

# Board Meeting Minutes—222nd Meeting

March 13, 2024

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**Board members present:** Janine Benner (ODOE Special Advisor), Thelma Fleming, Eric Hayes, Henry Lorenzen, Jane Peters, Roland Risser, Silvia Tanner, Letha Tawney (OPUC ex-officio), Peter Therkelsen, Ellen Zuckerman

**Board members absent:** Susan Brodahl, Melissa Cribbins, Ellsworth Lang, Bill Tovey

**Staff attending:** Sarah Castor, Scott Clark, Amber Cole, Michael Colgrove, Elaine Dado, Chris Dunning, Fred Gordon, Betsy Kauffman, Marshall Johnson, Debbie Menashe, Spencer Moersfelder, Dave Moldal, Alex Novie, Elaine Prause, Danielle Rhodes, Lizzie Rubado, Amanda Sales, Jess Siegel, Tracy Scott, Greg Stokes,

**Others attending:** Joe Abraham (OPUC) Christopher Banks (Urban League), Oswaldo Bernal (OBL Media), Ashnie Butler (Inner Work, Outer Play), Kari Greer (Pacific Power), Rob Fenty (1961 Consulting), Terrance Harris (Drexel University), Ryan Harvey (Pacific Corp), Philip Kelsven (BPA), Peter Kernan (OPUC), Lisa McGarity (Avista), Noemi Ortiz (Cascade Natural Gas), Laney Ralph (NW Natural), Rhea Standing Rock (Sunlight Solar), Lauren Rosenstein (ODOE), Indika Sugathadasa (PDX Hive), Jaimes Valdez (PCEF), Holly Valkama (1961 Consulting), Becky Walker (NEEA), Jake Wise (PGE)

## Opening

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President Henry Lorenzen called the workshop meeting to order at 9:05. He previewed the agenda for the day, which is focused on continuing discussions on strategic development and acknowledged and welcomed members of Energy Trust's advisory council to participate in discussions.

## Oregon Department of Energy: Priorities, Industry Outlook and Strategy, Input on Energy Trust's Unique Role of Value

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Amber Cole, Energy Trust Director of Customer and Communication Services and staff liaison to the board's ad hoc Strategic Planning Committee, described the importance of Energy Trust's collaboration and coordination with the Oregon Department of Energy (ODOE). Several staff members were interviewed as part of the strategic plan development process and stakeholder engagement, and summaries of those interviews were provided to the board in their workshop materials. Amber then introduced Janine Benner, ODOE Director as well as Special Advisor to the Energy Trust board. Amber described Janine's work and experiences.

Janine then shared her thoughts and observations for the current strategic planning context. Janine agreed with Chair Decker's comments at the prior board meeting: energy system challenges in greenhouse gas reduction and energy burden are increasing, as is load. Oregon's approach to investing in energy efficiency has proved effective, and Janine expressed optimism.

Janine then described ODOE's development of a state energy strategy to present to the legislature, noting that while the timing between the state energy strategy and Energy Trust's strategic plan development are slightly mismatched, ODOE and Energy Trust staff are collaborating.

Board members and advisory council members asked a number of questions regarding ODOE's work, including regarding Inflation Reduction Act funding, siting, energy security, regional transmission collaboration, and customer costs and needed support associated with transition to a cleaner energy systems. Janine responded to questions, emphasizing the importance of collaboration among state and federal agencies, customer groups, Energy Trust, and other actors to build the necessary policy

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frameworks, new infrastructure, and workforce for the clean energy transition.

The board thanked Janine for her presentation and the robust discussion.

### **Strategic Planning: Scenarios Refined**

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Holly Valkama, 1961 Consulting, facilitated the board's continued discussions on scenario development for the new strategic plan. Holly explained that the ad hoc Strategic Planning Committee refined the topics discussed at the board's February meeting into a scenario document presented to the board prior to the workshop for review.

Board members discussed the scenario compilation, noting that the scenarios provide a high-level view of what the anticipated conditions are most likely to be during the new strategic plan period. The scenario describes more frequent extreme climate events, decarbonization remaining of interest to utilities and businesses, and the fact that the policy environment in Oregon is likely to remain stable despite polarization nationally. The future scenario highlights also a focus on housing and affordable housing, as well as the assumption that policies, stakeholders, and funding sources will continue to prioritize equity and environmental justice to address gaps. The document also anticipates that utilities will be evolving their operating models to support capacity and reliability; energy affordability will become more of an issue over time; and distributed energy resources and connected technologies will be increasing, relative to other energy resources. The regulatory framework for Energy Trust is expected to remain stable. It is expected that there will be many options available to customers that will need navigating, and this could cause confusion and potential challenges for labor and consumer protection.

Board members discussed the scenarios presented and asked for continued focus on labor challenges and protection, land use considerations, and transmission challenges.

### **Strategic Planning: Strengths and Capabilities Map**

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Holly then discussed another building block of strategic plan development: building Energy Trust's strengths and capabilities map. She introduced a starting point for such a map, based on input from Energy Trust staff at a recent all-staff strategic planning retreat as well as input from Energy Trust's executive team and the ad hoc Strategic Planning Committee.

The board and advisory council members broke into small groups to discuss the strengths and capabilities map, and then returned to a large group for discussion.

After a short break, the workshop reconvened.

### **Diversity, Equity Inclusion and Belonging**

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Ashnie Butler of Inner Work, Outer Play Consulting, has been supporting the Energy Trust board in a variety of discussions related to Diversity, Equity, Inclusion and Belonging (DEIB). Ashnie and the board undertake a DiSC assessment to identify characteristics and working style. Ashnie facilitated a board discussion on their DISC assessment characteristics in the implications for the board works together.

### **Lunch**

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The board adjourned for lunch and reconvened at 1:05.

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## **Board Meeting Call to Order and Invitation for Public Comment**

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Henry Lorenzen called the meeting back to order at 1:04 and asked for any public comment. There was no public comment.

## **Strategic Planning: Opportunities**

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Rob Fenty, also of 1961 Consulting, then guided the board, advisory council members and others, on a discussion of opportunities that could be anticipated to emerge out of Energy Trust's strengths and capabilities. Rob reviewed the various building blocks of our strategic planning approach: Scenarios, Unique Role of Value, Strengths and Capabilities, and Opportunities. Board members and advisory council members broke out into small groups to discuss and brainstorm opportunities available given the scenario landscape and informed with Energy Trust's strengths and capabilities. The board then reconvened for a full group discussion to assess opportunities:

## **Strategic Planning: Unique Role of Value**

Following discussion of opportunities, Rob led the board and the advisory council members into another small group activity around how these opportunities inform Energy Trust's unique role of value, another important building block for strategic plan development.

## **Break**

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The board recessed for a short break at 3:15 and reconvened at 3:25.

## **Strategic Planning: Unique Role of Value, Continued**

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Following the break, the board reconvened as a whole to discuss their thoughts on unique role of value. Holly and Rob will compile the group feedback for review at the board's upcoming April and May meetings.

## **Close**

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Holly Valkama thanked the board and advisory council members for their engagement. She explained that the work generated by the discussions at the meeting will be summarized for the internal staff committee and ad hoc Strategic Planning Committee as they plan for upcoming board meeting discussions. President Henry Lorenzen thanked the board and advisory council members for their time, noting that it was rewarding to hear different perspectives, all of which helps the board inform the strategic plan and direction of Energy Trust.

## **Adjourn**

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The meeting adjourned at 4:50 p.m.

Board Meeting Minutes

March 13, 2024

**The next regular meeting of the Energy Trust Board of Directors** will be a hybrid meeting and held Wednesday, April 17, 2024, at 9:00 a.m. at Energy Trust of Oregon, Inc., 421 SW Oak Street, Suite 300, Portland, Oregon and on Zoom.

DocuSigned by:  
*Eric Hayes*  
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Signed: Eric Hayes

4/17/2024  
Date