Ambassadors Project	Renewable Energy	2/15/2022	8/31/2023
Under \$400K	14,500	Jones Lang LaSalle Americas, Inc.	WorkPlace Services Agreement	Administration	5/1/2023	12/31/2023
Under \$400K	13,935	Naim Hasan	Photographer	Administration	7/19/2019	8/1/2024
Under \$400K	13,500	American Council for and Energy Efficient Economy	2023 Conference Sponsorship	Joint Programs	1/1/2023	12/31/2023
Under \$400K	13,500	ABM Parking Services	Board Parking reimbursement	Administration	4/1/2019	12/31/2023

For contracts with costs through: 8/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	13,000	HMI Oregon Dealership, Inc.	Blanket PO-Storage	Administration	1/1/2019	12/31/2023
Under \$400K	13,000	Environmental Leadership Program	2023-25 RAY Fellow Agreement	Administration	1/1/2023	12/31/2023
Under \$400K	13,000	Jodi Tanner Tell LLC	Grant Writing Services	Joint Programs	1/1/2023	12/31/2024
Under \$400K	13,000	RR Donnelley	2023 PAC Printing Bill Inserts	Communications	1/1/2023	12/31/2023
Under \$400K	12,600	The Benson Hotel	2023 Rate Agreement	Administration	1/1/2023	12/31/2023
Under \$400K	11,700	Cara Griffin	Writers Communication Services	Communications	5/1/2021	2/29/2024
Under \$400K	11,500	Bruner Strategies, LLC	ED Review Services	Administration	1/1/2023	12/31/2023
Under \$400K	11,313	Flores & Associates LLC	FMLA Administration	Administration	10/1/2018	7/1/2024
Under \$400K	10,780	Emburse Inc.	Services Agreement Travel App	Administration	8/27/2020	2/28/2024
Under \$400K	10,000	Environmental Leadership Program	2022-24 RAY Fellowship	Administration	10/16/2022	10/15/2024
Under \$400K	10,000	Indika Sugathadasa	DAC Stipend Agreement	Administration	2/18/2020	12/31/2023
Under \$400K	10,000	Lake County Resources Initiative	Working Together Grant	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	LatinoBuilt Foundation	Working Together Grant	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	Bienester Inc.	Working Together Grant	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	350 Deschutes	Working Together Grants	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	Willamette Valley Hispanic Chamber of Commerce	2023 Expo Negocio Sponsorship	Communications	8/1/2023	12/31/2023
Under \$400K	10,000	Solarize Rogue	Working Together Grant	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	Solar Oregon	Working Together Grant	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	Lloyd EcoDistrict	Working Together Grants	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	Nathan Webster & Associates, LLC	Lets Connect Sponsorship	Communications	8/1/2023	12/31/2023
Under \$400K	10,000	NeighborWorks Umpqua	Working Together Grant	Communications	12/16/2022	12/1/2023
Under \$400K	10,000	Northwest Earth Institute	2023 Ecochallenge	Energy Efficiency	3/10/2023	12/31/2023
Under \$400K	10,000	Oregon Solar Energy Fund	Sponsorship Agreement	Renewable Energy	1/1/2023	12/31/2023
Under \$400K	9,800	Momentive Inc. aka Survey Monkey	License Services Agreement	Administration	3/11/2022	2/1/2024
Under \$400K	9,600	Amy Marie Seward	Grant Writers Pool	Energy Efficiency	6/1/2023	12/31/2024
Under \$400K	9,320	Rebecca Descombes	DAC PA Agreement	Joint Programs	9/30/2021	12/31/2023
Under \$400K	9,221	Tri-Met	Universal Pass Agreement 22-23	Administration	9/1/2022	8/30/2023
Under \$400K	9,000	HVAC Inc	Service Agreement	Administration	7/1/2022	8/30/2024
Under \$400K	8,880	Kathleen T Whitty	Writers & Communications Pool	Communications	3/1/2020	2/29/2024
Under \$400K	8,000	Lever Architecture	NZELI Grant Agreement	Energy Efficiency	10/10/2022	6/17/2023
Under \$400K	8,000	Sustainable Northwest	2023 Event Sponsorship	Communications	5/1/2023	12/31/2023
Under \$400K	8,000	Structured Communications Systems, Inc.	Network Penetration Services	Administration	7/20/2023	12/31/2023
Under \$400K	8,000	Morel Inc	Blanket PO	Communications	1/1/2021	12/31/2023
Under \$400K	7,500	Klamath & Lake Community Action Services	RARE Intern Letter Agreement	Communications	3/1/2023	2/28/2024
Under \$400K	7,000	First Interstate Bank	Line of Credit Agreement	Administration	8/9/2023	8/8/2024

For contracts with costs through: 8/1/2023

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	7,000	PrintSync	Blanket PO Printing	Communications	10/27/2022	12/31/2023
Under \$400K	6,450	The Option Agency	Photoshoot Talent Services	Communications	12/15/2021	12/15/2024
Under \$400K	6,000	Rogue Climate	RARE Intern Letter Agreement	Communications	3/1/2023	2/28/2024
Under \$400K	6,000	Momentum Procurement Group, Inc	Blanket PO Office Supply	Administration	9/10/2020	12/31/2023
Under \$400K	6,000	American Institute of Architects, Southwestern Oregon Chapter	2023 Membership Dues	Communications	3/31/2023	12/31/2023
Under \$400K	6,000	Central Oregon Environmental Center	RARE Intern Letter Agreement	Communications	3/1/2023	2/28/2024
Under \$400K	5,850	Moss Adams LLP	990 Tax Audit	Administration	1/1/2023	12/31/2023
Under \$400K	5,787	PhotoShelter Inc	Online Subscription	Communications	2/1/2023	3/22/2024
Under \$400K	5,475	Hapaworks LLC	Writers Pool PA Agreement	Communications	8/1/2022	2/29/2024
Under \$400K	5,388	SmartyStreets LLC	EmailVerification Cloud License	Administration	7/1/2023	6/1/2024
Under \$400K	5,229	Smartsheets Inc.	Subscription ServicesAgreement	Administration	1/1/2023	11/1/2023
Under \$400K	5,040	Storage Concepts LLC	Eastern OR Storage Unit	Administration	5/30/2019	3/30/2024
Under \$400K	5,000	Susan Badger-Jones	DAC Stipend Agreement	Administration	4/15/2020	12/31/2023
Under \$400K	5,000	Terrance Harris	DAC Stipend Agreement	Administration	6/15/2021	7/30/2023
Under \$400K	5,000	Social Enterprises Inc.	Event Sponsorship	Communications	3/1/2023	12/31/2023
Under \$400K	5,000	Solar Education Industries Association	2023 Membership Dues	Renewable Energy	1/1/2023	12/31/2023
Under \$400K	5,000	Rhea StandingRock	DAC Stipend Agreement	Administration	6/30/2022	6/1/2024
Under \$400K	5,000	Rebecca Descombes	DAC Stipend Agreement	Administration	3/1/2021	12/31/2023
Under \$400K	5,000	Oswaldo Beral Lopez	DAC Stipend Agreement	Administration	9/17/2019	12/31/2023
Under \$400K	5,000	NOMA PDX	2023 Event Sponsorship	Communications	5/1/2023	12/31/2023
Under \$400K	5,000	NAMC Oregon	2023-24 Membership Dues	Communications	3/1/2023	3/1/2024
Under \$400K	5,000	Miller Nash LLP	Trademark	Administration	9/1/2014	9/1/2023
Under \$400K	5,000	eTargetMedia.com, LLC	Target Emailing Service	Communications	4/17/2023	9/30/2023
Under \$400K	5,000	Dolores Martinez	DAC Stipend Agreement	Administration	2/18/2020	12/31/2023
Under \$400K	5,000	Cheryl Roberts	DAC Stipend Agreement	Administration	9/17/2019	12/31/2023
Under \$400K	5,000	Blue Moon Industries	Microsoft GP Support Services	Administration	6/1/2023	5/30/2024
Under \$400K	4,750	Susan Lucer Consulting Services	Grant Writing Services	Joint Programs	1/1/2023	12/31/2024
Under \$400K	4,500	Cascade Energy, Inc.	Admin Reimburse Services	Energy Efficiency	4/1/2023	12/31/2023
Under \$400K	3,420	D&B	D&B	Administration	3/31/2021	3/31/2024
Under \$400K	2,200	Jim Craven Photography	Photography Services *\$25,000	Energy Efficiency	5/1/2023	4/30/2025
Under \$400K	1,519	Lighthouse Services, Inc.	Compliance Hotline	Administration	5/1/2017	4/1/2024
Under \$400K	1,500	Moss Adams LLP	Consulting	Administration	1/1/2023	12/31/2023
TOTAL	196,522,556.64					

Briefing Paper

CLEAResult Contract Extension for Business Lighting Program Delivery Contract

October 11, 2023

Summary

Although staff experienced a number of challenges in CLEAResult's performance in the first two years of this contract, CLEAResult's performance has improved considerably and staff proposes an amendment to extend Energy Trust's current program delivery contract with CLEAResult for Energy Trust's Business Lighting program for a final, one-year extension period through December 31, 2025, which would result in a total contract term of five years.

The initial term of this program delivery contract with CLEAResult was for three years from January 1, 2021 to December 31, 2023, with the option of two additional year extensions. At the October 12, 2022 meeting, the board did not object to staff's recommendation to extend the CLEAResult contract for the first one-year extension period, from January 1, 2024 to December 31, 2024.

Staff proposes to extend the contract for a second and final one-year extension period from January 1, 2025 to December 31, 2025. In accordance with the board's resolution authorizing this contract, if the board does not object to the extension proposed by staff, the executive director is authorized to sign an extension amendment.

Background

- During 2020, program staff conducted a Request for Proposals process to select a contractor to manage the Business Lighting program.
- In September 2020 (Resolution 919), the board authorized a contract with CLEAResult for Business Lighting program delivery services. These services include lighting trade ally development and network management, lighting measure development, and delivery of the Business Lighting program tracks. This decision was subject to determination of a final contract scope and amount based on board-approved 2021 Production Efficiency and Existing Buildings budgets and consistent with subsequent board-approved annual budgets and action plans.
- The Business Lighting program is currently organized in three tracks that deliver incentives and services to different types of businesses in different ways:
 - Downstream: This is the trade ally driven track of the program. Trade allies sell lighting projects and submit them to Energy Trust through the Lighting Tool which calculates the savings and incentives from the project. This track serves both commercial and industrial customers; the largest projects tend to be at industrial sites. This track was

- particularly hard-hit by the reduction of incentives in 2021 and by supply chain and labor shortages impacting the economy.
- Midstream: This track of the program provides incentives directly to distributors who then pass along the incentive at the point of purchase. There is a select group of lighting products available through this channel and it allows the program to deliver these common products more cost-effectively and reach more customers who install their own lamps and fixtures. This channel to customers has been effective in reaching both commercial and industrial customers.
 - Small Business Direct Install: This offering is designed to reach customers in facilities that are under 20,000 sq. ft. or who have fewer than 20 employees (commercial) or customers in facilities under 50,000 sq. ft. or who have fewer than 50 employees (industrial), with an emphasis on reaching customers in communities of color, in low-income communities and in rural areas. It includes most of the program's lighting products and installs them at no-cost to customers.
 - The authorizing resolution included an initial term of three years and a provision allowing staff to offer up to two additional one-year extensions if the program delivery contractor meets certain established performance criteria. The board resolution also directed staff to report to the board on the program delivery contractor's progress toward meeting the contract extension criteria and recommend whether to extend the contract.
 - At the October 12, 2022 meeting, the board did not object to staff's recommendation to extend the CLEAResult contract from January 1, 2024 to December 31, 2024.
 - Staff has again reviewed the contract extension criteria and is now recommending extending the contract, consistent with the board approved 2025 budget and action plan, for a second and final one year extension period. Staff would conduct a competitive solicitation during 2025.

Discussion

- The Business Lighting program delivery contract with CLEAResult started in 2021 and was the first contract to combine delivery of commercial, multifamily, and industrial lighting. Previously, business lighting was delivered by the Existing Buildings and Multifamily program management contractors (PMCs) through a subcontractor and through a Production Efficiency program delivery contractor (PDC) agreement to serve industrial and agricultural customers. The same contractor held both PMC subcontracts and the PDC contract.
- Staff had anticipated operational and market benefits from combining the management and delivery of commercial, multifamily, and industrial lighting into a single contract and many benefits have resulted. However, the new structure also created some new challenges. After re-examining the program design and contract structure, Energy Trust staff decided to adjust delivery contracting by transferring responsibility for downstream offerings from the Business Lighting program delivery contract to program management contractors to better serve customers and deliver on savings goals. Specifically, staff will adjust contracting as follows:
 - In 2024, the commercial and industrial lighting downstream offerings will be transferred from the Business Lighting program delivery contract to the respective

- Existing Buildings and Production Efficiency program management contracts. This change makes these program management contractors the primary point of contact to deliver both lighting and non-lighting measures to customers.
- In 2024, the Business Lighting program delivery contract scope will continue to include delivery of the midstream offering, small business direct install offering, lighting trade ally development and management, and lighting measure development.
 - At the October 12, 2022 meeting, the board did not object to staff's recommendation to extend the CLEAResult Business Lighting program delivery contract from January 1, 2024 to December 31, 2024. Staff now proposes to extend the contract for a second and final one-year extension period from January 1, 2025 to December 31, 2025.
 - Similar to 2024, the scope of the proposed 2025 Business Lighting contract extension would include CLEAResult's continued delivery of the midstream track, small business direct install offering, lighting trade ally development and management and lighting measure development.
 - Extending CLEAResult's contract through 2025 would maintain consistency in areas currently working well and provide stability for the program during a time of program change. HB2531 will take effect in January 2024 and ban fluorescent bulbs. This will impact future program savings and move the program toward controls and more comprehensive projects.
 - In 2025, staff would conduct a competitive solicitation process for a contractor to deliver the midstream track beginning January 1, 2026. Other services, such as lighting trade ally development and management and lighting measure development could also be included in that or another solicitation or may be moved into Existing Buildings and Production Efficiency program delivery.

Performance Criteria

Staff have identified criteria to assess contract performance in order to inform contract extension decision. The performance criteria used in the CLEAResult Business Lighting program delivery agreement are: Annual Supplier Diversity Goal Achievement, Annual Program Goals Achievement, Incentives and Savings Forecast Accuracy, and Teamwork and Cross Program Referrals. CLEAResult did not meet all the performance criteria in 2021 and 2022 but is on track to meet or exceed all the performance criteria in 2023. Staff is recommending Energy Trust extend the contract through 2025 for these program elements: midstream, small business direct install, lighting trade ally development and management, and lighting measure development. CLEAResult has satisfactorily performed in these areas.

Conclusion

Despite challenges in 2021 and 2022, CLEAResult has righted the ship of Business Lighting in 2023. Business Lighting is forecasted to meet or exceed savings goals across each program track with midstream and small business direct install performing particularly well. The scope of the proposed 2025 Business Lighting contract extension would include CLEAResult's continued delivery of the midstream track, small business direct install offering, lighting trade ally development and management and lighting measure development. Staff believe this approach is the best path forward that reduces risk to Energy Trust's savings acquisition commitments and continues to foster a stable relationship with the market, especially considering future impacts of HB2531.

Next Steps

Absent board objection, Energy Trust will extend the Business Lighting program delivery contract with CLEAResult, the Business Lighting PDC, through December 31, 2025.

Tab 4

Nominating & Governance Committee Meeting Notes

August 11, 2023, 2:30 p.m.

Committee members attending: Roland Risser (Chair), Sarah Hall (Oregon Public Utility Commission for Commissioner Letha Tawney), Henry Lorenzen, Jane Peters

Committee members absent from meeting: Janine Benner, Melissa Cribbins, Anne Root

Staff attending: Debbie Menashe, Danielle Rhodes, Michael Colgrove, Betsy Kauffman

Others attending: None.

Chair Roland Risser opened the meeting at approximately 2:34 p.m.

Discussion of Revised Fuel Switching Policy (revised to be “Aligning with Oregon’s Decarbonization Policy and Stakeholder Feedback”)

The committee discussed the Fuel Switching Policy revisions based on Debbie Menashe’s redlined version and debriefed on the feedback received from stakeholders at the August 9, 2023, board meeting. Debbie will prepare a cover memo to be included with the revisions, reflecting how those revisions reflect stakeholder feedback before the revisions go to the board at the October 11th meeting.

Debbie will follow up with Elaine Prause regard the next action steps to be taken with utilities and the stakeholder feedback received and prepare a cover memo to communicate with the utilities the final version and the background regarding the changes that are being finalized.

Discussion of Next Steps on Renewable Energy Credit Policy, Fossil Fuel Combined Heat and Power Policy, and Self-Direct Policy

The committee reviewed the discussion on the Governance Policy Review meeting that took place in June of 2023.

The Renewable Energy Credit policy (<https://www.energytrust.org/wp-content/uploads/2016/11/4.15.000-P.pdf>) will be retired as a board policy, as Betsy Kauffman reported that we take very few renewable energy credits and currently manage these from legacy projects. This policy should be placed at a staff operational level. Should these credits increase in the future, the staff can return to the board to report on the next measures taken. As these credits would be discussed at Renewable Energy Advisory Council meetings, these would come back to the board in the future as notes from those council meetings.

The Fossil Fuel Combined Heat and Power Policy (<https://www.energytrust.org/wp-content/uploads/2016/11/4.11.000-P.pdf>) will also be retired as a board policy and be referred to Energy Trust management for oversight. However, should there be a change in the market, staff will also inform the board both on the market and the change in magnitude and the background for these shifts.

The Renewable Energy Credit Policy and Fossil Fuel Combined Heat and Power Policy retirements as board level governance policies will be presented to the full board for action after

discussions with Energy Trust staff and then at a future board meeting following such discussions.

The committee agreed to hold a decision on the ultimate scope of the Self-Direct Policy (<https://www.energytrust.org/wp-content/uploads/2016/11/4.10.000.pdf>) and to seek feedback from other committee members. This will also follow after a staff discussion on September 28th, 2023. Anne Root requested further consideration of industry perspective and focus. Debbie Menashe will follow up with staff for more information regarding industry perspective and report back to the Nominating & Governance Committee.

Follow-up Discussion on the Cost Effectiveness and Above Market Cost Policies

The committee discussed the Cost Effectiveness Policy: (<https://www.energytrust.org/wp-content/uploads/2016/11/4.06.000.pdf>), as well as the Above Market Cost Policy: (<https://www.energytrust.org/wp-content/uploads/2016/11/4.07.0000.pdf>).

The committee agreed that these policies should remain at the board level and should be revised to be upleveled as governance policies. One option is to create revisions and note that that Energy Trust and OPUC staff coordinate on application of cost-effectiveness and above-market cost analyses for program design and delivery. Michael Colgrove asked that as the committee continues its consideration of these policies, identifying where staff has flexibility and what is board direction will be helpful. Sarah Hall recommended consideration of principles and guardrails as an approach to revise these policies as governance policies.

After meeting with staff for further discussion on impact to programs, , a proposal will be made to the committee on these policies. Michael and Henry Lorenzen will also incorporate these policy discussions in the upcoming strategic planning sessions, as they are fundamental to guiding the work of Energy Trust, and staff should work to facilitate the board's work in crafting aspirational policies.

Preview of Upcoming Policy Discussions

Debbie Menashe provided the committee with policy discussions that will be forthcoming, including the Waste-to-Energy Policy, Public Interest Policy, Conservation Funding for Schools, DEI Policy, Competition Rules, the review process for other renewables, Oregon Preference Policies, Waiving Program Craps, Authority to Committee Incentives in Future Years, and Program Approval Process.

Debbie also mentioned that the committee will be reviewing its charter in forthcoming meetings and noted other topics regarding recruitment and board training will be on future committee agendas.

Meeting Effectiveness and Scheduling

Roland solicited feedback from the committee on the meetings. Committee members expressed satisfaction with the meeting discussions.

Adjourn Meeting

Roland Risser adjourned the meeting at approximately 4:30 p.m.

The next meeting of the Nominating & Governance Committee is September 8, 2023, at 2:30 p.m.

Nominating & Governance Committee Meeting Notes

September 8, 2023, 2:30 p.m.

Committee members attending: Roland Risser (Chair), Melissa Cribbins, Sarah Hall (Oregon Public Utility Commission for Commissioner Letha Tawney), Janine Benner (ODOE Special Advisor), Henry Lorenzen, Jane Peters

Committee members absent from meeting: Anne Root

Staff attending: Debbie Menashe, Danielle Rhodes, Michael Colgrove, Fred Gordon, Spencer Moersfelder

Others attending: None

Chair Roland Risser opened the meeting at approximately 2:30 p.m.

Proposed Revisions to Contract Execution and Oversight Policy

Energy Trust staff recommended revising the Contract Execution Policy to increase the spending threshold at which the board delegates signing authority from \$500,000 to \$750,000. The policy was discussed at the Finance & Audit Committee in August, and that committee referred the proposed policy revision to the Nominating & Governance Committee with a recommendation of support.

Committee members asked questions regarding the proposed revisions, noting that earlier in the year, the committee had determined that there was no compelling reason to raise the signing authority delegation amount. Debbie Menashe noted that what has changed is the request of business programs staff to raise the individual project incentive cap to \$750,000. This increase is reflected in standardized program forms, and the Contract Execution and Oversight Policy cap for these projects is currently \$500,000, consistent with the other instances of delegated signing authority in the policy.

Committee members support the proposed revisions and refer the proposed policy change to the full board for review at the next full board meeting. Committee members asked Debbie to update the briefing paper regarding the proposed revisions to provide more detail on the rationale for the changes as discussed at the committee meeting.

Executive Director Workplan

The committee discussed targets and goals set in Michael Colgrove's 2023-2024 workplan. Committee members request that discussions regarding Mike's workplan be discussed earlier in the year and closer to the spring performance review process. President Henry Lorenzen, Mike, and Energy Trust staff will work to ensure discussions are brought forward in the future.

Discussion of Revisions to Fuel Switching Policy 4.03.000-P (revised to be Aligning with Oregon's Decarbonization Policies)

The committee reviewed a small number of additional revisions discussed at their last meeting to respond to stakeholder comments. Committee members approved these recent revisions and recommend the revised policy for approval by the full board at its meeting on October 11th.

2024 Calendar Planning

Danielle Rhodes is building a board and committee calendar and asked the committee if it is possible to move to 6 meetings a year to be held on the second Thursday of the month from 2:30 to 4:30 p.m. The committee agreed, however, that Danielle will follow up with Letha and Janine to confirm that this schedule is possible.

Adjourn Meeting

Roland adjourned the meeting at approximately 4:32 p.m.

The next meeting of the Nominating & Governance Committee is November 2, 2023, at 2:30 p.m.

Briefing Paper and Proposed Resolution

For Amending Contract Execution and Oversight Policy No. 5.05.009-P

Energy Trust of Oregon Board of Directors
October 11, 2023

Summary

Energy Trust's board of directors originally approved and adopted its Contract Execution and Oversight Policy No. 5.05.009-P (the "Contract Signing Policy") in 2004. With relatively minimal substantive revisions since 2004, the Contract Signing Policy delegates contract signing authority to the Energy Trust executive director or its designee, or, in the case of standardized program forms, to department directors and management-level staff, but reserves approval authority to the board of directors for Energy Trust contractual commitments that authorize expenditures of \$500,000 or more.

Energy Trust staff now recommends amendment of the of Contract Signing Policy to increase the delegated authority for approving and signing contracts from \$500,000 to \$750,000, along with some small editorial changes for clarity. The rationale for the proposed change in the cap for delegated approval and signing authority has multiple dimensions listed as follows, although the first of these is most significant: (i) Energy Trust's commercial and industrial programs are recommending an increase in the maximum cap on individual project incentives awarded through a standardized program form process from \$499,000 to \$750,000, (ii) over time since 2004, costs increases warrant a reconsideration of the amount of the delegated signing authority cap, (iii) if the delegation for standardized form cap is increased, but delegation for other contracts is not, having different caps for standardized program forms and individual contracts could create confusion and potential for noncompliance with the policy, and (iv) board oversight and visibility of contract expenditures are not unduly reduced given regular contract expenditure reporting.

Energy Trust staff presented this policy amendment recommendation to the board's Finance & Audit Committee on August 29, 2023, and to the board's Nominating & Governance Committee on September 8, 2023. The Finance & Audit Committee recommended approval of the amended policy and referred it to the Nominating & Governance Committee for consideration. The Nominating & Governance Committee reviewed and discussed the proposed amended policy and recommends it for approval to the full board.

Background

Increasing Program Caps

Energy Trust commercial and industrial program interest on increasing the maximum cap on individual project incentives from \$499,000 to \$750,000 is driven by optimizing program design and strategy for accelerated and greater energy efficiency savings in those programs. Program caps are the level by which program offerings can be provided to Energy Trust program customers via standardized form agreements without prior board approval and a customized funding agreement. Authority for program incentive offerings in standardized forms is delegated by the board in the Contract Signing Policy.

Energy Trust programs are currently focused on accelerating gas and electric energy efficiency savings and renewable energy generation in order to help its funding utilities meet state decarbonization goals, as reflected in statutory and regulatory requirements. Energy Trust program design is being reviewed and revised to achieve these objectives. In that process, Energy Trust's commercial and industrial efficiency programs recommend raising the cap on individual project incentives from \$499,000 to \$750,000.

Programs use a project cap to manage incentive budgets. The cap is designed to balance the participation of sites that have very large savings potential with the intent of the programs to maximize the number of customers the program can serve within budget. With larger incentive budgets being planned to accelerate savings, Energy Trust staff anticipate an increase in not only the number of projects/customers served by the programs, but that a small number of large projects will "cap out" at the current \$499,999 project cap. In some cases, capping the incentive will result in the customer choosing to not do the project, or scaling it down to a project that achieves less energy savings. Raising the cap creates a more attractive incentive offering for some customers who have very large potential projects that might not participate without the higher project cap.

The use of standardized forms increases the efficiency of program delivery. If the Contract Signing policy is not revised to reflect the increase in program incentive caps, the impact would be significant. If each form, which is essentially a contract committing to an expenditure, would have to be presented to the board of directors for approval, the incentive approval process would be significantly longer and more complex. The board approval process would create delays incentive commitments, which is a barrier to program participation and the program and participant relationship that is fostered to advance program objectives.

Increasing the Signing Authority for Consistency in Policy and Increasing Costs

The Contract Signing Policy delegates signing authority through standardized forms, and it also delegates signing authority for other contracts that authorize Energy Trust expenditure of \$500,000 or more. Earlier in 2023, Energy Trust staff suggested an increase to this part of the Contract Signing Policy cap to reflect increased costs and inflation and to streamline the authorization process for contracting. In previous discussions, the Finance & Audit Committee was not persuaded of a compelling rationale for the change. There are not significantly more contracts to go to the board between \$500,000 and \$750,000, so the increase would not result in substantially more efficiency in the board approval process. However, since the committee discussion earlier in the year, the current Contract Signing Policy has been identified as a process that can cause process delays, particularly with large impact and process evaluation contracts that exceed \$500,000 in authorized expenditures.

In addition, if the board supports raising project cap delegation to \$750,000, raising the cap for executive director signing authority for contracts and contract amendments to the same amount is important for policy consistency and to avoid confusion and mistakes in policy implementation.

Board Oversight

Even with an increase to the threshold for board approval in the Contract Signing Policy, board oversight and visibility regarding contracts is regularly supported through contract

expenditure reports that are included with every board meeting materials packets, as well as through an annual presentation to the Finance & Audit Committee regarding large contracts.

Process and Next Steps

Already discussed and considered at the board’s Finance & Audit Committee meeting on August 29, 2023, staff recommends the revisions presented there to the board’s Nominating & Governance Committee at its September 8, 2023, committee meeting.

If recommended by the Nominating & Governance Committee, the revised policy will be presented to the full board for approval at the October 11, 2023, board meeting, along with a proposed board resolution document, draft provided below.

Recommendation

Amend the Board policy on contract execution authority as shown in **Attachment 1**.

Resolution 1009

Amending Contract Execution and Oversight Policy

October 11, 2023

RESOLUTION 1009

AMENDING CONTRACT EXECUTION AND OVERSIGHT POLICY 5.05.005-P

WHEREAS:

1. The Board Policy on Contract Execution and Oversight currently requires Board approval for any Energy Trust commitment to expend more than \$500,000.
2. Energy Trust Commercial & Industrial programs are raising program incentive caps from \$499,000 to \$750,000 to accelerate program participation.
3. The policy provides delegated authority for commitments of up to \$500,000 in standardized forms as administered by Energy Trust programs for program delivery efficiency. To maintain program efficiency, Energy Trust staff recommends amending the policy to increase the standardized form delegated authority cap to \$750,000.
4. In recognition of increasing contract costs since the policy was originally adopted in 2004 and for consistency and to reduce confusion within and among the policy provisions, Energy Trust staff also recommends that the commitment caps identified elsewhere in the policy be increased to \$750,000.

It is therefore **RESOLVED** that the Board of Directors of Energy Trust of Oregon, Inc. amends the Board policy on contract execution authority as shown in **Attachment 1** to reflect the changes described above.

Moved by:

Seconded by:

5. Contracts under which Energy Trust receives funds in any amount: The Executive Director or, if the Executive Director is unavailable, the chief counsel or a senior staff member designated by the Executive Director, is authorized to execute contracts under which Energy Trust will receive funds in any amount.
6. For programs managed ~~directly~~ by Energy Trust ~~staff~~, incentive agreements that involve ~~\$75500,000~~ and less and are processed in accordance with standardized program forms and procedures that have been reviewed by the legal department may be approved by the relevant department director or management-level staff designated by the department director. This authority includes instances in which multiple incentive payments to a participant or contractor, processed in accordance with standardized program forms and procedures, exceed ~~\$75500,000~~ in the aggregate.
7. Not less often than annually, staff shall report to the Policy Committee all instances in which Energy Trust has paid more than ~~\$75500,000~~ to an individual contractor in a given calendar year.
8. Staff and in-house contractor employment agreements: The Executive Director or, if the Executive Director is unavailable, the chief counsel or senior staff member designated by the Executive Director, may execute staff and in-house contractor employment agreements without Board review or approval of basic terms.
9. Contracts not involving a dollar expenditure may be signed by the relevant director or his/her designated manager(s).
10. The Executive Director shall maintain contract records required for an independent audit.

Clean-5.05.009-P Contract Execution and Oversight Policy

Policy:

Purpose: *The Energy Trust Board of Directors has delegated to the Executive Director authority to execute all contracts on behalf of the organization consistent with the bylaws, all applicable funding agreements, and governing law. This policy regulates and sets forth the parameters for the implementation of this authority.*

Policy:

1. All contracts shall be consistent with all applicable provisions of (i) the bylaws, (ii) the PUC grant agreement, (iii) other Energy Trust funding agreements, and (iv) governing law.
2. The Energy Trust legal department shall establish processes for review of all contracts before submitting them to the Executive Director.
3. Contracts for total expenditure by Energy Trust of over the amount of \$750,000 over any period of time, including contract amendments that result in a total contract expenditure amount of more than \$750,000 over any period of time:
 - No contract or relevant amendment will be executed unless the Board of Directors has first reviewed and approved basic terms. The Board's initial contract approval may provide approval for amendments.
 - When it approves basic contract terms, the Board may instruct the Executive Director to bring a final contract back to the Board for review and approval before the contract is executed.
 - The Executive Director shall not execute contract amendments that make major changes in contract terms (e.g., more than 10% change in funds obligated, more than 20% change in energy saved or produced, time by which savings will be achieved) unless the Board of Directors has first reviewed and approved the basic terms of the change.
 - The Board shall review the basic terms of competitive bid processes that staff anticipates will result in Energy Trust entering into a contract for total expenditure by Energy Trust of over \$750,000.
4. Contracts for expenditure in the amount of \$750,000 and less in total expenditures: The Executive Director or, if the Executive Director is unavailable, the chief counsel or a senior staff member designated by the Executive Director, is authorized to execute contracts involving less than \$750,000 without Board review or approval of basic terms. This authority includes instances in which two or more contracts involving less than \$750,000 with a single contractor exceed \$750,000 in the aggregate.
5. Contracts under which Energy Trust receives funds in any amount: The Executive Director or, if the Executive Director is unavailable, the chief counsel or a senior staff member designated by the Executive Director, is authorized to execute contracts under which Energy Trust will receive funds in any amount.
6. For programs managed by Energy Trust, incentive agreements that involve \$750,000 and less and are processed in accordance with standardized program forms and procedures that have been reviewed by the legal department may be approved by the relevant department director or management-level staff designated by the department director. This authority includes instances in which

- multiple incentive payments to a participant or contractor, processed in accordance with standardized program forms and procedures, exceed \$750,000 in the aggregate.
7. Not less often than annually, staff shall report to the Policy Committee all instances in which Energy Trust has paid more than \$750,000 to an individual contractor in a given calendar year.
 8. Staff and in-house contractor employment agreements: The Executive Director or, if the Executive Director is unavailable, the chief counsel or senior staff member designated by the Executive Director, may execute staff and in-house contractor employment agreements without Board review or approval of basic terms.
 9. Contracts not involving a dollar expenditure may be signed by the relevant director or his/her designated manager(s).
 10. The Executive Director shall maintain contract records required for an independent audit.

|

Briefing Paper and Proposed Resolution

For Amending Fuel Switching Policy to Aligning with Oregon's Decarbonization Policies Policy 4.03.000-P

October 11, 2023

Summary

Over the last 18 months, Energy Trust's board of directors has received input regarding its current Fuel Switching Policy. Based on stakeholder feedback and changing policy landscape, particularly around decarbonization policy, Energy Trust staff recommended extensive changes to the board's current Fuel Switching Policy, including a revision to its title to "Aligning with Oregon's Decarbonization Policies Policy." The Nominating & Governance Committee undertook an initial review of the proposed policy revisions in spring 2023. The committee asked that staff seek additional feedback, particularly from utility funders and CAC members before the committee would make a final recommendation to the full board.

Stakeholders were engaged by Energy Trust beginning in mid-June and until the board's most recent board meeting on August 9, 2023. Energy Trust conducted individual meetings with each funding utility, facilitated a discussion on the proposed policy changes at the CAC meeting on July 22, 2023, and gathered additional public comment at the Energy Trust Board of Directors Meeting on August 9, 2023. The full board listened to stakeholder feedback at that meeting and discussed the policy together.

On August 11, the Nominating & Governance Committee met to review stakeholder input and consider the full board discussion of earlier in the week. A few recommended changes emerged out of that committee discussion, and these changes were finalized by the Nominating & Governance Committee at its meeting on September 8, 2023. The Nominating & Governance Committee now recommend the amended Fuel Switching Policy (an Aligning with Oregon's Decarbonization Policies Policy) to the full board for approval.

Background Themes

There were several themes that emerged out of the stakeholder input:

1. Energy Trust must focus on its core and key purposes: maximizing gas and electric energy efficiency, and supporting small scale renewable energy programs, in order to help the utilities meet their carbon reduction goals. Any changes in program focus cannot impair this important work.
2. Many stakeholders expressed strong support for the policy change because it "modernizes" Energy Trust's approach to fuel switching and fuel choice. Stakeholders expressed support for connecting to the state's focus on decarbonization.

3. Energy Trust must take care to ensure that gas ratepayer funding isn't cross subsidizing decarbonization activities that don't result in gas efficiency.
4. All stakeholders expressed support for removing policy barriers, and building in flexibility, for Energy Trust to seek external funding for decarbonization program design. Some stakeholders warned against diverting focus away from Energy Trust's core purposes when considering external funding, but all supported the underlying principle of this part of the policy change.
5. Some stakeholders asked for clarification on how Energy Trust's board policy interacts with law, regulation, and the OPUC Grant Agreement.

Nominating & Governance Recommended Revisions to the Proposed Draft Policy

1. A number of stakeholders expressed support for the policy change, but also expressed concerns that Energy Trust retain its focus on its core programs. The first paragraph of the policy (the operative policy paragraph) added specific reference to advancing gas and electric energy efficiency and supporting renewable energy generation in order to be clear on Energy Trust's focus.
2. In the first bullet under the first paragraph, PGE requested additional language referencing policy objectives articulated by the Oregon Legislature as well as the OPUC. The reference to the legislature was added.
3. In that same first bullet under the first paragraph, language was generalized to make reference to Energy Trust investments, with OPUC ratepayer funding, that advance decarbonization policies. The specific language of using such funds to accommodate "fuel switching from gas equipment to electric," which is just one specific example of ways to advance decarbonization policies, was deleted.
4. Small editorial changes were suggested by the Nominating & Governance Committee in the second bullet under the first paragraph.
5. The third bullet under the first paragraph was revised to eliminate the word "electrification." This change was in response to concerns expressed by certain stakeholders that electrification is not the only strategy for decarbonization and that energy efficiency, both gas and electric efficiency, are key tools for decarbonization. Removing reference in the third bullet makes clearer that Energy Trust is not specifically focused on electrification; eliminating the word does not change the focus of the policy direction.

Recommendation

Amend the Board policy on Fuel Switching to an Aligning with Oregon Decarbonization Policies Policy as shown below.

Resolution 1010

AMENDING FUEL SWITCHING POLICY 4.03.000-P

October 11, 2023

RESOLUTION 1010

AMENDING FUEL SWITCHING POLICY 4.03.000-P

WHEREAS:

- 1. Energy Trust's Fuel Switching Policy 4.03.000-P was adopted originally in 2002 and revised only minimally since that time.**
- 2. The current policy is a fuel choice policy, requiring Energy Trust to provide information regarding energy efficiency, but not to promote either natural gas or electricity. Energy Trust's incentives are to be designed in ways that do not promote switching from one fuel to another.**
- 3. Energy Trust's work and program design is consistent with guidance from the Oregon Public Utility Commission (OPUC). Oregon legislation and regulation mandates significant decarbonization goals for the state's energy system, and the OPUC must advance and support those goals in its work.**
- 4. Current fuel switching policy language may be an obstacle to program design that is focused on meeting decarbonizations goals and to potential sources of external funding.**
- 5. To ensure that Energy Trust policy language is not a barrier to advancing the OPUC's decarbonization focus, Energy Trust staff recommends significant revisions to the current policy, including a revision to the policy name, to make clear that Energy Trust may support the state's decarbonization work, including by accepting external, non-OPUC granted ratepayer funds, for programs that promote electrification.**
- 6. Energy Trust conducted extensive stakeholder outreach for comments on the proposed policy changes, including in meetings with Energy Trust's funding utilities, in a CAC meeting presentation and discussion, and through public comment at the Energy Trust board of directors meeting on August 9, 2023.**
- 7. The Energy Trust board of directors reviewed and discussed the proposed policy changes at its meeting on August 9, 2023, and referred final discussions on the proposed policy changes to the Nominating & Governance Committee.**
- 8. The Nominating & Governance Committee reviewed the proposed policy changes on September 8, 2023 and recommend a small number of editorial changes to the proposal reviewed by the full board on August 9. Such changes are proposed in response to stakeholder feedback.**

It is therefore RESOLVED that the Board of Directors of Energy Trust of Oregon, Inc. amends the Board Fuel Switching Policy to an Aligning with Oregon's Decarbonization Policies Policy as shown in *Attachment 1*. Marked changes to the policy included in

Attachment 1 reflect changes proposed by the Nominating & Governance Committee in response to stakeholder feedback.

Moved by:

Seconded by:

Vote:

In favor:

Abstained:

Opposed:

Attachment 1

Clean - 4.03.000-P Aligning with Oregon’s Decarbonization Policies

History			
Source	Date	Action/Notes	Next Review Date
Board Decision	February 27, 2002	Approved (R84)	February 2005
Board Decision	May 4, 2005	Amended (R331)	May 2008
Policy Committee	December 2, 2008	Reviewed-no changes	May 2011
Board Decision	May 22, 2013	Amended (R669)	May 2016
Policy Committee	May 12, 2016	Reviewed-no changes	May 2019
Policy Committee	May 9, 2019	Reviewed-no changes	May 2022
Nominating & Governance Committee	September 8, 2023	Reviewed, recommended for revision	
Board Decision			

Policy:

Energy Trust programs, incentives, technical assistance, and education to advance electric and gas energy efficiency and renewable energy support policies and efforts to address climate change and reduce greenhouse gas emissions. By 2030, Energy Trust’s funding utilities will need to make significant changes to significantly reduce carbon from their mix of resources. Energy efficiency is the least cost, lowest risk resource for decarbonization. Energy Trust will help address the climate challenge by supporting customers in identifying their most efficient choices to decarbonize their energy consumption. This delivers benefits to utility customers, particularly those with a high energy burden.

- Energy Trust will follow guidance from the Oregon Public Utility Commission (OPUC) with respect to Energy Trust investments overseen by the OPUC (OPUC ratepayer-funded) in advancing state policy objectives articulated by the Oregon Legislature and the OPUC, including investments that advance decarbonization policies.
- Energy Trust will support customers to advance their objectives for decarbonization in the most efficient way possible, since, ultimately, fuel choice is a customer decision. Energy Trust’s OPUC ratepayer-funded programs offer incentives and information to encourage customers to use high-efficiency equipment for the fuel customers choose. Through these programs, Energy Trust provides technical information on efficiency options and answers customer questions about applicable solutions that advance

energy efficiency and fuel choices consistent with OPUC guidance.

- **Energy Trust may support and administer programs that promote clean air and/or decarbonization goals with funding separate from OPUC ratepayer-funding if consistent with Energy Trust’s vision and purpose.**
- **Energy Trust shall revisit this Policy periodically to assess whether Energy Trust is missing compelling opportunities to support customer needs.**

Marked - 4.03.000-P Aligning with Oregon’s Decarbonization Policies

History			
Source	Date	Action/Notes	Next Review Date
Board Decision	February 27, 2002	Approved (R84)	February 2005
Board Decision	May 4, 2005	Amended (R331)	May 2008
Policy Committee	December 2, 2008	Reviewed-no changes	May 2011
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Board Decision			

Policy:

Energy Trust programs, incentives, technical assistance, and education to advance electric and gas energy efficiency and renewable energy support policies and efforts to address climate change and reduce greenhouse gas emissions. By 2030, Energy Trust’s funding utilities will need to make significant changes to significantly reduce carbon from their mix of resources. Energy efficiency is the least cost, lowest risk resource for decarbonization. Energy Trust will help address the climate challenge by supporting customers in identifying their most efficient choices to decarbonize their energy consumption. This delivers benefits to utility customers, particularly those with a high energy burden.

- Energy Trust will follow guidance from the Oregon Public Utility Commission (OPUC) with respect to Energy Trust investments overseen by the OPUC (OPUC ratepayer-funded) in advancing state policy objectives articulated by the OPUC, including investments that ~~may accommodate fuel switching from gas equipment to electric for the purpose of advancing~~ decarbonization policies.
- Energy Trust will support customers to advance their objectives for decarbonization in the most efficient ~~way possible way~~, since, ultimately, fuel choice is a customer decision. Energy Trust’s OPUC ratepayer-funded programs offer incentives and information to encourage customers to use high-efficiency equipment for the fuel customers choose. Through these programs, Energy Trust

provides technical information on efficiency options and answers customer questions about applicable solutions that advance energy efficiency and fuel choicesswitching consistent with OPUC guidance.

- Energy Trust may support and administer programs that promote clean air, electrification and/or decarbonization goals with funding separate from OPUC ratepayer-funding if consistent with Energy Trust's vision and purpose.
- Energy Trust shall revisit this Policy periodically to assess whether Energy Trust is missing compelling opportunities to support customer needs.

Tab 5

Ad hoc Diversity Equity and Inclusion Committee Meeting Notes

August 2, 2023, 11:00 a.m.

Committee Attending: Eric Hayes, Susan Brodahl, Henry Lorenzen (ex officio)

Committee Absent: Ruchi Sadhir (Oregon Department of Energy, ex officio). Melissa Cribbins (chair)

Special Advisors Attending: Susan Badger Jones, (Diversity Advisory Council)

Staff Attending: Danielle Rhodes (Staff Liaison), Michael Colgrove

Danielle Rhodes convened the meeting at 11:06 a.m.

July Workshop and DAC Social Debrief

Staff liaison Danielle Rhodes asked the board who attended the July 12th workshop to share with the committee their thoughts and feedback. Eric Hayes enjoyed the workshop and wants to keep this process moving forward, and making sure that the DEI work and community building efforts continue and that the board does not further engage due to full attendance, crafting ways to keep this work a part of all meetings. Henry Lorenzen enjoyed the facilitator and felt engaged and appreciated the structure of the workshop that strengthened the board community. Michael Colgrove affirmed these positions, and agreed it will be valuable to schedule more of these types of workshops in the future.

Susan Badger-Jones expressed how the Diversity Advisory Council Lunch was beneficial and being able to interact with the board and make connection on how to support the board and the board support the council was a valuable experience and the committee agreed that more of these experiences should be set and scheduled for the future.

The committee agreed to reach out to Ashnie Butler of Inner Work, Outer Play to discuss how to further engage with the board in facilitating more community building and DEI work. Michael and Danielle will reach out to Ashnie to debrief the workshop and investigate other ways for Ashnie to facilitate future DEI work.

DEI Activities and Next Steps for the 2023 Year

The committee discussed ways to continue the learning that came from the workshop, and were especially interested in finding ways to add meeting norms to board meetings. Eric Hayes would also like to assess ways to take time outs in board meetings and manage that with potentially short Executive Sessions as a way to engage with the community building and valuing a culture of trust and safety.

Danielle provided a refresher of the next steps that the board committed to in the July workshop, which include defining shared values that the board members described during that meeting. See Attachment A below:

Attachment A: Board DEI Engagement

At the July 12th board workshop, the board discussed next steps discussed the next steps needed to further advance community building work and DEI initiatives within Energy Trust and expressed a desire to meet again in this format and prioritize finding ways to continue the work.

One of the first action items to prioritize will be to define the list of values gathered in the room with the rest of the board, debrief this workshop with the ad hoc DEI Committee on August 2nd. At that meeting, the committee will brainstorm ways to integrate the learning, takeaways, and propose a recommendation to the board to continue the momentum of the work done in this meeting. The board made a commitment to integrate the parking lot topics as “homework” and build out a plan to address the parking lot topics.

The board identified shared Energy Trust Values:

Present Now	Needs to Be Present
Resource Stewardship	Transparency
Engagement	Deeper Engagement
Public Service	Safety + Trust + Courage (Courageous Conversations and/or Comfortability with Discomfort)
Empathy	Respect for Other Perspectives
Justice	Trust (and how it relates to DEI and committee work)
Honesty and Integrity	Proactive Anti Racism and Proactive Focus on Justice
Diligence (based on capacity)	
Leadership	
Accommodation	
Adaptability	

Michael mentioned that it is difficult manage the timelines of gathering the board all in one place; Susan Brodahl brought up that adding on more meetings for this work is restrictive to daily work schedules, and would like to investigate if other timing methods can be devised to continue DEI development work with the board, such as evenings or weekends. The committee agreed that Michael and Danielle should meet with Ashnie and suggest some ways in which to structure the continuance of the DEI board engagement, which could include creating workshop cohorts that happen in the evening to promote community building, engaging Ashnie in individual coaching with board members, or other methods as further feedback and consulting develops.

The committee would like to reserve 2 hours at the September board meeting for DEI activities, inviting Ashnie Butler to facilitate, and will include getting feedback on various workshop structures, defining the values list with the board, and possibly coming up with meeting agreements that guide board work and keep DEI principles and community building intentions as a component of board meetings.

Adjourn Meeting

The meeting ended at 11:48 a.m.

The next meeting of the ad hoc Diversity Equity and Inclusion Committee will be via Zoom on September 6, 2023, at 11 a.m.

Ad hoc Diversity Equity and Inclusion Committee Meeting Notes

September 6, 2023, 11:00 a.m.

Committee Attending: Melissa Cribbins (Chair), Eric Hayes, Susan Brodahl, Henry Lorenzen (ex officio)

Committee Absent: Ruchi Sadhir (Oregon Department of Energy, ex officio)

Special Advisors Attending: Susan Badger Jones, (Diversity Advisory Council)

Staff Attending: Danielle Rhodes (Staff Liaison), Michael Colgrove

Melissa Cribbins convened the meeting at 11:04 a.m.

Reviewing Executive Session Agenda for September 13th Board Meeting

Mike reviewed the Executive Session agenda with the committee, noting that Executive Session will be a continuance of the workshop DEI development work that began July 12, 2023. This will be an opportunity for board members who did not attend that workshop to continue community building work, as well as have a round table discussion regarding the proposal that will be provided by Ashnie Butler of Inner Work, Outer Play. As the board has expressed limited time capacity for meetings, the board will be discussing ways to incorporate DEI planning and development work through the 2024 year.

Noting that 2024 will be an intensive year with strategic planning development, and recognizing how key DEI work is to a strategic plan, Mike reviewed some of the options with the committee that will be presented to the board: adding two workshops on top of the pre-scheduled workshops in 2024, building cohorts of board members to meet individually, and individual coaching services on DEI development offered by Ashnie Butler.

The board is to review these proposals at the September 13th meeting and discuss ways to incorporate the proposal into the 2024 calendar for DEI development. Mike will be leading this session with the hope that Ashnie Butler returns in November to continue guiding the DEI discussions for the board and ways to incorporate their feedback.

The board will also have an opportunity to engage in facilitated exercises and continue community building work together during the Executive Session.

Feedback on DEI Activities for 2023 and Looking Ahead to 2024 and Next Steps for the 2023 Year

Mike mentioned that he had been drafting and reviewing 2024 calendars with Danielle Rhodes and has had preliminary discussions with Henry Lorenzen about how to structure 2024 meetings. In order to make space for more time, Mike proposed that should the board continue DEI development work, the committee could reduce meetings to a quarterly schedule in 2024, checking in to support the board's DEI development work. The committee agreed that this would be an amenable schedule. Danielle and Mike will be drafting a proposed 2024 calendar for the committee.

Adjourn Meeting

The meeting ended at 11:42 a.m.

The next meeting of the ad hoc Diversity Equity and Inclusion Committee will be via Zoom on October 4, 2023, at 11 a.m.

Tab 6

Ad hoc Strategic Planning Committee Meeting Notes

August 11, 2023, 1:00 p.m. to 2:00 p.m.

Committee members attending: Susan Brodahl (Chair), Henry Lorenzen, Jane Peters, Sarah Hall (Oregon Public Utility Commission for Letha Tawney, ex-officio (Peter Therkelsen, Ellen Zuckerman.

Committee members absent from meeting: Janine Benner

Staff attending: Amber Cole (Staff Liaison), Michael Colgrove, Danielle Rhodes, Greg Stokes

Others attending: None.

Chair Susan Brodahl opened the meeting at 1:02 p.m.

Meeting Schedule Adjustments

The committee discussed some scheduling adjustments for September meetings, electing to maintain the September 1 meeting and reschedule the September 15 meeting. Danielle will provide a scheduling poll and update meeting invites after hearing back.

Drafting the Committee Charter

After a brief review of other board committee charters, committee members shared comments and suggestions regarding elements they feel are important to see in a charter for the work of this ad hoc committee. Discussion included the purpose and scope of the committee, particularly the importance of specifying that it supports board decision-making regarding the strategic plan, and how the committee will work with staff to provide that support to the board. This includes planning for an effective process, providing options and recommendations to the board, and partnering with staff to bring resources and expertise to the process and board discussions.

Staff captured board comments during the discussion and will send out a draft charter for consideration at the September 1 committee meeting. The committee's intent is to present a charter for consideration of the full board at its October meeting.

1961 Proposal

Michael Colgrove invited comments from the committee on a proposal submitted by 1961 for strategic planning consultation. Committee members expressed perspectives on the approach to revisiting Energy Trust's vision, purpose, and unique role of value, as well as strengths, opportunities, threats, and weaknesses. The committee also suggested calling out the development of corresponding metrics as a component of the board workshops that will develop strategic plan elements, goals, and areas of focus.

Adjourn Meeting

The meeting ended at approximately 2:02 p.m.

The next meeting of the ad hoc Strategic Planning Committee is on September 1, 2023.

Ad hoc Strategic Planning Committee Meeting Notes

September 1, 2023, 1:00 p.m. to 2:00 p.m.

Committee members attending: Janine Benner, Susan Brodahl (Chair), Henry Lorenzen, Jane Peters, Peter Therkelsen.

Committee members absent from meeting: Ellen Zuckerman

Staff attending: Amber Cole (Staff Liaison), Danielle Rhodes, Greg Stokes

Others attending: None.

Chair Susan Brodahl opened the meeting at 1:02 p.m.

Review of Draft Committee Charter

The committee reviewed the draft charter to finalize it after discussion at a prior meeting. The committee suggested a few changes to the draft for staff to complete. Staff will prepare a final draft for Nomination and Governance Committee review at their November meeting, and then the draft charter will proceed to the full board for consideration in December.

The committee then shared individual perspectives on the current Energy Trust strategic plan and strategic plans in general. Various opinions were shared, including that the current plan is descriptive, aspirational, broad, and directional regarding the organization's focus. Some regard it as overly broad and expressed a desire for more detail regarding defined outcomes. Committee members expressed a desire for the next plan to include key metrics that would enable the board to monitor and assess progress. They noted it should help the organization define its role and what it will accomplish as a partner to the state in achieving a transition. They also noted that it should enable the organization to change tactics given the changing landscape. And they noted that the board can adjust a strategic plan as needed if circumstances significantly change around the organization.

The committee then reviewed a high-level timeline of strategic planning preparatory activities through the year end, including development of a workplan for 2024 that identifies stakeholder engagement and other plan development activities to complete in 2024. The committee will be delivering a draft workplan to the board for consideration in December. The committee will next meet with consultant Holly Valkama of 1961 and the internal staff strategic planning team on September 20th to discuss the strategic planning approach.

Adjourn Meeting

The meeting ended at approximately 2:04 p.m.

The next meeting of the ad hoc Strategic Planning Committee is on September 20, 2023.

Tab 7

Conservation Advisory Council Meeting Notes

July 26, 2023

Attending from the council:

Jeff Bissonnette, NW Energy Coalition
Jonathon Belmont (for Margaret Lewis),
Bonneville Power Administration
Andy Cameron, Oregon Department of
Energy
Charity Fain, Community Energy Project
Kari Greer, Pacific Power

Tina Jayaweera, Northwest Power and
Conservation Council
Lisa McGarity, Avista
Emily Moore (for Becky Walker), NEEA
Noemi Ortiz, Cascade Natural Gas
Laney Ralph, NW Natural
Jake Wise, Portland General Electric

Attending from Energy Trust:

Caryn Appler
Kathleen Belkhatay
Michael Colgrove
Tara Crookshank
Hannah Cruz
Mia Deonate
Elizabeth Fox
Lidia Garcia
Fred Gordon
Megan Greenauer
Ansley Guzynski
Sue Fletcher
Jeni Hall
Mana Haeri
Michael Hoch
Tiffany Hatteberg
Alanna Hoyman-Browe
Isaiah Kamrar
Marshall Johnson

Scott Leonard
Debbie Menashe
Spencer Moersfelder
Themba Mutepfa
Andi Nix
Alex Novie
Natalia Ojeda
Kirstin Pinit
Elaine Prause
Helen Rabold
Lizzie Rubado
Laura Schaefer
Tracy Scott
Kenji Spielman
Janelle St. Pierre
Greg Stokes
Julianne Thacher
Kate Wellington

Others attending:

Dave Hammond, CLEAResult
Haixiao Huang, NW Natural
Chad Ihrig, Google Nest
Brooke Landon, CLEAResult
Will Mulhern, ODOE
Jenny Sorich, CLEAResult

Bendikt Springer, Community Action
Partnership of Oregon
Cindy Strecker, CLEAResult
Peter Therkelsen, Energy Trust board
Matt Tidwell, PGE

1. Welcome and Announcements

Hannah Cruz, senior stakeholder relations and policy manager, convened the meeting at 1:30 p.m. via Zoom. The agenda, notes and presentation materials are available www.energytrust.org/about/how-we-operate/public-meetings/conservation-advisory-council-meetings/.

2. Community agreements

Topic Summary

Hannah Cruz summarized the community agreements for council members, meetings and attendees. Agreements are to:

- Stay engaged
- Share the stage
- Listen to each other to learn and understand
- Assume best intent and attend to impact
- Address actions that marginalize or harm another person

Discussion

None

3. Proposed Revisions to Energy Trust's Fuel-switching Policy

Topic summary

Energy Trust operates under a board-approved Fuel-switching Policy. The board Nominating & Governance Committee has identified revisions to the policy to clarify the organization may receive and expend funding—outside core ratepayer funding—that may include fuel-specific requirements. With guidance from Oregon Public Utility Commission (OPUC) representatives, the committee has identified additional changes to align the policy with emerging state policy on decarbonization.

Debbie Menashe, general counsel, reviewed factors prompting the board committee's review of the policy, including upcoming funding opportunities and stakeholder feedback, and walked through the proposed policy revisions. Revisions are important so that board policies are not an obstacle to Energy Trust receiving federal and other funding that could help serve customers that have significant barriers to participation. The policy in no way indicates that Energy Trust will deprioritize gas energy savings. Council member feedback is sought and will be considered and shared with the board when it deliberates the policy change at its August 9 meeting.

Discussion

Council members expressed varied views on the proposed policy update, including support, caution and not objecting. They appreciated the opportunity for review and asked to see the policy again if it changes substantially.

Council members discussed areas of potential clarification in the policy language, including adding a definition of energy efficiency to the policy to be clear that conversion from gas to electric is excluded; some people see energy efficiency as including conversion from electric to gas (Tina Jayaweera). Energy Trust defines energy efficiency as "a reduction in gas or electricity consumption while maintaining or improving the level of service provided by an end use, system or piece of equipment." The Northwest Power and Conservation Council's definition of efficiency is "any reduction in electric power consumption as a result of increases in the efficiency of energy use, production, or distribution." The policy could also be clearer in its references to the grant agreement. Energy Trust's electric efficiency funds are not part of the grant agreement with the OPUC since House Bill 3141 (Kari Greer). Debbie Menashe explained that while House Bill 3141 moved electric efficiency funds into the standard ratemaking process, those funds are still overseen by the OPUC under its grant agreement with Energy Trust.

Council members asked why the board is changing the policy now and chose not to wait for guidance from the OPUC (Lisa McGarity). Staff responded that the timing of the policy change was driven by funding opportunities and concerns brought up by various stakeholders.

Council members asked how the policy fits with Energy Trust's grant agreement with the OPUC (Jake Wise). Staff responded that all board policies must be consistent with the grant

agreement. Both the current and restated policy are consistent with Energy Trust's grant agreement with the OPUC.

Council members expressed concerns about Energy Trust seeking additional funding given the organization's current workforce constraints and limited bandwidth (Noemi Ortiz). Staff responded that Energy Trust is adding staff to be ready to tackle larger energy efficiency goals, and external funding provides an additional resource to hire staff. Energy Trust's focus will remain steadily on ratepayer funding work with its five utility partners.

Council members voiced concern about implications this policy would have on Energy Trust's programs, specifically around cross-subsidization of ratepayer funds and program prioritization. Energy Trust is not expecting to meet gas efficiency goals for 2023, and meeting existing goals is a concern while also pursuing additional opportunities (Laney Ralph). Energy Trust should prioritize gas efficiency projects so that gas utilities can meet their Climate Protection Program compliance goals (Noemi Ortiz).

Council members expressed confidence in Energy Trust's policy development process (Jeff Bissonnette) and support for updating this policy (Charity Fain, Emily Moore, Jeff Bissonnette, Kari Greer). The policy update is long overdue. To support customer choice, choices should not be limited to existing fuel source. Energy Trust needs to have programs that enable customers to make the choice to switch fuels. The new policy will allow Energy Trust to be more responsive to customer needs and more creative about how funds are deployed. A council member expressed that hopefully this is an interim policy change and that there can be more development on this policy as we learn more about decarbonization goals (Charity Fain). In addition, council members shared that allowing additional funding for programs aimed at decarbonization feels like a needed steppingstone (Emily Moore) and that this is an area ripe for exploration and, in this new era of decarbonization, Energy Trust is heading in the right direction with this policy change (Jeff Bissonnette).

Council members noted no opposition to the policy change (Andy Cameron).

Next Steps

Council members are invited to email feedback to Debbie Menashe or Hannah Cruz by August 1. Staff will take feedback from the council to share with the board at its August 9 meeting for discussion. There is not another council engagement regarding this policy but there could be if there are substantial additional changes to this policy.

4. 2024 Action Planning—Deep Dive into Priority Topics

Topic Summary

Alanna Hoyman-Browe, project manager, reviewed the perspectives on customer priorities and needs for Energy Trust to consider as it plans for 2024 energy efficiency program services and incentives. During the first budget development session in April, staff gathered the council's thoughts on market trends, customer needs and emerging opportunities in energy efficiency. Staff reviewed a market intelligence memo prepared based on that input and input from the Renewable Energy Advisory Council, Diversity Advisory Council, Energy Trust board and utility partners. The council will then identify the top areas of opportunity to have deeper discussion on during today's meeting.

Tracy Scott, director of programs, recapped what council members shared with staff this spring about what is being seen in the market. Tracy also described the need for Energy Trust to accelerate energy savings by 2030, which requires the organization to make 2024 and 2025 investments in delivery infrastructure, work more with communities and community-based organizations, and redesign programs and offers.

Discussion

Council members voted on discussion topics from the market intelligence memo, selecting three for deeper discussion in facilitated breakout rooms. Discussions were then summarized for the full group.

Topic 1: Developing new delivery partners

Staff shared existing efforts to build out Energy Trust's Community Partner Funding offer, including creating structure and support for participants and plans to expand the network. In certain parts of the state there aren't community partners to work with or if there are, they don't have capacity or interest.

Council members discussed:

- Funding and funding mechanisms for partner organizations
- How to scale participation in a cost-effective manner
- Leveraging additional funding such as through the Inflation Reduction Act and Portland Clean Energy Community Benefits Fund
- Community Energy Project's plans to develop and train a network of community-based organizations around the state and potential collaboration with Energy Trust
- The need for organizations to be supported with operating costs
- How to engage the next generation of staff
- The urgency of this work given influx of federal funds
- The complexity of delivering multi-measure programs and the steep learning curve for most organizations

Topic 2: Supporting workforce development

Staff summarized current work to cultivate skills, close diversity gaps and build business capacity. This includes mentoring, career exploration, training, curriculum development, fairs, pre-apprenticeships, and fellowship and research grants.

Council members discussed:

- How to help the industry determine what workforce development is needed
- Recommendations for training areas
- Recruitment and development of younger workers
- The acute need for skilled workers in rural areas
- Measuring success through long-term job growth in the sector
- The need for Energy Trust to identify and fill gaps and barriers impacting program delivery and its ability to meet goals
- The opportunity for Energy Trust to be a leader in the workforce development space

Topic 3: Prioritizing weatherization

Staff described Energy Trust's current weatherization offers, including ceiling, wall and floor insulation and windows.

Council members discussed:

- Critical home repairs as a barrier to participation (such as roof repairs, asbestos removal, etc.)
- The challenge of providing repairs within cost-effectiveness test requirements
- The need to look at the "whole home" as a system when engaging in weatherization
- How gap funding is needed to allow equitable access to Energy Trust offers and how additional funding could be leveraged

- Capacity of community-based organizations to do weatherization and repair work and braid funds
- Customer protection considerations and rate impact given non-cost-effective energy efficiency is still less expensive than other resources
- Delivery capacity barriers and costs to train partners across the state of Oregon

Next Steps

Notes from this discussion will be shared with Energy Trust staff developing 2024 budgets and actions plans. The September council meeting will include a topic on the key assumptions and themes influencing the overall organizational budget.

5. Member Announcements, Suggestions for Future Meetings and Public Comment

Emily Moore shared that NEEA has a next cycle strategic and business plan draft that is out for public comment and accepting comments through August 4.

There was no public comment.

6. Adjournment

The meeting adjourned at 3:30 p.m. Meeting materials are available [online](#). The next meeting of the council will be September 20, 2023.

Tab 8

Diversity Advisory Council Meeting Notes

July 12, 2023

Attending from the council:

Susan Badger-Jones, special projects consultant
Terrance Harris, Oregon State University
Indika Sugathadasa, PDX HIVE
Rhea Standing Rock, Sunlight Solar
Christopher Banks, Urban League of Portland
Ruchi Sadhir, Oregon Department of Energy

Attending from Energy Trust:

Michael Colgrove
Emily Findley
Elaine Dado
Elizabeth Fox
Ansley Guzynski
Kate Wellington
Jennifer Mitchell
Mia Deonate
Elaine Prause
Brigid Gormley
Michael Hoch
Natalia Ojeda
Lidia Garcia
Emma Clark
Isaiah Kamrar
Hannah Cruz

Kathleen Belkhat
Kenji Spielman
Themba Mutepfa
Julianne Thacher
Marshall Johnson
Megan Greenauer
Amber Cole
Ashley Bartels
Sletsy Dlamini
Ryan Crews
Amanda Thompson
Sloan Schang
Taylor Ford
Debbie Menashe
Amanda Zuniga
Alexis Brunelle

Others attending:

Jessica Dover, AlmaLuna Language
Services
Traci Fuller
Brikky King

Ivonne Saed, Saedgraphic
Jenny Sorich, CLEAResult
Alder Miller, CLEAResult

1. Welcome and Introductions

Mike Colgrove, executive director, convened the meeting at 9:01 a.m. The agenda, notes and presentation materials are available on Energy Trust's website at <https://www.energytrust.org/about/public-meetings/diversity-advisory-council-meetings/>.

Mike Colgrove reviewed protocols for available language interpretation services in English and Spanish and directed attendees to select the language they feel most comfortable using. Mike led a round of introductions among the council members and attendees representing Oregon Public Utility Commission.

Mike provided context around this session and how it relates to budget planning. Energy Trust is soliciting input from Diversity Advisory Council members about what the organization should accomplish

in 2024, especially for customers that have been historically left out of clean energy opportunities including communities of color, rural communities and customers with lower incomes.

2. Budget engagement deep dive session

Topic summary

Alanna Hoyman-Browe, project manager, introduced the purpose and format of the deep dive session, which is to connect feedback Energy Trust hears from communities and stakeholders to its budget and planning process.

Alanna reviewed some of the input heard from the council in an earlier session to gather market intelligence. Previously, council members recommended creating more resources to help customers navigate energy funding opportunities that can help with challenges from inflation and rising energy costs. The council also indicated that there is growing interest in energy and climate issues among communities, and Energy Trust should respond by increasing program accessibility, prioritizing weatherization measures and supporting decarbonization goals.

Tracy Scott, director of programs, presented context on why Energy Trust is focused on accelerating energy savings in the coming years. The state of Oregon is requiring Energy Trust's utility partners to meet ambitious emission reduction targets, and energy efficiency is an affordable, reliable and essential tool to do so. Energy Trust sees an opportunity to get more energy savings sooner by broadening program reach and building up infrastructure through strengthening its network of community and trade partners. The overall goal is to pull savings forecasted after 2030 into the current decade, and to do so it is critical to overcome participation barriers to reach new customers.

Isaiah Kamrar, residential program manager, presented an overview of how residential programs may change to reach new customers through a delivery partnership strategy. The program will build on existing partnerships using a collaborative framework and envisions developing a roadmap that potential partners can use to work with Energy Trust to create a holistic, customized set of offers from different programs and sectors.

This model could also help customers tap into multiple sources of funding to maximize results from each project, such as an upcoming effort to leverage Oregon Health Authority's healthy homes grants in support of energy offers with health and safety benefits. Another example is using the existing Community Partner Funding offer as a framework to do longer-term planning with community partners to accomplish strategic goals.

Kathleen Belkhat, commercial program manager, presented on Energy Trust's workforce development strategy to help ensure a robust network of contractors and energy professionals to carry out this work. A dedicated working group of staff was formed to identify current needs and what to focus on in the near-term. Energy Trust has heard from stakeholders that it needs to be more proactive in helping shape the market through creating workforce development initiatives, growing its network of trade ally contractors and building new capacity with community-based organizations.

Market intelligence indicates there is a mismatch between the high interest in clean energy among customers and lower rates of younger workers entering the industry, as well as experienced workers retiring. Energy Trust aims to cultivate interest and desire among younger workers, create training and development opportunities and build individual and business capacity to support energy activity. Current activities include curriculum development, scholarships and fellowships, representation and career fairs and trainings and business to business peer mentorship. Many of these activities are carried out in coordination with other organizations where Energy Trust plays a role or fills a gap. Staff explained that Energy Trust has not traditionally participated in the workforce space and efforts will likely involve continuing to work with other organizations that do this work.

*Discussion***Topic: Delivery partnership strategy and community-centered programs****Who is doing partnerships models well and what makes them successful?**

A council member said that Urban League of Portland has a 78-year history of partnering with more than half of potential stakeholders in the Portland area and expressed appreciation for the residential presentation and its roadmap for how Urban League and Energy Trust could form partnerships. The existing partnership between Energy Trust and Latino Built is another successful example. Urban League partners with Portland Public Schools and with Portland Clean Energy Community Benefits Fund to promote green careers. A best practice for making these partnerships work is good personal relationships that include trust from the funder that the awardee can get the work done well. Another best practice is to build positive awareness around projects through media opportunities, but not at the expense of effectively serving customers. Ultimately, the work should speak for itself (Christopher Banks).

A council member stated that looking more broadly, Nike is a good example of how a company can use their branding to enter community spaces and get a more global reach, which they have done with Oregon State University and University of Oregon. Energy Trust should focus on co-partnering with organizations and events that are recognizable to community members, such as the annual Good in the Hood event in North Portland. Best practices for building good partnerships are to consistently show up and put money toward community needs to show reliability and desire to build a bridge. However, there is no perfect strategy or specific organization doing this best (Terrance Harris).

A council member mentioned Community Energy Project does a good job reaching communities. To be successful, organizations need to possess both technical energy knowledge and staff who understand the lived reality of those they serve. Many organizations have one of these but not both, and Energy Trust should lean on its relationships with communities, contractors and other organizations (Indika Sugathadasa).

The council mentioned that Wallowa Resources is an example of an organization that works in small communities and gets a lot done due to its personal relationships and the continuity of those relationships. Staff do not cycle in and out frequently (Susan Badger-Jones).

A council member agreed that personal relationships are key, and that is something Oregon Department of Energy has been focusing on. For example, it hosted its first Resource Assistance for Rural Environments (RARE) intern in 2023. The program places early career workers in local communities with entities like local governments, tribal governments and community organizations with a focus on serving rural areas. RARE members have different areas of focus, however an increased focus on energy led to the creation of a new cohort for the energy-focused members to share information and increase capacity (Ruchi Sadhir). Oregon Department of Energy is also responding to recently passed legislation directing it to create more resources to help customers navigate available resources by hiring a dedicated community navigator. The navigator will help establish a state program and work more closely with field staff, including at Energy Trust. The program will include a tool to help match funding sources with eligible recipients. Some information requests have a fast turnaround and having established relationships in place make it simpler to exchange information to get answers quickly. Oregon Department of Energy will also create two additional positions to carry out a directive from another piece of legislation to create a one-stop shop for energy efficiency, and it is working with Energy Trust to identify needs and determine how to assemble all available offers for specific energy technologies like heat pumps (Ruchi Sadhir).

The council mentioned a program they participated in about 10 years prior to receive certification from Building Performance Institute and included on-the-job training and an internship placement. The program, a partnership between Native American Youth and Family Center and Verde, bridged cost gaps for participations, such as the \$5,000 cost of the certification itself. While the overall program was successful, some aspects were problematic. The council member appreciated seeing that the models Energy Trust is considering seem to be tapping into realities like ensuring funds are used as intended without favoritism and prioritizing integrity in selecting program delivery partners (Rhea S Rock).

A council member mentioned not hearing of any workforce partners that target the Latino community except LatinoBuilt. That organization could serve as a mentor. It is not about who is doing what, but rather how to get better at serving communities. Conversations have been happening for five years, but each time new ideas emerge groups start from the beginning, which is a waste of resources. A council member expressed having encountered many new organizations across the state through their work in media. Adelante Mujeres is a newer organization doing good work (Oswaldo Bernal).

The council mentioned hearing many mentions of Verde but could not give a good description of what that organization has done. Energy Trust should provide simplified case studies for community partnerships that list the essential elements of each, then look for commonalities to consider when developing potential models. Energy Trust needs to get away from repeated conversations and start putting ideas on the wall (Susan Badger-Jones).

The council discussed the need for shared learning to discover participation barriers. For example, one member recently had to find out avenues to mitigate contamination as part of a project (Indika Sugathadasa). Staff added that capacity-building is an important part of Energy Trust's plan, which could look like offering training and contractor referrals to partners, so they don't have to figure out the energy landscape on their own.

A council member stated it is important to be realistic about what type of workforce is developed in what region. Rural communities need an energy workforce, but not so concentrated that it creates too much competition for businesses to thrive. Small communities often want to keep kids at home, so there is high interest in training for good local jobs that give the option to serve customers right in their community without having to travel far away (Susan Badger-Jones).

How should Energy Trust measure our success with building meaningful relationships with communities and partners?

The council discussed challenges of measuring this type of progress, which is difficult to capture without numerical metrics. With the Latino community, it is hard to use participation data since there are many different communities within that group and overall low awareness of Energy Trust (Oswaldo Bernal). A member suggested part of the answer lies in working with community-based organizations to support a long-range vision. Energy Trust is interested in numerical measurements, but there are other components to the way a vision could be structured. For example, it may include steps that must be completed sequentially and the more energy is incorporated into a long-range vision in the early stages, the more benefit Energy Trust and the community will get (Susan Badger-Jones).

A council member mentioned that when it comes to workforce, program participation may be an incomplete measurement of success because there is no way to know if the participant will continue working in the energy field after completing a program. For that reason, it's also difficult to measure the program's success based on the success of one individual (Rhea S Rock).

The council discussed that Energy Trust should pay more attention to retaining its existing partnerships rather than simply bringing in more. The relationships worked on to keep and build from will be the most

successful, and retention would also increase the value of investments over time (Indika Sugathadasa). Another member agreed, comparison to the effort to keep good existing employees happy to avoid the greater cost of new hires. Assistance to community organizations is often thought of as energy training and education, but some organizations need other types of support to build capacity in skills like small group facilitation or budgeting. Efforts like this would also provide the opportunity to bring together people from different groups and spark new relationships among partners (Susan Badger-Jones).

Workforce Development

The council asked for more information about current workforce development efforts, specifically if there are any new approaches in terms of reaching out to candidates, materials to intrigue diverse candidates or looking outside of Portland to recruit from wider networks (Terrance Harris). Kathleen Belkayat mentioned Energy Trust has a presence at career fairs and maintains a list to ensure the right staff attend each event, but there is opportunity to expand those efforts. Energy Trust's internal recruitment efforts are managed by human resources, but more broadly there are incentives offered for interns to support participation in strategic energy management and there are two Roger Arliner Young (RAY) fellows working at Energy Trust currently. There are many individual approaches across the organization, and the working group is ensuring those practices are consistently being shared and documented. The council added there is opportunity to leverage advisory councils to share hiring opportunities with their networks to reach a wider group of candidates (Terrance Harris).

A council member brought up the value of RARE interns, pointing out they have been working in energy for a long time and often continue working with Energy Trust in other capacities and become valuable, important resources—for example, former board member Lindsey Hardy. Energy Trust regularly contributes funding for RARE positions, but there may be more opportunity to tap into their knowledge and connections after the internship period ends. Energy Trust could also work with University of Oregon to increase diversity among the energy cohort (Susan Badger-Jones). Another member added that they tried to get the RARE member they worked with at Oregon Department of Energy to stay for a second year, but they needed more income despite remaining excited about the opportunity. Energy Trust staff add value by providing mentorship for RARE members and cohorts—for example, this intern was based in Pendleton where Oregon Department of Energy does not have other staff. Energy Trust's eastern Oregon outreach manager worked closely with this RARE member and helped them connect with local entities more efficiently by grouping meetings with local governments and tribes.

What should Energy Trust's role be in clean energy workforce development?

The council discussed that the first step is identifying where the gaps are, such as younger workers who have graduated but seek additional skill sets (Susan Badger-Jones). Another member added Energy Trust should recognize the gaps are often in on-the-ground trade positions. Someone who goes to college and wants to be an engineer will find their path, the challenge now is creating desire and opportunity to work in the trades (Indika Sugathadasa).

The council mentioned that prior to the pandemic, the council engaged with Portland Community College and Energy Trust. One idea that stemmed from this was to get into the education space early in community college, high school or even grade school. Building desire early could help develop the workforce needed in the next five or six years (Oswaldo Bernal).

A council member stated that while apprenticeship programs seem like a great resource, it can be difficult to get into them. For example, they once helped a person get into an electrician apprenticeship however, to be eligible for an associated scholarship, they had to secure a job with an electrician. A younger worker may not know how to navigate the complexities involved with securing a trade job even if their desire is strong (Susan Badger-Jones).

The council discussed that within the Latino community, the workforce is strong but the gig economy may be more appealing, or the candidates may not feel comfortable enough using English to get a job at a company despite having skills and certifications. Energy Trust should explore how to connect workforce opportunities with workers who already have the necessary skillsets but not the language skills (Oswaldo Bernal). Another member suggested creating case studies featuring the energy employment journeys of different people who have achieved success through a given program or channel (Susan Badger-Jones).

How is success measured with this work?

A council member suggested Energy Trust will need to find success stories in future years (Oswaldo Bernal).

A member commented there is content on YouTube and other channels where users consume building science information. There is an audience and interest, but many don't know how to take the next step to translate that into a career path. Energy Trust should put all available materials—such as trainings and apprenticeship opportunities—related to workforce on its website in one place to make it easier to navigate (Indika Sugathadasa).

The council suggested that Energy Trust could look at the number of participants enrolled in training programs and compare that to what they do afterwards. It could also look at communities that are doing strategic energy planning and are looking for resources to keep kids local with good jobs, such as in tourist economies (Susan Badger-Jones).

A council member shared appreciation that they are not alone in facing workforce barriers, and that solutions are being discussed as a group. Despite possessing degrees, certifications and work experience, it can still be hard to figure out where one belongs in the energy industry. It can also be a struggle to know what opportunities to look for and to describe how experiences match up. A member added that the question of how to measure success is lingering and would like to hear how others feel to help think through that (Rhea S Rock).

A member said it may seem trite, but success can be measured by the number of people who were positively affected and had their lives changed for the better. There may be different measures of success than numbers in a column (Christopher Banks, Susan Badger-Jones).

Next steps

Energy Trust will host a joint session in October where all advisory council members can hear how this input is reflected in the 2024 draft budget and 2024-2025 action plan. Diversity Advisory Council members are invited to provide a formal public comment on the draft budget.

5. Adjournment

The meeting adjourned at 11:22 a.m. The next Diversity Advisory Council meeting is scheduled for Tuesday, May 16, 2023. <https://www.energytrust.org/about/public-meetings/diversity-advisory-council-meetings/>.

Tab 9

Renewable Energy Advisory Council Meeting Notes

July 26, 2023

Attending from the council:

Alan Beane, Geograde Constructors
Amy Schlusser, Oregon Department of
Energy
Jaimes Valdez, City of Portland

Joe Abraham, Oregon Public Utility
Commission
Josh Peterson, Solar Monitoring Lab,
University of Oregon
Ryan Harvey, Pacific Power

Attending from Energy Trust:

Alanna Hoyman-Browe
Alex Novie
Alina Lambert
Ansley Guzynski
Bayo Ware
Ben Thompson
Betsy Kauffman
Dave McClelland
Elaine Dado
Elizabeth Fox

Greg Stokes
Hannah Cruz
Helen Rabold
Janelle St. Pierre
Jeni Hall
Jess Siegel
Kate Wellington
Kyle Holmes
Kyle Petrocine
Lori Lull

Lidia Garcia
Matt Getchell
Michael Colgrove
Megan Greenauer
Mia Deonate
Natalia Ojeda
Renita Lamberth
Themba Mutepfa
Taylor Navesken

Others attending:

Susan Brodahl, Energy Trust Board

Welcome and Announcements

Matt Getchell, program manager, convened the hybrid meeting at 9:31 am. Notes were taken by Jess Siegel. The agenda, notes and presentation materials are available on Energy Trust's website at <https://www.energytrust.org/about/public-meetings/renewable-energy-advisory-council-meetings/>.

Staff announced the residential battery incentive launch and shared that there has been a lot of questions and excitement from trade allies around the incentives.

1. Solar Ambassador program

Topic summary

Bayo Ware, solar project manager, provided an update and lessons learned from the completion of the Black, Indigenous and people of color (BIPOC) Solar Ambassadors pilot program. The Solar Ambassadors initiative is an effort with community organizations to identify, train, and compensate ambassadors from communities of color to do community outreach and

education and expand the reach of Energy Trust's solar program and offerings. Staff discussed the levers of adoption for new technology and described the ways that Energy Trust and partners used those levers to explore increasing adoption in underserved communities. Ambassadors conducted an average of three engagements each over the course of a month. This included partnering with community organizations, attending tabling events, and discussing solar resources with friends and family. The coordination team tracked how many people went along the path to explore or obtain solar. The program did not lead to solar installations during the one-month pilot.

The documents, training materials and meetings were in English and Spanish. With more resources, the team would have translated the materials into Mandarin and other relevant languages. While the team found that customers were interested in the environmental and financial benefits of solar, it was clear project financing was a major barrier for customers. The team also found that the program led to interest in clean energy among solar ambassadors beyond the timeline of the program, including one solar ambassador finding employment in the clean energy industry.

Staff shared that next steps in the program could include expanding the program to cover energy efficiency; expanding deeper into the Portland metro area, rural areas, and tribal communities, and developing metrics to measure how the program is moving the needle on solar.

Discussion

Council members commented that the program could benefit from sharing energy efficiency technologies that provide more immediate benefits to residents and asked whether residents were educated about community solar (Amy Schlusser, Jaimes Valdez). Staff hypothesized that energy efficiency may be a good way to reach these communities and eventually help them move toward solar and that members were educated about community solar.

The council commented that the incentives will only be useful if people are able to take advantage of them and it may make sense to have fewer incentives that are worth more to increase adoption (Amy Schlusser). Additionally, council members commented that a standardized modest solar package would take variability out of the equation for residents and developers and potentially make it easier for these communities to adopt solar (Josh Peterson). Staff asked if members would be supportive of such an approach in which fewer incentives were provided. Members asked whether increasing the Solar Within Reach incentive would address this and expressed that more details would be needed (Jaimes Valdez). Staff shared that the Solar Within Reach incentive is based on income while the Solar Ambassador program is meant to reach BIPOC communities. A board member suggested reviewing the Solar within Reach program parameters to see a whole different subset of customers could be reached. Staff suggested that this program could be used as a marketing and outreach program primarily to raise awareness of Energy Trust renewable and energy efficiency programs to a previously underserved audience.

Next steps

Staff will consider feedback for incorporation into the program.

2. Deep Dive: Priority Topics for 2024-2025 Action Planning

Topic summary

In July, Energy Trust held Deep Dive sessions with all three advisory councils to better integrate early actionable stakeholder feedback into the budget process. These deep dives are also in response to direction from HB 3141 to tie budget priorities more closely to the priorities of the community members and industry experts who are stakeholders. Staff summarized past Renewable Energy Advisory Council engagements on budget priorities and outlined the remaining budget and engagement timeline.

To frame the discussion, staff provided an overview of the context for the 2024-2025 budget, with a focus on equity, resilience and grid flexibility. Staff have consolidated the budget and action plan into one for the renewables sector rather than two (one each for the Market Ready Solutions and Custom Solutions Teams), reflecting the team's reorganization away from a technology-based split. Staff also highlighted external funding that may affect activities in 2024-2025, before leading an engagement with council members.

Discussion

Members provided feedback on the outcomes they'd like to see for Oregon on the topics of equity and resilience. On the topic of equity, council members expressed support for 5-year goals of filling community solar carve-out capacity, and increasing funding and participation in resiliency and renewables projects in low-income and underserved communities (Ryan Harvey, Amy Schlusser). On the topic of resilience, staff commented that many of the council comments emphasized community. Council members commented on the connection between resilience and equity as an important consideration and noted that focusing on resiliency provides an opportunity to connect people rather than focusing on individualized benefits (Amy Schlusser, Jaimes Valdez). Members expressed that providing access to a resilience hub for every community is an important and reasonable long-term goal (Amy Schlusser).

Attendees reviewed the "Current and proposed renewable energy incentive offerings" memo and the 2024 Development Roadmap. Members asked for more clarity on Energy Trust's intention to participate in financing and mentioned that this could be a good priority since financing costs have substantially increased (Jaimes Valdez). Staff shared that they are in the initial stages of this exploration and have begun to contact credit unions and community banks on the topic.

Members were given the opportunity to share which pieces of the development roadmap they were excited about and curious about as well as which should be prioritized and deprioritized. Staff noted the focus on resilience as an important priority to members and shared that this is a focus for the team. Staff expressed commitment to prioritize the resilience work in 2024 whether the Federal Emergency Management Agency (FEMA) grant arrives or not. Members also expressed excitement about the new community solar offer and the targeted solarize campaigns. Notably, no members expressed that any current or planned programs or projects should be deprioritized.

Council members expressed support for the content of the roadmap and that staff are prioritizing the right things. Members reiterated that they would like to see increased focus on resilience at a community level and support solar + storage incentives for low- and moderate-income houses. Members expressed that they would like to learn more about programs that are in development but they all sound like good ideas; there wasn't anything concerning (Amy Schlusser).

3. 2023 Legislative Update

Hannah Cruz and Natalia Ojeda from Energy Trust's Policy Services team provided an overview of relevant bills that passed during the recent session.

Discussion

Staff provided background on the Environmental Justice and Tribal Navigation Support piece of the Climate Resilience Package in response to member inquiry. Staff shared that the purpose is to support communities and tribal governments in navigating various resources from technical assistance to funding.

Next Steps

The policy services team is going to provide a thorough review of the legislative session to the council in August.

4. Public Comment

No public comments.

5. Adjourn

The meeting adjourned at 11:32 a.m.

Tab 10

Geographically Targeted Energy Efficiency (GeoTEE) Phase Three Process Evaluation

Final Report

Submitted by Apex Analytics LLC

June 5, 2023



Executive Summary

This report presents findings from a process evaluation of the third phase of the Geographically Targeted Energy Efficiency (GeoTEE) pilot that Energy Trust ran in partnership with NW Natural to test strategies to achieve greater peak demand reduction for natural gas usage in the cities of Cottage Grove and Creswell, Oregon.

In the third phase of the pilot (August 2021 to July 2022), Energy Trust increased incentives in the pilot area above statewide maximums, based on local avoided costs that take the area’s potential for supply constraints into account. These increased incentives built on pilot efforts in the previous two phases, in which Energy Trust first increased marketing of targeted gas measures (Phase One, September 2019 – July 2020) and then increased incentives for targeted measures to the statewide maximums (Phase Two, August 2020 – July 2021).

Energy Trust defined three key research objectives for this evaluation:

- Document program staff and stakeholders’ goals for GeoTEE
- Assess the extent to which enhanced energy efficiency offerings drove measure uptake in targeted areas
- Identify lessons GeoTEE can offer for future efforts.

Apex Analytics (Apex) carried out four key research activities to address these objectives, as described in Table 1.

Table 1: Research Activities

Activity	Details
Pilot Document Review	Review of documents related to pilot design and outcomes to build a baseline understanding of pilot structure, motivations, and experience.
Pilot Staff and Stakeholder Interviews	11 interviews conducted with staff members of Energy Trust, NW Natural, and Program Management Contractors (PMCs) involved in pilot design and delivery.
Trade Ally Interviews	8 interviews with trade ally contractors installing measures eligible for residential incentives in Cottage Grove and Creswell. Respondents included HVAC, insulation, and gas fireplace installers.
Pilot Data Analysis	Analysis of Energy Trust tracking data to characterize pilot measure uptake both relative to historical uptake in Cottage Grove and Creswell and relative to uptake in the rest of Energy Trust’s service area during the pilot period.

Key Findings

Deemed savings estimates suggest the pilot achieved peak therm savings in Cottage Grove and Creswell, particularly during Phase 2 and Phase 3. Residential retrofits drove the bulk of these savings, showing clear increases with each pilot phase. Estimated residential peak therm savings increased by nearly half (46%) in Phase 1 relative to the average of the prior three years in pilot area. The increases became more pronounced as enhanced incentives became available in Phase 2 and Phase 3, with residential peak therms increasing to four times the three-year average baseline in Phase 2 and more than six times the average baseline in Phase 3.¹ Commercial savings were more sporadic, both during the baseline and pilot periods. As a result, while the pilot reported notable commercial peak therm savings in Phase 2 (8.5 peak therms) and Phase 3 (2.9 peak therms), it is more difficult to compare those savings to a historical baseline. At the time of this evaluation, NW Natural was in the process of conducting a more detailed analysis to verify these results.

Energy Trust and NW Natural staff approached the pilot from differing perspectives, but increased uptake of gas efficiency measures in the pilot area served both organizations' goals. NW Natural saw the primary objective of the pilot as gathering data necessary to develop a peak hour energy efficiency supply curve that would allow for an apples-to-apples comparison of the cost of energy efficiency as a way to address supply constraints relative to other, primarily infrastructure-based, solutions. Energy Trust staff described the pilot as an opportunity to develop the systems and processes necessary to provide the coordination between programs and with utility partners needed to deliver and track the outcomes of geographically targeted efforts. Ultimately, increased uptake of efficiency measures in the targeted areas served both goals, and these differing perspectives had little impact on day-to-day pilot implementation.

Enhanced energy efficiency offerings drove measure uptake when there was an engaged trade ally with the capacity and desire to market those offerings. The pilot saw the greatest increase in uptake among residential gas furnace installations in residential homes. The bulk of those installations were driven by a single trade ally who actively marketed the offer and took advantage of the increased Business Development Funds (BDF) the pilot offered to support cooperative marketing. Other trade allies used the incentives to encourage customers to select more efficient equipment but did not market the offering to draw in new customers. Many of the trade allies that did not actively market the increased incentives came from small companies that lacked the capacity to develop and implement marketing efforts or to complete the additional projects those efforts would generate. Non-residential efforts saw limited uptake. The small businesses that made up the bulk of non-

¹ Reported peak residential therm savings in Cottage Grove and Creswell were 1.1 in 2017, 1.3 in 2018, and 0.9 in 2019, for a three-year average of 1.1. During the pilot, reported therm savings were 1.6 in Phase 1, 4.5 in Phase 2, and 6.9 in Phase 3.

residential customers in the pilot area were strongly impacted by the Covid-19 pandemic, and statewide bonus incentives in the market reduced the motivation for contractors to target the pilot area in the first two phases of the pilot.

Conclusions and Recommendations

Conclusion 1: The pilot's outcomes ultimately met the needs of both Energy Trust and NW Natural. The pilot generated the data needed to accomplish what NW Natural's 2018 IRP update describes as its primary objective, developing a peak hour energy efficiency supply curve to compare the cost-effectiveness of targeted energy efficiency against other system capacity options for any geography. The pilot provided additional benefits to Energy Trust, which was able to develop systems and processes to coordinate special offerings and track the resulting uptake within targeted geographic areas. Ultimately, the experience of this pilot helped to prepare both organizations for future geographically targeted efforts.

Conclusion 2: Energy efficiency program delivery requires a distinct set of considerations from traditional utility infrastructure improvements. Efficiency programs need to understand the needs of the targeted community and develop relationships within that community. Efficiency program efforts also build over time as these relationships develop; the work completed to build a program presence during Phases One and Two likely helped to facilitate the growth in uptake the program saw in Phase Three.

- **Recommendation: Energy Trust and its utility partners should factor in the amount of work needed to build relationships and understand community needs into their estimates of the cost and time required for future GeoTEE efforts.**

Conclusion 3: Geographically targeted program efforts can serve a wide range of objectives, if they are designed with those efforts in mind. The GeoTEE pilot in Cottage Grove and Creswell had a relatively broad scope in order to provide data that NW Natural could use to develop a peak hour supply curve for energy efficiency that would be widely applicable. Pilot staff pointed out that future efforts may be able to operate more efficiently if they were designed to target more specific objectives. For example, an effort focused solely on maximizing peak energy usage reductions might take a different approach than an effort that also prioritizes reaching underserved customers. The customer makeup and building stock of the targeted area also impacts the feasibility of each of these strategies.

- **Recommendation: While this effort took a broad approach to gather data about the potential of a GeoTEE strategy, future efforts may have more targeted objectives. Energy Trust and its utility partners should define and agree upon specific objectives for future geographically targeted efforts and design the efforts' strategies with those objectives in mind.** For example, a pilot seeking only to maximize peak demand reduction might utilize different strategies from a pilot seeking to reach a broad group of customers.

Conclusion 4: There is potential for conflicting priorities in resource allocation between targeted and statewide efforts. The potential to offset infrastructure improvements in areas with energy supply constraints could justify a significant, targeted focus on those areas for efficiency programs. However, from the perspective of statewide programs seeking to maximize energy savings, the quantities of savings those targeted areas generate could be small. To the extent that targeted efforts draw resources away from standard, statewide program efforts, this dynamic has the potential to create conflict as program staff seek to manage incompatible goals with limited resources.

- **Recommendation: As efficiency programs increasingly focus on targeted efforts, Energy Trust, utilities, and the OPUC should carefully consider the balance of demands that those efforts, as well as state-wide goals, place on program resources.**

Process Evaluation of Energy Trust 2022 Business Lighting Program

Prepared for:
Energy Trust of Oregon

June 19, 2023

Prepared by:



ADM Associates, Inc.

3239 Ramos Circle
Sacramento, CA95827
916.363.8383

With:



MEMO

Date: 7/25/2023
To: Energy Trust Board of Directors
From: Dan Rubado, Sr. Project Manager – Evaluation
Amanda Potter, Sector Lead – Industry and Agriculture
Lindsey Diercksen, President – LD Consulting (Contractor, Interim Program Manager)
Subject: Staff Response to the 2022 Business Lighting Process Evaluation

This process evaluation documents many of the known challenges Energy Trust encountered in launching and operating its Business Lighting program in 2021 and 2022. The program transition coincided with the COVID-19 pandemic, a flood of in-process, carryover lighting projects from the prior implementation contractor, and budget limitations that emerged related to oversubscribed bonuses from the prior year. These factors significantly delayed efforts to get the new Business Lighting program launch to market. As a result, there was a gap in services, a decrease in available incentive funding, project volumes, and energy savings, and many trade allies and customers lost trust in Energy Trust. The organization learned a lot about managing large program changes during unanticipated, disruptive events. The primary lessons are summarized in the conclusions and recommendations of this process evaluation.

Program transitions can be highly disruptive, and Energy Trust will focus on how to limit those disruptions in the future, as recommended by the evaluator. Staff agree with the evaluator that transitions require a longer overlap period between implementers and more time and resources to bring new contractors, staff and systems up to speed so they can effectively take over program processes. For future program changes, Energy Trust will focus on making the transition as smooth as possible for customers, contractors, staff and stakeholders. This includes laying the groundwork for a transition through early and clear communications with trade allies, customers and market actors about what changes will be occurring, their timing and leaving plenty of time to sort out unforeseen issues.

The stringent incentive caps enacted in response to the budget difficulties in 2021 through early 2022 caused a substantial and lasting setback to the lighting market in Oregon. To avoid these types of issues in the future, Energy Trust has instituted larger reserves so programs can absorb unforeseen fluctuations in incentive uptake without having to dramatically change program requirements or incentive amounts. Energy Trust has also moved to monthly project forecasting to better understand the pipeline of projects so the organization can quickly adapt to changes in the market and uptake of incentives. As noted in the evaluator's recommendations, bonus incentives for lighting and other measures should be ramped down slowly, so as not to disrupt markets. Now that incentive caps have been raised, the program is rebuilding relationships and trust with trade allies and creating a pipeline of new downstream lighting projects.

The program is currently planning large, sustained increases to incentive levels as part of an organization-wide initiative to accelerate energy savings to help Energy Trust's funding utilities address decarbonization

goals and increased demands on the utility system in advance of 2030. This will include increases to the midstream and direct install initiatives as well as increased incentives levels for downstream, trade ally driven rebates. The program will explore including big box retailers in its expansion of midstream lighting offers, especially TLEDs. It is anticipated TLEDs sold through these venues would allow Energy Trust to better serve many small businesses. Staff also agree with the evaluator that they need to ramp up efforts to promote and install lighting control retrofits, which have had low uptake due to lack of training and understanding among contractors and customers, as well as their cost and complexity. These efforts must include developing new measures and incentives, reducing the complexity of installing and commissioning controls, simplifying participation, doing more contractor and customer training, and transitioning to controls-only lighting offers as the lighting market transforms and savings from LED lamp and fixture measures dwindle. Controls-only services may be delivered along with other efficiency incentives by the Existing Buildings and Production Efficiency programs.

While Business Lighting will be ramping up lighting efforts in the short term, the program is beginning to plan how to adapt to changing state policy. After this evaluation was completed, the Oregon legislature passed a fluorescent lighting ban in Oregon (HB 2531). This ban will impact several lighting measures and incentives by removing fluorescents from the baseline. Lighting controls will be an important aspect of future program services. The program will also be developing different strategies for certain niche markets. For instance, cannabis grow lights, where the baseline is not affected by HB 2531, may still need downstream incentives and an account management approach to appropriately serve the market.

The evaluation report notes that the small business direct install initiative is serving its target demographic well, with many women- and BIPOC-owned and rural businesses using the services. Most participants had not been served by Energy Trust in the past. However, there are still pain points the program is working to iron out, such as investing in improved systems to make participation more seamless and ensure interested customers are not accidentally dropped. The direct install initiative will continue to serve areas with large numbers of small businesses that Energy Trust has not yet served well.

As recommended by the evaluator, Business Lighting will work with Existing Buildings and other Energy Trust programs to develop an effective engagement strategy for working with community-based organizations (CBOs) involved with small businesses. The strategy must provide an improved experience for CBO staff and allow the program to better reach CBO members. The current approach needs to evolve from presenting program offers to CBOs, to managing relationships and providing follow-up to encourage CBOs to get their members to participate. CBOs require a more hands-on, relationship-based approach and a single point of contact. Ideally, Energy Trust will build partnerships with key CBOs so they can help present offers across programs to their small business members.

The evaluator recommended Energy Trust conduct a baseline study of small businesses to better understand the population and characteristics of small businesses in Oregon. This would help the organization to understand which types of businesses have not been served well and allow us to track progress towards diversity, equity, and inclusion goals for small business. This type of study would be logistically challenging and expensive to field and could easily be rife with selection bias if not carefully designed. Energy Trust is currently considering whether to pursue this and how we might conduct a study that would provide meaningful results.

1 Executive Summary

Energy Trust of Oregon selected ADM Associates to conduct the first process evaluation of the new Business Lighting (BL) program, which began operations in 2021. The BL program offers incentives to commercial and industrial (C&I) customers of Portland General Electric (PGE) and Pacific Power in Oregon for energy efficient lighting installations.

Energy Trust created the BL program to consolidate the management and delivery of efficient lighting incentives to C&I customers and to standardize program processes and services. Lighting incentives and services were previously offered through Energy Trust's Existing Buildings, Existing Multifamily, and Production Efficiency programs. Energy Trust hired CLEAResult as the implementation contractor for the BL program.

The BL program consists of three components:

- **Downstream.** C&I customers receive Energy Trust support for installing prescriptive or custom lighting or control measures at their organizations.
- **Small Business Direct Install (SBDI).** This was created to increase participation among small businesses. Outreach staff schedule and conduct lighting assessments with small businesses and schedule a no cost installation of new lighting.
- **Midstream.** This track provides a streamlined process for receiving point-of-sale discounts from participating distributors for commonly installed lighting measures.

This evaluation addressed the transition from the old to the new implementer, program operations, the effect of incentive changes on the market, overlap with other Energy Trust programs, and accomplishments pertaining to Energy Trust's diversity, equity, and inclusion (DEI) goals. The ADM team reviewed program documents, analyzed program and secondary market data, interviewed program and implementer staff, market experts, manufacturers, community-based organizations, and trade allies, and both interviewed and surveyed recent program participants, near-participants, and nonparticipants.

1.1 Lighting Market Trends

Lighting savings attributable to Energy Trust programs have declined by about 60% since 2018 while non-lighting savings have been relatively flat. These trends are consistent with other programs in the region. Information from interviews and analyses of program penetration and other data suggested where remaining opportunities for savings from LEDs might exist. However, interviewed market experts and market actors suggested that the primary opportunities for capturing lighting savings are in promoting controls but that programs need to help the market overcome a lack of awareness and skepticism directed towards lighting controls.

1.2 Program Transition

The creation of the BL program and the award of the implementation contract happened during the height of worldwide Covid-19 disruptions. The transition process was made more difficult because of a delay in Energy Trust board approval of the contract, combined with communication challenges that resulted from staff turnover at CLEAResult shortly after the contract started. Additionally, all parties had to adapt to working fully remotely as a result of the Covid-19 pandemic.

The move to a three-track BL program, with SBDI, Midstream, and Downstream tracks, was compromised by the glut of old Downstream projects the new implementer inherited from the previous implementer.

The Midstream track started at least six months later than anticipated, with only a few distributors on board. Delays resulted from the need to orient distributors to the online system they use to look up customer and measure eligibility as well as hesitancy by distributors to fully use the program before they had evidence they would be reimbursed for their sales.

The SBDI program track started later than originally proposed in 2021. However, as of Summer 2022, the program was starting to reach its participation goals and was projected to have a good pipeline of projects throughout 2022 and into 2023.

1.3 Program Operations

Interviews and surveys of participants – those that received incentives or services from Energy Trust – and trade allies revealed generally high levels of program satisfaction, with some minor exceptions. Existing relationships between contractors and customers are critical to lighting projects. Some key track-specific findings were:

- Prior awareness of and participation in Energy Trust programs was high among Downstream participants.
- The SBDI track largely attracts new participants, who would not have carried out lighting upgrades without the program recommendations and incentives.
- There was no evidence of programmatic or systematic barriers to participation in the SBDI track, but participation may have been somewhat hampered by inadequate tracking of outreach.
- The Midstream track had a slow start but appeared to be running smoothly by summer 2022.

Staff understand the importance of re-engaging with trade allies after the tumultuous pandemic years. One way staff have considered engaging with trade allies is providing an online gateway where allies can upload project information and see the status of their projects. Developing this online gateway was put on hold in the latter half of 2022 with the possibility of revisiting developing this tool in 2023.

1.4 Effects of the 2020-2021 Incentive Changes

Program staff reported that the incentive caps that went into effect in 2021 decreased program uptake, may have put some trade allies out of business, caused some large trade allies to relocate their sales representatives to Washington, and led some customers to prioritize energy saving projects below other types of capital projects.

The ADM team's analysis of trends in lighting activity suggested that the incentive bonuses implemented in 2020 as a response to the Covid pandemic increased projects and savings relative to the level they would have attained if 2016-2019 trends had continued. The same analyses also confirmed the staff's perception that the caps had a negative effect on projects and savings, particularly for standard measures.

Trade allies reported initial enthusiasm for the bonus incentives and the additional work they created, which gave way to dismay over the incentive caps in 2021. In this context, several trade allies specified that building relationships between Energy Trust implementers and the trade allies is critical to maintaining satisfaction with the program and knowledge of program processes and changes.

1.5 Overlap Between BL and Other Programs

There was good coordination between the BL program tracks and other Energy Trust programs. BL staff reported they receive referrals from other program staff and they coordinate with other program staff on outreach to community-based organizations (CBOs) to share information about program offerings.

Analysis of program data revealed that the implementation of the BL program did not change the amount of overlap between lighting and non-lighting projects.

1.6 Diversity, Equity, and Inclusion Goals and Accomplishments

Evaluation findings support the view that SBDI is an appropriate vehicle for addressing DEI goals. SBDI participants are more likely to be female- and BIPOC-owned companies, are more likely to rent their business space, and generally have not previously used Energy Trust services.

Energy Trust also is working with CBOs to reach out to traditionally underserved communities such as small, women-owned, minority-owned, rural, and veteran owned businesses. Interviews with CBO contacts revealed that there is general familiarity and positive reaction towards Energy Trust's energy efficiency mission but that Energy Trust has not spurred efficiency actions among CBOs and their members. These contacts offered suggestions and provided support in reaching their memberships and increasing awareness of Energy Trust products and services.

1.7 Conclusions and Recommendations

Our evaluation produced several conclusions and recommendations, which we provide in condensed form here and in detail in Section 10.

Process Evaluation of Energy Trust 2022 Business Lighting Program

Conclusion #1: Multiple market conditions and program reasons explain why lighting savings have declined over time and reached their lowest value seen in the last six years in 2021. These include market saturation of LEDs, Covid-19 disruptions of the market, transition and early implementation challenges facing the new program, and the restrictive incentive cap on Downstream projects for much of 2021. Several of these factors adversely affected the relationship with trade allies.

Recommendation #1a: When transforming long-standing programs, Energy Trust should alert all stakeholders of changes well ahead of time to get stakeholders accustomed to the changes and should get trade allies' feedback about program changes before implementation, which is key to fostering trust between Energy Trust and the trade allies.

Recommendation #1b: When making changes to long-standing programs, Energy Trust should build in extended overlap times from the old approach to the new approach to provide for a smooth transition.

Recommendation #1c: When considering adjusting incentive levels in response to unanticipated events, Energy Trust should seek relevant information and input from other sources, such as other program administrators and from major trade allies. Other program administrators may have pertinent experience, and major trade allies may be able to provide insights on the relative value of increasing incentives in the short-term versus capping them later.

Recommendation #1d: When considering adjusting incentive levels even in response to unanticipated events like a pandemic, Energy Trust should take great care in making large changes to incentives that can have unintended consequences. Consistent and gradual changes to incentives are more palatable to the market and result in far less disruption to trade allies, participants, and program implementers.

Conclusion #2: The Energy Trust team is making efforts to address the myriad of challenges the program faces and is largely doing what market experts suggest is the right approach to gather lighting savings in the future.

Recommendation #2: Continue to build upon the successes of 2022 by reengaging with trade allies such as by supporting events like trade ally breakfast meetings around the state and facilitating communication between account managers and allies.

Recommendation #2b: Continue to build upon ways to ensure potential SBDI participants receive free lighting measures by reviewing past contact lists and following up with customers that have not scheduled an installation, sometimes several months after their first contact with the program.

Recommendation #2c: Continue to build out the Midstream track by recruiting distributors and educating trade allies about the track, the equipment opportunities available through the track, and the ease of participation for trade allies, especially as it compares to the Downstream track.

Process Evaluation of Energy Trust 2022 Business Lighting Program

Recommendation #2d: There is an opportunity to increase adoption of controls by continuing to expand efforts to educate trade allies about controls and their energy and non-energy benefits and by making controls easier to access by offering controls via the Midstream track. By having controls part of the Midstream track, a trade ally could order their lights and controls from a distributor and complete a controls project with minimal administrative work.

Recommendation #2e: Continuing and expanding outreach efforts to CBOs to promote Energy Trust programs, especially the SBDI program track, is a way to accomplish two goals. First, CBOs can help Energy Trust address their DEI goals by increasing participation among small businesses and organizations traditionally underserved by efficiency programs. Second, CBOs have the potential to lower outreach costs by delivering a cadre of small businesses/organizations to the program instead of relying solely on the site-by-site outreach model as the program is currently doing.

Conclusion #3: The goal of increasing participation among Oregon’s diverse businesses is compromised by the unknown number of small businesses owned by minorities and women.

Recommendation #3: Consider conducting a baseline study to better understand the population of small businesses owned by women and minorities so Energy Trust can have a better understanding of how much their efforts are addressing their DEI objectives.

Conclusion #4: The best opportunities for achieving more savings from lighting (other than controls) is in small businesses. Based on analyses of secondary data, the most “target rich” areas for finding opportunities are more urban areas, especially of the Portland Metro/Hood River and East of the Cascades regions.

Recommendation #4a: Continue and expand efforts to reach small businesses, targeting those in the Portland Metro/Hood River and East of the Cascades regions.

Recommendation #4b: Consider tactics that encourage trade allies to work in underserved areas, such as providing additional incentive for serving such areas, helping promote trade allies located in those areas, and providing leads for trade allies interested in working in traditionally underserved communities.

Process Evaluation of Energy Trust of Oregon 2022-2023 New Buildings Program: Final Report

Prepared for:
Energy Trust of Oregon

July 26, 2023

Prepared by:



ADM Associates, Inc.

3239 Ramos Circle
Sacramento, CA95827
916.363.8383

MEMO

Date: 7/25/2023
To: Energy Trust Board of Directors
From: Dan Rubado, Sr. Project Manager – Evaluation
Shelly Carlton, Sr. Program Manager – Commercial
Alex Novie, Sector Lead – Communities + New Initiatives
Subject: Staff Response to the 2022 New Buildings Process Evaluation

This process evaluation confirmed many of Energy Trust’s assumptions about the commercial new construction market in Oregon and how New Buildings is serving it. The evaluation also revealed some new details about market actors, code compliance pathways, and program services. Of note was the very high program market share estimated by the evaluator—roughly 80% of eligible new construction projects in Oregon used the program’s services. Although market share estimation is imprecise, these findings strongly indicate the program is serving most new commercial buildings. In keeping with past trends, the evaluation showed customers hold the program in high regard and are generally very satisfied with its services. Customers particularly value relationships with program outreach managers and the assistance they provide in navigating the program.

One exception to the high market share was in the multifamily sector, where program market share declined from 2016 to 2021 even as the number of program-supported projects increased by 50%. This was a period of dramatic growth in multifamily construction and small firms, new entrants into the market and smaller project teams may be less familiar with the program. Serving more multifamily buildings, particularly smaller ones, is a big opportunity and priority for New Buildings. Staff is looking at ways to increase outreach and services tailored to the multifamily sector to increase market share and deepen energy savings. Program staff and future evaluators will continue to quantify and monitor the program market share over time and, as recommended by the evaluator, will employ surveys of non-participants in these efforts to reduce uncertainty.

Although most new construction projects use the program’s services and incentives, the evaluator noted many are completing only minor efficiency improvements through prescriptive lighting, water heating and commercial food equipment measures, leaving substantial energy savings on the table. It is a priority for New Buildings to encourage deeper energy savings by enrolling more projects in its whole building services. Staff plans to accomplish this by increasing program outreach and technical trainings, using simplified methods for whole building energy analysis that would appeal to smaller developers and design teams with fewer resources, and by encouraging more developers and project teams to hold early design assistance (EDA) meetings. EDA meetings have been successful in getting design teams to consider energy improvements and conduct whole building energy analysis.

New Buildings staff did a lot of work in advance of the major change to Oregon energy code in 2019 to make the transition easy for program participants to deal with. These activities included providing trainings on the new code, updating program forms and technical resources, simplifying the energy modeling process to focus on building performance rather than individual measures and providing assistance to help customers navigate the code. The evaluation found most building owners and design teams interviewed saw the code change as simply another regulatory change they needed to comply with as part of doing business. While some respondents expressed that meeting and exceeding energy code had become more expensive and was a growing barrier to efficiency, navigating the new energy codes did not seem to be a concern.

However, the evaluation's focus was on whole building projects and experienced design teams—smaller design firms may be having more difficulty interpreting and applying the new energy codes. In addition, local code officials charged with enforcing code reported being overwhelmed by the pace of code changes and the technical expertise required to stay up to date and assess new requirements. New Buildings will continue to support the market, particularly smaller firms, those that have not participated before and code officials to help them navigate the energy code and design buildings that exceed it.

Design teams noted they always try to sell efficiency and program participation to building owners, but Energy Trust incentives now cover a lower portion of the costs and are not enough to move some developers. Many respondents stressed the importance of the program's other services in supporting projects and influencing them to incorporate efficiency measures, particularly EDA meetings, energy modeling assistance, solar assistance and support from program outreach staff. EDA meetings were noted as the key to setting efficiency as a priority and influencing teams to improve building performance, while modeling assistance allowed teams to explore efficiency or solar options they might not have otherwise. The program will continue to promote these services to potential participants and highlight their value, particularly to smaller firms, those that are new to the program and those planning to participate at a lower level. In addition, the program will clarify that conducting energy modeling does not affect how they choose to comply with code.

As recommended by the evaluator, to improve the program's diversity, equity, and inclusion activities, program staff will increase coordination with other Energy Trust programs in their outreach to community-based organizations. This may reveal new projects that were not previously being served. In addition, staff will support the building design and construction community's efforts to identify and contract with minority- and women-owned businesses.

1. Executive Summary

Energy Trust of Oregon selected ADM Associates to conduct a process evaluation and research on how the commercial new construction market, including New Buildings Program participants, is adapting to energy code changes made in 2019 and 2021. This research included developing a characterization of the new construction market using primary and secondary data, conducting program staff interviews, conducting interviews with participants and nonparticipants, and conducting interviews with market experts and code officials actively involved in the commercial buildings market.

Table 1-1 shows how the team addressed the overall market and program related research topics Energy Trust identified for this project by data source.

Table 1-1: Project Research Topics

Research Topics	Project Document	Secondary Data	Staff	Participants	Non-participants	Market Actors
Market						
Market penetration	✓	✓				✓
Market feedback about exceeding code			✓	✓	✓	✓
Compliance with the new code			✓	✓	✓	
Program						
Program influence on decisions				✓	✓	
Program use and satisfaction			✓	✓		
Participant decision making regarding new code			✓	✓		
Program outreach and assistance to market			✓	✓	✓	✓
Program progress towards addressing DEI goals			✓	✓	✓	✓

1.1 Market Research

In 2022, ADM Associates, in consultation with Energy Trust and CLEAResult, prepared a market penetration analysis to describe the portion of the new construction market that received incentives from Energy Trust’s New Buildings Program from 2019 through 2021. This research provides an update to previous market penetration research Energy Trust conducted. To complete this analysis, we used data from the Dodge database which lists all new construction projects in the state, reviewed the CoStar database, and the Commercial Building Stock Assessment (CBSA). The key takeaways from this analysis are:

- The percentage of types of new building projects in Energy Trust territory changed between the 2014 to 2016 (2016) time frame and the 2019 to 2021 (2021) time frame. For example, the number of multifamily projects more than doubled its share of the overall market from 2016 to 2021.
- Energy Trust increased the overall number of projects it supported by 50% and the overall square footage of projects by 54% from 2016 to 2021 signaling an increase in program interest.

- The market penetration of program supported projects changed from 2016 to 2021. There has been an increase in program involvement in schools, libraries, stores, restaurants, manufacturing, recreation, hospitals, and auto services whereas there has been a decline in the penetration of multifamily buildings. The decline in penetration of multifamily buildings coincides with a rapid uptick in the development of multifamily buildings in the market, a condition that may lead to owners not participating in the program as much because there may be less need to distinguish their product.
- Since 2016, the share of projects going through the Energy Trust program has declined in many rural areas while increasing in Multnomah, Clackamas, Marion, and Jackson counties. All other regions have stayed about the same.
- Our estimate for market penetration as of late 2021 for the program is 82% ± 9%, considerably higher than previous estimates. Unlike previous market penetration work, we included what we learned from our nonparticipant survey attempts in our overall estimate. Our attempts at reaching nonparticipants demonstrated that there were very few projects that did not receive some type of support from Energy Trust.

1.2 Program Research

We completed interviews with participants twice during the evaluation period. We completed the first set of interviews in spring/summer 2022, primarily with building owners and their representatives, and the second set of interviews in winter/spring 2023, primarily with designers.

Participants, both building owners and designers, tend to be regular users of Energy Trust programs and services, reporting familiarity with the New Buildings program, and experience with the program for four or more years. Most first learned about and participated with Energy Trust four or more years ago. Additionally, most respondents were familiar with the program track and service names suggesting a familiarity with program details.

Early design assistance and energy modeling assistance were critical aspects of the support received by participants – both buildings owners and designers—and respondents indicated high levels of satisfaction with all elements of the program. Almost all participant respondents that received early design assistance or energy modeling assistance described these services positively and many provided specific examples of how that assistance improved their project. For example, it helped them validate assumptions, contributed to the inclusion of solar on the project, and helped the design team convince decision maker stakeholders to invest in efficiency. One designer specified that without the energy modeling assistance their project would not have included solar and because of their positive experience with modeling and solar on their current project, they are looking to do solar on their next project. Across almost all aspects of the program’s services, training, and staff, building owner respondents reported being very or somewhat satisfied. Similarly, designers reported high levels of satisfaction with the program.

Energy Trust support for solar is important to respondents. Even in cases where organizations are required to install solar, building owners and designers reported the Energy Trust support made the solar installation process easier because the support gave them a roadmap to follow. For example, one school respondent stated that the Energy Trust program representative “was super helpful for explaining” the necessary steps to complete a solar array.

Major changes to the energy code in 2019 and 2021 were not top-of-mind for building owners or designers. Building owners reported little awareness of the specifics around energy code, often leaving the details of code compliance to others on the design team. Designers reported treating code as just another thing to do, not something they expressed a lot of concern about. In most cases, the designers reported they paid more attention to constructing as efficient a building as possible instead of closely examining code to see where they could exceed code. Instead, they often design a very efficient building, and then, if needed due to cost, scheduling, or some other issue, choose to cut elements. For them, it was not a summative process for how to exceed code – what can be added - but rather a subtractive process – what has to be cut from a highly efficient building to make it meet budget and still exceed or meet code.

The building type informs which code compliance pathway designers choose, not influence from Energy Trust. For example, some buildings that had modeling done complied with code via the prescriptive pathway because the design team reported it was easier to complete the prescriptive pathway paperwork. Designers indicated that major renovations and historic buildings were more likely to need to comply with code via modeling because there are more tradeoffs needed with these projects.

In contrast to what we learned from designers, market experts and code officials that enforce code reported that the decision to select a particular code compliance pathway is determined by three variables.

- Cost: The Performance Pathway is more expensive and relies on extensive modeling and testing; the Prescriptive Pathway is less expensive and easier to complete.
- The type of equipment installed. Lighting installations rely more on prescriptive pathway while HVAC installations may use the performance pathway.
- The project cost and scope: Large new construction projects tend to rely more on the performance pathway, while small remodeling projects may rely more on prescriptive pathway.

Market experts and code enforcement officials recommended that code writers:

- Provide better guidance on solar requirements. Currently, code requirements for solar are not well-defined, creating confusion for builders and designers. Code officials want to understand better how to integrate these technologies to become “solar-ready”. In contrast, the building experts want clear guidance on incorporating these technologies into their building projects.
- Consider demand control ventilation requirements and incorporate sensors in the ventilation units that could adjust the levels based on occupancy loads.
- Consider exterior insulation and the elimination of thermal bridges in future code updates. However, these changes should be made gradually as it will take time for the market to “catch up.”

Both code officials and market experts expressed concern about the frequency and cadence of building code changes. Specifically, the code officials reported feeling overwhelmed by the level of technical expertise they were expected to have. Market experts were worried that the code changes would be too costly for small business owners as “energy improvements come with a price tag.”

1.3 Conclusions and Recommendations

Based on the findings of this evaluation effort, we present our conclusions and recommendations organized by research objective here.

1.3.1 Market Characterization and Market Penetration Estimate

Conclusion #1: Previous market penetration estimates have likely been underestimating the actual reach of Energy Trust’s New Buildings program because previous work did not attempt to contact nonparticipants. Our work suggests that the program’s penetration into the target market could be in the range of 73% to 95%, a notable increase from the roughly 50% estimate provided in previous research. This higher estimate is a result of our data collection efforts that found very few nonparticipants. While most projects are going through Energy Trust programs, there is still opportunity for projects to go after deeper savings by participating in Whole Buildings, Path to Net Zero, and Market Solutions tracks.

Recommendation #1.1: For future market penetration estimates, use a survey or other means to verify that the people and projects identified as nonparticipants are within the program’s target market.

Recommendation #1.2: Continue to emphasize the importance of going beyond systems-based incentives by encouraging participants to pursue the deeper savings available to them. Focus outreach efforts on not just the potential for long-term energy savings but some of the non-energy benefits participants told us about: improved workflows that resulted from the early design meetings, identifying that solar was possible for a project, and assistance in meeting an organization’s sustainability goals.

1.3.2 Adaptation to Recent Energy Code Changes

Conclusion #2: The interviews with building owners and designers suggest that the market is adapting to recent energy code changes with relative ease. Many owners and designers indicated that code changes were a relative afterthought because they were often focused on constructing the most efficient building possible and working back towards code in certain applications if a certain building element became too expensive or a certain piece of equipment would not be available when needed. It is possible that the participants and designers that work exclusively on systems-based projects and do not avail themselves of services like early design assistance and modeling assistance may have a different perspective about adapting to energy code.

Recommendation #2.1: Consider surveying or interviewing participants and designers that apply only for equipment incentives to determine whether they struggle with code changes and, similar to recommendation 1.2, consider additional outreach to these participants and designers that focuses on how other Energy Trust services can help them address their code change concerns.

1.3.3 Program Participant and Trade Ally Experiences with the Program

Conclusion #3: Early design assistance, energy modeling assistance, and solar assistance are the critical aspects of the Energy Trust support received by participants, and respondents were highly satisfied with

all elements of the program. Almost all respondents that received early design assistance or modeling assistance described these services positively, and many provided specific examples of how that assistance improved their project. For example, it helped them validate assumptions, contributed to the inclusion of solar on the project, and helped the design team convince decision maker stakeholders to invest in efficiency. No respondent reported dissatisfaction with the program's services.

Recommendation #3.1: When trying to convince participants to do more efficient projects, highlight the important non-financial role that early design assistance, energy modeling assistance, and solar assistance have provided design teams. These program services provide relatively small financial incentives relative to a multi-million dollar building, but the design team's reported benefits of these services suggest that these services are worth far more than just lowering the cost of the project.

1.3.4 Program Influence on Construction and Equipment Decisions

Conclusion #4: The need of each project affects a design team's decision-making about which code compliance pathway to choose more than anything else. Design teams choose their pathway based on what they think is going to be the easiest method to meet code obligations for a given project.

Recommendation #4.1: The program could help participants that are receiving systems-based incentives only and that are not familiar with energy modeling or are concerned about the cost or additional work of modeling, that conducting energy modeling would not affect how they comply with code. Some participants unfamiliar or concerned about modeling may think that modeling will entail more complicated code compliance and that is not the case.

1.3.5 Program Outreach and Assistance to Market

Conclusion #5: Participants and designers were especially satisfied with the outreach the program provides, in particular, the support Energy Trust outreach staff provide to project staff. According to participants and designers, outreach staff help project staff with incentive paperwork, coordinating design meetings, explaining Energy Trust support to decision makers, and other activities. In fact, in many instances, this support is perhaps more valuable to project staff than the equipment incentives.

Recommendation #5.1: Continue providing strong outreach support to project teams.

1.3.6 Program's DEI Goals

Conclusion #6: The market characterization indicates that the program is reaching most of the new construction market and a variety of organization types, both public and private, suggesting that the program is reaching organizations owned by and serving communities of color, women, and rural communities. However, Energy Trust would need to conduct additional research to verify that and to ensure that the handful of projects not going through the program are not owned by minorities, women, or located in rural areas. While participants, designers, and other respondents had few insights into how the program has been addressing its DEI goals and only a handful had recommendations for how the

program could address its DEI goals, some designers indicated that Energy Trust could support designers' efforts to contract with minority and women-owned businesses.

Recommendation #6.1: Increase outreach and communication with targeted groups to ensure these groups are aware of all aspects of support Energy Trust can provide to new construction efforts. This could include efforts Energy Trust is making with Business Lighting and Existing Buildings to reach out to community-based organizations.

Recommendation #6.2: Provide designer and architect community a list of minority and women-owned businesses they could potentially contract with.