



Executive Summary

Energy Trust’s 2024-2025 Action Plan highlights strategies and activities for all programs, program support groups and general management to accomplish the following 2024 goals and associated energy savings and generation.

Goal 1: Customers will save and generate energy and reduce costs in 2024 and beyond as a result of investments in clean energy programs, including those designed to meet the needs of customers the organization has historically underserved.

Goal 2: Customers will gain access to a broader and more diverse network of qualified contractors who can install clean energy upgrades in their communities, and potential trades people will gain skills and opportunities in the energy efficiency and solar industries.

Goal 3: Community-based organizations will have opportunities to bring clean energy benefits to their communities by partnering with Energy Trust to deliver programs and accessing small grants, training, mentorship and connections.

Goal 4: Customers, partners and stakeholders will benefit from Energy Trust’s ability to achieve long-term goals by shifting to a multiyear budgeting and planning process for future years.

In each action plan, we highlight the program or function’s significant new activities for 2024 and expected changes for 2025.

Context

Energy Trust expects 2024 to be a year of growth and change as the organization navigates market challenges and opportunities.

Many of today’s market challenges will likely persist into next year. People and businesses will be managing the impacts of inflation as costs increase for energy, goods, services and borrowing. Affordability, especially housing affordability, will continue to be a challenge for people and communities. Many industries will continue to grapple with supply chain issues and staffing shortages that make it challenging for businesses to participate in clean energy programs and challenging for trade ally contractors to complete projects. Economists forecast a possible recession. Impacts from climate change have put a greater emphasis on resilient buildings and made cooling essential for many people to stay safe.

At the same time, our utility partners are required to meet ambitious decarbonization targets set by the state while continuing to provide safe, reliable energy to customers. Energy efficiency is a low cost, reliable energy resource, and Energy Trust will seek to achieve as much energy savings as possible in the coming years to help utilities meet their 2030 targets. Distributed energy resources like solar, hydropower and biopower are also critical to a decarbonizing energy system, especially when paired with battery systems. We will coordinate closely with utilities in areas that intersect with our work, such as load flexibility, decarbonization, demand side management, distribution system planning and equity.

To deliver additional energy efficiency by 2030, Energy Trust must expand and evolve programs, build out necessary market infrastructure and invest in relationships with partners in 2024. These investments will pay off with much greater energy savings in future years.

Reaching customers we have historically underserved is essential to saving energy and supporting the state’s decarbonization goals. There is significant energy-saving potential in the homes of people experiencing low incomes, people in rural areas, renters and people of color. Savings from large commercial and industrial customers are also critical, yet we can’t accelerate energy savings without serving underserved customers. We will develop new engagement approaches to build trust, including working in partnership with community-based organizations to reach and serve community members and, in some cases, to co-develop new approaches.

Our 2024 budget focuses on making bigger impacts, increasing the scale of what we can accomplish and seeking opportunities to expand funding. This requires multiyear planning, not just focusing on the coming fiscal year. Our plans need to be aggressive and proactive, building our Trade Ally Network and increasing workforce development to adapt to emerging needs.

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General Management

The general management group represents the executive, legal, financial, human resources, innovation and development, project management, facility operations, board services and organizational development functions at Energy Trust. It provides leadership to support Energy Trust’s strategic goals and operations.

2024 Context

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

- Some funding associated with recent federal and state legislation is expected to become available in 2024, with more in 2025.
• As 2024 is the last year of Energy Trust’s current strategic plan, the Energy Trust Board will be developing the next multi-year strategic plan.

2024 Significant New Activities

- Pursue new federal funding, in coordination with Oregon Department of Energy and others, to maximize savings, generation and benefits for low- and moderate-income customers and rural communities.
• Collaborate with other agencies and organizations that are administering complementary funding programs to braid federal, state and local funding with ratepayer programs. Integrate new funding sources and requirements into our existing program and incentive administration infrastructure to help efficiently deliver complementary funds to customers in conjunction with ratepayer incentives.
• Support the board of directors in developing the next Energy Trust strategic plan.
• Develop a framework for transitioning to a multi-year business planning approach for achieving clean energy goals by the end of 2030, in alignment with the next Energy Trust strategic plan, state energy policy and utility goals.
• Establish goals to support utilities in delivering as much cost-effective clean energy to customers as possible by 2030. These long-range goals will serve as the foundation for creating a multi-year business plan in 2025.
• To gain efficiency and support organizational growth, select and implement project management software that will help standardize projects and allow real time status reporting. In addition, standardize project management methodologies across all projects.
• Collaborate with the Oregon Public Utility Commission (OPUC) to update the Energy Trust and OPUC Grant Agreement.
• Implement new software to make meetings and the support work for the board more efficient.
• Review organizational needs and market opportunities to identify a new office space lease.
• Recruit and onboard 36.5 additional employees into the organization to enable Energy Trust to reach ambitious savings and generation goals.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- A new strategic plan will require staff to understand strategic priorities and metrics and incorporate them into action plans.
• Energy Trust will shift to a multi-year business plan and budget to achieve ambitious 2030 clean energy goals.
• Energy Trust will implement a people management platform and applicant tracking system to identify and attract key talent in a complex labor market, support an increase in communication and collaboration across staff, facilitate learning and development opportunities in alignment with Energy Trust’s career development program and enable operational efficiencies in staff management processes.

How Stakeholder Feedback Was Incorporated

- Engagement with the board, OPUC and utility partners has focused on the need for infrastructure building to expand our savings and generation opportunities through 2030. This need is reflected in increased investment in delivery capacity by working with more trade allies and deepening relationships with community-based organizations. It also includes increased support for existing and new workforce development efforts. These were significant recommendations shared by stakeholders.

Budgeted Expenditures

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$7.9	\$9.9	\$10.5

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

Diversity, Equity and Inclusion

Energy Trust’s Diversity, Equity and Inclusion (DEI) Services team supports organization-wide efforts to better serve customer groups we have historically underserved through our efficiency and renewable energy programs by promoting diversity, equity and inclusion. These efforts extend beyond program changes to include staff development and training, creating more cultural awareness and using community engagement more extensively to better understand and partner with priority customers, who are communities of color, rural customers, customers experiencing low- to moderate-incomes, women-owned businesses and businesses owned by people of color. To develop trusting relationships with customers, Energy Trust must build its capability to approach and pursue relationships in ways that demonstrate its commitment and support engagement in clean energy solutions.

The information and budget figures provided below are not a comprehensive accounting of all diversity, equity and inclusion activities or investments. Program and support group activities implemented throughout the organization are integrated into program and support group action plans and are not called out separately in this budget.

2024 Context

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

- New sources of federal and state funding that support customers experiencing low- to moderate-incomes will increasingly become available.
- Demands for greater energy efficiency and renewable energy resources through 2030 will require new partners to reach and serve customers. Many of these partners will be culturally specific community-based organizations.
- Additionally, this greater demand will require the engagement of new customers and customer segments in the clean energy market as well as the deepening of current customer participation.

2024 Significant New Activities

- Establish and manage a comprehensive, strategic framework for Energy Trust’s diversity, equity and inclusion initiative to better serve our historically underserved customers.
- Develop and implement a training and development program for staff to support their growth in cultural awareness as we engage new customers.
- Create additional support and structure to the Diversity Advisory Council to better develop the council’s ability to advise the organization on working with customers we have historically underserved.
- Continue to provide internal consulting services to staff as they work to apply an equity approach to their day-to-day work.
- Partner with the Communities and New Initiatives Team, Information Technology, the DEI Committee and others as needed to create a system that will track, summarize and disseminate the input and feedback we receive through our community engagement efforts to ensure that information is shaping our current and future offerings.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Continue to expand the DEI Services team to support the increased needs of the organization by adding at least a third staff member.
- Continue to evolve the DEI Plan and community engagement activities to ensure communities are involved in the acceleration and expansion of our efforts to achieve greater savings and generation in response to decarbonization goals.
- Produce results in building new capacity within the market through workforce efforts implemented in 2024. DEI Services will work with our internal workforce development working group to help develop a comprehensive strategy that bolsters current workforce development efforts.

How Stakeholder Feedback Was Incorporated

- A significant amount of feedback reflected the need for Energy Trust to expand its delivery network to include more community-based organizations. To accomplish this goal, we must increase our cultural awareness and sensitivity to ensure we are effective partners with a greater variety of communities.
- Feedback included a number of observations related to workforce development. DEI Services will join the current internal workforce development working group to better assess current efforts and gaps in the market.

Budgeted Expenditures

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)* DEI action plan activities only	\$0.4	\$0.5	\$0.9

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General Marketing, Communications and Customer Service

The marketing and communications team creates and strengthens customer and stakeholder awareness of Energy Trust.

The communications team informs stakeholders and the public of the value of clean energy and Energy Trust’s activities through content development and public relations, demonstrates transparency and accountability through public reporting and responding to requests for information, supports staff engagement through internal communications, and communicates progress toward diversity, equity and inclusion objectives.

The marketing and creative services team increases customer access to information and incentives through management of our website, social media, forms and translation services and expands the organization’s reach to new customers through brand campaigns and the production of materials supporting targeted outreach.

The customer service and trade ally team supports a consistent, positive customer experience and ensures contractor access to offers, training and customer leads with a focus on greater engagement with contractors of color and women contractors. Staff manage Energy Trust’s contracted customer call center, including complaint resolution and quality control standards. Trade Ally Network support includes enrollment, business development fund processing, trade ally benefits and resources and online tools.

2024 Context

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

- In 2024, development of Energy Trust’s next strategic plan will require communications support and also create opportunities for stakeholder engagement and public relations.
- The Innovation and Development Team’s pursuit of new funding will create new and more complex reporting obligations and require customer experience and brand marketing support to ensure a consistent and effective customer experience across new offers.
- As the organization’s programs accelerate reach to underserved customer groups, marketing, communications and customer service teams help the organization articulate these changes to stakeholders and customers. To support acceleration of savings, Energy Trust will need to invest in building a pipeline of new trade ally contractors and build capacity within existing trade allies, especially in rural areas.

2024 Significant New Activities

- Create new reports and centralize reporting processes for new contract- and grant-funded programs and activities.
- Develop and manage a more comprehensive internal communications program to inform and engage staff in a remote environment as the organization onboards new staff and expands operations and programs.
- Create a unified brand experience for customers and contractors across all Energy Trust activities through training; staff culture enhancements; alignment and increase of public relations, social media and targeted advertising activities; and an enhanced and coordinated in-person event experience.
- Implement a new integrated brand marketing plan and fully integrate Energy Trust marketing and communications activities across functional teams through partnership with program marketing and outreach teams. Integration of resources and strategy will achieve a more efficient and flexible delivery of marketing support for the organization’s acceleration and expansion of services, allowing staff to approach the customer’s journey from a more holistic standpoint and present the brand as a unified and simplified Energy Trust that can help them navigate any energy challenge.
- Hire a workforce development manager that will work with local communities and organizations to support, develop and implement energy efficiency trades workforce development programs with a focus on rural Oregon. This position will also continue growing Energy Trust’s Contractor Development Pathway initiatives that support existing trade allies in getting involved in our residential and commercial programs.
- Enhance the website user experience for community-based organizations by launching an updated “Communities” website segment. Make the homepage more effective by optimizing for organic and brand campaign traffic and enable customized program information pathways through new tools and user experience updates.

- Lead development of a new customer sentiment monitoring approach. Customer sentiment monitoring will inform the organization’s progress towards creating a consistent and positive customer experience, which is especially important as programs accelerate savings and launch new offers and partnerships. Implement a system to address online reputation management and support communication of positive customer experiences.
- Increase our ability to provide bi-lingual customer service across all programs by adding one new Spanish speaking representative to the main call center.

2025 Expected Changes and New Initiatives

- Conduct a competitive solicitation for a digital media agency to advise and perform social media activities.
- Explore streamlining and standardization of engagement pathways, capacity building opportunities and communications with community-based organizations, in collaboration with the Communities & New Initiatives sector.
- Develop Community Based Organization network and support structure to help build capacity.

How Stakeholder Feedback Was Incorporated

- Diversity Advisory Council provided feedback about the need to prioritize understanding of workforce gaps, helping workers navigate trade apprenticeships, and develop and measure metrics such as how many people have been placed in programs.
- Conservation Advisory Council provided feedback that Energy Trust should be a leader in the workforce development space. This feedback is incorporated into action plan items, including hiring a new workforce development manager.
- Feedback from advisory councils on the need to help customers, contractors and stakeholders navigate the increasingly complex array of programs and funds in the market is incorporated into action plan items related to integrated brand marketing work, website enhancements and customer experience projects.

Budgeted Expenditures

Total Expenditures (millions)*	2023 Budget	2024 Budget	2025 Projection
General Marketing and Communications	\$2.9	\$3.6	\$4.1
Customer Service/Trade Ally	\$1.2	\$1.5	\$1.7

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Outreach and Policy Services

Outreach and Policy Services staff serve and engage customers, communities, tribes, stakeholders and policymakers across the state and enable effective coordination with the Oregon Public Utility Commission (OPUC) and utility partners.

Community-based staff support the organization in reaching all utility customers, especially those in communities of color, customers with low incomes and people living in rural areas. Staff develop partnerships and community-based organization relationships, identify barriers to services and provide general clean energy information, opportunities to receive technical support and incentives, support for accessing clean energy rebuilding and community resiliency solutions, and connections to local organizations and contractors that can serve them.

Within our non-advocacy role, staff serve as a resource for policymakers, implementers and stakeholders working at local, state and national levels. This includes monitoring policy discussions and providing information about how energy efficiency and renewable energy can contribute to efforts to reduce greenhouse gas emissions, lower customer bills and energy burdens, improve health outcomes and improve community resiliency.

The community services budget provides resources to work with community-based organizations and communities to expand customer participation in programs and inform program design. Additionally, staff coordinate with communities to support the creation and implementation of community-specific energy, sustainability and resiliency plans while helping identify energy efficiency and renewable energy opportunities within those plans.

2024 Context

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

- Community-based organizations and municipalities will be critical in expanding awareness and participation in their communities.
- Staff expect continued requests for information and discussion on roles and coordination on how energy efficiency and small-scale renewable power investments support the state and partner utilities in meeting ambitious greenhouse gas emissions reductions requirements.
- State agencies, utilities and Energy Trust will increase focus on convening and gathering input from diverse community members and stakeholders on implementing and navigating multiple new federal and state energy efficiency, solar and resiliency programs and funding.

2024 Significant New Activities

- Expand relationships, regional coordination and community partnerships across Energy Trust service area with regionally based outreach staff in Eastern Oregon, Central Oregon and Southern Oregon. These staff serve as relationship managers for hundreds of relationships and generate new relationships from outreach engagements.
- Hire a tribal outreach manager to coordinate services to tribal governments, facilitate a tribal working group, and lead informed and comprehensive outreach to tribal governments guided by outreach plans developed with the tribal working group. Increase presence by attending tribal events and through memberships and sponsorships.
- Continue quarterly community-based organization meet and greets and explore ways to make training and information about Energy Trust more accessible, both on-demand and through presentations.
- Maintain support for nonprofit organizations through implementation of grants and additional support and resources so that more organizations are able to expand their capability to reach and serve diverse customers with clean energy solutions; determine approaches to sustain and further expand offers.
- Identify community-based organizations interested in serving as program delivery partners and support them through cohorts, mentorship, connections with other organizations, or training and information.
- Lead approaches to convene communities, customers and community-based organizations to learn about their energy needs and bring insights to Energy Trust staff and Communities and New Initiatives sector to inform strategic plan, budget and action planning and program design.
- Engage stakeholders, economic development organizations and organizations supporting small businesses with information on Energy Trust’s mission, programs and areas of change, seek feedback, and inform staff of areas of

interest. Build relationships with municipal governments, particularly those communities with active energy or climate planning efforts.

- Monitor and respond to requests from policymakers and stakeholders during the 2024 Oregon legislative session and expand monitoring to the Washington legislature given some parallel policy trends. Monitor and participate as requested in OPUC dockets regarding Energy Trust performance measures; programs and parameters; utility energy, emissions and distribution system planning; and low-income customer assistance.
- Participate in state agency rulemakings and workshops, including implementation of the 2023 Climate Resilience Package provisions of a statewide energy strategy, one-stop-shop resource for consumers, residential rebate programs, commercial building performance standard and accelerated adoption of heat pump technologies.
- Continue to develop the policy services team’s expertise and systems to effectively operate and share information in an expanded and dynamic policy landscape. As determined by the board, support the development of the next strategic plan and provide information and background on past, current and future policy discussions.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Multiple new state and local programs will have recently launched or will be ramping up investments, driving customer demand and requiring coordination for outreach and policy staff with administering entities, including related to federal funding from the Inflation Reduction Act and Bipartisan Infrastructure Law, Department of Environmental Quality’s Climate Protection Program, the Portland Clean Energy Community Benefits Fund and others.
- The next strategic plan will be approved by the board and may require areas of change for this team.

How Stakeholder Feedback Was Incorporated

- Listening sessions with community-based organizations, advisory councils and outreach throughout the year supported activities in this budget to expand community presence, allocate increased time and resources to support long-term relationship development and awareness of Energy Trust, and build capacity of communities and community-based organizations to engage in clean energy programs and opportunities.
- Coordination with community and utility partners was emphasized and this budget reflects that as a focus.
- Feedback assumed greater need for convening communities and stakeholders and navigating funding and clean energy broadly; this need is reflected in outreach and policy services team staff hours, relationships and events.

Budgeted Expenditures

Total Expenditures (millions)*	2023 Budget	2024 Budget	2025 Projection
Outreach and Policy Services	\$1.5	\$2.3	\$2.8
Community Services	\$0.6	\$0.4	\$0.6

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

Existing Buildings

The Existing Buildings program serves existing commercial buildings and existing multifamily properties with incentives, tools, training and technical assistance for customers who complete energy-efficiency projects and implement behavioral and operational improvements. Existing Buildings serves customers through three primary delivery tracks:

1. Standard incentives for equipment that is installed by a contractor or sold through a vendor.
2. Custom incentives for system upgrades that are based on technical studies to estimate energy savings.
3. Energy performance management services and incentives for whole-building energy savings gained through improvements to building operations and maintenance practices.

Priority customers benefit from the program through various channels, including specialized offerings like Community Partner Funding, Savings by Design, and the Small Business offering.

Additionally, the program places a strong emphasis on workforce development by establishing a Contractor Development Pathway and offering opportunities for internships and education.

The program is committed to expanding its outreach and accessibility to customers by employing culturally responsive marketing collateral, revised customer forms, and targeted field outreach activities.

2024 Context

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

- Economic conditions such as labor turnover, cost increases, and shortages, equipment price increases and long delivery times continue to present challenges.
- The following offers, launched in the last year, continue to mature and support priority customers: community partner funding, contractor development pathway, and the small business offering.
- The program is modifying current and new offerings to respond to future cost-effectiveness changes.

2024 Significant New Activities

- Seek additional co-funding sources to support customer energy upgrades and integrate them into program offerings to improve program participation.
- Conduct focused research to understand and address the needs of expiring measures, support small businesses, adapt to code changes, develop new ways of identifying savings opportunities with customers through use of advanced metering infrastructure (AMI) utility data and more flexible retrocommissioning offerings, and explore the potential to develop packages of measures tailored to specific market segments, which include, but are not limited to multifamily and small businesses.
- Increase incentives and project caps for custom projects and increase to allowable maximum incentives for standard measures to motivate customer participation and attract larger projects.
- Lay the groundwork to scale electric savings to support acceleration efforts through strategies such as:
 - Expanding workforce development by funding internships, apprenticeships, educational opportunities, and contractor development related to energy efficiency.
 - Providing new tools and resources to improve customer project management support of energy efficiency projects.
 - Evaluating and updating measures to adjust for cost-effectiveness changes (including avoided costs).
- Streamline the customer experience by developing new processes and innovative offerings and leveraging new methods and resources (e.g., using utility data, learning resource platforms, language access, etc.).
- Integrating the customer-facing downstream lighting offering into the Existing Buildings program.
- Develop and deliver program enhancements to drive deeper savings and expand educational opportunities within Energy Performance Management including:
 - Expanding the Strategic Energy Management (SEM) participant engagement hub with additional technical recordings.

- Focus on promotion of non-English offerings for multifamily SEM residents.
- Leveraging data analytics to expand savings at SEM organizations.
- Continue to contract with Cascade Energy for the licensing of the Energy Performance Platform for Commercial and Industrial SEM offerings.
- Work with the in-house retrocommissioning team to develop additional no- and low-cost opportunities for customers.

2024 Utility-Specific Activities

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2025 Expected Changes and New Initiatives

- Implement and refine new program strategies to accelerate savings across all program tracks such as no-cost offers, co-funding opportunities for small business and multifamily, and streamlining quick turn custom opportunities.
- Continually adapt program approaches to reach small businesses, rural areas, businesses owned by priority community populations, and expand workforce development opportunities based on community engagement and lessons learned from prior program activities (i.e., small business focus groups).

How Stakeholder Feedback Was Incorporated

- Energy Trust’s Conservation and Diversity Advisory Councils feedback on taking intentional steps to serve priority communities through culturally sensitive methods and support workforce development within the energy industry were primary factors in the development of 2024 activities.
- The Existing Buildings program has hosted a series of small business facilitated gatherings. The goal of these gatherings is to co-create culturally meaningful and, as appropriate, in-language offerings with members of the community.

Budgeted Expenditures and Savings

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$71.2	\$102.3	\$102.4
Gas Savings (therms)	2,109,310	2,474,853	2,453,220
Electric Savings (aMW)	12.2	13.8	11.8

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

New Buildings Program

The New Buildings program supports design and construction of high-performance commercial buildings and major renovations of all sizes and building types. Commercial buildings served by this program include office, retail, multifamily, data centers, hospitals, lodging, schools and government buildings. Multifamily and data center buildings have provided the most savings in recent years.

This is a high-touch program with outreach staff playing a critical role in building relationships and offering technical information. Staff engage early in the design process with building owners, developers and design professionals to influence decisions that maximize efficiency through custom, whole-building incentives, market solutions for multifamily, and standard incentives.

The program invests in training, education and grants to help build the network of design professionals who can deliver net-zero and high-performance buildings. The program also invests in net-zero research to address design, cost and construction barriers.

Early design assistance opens the door for design teams to establish energy goals and determine the team's path to leveraging program resources. Whole-building incentives represent the majority of project savings and support the use of energy modeling to consider integrated design and systems to achieve efficiencies significantly beyond code. Many projects take advantage of technical assistance in addition to incentives for modeled savings.

2024 Context

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

- The program will continue to offer incentives for whole building projects if the Oregon Public Utility Commission (OPUC) supports this work without using measure-level Total Resource Cost.
- Data center participation continues to fluctuate year-over-year, significantly impacting savings estimates.
- Supply chain delays and labor constraints among skilled trades continue to impact new construction significantly, as a delay for one contractor can have a domino effect on subsequent contractors engaged in the project.
- Code updates will continue at a fast pace, with the recent American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) 90.1-2023 going into effect mid-2024.

2024 Significant New Activities

- Energy Trust will conduct open solicitation for New Buildings Program Management Contract to begin in 2025.
- The program will use the Simplified Performance Rating Method (S-PRM) to provide greater access to whole-building energy modeling.
- Program staff will expand outreach efforts to enroll more multifamily projects and work with other programs to engage more customers in rural areas.
- The existing OPUC exception will expire end of March 2024. With stakeholder support, program staff are seeking support for the whole building approach.

2024 Utility-Specific Activities

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2025 Expected Changes and New Initiatives

- The program will enter a new contract for program management services in 2025, which, if supported by the OPUC, will result in an increased focus on whole-building strategies.

How Stakeholder Feedback Was Incorporated

- Stakeholder meetings and presentations to Energy Trust advisory committees demonstrated broad support for the shift to a whole-building focus and signaled that a simplified whole-building method for smaller, potentially rural projects would be a welcome update to the program.

Budgeted Expenditures and Savings

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$18.6	\$20.4	\$25.4.
Gas Savings (therms)	336,822	300,304	315,502
Electric Savings (aMW)	7.9	5.4	9.8

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

Commercial and Industrial Lighting Offers

Energy Trust delivers the majority of its lighting offers to commercial and industrial businesses through a single Program Delivery Contractor (PDC). In 2024 Business Lighting will have three delivery offers:

- Midstream: Incentives for energy-efficient lighting products that are provided at point of purchase through a participating lighting distributor.
• Direct installation of no-cost lighting: Lighting upgrades for small and medium businesses and multifamily properties provided at no cost to the customer.
• Trade ally pathway: This offering will be managed by the Commercial and Industrial Program Management Contractors (PMC) and supported by the Business Lighting PDC.

2024 Context

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

- The lighting program continues to evolve due to new state and federal policies. In 2023, the Oregon Legislature passed HB 2531, a bill phasing out certain compact fluorescents starting January 2024 and linear fluorescent lights by January 2025.

2024 Significant New Activities

- Increase outreach, delivery and marketing to accelerate lighting savings in 2024 and 2025 before compact fluorescents and linear fluorescent lights phase out. Efforts include increasing outreach staff, particularly in rural areas, streamlining project processes, and ramping up marketing campaigns focused on priority communities. Priority communities include small businesses, schools, rural communities, Black, Indigenous and communities of color and other underserved communities.
• Increase incentives where needed to maximize savings before compact and linear fluorescent lights phase out in 2024 and 2025.
• Build on the 2023 successes within the midstream offering in rural communities by streamlining the approach for customers and trade allies.
• Support the Business Lighting Trade Ally network with support, technical services and training delivered through the Program Delivery Contractor.
• Enhance diversity, equity and inclusion efforts through the small business no-cost lighting offer by increasing engagement with community-based organizations (CBOs) and community-led rural main street projects.
• Work with CBOs and contractor partners on workforce development opportunities that support trade allies interested in participating in the business lighting program in coordination with the Communities and New Initiatives team.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Evolve program design and incentive strategies to focus more on process lighting for cannabis, exterior lighting, high bay lighting, and advanced controls as compact fluorescent lamps (CFLs), tubular LEDs (TLEDs) and interior LED lighting measures will phase out with the passing of HB 2531. Measure sunset dates to be determined pending Oregon Public Utility Commission approval and market analysis.

How Stakeholder Feedback Was Incorporated

- Program staff incorporated input from the Conservation Advisory Council (CAC) and the Diversity Advisory Council (DAC) on increasing participation in program design with priority communities through CBO partners that serve those communities. Collaboration includes targeted outreach to CBOs and their communities, increased presence at key community events and meetings, and education of CBOs and their stakeholders on program offerings.

- The 2024 plans reflect CAC and DAC feedback on the importance of providing workforce development support for diverse trade allies and contractors.
- Program staff received feedback during the joint utility meetings to support as many small businesses installing more efficient lighting as possible before CFLs and linear fluorescents are phased out of the program with the passage of HB 2531.

Budgeted Expenditures and Savings

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$20.8	\$29.2	\$24.7
Electric Savings (aMW)	8.8	7.7	5.6

**Expenditure details are provided under budget details tab in the budget binder, included in Existing Buildings and Industry and Agriculture programs. This detail includes lighting incentives for 2023, and lighting incentives and delivery for 2024 and 2025. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

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Southwest Washington Commercial Program

Energy Trust provides incentives and technical support to business customers in Southwest Washington on qualifying NW Natural commercial firm or interruptible rate schedules. Offers include incentives for energy-efficient equipment purchased through trade allies or vendors, incentives for operations and maintenance improvements, and no-cost technical studies to estimate energy savings and incentives for retrocommissioning. The program also provides incentives for the Building Operator Certification course. Projects include upgrades and retrofits at existing commercial buildings, energy-efficient equipment for new construction, energy-efficient equipment and retrofits at existing and new multifamily properties with two or more units, and upgrades for natural gas-heated production greenhouses.

2024 Context

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

- The program continues to navigate socioeconomic trends such as high labor turnover and shortages, equipment price increases, and long delivery timeframes.
- Current large bond capital new construction projects for Vancouver and Evergreen school districts are nearing completion in the next twelve months.
- Budget constraints continue to impact retrofit projects in certain sectors, such as K-12 and large retail.
- Washington commercial building code has banned gas in new buildings permitted after July 2023. The program does not expect many custom new construction projects in 2024 and a limited number of standard projects.

2024 Significant New Activities

- Increase outreach to local chambers, Vancouver Business Journal, Hispanic/Latino-owned businesses, the Downtown Business Association and others to increase program awareness.
- Host quarterly targeted outreach campaigns to active and new Trade Allies in Southwest Washington to review program updates and educate allies on the project submission process.
- Promote Building Operator Certification program participation to non-strategic energy management (SEM) participants through specific customer contact.
- Deliver targeted marketing campaigns to small business customers in rural areas that promote insulation and HVAC measures.
- Create and leverage a simple step-by-step help guide for participants to navigate the custom project submission process.
- Increase Strategic Energy Management (SEM) program participation through the existing partnership with Clark Public Utilities and Energy Trust Southwest Washington customer sites and increased effort to offer the Building Operator Certificate training.
- Expand lead generation and communications to support NW Natural’s Major Account Managers.
- Meet with Clark Public Utilities’ Commercial Account Manager(s) quarterly to discuss customer trends, needs and leads for potential project acquisition and partnership.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Conduct focused research and development to address the impacts of expiring measures, support small businesses, adapt to code changes, develop new ways of identifying savings opportunities with customers, and research the ability to develop packages of measures tailored to specific market segments.

- Apply findings from community engagement and past research efforts to adapt program approaches to better serve small businesses, rural areas, and historically underserved customers, as well as to support workforce development.

How Stakeholder Feedback Was Incorporated

- The Conservation Advisory Council and Diversity Advisory Council provided feedback for Energy Trust to take intentional steps to serve priority customers. This feedback validated the program’s work on culturally sensitive outreach and marketing activities and support of workforce development through the contractor development pathway within the energy industry.
- The Existing Buildings program hosted a series of Small Business facilitated gatherings. The goal of these cohorts is to cocreate culturally resonant and, as appropriate, in-language solutions with members of underserved communities.

Budgeted Expenditures and Savings

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$1.6	\$1.3	\$1.5
Gas Savings (therms)	169,245	133,179	153,413

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

Production Efficiency

The Production Efficiency program provides energy-efficient solutions for all sizes and types of eligible industrial, agricultural, municipal water and wastewater customers. The program consists of three tracks:

- Standard incentives for equipment delivered through trade allies and vendors,
- Custom incentives for projects that require technical studies to estimate energy savings, and
- Energy performance management for Strategic Energy Management (SEM) engagements and other offers that help customers build their internal capacity to save energy.

In 2024, downstream lighting delivery will be integrated into the Production Efficiency program to provide a more comprehensive and streamlined experience for customers.

2024 Context

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

- Industrial businesses consider many factors when deciding to implement energy efficiency upgrades. Project return on investment (ROI) is not always the most influential factor. Production of goods and avoiding system downtime may outweigh the benefits and cost savings associated with an energy efficiency project. Conversely, some industrial businesses are beginning to prioritize decarbonization or “carbon efficiency” in their operations and may opt to implement energy efficiency projects to meet carbon reduction goals.

2024 Significant New Activities

- Significantly increase incentives and project caps for Custom, SEM and Standard calculated projects to motivate customers and incentivize larger projects to accelerate savings.
- Explore and develop new program strategies to accelerate savings. Strategies will be informed by and prioritized based on interviews with large customer that were conducted in 2023 as well as ongoing engagement with vendors, trade allies and other market actors. Initial concepts include, but are not limited to:
 - Enhance customers’ ability to complete projects with additional project support from program staff.
 - Engage with prospective customers in earlier phases of project development.
 - Reward trade allies for increasing their participation in the program.
- Integrate customer-facing downstream lighting offer into the Production Efficiency program management contract.
- Develop a Contractor Development Pathway to provide workforce development opportunities for diverse industrial trade allies.
- Identify and implement changes to program processes that will make it easier for customers to participate in the program (e.g., streamlining incentive application forms and processes).
- Expand coordination with community-based organizations and government agencies to leverage funding and support customer projects, especially in rural areas.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Implement and refine new program strategies to accelerate savings across all program tracks.
- Continually adapt program approaches to reach small industrial and agricultural businesses in rural areas and businesses that are Black, Indigenous and/or persons of color (BIPOC)/woman-owned, based on community input and lessons learned from prior activities.

How Stakeholder Feedback Was Incorporated

- Input from the Conservation Advisory Council and Diversity Advisory Council validates the program’s understanding that the trade ally network and contractors/vendors in general lack capacity and need workforce development and training to deliver on increasing goals for energy efficiency. Additionally, workforce development organizations have noted that there are contractors and individuals who want to enter the clean energy space but need resources and support to be successful. Creating a contractor development pathway is meant to help address these issues.
- Results from 2022 focus groups with small BIPOC-owned, women-owned and rural businesses informed the program’s community engagement approach and strategies to reach these customers. For example, the Program Management Contractor is developing culturally responsive engagement and communication strategies to better serve Spanish-speaking customers. By presenting outreach events and materials in Spanish, we will be more successful in building relationships with these customers.

Budgeted Expenditures and Savings

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$41.6	\$61.4	\$69.3
Gas Savings (therms)	1,279,515	1,619,458	1,548,418
Electric Savings (aMW)	13.7	16.4	16.4

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

Residential Program

The Residential program provides electric and gas energy-efficiency solutions for owners and renters living in single-family, manufactured and newly constructed homes. In 2024, the program will be delivered by a Program Management Contractor (PMC), two Program Delivery Contractors (PDC) supporting midstream promotions and EPS™ new construction offers, and community-based organizations (CBOs). Incentives are available for smart thermostats, energy-efficient HVAC and water heating equipment, lighting, appliances, weatherization upgrades and whole-home improvements in new construction.

2024 Context

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

- There is growing consumer demand for more efficient heating and cooling systems, driven by local, state, and federal policies and incentives, as well as evolving consumer environmental goals.
- HVAC contractors are responding to market demand by restructuring their business operations through consolidation of services (e.g., combining heating/cooling, electrical and plumbing services), increasing prices due to labor constraints, and adjusting stocking and staffing in response to growth in heat pump demand.
- CBOs are becoming increasingly important partners in delivering energy-efficiency benefits and reducing carbon emissions to customers in their communities.
- The supply chain has mostly normalized, but labor shortages remain a challenge, especially in the electrical, HVAC and plumbing trades.

2024 Significant New Activities

- Drive higher volume of market-rate HVAC, water heating, and insulation improvements through increased incentives.
- Expand trade ally awareness of extended capacity heat pump requirements through outreach and workshops; focus on regions with lower rates of participation and higher use of bulk fuels.
- Train and prepare EPS™ new construction trade allies for implementation of the 2023 Residential energy code requirements to maintain a strong market presence and support the state’s efforts to advance the residential energy code.
- Expand access for underserved customers by establishing new program delivery models to learn how to effectively reduce energy burdens and grow long term savings.
 - Develop new products and services and maximize incentive levels to better meet the needs of low- and moderate-income customers, rental properties and other underserved segments.
 - Accelerate promotions that deliver discounted heat pumps to customers with electric furnaces in existing manufactured homes by aligning requirements with additional funding opportunities available through the Oregon Department of Energy’s (ODOE) rental heat pump program, as well as the Inflation Reduction Act.
 - Deliver a no-cost, whole-home retrofit program that grows the volume of measures delivered to priority customers – low-and-moderate income customers, rural customers, and communities of color – not currently served through CBOs.
 - Develop delivery infrastructure within two or more underserved communities to support a no-cost whole-home retrofit program that includes resources to perform home assessments, ensures contractor capacity and provides project management and customer navigation support.
 - Extend implementation of a pilot to evaluate the benefits of heat pump systems installed with gas furnaces in existing gas heated homes.
 - Expand special regional offers currently available in Eastern Oregon to Klamath and Lake Counties, as well as other parts of Southern Oregon.
- Grow CBO capacity to deliver Community Partner Funding (CPF) offers.

- Increase investments in partner organizations by establishing direct funding agreements, providing technical training to increase competency of existing staff and growing the pool of qualified service providers.
- Create more robust, effective, and streamlined recruiting, onboarding and support resources.
- Actively facilitate networking across organizations, support referrals across organizations and host coordination opportunities.
- Initiate a technical training resource to support contractor competency and skills development in residential building science and HVAC concepts.
- Invest in contractor development pathways to support minority, women/veteran owned, emerging and small business owners to grow their capacity to delivery energy measures.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Increased emphasis on whole-home approaches and contractor development.
- Further alignment of Energy Trust’s online home energy assessment experience with CBO/program-delivered in-home services
- Stronger connections to related programs and services such as home health and safety, Inflation Reduction Act programs, ODOE programs and more.
- Grow the program delivered in-home services model to further expand services for low-and moderate-income customers. Leverage complimentary funding sources to help support growth.

How Stakeholder Feedback Was Incorporated

- Program staff utilized feedback from CBOs participating in Community Partner Funding (e.g., Community Energy Project, Verde, EUVALCREE, and others) to identify opportunities to enhance CPF offers by streamlining processes, adding new marketing and training resources and increasing incentives.
- Program staff received support from Conservation Advisory Council, Diversity Advisory Council, and utilities to continue to focus program designs on expanding participation of low- and moderate-income customers, rural customers, and communities of color.

Budgeted Expenditures and Savings

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$59.7	\$80.7	\$85.1
Gas Savings (therms)	2,321,949	1,973,736	2,140,895
Electric Savings (aMW)	4.7	6.3	6.0

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

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Southwest Washington Residential Program

Energy Trust helps single-family homeowners and small multifamily property owners served by NW Natural in Southwest Washington save energy through cash incentives for efficient space heating and controls, smart thermostats, water heating, insulation, windows and education. Energy Trust also offers trade ally support, financing with repayment through utility bills and market interventions. The program influences new residential construction by engaging with builders to increase energy efficiency of new homes through incentives, education, trade and program ally support and quality assurance. This work ensures NW Natural has all the needed information requested by the Washington Utilities and Transportation Commissions.

2024 Context

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

- 2024 is the first year of a two-year savings goal.
- The single-family rental and small multifamily markets in Southwest Washington remain strong with steady year-over-year participation, particularly where incentives are higher for property ownership groups.
- EPS™ new construction will be phased out by the end of 2024 due to a new Washington Residential Energy Building code.

2024 Significant New Activities

- Increase engagement with single-family and rural customers in Southwest Washington through expanded trade ally recruitment, targeted marketing initiatives and community events.
- Prepare to reintroduce bonus incentives for gas furnaces or other high-cost measures. Bonus incentives will act as a tool for trade ally reengagement and recruitment. COVID-19-related bonuses in 2020 and 2021 generated high participation rates from a wide roster of trade allies; however, participation has dropped since the reinstatement of standard incentives.
- Expand marketing investments and develop marketing campaigns to both reengage past participants and acquire new customers, as well as to support the launch of incentive bonuses.
- Expand engagement and recruitment of insulation installers into the trade ally network to increase insulation project and savings volumes.
- Explore collaborating with Clark County’s Planet Clark and Clark Public Utilities on trade ally education, recruitment and community events.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- The 2025 program year will be the first in which Energy Trust will no longer deliver a whole-home offering for residential new construction in Southwest Washington.

How Stakeholder Feedback Was Incorporated

- NW Natural has expressed concern over the Washington Residential portfolio’s exponential year-over-year reliance on HVAC controls savings to meet program goals. Starting in 2024, program staff will focus investments on trade ally recruitment and marketing opportunities focused on insulation and home improvement measures outside of smart thermostats.
- NW Natural is interested in continuing to engage Washington customers located in Skamania and Klickitat. In 2024, program staff will build on customer engagement activities launched in 2023 to better serve this rural customer base.

- The Washington program will look to the Conservation Potential Assessment to guide 2024 program development and direction.
- The Washington Program will continue to coordinate with NEEA and NW Natural in efforts to track on the opportunity related to natural gas heat pumps, and their viability in our program offerings.

Budgeted Expenditures and Savings

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$1.7	\$2.1	\$2.2
Gas Savings (therms)	112,663	111,060	118,002

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

Northwest Energy Efficiency Alliance

Energy Trust has worked with the Northwest Energy Efficiency Alliance (NEEA) since 2002 to increase the availability and adoption of electric energy-efficient products and practices. In 2015, NEEA added natural gas equipment to its portfolio. By pooling regional resources, NEEA works upstream with manufacturers, distributors and retailers to accelerate the development, testing and distribution of emerging energy-saving technologies and identifies and removes barriers to their adoption. This market transformation approach enables energy savings to occur faster and to a greater degree than would have otherwise been possible. Once products are available, Energy Trust creates and implements programs to support broad market adoption in Oregon.

The NEEA pipeline of emerging energy efficiency technologies contains more than 30 emerging opportunities that NEEA is testing and vetting as potential energy saving opportunities for the region. NEEA also manages a portfolio of electric, natural gas and dual-fuel programs in the residential, commercial and industrial sectors. These programs are focused on the building envelope, consumer products, HVAC, motor-driven products and water heating markets. In addition to its market transformation programs, NEEA conducts assessments of the residential and commercial building stock in Oregon to identify opportunities for energy efficiency and works to influence the adoption of progressively more efficient building codes and equipment standards.

NEEA produces its 2024 forecast of savings after Energy Trust publishes its draft budget, so the savings estimates below are based on projections that were developed by NEEA in the first quarter of 2023. All activities outlined below are pending approval of NEEA's 2024 Operations Plan and 2025-2029 Business Plan in December 2023.

2024 Context

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

- NEEA is funded in five-year business cycles; 2024 is the last year of the current business cycle.
- NEEA Board of Directors is in the final stages of planning for the organization's next business cycle, which will run from 2025 through 2029. The 2025-2029 Business Plan will be presented to the Board for a vote in December 2023.
- The budgets provided below are estimates, pending Board approval of the draft 2025-2029 Business Plan.

2024 Significant New Activities

- NEEA's Advanced Heat Pump Program (AHP), formerly the Variable Speed Heat Pump Program, will enter market development in late 2023 and 2024 will be the first full calendar year of this program in market development. Manufacturers are defining marketing strategies for significant product line updates in 2025, creating an opportunity to simultaneously include NEEA-identified improvements in their go-to-market strategies. The leading improvements NEEA will primarily focus on in 2024 include low load efficiency (LLE), cold climate capability (CCC) and connected commissioning (CCX).
- NEEA is exploring the feasibility of expanding the scope of its Luminaire Level Lighting Controls (LLLC) program to include exterior LLLC in outdoor parking lots (non-municipal applications) and plans to submit a change request to the Regional Portfolio Advisory Committee in 2024. This will enable the program to leverage most current interventions to add momentum to adoption of exterior LLLC products in the next business cycle. If a change request were approved, efforts on exterior LLLC would be small scale and opportunistic in 2024 and then be more fully developed and rolled out in 2025.

2025 Expected Changes and New Initiatives

- NEEA's draft Cycle 7 Business Plan introduces four strategic goals, which NEEA will begin to pursue in 2025:
 1. Transform markets for energy efficiency.
 2. Accelerate the adoption of grid-enabled end-use technologies through market transformation.
 3. Advance strategies to reduce greenhouse gas emissions through market transformation.
 4. Advance the equitable delivery of energy efficiency benefits to Northwest consumers through market transformation.

- The draft plan includes funding for:
 - Emerging technology scanning and product development to ensure a robust pipeline of future energy efficiency opportunities for the region.
 - The continuation of NEEA's current portfolio of electric market transformation programs and budget for two new initiatives, most likely in the HVAC and water heating markets to support peak load reduction.
 - Expanded engagement in faster-moving, higher-volume markets to accelerate market change leading to near-term energy savings opportunities.
 - Technology and market development activities for dual-fuel (electric and gas) HVAC systems, gas heat pumps and efficient gas equipment.
 - Residential (including multifamily), commercial and motor products stock assessments.
 - Support for more efficient codes and standards.
 - Research to identify customer segments that are not directly benefitting from NEEA market transformation activities and strategies to accelerate the equitable delivery of energy efficiency benefits to more Northwest consumers.

Budgeted Expenditures and Savings

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)	\$8.1	\$9.7	\$10.6
Gas Savings (therms)	1,748	157,800	167,799
Electric Savings (aMW)	6.6	6.0	7.4

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Renewable Energy Sector

The Renewable Energy Sector supports a portfolio of renewable energy projects that generate and store electricity using solar, biopower, hydropower, battery storage and other related technologies. The sector provides prescriptive and custom incentives to lower the cost of developing and installing renewable energy systems that reduce energy burdens for customers, support community energy resilience and create a flexible grid resource. The sector also addresses institutional and market barriers to renewable energy, partners with community-based organizations (CBOs) to reach customers that Energy Trust has underserved, provides consumer education and manages and grows a network of vetted solar trade ally contractors. Under House Bill 3141, the sector is mandated to spend at least 25% of funds collected to benefit customers with low- and moderate-incomes.

2024 Context

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

- Energy Trust continues to transition its focus as required by House Bill 3141, including:
 - Investing at least 25% of renewable energy funds to benefit customers experiencing low or moderate incomes.
 - Supporting “customer investments in distribution system-connected technologies that support reliability, resilience, and the integration of renewable energy resources.” The technology must be connected to the distribution grid at the customer’s site and installed for use by the customer. The technology is preliminarily defined by the Oregon Public Utility Commission (OPUC) as:
 - A smart inverter that is part of a solar generation system and is capable of providing grid support, or
 - A battery energy storage system with a smart inverter and/or integrated controls capable of providing grid support.
- Significant new sources of state and federal funding are available for distributed renewable energy projects, including resources available from the Inflation Reduction Act and Oregon’s Community Renewable Energy Program offering. Helping tribes and public, private and non-profit customers access these funding streams is a critical need.
- Rising construction material costs and interest rates have made renewable energy projects less affordable for both residential and business customers. This has been partially offset by new federal and state funding sources.
- Despite project delays and cost increases, residential solar activity remains strong with high customer interest, an increasing prevalence of low-barrier financing mechanisms, and expanded external funding sources noted above.

2024 Significant New Activities

- Phase out standard solar incentives for market-rate residential customers. Expand upstream solar market support through non-incentive spending with increased marketing, customer education, customer leads and trade ally business development.
- Establish a strategic approach to address residential solar financing in the market. Build new partnerships to develop a residential financing product and consumer protection best practices to support of equity- and geographically-focused offers and the broader market.
- Leverage federal and state funds to increase access for customers with low incomes to community solar subscriptions and Solar Within Reach incentives.
- Expand battery storage incentives to support small commercial customers. Develop a community resilience strategy and implement a suite of planning and installation offers for communities, municipalities and tribes pursuing renewable energy with storage projects for energy resilience.
- Use the lessons learned from the Solar Ambassadors pilot completed in 2023 to continue partnering with CBOs to build an educational outreach and energy technology acquisition network for Black, Indigenous, and people of color (BIPOC) households interested in solar and storage installations and other home energy improvements.

- Collaborate with the Oregon Department of Energy (ODOE) to support its funding opportunities for customers by providing information, development assistance and project funding to projects that have received grants from ODOE and need additional help.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- By 2025, significant new funds from the federal government’s Inflation Reduction Act may be entering the Oregon market to support solar for income-qualified households, community resilience projects and related energy projects.
- As the renewable energy sector continues its shift toward supporting more resilience and equity projects, measures of success will expand beyond generation achieved.

How Stakeholder Feedback Was Incorporated

- Solar Ambassadors and community-based organizations stated that, while homeowners were interested in solar because of its environmental and financial benefits, the costs and lack of suitable financing options made it unattainable for many. This has led program staff to explore ways to close the gap, such as creating a financing product and increasing incentives for people who need additional assistance to make solar affordable.
- The Renewable Energy Advisory Council identified a community resilience offer as a high priority. Staff will expand funding for that as a result.

Budgeted Expenditures and Savings

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$20.8	\$25.3	\$31.3
Generation (aMW)	5.4	4.6	3.6

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

Communities and New Initiatives Sector

In 2023, Energy Trust launched a sector focused on communities and new initiatives that cross multiple efficiency and renewable energy programs and involve outreach and customer services. The communities and new initiatives sector leads community-centered and/or geographically targeted, cross-sector strategies and initiatives designed to maximize the benefits of current and emerging distributed energy resources for customers throughout Energy Trust service area. The sector also focuses on assessing community benefits and impacts of energy programs to help measure progress towards the Oregon Public Utility Commission (OPUC) equity metrics and Energy Trust's Diversity, Equity and Inclusion Plan metrics.

The community and new initiatives sector's actions contribute to energy savings and generation in the residential, commercial, industrial and renewable energy sectors by providing overall strategic direction, program planning and building capacity in communities throughout the service area. The sector will not have discrete savings or generation goals in 2024-2025. Targeted Load Management energy savings and generation goals will be embedded with each specific program.

2024 Context

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

- More communities, community-based organizations and customers want education and services to support clean energy projects, clean energy planning and workforce development opportunities. More work with community-based organizations requires Energy Trust to ensure we have consistent and equitable experiences collaborating and contracting with CBOs and serving their communities.
• Utility partners are actively engaging communities to identify grid needs and potential opportunities for Energy Trust's programs and services (i.e., energy efficiency and small-scale distributed generation and energy storage) to deliver utility grid and community benefits and resilience to areas with specific grid needs.

2024 Significant New Activities

- Convene cross-program and cross-functional work groups to collaboratively develop strategies for cross-functional areas, including communities, workforce development, energy resilience, municipal energy planning, and Portland Clean Energy Community Benefits Fund (PCEF) collaborative program designs. Ensure teams are effectively resourced and organized to execute these strategies.
• Work with CBOs, programs and Energy Trust's Communications and Customer Service (CCS) outreach team to develop additional partnership models, including expanding Solar Ambassadors to include energy efficiency and exploring additional ways of collaborating to build relationships and capacities across the service area (e.g., cohort models).
• Lead measure development across programs in collaboration with Planning and Evaluation. Provide guidance and best practices to explore new measures and offers and delivery partnerships that cross programs and technologies, including CBO delivery partnerships and midstream offers.
• Develop a holistic, customer- and community-centered product development approach for Energy Trust's programs and services that can be incorporated into our existing program design and measure development processes.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Further develop of cross-organization workgroups to identify and incorporate more community and customer needs into program planning and services.

- Continue to expand work with CBOs across programs and use lessons learned in 2024 to further understand community needs and how these can be translated into more holistic program designs, services and customer experiences. With this insight, expand the customer- and community-centered product development approach that will be explored in 2024.
- Explore additional opportunities to partner with utilities to develop locational clean energy solutions to meet grid and community needs and support climate resilience.

How Stakeholder Feedback Was Incorporated

- Listening sessions and feedback from CBOs, advisory councils and customer outreach indicated a growing need for education around clean energy projects, energy planning and clean energy workforce planning. Stakeholders are keenly interested in how new funding sources can be accessed by customers, in particular customers historically underserved by clean energy programs, and want to ensure customers have a consistent experience and to avoid market confusion. A cross-functional work group focused on expanding our strategies with communities and CBOs will take these insights and propose actions, such as improvements to our offers and services, that will be vetted and, ideally, co-created with interested stakeholders.
- Utility partners and community stakeholders emphasized the importance of increased collaboration, and our budget and action plans reflect this feedback.
- Stakeholders want to know how our increased staffing and financial investments in communities, CBOs and workforce development are leading to impacts and results over time. This sector's work over the next two years is keenly focused on developing ways to track and report (through the DEI Plan Metrics and OPUC Equity Metrics) how investments in CBO capacity building will result in more customer awareness and completed projects.

Budgeted Expenditures

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	N/A	\$5.9	\$7.5

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

Contracted and Grant-Funded Initiatives

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

Contracted Initiatives

Landlord-provided Cooling Spaces Initiative

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

Portland General Electric Smart Battery Pilot

- The Portland General Electric (PGE) Smart Battery pilot program incentivizes customers with qualifying residential battery storage systems in PGE’s service area to allow the utility to dispatch their system in support of Peak Time Events. Energy Trust has a contract with PGE to provide support for customer outreach, contractor training, quality management and incentive processing.
- This pilot helps PGE learn about the grid benefits and value of smart battery storage and it also complements core Energy Trust offers for solar + storage and supports participating customers interested in energy resilience allowing them to receive some additional bill savings. Working together and leveraging Energy Trust’s existing infrastructure and expertise makes the project less costly for ratepayers.
- Implementation began in 2020 and the Pilot is expected to conclude in June 2025.

Oregon Community Solar Program

- The Oregon Community Solar Program seeks to expand the state’s renewable energy portfolio and extend the benefits of solar energy to customers who previously did not have access, including customers with low incomes. Funding for this program comes from the ratepayers of PGE, Pacific Power and Idaho Power. The OPUC is responsible for the program and Energy Trust provides administration services under a subcontract with the primary program administrator, Energy Solutions.
- The program aligns with Energy Trust’s goals around increasing access to renewable energy opportunities for customers it has historically underserved. The current program administration contract began in 2019 and concludes in March 2024. An extension of that contract is possible but unknown at this time.

Smart Grid Test Bed Collaboration

- The Smart Grid Test Bed Collaboration (formerly called Smart Grid Advanced Load Management & Optimized Neighborhoods, or SALMON) will retrofit approximately 580 buildings in North Portland with distributed energy resources (DERs) such as smart thermostats, smart water heaters, solar with smart inverters, storage, and managed electric vehicle charging. The project will demonstrate how DERs can support utility planning and operations.
- Collaboration partners include PGE, National Renewable Energy Laboratory, Community Energy Project and the Northwest Energy Efficiency Alliance. The initiative is a study funded by the U.S. Department of Energy through the Connected Communities funding program. Energy Trust has a subcontract with PGE to support planning and implementation of the initiative.

- The project will result in at least 10% savings for the portfolio of participating sites, reduce customer bills and increase comfort. The project will prioritize customers with high energy burdens, and additional funding will improve cost-effectiveness and make improvements more affordable for customers. The project will help PGE manage loads during periods of high demand, as an alternative to building new distribution and generation infrastructure.
- Implementation began in 2022, with a year of program development. Energy Trust provided market data and forecasted energy efficiency, solar + storage and electric equipment upgrades. Prioritized measures will include smart thermostats, heat pump water heaters and attic insulation.
- PGE’s Flex Load program participation will be critical to successfully meeting the grant’s ambitious energy goals, so additional resource planning for the program will prioritize solar + storage, contractor training and homeowner engagement to support the transition to new technologies.
- The program will promote residential, multi-family and commercial offers in the market from November 2023 through August 2026. In the final program year, September 2026 through August 2027, the team will continue evaluation and share learnings with regional and national partners.

Flexible Feeder Initiative

- Flexible Feeder is an initiative within the PGE Smart Grid Test Bed. Energy Trust has a contract with PGE to develop new energy efficiency measures with a flex load value. This project complements the objectives of the Smart Grid Test Bed Collaboration and will help Energy Trust and regional utilities quantify the value and cumulative benefits of a suite of DERs.
- Understanding more about how best to integrate efficiency with other DERs in the planning, forecasting and design of demand-side management programs will benefit PGE’s distribution planning efforts. Ultimately, the Flexible Feeder initiative will help PGE manage loads during periods of high demand, as an alternative to building new distribution and generation infrastructure.
- Implementation of the Flexible Feeder measure development contract began in late 2022 and is expected to conclude in June 2024. Eight new measures are currently being scoped. Based on the results of the pending energy analysis, up to eight measures will be published in 2024.

Solar with Justice

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

PGE Smart Solar Study

- The Smart Solar Study, previously called the Smart Inverter Demonstration Project, is part of PGE’s Smart Grid Test Bed and will engage up to 300 solar customers located on three feeders to help PGE study how solar smart inverters can provide additional grid benefits that support utility distribution planning and operations. Energy Trust has a contract with PGE to support implementation, trade ally engagement and customer enrollment.
- This project complements core Energy Trust offers for solar and helps PGE learn how inverter-based renewables can deliver distribution operations value and address hosting capacity issues. Leveraging Energy Trust’s existing infrastructure and expertise makes the project replicable and less costly for ratepayers.
- Project implementation began in 2023 and the Smart Solar Study will wrap up in 2025.

Budgeted Revenue (all contracts)

	2023 Budget	2024 Budget	2025 Projection
Total Revenue (\$ Million)	\$2.6	\$2.4	\$1.8

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Planning and Evaluation

The planning and evaluation group includes the planning team and the evaluation and engineering team.

The planning team develops long-range energy savings and cost forecasts and manages savings and cost-effectiveness analysis tools and reporting. It works with utilities on resource planning for the utility systems as a whole and for local projects.

The evaluation and engineering team assesses the effectiveness of efficiency and renewable energy program delivery and updates estimates of savings and generation by studying energy use. It performs evaluations and market research, serves as the owner of third-party spatial and utility customer information, helps other teams effectively use data and participates in regional and national research projects. Additionally, the team reviews and supports development of new and updated efficiency measures and helps Energy Trust incorporate new efficiency technologies into programs.

2024 Context

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

- Carbon is now a key driver of state policy and utility regulation and of Energy Trust program actions.
- We cannot yet predict the degree to which funding from complimentary sources will interact with Energy Trust programs, reducing ratepayer costs and accelerating market penetration, or operate in parallel to Energy Trust.
- Official estimates of electric avoided costs are outdated, and hopefully will be updated in 2024.
- Programs are rapidly changing to accelerate energy savings and address groups of customers that Energy Trust has underserved. In this context, more frequent evaluation is needed.

2024 Significant New Activities

- Help the business lighting team assess and respond to the impacts of and adjust to the new state lighting efficiency standard (HB 2531).
- Conduct qualitative research to identify opportunities for new measures or program strategies for small businesses and residential customers, with a focus on groups of customers that have been underserved by Energy Trust.
- Evaluate residential no-cost offers (ductless and ducted heat pumps, heat pump water heaters) to help refine program approaches.
- Begin evaluation of a hybrid HVAC (gas furnace and electric heat pump) pilot.
- Scope a study to characterize diverse small businesses in Oregon.
- Use the tool built by staff in 2022-2023 to analyze energy usage data from utilities to evaluate several residential efficiency measures.
- As data become available from utilities, collaborate with the Oregon Public Utility Commission and utilities to revise avoided costs, refine estimates of capacity value, and refine the value of carbon in avoided costs. Incorporate updated estimates into measure development and results reporting.
- Support strategic plan development through quantitative analyses, development of new metrics and scales around revised goals, and strategy development.
- Refine and expedite local energy efficiency forecasting to identify opportunities for enhanced program implementation to defer utility distribution system investments in an expanded number of sites.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Many of the new initiatives for acceleration and equity will reach a stage of maturity such that evaluations will be useful in assessing how to refine to meet goals.

Budgeted Expenditures

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$6.3	\$6.9	\$7.7

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

Program Marketing

The program marketing team develops and delivers marketing that drives participation in efficiency and renewable energy programs, helps achieve savings and generation goals, and supports Energy Trust’s overall organizational goals. The team sets the overarching, portfolio-level marketing strategies for each sector to ensure they align with business objectives. It also manages the marketing activities of Program Management Contractors (PMC) and Program Delivery Contractors (PDC) and scopes, directs, and manages the work of public relations, creative agencies and other vendors to support program customer awareness and engagement across diverse audiences.

2024 Context

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

- Increasingly aggressive savings goals will require new, innovative, fully integrated and customized marketing campaigns to retain, deepen engagement with, and expand participation among past participants, as well as to raise awareness and encourage participation among new customers.
- Evolving ethnographic, social, behavioral, environmental, economic and marketing trends necessitate further investment in inclusive and multicultural marketing to ensure marketing campaigns are culturally respectful and resonate with an increasingly diverse customer base.
- There will be an increasing need to provide consumers and businesses with information, education and resources that help them navigate new programs and services from Energy Trust, utility partners, and other entities and ensure they can make informed investments in energy efficiency that meet their needs and priorities.

2024 Significant New Activities

- Direct, develop and manage new marketing campaigns to support direct installation and midstream offers in the residential and commercial sectors.
- Provide marketing support for targeted load management initiatives and other community-centered programs and services led by Energy Trust’s Communities and New Initiatives sector, including hiring and onboarding of a new program marketing team staff member who will focus specifically on these efforts.
- Expand and evolve current program marketing, public relations and community engagement campaigns for Latino/Hispanic, Black/African American, tribal and rural communities, including aligning program marketing and brand approaches for raising awareness and engagement and better serving these audiences.
- Expand Do-It-Yourself (DIY), educational and informational content and campaigns for consumers and businesses.
- Develop new and expand current marketing and communications efforts that support trade ally engagement, workforce development, and continuing education programs and services.
- Conduct data-driven campaigns to better target past participants, encourage further participation among high-adopters and early majority segments, and support more aggressive savings goals.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- There will be more expansive integrated marketing, public relations and community engagement campaigns for Black/African American, tribal and rural communities to promote equity.
- Marketing and communications will support anticipated sunset of lighting direct install programs in response to HB 2531.
- New and/or more expansive marketing and communications will empower consumer and business customers with information and education that helps them navigate new programs and services from Energy Trust or other organizations.

How Stakeholder Feedback Was Incorporated

- The team considered and incorporated feedback from ongoing, recurring check-ins with utility marketing partners and program staff focused on cooperative marketing strategies, emerging policies, increasing utility savings objectives, general utility brand and business growth strategies, and plans for targeted load management programming.
- Program marketing gathered and incorporated feedback from internal outreach teams and community-based organization relationship managers to assess the increasing need for and interest in marketing and public relations support for community-based organization partners, rural areas, communities of color and customers with low to moderate incomes.

Budgeted Expenditures

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$3.7	\$4.1	\$4.6

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

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Operations Support

The operations support group provides leadership and support for business systems, operations, and analysis and reporting. The group manages projects and processes across all groups and programs to promote standardization, replicability, alignment of priorities and best practices. Staff ensures resources, data and systems architecture, data quality and analysis capabilities are aligned to plan, forecast and deliver programs that are valuable to all customer types and markets. The team leads project processing activities across all efficiency programs in collaboration with Finance and provides mentorship and oversight to external implementers, including Program Management Contractors (PMCs).

2024 Context

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

- Possible PMC transitions in the commercial sector will be coupled with changes to the implementation and contracting model within lighting programs.
- The team will expand and adapt to support changes to programs and structures.
- Large initiatives and shifts in the underlying business structure may uncover systems, data and process enhancements not visible to us at the time of budgeting.

2024 Significant New Activities

- Lead enhancements to core systems necessary to process program activity associated with new streams of funding, such as transport gas, from existing utility partners serving new customer segments.
- Lead the effort to create a data system for programs and support group staff to track targets and metrics related to program activity and achievement beneath the level we budget, such as Oregon Public Utility Commission equity metrics and internal diversity, equity and inclusion targets.
- Standardize and streamline the request for proposals and PMC contracting processes with a focus on developing best practices.
- Evolve and expand the development and use of self-service reporting tools that enable staff and stakeholders to analyze and use information in program design, day-to-day decision making and project and payment processing.
- Lead the enhancement of systems, processes and reporting tools to support changes to program structure, implementation contractors, program design and delivery channels.
- Support ongoing system enhancements to project and customer tracking systems to accommodate cross-sector and community-based program activities and emerging diversity, equity and inclusion strategies.
- Support the development of requirements to the enterprise financial system to ensure upstream impacts to customer relationship management system (CRM) and Project Tracker (PT) are considered in vendor selection and implementation planning.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

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

Budgeted Expenditures

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$1.4	\$1.8	\$2.0

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

Information Technology

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

2024 Context

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

- The IT group will continue to prioritize support for a hybrid remote Energy Trust workforce.
- Program offers and delivery approaches are becoming more complex and changing significantly in response to acceleration requirements. Energy Trust is working with a broader set of stakeholders. Operating programs efficiently in this environment requires information systems enhancements to build the needed infrastructure to support programs.
- Opportunities presented by potential new funding sources require flexibility in information systems.

2024 Significant New Activities

- Support the implementation of a new Enterprise Financial System through the design, development and testing of integrations to customer relationship management system (CRM) and Project Tracker.
- Create systems enhancements to incorporate data and processing of program offers for transport gas customers of NW Natural and Avista.
- Enhance Project Tracker to accommodate the growing number of funding sources. Add the ability to combine new funding sources more easily on a participant’s energy project.
- Plan for a potential office move, using this opportunity to make the most efficient use of space for IT needs and to investigate colocation of servers for better redundancy of power and internet connectivity.
- Develop an organizational data strategy and begin implementation activities.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Energy Trust will launch a new Enterprise Financial System.
- Staff will conduct potentially significant rearchitecting of Project Tracker to accommodate program changes.

How Stakeholder Feedback Was Incorporated

- Implementing systems changes for processing projects with gas transport customers contributes to the acceleration of efficiency acquisition requested by the gas companies.

Budgeted Expenditures

	2023 Budget	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$4.5	\$5.4	\$6.3

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

Introduction

Energy Trust’s 2024-2025 Utility-Specific Action Plans provide an at-a-glance summary of strategies and activities developed that are unique to customers of each of our five utility partners. These action plans include contents developed by Energy Trust, contents developed by each utility partner and contents that have been jointly developed.

The template for these action plans was developed and approved by all participants in the HB 3141 agreement work sessions held in the Spring of 2022. The template includes:

Engagement approach for community, customer and stakeholder outreach: This section has been discussed in utility coordination meetings and includes activities that are utility-led, Energy Trust led and those that will be jointly led.

Community and stakeholder representative feedback: Community and stakeholder representative feedback was solicited during interactions that were utility-led, Energy Trust led and jointly led.

Utility-specific key activities for the budget year: These activities have been jointly agreed upon by Energy Trust and our utility partners and include outreach, community engagement, marketing program-level activities and targeted initiatives.

Utility-specific budget tables for the upcoming budget year and the following year: Budget tables include utility-specific financials and energy savings and/or generation including goals, Integrated Resource Planning targets, levelized cost and carbon dioxide emissions avoided. For utilities investing a portion of the efficiency tariff to support customer participation in Energy Trust programs, the utility has provided the annual budget for those activities.

Context

In accordance with House Bill (HB) 3141 (2021) Section 9, Energy Trust is directed “With public utilities, [to] jointly develop public utility-specific budgets, action plans and agreements that detail the entity’s public utility-specific planned activities, resources, and technologies pursuant to ORS 757.054 and 757.612 (3)(b)(B), including coordinated activities that require joint investment and deployment. Each action plan must reflect stakeholder feedback gathered through a public process managed by the entity and the relevant public utility as overseen by the commission.”¹

This process is formalized in the four steps below and is now referred to as the HB 3141 Budget Coordination Memo.

The HB 3141 Budget and Action Plan Process follows four main steps:

- Step 1:** Market Assessment
- Step 2:** Action Planning
- Step 3:** Budget + Utility-Specific Action Planning
- Step 4:** Final Plans + Tariff Filing

Within this construct is the expressed intent to put forth both an Energy Trust ‘comprehensive’ action plan and ‘utility-specific’ action plan, inclusive of identified joint investment opportunities and coordinated activities (not solely a function of IRP goals) which will “largely benefit only the customers of that funder utility.”²

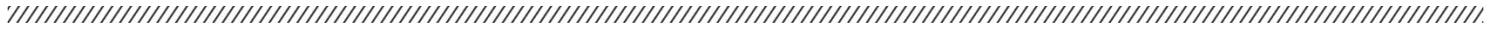
The five utility-specific action plans will be appended to the Energy Trust Action Plan and published as part of the Draft and Final Proposed Annual Budgets and two-year Action Plan packages in October and December.

The following utility specific action plans were jointly drafted and agreed-upon by the utilities and Energy Trust, and include outreach, community engagement, marketing, program level activities, and targeted initiatives involving joint investment or deployment. Activities highlighted and summarized in the utility-specific action plan will largely benefit only the customers of that funder utility. Activities that benefit customers from multiple utilities will continue to be documented in the Energy Trust program action plans.

¹ Retrieved from: <https://olis.oregonlegislature.gov/liz/2021R1/Downloads/MeasureDocument/HB3141/Enrolled>

² Retrieved from: Budget Process Coordination and Action Plan Memorandum (the “HB 3141 Budget Coordination Memo”)(August 3, 2022)

Action plan: 2024-2025
Portland General Electric
December 8, 2023



The following information details key activities planned for Portland General Electric (PGE) customers, including joint activities with Energy Trust and PGE. The information is not comprehensive of all activities serving PGE customers. Activities directed to customers of all electric funding utilities can be found in Energy Trust action plans found in the Action Plan section of the budget packet. Budget tables are inclusive of all revenues, expenditures, and energy goals for PGE customers.

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Informing the 2024 Portland General Electric Action Plan

Engagement approach

In alignment with HB 3141, Energy Trust and its utility partners collaborated to co-produce the 2024-2025 Utility-Specific Action Plans. Energy Trust and PGE engaged in six utility coordination meetings over the course of the budget and action plan development cycle to discuss activities planned that directly benefit PGE customers, including work occurring in subgroup meetings. In April, Energy Trust conducted market intelligence gathering sessions with all five partner utilities and Energy Trust’s three public advisory councils. In June, July and August, Energy Trust and PGE staff met to discuss PGE priorities for 2024-2025 and surface any topics that were not previously covered in market intelligence gathering or subgroup work.

Energy Trust and PGE will continue to engage in partnership on new areas of work that are supported by the Oregon Public Utility Commission. Work areas include exploring opportunities to further increase savings to meet the state’s clean energy goals, continued collaboration and coordination on distributed energy resources (DERs), including demand response, flexible load, and small-scale distributed generation and energy storage. Energy Trust and PGE will also collaborate on co-developing marketing strategies to better reach and serve income-qualified customers.

Community feedback

Energy Trust sought community input from customers, utilities, communities, community-based organizations and Energy Trust’s three advisory councils. Community feedback was also invited during the budget public comment period from October 4 to 18, 2023. Supplementary community insights were gleaned from Energy Trust program and outreach staff and market research. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo. PGE engaged stakeholders in its Community Learning Lab venues as well.

Stakeholder feedback

Throughout 2023, Energy Trust staff consulted with key stakeholders including its three advisory councils, board, Oregon Public Utility Commission and utility partners for information and input to inform its annual business planning, budgeting and action planning process. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Portland General Electric-specific 2024 Key Activities

The activities provided below are funded via the annual budget provided by PGE ratepayers and separately but in parallel, additional subcontracted work. Both are included to provide visibility into the depth of the partnership, and PGE and Energy Trust will work to establish workgroups with shared accountability that meet routinely to advance these activities and their associated outcomes. For all subcontracted work, inclusive of the Smart Grid Test Bed (SGTB) Collaboration, Flexible Feeder and Smart Solar Study, PGE and Energy Trust set clear resource and reporting pathways including single points of contact which foster exceedance of the minimum reporting, performance and coordination requirements set in contracts as needed to achieve shared objectives.

Outreach and community engagement

- Partner with PGE staff in outreach and community relations to share information about activities and coordinate plans.
- Encourage the sharing of our respective diversity, equity and inclusion (DEI) efforts to learn from one another and increase the potential for success.
- Work with Energy Trust's Communications and Customer Service outreach team to coordinate with utilities on emerging community engagement activities, including the utility's Community Benefits and Impact Advisory Groups (CBIAG), learning labs related to Distribution Systems Planning, and other ongoing community events where education and awareness of Energy Trust's programs and services can support PGE and community goals.
- As PGE hosts forums to engage community members or design community efforts, such as the CBIAG or Tribal Work Groups, bring forward content and information that would be of value for participants.
- Track on community-led energy sustainability or climate plan development to share information on activities and energy projects that may emerge from planning efforts.
- Continue to collaborate with PGE 838 outreach team on the small business no-cost lighting offer.

Marketing

- Collaborate with PGE marketing and brand colleagues to:
 - Better align team members and understand respective organizational structures;
 - Streamline communications;
 - Establish a common understanding of processes, business objectives and plans across marketing teams assigned to different efforts (e.g., Business programs, Smart Grid Test Bed Collaboration, Residential programs, PGE Marketplace, etc.);
 - Ensure marketing teams on both sides have a complete and common understanding of PGE and Energy Trust program designs and processes;
 - Co-develop cooperative marketing campaigns from initial scoping through execution to better reach and serve high-priority audiences, such as income-qualified customers;
 - Share campaign performance metrics, consumer and business insights from research projects, or other market intelligence that may inform marketing efforts.
- Coordinate and collaborate with PGE's smart commercial thermostat outreach efforts and Energy Partner on Demand program

Program activities

- Collaborate to develop an outcomes-based co-deployment framework in partnership with PGE:
 - Establish a shared definition, explore the viability and feasibility of co-deployment and develop a framework that includes Flex Feeder measure work (EE+DR) for inclusion in UM 2141
 - With respect to low-income program design and delivery, pursue the design of a holistic approach that includes utility bill discounts and no-cost measures that help reduce energy burden to increase participation within the context of UM 2211¹ and funding through HB 2475.
- Perform demographic and tracking analyses to support geographically targeted efficiency and renewable activities in alignment and within the context of UM 2211 and UM 2141 co-deployment. PGE's planned low income needs assessment (LINA) in 2024 may serve to inform such an approach.
- Produce energy efficiency potential forecasts for Integrated Resource Plans.
- Collaborate to combine Inflation Reduction Act (IRA) funds maximizing program incentives when and how those funds are available to customers to optimize complementary programs, respectively, across PGE and Energy Trust to better meet needs of low-income customers.
- Jointly identify opportunities for PGE to complement and further the goals of the Oregon Department of Energy (ODOE) led Solar for All (SFA) application (2024 – 2029) with Energy Trust and the Bonneville Environmental Foundation (BEF).
- Collaborate with PGE on resilience projects which may include municipal water and water resource recovery facility projects.
- Collaborate in supporting data sharing and PowerClerk integration and development of shared outcomes and objectives for collaboration on data and analysis, in support and alignment with UM 2111, in these areas for 2024 and 2025.

Targeted initiatives involving joint investment and deployment (e.g., TLM, DR/EE)

- Continue to collaborate with PGE on opportunities for Targeted Load Management (TLM) projects (non-wires solutions) to support utility's grid needs as identified by its distribution systems planning analyses to meet the state's clean energy goals by 2030 and 2040.
- Continue to collaborate and coordinate with PGE on distributed energy resources (DERs), including demand response, flexible load, and small-scale distributed generation and energy storage.
- Collaborate on two Solarize campaigns, incorporating lessons learned from Smart Grid Test Bed, and previous Solarize campaigns, to realize geographically targeted distributed energy resource adoption and load-shaping activities.
- Smart Grid Test Bed (SGTB) Collaboration (2022 – 2027)
 - Support implementation of flexible load management and Smart Grid Test Bed Collaboration (formerly called Smart Grid Advanced Load Management & Optimized Neighborhoods, or SALMON) projects in coordination with PGE.
 - Collaborate on continuous improvement of SGTB offers.
- Flexible Feeder Initiative (2022 – 2027)
 - Energy Trust has a contract with PGE to develop new energy efficiency measures that can complement flex load offers.
 - Jointly identify and build upon lessons learned from 2023 projects per the established U.S. Department of Energy requirements to meet all specified deliverables on time and on budget.
- PGE Smart Solar Study (previously Smart Inverter Demonstration Project) (2023 – 2025)

¹ UM 2211 in the OPUC Docket that will be used to implement a portion of Oregon HB 2475 which creates programs to reduce energy burden for households. UM 2211 key design elements treat holistically the level of relief, tracking and accounting, bundling, outreach, engagement, and marketing of EE and income-qualified bill discount (IQBD). This docket is the appropriate venue for defining a holistic approach to alleviating energy burden in PGE's service territory

- Energy Trust has a contract with PGE to support implementation, customer engagement and customer incentive payments.
- Jointly identify and build upon lessons learned from 2023 projects per the established U.S. Department of Energy requirements to meet all specified deliverables on time and on budget.
- PGE Smart Battery Pilot (2020 – 2025)
 - Per the Master Purchase Agreement and associated Statement of Work meet all specified deliverables on time and on budget.
 - Energy Trust has a contract with PGE to provide support for customer outreach, contractor training, quality management and incentive processing.

Other

- Collaborate with PGE to incorporate Utility-Specific Action Planning (USAP) into the multi-year business planning approach that Energy Trust is exploring to successfully plan, manage and achieve ambitious 2030 clean energy goals.

Expected changes for 2025

Energy Trust and PGE will work together to identify and pursue strategies for mitigating the rate impact of the EE and RE investment and optimizing benefits for customers. Below are several strategies that PGE requests be employed in preparation for the 2025/2026 budget.

- Co-deploy programs via existing dockets as the appropriate venue for development and delivery of DERs, for the benefit of shared customers.
- Explore additional opportunities to partner with utilities to develop locational clean energy solutions to meet grid and community needs and support climate resilience.
- Incorporate Utility-Specific Action Planning (USAP) into the multi-year business planning approach to support cost effective achievement of ambitious 2030 utility clean energy goals.
- Socialize research and development to address the needs of expiring measures, support small businesses, adapt to code changes, develop new ways of identifying savings opportunities with customers, and research the ability to develop packages of measures tailored to specific market segments including in service of co-deployment or ODOE-funded projects.
- Continually adapt program approaches to reach small businesses, rural areas, businesses owned by priority community populations, and workforce development based on community engagement and lessons learned from prior program activities (i.e., small business focus groups).
- Coordinate with utilities as new sources of funding become available to maximize support to customers experiencing low- and moderate-incomes and ensure that utility savings and decarbonization goals are achieved.

Portland General Electric-specific 2024 Budget

2024 Portfolio Level

Financial Overview	OPUC Efficiency	OPUC Renewables	Total for Portland General Electric
Beginning Net Assets	\$ 26,919,980	\$ 10,841,667	\$ 37,761,647
Revenue	\$ 105,775,482	\$ 12,000,000	\$ 117,775,482
Expenditures	\$ 130,447,648	\$ 15,117,161	\$ 145,564,809
Net Income	\$ (24,672,166)	\$ (3,117,161)	\$ (27,789,327)
Interest Income Distribution	\$ 323,220	\$ 205,739	\$ 528,959
Transfers between FS	\$ -	\$ -	\$ -
Ending Net Assets	\$ 2,571,034	\$ 7,930,246	\$ 10,501,279
<i>Renewables Funds Dedicated</i>		\$ 253,540	
<i>Renewables Funds Yet To Be Dedicated</i>		\$ 7,676,706	

Electric Savings and Generation Overview	OPUC Efficiency	OPUC Renewables	Total for Portland General Electric
Electric Savings (kWh) Annual Goal	250,777,124	-	250,777,124
<i>Levelized Cost per kWh saved</i>	\$ 0.050	-	\$ 0.050
Renewables Generation (kWh) Annual Goal	-	22,136,475	22,136,475
<i>Levelized Cost per kWh generated</i>	-	\$ 0.053	\$ 0.053
Electric Savings (kWh) - IRP Target	28.00	-	28.00

2024 Combined Efficiency and Renewable Carbon Targets	Combined Savings and Generation Goal (kWh)	First Year Carbon (Metric Tons CO2e)	Lifetime Carbon (Metric Tons CO2e)
Portland General Electric	272,913,599	113,281	1,002,800

2024 Utility Capacity Targets	Summer MW based on 2022 Measure Mix	Winter MW Based on 2022 Measure Mix
Portland General Electric	38.33	43.50

2024 Portland General Electric-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Utility-invested Tariff Funds	OPUC Efficiency
Portland General Electric	\$1,200,000

Portland General Electric-specific 2024 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Incentives	\$ 68,701,340	\$ 5,368,708	\$ 24,996,402	\$ -	\$ 19,356,834	\$ -	\$ 18,979,396	\$ -	\$ 8,906,954	\$ 7,245,250	\$ 1,661,704
Program Delivery Contractors	\$ 41,325,678	\$ 5,056,221	\$ 17,242,460	\$ 2,167,920	\$ 7,164,950	\$ 44,137	\$ 7,630,211	\$ 2,019,779	\$ 1,085,135	\$ 902,135	\$ 183,000
Employee Salaries & Fringe Benefits	\$ 10,120,157	\$ 1,306,387	\$ 3,286,144	\$ 110,572	\$ 2,564,501	\$ 1,625	\$ 2,745,470	\$ 105,458	\$ 2,603,927	\$ 2,494,606	\$ 109,321
Agency Contractor Services	\$ 690,692	\$ 64,203	\$ 255,865	\$ 9,983	\$ 173,869	\$ 195	\$ 177,243	\$ 9,335	\$ 327,316	\$ 318,194	\$ 9,122
Planning and Evaluation Services	\$ 1,955,938	\$ 284,250	\$ 674,107	\$ 3,147	\$ 519,773	\$ 3	\$ 471,489	\$ 3,170	\$ 44,571	\$ 20,783	\$ 23,788
Advertising and Marketing Services	\$ 1,968,003	\$ 211,158	\$ 648,873	\$ 14,079	\$ 384,517	\$ 282	\$ 695,958	\$ 13,136	\$ 341,247	\$ 291,518	\$ 49,729
Other Professional Services	\$ 3,811,626	\$ 572,702	\$ 1,310,250	\$ 14,094	\$ 837,467	\$ 268	\$ 1,063,642	\$ 13,204	\$ 1,241,473	\$ 1,178,492	\$ 62,982
Travel, Meetings, Trainings & Conferences	\$ 408,515	\$ 49,059	\$ 156,556	\$ 3,715	\$ 83,600	\$ 67	\$ 112,022	\$ 3,496	\$ 82,247	\$ 78,763	\$ 3,484
Dues, Licenses and Fees	\$ 163,825	\$ 15,488	\$ 52,764	\$ 1,338	\$ 25,843	\$ 16	\$ 67,084	\$ 1,292	\$ 42,031	\$ 40,645	\$ 1,386
Software and Hardware	\$ 531,292	\$ 43,566	\$ 205,650	\$ 3,851	\$ 180,489	\$ 58	\$ 94,010	\$ 3,669	\$ 256,814	\$ 253,022	\$ 3,792
Depreciation & Amortization	\$ 180,411	\$ 17,706	\$ 63,596	\$ 1,594	\$ 52,907	\$ 24	\$ 43,065	\$ 1,517	\$ 37,141	\$ 35,576	\$ 1,565
Office Rent and Equipment	\$ 507,327	\$ 64,284	\$ 167,539	\$ 5,599	\$ 126,054	\$ 83	\$ 138,431	\$ 5,338	\$ 136,829	\$ 131,303	\$ 5,527
Materials Postage and Telephone	\$ 78,015	\$ 5,126	\$ 48,723	\$ 511	\$ 11,903	\$ 8	\$ 11,259	\$ 484	\$ 10,715	\$ 10,221	\$ 494
Miscellaneous Expenses	\$ 4,830	\$ 518	\$ 1,758	\$ 78	\$ 1,175	\$ 1	\$ 1,227	\$ 73	\$ 760	\$ 689	\$ 71
Expenditures	\$ 130,447,648	\$ 13,059,376	\$ 49,110,688	\$ 2,336,479	\$ 31,483,884	\$ 46,766	\$ 32,230,505	\$ 2,179,951	\$ 15,117,161	\$ 13,001,196	\$ 2,115,964

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Program Costs	\$ 123,114,203	\$ 12,325,210	\$ 46,349,806	\$ 2,205,128	\$ 29,713,938	\$ 44,137	\$ 30,418,586	\$ 2,057,399	\$ 14,267,311	\$ 12,270,301	\$ 1,997,010
Administrative Costs	\$ 7,333,445	\$ 734,166	\$ 2,760,882	\$ 131,351	\$ 1,769,946	\$ 2,629	\$ 1,811,919	\$ 122,551	\$ 849,849	\$ 730,895	\$ 118,954
<i>Management + General</i>	\$ 4,428,318	\$ 443,328	\$ 1,667,165	\$ 79,317	\$ 1,068,786	\$ 1,588	\$ 1,094,132	\$ 74,003	\$ 513,184	\$ 441,353	\$ 71,831
<i>Communications + Outreach</i>	\$ 2,905,127	\$ 290,838	\$ 1,093,717	\$ 52,034	\$ 701,160	\$ 1,042	\$ 717,788	\$ 48,548	\$ 336,666	\$ 289,542	\$ 47,123
Expenditures	\$ 130,447,648	\$ 13,059,376	\$ 49,110,688	\$ 2,336,479	\$ 31,483,884	\$ 46,766	\$ 32,230,505	\$ 2,179,951	\$ 15,117,161	\$ 13,001,196	\$ 2,115,964

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Electric Savings (kWh) Annual Goal	250,777,124	34,981,628	68,699,321	10,812,653	85,215,519	3,625,621	31,248,236	16,194,146	-	-	-
<i>Levelized Cost per kWh saved</i>	\$ 0.050	\$ 0.032	\$ 0.078	\$ 0.017	\$ 0.040	\$ 0.001	\$ 0.097	\$ 0.010	-	-	-
Renewables Generation (kWh) Annual Goal	-	-	-	-	-	-	-	-	22,136,475	21,552,475	584,000
<i>Levelized Cost per kWh generated</i>	-	-	-	-	-	-	-	-	\$ 0.053	\$ 0.047	\$ 0.281
Electric Savings (kWh) - IRP Target	27,999,960	Included in OPUC Efficiency	-	-	-						

Portland General Electric-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency	OPUC Renewables	Total for Portland General Electric
Beginning Net Assets	\$ 2,571,034	\$ 7,930,246	\$ 10,501,279
Revenue	\$ 139,306,060	\$ 12,000,000	\$ 151,306,060
Expenditures	\$ 139,324,916	\$ 18,206,719	\$ 157,531,635
Net Income	\$ (18,856)	\$ (6,206,719)	\$ (6,225,575)
Interest Income Distribution	\$ 97,509	\$ 183,739	\$ 281,249
Transfers between FS	\$ -	\$ -	\$ -
Ending Net Assets	\$ 2,649,687	\$ 1,907,266	\$ 4,556,953
<i>Renewables Funds Dedicated</i>		\$ 15,000	
<i>Renewables Funds Yet To Be Dedicated</i>		\$ 1,892,266	

Electric Savings and Generation Overview	OPUC Efficiency	OPUC Renewables	Total for Portland General Electric
Electric Savings (kWh) Annual Goal	254,088,116	-	254,088,116
<i>Levelized Cost per kWh saved</i>	\$ 0.052	-	\$ 0.052
Renewables Generation (kWh) Annual Goal	-	17,529,225	17,529,225
<i>Levelized Cost per kWh generated</i>	-	\$ 0.081	\$ 0.081
Electric Savings (kWh) - IRP Target	27.15	-	27.15

2025 Combined Efficiency and Renewable Carbon Targets	Combined Savings and Generation Goal (kWh)	First Year Carbon (Metric Tons CO2e)	Lifetime Carbon (Metric Tons CO2e)
Portland General Electric	271,617,341	112,742	992,455

2025 Utility Capacity Targets	Summer MW based on 2022 Measure Mix	Winter MW Based on 2022 Measure Mix
Portland General Electric	38.84	44.08

2025 Portland General Electric-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Utility-invested Tariff Funds	OPUC Efficiency
Portland General Electric	TBD

Portland General Electric-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Incentives	\$ 70,660,787	\$ 7,281,860	\$ 23,259,747	\$ -	\$ 21,531,242	\$ -	\$ 18,587,938	\$ -	\$ 11,301,290	\$ 8,997,750	\$ 2,303,540
Program Delivery Contractors	\$ 45,853,929	\$ 6,317,518	\$ 18,035,363	\$ 2,412,605	\$ 8,480,468	\$ 58,601	\$ 8,545,494	\$ 2,003,880	\$ 1,011,657	\$ 903,657	\$ 108,000
Employee Salaries & Fringe Benefits	\$ 12,007,960	\$ 1,740,500	\$ 3,749,141	\$ 138,205	\$ 3,109,567	\$ 2,469	\$ 3,152,045	\$ 116,033	\$ 3,147,346	\$ 3,005,397	\$ 141,949
Agency Contractor Services	\$ 547,768	\$ 62,674	\$ 191,211	\$ 7,598	\$ 148,291	\$ 167	\$ 131,492	\$ 6,335	\$ 148,932	\$ 141,082	\$ 7,851
Planning and Evaluation Services	\$ 2,170,824	\$ 460,421	\$ 562,957	\$ 11,526	\$ 465,435	\$ 13	\$ 660,526	\$ 9,947	\$ 138,769	\$ 117,449	\$ 21,319
Advertising and Marketing Services	\$ 2,073,977	\$ 245,021	\$ 643,516	\$ 16,284	\$ 449,707	\$ 387	\$ 705,525	\$ 13,537	\$ 378,947	\$ 332,160	\$ 46,787
Other Professional Services	\$ 4,059,690	\$ 616,001	\$ 1,284,419	\$ 12,350	\$ 933,112	\$ 288	\$ 1,203,244	\$ 10,275	\$ 1,407,939	\$ 1,345,154	\$ 62,785
Travel, Meetings, Trainings & Conferences	\$ 428,099	\$ 57,692	\$ 156,411	\$ 3,902	\$ 91,381	\$ 83	\$ 115,373	\$ 3,257	\$ 91,549	\$ 87,521	\$ 4,028
Dues, Licenses and Fees	\$ 171,072	\$ 18,335	\$ 53,560	\$ 1,421	\$ 28,483	\$ 20	\$ 68,053	\$ 1,201	\$ 44,896	\$ 43,445	\$ 1,451
Software and Hardware	\$ 579,539	\$ 59,811	\$ 211,649	\$ 4,928	\$ 189,094	\$ 89	\$ 109,832	\$ 4,136	\$ 346,420	\$ 341,357	\$ 5,063
Depreciation & Amortization	\$ 190,738	\$ 21,980	\$ 65,568	\$ 1,843	\$ 57,391	\$ 34	\$ 42,376	\$ 1,546	\$ 39,670	\$ 37,776	\$ 1,894
Office Rent and Equipment	\$ 524,624	\$ 75,257	\$ 166,067	\$ 6,104	\$ 133,950	\$ 109	\$ 138,011	\$ 5,125	\$ 137,956	\$ 131,685	\$ 6,270
Materials Postage and Telephone	\$ 50,992	\$ 5,960	\$ 17,470	\$ 545	\$ 15,505	\$ 11	\$ 11,046	\$ 456	\$ 10,531	\$ 9,970	\$ 561
Miscellaneous Expenses	\$ 4,916	\$ 627	\$ 1,667	\$ 83	\$ 1,257	\$ 2	\$ 1,211	\$ 69	\$ 816	\$ 730	\$ 86
Expenditures	\$ 139,324,916	\$ 16,963,658	\$ 48,398,746	\$ 2,617,393	\$ 35,634,884	\$ 62,273	\$ 33,472,165	\$ 2,175,797	\$ 18,206,719	\$ 15,495,134	\$ 2,711,585

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Program Costs	\$ 131,109,670	\$ 15,963,401	\$ 45,544,930	\$ 2,463,059	\$ 33,533,685	\$ 58,601	\$ 31,498,490	\$ 2,047,502	\$ 17,133,166	\$ 14,581,469	\$ 2,551,697
Administrative Costs	\$ 8,215,247	\$ 1,000,256	\$ 2,853,816	\$ 154,334	\$ 2,101,199	\$ 3,672	\$ 1,973,675	\$ 128,295	\$ 1,073,553	\$ 913,665	\$ 159,888
<i>Management + General</i>	\$ 4,819,327	\$ 586,782	\$ 1,674,140	\$ 90,537	\$ 1,232,631	\$ 2,154	\$ 1,157,821	\$ 75,262	\$ 629,781	\$ 535,985	\$ 93,795
<i>Communications + Outreach</i>	\$ 3,395,919	\$ 413,474	\$ 1,179,676	\$ 63,797	\$ 868,568	\$ 1,518	\$ 815,854	\$ 53,033	\$ 443,772	\$ 377,680	\$ 66,092
Expenditures	\$ 139,324,916	\$ 16,963,658	\$ 48,398,746	\$ 2,617,393	\$ 35,634,884	\$ 62,273	\$ 33,472,165	\$ 2,175,797	\$ 18,206,719	\$ 15,495,134	\$ 2,711,585

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Electric Savings (kWh) Annual Goal	254,088,116	40,503,978	60,680,833	12,292,289	86,376,026	3,738,935	28,713,597	21,782,457	-	-	-
<i>Levelized Cost per kWh saved</i>	\$ 0.052	\$ 0.036	\$ 0.085	\$ 0.017	\$ 0.044	\$ 0.001	\$ 0.106	\$ 0.007	-	-	-
Renewables Generation (kWh) Annual Goal	-	-	-	-	-	-	-	-	17,529,225	16,229,225	1,300,000
<i>Levelized Cost per kWh generated</i>	-	-	-	-	-	-	-	-	\$ 0.081	\$ 0.074	\$ 0.162
Electric Savings (kWh) - IRP Target	27,150,000	Included in OPUC Efficiency	-	-	-						

Action plan: 2024-2025
Pacific Power
December 8, 2023



The following information details key activities planned for Pacific Power customers, including joint activities with Energy Trust and Pacific Power. The information is not comprehensive of all activities serving Pacific Power customers. Activities directed to customers of all electric funding utilities can be found in Energy Trust action plans found in the Action Plan section of the budget packet. Budget tables are inclusive of all revenues, expenditures and energy goals for Pacific Power customers.

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Informing the 2024 Pacific Power Action Plan

Engagement approach

In alignment with HB 3141, Energy Trust and its utility partners collaborated to co-produce the 2024-2025 Utility-Specific Action Plans. Energy Trust and Pacific Power engaged in six utility coordination meetings over the course of the budget and action plan development cycle to discuss activities planned that directly benefit Pacific Power customers, including work occurring in subgroup meetings. In April, Energy Trust conducted market intelligence gathering sessions with all five partner utilities and Energy Trust’s three public advisory councils. In June, July and August, Energy Trust and Pacific Power staff met to discuss Pacific Power priorities for 2024-2025 and surface any topics that were not previously covered in market intelligence gathering or subgroup work.

Energy Trust and Pacific Power will continue to engage in partnership on new areas of work that are supported by the Oregon Public Utility Commission. New work areas include exploring new opportunities to increase savings to meet the state’s clean energy goals, collaboration on resilience hubs, and continued work on projects related to electric vehicle charging and demand response. Energy Trust and Pacific Power will also collaborate on strategies to increase outreach to diverse communities in the Pacific Power service area to increase participation in energy efficiency programs and offerings.

Community feedback

Energy Trust sought community input from customers, utilities, communities, community-based organizations and Energy Trust’s three advisory councils. Community feedback was also invited during the budget public comment period from October 4 to 18, 2023. Supplementary community insights were gleaned from Energy Trust program and outreach staff and market research. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Stakeholder feedback

Throughout 2023, Energy Trust staff consulted with key stakeholders including its three advisory councils, board, Oregon Public Utility Commission and utility partners for information and input to inform its annual business planning, budgeting and action planning process. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Pacific Power-specific 2024 Key Activities

Outreach and community engagement

- Partner with Pacific Power staff in outreach and community relations to share information about activities and coordinate plans.
- Encourage the sharing of our respective diversity, equity and inclusion (DEI) efforts to learn from one another and increase the potential for success.
- Explore opportunities to further collaborate with Pacific Power's Marketing and Outreach teams.
- Coordinate across programs on emerging community engagement activities, including Pacific Power's Community Benefits and Impact Advisory Groups, local and state workshops related to Distribution Systems Planning and Clean Energy Plan, and other ongoing community events where education and awareness of Energy Trust's programs and services can support utility and community goals.
- As Pacific Power hosts forums to engage community members or design community efforts, such as the Community Benefits and Impacts Advisory Groups or Tribal Work Groups, bring forward content and information that would be of value for participants.
- At the frequency desired by Pacific Power, convene Energy Trust and utility staff for regular coordination regarding joint customer awareness building, program coordination, utility planning, community relationships, initiatives and grants, and insights on customer awareness and participation to align on opportunities to deliver greater community benefit together.
- The new Energy Trust tribal outreach manager will work in concert with Pacific Power Tribal Relations staff and regional business managers to ensure coordination and not exhaust capacity constrained communities.
- Serve as point of contact for communities and for regional utility outreach managers sharing information about community needs and insights and jointly attend community events.
- Track on community-led energy sustainability or climate plan development to share information on activities and energy projects that may emerge from planning efforts. As requested, support counties developing energy resiliency plans funded through a to-be-developed Oregon Department of Energy grant program (funded through HB 3409).

Marketing

- Expand and build on ongoing collaboration efforts to align and leverage energy efficiency and demand respond program marketing for connected technologies.
- Co-develop marketing strategies to better reach and serve income-qualified customers.
- Implement program directed no-cost heat pumps and hybrid water heaters for energy burdened customers and support delivery of email and paper home energy reports.
- Collaborate on new or expand current cooperative marketing strategies to maximize savings, support targeted load management projects or other special initiatives, and better reach underserved audiences.
- Expand and further align cooperative marketing activities for online services and products, such as the Pacific Power Home and Business Energy Reports.

Energy efficiency activities

- Perform demographic and potential analyses to support geographically targeted efficiency and renewable activities.

- Continue to collaborate and coordinate with Pacific Power on distributed energy resources (DERs), including demand response, flexible load, and small-scale distributed generation and energy storage.
- Produce energy efficiency potential forecasts for Integrated Resource Plans.

Renewables, resiliency activities

- Collaborate with utilities on identifying and expanding residential and municipal resilience projects.
- Consider utilizing the “Solarize” model and other outreach methods to support utility efforts to expand solar and battery deployment in specific geographic areas.

Targeted initiatives involving joint investment and deployment (e.g., TLM, DR/EE)

- Develop Targeted Load Management offerings in Pacific Power identified areas, with Prineville already identified for 2025.
- Coordinate and collaborate with Pacific Power's distribution system planning team to analyze and review other areas for Targeted Load Management (TLM) (non-wires solutions) delivery in 2025 and beyond.
- Continue working with Pacific Power on projects related to electric vehicle charging.
- Collaborate on new or expand on current cooperative marketing campaigns and activities for Targeted Load Management (TLM) projects (i.e., electric non-traditional solutions).

Other

- Complete Energy Trust information systems enhancements needed to accommodate changes to utility customer information (UCI) data sharing files based on Pacific Power migration of billing system to their new Oracle platform.
- Collaborate with Pacific Power to incorporate Utility-Specific Action Planning (USAP) into the multi-year business planning approach that Energy Trust is exploring to successfully plan, manage and achieve ambitious 2030 clean energy goals.

Expected changes for 2025

- Explore additional opportunities to partner with Pacific Power to develop locational clean energy solutions to meet grid and community needs and support climate resilience.
- Conduct focused research and development to address the needs of expiring measures, support small businesses, adapt to code changes, develop new ways of identifying savings opportunities with customers, and research the ability to develop packages of measures tailored to specific market segments.
- Continually adapt program approaches to reach small businesses, rural areas, businesses owned by priority community populations, and workforce development based on community engagement and lessons learned from prior program activities (i.e., small business focus groups).
- Coordinate with Pacific Power as new sources of funding become available to maximize support to customers experiencing low- and moderate-incomes and ensure that Pacific Power savings and decarbonization goals are achieved.

Pacific Power-specific 2024 Budget

2024 Portfolio Level

Financial Overview	OPUC Efficiency	OPUC Renewables	Total for Pacific Power
Beginning Net Assets	\$ 8,632,716	\$ 7,576,365	\$ 16,209,081
Revenue	\$ 85,987,358	\$ 8,051,622	\$ 94,038,980
Expenditures	\$ 92,011,288	\$ 10,141,469	\$ 102,152,757
Net Income	\$ (6,023,930)	\$ (2,089,847)	\$ (8,113,777)
Interest Income Distribution	\$ 124,572	\$ 144,755	\$ 269,327
Transfer Between FS	\$ -	\$ -	\$ -
Ending Net Assets	\$ 2,733,358	\$ 5,631,273	\$ 8,364,631
<i>Renewables Funds Dedicated</i>		\$ 259,150	
<i>Renewables Funds Yet To Be Dedicated</i>		\$ 5,372,123	

Electric Savings and Generation Overview	OPUC Efficiency	OPUC Renewables	Total for Pacific Power
Electric Savings (kWh) Annual Goal	169,310,737	-	169,310,737
<i>Levelized Cost per kWh saved</i>	\$ 0.055	\$ -	\$ 0.055
Renewables Generation (kWh) Annual Goal	-	18,141,850	18,141,850
<i>Levelized Cost per kWh generated</i>	-	\$ 0.043	\$ 0.043
Electric Savings (kWh) - IRP Target	21.95	-	21.95

2024 Combined Efficiency and Renewable Carbon Targets	Combined Savings and Generation Goal (kWh)	First Year Carbon (Metric Tons CO2e)	Lifetime Carbon (Metric Tons CO2e)
Pacific Power	187,452,587	78,213	589,063

2024 Utility Capacity Targets	Summer MW based on 2022 Measure Mix	Winter MW Based on 2022 Measure Mix
Pacific Power	28.43	36.32

2024 Pacific Power-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Utility-invested Tariff Funds	OPUC Efficiency
Pacific Power	\$2,000,000

Pacific Power-specific 2024 Program Level Detail

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Incentives	\$ 49,275,709	\$ 2,371,093	\$ 19,089,826	\$ -	\$ 14,411,626	\$ -	\$ 13,403,164	\$ -	\$ 5,948,250	\$ 4,803,250	\$ 1,145,000
Program Delivery Contractors	\$ 28,403,281	\$ 2,246,381	\$ 11,863,356	\$ 1,569,873	\$ 4,453,630	\$ 31,961	\$ 6,775,481	\$ 1,462,599	\$ 678,012	\$ 556,012	\$ 122,000
Employee Salaries & Fringe Benefits	\$ 7,058,803	\$ 578,633	\$ 2,408,129	\$ 80,069	\$ 1,824,159	\$ 1,177	\$ 2,090,269	\$ 76,366	\$ 1,723,042	\$ 1,640,925	\$ 82,117
Agency Contractor Services	\$ 488,687	\$ 28,437	\$ 187,501	\$ 7,229	\$ 123,675	\$ 141	\$ 134,944	\$ 6,760	\$ 216,157	\$ 209,305	\$ 6,852
Planning and Evaluation Services	\$ 1,443,162	\$ 125,902	\$ 493,994	\$ 2,279	\$ 369,721	\$ 2	\$ 448,969	\$ 2,296	\$ 36,516	\$ 13,671	\$ 22,845
Advertising and Marketing Services	\$ 1,382,959	\$ 93,528	\$ 475,503	\$ 10,195	\$ 273,511	\$ 204	\$ 520,506	\$ 9,512	\$ 230,356	\$ 191,757	\$ 38,599
Other Professional Services	\$ 2,639,300	\$ 253,665	\$ 960,168	\$ 10,206	\$ 595,700	\$ 194	\$ 809,806	\$ 9,561	\$ 934,950	\$ 775,199	\$ 159,751
Travel, Meetings, Trainings & Conferences	\$ 286,480	\$ 21,730	\$ 114,726	\$ 2,690	\$ 59,466	\$ 48	\$ 85,288	\$ 2,532	\$ 54,426	\$ 51,809	\$ 2,617
Dues, Licenses and Fees	\$ 116,899	\$ 6,860	\$ 38,666	\$ 969	\$ 18,383	\$ 11	\$ 51,074	\$ 936	\$ 27,777	\$ 26,736	\$ 1,041
Software and Hardware	\$ 375,445	\$ 19,297	\$ 150,703	\$ 2,788	\$ 128,384	\$ 42	\$ 71,575	\$ 2,657	\$ 169,284	\$ 166,435	\$ 2,849
Depreciation & Amortization	\$ 127,139	\$ 7,842	\$ 46,604	\$ 1,154	\$ 37,634	\$ 17	\$ 32,788	\$ 1,099	\$ 24,577	\$ 23,401	\$ 1,176
Office Rent and Equipment	\$ 354,286	\$ 28,473	\$ 122,775	\$ 4,054	\$ 89,664	\$ 60	\$ 105,395	\$ 3,865	\$ 90,521	\$ 86,370	\$ 4,151
Materials Postage and Telephone	\$ 55,741	\$ 2,271	\$ 35,705	\$ 370	\$ 8,467	\$ 6	\$ 8,572	\$ 351	\$ 7,095	\$ 6,724	\$ 371
Miscellaneous Expenses	\$ 3,398	\$ 230	\$ 1,288	\$ 56	\$ 836	\$ 1	\$ 934	\$ 53	\$ 507	\$ 453	\$ 54
Expenditures	\$ 92,011,288	\$ 5,784,340	\$ 35,988,944	\$ 1,691,933	\$ 22,394,857	\$ 33,865	\$ 24,538,764	\$ 1,578,585	\$ 10,141,469	\$ 8,552,047	\$ 1,589,422

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Program Costs	\$ 86,838,640	\$ 5,459,158	\$ 33,965,734	\$ 1,596,817	\$ 21,135,873	\$ 31,961	\$ 23,159,256	\$ 1,489,841	\$ 9,571,341	\$ 8,071,272	\$ 1,500,069
Administrative Costs	\$ 5,172,648	\$ 325,181	\$ 2,023,210	\$ 95,116	\$ 1,258,984	\$ 1,904	\$ 1,379,509	\$ 88,744	\$ 570,128	\$ 480,775	\$ 89,353
<i>Management + General</i>	\$ 3,123,515	\$ 196,362	\$ 1,221,720	\$ 57,436	\$ 760,240	\$ 1,150	\$ 833,020	\$ 53,588	\$ 344,273	\$ 290,317	\$ 53,956
<i>Communications + Outreach</i>	\$ 2,049,132	\$ 128,820	\$ 801,490	\$ 37,680	\$ 498,743	\$ 754	\$ 546,489	\$ 35,156	\$ 225,855	\$ 190,458	\$ 35,397
Expenditures	\$ 92,011,288	\$ 5,784,340	\$ 35,988,944	\$ 1,691,933	\$ 22,394,857	\$ 33,865	\$ 24,538,764	\$ 1,578,585	\$ 10,141,469	\$ 8,552,047	\$ 1,589,422

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Electric Savings (kWh) Annual Goal	169,310,737	12,291,519	52,111,871	7,824,780	58,590,829	2,625,450	24,147,087	11,719,200	-	-	-
<i>Levelized Cost per kWh saved</i>	\$ 0.055	\$ 0.041	\$ 0.075	\$ 0.017	\$ 0.044	\$ 0.001	\$ 0.102	\$ 0.010	-	-	-
Renewables Generation (kWh) Annual Goal	-	-	-	-	-	-	-	-	18,141,850	18,141,850	-
<i>Levelized Cost per kWh generated</i>	-	-	-	-	-	-	-	-	\$ 0.043	\$ 0.037	-
Electric Savings (kWh) - IRP Target	21,950,040	Included in OPUC Efficiency	-	-	-						

Pacific Power-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency	OPUC Renewables	Total for Pacific Power
Beginning Net Assets	\$ 2,733,358	\$ 5,631,273	\$ 8,364,631
Revenue	\$ 95,377,691	\$ 8,051,622	\$ 103,429,313
Expenditures	\$ 95,475,595	\$ 13,106,416	\$ 108,582,011
Net Income	\$ (97,904)	\$ (5,054,794)	\$ (5,152,698)
Interest Income Distribution	\$ 102,184	\$ 118,151	\$ 220,335
Transfer Between FS	\$ -	\$ -	\$ -
Ending Net Assets	\$ 2,737,637	\$ 694,631	\$ 3,432,268
<i>Renewables Funds Dedicated</i>		\$ 100,000	
<i>Renewables Funds Yet To Be Dedicated</i>		\$ 594,631	

Electric Savings and Generation Overview	OPUC Efficiency	OPUC Renewables	Total for Pacific Power
Electric Savings (kWh) Annual Goal	196,736,584	-	196,736,584
<i>Levelized Cost per kWh saved</i>	\$ 0.046	-	\$ 0.046
Renewables Generation (kWh) Annual Goal	-	13,874,150	13,874,150
<i>Levelized Cost per kWh generated</i>	-	\$ 0.073	\$ 0.073
Electric Savings (kWh) - IRP Target	21.54	-	21.54

2025 Combined Efficiency and Renewable Carbon Targets	Combined Savings and Generation Goal (kWh)	First Year Carbon (Metric Tons CO2e)	Lifetime Carbon (Metric Tons CO2e)
Pacific Power	210,610,734	87,896	649,886

2025 Utility Capacity Targets	Summer MW based on 2022 Measure Mix	Winter MW Based on 2022 Measure Mix
Pacific Power	33.03	42.20

2025 Pacific Power-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Utility-invested Efficiency Funds	OPUC Efficiency
Pacific Power	TBD

Pacific Power-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Incentives	\$ 49,237,457	\$ 2,841,333	\$ 16,390,999	\$ -	\$ 15,044,407	\$ -	\$ 14,960,718	\$ -	\$ 8,358,250	\$ 6,003,250	\$ 2,355,000
Program Delivery Contractors	\$ 30,666,220	\$ 2,479,818	\$ 11,814,423	\$ 1,747,059	\$ 5,161,115	\$ 42,435	\$ 7,970,284	\$ 1,451,086	\$ 629,949	\$ 557,949	\$ 72,000
Employee Salaries & Fringe Benefits	\$ 8,183,661	\$ 681,021	\$ 2,560,742	\$ 100,079	\$ 2,093,530	\$ 1,788	\$ 2,662,476	\$ 84,024	\$ 2,140,129	\$ 1,991,536	\$ 148,593
Agency Contractor Services	\$ 376,241	\$ 24,523	\$ 130,601	\$ 5,502	\$ 99,838	\$ 121	\$ 111,069	\$ 4,587	\$ 101,706	\$ 93,488	\$ 8,218
Planning and Evaluation Services	\$ 1,451,514	\$ 180,153	\$ 384,511	\$ 8,346	\$ 313,356	\$ 9	\$ 557,934	\$ 7,203	\$ 100,146	\$ 77,828	\$ 22,317
Advertising and Marketing Services	\$ 1,444,119	\$ 95,872	\$ 439,535	\$ 11,792	\$ 302,768	\$ 281	\$ 584,070	\$ 9,803	\$ 268,850	\$ 220,107	\$ 48,743
Other Professional Services	\$ 2,779,487	\$ 241,028	\$ 877,285	\$ 8,943	\$ 628,222	\$ 208	\$ 1,016,359	\$ 7,441	\$ 1,054,754	\$ 891,371	\$ 163,384
Travel, Meetings, Trainings & Conferences	\$ 293,626	\$ 22,574	\$ 106,832	\$ 2,825	\$ 61,523	\$ 60	\$ 97,454	\$ 2,358	\$ 62,213	\$ 57,996	\$ 4,217
Dues, Licenses and Fees	\$ 122,329	\$ 7,174	\$ 36,583	\$ 1,029	\$ 19,176	\$ 14	\$ 57,483	\$ 869	\$ 30,308	\$ 28,789	\$ 1,519
Software and Hardware	\$ 394,673	\$ 23,403	\$ 144,561	\$ 3,569	\$ 127,308	\$ 65	\$ 92,773	\$ 2,995	\$ 231,501	\$ 226,201	\$ 5,300
Depreciation & Amortization	\$ 130,296	\$ 8,600	\$ 44,784	\$ 1,334	\$ 38,639	\$ 24	\$ 35,794	\$ 1,120	\$ 27,015	\$ 25,033	\$ 1,983
Office Rent and Equipment	\$ 357,843	\$ 29,447	\$ 113,427	\$ 4,420	\$ 90,183	\$ 79	\$ 116,576	\$ 3,711	\$ 93,826	\$ 87,262	\$ 6,564
Materials Postage and Telephone	\$ 34,766	\$ 2,332	\$ 11,933	\$ 394	\$ 10,439	\$ 8	\$ 9,330	\$ 330	\$ 7,193	\$ 6,607	\$ 587
Miscellaneous Expenses	\$ 3,365	\$ 245	\$ 1,139	\$ 60	\$ 846	\$ 1	\$ 1,023	\$ 50	\$ 574	\$ 484	\$ 90
Expenditures	\$ 95,475,595	\$ 6,637,523	\$ 33,057,354	\$ 1,895,354	\$ 23,991,350	\$ 45,094	\$ 28,273,343	\$ 1,575,577	\$ 13,106,416	\$ 10,267,900	\$ 2,838,515

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Program Costs	\$ 89,845,909	\$ 6,246,144	\$ 31,108,138	\$ 1,783,595	\$ 22,576,708	\$ 42,435	\$ 26,606,215	\$ 1,482,674	\$ 12,333,600	\$ 9,662,457	\$ 2,671,143
Administrative Costs	\$ 5,629,686	\$ 391,379	\$ 1,949,216	\$ 111,759	\$ 1,414,642	\$ 2,659	\$ 1,667,128	\$ 92,903	\$ 772,815	\$ 605,443	\$ 167,372
<i>Management + General</i>	\$ 3,302,555	\$ 229,596	\$ 1,143,473	\$ 65,561	\$ 829,874	\$ 1,560	\$ 977,991	\$ 54,500	\$ 453,358	\$ 355,172	\$ 98,186
<i>Communications + Outreach</i>	\$ 2,327,132	\$ 161,784	\$ 805,743	\$ 46,198	\$ 584,768	\$ 1,099	\$ 689,137	\$ 38,403	\$ 319,457	\$ 250,271	\$ 69,186
Expenditures	\$ 95,475,595	\$ 6,637,523	\$ 33,057,354	\$ 1,895,354	\$ 23,991,350	\$ 45,094	\$ 28,273,343	\$ 1,575,577	\$ 13,106,416	\$ 10,267,900	\$ 2,838,515

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Electric Savings (kWh) Annual Goal	196,736,584	45,494,635	42,642,050	8,895,547	57,237,046	2,707,504	23,996,514	15,763,287	-	-	-
<i>Levelized Cost per kWh saved</i>	\$ 0.046	\$ 0.013	\$ 0.083	\$ 0.017	\$ 0.047	\$ 0.001	\$ 0.113	\$ 0.007	-	-	-
Renewables Generation (kWh) Annual Goal	-	-	-	-	-	-	-	-	13,874,150	12,888,150	986,000
<i>Levelized Cost per kWh generated</i>	-	-	-	-	-	-	-	-	\$ 0.073	\$ 0.062	\$ 0.223
Electric Savings (kWh) - IRP Target	21,540,000	Included in OPUC Efficiency	-	-	-						

Action plan: 2024-2025
NW Natural
December 8, 2023



The following information details key activities planned for NW Natural customers, including joint activities with Energy Trust and NW Natural. The information is not comprehensive of all activities serving NW Natural customers. Activities directed to customers of all gas funding utilities can be found in Energy Trust action plans found in the Action Plan section of the budget packet. Budget tables are inclusive of all revenues, expenditures and energy goals for NW Natural customers.

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Informing the 2024 NW Natural Action Plan

Engagement Approach

In alignment with HB 3141, Energy Trust and its utility partners collaborated to co-produce the 2024-2025 Utility-Specific Action Plans. Energy Trust and NW Natural engaged in six utility coordination meetings over the course of the budget and action plan development cycle to discuss activities planned that directly benefit NW Natural customers, including work occurring in subgroup meetings. In April, Energy Trust conducted market intelligence gathering sessions with all five partner utilities and Energy Trust’s three public advisory councils. In June, July and August, Energy Trust and NW Natural staff met to discuss NW Natural priorities for 2024-2025 and surface any topics that were not previously covered in market intelligence gathering or subgroup work.

Energy Trust and NW Natural will continue to engage in partnership on new areas of work that are supported by the Oregon Public Utility Commission. New work areas include exploring opportunities to collaborate on a pilot program focused on behavioral energy efficiency, supporting NW Natural on identifying and implementing Targeted Load Management projects, serving gas transport customers and exploring a hybrid HVAC pilot. Energy Trust and NW Natural will also collaborate on strategies to increase outreach presence and implementation staff outside of the Portland Metro area through community-led efforts.

Community feedback

Energy Trust sought community input from customers, utilities, communities, community-based organizations and Energy Trust’s three advisory councils. Community feedback was also invited during the budget public comment period from October 4 to 18, 2023. Supplementary community insights were gleaned from Energy Trust program and outreach staff and market research. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

NW Natural seeks direct feedback and recommendations from customers, and customer representatives, through their Community & Equity Advisory Group to ensure underrepresented voices and perspectives

are being considered in utility planning. Insights from this group will be shared with Energy Trust as both organizations work to understand barriers to equitable participation and formulate strategies to address those barriers.

Stakeholder feedback

Throughout 2023, Energy Trust staff consulted with key stakeholders including its three advisory councils, board, Oregon Public Utility Commission and utility partners for information and input to inform its annual business planning, budgeting and action planning process. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

NW Natural-specific 2024 Key Activities

Outreach and community engagement

- Partner and coordinate with NW Natural staff in outreach and community relations to share information about activities, and cross promote programs by sharing marketing materials and providing lists of planned outreach events.
- Encourage the sharing of our respective diversity, equity and inclusion (DEI) efforts to learn from one another and increase the potential for success.
- Work with Energy Trust's Communications and Customer Service outreach team to coordinate with utilities on emerging community engagement activities and other ongoing community events where education and awareness of Energy Trust's programs and services can support utility and community goals.
- At the frequency desired by NW Natural, convene Energy Trust and utility staff for regular coordination regarding joint customer awareness building, program coordination, utility planning, community relationships, initiatives and grants, and to align on opportunities to deliver greater community benefit together.
- Meet with Clark Public Utilities' Commercial Account Manager(s) quarterly to discuss customer trends, needs and leads for potential project acquisition and partnership.
- Serve as point of contact for communities and for regional utility outreach managers sharing information about community needs and insights and jointly attend community events.
- Track on community-led energy sustainability or climate plan development to share information on activities and energy projects that may emerge from planning efforts.

Marketing

- Expand lead generation and communications to support NW Natural's Major Account Managers.
- Continue offering gas furnace incentives for rental properties.
- Collaborate on new or expand on current cooperative marketing campaigns and activities for Targeted Load Management (TLM) projects (i.e., gas non-pipe solutions).
- Co-develop marketing strategies to better reach and serve income-qualified customers.

Energy efficiency activities

- Launch full outreach to NW Natural transport customers at midyear and explore launching Strategic Energy Management in advance to jumpstart the 2024 savings and project pipeline.
- Create systems enhancements to incorporate data and processing of program offers for transport gas customers of NW Natural.
- Increase Strategic Energy Management (SEM) program participation in Washington through the existing partnership with Clark Public Utilities and Energy Trust SW Washington customer sites. This effort includes an increased effort to offer the Building Operator Certificate training.
- Perform demographic and tracking analyses to support geographically targeted efficiency activities.
- Produce energy efficiency potential forecasts for Integrated Resource Plans.
- Continue coordination with NW Natural on Hybrid Heating Pilot with regards to recruitment, customer communications, and evaluation.

Targeted initiatives involving joint investment and deployment (e.g., TLM, DR/EE)

- Continue collaboration with NW Natural on opportunities for Targeted Load Management (TLM) projects to support utility's system needs as identified by their distribution systems planning analyses.

Other

- Collaborate with NW Natural to incorporate Utility-Specific Action Planning (USAP) into the multi-year business planning approach that Energy Trust is exploring to successfully plan, manage and achieve ambitious 2030 clean energy goals.

Expected changes for 2025

- Explore additional opportunities to partner with NW Natural to develop locational clean energy solutions to meet grid and community needs and support climate resilience.
- Conduct focused research and development to address the needs of expiring measures, support small businesses, adapt to code changes, develop new ways of identifying savings opportunities with customers, and research the ability to develop packages of measures tailored to specific market segments.
- Continually adapt program approaches to reach small businesses, rural areas, businesses owned by priority community populations, and workforce development based on community engagement and lessons learned from prior program activities (i.e., small business focus groups).
- The 2025 program year will be the first where a whole-home new homes offering is not available in Washington.
- Coordinate with NW Natural as new sources of funding become available to maximize support to customers experiencing low- and moderate-incomes and ensure that NW Natural savings and decarbonization goals are achieved.

NW Natural-specific 2024 Budget

2024 Portfolio Level

Financial Overview	OPUC Efficiency	Industrial DSM	Washington	Total for NW Natural
Beginning Net Assets	\$ 13,692,325	\$ 4,994,697	\$ 365,396	\$ 19,052,418
Revenue	\$ 28,021,754	\$ 9,331,588	\$ 3,433,935	\$ 40,787,277
Expenditures	\$ 30,224,964	\$ 11,668,824	\$ 3,463,993	\$ 45,357,781
Net Income	\$ (2,203,210)	\$ (2,337,236)	\$ (30,058)	\$ (4,570,504)
Interest Income Distribution	\$ 279,046	\$ 84,797	\$ 7,765	\$ 371,607
Transfer Between FS	\$ -	\$ -	\$ -	\$ -
Ending Net Assets	\$ 11,768,161	\$ 2,742,258	\$ 343,103	\$ 14,853,522

Gas Savings Overview	OPUC Efficiency	Industrial DSM	Total for NW Natural Oregon	Washington
Gas Savings (therms) Annual Goal	3,147,419	2,311,687	5,459,106	244,239
<i>Levelized Cost per therm saved</i>	\$ 0.694	\$ -	\$ -	\$ -
Gas Savings (therms) - IRP Target	6,418,920	-	6,418,920	-

2024 Carbon Targets	First Year Carbon (Metric Tons CO2)	Lifetime Carbon (Metric Tons CO2)
NW Natural (OR, DSM, Transport, WA)	30,778	541,687

2024 NW Natural-invested Efficiency

Reflects planned investments of a portion of tariff funds collected by the utility that are in addition to funds received by Energy Trust.

Utility-invested Tariff Funds	OPUC Efficiency
NW Natural Transport	\$1,417,227

NW Natural-specific 2024 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Industrial DSM	Washington
Incentives	\$ 14,804,426	\$ 493,571	\$ 3,376,322	\$ -	\$ 476,694	\$ 10,457,839	\$ -	\$ 6,352,019	\$ 1,580,200
Program Delivery Contractors	\$ 10,623,366	\$ 460,044	\$ 2,968,972	\$ 699,905	\$ 131,405	\$ 5,748,222	\$ 614,817	\$ 3,603,444	\$ 963,446
Employee Salaries & Fringe Benefits	\$ 2,408,247	\$ 120,091	\$ 493,239	\$ 35,698	\$ 58,728	\$ 1,668,389	\$ 32,101	\$ 862,918	\$ 540,814
Agency Contractor Services	\$ 161,835	\$ 5,944	\$ 38,387	\$ 3,223	\$ 3,978	\$ 107,462	\$ 2,841	\$ 62,461	\$ 19,402
Planning and Evaluation Services	\$ 310,707	\$ 42,027	\$ 89,897	\$ 1,016	\$ 10,644	\$ 166,159	\$ 965	\$ 158,609	\$ 13,018
Advertising and Marketing Services	\$ 564,954	\$ 19,418	\$ 97,404	\$ 4,545	\$ 8,804	\$ 430,784	\$ 3,999	\$ 149,308	\$ 23,558
Other Professional Services	\$ 923,690	\$ 52,485	\$ 196,762	\$ 4,550	\$ 18,520	\$ 647,354	\$ 4,019	\$ 308,240	\$ 191,414
Travel, Meetings, Trainings & Conferences	\$ 100,264	\$ 4,512	\$ 23,501	\$ 1,199	\$ 1,914	\$ 68,073	\$ 1,064	\$ 34,450	\$ 19,361
Dues, Licenses and Fees	\$ 51,594	\$ 1,422	\$ 7,922	\$ 432	\$ 592	\$ 40,832	\$ 393	\$ 11,209	\$ 57,005
Software and Hardware	\$ 98,504	\$ 4,006	\$ 30,879	\$ 1,243	\$ 4,136	\$ 57,124	\$ 1,117	\$ 57,117	\$ 18,541
Depreciation & Amortization	\$ 39,539	\$ 1,628	\$ 9,548	\$ 515	\$ 1,212	\$ 26,174	\$ 462	\$ 17,200	\$ 7,484
Office Rent and Equipment	\$ 121,497	\$ 5,910	\$ 25,147	\$ 1,808	\$ 2,887	\$ 84,120	\$ 1,625	\$ 43,178	\$ 27,505
Materials Postage and Telephone	\$ 15,212	\$ 472	\$ 7,317	\$ 165	\$ 273	\$ 6,838	\$ 147	\$ 8,246	\$ 2,080
Miscellaneous Expenses	\$ 1,129	\$ 48	\$ 264	\$ 25	\$ 27	\$ 744	\$ 22	\$ 426	\$ 164
Expenditures	\$ 30,224,964	\$ 1,211,578	\$ 7,365,562	\$ 754,324	\$ 719,812	\$ 19,510,115	\$ 663,573	\$ 11,668,824	\$ 3,463,993

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Industrial DSM	Washington
Program Costs	\$ 28,525,791	\$ 1,143,466	\$ 6,951,488	\$ 711,918	\$ 679,346	\$ 18,413,305	\$ 626,269	\$ 11,012,831	\$ 3,269,255
Administrative Costs	\$ 1,699,173	\$ 68,112	\$ 414,074	\$ 42,406	\$ 40,466	\$ 1,096,811	\$ 37,304	\$ 655,992	\$ 194,737
<i>Management + General</i>	\$ 1,026,050	\$ 41,130	\$ 250,039	\$ 25,607	\$ 24,436	\$ 662,312	\$ 22,526	\$ 396,123	\$ 117,592
<i>Communications + Outreach</i>	\$ 673,123	\$ 26,982	\$ 164,034	\$ 16,799	\$ 16,031	\$ 434,499	\$ 14,778	\$ 259,870	\$ 77,145
Expenditures	\$ 30,224,964	\$ 1,211,578	\$ 7,365,562	\$ 754,324	\$ 719,812	\$ 19,510,115	\$ 663,573	\$ 11,668,824	\$ 3,463,993

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Industrial DSM	Washington
Gas Savings (therms) Annual Goal	3,147,419	238,517	1,008,470	124,525	176,045	1,599,862	-	2,311,687	244,239
<i>Levelized Cost per therm saved</i>	\$ 0.694	\$ 0.425	\$ 0.702	\$ 0.485	\$ 0.406	\$ 0.763	-	\$ 0.560	\$ 1.080
Gas Savings (therms) - IRP Target	6,418,920	Included in OPUC Efficiency	-	-					

NW Natural-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency	Industrial DSM	Washington	Total for NW Natural
Beginning Net Assets	\$ 11,768,161	\$ 2,742,258	\$ 343,103	\$ 14,853,522
Revenue	\$ 28,021,754	\$ 11,335,588	\$ 3,686,218	\$ 43,043,560
Expenditures	\$ 31,849,557	\$ 12,693,453	\$ 3,691,489	\$ 48,234,499
Net Income	\$ (3,827,803)	\$ (1,357,865)	\$ (5,271)	\$ (5,190,939)
Interest Income Distribution	\$ 375,110	\$ 78,542	\$ 12,960	\$ 466,612
Transfer Between FS	\$ -	\$ -	\$ -	\$ -
Ending Net Assets	\$ 8,315,468	\$ 1,462,935	\$ 350,792	\$ 10,129,195

Gas Savings Overview	OPUC Efficiency	Industrial DSM	Total for NW Natural Oregon	Washington
Gas Savings (therms) Annual Goal	3,361,910	2,116,282	5,478,192	271,415
<i>Levelized Cost per therm saved</i>	\$ 0.685	\$ 0.627	\$ 0.656	\$ 1.057
Gas Savings (therms) - IRP Target	6,934,800	-	6,934,800	-

2025 Carbon Targets	First Year Carbon (Metric Tons CO2)	Lifetime Carbon (Metric Tons CO2)
NW Natural (OR, DSM, Transport, WA)	34,695	610,629

2025 NW Natural-invested Efficiency Funds

Reflects planned investments of a portion of tariff funds collected by the utility that are in addition to funds received by Energy Trust.

Utility-invested Tariff Funds	OPUC Efficiency
NW Natural Transport	\$2,528,927

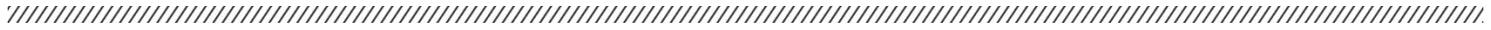
NW Natural-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Industrial DSM	Washington
Incentives	\$ 15,148,451	\$ 571,892	\$ 3,715,863	\$ -	\$ 524,079	\$ 10,336,617	\$ -	\$ 6,883,626	\$ 1,689,479
Program Delivery Contractors	\$ 11,375,736	\$ 492,369	\$ 3,581,104	\$ 615,415	\$ 138,703	\$ 5,529,842	\$ 1,018,303	\$ 3,889,753	\$ 912,836
Employee Salaries & Fringe Benefits	\$ 2,798,863	\$ 136,895	\$ 661,769	\$ 35,254	\$ 68,671	\$ 1,837,309	\$ 58,964	\$ 1,042,996	\$ 634,836
Agency Contractor Services	\$ 123,589	\$ 4,951	\$ 33,739	\$ 1,938	\$ 3,275	\$ 76,467	\$ 3,219	\$ 51,375	\$ 18,120
Planning and Evaluation Services	\$ 376,871	\$ 52,347	\$ 82,499	\$ 2,940	\$ 10,920	\$ 223,111	\$ 5,055	\$ 149,636	\$ 45,756
Advertising and Marketing Services	\$ 574,245	\$ 19,283	\$ 113,599	\$ 4,154	\$ 9,931	\$ 420,399	\$ 6,879	\$ 165,011	\$ 26,189
Other Professional Services	\$ 1,006,672	\$ 48,287	\$ 226,877	\$ 3,150	\$ 19,947	\$ 703,189	\$ 5,221	\$ 330,975	\$ 228,087
Travel, Meetings, Trainings & Conferences	\$ 104,090	\$ 4,538	\$ 27,614	\$ 995	\$ 2,018	\$ 67,270	\$ 1,655	\$ 37,164	\$ 17,580
Dues, Licenses and Fees	\$ 52,261	\$ 1,440	\$ 9,458	\$ 362	\$ 629	\$ 39,761	\$ 610	\$ 12,261	\$ 57,605
Software and Hardware	\$ 113,625	\$ 4,706	\$ 37,373	\$ 1,257	\$ 4,176	\$ 64,011	\$ 2,102	\$ 60,931	\$ 22,313
Depreciation & Amortization	\$ 40,528	\$ 1,730	\$ 11,576	\$ 470	\$ 1,267	\$ 24,699	\$ 786	\$ 18,696	\$ 8,131
Office Rent and Equipment	\$ 122,795	\$ 5,920	\$ 29,313	\$ 1,557	\$ 2,958	\$ 80,443	\$ 2,604	\$ 45,570	\$ 28,283
Materials Postage and Telephone	\$ 10,700	\$ 469	\$ 3,084	\$ 139	\$ 342	\$ 6,433	\$ 232	\$ 5,017	\$ 2,108
Miscellaneous Expenses	\$ 1,131	\$ 50	\$ 294	\$ 21	\$ 28	\$ 703	\$ 35	\$ 442	\$ 166
Expenditures	\$ 31,849,557	\$ 1,344,878	\$ 8,534,163	\$ 667,653	\$ 786,944	\$ 19,410,255	\$ 1,105,665	\$ 12,693,453	\$ 3,691,489

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Industrial DSM	Washington
Program Costs	\$ 29,971,559	\$ 1,265,577	\$ 8,030,949	\$ 628,285	\$ 740,542	\$ 18,265,735	\$ 1,040,470	\$ 11,944,988	\$ 3,473,822
Administrative Costs	\$ 1,877,998	\$ 79,300	\$ 503,214	\$ 39,368	\$ 46,402	\$ 1,144,519	\$ 65,195	\$ 748,465	\$ 217,667
<i>Management + General</i>	\$ 1,101,694	\$ 46,520	\$ 295,202	\$ 23,094	\$ 27,221	\$ 671,412	\$ 38,246	\$ 439,074	\$ 127,691
<i>Communications + Outreach</i>	\$ 776,304	\$ 32,780	\$ 208,013	\$ 16,273	\$ 19,181	\$ 473,107	\$ 26,950	\$ 309,391	\$ 89,977
Expenditures	\$ 31,849,557	\$ 1,344,878	\$ 8,534,163	\$ 667,653	\$ 786,944	\$ 19,410,255	\$ 1,105,665	\$ 12,693,453	\$ 3,691,489

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Industrial DSM	Washington
Gas Savings (therms) Annual Goal	3,361,910	245,169	1,062,891	132,416	189,978	1,731,456	-	271,415	5,478,192
<i>Levelized Cost per therm saved</i>	\$ 0.685	\$ 0.464	\$ 0.768	\$ 0.404	\$ 0.410	\$ 0.705	-	\$ 0.627	\$ 1.057
Gas Savings (therms) - IRP Target	6,934,800	Included in OPUC Efficiency	-	-					

Action plan: 2024-2025
Cascade Natural Gas
December 8, 2023



The following information details key activities planned for Cascade Natural Gas customers, including joint activities with Energy Trust and Cascade Natural Gas. The information is not comprehensive of all activities serving Cascade Natural Gas customers. Activities directed to customers of all gas funding utilities can be found in Energy Trust action plans found in the Action Plan section of the budget packet. Budget tables are inclusive of all revenues, expenditures and energy goals for Cascade Natural Gas customers.

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Informing the 2024 Cascade Natural Gas Action Plan

In alignment with HB 3141, Energy Trust and its utility partners collaborated to co-produce the 2024-2025 Utility-Specific Action Plans. Energy Trust and Cascade Natural Gas engaged in six utility coordination meetings over the course of the budget and action plan development cycle to discuss activities planned that directly benefit Cascade Natural Gas customers, including work occurring in subgroup meetings. In April, Energy Trust conducted market intelligence gathering sessions with all five partner utilities and Energy Trust’s three public advisory councils. In June, July and August, Energy Trust and Cascade Natural Gas staff met to discuss Cascade Natural Gas priorities for 2024-2025 and surface any topics that were not previously covered in market intelligence gathering or subgroup work.

Energy Trust and Cascade Natural Gas will continue to engage in partnership on new areas of work that are supported by the Oregon Public Utility Commission. Work areas include collaboration on targeted load management projects and continued exploration of serving interruptible and gas transport customers. Energy Trust and Cascade Natural Gas will also collaborate on strategies to increase outreach to communities in the Cascade Natural Gas service area to better reach and serve income-qualified customers.

Community feedback

Energy Trust sought community input from customers, utilities, communities, community-based organizations and Energy Trust’s three advisory councils. Community feedback was also invited during the budget public comment period from October 4 to 18, 2023. Supplementary community insights were gleaned from Energy Trust program and outreach staff and market research. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Stakeholder feedback

Throughout 2023, Energy Trust staff consulted with key stakeholders including its three advisory councils, board, Oregon Public Utility Commission and utility partners for information and input to inform its annual

business planning, budgeting and action planning process. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Cascade Natural Gas-specific 2024 Key Activities

Outreach and community engagement

- Partner with Cascade Natural Gas staff in outreach and community relations to share information about activities and coordinate plans.
- Encourage the sharing of our respective diversity, equity and inclusion (DEI) efforts to learn from one another and increase the potential for success.
- Work with Energy Trust's Communications and Customer Service outreach team to coordinate with utilities on emerging community engagement activities and ongoing community events where education and awareness of Energy Trust's programs and services can support utility and community goals.
- At the frequency desired by Cascade Natural Gas, convene Energy Trust and utility staff for regular coordination regarding joint customer awareness building, program coordination, utility planning, community relationships, initiatives and grants, and to align on opportunities to deliver greater community benefit together.
- Serve as point of contact for communities and for regional utility outreach managers sharing information about community needs and insights and jointly attend community events.
- Track on community-led energy sustainability or climate plan development to share information on activities and energy projects that may emerge from planning efforts.

Marketing

- Collaborate on new or expand on current cooperative marketing campaigns and activities for Targeted Load Management (TLM) projects (i.e., gas non-pipe solutions).
- Co-develop marketing strategies to better reach and serve income-qualified customers with a focus on coordination with EUVALCREE.
- Collaborate on new or expand current cooperative marketing strategies to maximize savings, support targeted load management projects or other special initiatives, and better reach underserved audiences.

Energy efficiency activities

- Perform demographic and tracking analyses to support geographically targeted efficiency and renewable activities.
- Produce energy efficiency potential forecasts for Integrated Resource Plans.
- Explore opportunities for serving Cascade Natural Gas transport customers.

Targeted initiatives involving joint investment and deployment (e.g., TLM, DR/EE)

- Continue collaboration with Cascade Natural Gas on opportunities for Targeted Load Management (TLM) projects – Non-Pipe Solutions – to support utility system needs as identified by their distribution systems planning analyses.

Other

- Collaborate with Cascade Natural Gas to incorporate Utility-Specific Action Planning (USAP) into the multi-year business planning approach that Energy Trust is exploring to successfully plan, manage and achieve ambitious 2030 clean energy goals.

Expected changes for 2025

- Explore additional opportunities to partner to develop locational clean energy solutions to meet grid and community needs and support climate resilience.
- Conduct focused research and development to address the needs of expiring measures, support small businesses, adapt to code changes, develop new ways of identifying savings opportunities

with customers, and research the ability to develop packages of measures tailored to specific market segments.

- Continually adapt program approaches to reach small businesses, rural areas, businesses owned by priority community populations, and workforce development based on community engagement and lessons learned from prior program activities (i.e., small business focus groups).
- Coordinate with Cascade Natural Gas as new sources of funding become available to maximize support to customers experiencing low- and moderate-incomes and ensure that Cascade Natural Gas savings and decarbonization goals are achieved.

Cascade Natural Gas-specific 2024 Budget

2024 Portfolio Level

Financial Overview	OPUC Efficiency	Total for Cascade Natural Gas
Beginning Net Assets	\$ 3,343,084	\$ 3,343,084
Revenue	\$ 3,392,891	\$ 3,392,891
Expenditures	\$ 5,093,246	\$ 5,093,246
Net Income	\$ (1,700,355)	\$ (1,700,355)
Interest Income Distribution	\$ 55,250	\$ 55,250
Transfer Between FS	\$ -	\$ -
Ending Net Assets	\$ 1,697,979	\$ 1,697,979

Gas Savings Overview	OPUC Efficiency	Total for Cascade Natural Gas
Gas Savings (therms) Annual Goal	600,465	600,465
<i>Levelized Cost per therm saved</i>	\$ 0.720	\$ 0.720
Gas Savings (therms) - IRP Target	769,560	769,560

2024 Carbon Targets	First Year Carbon (Metric Tons CO2)	Lifetime Carbon (Metric Tons CO2)
Cascade Natural Gas	3,187	61,886

2024 Cascade Natural Gas-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Cascade Natural Gas does not have any planned efficiency efforts with public purpose funds outside of the Energy Trust and low-income programs in 2024.

Utility-invested Tariff Funds	OPUC Tariff
Cascade Natural Gas	-

Cascade Natural Gas-specific 2024 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Incentives	\$ 2,461,954	\$ 57,346	\$ 1,053,513	\$ -	\$ 302,980	\$ 1,048,115	\$ -
Program Delivery Contractors	\$ 1,861,373	\$ 53,451	\$ 926,408	\$ 90,682	\$ 142,638	\$ 568,537	\$ 79,657
Employee Salaries & Fringe Benefits	\$ 385,834	\$ 13,953	\$ 153,905	\$ 4,625	\$ 43,036	\$ 166,155	\$ 4,159
Agency Contractor Services	\$ 27,071	\$ 691	\$ 11,978	\$ 418	\$ 2,915	\$ 10,702	\$ 368
Planning and Evaluation Services	\$ 57,538	\$ 4,883	\$ 28,051	\$ 132	\$ 7,800	\$ 16,548	\$ 125
Advertising and Marketing Services	\$ 80,420	\$ 2,256	\$ 30,393	\$ 589	\$ 6,452	\$ 40,213	\$ 518
Other Professional Services	\$ 146,645	\$ 6,098	\$ 61,396	\$ 590	\$ 13,572	\$ 64,470	\$ 521
Travel, Meetings, Trainings & Conferences	\$ 16,333	\$ 524	\$ 7,333	\$ 155	\$ 1,402	\$ 6,779	\$ 138
Dues, Licenses and Fees	\$ 7,244	\$ 165	\$ 2,472	\$ 56	\$ 434	\$ 4,066	\$ 51
Software and Hardware	\$ 19,126	\$ 465	\$ 9,635	\$ 161	\$ 3,031	\$ 5,689	\$ 145
Depreciation & Amortization	\$ 6,790	\$ 189	\$ 2,979	\$ 67	\$ 888	\$ 2,607	\$ 60
Office Rent and Equipment	\$ 19,471	\$ 687	\$ 7,847	\$ 234	\$ 2,115	\$ 8,378	\$ 211
Materials Postage and Telephone	\$ 3,259	\$ 55	\$ 2,283	\$ 21	\$ 200	\$ 681	\$ 19
Miscellaneous Expenses	\$ 188	\$ 6	\$ 82	\$ 3	\$ 20	\$ 74	\$ 3
Expenditures	\$ 5,093,246	\$ 140,768	\$ 2,298,275	\$ 97,732	\$ 527,482	\$ 1,943,014	\$ 85,974

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Program Costs	\$ 4,806,916	\$ 132,855	\$ 2,169,071	\$ 92,238	\$ 497,828	\$ 1,833,783	\$ 81,141
Administrative Costs	\$ 286,330	\$ 7,914	\$ 129,203	\$ 5,494	\$ 29,654	\$ 109,231	\$ 4,833
<i>Management + General</i>	\$ 172,901	\$ 4,779	\$ 78,020	\$ 3,318	\$ 17,906	\$ 65,960	\$ 2,919
<i>Communications + Outreach</i>	\$ 113,429	\$ 3,135	\$ 51,184	\$ 2,177	\$ 11,747	\$ 43,272	\$ 1,915
Expenditures	\$ 5,093,246	\$ 140,768	\$ 2,298,275	\$ 97,732	\$ 527,482	\$ 1,943,014	\$ 85,974

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Gas Savings (therms) Annual Goal	600,465	15,855	325,141	16,134	82,835	160,500	-
<i>Levelized Cost per therm saved</i>	\$ 0.720	\$ 0.711	\$ 0.801	\$ 0.485	\$ 0.599	\$ 0.752	-
Gas Savings (therms) - IRP Target	769,560	Included in OPUC Efficiency					

Cascade Natural Gas-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency	Total for Cascade Natural Gas
Beginning Net Assets	\$ 1,697,979	\$ 1,697,979
Revenue	\$ 4,959,352	\$ 4,959,352
Expenditures	\$ 5,409,752	\$ 5,409,752
Net Income	\$ (450,400)	\$ (450,400)
Interest Income Distribution	\$ 56,062	\$ 56,062
Transfer Between FS	\$ -	\$ -
Ending Net Assets	\$ 1,303,641	\$ 1,303,641

Gas Savings Overview	OPUC Efficiency	Total for Cascade Natural Gas
Gas Savings (therms) Annual Goal	624,494	624,494
<i>Levelized Cost per therm saved</i>	\$ 0.723	\$ 0.723
Gas Savings (therms) - IRP Target	813,960	813,960

2025 Carbon Targets	First Year Carbon (Metric Tons CO2)	Lifetime Carbon (Metric Tons CO2)
Cascade Natural Gas	3,314	64,362

2025 Cascade Natural Gas-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Cascade Natural Gas does not have any planned efficiency efforts with public purpose funds outside of the Energy Trust and low-income programs in 2025.

Utility-invested Tariff Funds	OPUC Tariff
Cascade Natural Gas	-

Cascade Natural Gas-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Incentives	\$ 2,517,181	\$ 99,239	\$ 1,148,101	\$ -	\$ 346,198	\$ 923,643	\$ -
Program Delivery Contractors	\$ 2,038,812	\$ 85,440	\$ 1,106,464	\$ 79,735	\$ 146,400	\$ 488,839	\$ 131,934
Employee Salaries & Fringe Benefits	\$ 454,744	\$ 23,755	\$ 204,469	\$ 4,568	\$ 51,038	\$ 163,275	\$ 7,640
Agency Contractor Services	\$ 21,181	\$ 859	\$ 10,424	\$ 251	\$ 2,434	\$ 6,795	\$ 417
Planning and Evaluation Services	\$ 63,552	\$ 9,084	\$ 25,490	\$ 381	\$ 8,116	\$ 19,827	\$ 655
Advertising and Marketing Services	\$ 82,127	\$ 3,346	\$ 35,099	\$ 538	\$ 7,381	\$ 34,871	\$ 891
Other Professional Services	\$ 156,878	\$ 8,379	\$ 70,099	\$ 408	\$ 14,825	\$ 62,490	\$ 677
Travel, Meetings, Trainings & Conferences	\$ 17,141	\$ 787	\$ 8,532	\$ 129	\$ 1,500	\$ 5,978	\$ 214
Dues, Licenses and Fees	\$ 7,299	\$ 250	\$ 2,922	\$ 47	\$ 467	\$ 3,533	\$ 79
Software and Hardware	\$ 21,591	\$ 817	\$ 11,547	\$ 163	\$ 3,104	\$ 5,688	\$ 272
Depreciation & Amortization	\$ 7,176	\$ 300	\$ 3,577	\$ 61	\$ 942	\$ 2,195	\$ 102
Office Rent and Equipment	\$ 19,971	\$ 1,027	\$ 9,057	\$ 202	\$ 2,199	\$ 7,149	\$ 337
Materials Postage and Telephone	\$ 1,909	\$ 81	\$ 953	\$ 18	\$ 254	\$ 572	\$ 30
Miscellaneous Expenses	\$ 190	\$ 9	\$ 91	\$ 3	\$ 21	\$ 63	\$ 5
Expenditures	\$ 5,409,752	\$ 233,373	\$ 2,636,825	\$ 86,503	\$ 584,879	\$ 1,724,918	\$ 143,253

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Program Costs	\$ 5,090,768	\$ 219,612	\$ 2,481,346	\$ 81,402	\$ 550,392	\$ 1,623,209	\$ 134,806
Administrative Costs	\$ 318,984	\$ 13,761	\$ 155,480	\$ 5,101	\$ 34,487	\$ 101,709	\$ 8,447
<i>Management + General</i>	\$ 187,126	\$ 8,073	\$ 91,209	\$ 2,992	\$ 20,231	\$ 59,666	\$ 4,955
<i>Communications + Outreach</i>	\$ 131,858	\$ 5,688	\$ 64,270	\$ 2,108	\$ 14,256	\$ 42,043	\$ 3,492
Expenditures	\$ 5,409,752	\$ 233,373	\$ 2,636,825	\$ 86,503	\$ 584,879	\$ 1,724,918	\$ 143,253

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Gas Savings (therms) Annual Goal	624,494	36,934	322,013	17,156	84,625	163,767	-
<i>Levelized Cost per therm saved</i>	\$ 0.723	\$ 0.504	\$ 0.885	\$ 0.404	\$ 0.650	\$ 0.658	-
Gas Savings (therms) - IRP Target	813,960	Included in OPUC Efficiency					

Action plan: 2024-2025

Avista

December 8, 2023



The following information details key activities planned for Avista customers, including joint activities with Energy Trust and Avista. The information is not comprehensive of all activities serving Avista customers. Activities directed to customers of all gas funding utilities can be found in Energy Trust action plans found in the Action Plan section of the budget packet. Budget tables are inclusive of all revenues, expenditures and energy goals for Avista customers.

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Informing the 2024 Avista Action Plan

Engagement approach

In alignment with HB 3141, Energy Trust and its utility partners collaborated to co-produce the 2024-2025 Utility-Specific Action Plans. Energy Trust and Avista engaged in six utility coordination meetings over the course of the budget and action plan development cycle to discuss activities planned that directly benefit Avista customers, including work occurring in subgroup meetings. In April, Energy Trust conducted market intelligence gathering sessions with all five partner utilities and Energy Trust’s three public advisory councils. In June, July and August, Energy Trust and Avista staff met to discuss Avista priorities for 2024-2025 and surface any topics that were not previously covered in market intelligence gathering or subgroup work.

Energy Trust and Avista will continue to engage in partnership on new areas of work that are supported by the Oregon Public Utility Commission. New work areas include exploring a targeted load management energy efficiency program, developing low-income efficiency program offerings and serving gas transport customers. Energy Trust and Avista will also collaborate on strategies to increase outreach to diverse communities in the Avista service area to increase participation in energy efficiency programs and offerings.

Community feedback

Energy Trust sought community input from customers, utilities, communities, community-based organizations and Energy Trust’s three advisory councils. Community feedback was also invited during the budget public comment period from October 4 to 18, 2023. Supplementary community insights were gleaned from Energy Trust program and outreach staff and market research. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Stakeholder feedback

Throughout 2023, Energy Trust staff consulted with key stakeholders including its three advisory councils, board, Oregon Public Utility Commission and utility partners for information and input to inform its annual business planning, budgeting and action planning process. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Avista-specific 2024 Key Activities

Outreach and community engagement

- Partner with Avista staff in outreach and community relations to share information about activities and coordinate plans.
- Coordinate on emerging community engagement activities and ongoing community events where education and awareness of Energy Trust's programs and services can support utility and community goals.
- At the frequency desired by Avista, convene Energy Trust and utility staff for regular coordination regarding joint customer awareness building, program coordination, utility planning, community relationships, initiatives and grants, and to align on opportunities to deliver greater community benefit together.
- Serve as point of contact for communities and for regional Avista outreach managers sharing information about community needs and insights and jointly attend community events.
- Track on community-led energy sustainability or climate plan development to share information on activities and energy projects that may emerge from planning efforts.

Marketing

- Co-develop marketing strategies to better reach and serve income-qualified customers.
- Collaborate on new or expand current cooperative marketing strategies to maximize savings, support targeted load management projects or other special initiatives, and better reach underserved audiences.
- Communicate strategies and tactics for Residential, Business, Industrial and Energy Trust Organizational marketing with Avista on an ongoing basis to create awareness or obtain feedback.

Energy efficiency activities

- Ramp up program engagement with Avista transport customers.
- Communicate with Avista on progress of program pipelines and opportunities for interruptible and transport gas customers.
- Perform demographic and tracking analyses to support geographically targeted efficiency and activities.
- Produce energy efficiency potential forecasts for Integrated Resource Plans.

Targeted initiatives involving joint investment and deployment (e.g., TLM, DR/EE)

- Continue collaboration with Avista on opportunities for Targeted Load Management (TLM) projects to support Avista's utility system needs as identified by their distribution systems planning analyses.
- Coordinate and communicate progress of hybrid heating pilot with utility and inform about NEEA aligned work.
- Develop Low-Income Co-funding with Avista with a focus on coordination with Lake County Resources Initiatives (LCRI) and others as opportunities evolve.

Other

- Collaborate with Avista to incorporate Utility-Specific Action Planning (USAP) into the multi-year business planning approach that Energy Trust is exploring to successfully plan, manage and achieve ambitious 2030 clean energy goals.

Expected changes for 2025

- Explore additional opportunities to partner with utilities to develop locational clean energy solutions to meet distribution and community needs and support climate resilience.
- Coordinate with Avista as new sources of funding become available to maximize support to customers experiencing low- and moderate-incomes and ensure that Avista savings and decarbonization goals are achieved.
- Collaborate with NEEA, utility, and others to accelerate natural gas emerging technology and market transformation activities.

Avista-specific 2024 Budget

2024 Portfolio Level

Financial Overview	OPUC Efficiency	Interruptible	Total for Avista
Beginning Net Assets	\$ 796,608	\$ 176,385	\$ 972,993
Revenue	\$ 3,304,186	\$ 360,550	\$ 3,664,736
Expenditures	\$ 3,752,830	\$ 449,341	\$ 4,202,172
Net Income	\$ (448,644)	\$ (88,791)	\$ (537,436)
Interest Income Distribution	\$ 12,683	\$ 2,925	\$ 15,609
Transfer Between FS	\$ -	\$ -	\$ -
Ending Net Assets	\$ 360,647	\$ 90,519	\$ 451,166

Gas Savings Overview	OPUC Efficiency	Interruptible	Total for Avista
Gas Savings (therms) Annual Goal	370,133	96,446	466,579
<i>Levelized Cost per therm saved</i>	\$ 0.716	\$ 0.566	\$ 0.682
Gas Savings (therms) - IRP Target	544,920	-	544,920

2024 Utility Carbon Targets	First Year Carbon (Metric Tons CO2)	Lifetime Carbon (Metric Tons CO2)
Avista (OR, Interruptible, Transport)	2,906	68,646

2024 Avista-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust.

Utility-invested Tariff Funds	OPUC Tariff
Avista transport	\$296,850

Avista-specific 2024 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Incentives	\$ 1,827,636	\$ 44,969	\$ 382,460	\$ -	\$ 71,985	\$ 1,328,222	\$ -	\$ 260,987
Program Delivery Contractors	\$ 1,334,395	\$ 41,914	\$ 336,317	\$ 96,343	\$ 18,180	\$ 757,010	\$ 84,631	\$ 122,220
Employee Salaries & Fringe Benefits	\$ 299,169	\$ 10,941	\$ 55,873	\$ 4,914	\$ 8,708	\$ 214,314	\$ 4,419	\$ 33,377
Agency Contractor Services	\$ 20,119	\$ 542	\$ 4,348	\$ 444	\$ 590	\$ 13,804	\$ 391	\$ 2,409
Planning and Evaluation Services	\$ 37,207	\$ 3,829	\$ 10,183	\$ 140	\$ 1,578	\$ 21,344	\$ 133	\$ 6,129
Advertising and Marketing Services	\$ 67,153	\$ 1,769	\$ 11,034	\$ 626	\$ 1,305	\$ 51,868	\$ 550	\$ 5,738
Other Professional Services	\$ 114,153	\$ 4,782	\$ 22,289	\$ 626	\$ 2,746	\$ 83,156	\$ 553	\$ 11,854
Travel, Meetings, Trainings & Conferences	\$ 12,413	\$ 411	\$ 2,662	\$ 165	\$ 284	\$ 8,744	\$ 146	\$ 1,321
Dues, Licenses and Fees	\$ 6,474	\$ 130	\$ 897	\$ 59	\$ 88	\$ 5,245	\$ 54	\$ 429
Software and Hardware	\$ 12,139	\$ 365	\$ 3,498	\$ 171	\$ 613	\$ 7,338	\$ 154	\$ 2,217
Depreciation & Amortization	\$ 4,906	\$ 148	\$ 1,082	\$ 71	\$ 180	\$ 3,362	\$ 64	\$ 666
Office Rent and Equipment	\$ 15,093	\$ 538	\$ 2,849	\$ 249	\$ 428	\$ 10,806	\$ 224	\$ 1,669
Materials Postage and Telephone	\$ 1,834	\$ 43	\$ 829	\$ 23	\$ 40	\$ 878	\$ 20	\$ 311
Miscellaneous Expenses	\$ 140	\$ 4	\$ 30	\$ 3	\$ 4	\$ 96	\$ 3	\$ 16
Expenditures	\$ 3,752,830	\$ 110,386	\$ 834,350	\$ 103,834	\$ 106,730	\$ 2,506,189	\$ 91,342	\$ 449,341

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Program Costs	\$ 3,541,855	\$ 104,181	\$ 787,444	\$ 97,997	\$ 100,730	\$ 2,365,297	\$ 86,207	\$ 424,081
Administrative Costs	\$ 210,975	\$ 6,206	\$ 46,905	\$ 5,837	\$ 6,000	\$ 140,892	\$ 5,135	\$ 25,261
<i>Management + General</i>	\$ 127,398	\$ 3,747	\$ 28,324	\$ 3,525	\$ 3,623	\$ 85,078	\$ 3,101	\$ 15,254
<i>Communications + Outreach</i>	\$ 83,577	\$ 2,458	\$ 18,581	\$ 2,312	\$ 2,377	\$ 55,814	\$ 2,034	\$ 10,007
Expenditures	\$ 3,752,830	\$ 110,386	\$ 834,350	\$ 103,834	\$ 106,730	\$ 2,506,189	\$ 91,342	\$ 449,341

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Gas Savings (therms) Annual Goal	370,133	15,756	109,042	17,141	14,820	213,374	-	96,446
<i>Levelized Cost per therm saved</i>	\$ 0.716	\$ 0.595	\$ 0.697	\$ 0.485	\$ 0.613	\$ 0.746	-	\$ 0.566
Gas Savings (therms) - IRP Target	544,920	Included in OPUC Efficiency	-					

Avista-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency	Interruptible	Total for Avista
Beginning Net Assets	\$ 360,647	\$ 90,519	\$ 451,166
Revenue	\$ 3,732,041	\$ 481,385	\$ 4,213,426
Expenditures	\$ 3,806,278	\$ 476,613	\$ 4,282,891
Net Income	\$ (74,237)	\$ 4,772	\$ (69,465)
Interest Income Distribution	\$ 12,315	\$ 3,536	\$ 15,852
Transfer Between FS	\$ -	\$ -	\$ -
Ending Net Assets	\$ 298,725	\$ 98,827	\$ 397,553

Gas Savings Overview	OPUC Efficiency	Interruptible	Total for Avista
Gas Savings (therms) Annual Goal	430,017	93,130	523,148
<i>Levelized Cost per therm saved</i>	\$ 0.626	\$ 0.600	\$ 0.613
Gas Savings (therms) - IRP Target	564,480	-	564,480

2025 Utility Carbon Targets	First Year Carbon (Metric Tons CO2)	Lifetime Carbon (Metric Tons CO2)
Avista (OR, Interruptible, Transport)	3,345	79,011

2025 Utility-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust.

Utility-invested Tariff Funds	OPUC Efficiency
Avista transport	\$603,310

Avista-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Incentives	\$ 1,791,947	\$ 56,353	\$ 473,179	\$ -	\$ 80,923	\$ 1,181,492	\$ -	\$ 275,251
Program Delivery Contractors	\$ 1,388,306	\$ 48,517	\$ 456,019	\$ 84,713	\$ 18,663	\$ 640,223	\$ 140,171	\$ 129,157
Employee Salaries & Fringe Benefits	\$ 331,627	\$ 13,489	\$ 84,270	\$ 4,853	\$ 10,318	\$ 210,580	\$ 8,117	\$ 39,167
Agency Contractor Services	\$ 14,750	\$ 488	\$ 4,296	\$ 267	\$ 492	\$ 8,764	\$ 443	\$ 1,927
Planning and Evaluation Services	\$ 43,976	\$ 5,158	\$ 10,505	\$ 405	\$ 1,641	\$ 25,571	\$ 696	\$ 5,682
Advertising and Marketing Services	\$ 64,351	\$ 1,900	\$ 14,466	\$ 572	\$ 1,492	\$ 44,974	\$ 947	\$ 6,205
Other Professional Services	\$ 118,393	\$ 4,758	\$ 28,891	\$ 434	\$ 2,997	\$ 80,595	\$ 719	\$ 12,468
Travel, Meetings, Trainings & Conferences	\$ 12,342	\$ 447	\$ 3,516	\$ 137	\$ 303	\$ 7,710	\$ 228	\$ 1,401
Dues, Licenses and Fees	\$ 6,132	\$ 142	\$ 1,204	\$ 50	\$ 95	\$ 4,557	\$ 84	\$ 463
Software and Hardware	\$ 13,649	\$ 464	\$ 4,759	\$ 173	\$ 627	\$ 7,337	\$ 289	\$ 2,278
Depreciation & Amortization	\$ 4,839	\$ 170	\$ 1,474	\$ 65	\$ 190	\$ 2,831	\$ 108	\$ 700
Office Rent and Equipment	\$ 14,553	\$ 583	\$ 3,733	\$ 214	\$ 444	\$ 9,220	\$ 358	\$ 1,712
Materials Postage and Telephone	\$ 1,279	\$ 46	\$ 393	\$ 19	\$ 51	\$ 737	\$ 32	\$ 188
Miscellaneous Expenses	\$ 135	\$ 5	\$ 37	\$ 3	\$ 4	\$ 81	\$ 5	\$ 17
Expenditures	\$ 3,806,278	\$ 132,521	\$ 1,086,743	\$ 91,904	\$ 118,242	\$ 2,224,671	\$ 152,197	\$ 476,613

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Program Costs	\$ 3,581,842	\$ 124,707	\$ 1,022,663	\$ 86,484	\$ 111,270	\$ 2,093,494	\$ 143,222	\$ 448,510
Administrative Costs	\$ 224,436	\$ 7,814	\$ 64,079	\$ 5,419	\$ 6,972	\$ 131,177	\$ 8,974	\$ 28,103
<i>Management + General</i>	\$ 131,661	\$ 4,584	\$ 37,591	\$ 3,179	\$ 4,090	\$ 76,953	\$ 5,265	\$ 16,486
<i>Communications + Outreach</i>	\$ 92,775	\$ 3,230	\$ 26,488	\$ 2,240	\$ 2,882	\$ 54,224	\$ 3,710	\$ 11,617
Expenditures	\$ 3,806,278	\$ 132,521	\$ 1,086,743	\$ 91,904	\$ 118,242	\$ 2,224,671	\$ 152,197	\$ 476,613

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Gas Savings (therms) Annual Goal	430,017	28,141	120,981	18,227	16,997	245,672	-	523,148
<i>Levelized Cost per therm saved</i>	\$ 0.626	\$ 0.403	\$ 0.832	\$ 0.404	\$ 0.608	\$ 0.573	-	\$ 0.600
Gas Savings (therms) - IRP Target	564,480	Included in OPUC Efficiency	-					