

## Energy Trust Board of Directors

May 13<sup>th</sup> and 14<sup>th</sup>, 2024 Regional Board of Directors Strategic Planning Workshop

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**Energy Trust of Oregon**  
**Board of Directors' Regional Board Meeting and Strategic**  
**Planning Workshop**  
Hybrid on Zoom and at  
The Hood River Hotel, 102 Oak Street, Hood River, OR 97031

**Register in advance for this webinar:**

[https://us06web.zoom.us/webinar/register/WN\\_NxTuCnPEQLCNQQ\\_VRTcN5QQ](https://us06web.zoom.us/webinar/register/WN_NxTuCnPEQLCNQQ_VRTcN5QQ)

***\*You will need to register separately for each meeting.\****

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

### **PUBLIC COMMENT:**

There will be PUBLIC COMMENT opportunities during both meetings. **On May 13<sup>th</sup>**, the invitation for public comment is at **1:30 p.m.** **On May 14<sup>th</sup>**, the invitation for public comment is **1:00 p.m.** To request to speak at either session, email meeting host [danielle.rhodes@energytrust.org](mailto:danielle.rhodes@energytrust.org). with contact information and questions or comments.

### **EXECUTIVE SESSION:**

**On May 13<sup>th</sup>, 2024**, the Energy Trust of Oregon Board of Directors will meet virtually and in person in **Executive Session from 11:35 a.m. to 12:30 p.m.** to discuss matters pursuant to bylaws section 3.19.1: *to discuss internal personnel matters*. **The Executive Session is not open to the public.**

## 224<sup>th</sup> Board Meeting – Regional Board Meeting: Hood River, OR

Join Zoom Meeting:

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May 13<sup>th</sup> and 14<sup>th</sup>, 2024

<b>May 13<sup>th</sup> Agenda (10:00am – 3:30pm)</b>		<b>Purpose</b>
<b>10:00 a.m.</b>	<b>Opening</b> (Holly Valkama, Henry Lorenzen, 10 minutes)	Info
<b>10:10 a.m.</b>	<b>Utility Representatives Panel</b> (75 minutes) <i>Panelists:</i> <ul style="list-style-type: none"> <li>• Mary Moerlins, Director of Environmental Policy &amp; Corporate Responsibility, NW Natural</li> <li>• Cory Scott, Vice President of Customer and Community Solutions, Pacific Power</li> <li>• Latisha Hill, Vice President of Community Affairs &amp; Chief Customer Officer, Avista</li> </ul> <i>Moderator:</i> <ul style="list-style-type: none"> <li>• Elaine Prause, Senior Manager of Regulatory and Funder Relations, Energy Trust</li> </ul>	Info
<b>11:25 a.m.</b>	<b>Break</b> (10 minutes)	
<b>11:35 a.m.</b>	<b>Adjourn Public Meeting and meet in Executive Session</b> (Henry Lorenzen and Ashnie Butler of Inner Work, Outer Play, 55 minutes) Adjourn the public meeting in Executive Session pursuant to bylaws section 3.19.1 to discuss internal personnel matters. <b><i>The Executive Session is not open to the public.</i></b>	Info
<b>12:30 p.m.</b>	<b>Lunch @ Broder Øst</b> (60 minutes)	
<b>1:30 p.m.</b>	<b>Board Meeting Call to Order</b> (Henry Lorenzen) <b>Invitation for Public Comment</b> (5 minutes) <i>The president may defer specific public comment to the appropriate agenda topic.</i>	Info
<b>1:35 p.m.</b>	<b>Community Representatives Panel</b> (60 minutes) <i>Panelists:</i> <ul style="list-style-type: none"> <li>• Robert Wallace, Executive Director, Wy'east Resource Conversation and Development; Commissioner for the Port of The Dalles; Dufur School Board Member</li> <li>• Lindsay McClure, Program Manager, Mid-Columbia Economic Development District and Hood River Energy Council</li> <li>• Lauren Kraemer, Associate Professor, Family and Community Health, Oregon State University Extension Service</li> </ul> <i>Moderator:</i> <ul style="list-style-type: none"> <li>• Caryn Appler, Senior Outreach Manager – Eastern Oregon, Energy Trust</li> </ul>	Info

**May 13<sup>th</sup> Agenda, Continued**

**2:35 p.m. Break** (10 minutes)

**2:45 p.m. Strategic Planning: Vision, Purpose, Unique Role of Value** (Rob Fenty, 40 minutes) Info

**3:25 p.m. Closing** (Holly Valkama, 5 minutes)

**3:30 p.m. Check In to Hotel at Hood River Hotel**, 102 Oak Street, Hood River, OR 97031 **or Best Western Hood River Inn**, 1108 E Marina Way, Hood River, OR 97031

**5:00 p.m. Community Reception at Farmer's Conservation Alliance**, 102 State Street, Hood River, OR 97031

**7:15 p.m. Board Dinner, Pfriem Brewery**, 707 Portway Avenue, Ste. 101, Hood River, Oregon 97031 (Shuttle Service Available)

<b>May 14<sup>th</sup> Agenda (9:00 a.m. – 4:30 p.m.)</b>		<b>Purpose</b>
<b>9:00 a.m. Opening</b> (Holly Valkama, Henry Lorenzen, 10 minutes)		Info
<b>9:10 a.m. Strategic Planning: Areas of Focus</b> (Holly Valkama, 90 minutes)		Info
<b>10:40 a.m. Break</b> (20 minutes)		
<b>11:00 a.m. State and Local Representatives Panel</b> (60 minutes)		Info
<i><b>Panelists:</b></i>		
<ul style="list-style-type: none"> <li>• Oregon State Senator Kayse Jama, District 24 (East Portland, Damascus, Boring), Chair, Senate Housing and Development Committee</li> <li>• Oregon State Representative Pam Marsh, District 5 (Southern Jackson County), Chair, House Housing and Homelessness Committee; member of House Climate, Energy, and Environment Committee; member of House Agriculture, Land Use, Natural Resources, and Water Committee</li> <li>• Mayor Witt Anderson, City of Mosier</li> </ul>		
<i><b>Moderator:</b></i>		
<ul style="list-style-type: none"> <li>• Chris Lyons, Senior Manager of Stakeholder Relations and Policy, Energy Trust</li> </ul>		
<b>12:00 p.m. Lunch</b> (60 minutes)		
<b>1:00 p.m. Board Meeting Call to Order (Henry Lorenzen)</b>		Info
<b>Invitation for Public Comment</b> (5 minutes)		
<i>The president may defer specific public comment to the appropriate agenda topic.</i>		
<b>1:05 p.m. Strategic Planning: Areas of Focus</b> (Holly Valkama, 85 minutes)		Info
<b>2:30 p.m. Break</b> (15 minutes)		Info
<b>2:45 p.m. Strategic Planning: Goals</b> (Holly Valkama, 85 minutes)		Info
<b>4:10 p.m. Strategic Planning: June - December</b> (Holly Valkama and Amber Cole, 20 minutes)		Info
<b>4:30 p.m. Adjourn</b> (Henry Lorenzen)		

**The next regular meeting of the  
Energy Trust of Oregon Board of Directors  
will be a hybrid meeting and held June 12, 2024, on Zoom  
and in person at 421 SW Oak Street, Portland OR 97204**

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- Ad hoc Strategic Planning Committee Minutes April 10, 2024
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# Strategic Planning Materials

Energy Trust Board Members,

Next week's Board workshop will move us into two of the final elements of the strategic plan:

- Areas of Focus: What must Energy Trust focus on to deliver on the promise of its unique role of value, and be transformative in nature?
- Goals: What must be accomplished during the plan's timeframe? How will we measure success?

All the information and perspectives you've received from stakeholders, the learning papers, and the rich discussions amongst each other prepare you well for next week's discussions. You will be deciding on the major areas to focus Energy Trust's staff and other resources over the next six years. This packet has very little new material, but provides some documents that may be handy to have at the Board meeting when you are considering where to direct priorities. Included here are:

- Strategic Plan Elements overview
- Vision, Purpose, Unique Role of Value recommendations from the Strategic Planning Committee
- Future Scenario: 2025-2030 (high-level summary)
- Current Strengths & Capabilities map

In addition, the final slide is an overview of the work between June and December, when the Board votes on the final 2025-2030 strategic plan.



# Energy Trust Board of Directors May Workshop Materials

# Strategic Plans: What elements to include?



## Vision

What is the picture of the future state we are trying to create?  
What's possible because Energy Trust exists?



## Organizational Values

What is our internal vision and the fundamental beliefs and behaviors that shape how we work together and serve our purpose?



## Purpose

What is our mission? What are we here to make happen? Are there boundaries to the work/scope of the organization?



## Areas of Focus

What must we focus on to deliver on the promise of our unique role of value, and be transformative in nature?



## Unique Role of Value

What unique & sustainable value do we deliver; where do we deliver it, and for whom?



## Objectives/Goals

What must be accomplished during the plan's timeframe? How will we measure success?



# Strategic Plan Aspirational Statements

*Strategic Planning Committee Recommendation – 5.8.2024*

## Vision

Clean, affordable energy for everyone

## Purpose

We partner with customers, utilities, and communities to save energy and adopt clean energy solutions, reducing costs and accelerating community-centered benefits.

## Unique Role of Value

Through its strong network of relationships, Energy Trust is uniquely positioned to support utility customers and communities in saving energy and adopting customer-sited clean energy solutions that reduce energy costs, while contributing to:

- Community-centered benefits.
- Energy justice outcomes.
- State, local, and tribal energy objectives.

# Future Scenario: 2025-2030

1. Climate change-related extreme weather events will occur with increasing frequency.
2. Decarbonization remains a state policy objective. Utilities continue to invest in meeting decarbonization goals; growing customer interest in decarbonization will drive some consumers and businesses to reduce their carbon footprint.
3. Policymaking dynamics in Oregon will remain stable and favorable for clean energy solutions, despite the national political landscape remaining polarized.
4. Increasing housing supply, especially affordable housing, through new construction will be a sustained statewide objective through 2030.
5. Policies, stakeholder advocacy and funding sources continue to prioritize equity and environmental justice to acknowledge and address systemic injustice in the energy system. This systemic injustice has increased energy burden and resulted in disproportional impacts of climate change on frontline communities.

## Future Scenario: 2025-2030 (continued)

6. Utilities are evolving their operating model. Planning and management will focus on distribution system planning to encompass not only reliability but also capacity, flexibility and resiliency. Community needs are increasingly factored into utility resource planning.

7. Energy affordability will become a bigger issue as rates increase for utility customers.

8. The value of energy efficiency, renewable energy and distribution system-connected technologies such as solar + storage is increasing relative to other resource options. OPUC and stakeholder interest in procuring all achievable potential as soon as possible will increase.

9. Statutory authority for funding of energy efficiency, small-scale renewable energy and distribution system-connected technology through Energy Trust remains stable with no changes expected. The regulatory framework for Energy Trust investments also remains stable and continues to necessitate exceptions or additional funding sources to support investments that do not pass existing cost-effectiveness tests.

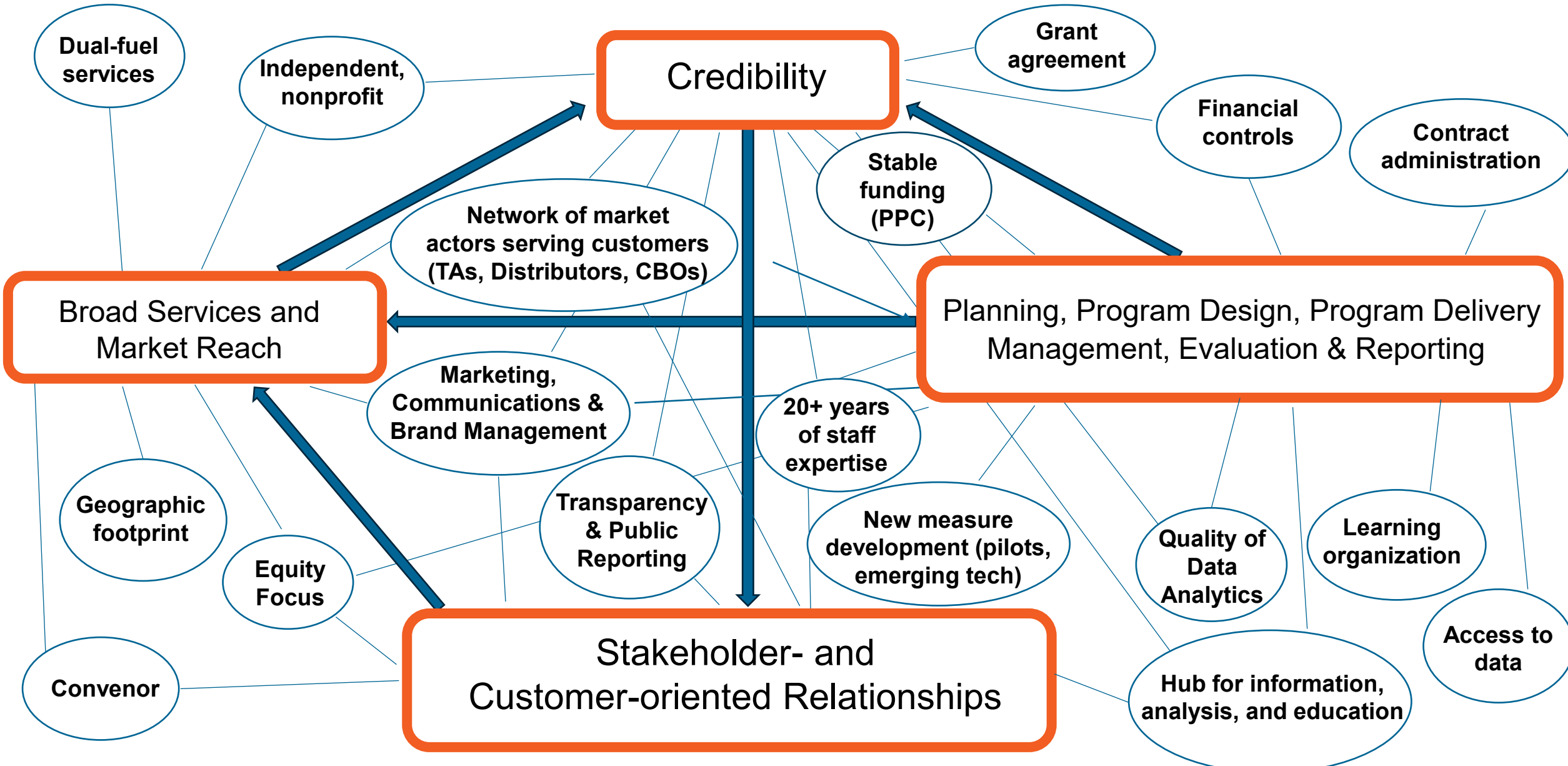
10. Significant new funding streams for clean energy investment will become available. Most will incorporate some degree of environmental justice objectives.

## Future Scenario: 2025-2030 (continued)

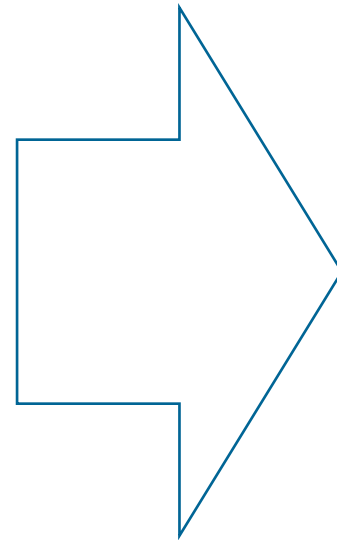
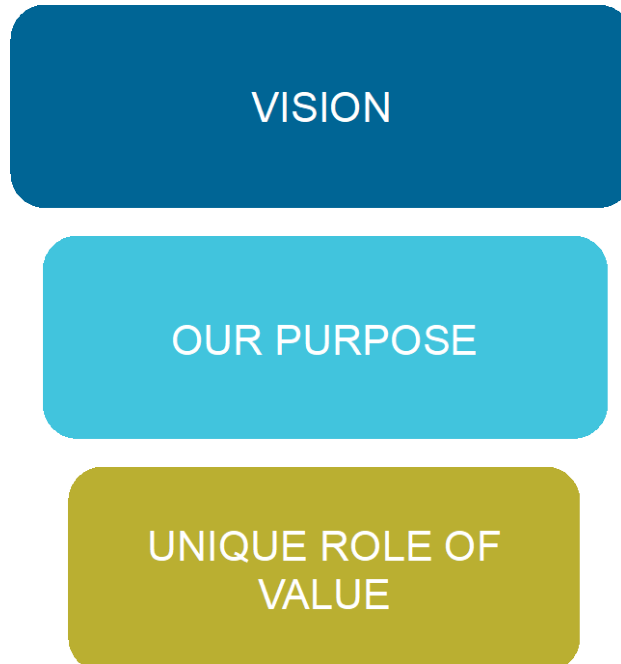
11. The number of organizations and programs offering clean energy services for customers will grow.
12. Customers will be challenged to navigate a broader range of offers and service providers to determine which clean energy actions to take—creating a barrier to action. More customers will experience variable quality or misleading information, creating a risk of lost confidence among customers and challenging credibility of clean energy implementers.
13. Labor market constraints and shortages will continue to be a barrier to increasing energy efficiency and small-scale renewables projects.

# Energy Trust's Strengths and Capabilities

Orange shapes = Strengths  
Blue shapes = Capabilities

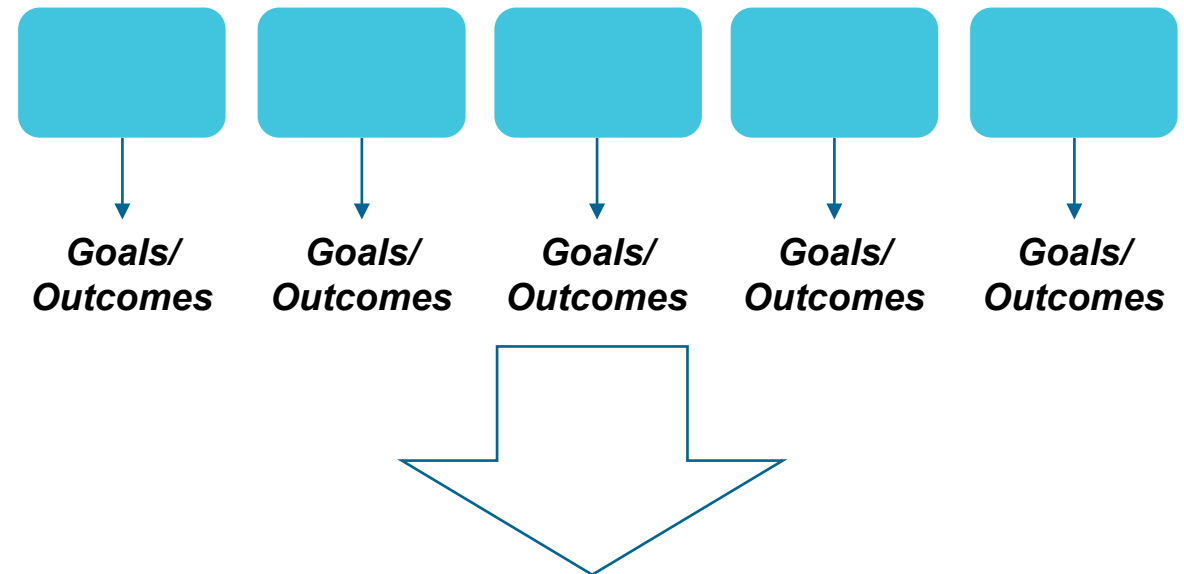


## Strategic Clarity



## 2025-2030 Focus - Priorities

### 3-5 Strategic Areas of Focus



*Kicks off planning to identify & stage key deliverables associated with each strategic Area of Focus*

# 2024 Strategic Plan Development and Review Schedule

Month	Activity
June – August	<ul style="list-style-type: none"> <li>• Board finalizes Areas of Focus and Goals</li> <li>• Board establishes the signposts it will monitor during plan management</li> <li>• Board agrees on the cadence and content of regular strategic plan management for the Board (this activity could be scheduled in a later Board meeting)</li> </ul>
June - August	<ul style="list-style-type: none"> <li>• Staff draft strategic plan based on board outputs</li> <li>• Guidance and review by Strategic Planning Committee (SPC)</li> </ul>
August 14 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Draft plan presented to Board</li> <li>• Strategic Plan published for public review/comment</li> </ul>
August – September	<p>Stakeholder outreach and engagement on draft plan</p> <ul style="list-style-type: none"> <li>• includes online web form questionnaire, meetings, focus groups and direct communication regarding comment opportunities</li> <li>• 5 weeks from mid-August to mid-September</li> </ul>
October	<p>SPC receives report of commentary received through web form and in meetings. Board receives update from SPC with themes of commentary(October 9)</p>
October – November	<ul style="list-style-type: none"> <li>• Draft plan revision period</li> <li>• SPC guides staff revisions based on comments</li> </ul>
December	<p>Final proposed strategic plan presented to board (December 13) and published</p>

# Ad hoc Strategic Planning Committee Meeting Notes

April 10, 2024

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**Committee members attending:** Janine Benner (ODOE Special Advisor, ex-officio), Henry Lorenzen, Jane Peters (Chair), Letha Tawney (OPUC ex-officio), Bill Tovey, Ellen Zuckerman

**Committee members absent from meeting:** Peter Therkelsen

**Staff attending:** Sarah Castor, Amber Cole (Staff Liaison), Michael Colgrove, Danielle Rhodes, Jess Siegel, Greg Stokes

**Others attending:** Holly Valkama (1961 Consulting)

Jane Peters opened the meeting at 3:31 p.m.

## **Unique Role of Value**

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Holly presented a synthesis of the committee's input and feedback and the internal strategic planning team feedback on revisions of the unique role of value statements. The internal strategic planning team added another statement synthesizing some of the prior options.

The committee discussed various wording options and expressed preferences for one or more of the statements.

Henry noted that reducing energy costs should be a clearly defined statement in the unique role of value. He also would like a clearer definition of what community means, as not everyone may have the same collective understanding of what community we may be defining. Jane noted the energy transition language seems nebulous and agrees with Henry in that reducing energy costs should be the focus of the unique role of value and noted that the revised statements have more in common with each other than prior iterations. Bringing back some of the other iterations may assist in assessing which statement aligns with the board the best.

Janine asked if this will be a public facing statement, or if these statements will be simply for the board to consider in the strategic planning process. Holly noted that there has not been a decision as to whether the unique role of value will be published. In a competitive space, organizations do not generally share their value proposition, as it is a focus of how to go to market, which is not published for competitors. The resulting strategic plan will reflect how we see our unique role in the 2025-2030 landscape, whether or not the specific statement is included. Generally, as we move into the areas of focus, those will be in service to the unique role of value. A vision/mission/purpose has a longer life. Janine noted that the first iteration is the most accurate to her, and the rest seem aspirational.

Ellen pointed out that only two statements talk about customer adoption of energy efficiency and renewable energy. Bill agreed. Greg asked if we need to specifically call out Oregon and southwest Washington or leave the language less specific. Holly notes that the board will need to also assess this language.

Letha provided that centering the energy transition versus other stressors in the energy system such as high load growth, managing a changing climate and the cost of other drivers seems to be lost in some of these statements, and reworking language to discuss optimizing cost



management would be beneficial. She likes the language of community related benefits, as there are many co-benefits that emerge from this work, and language that generates communication of maximum co-benefits can illustrate that there has been adequate consultation with the communities we serve while avoiding harm. We have used the word community in a flexible way and will need to continue to do so.

Jane would like to avoid using Oregon to be more inclusive and allow for more flexibility. She proposes that we bring three options to the board meeting. The committee agreed that using the term “energy transition” does not hit the mark, and Holly will bring a third value statement that encompasses these proposed changes to the board meeting.

## **Strengths and Capabilities Map**

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Holly returned to a discussion topic from the committee’s last meeting which was to review the board’s feedback on the draft strengths and capabilities map, as discussed in small groups alongside advisory council members attending the March board meeting. The committee continued reviewing the internal staff strategic planning team’s recommendations related to suggestions collected from the small groups. The internal team recommended:

- Maintain the reference to “financial controls” as a capability. Cost control was suggested as an addition, but it is a general management function that many organizations have so it is not a particularly unique capability. What sets us apart in this space as a steward of ratepayer funds is robust financial controls.
- Maintain the reference to the grant agreement as is -- gas funding will be covered during the 2024 revision of the grant agreement so it should not specifically reference electric funding.
- Maintain stable funding as a separate capability instead of rolling it together with the grant agreement, as suggested by one group– while related, they are distinct in how they reinforce the strengths. The grant agreement gives us the authority to do the work and reinforces our accountability, so therefore it supports credibility. Stable funding enables consistency in planning forward for the work and provides stability in the market; since the funding does not wildly vary yearly, it reinforces all strengths and capabilities.
- Maintain contract administration as the capability instead of adding contract management – contract management is reflected sufficiently in the strength “Effective planning, program design, program delivery management, evaluation and reporting;” contract administration is the unique capability.
- Do not add “brand awareness” as suggested, as it could be stronger among many customer segments, and we have not ever spent enough on brand advertising/PR consistently to make that a real strength. However, “Brand Management” is now a strong and relevant capability that can be combined with other suggestions.
- Add “Marketing, Communications and Brand Management” as a capability. The staff team agrees these are strong capabilities, and this recommendation consolidates related suggestions that appeared in many of the small group discussions.
- Do not add a separate reference to “legislative authorization” as suggested, as this is already represented in the grant agreement capability.

- Do not add “well-developed systems to deploy funds” as suggested, as this is already represented by the strength “effective planning program design, program delivery management, evaluation and reporting.”
- The staff team recommends adding “Hub for information/analysis/education.” This is a consolidation of two suggestions regarding being a hub and offering information and analysis. Policymakers, advocates, stakeholders, and customers often approach us, and we are good at sharing what we know or have learned. We are unique as a hub in our space.
- Do not add “forming partnerships” as suggested, as this is already implied in the relationships strength and the “channels to customers” capability.
- Do not add “range of channels to customers,” as this is represented by other items on the map, such as network of market actors and customer-oriented relationships.
- Do not add trust building as suggested, as we do have this in some ways, and we do not have this capability particularly in communities we have historically underserved. While we are working on this, it is not yet a broad capability.
- Do not add “opt-in funding,” as the meaning is unclear.
- Do not add “desirable workplace” as while this does seem to be true, it remains challenging to compete for staff in some functional areas. We are also evolving as a workplace, and this item may be more aspirational now.
- Do not add “stable and high-quality staff and staff development”, as staff experience is already represented on the map.
- Do not add “meaningful engagement”, as the definition is subjective.

Committee members discussed these recommendations and ultimately concurred with staffs thinking. The recommended changes to the strengths and capabilities map will be presented at the April board meeting. We will begin to make connections between the strengths and capabilities after the April board meeting.

### **April Board Meeting Topics**

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Holly previewed the strategic planning topics to be covered at the April meeting. The board will discuss the unique role of value statement and the revised strengths and capabilities map. The board will then begin to discuss vision and purpose and reassess them in May. During the second meeting in May, the board will discuss focus areas and how to measure success over the strategic plan.

Mike noted that we have not yet brought updates on the multiyear planning process, but that it should be integrated into the strategic planning discussions to assess how top level goals can be achieved and the long term impact can be assessed, in addition to determining what resources and activities will need to be created to meet and measure those goals.

Greg noted that he provided a strategic planning update to the Conservation Advisory Council, and they reported that they were pleased with the updates and engagement that the strategic planning team has provided.

## **Adjourn**

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The meeting adjourned at 4:28 p.m.

**The next meeting of the ad hoc Strategic Planning Committee is scheduled for May 2nd, 2024, from 2:00 p.m. to 4:00 p.m.**

# Ad hoc Strategic Planning Committee Meeting Notes

May 2, 2024

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**Committee members attending:** Henry Lorenzen, Jane Peters (Chair), Letha Tawney (OPUC ex-officio), Peter Therkelsen, Bill Tovey, Ellen Zuckerman

**Committee members absent from meeting:** Janine Benner (ODOE Special Advisor, ex-officio), Michael Colgrove, Greg Stokes

**Staff attending:** Kathleen Belkhatay, Sarah Castor, Amber Cole (Staff Liaison), Elaine Prause, Danielle Rhodes

**Others attending:** Holly Valkama (1961 Consulting)

Jane Peters opened the meeting at 2:04 p.m.

## **Purpose Statement**

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Holly presented two iterations of the purpose statement that were developed from the April board meeting:

We help customers and communities to save energy and adopt clean energy solutions to reduce costs and accelerate community-centered benefits”, and “We reduce the cost of energy and accelerate community-centered benefits by helping customers and communities adopt clean energy solutions.

Amber Cole, staff liaison to the committee, shared these draft purpose and unique role of value statements with Ashnie Butler, the board’s DEI consultant. Ashnie’s feedback was on the use of the term “help” and recommended that SPC discuss and define this term, as it is subjective, so all are clear on the intent and whether it is the right term. The committee discussed and preferred to find an alternative, noting Energy Trust offers financial assistance, technical assistance, information, education, engagement and partnering with other service providers – and that more types of services and collaboration could emerge. The committee considered that Energy Trust’s intent is to develop long-term relationships with customers and communities leading to sustained support and repeated transactions as we help customers identify successive opportunities. The committee agreed the idea of partnering with customers and communities was a more fitting language option.

The committee aligned on the revisions and agreed to recommend the following revised purpose statement to the board:

*We partner with customers and communities to save energy and adopt clean energy solutions, reducing costs and accelerating community-centered benefits” as our purpose statement at our May board meeting.*

## **Unique Role of Value**

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Holly presented two iterations of the unique role of value statement prepared after reviewing feedback from the April board meeting. Holly reminded the committee that the unique role of value statement needs to make clear what makes Energy Trust different from other organizations in bringing value to the market. It can be in the who, what, where, and how of

Energy Trust's work. It should also provide boundaries to the organization in terms of its scope of work.

Holly shared a series of words, phrases and themes that emerged from the board's April discussion. Two options the internal strategic planning synthesized from these notes are:

Option #1: Through its strong network of relationships, Energy Trust is uniquely positioned to support utility customers and communities in saving energy and adopting distributed energy resources that reduce energy costs and amplify community-centered benefits.

Option #2: Through its strong network of relationships, Energy Trust is uniquely positioned to help meet state, local, and tribal energy objectives by supporting customer adoption of clean energy solutions to reduce the cost of energy and maximize energy justice outcomes.

Holly gave the committee background on various wording changes related to the April board discussion. She noted "cost-effective" was removed after the board concluded in April that it is not necessary. It will always be associated with Energy Trust's core ratepayer funding under HB 3141, but new funding sources do not have the same requirements.

"Through its strong network of relationships" was added to highlight that this aspect of Energy Trust's delivery model sets it apart from other organizations. It was noted as an organizational strength. It has been built over 20 years and could not be easily replicated by others.

The committee discussed some of the language from the April board meeting that included "energy justice outcomes" versus "community-related benefits" versus "community-centered benefits." Amber provided comments shared in advance by Mike Colgrove, who was not able to attend the committee meeting, and again by Ashnie Butler per their earlier conversation. Each had comments related to community-centered benefits, energy justice and state, local and tribal objectives, seeing value in emphasizing these aspects of the unique role of value.

After discussion, the committee concluded that there were enough differences between community-centered benefits and energy justice objectives, that both concepts were explicitly needed in the statement to fully convey Energy Trust's intent as discussed at the April board meeting. The community-based benefits wording could be understood as communities who are "organized" and resourced to show up to collaborate with Energy Trust and encompasses benefits beyond energy justice, such as economic development. Including reference to energy justice objectives ensures that Energy Trust's intent is clear in seeking out communities and perspectives who have not been traditionally represented or organized to ensure they, too, are able to represent their needs and perspectives for consideration in developing energy solutions.

"State, local, and tribal energy objectives" was also deemed to be important to include because, when there is alignment with our purpose, Energy Trust can be a very strong source of expertise and support for state, local (i.e.: cities, counties, irrigation districts, school districts) and tribal entities to draw upon to accomplish goals, plans and projects. SPC views this as a separate and distinct concept from what is represented by community-centered benefits in the statement. It was also viewed as helpful to specifically identify tribes to make it very clear that tribes are eligible. Bill Tovey noted that sometimes in state rules for various programs there is ambiguity about the eligibility of tribes when they are not mentioned.

The committee discussed the feedback from the board meeting related to “distributed energy resources” versus “clean energy solutions.” It was noted that distributed energy resources is a difficult expression for a broader audience to understand and definitions vary. The committee discussed whether it doesn’t adequately make room for other types of solutions Energy Trust could offer in the future, such as workforce development solutions. After discussion the committee landed on “customer-sited” clean energy solutions to make clear that Energy Trust invests in solutions that are on-site for the customer, not sited or selected by utilities. SPC expressed a preference to see “saving energy and adopting customer-sited clean energy solutions” in the first half of statement because it is core to what Energy Trust will always do. The committee preferred using three bulleted statements to cover the three other important aspects that speak to the “how” of the work and their importance as co-benefits in the unique role of value.

The committee agreed to present one revised version of the unique role of value statement and forward it to the board for reflection before the May board meeting. The proposed statement is:

*Through its strong network of relationships, Energy Trust is uniquely positioned to support utility customers and communities in saving energy and adopting customer-sited clean energy that reduce energy costs, while contributing to:*

- *Community-centered benefits.*
- *Energy justice outcomes.*
- *State, local and tribal energy objectives.*

## **Adjourn**

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The meeting adjourned at 4:08 p.m.

**The next meeting of the ad hoc Strategic Planning Committee is scheduled for May 8th, 2024, from 3:30 to 4:30 p.m.**