Executive Summary

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

1. Customers will save and generate energy and reduce costs in 2025 and beyond due to investments in clean energy programs, including those designed to meet the needs of customers the organization has historically underserved.
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.
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.
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.

Context

Energy Trust's 2025 Budget and Action Plan is the last annual budget before the organization shifts to five-year planning, with the first multiyear plan created in 2025 for 2026-2030. This budget prepares the organization to achieve aggressive energy savings goals during that five-year period.

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 2025. These continued investments, building on efforts in 2024, will result in much greater energy savings in future years.

Several new market dynamics emerged in 2024 that will shape budget and activity for 2025. That includes several new savings opportunities for business lighting, manufactured home replacements, and commercial and industrial megaprojects. Customer demand for some offers, such as commercial and industrial lighting upgrades, exceeded expectations in 2024 and is expected to contribute significant savings in 2025.

Significant utility rate increases that went into effect in 2024 and are expected to continue in future years, making energy more expensive for customers. Coupled with continued high inflation and rising cost of living, some customers are struggling to pay their utility bills and utility disconnections rose to their highest levels since tracking began in 2021. High utility costs are a strong motivator for many customers to make energy efficiency upgrades, which drove up participation in 2024 and is expected to drive participation in 2025.

Programs authorized by the federal Inflation Reduction Act and other recent legislation are beginning to hit the market and create new opportunities. A significant portion of the 2025 complementary funding will be used to develop and design several large programs that are expected to launch in 2026: Solar for All and the Home Energy Rebate programs (HOMES and HEAR). Due to this, program delivery and resulting savings and generation will be minor in 2025 and will increase starting in 2026. Most of the complementary funds included in the 2025 budget will be directed to customers with low incomes.

Action Plan Table of Contents

General Management

Key Contact: Michael Colgrove, Executive Director

Programs

Key Contact: Tracy Scott, Director of Energy Programs

Program Support Groups

General Management

The general management group represents the executive, legal, finance, 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.

2025 Context

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

- More funding associated with recent federal and state legislation is expected to become available in 2025.
- 2025 is the first year operating under the new Energy Trust 2025-2030 Strategic Plan.

2025 Significant 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 pair federal, state and local funding with ratepayer programs. Integrate new funding sources and requirements into our existing program and incentive administration infrastructure to efficiently deliver complementary funds to customers in conjunction with ratepayer incentives.
- Develop the first Energy Trust Multiyear Plan to outline activities the organization will undertake and the resources needed to achieve 2025-2030 Strategic Plan outcomes.
- Establish new energy targets to support utilities in delivering as much cost-effective clean energy to customers as possible by 2030. These long-range targets will be derived from foundational work begun in 2024 and included in the Multiyear Plan.
- Adopt a rolling forecast methodology as part of multiyear planning that compares actual and expected performance, for a six-quarter forward period, against outcomes expected in our Multiyear Plan. This methodology replaces our current annual budgeting process.
- Move Energy Trust into a new office space that is aligned with our organizational needs.
- Select and implement project and portfolio management software that will help standardize projects and allow stronger portfolio management and real-time status reporting across the portfolio of projects.
- Implement the new agreement between the Oregon Public Utility Commission (OPUC) and Energy Trust, including collaboration with OPUC staff where needed.
- Recruit and onboard additional employees into the organization to enable Energy Trust to reach ambitious savings and generation goals and administer new complementary funding sources.
- Implement a comprehensive manager training program to support alignment with updated values, establish consistent management skills that foster an inclusive environment, and equip managers to effectively coach and develop their staff.
- Develop and implement initiatives to respond to employee engagement survey and support our updated values, reinforcing an inclusive and equitable employee experience across the organization.

2025 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.

Budgeted Expenditures

	2024 Budget	2025 Budget
Total Expenditures (millions)*	$9.9	$10.9

**Excludes Diversity, Equity, and Inclusion (DEI) spending. 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.

2025 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.

2025 Significant Activities

- Establish and manage an Energy Trust Equity Plan as described in Energy Trust's agreement with the OPUC. This plan provides a comprehensive, strategic framework for Energy Trust's diversity, equity and inclusion initiative to better serve our historically underserved customers.
- Collaborate with People Services to develop and implement a training and development program for staff to support their growth in cultural awareness as we engage new customers. Focus areas include unconscious bias, cultural competence and inclusive leadership.
- Support People Services in design and implementation of inclusive leadership development programs aimed at helping leaders at all levels understand and champion DEI initiatives.
- Consult and advise People Services on developing and implementing policies that ensure diverse hiring panels and practices, ensuring that the performance review process is free from bias, and conducting regular audits to ensure equitable pay across gender, race, and other diversity categories.
- Support outreach activities with priority and environmental justice communities to support equity initiatives and promote energy efficient strategies.
- Collaborate with external organizations to bring in expertise and support for DEI efforts.
- Establish new and reinforce existing systems of accountability and measuring the progress of DEI efforts, including creating dashboards to track and report on key DEI metrics such as workforce diversity, community engagement and employee retention rates.
- Celebrate diversity by organizing events and activities that celebrate various cultural, racial, and identity-based milestones (e.g., Black History, AAPI. Hispanic Heritage, Women's, Indigenous, Veteran, Disability and Pride Months).

- Provide platforms such as focus groups and surveys for employees to voice concerns, share experiences and suggest improvements related to DEI.
- Continue to expand the DEI Services team to support the increased needs of the organization by adding one additional full-time staff member.
- Continue building new capacity within the market by working with our internal workforce development working group to develop a strategy that strengthens DEI objectives in our workforce development efforts.
- Create additional support and structure for the Diversity Advisory Council to better develop the council's ability to advise the organization on working with customers we have historically underserved.

2025 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. DEI Services provides support for all of Energy Trust. These services tend to be broad and encompass a range of activities designed to promote DEI throughout the entire organization. There are utility-specific DEI activities planned with other groups within Energy Trust that are not necessarily coordinated through DEI Services, but DEI Services remains prepared to develop and coordinate activities with any utility that sees an opportunity in the activities described above.

Budgeted Expenditures

	2024 Budget	2025 Budget
Total Expenditures (millions)* DEI action plan activities only	$0.5	$0.8

** 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.*

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.

2025 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 Multiyear Plan will require communications support and 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.

2025 Significant 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.
- Continue developing 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 creative services contracting strategy through partnership with program marketing to coordinate awareness campaign strategy and delivery across all customer segments. Integration of marketing activities supports 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.
- Finalize Energy Trust's trades workforce strategy that will help identify and guide investments in this space over the next 3-5 years. Continue implementing and evolving contractor development offers to help trade allies build their capacity and complete more projects.
- 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.

Budgeted Expenditures

Total Expenditures (millions)*	2024 Budget	2025 Budget
General Marketing and Communications	$3.6	$4.2
Customer Service/Trade Ally	$1.5	$1.7

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

Outreach and Policy Services

Outreach and Policy Services staff serve and engage customers, communities, tribal communities, 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 regulatory proceedings at the state level and policy discussions at the federal, state and local levels, 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 their creation and implementation of community-specific energy, sustainability and resiliency plans while helping identify energy efficiency and renewable energy opportunities within those plans.

2025 Context

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

- Community-based organizations, municipalities and tribal governments remain critical in expanding awareness and participation in their communities. Many partners and communities remain concerned with increasing energy and other costs.
- The OPUC, partner utilities, stakeholders and policy makers will continue to explore the ways Energy Trust, energy efficiency, small-scale renewable energy and battery storage investments can contribute to their energy, resiliency and climate goals.
- State agencies, utilities and Energy Trust will continue their heightened focus on convening and gathering input from diverse community members and stakeholders on implementing, navigating and coordinating across multiple existing and new federal, state and local funding opportunities for energy efficiency, solar and resiliency programs.

2025 Significant Activities

- Adjust team priorities and activities in alignment with the 2025-2030 Strategic Plan and the organizational equity plan required by the OPUC.
- Expand relationships, regional coordination and community partnerships across Energy Trust service area with regionally based outreach staff in Eastern Oregon, Central Oregon, Southern Oregon, Willamette Valley/Coast and Portland Metro. These staff serve as managers for hundreds of existing relationships and develop new relationships from outreach engagements. Strengthen outreach and coordination across all regional and community-based outreach representatives.
- Expand relationship development with tribal governments and tribal communities in alignment with the tribal outreach plan, coordinate services for tribal members and facilitate a tribal working group. Develop an internal staff training plan in coordination with the DEI Services Team to enhance tribal cultural and historical understanding and inform engagement practices. Increase presence by attending tribal events and through memberships and sponsorships.
- Maintain support for nonprofit organizations through implementation of grants and additional support and resources so that more organizations can 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 or as a central resource within their communities for energy-related programs, services and information 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 implementation, multiyear planning and program design.
- Engage stakeholders with information on Energy Trust, 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 2025 Oregon legislative session and monitor parallel policy trends at the Washington legislature. Support communities and partners engaging with the federal government with project information as requested.
- Centralize engagement with OPUC staff and liaisons with partner utilities, with a focus on implementation of utility-specific action plans, adherence to minimum OPUC performance measures, and ensuring efficient and effective coordination across the program portfolio.
- Monitor and participate as requested in OPUC dockets regarding Energy Trust performance measures; resource planning; programs and parameters; utility energy, emissions and distribution system planning; and energy burden reduction and low-income customer assistance.
- Participate in state agency rulemakings, workshops, planning and program development, including for the Oregon Energy Strategy, one-stop-shop energy efficiency resource for consumers, energy incentive and rebate programs, commercial building performance standards and Climate Protection Program (pending).
- Continue to develop the government relations team’s expertise and systems to effectively operate and share information in an expanded and dynamic policy landscape. Provide staff and stakeholders with information and background on past, current and future policy discussions.

2025 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.

Budgeted Expenditures

Total Expenditures (millions)*	2024 Budget	2025 Budget
Outreach and Policy Services	$2.3	$2.8
Community Services	$0.4	$0.5

** 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 and 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 installed by a contractor or sold through a vendor.
2. Custom incentives for system upgrades 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 (e.g. renters, small businesses, rural communities, tribal communities, Black, Indigenous, and People of Color, etc.) benefit from the program through various channels, including specialized offerings like Community Partner Funding, Savings by Design, and the Small Business offering.

The program also supports workforce development through the Contractor Development Pathway, building operator certification, and by offering opportunities for internships and education.

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

2025 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 and shortages, equipment price increases and long delivery times continue to present challenges and result in increased costs for customers.
- The following offers and initiatives to serve priority customers continue to mature and grow: Community Partner Funding, support for workforce development, small business outreach, the commercial heat pump pilot, and Oregon Department of Energy's Home Efficiency Rebate Program and Home Electrification and Appliance Rebate Program.

2025 Significant Activities

- Seek additional co-funding sources to support customer energy upgrades and integrate them into program offerings to improve program participation. These are tailored to specific market segments, including but not limited to multifamily and small businesses.
- 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.
- 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.
- 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).
- 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.
- Promote non-English offerings for multifamily SEM residents and SEM workforce development trainings.
- Leverage AMI and data analytics to increase savings at SEM organizations.
- Continue to use and develop the Energy Performance Platform for SEM offerings.

- Further integrate the PMC's engineering and EPM teams to develop additional no- and low-cost opportunities for customers.

2025 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.

Budgeted Expenditures and Savings

	2024 Budget	2025 Budget
Total Expenditures (millions)*	$102.3	$115.3
Gas Savings (therms)	2,474,853	2,477,623
Electric Savings (aMW)	13.8	16.4

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

New Buildings Program

The New Buildings program supports the design, construction and major renovation of high-performance commercial buildings of all sizes and 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.

New Buildings is a market transformation 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.

When project teams participate, early design assistance opens the door for them to establish energy goals and determine the team's path to leveraging program resources. From there, teams can take either a whole-building approach or a prescriptive approach to savings. Whole-building savings are growing as prescriptive offers decline due to code and cost-effectiveness challenges. Whole building projects use energy modeling to consider integrated design and systems to achieve efficiencies significantly beyond code. These projects take advantage of technical assistance to help pay for energy modeling in addition to incentives for modeled savings.

Upstream from project participation, 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. New Buildings also supports net-zero research to address design, cost and construction barriers.

2025 Context

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

- The program will deepen focus on whole building projects, using the permanent exception to the Total Resource Cost for these projects, granted by the Oregon Public Utility Commission (OPUC) in 2023.
- 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) 90.1-2022 informing the new code in early 2025.
- Interest rates have limited commercial development, entities are beginning to default on commercial building loans, and a potential downturn based on low vacancy rates could further reduce development.

2025 Activities

- The program will enter a new contract for program management services in 2025, which will result in a focus on whole-building strategies for all customers (in particular those we have not served well in the past), grid-interactive efficient buildings, and workforce development.
- The program will use the Express EDA tool and NEO toll from Willdan to provide greater access to whole-building energy modeling.
- Program staff will expand outreach efforts to enroll more multifamily projects and engage more customers in Eastern Oregon.

2025 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.

Budgeted Expenditures and Savings

	2024 Budget	2025 Budget
Total Expenditures (millions)*	$20.4	$23.3
Gas Savings (therms)	300,304	283,270
Electric Savings (aMW)	5.4	10.1

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

Commercial and Industrial Lighting Offers

Energy Trust delivers lighting offers to commercial and industrial businesses through a Program Delivery Contractor (PDC), as well as through the Existing Buildings Program Management Contractor (PMC) and the Production Efficiency PMC. In 2025, Energy Trust will have three commercial and industrial sector lighting 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 Existing Buildings and Production Efficiency PMCs and supported by the Business Lighting PDC.

2025 Context

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

- Lighting offers continue 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. HB 2531 changes the market baseline of lighting technology and triggers the sunset of some lighting incentives on June 30, 2025. With LEDs being the new market standard, fewer products will go above and beyond the market baseline for savings, meaning there will be fewer opportunities for Energy Trust to offer standard equipment incentives. Staff are currently seeking an exception from the OPUC to allow the program additional time to support Small Business Direct Install incentives through 2026.
- Customer response to HB2531 has significantly exceeded program expectations and allocated budget in 2024. We expect budget constraints to continue in 2025.
- Due to high market demand, the program paused acceptance of incentive applications for the downstream lighting track in August 2024. Incentive changes and program adjustments were also made to the midstream offer, and pipeline management strategies were implemented for the direct install offer. The program anticipates high demand once downstream re-opens in 2025 due to pent up demand from the pause in 2024 and the remaining months of the HB2531 compliance period.

2025 Activities

- Maintain outreach and delivery to customers to meet lighting savings goals in 2025. Efforts include maintaining outreach staff, particularly in rural areas, streamlining project processes and outreach focused on priority communities. Priority communities include small businesses, schools, rural communities, communities of color and other underserved customer segments.
- Reduce downstream and midstream lighting incentives and downstream caps to control incentive budgets amid high demand for lighting resulting from HB2531. HB 2531 bans the sale or distribution of fluorescent bulbs and linear fluorescent lighting starting January 1, 2025. With approval of the Oregon Public Utility Commission, Energy Trust is supporting customers and trade allies during the market transition with incentives available until July 1, 2025.
- Adjust incentives and program design where needed to maximize savings and manage budgets in response to increased demand resulting from HB 2531 and savings acceleration strategies.
- Maintain 2024 midstream lighting activities in rural communities by enhancing program design, expanding the distributor network and providing targeted distributor support.
- Enhance diversity, equity and inclusion efforts through the small business no-cost lighting offer by increasing engagement with community-based organizations, community-led projects, rural main street projects, and expanding the number of installers in rural areas.
- Complete lighting measure development updates to reflect the impacts of HB2531 on lighting incentives.
- Evolve the program beyond the HB2531 compliance period. We anticipate this will include a focus on LED-to-LED replacements, process lighting for cannabis, exterior lighting, high bay lighting, and advanced controls.

- Support the Business Lighting Trade Ally Network with technical services and training delivered through the PDC.

2025 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.

Budgeted Expenditures and Savings

	2024 Budget	2025 Budget
Total Expenditures (millions)*	$29.2	$27.2
Electric Savings (aMW)	7.7	9.9

**Expenditure included in Existing Buildings and Industry and Agriculture programs. This detail includes lighting incentives and delivery for 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.*

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.

2025 Context

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

- The program is preparing for impacts to commercial customers with the Washington State's Building Performance Standards that will go into effect in 2026.
- Washington commercial building code has banned gas in new buildings permitted after July 2023. The industry is pushing back on this code change. The program experienced a stop of custom new construction projects in 2024, which is anticipated to continue in 2025.

2025 Significant 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 submission.
- 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.
- Continue increasing the 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.

2025 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.

How Stakeholder Feedback Was Incorporated

- The Existing Buildings program hosted a series of facilitated focus groups to support refinement of program forms to increase accessibility and develop a pathway for in-language offerings with input from members of various cultural communities.

Budgeted Expenditures and Savings

	2024 Budget	2025 Budget
Total Expenditures (millions)*	$1.3	$1.6
Gas Savings (therms)	133,179	122,123

** 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 two tracks:

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

2025 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 prioritizing decarbonization or “carbon efficiency” in their operations and are opting to implement energy efficiency projects to take advantage of our increased incentives and meet carbon reduction goals.

2025 Significant Activities

- Support higher levels of project activity resulting from the increased incentives and project caps for Custom, SEM and Standard calculated projects put in place in 2024 to motivate customers and incentivize larger projects.
- Explore and develop new program strategies to accelerate savings. Strategies will be informed by and prioritized based on interviews with large customers 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.
- 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).
- Continually adapt program approaches to reach small industrial and agricultural businesses in rural areas and businesses that are owned by Black, Indigenous and/or persons of color and women, based on community input and lessons learned from prior activities.
- Continue to collaborate with community-based organizations and government agencies to leverage funding and support customer projects, especially in rural areas.

2025 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.

How Stakeholder Feedback Was Incorporated

- 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 and resulted in development of culturally responsive engagement and communication strategies to better serve Spanish-speaking customers. In 2023 and 2024, the program met with priority customers through one-on-one outreach and in virtual workshop events. Through the various outreach approaches, we continue to learn from customers about their preferences and needs.

Budgeted Expenditures and Savings

	2024 Budget	2025 Budget
Total Expenditures (millions)*	$61.4	$73.1
Gas Savings (therms)	1,619,458	1,557,742
Electric Savings (aMW)	16.4	19.3

** 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 2025, 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, air purifiers, appliances, weatherization upgrades and whole-home improvements in new construction.

2025 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. Manufacturers and distributors have indicated that equipment prices will increase by roughly 10%, influenced by new refrigerant requirements by the Environmental Protection Agency that reduce environmental impacts from greenhouse gases.
- 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.
- Inflation Reduction Act rebate programs may begin implementation during 2025. Timing and availability of these funds will determine the impact of these funding streams on program activity and savings in 2025.
- The residential new construction market faces high costs and mortgage interest rates and a continued high demand for new housing.

2025 Significant Activities

- Drive higher volume of market-rate HVAC, water heating, and insulation improvements
    - Explore new midstream programs that utilize distributor partner's ability to track project data, issue incentive payments directly to contractors, streamline participation and reduce contractor cost.
    - Enhance online Do-It-Yourself (DIY) content and connect DIY customers with related marketplace products.
    - Continue promotion of HVAC, water heating, and insulation measures that are supported by the enhanced federal tax credits.
- Trade Ally Network Development
    - Increase capacity for minority, women/veteran-owned, emerging, and small business owners in the trade ally network by providing targeted business development, technical training and mentorship programs and financial resources.
    - Expand trade ally awareness of extended capacity heat pump requirements through outreach and trainings; 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:
    - Continue access to no-cost offers for customers experiencing high energy burden through community partners and In-Home Energy Services.

  - Launch Climate Pollution Reduction Grant, providing critical repair incentives through In-Home Energy Services and Community Partner Funding; and providing incentives through EPS™ new construction for builders and developers constructing affordable homes and/or in rural or Tribal areas.
  - Increase service to manufactured home customers by accelerating discounted heat pump promotions and expanding customer support through the manufactured home replacement program. Identify a new lending partner for manufactured homes and coordinate with state agencies on additional co-funding opportunities for these projects.
  - 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.
  - Increase production and improve experience for customers of In-Home Energy Services, the no-cost, whole-home retrofit offer 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. Leverage complementary funding sources to help support growth.
  - Expand the reach of special regional offers currently available in Eastern Oregon, Klamath and Lake Counties, and other parts of Southern Oregon.
- Grow CBO capacity to deliver Community Partner Funding (CPF) and Inflation Reduction Act offers to reduce energy burdens and advance DEI goals.
  - Continue facilitating direct funding agreements with partner organizations and expand access to qualified service providers to support CBO capacity.
  - Provide tailored technical training opportunities focused on whole-home approaches with follow-up support, continued education and certification opportunities.
  - Streamline recruiting, onboarding, and operation support with standardized toolkits, feedback loops, and mentorship and opportunities to leverage complementary funding sources.
  - Actively support referrals and host regular coordination events, including virtual options and thematic roundtables.
- Explore and test new ways to serve customers through research and innovation initiatives.
  - Execute program delivery pilots that evaluate the benefits of heat pump systems installed with gas furnaces in existing gas heated homes and evaluate the feasibility of offering duct sealing services to priority homes through a select group of contractors.
  - Explore service offerings to enhance the customer journey and decision process related to upgrading heating and cooling systems in homes.

2025 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.

How Stakeholder Feedback Was Incorporated

- Program staff utilized feedback from 19 CBO partners who participate in Community Partner Funding through a combination of surveys and in person interviews who requested support to enhance CPF offers by streamlining processes, securing additional funding sources, staffing capacity and training resources.

Budgeted Expenditures and Savings

	2024 Budget	2025 Budget
Total Expenditures (millions)*	$80.7	$84.2
Gas Savings (therms)	1,973,736	1,857,032
Electric Savings (aMW)	6.3	5.9

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

Southwest Washington 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. This work ensures NW Natural has all the needed information requested by the Washington Utilities and Transportation Commissions.

2025 Context

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

- 2025 is the second 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.
- Due to a new Washington Residential Energy Buildings code, 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.

2025 Significant Activities

- Increase engagement with single-family and rural customers in Southwest Washington through expanded trade ally recruitment, targeted marketing initiatives and community events.
- Promote increased incentives for market rate gas furnaces first introduced in Q3 of 2024, while also encouraging wider trade ally participation in new Savings Within Reach gas furnace incentives for income qualified households. Provide marketing and outreach assistance to the trade ally network to maximize the potential of reinvigorated gas furnace incentives.
- Expand marketing investments and develop marketing campaigns to both reengage past participants and acquire new customers, as well as to support the continued success of key market segments including windows, gas furnaces in rentals and the launch of new Savings Within Reach WA incentives.
- Expand engagement and recruitment of insulation installers into the trade ally network to increase insulation project and savings volumes. Promote durable measures such as ceiling, wall and floor insulation.
- Continue collaboration with Clark County's Planet Clark and Clark Public Utilities on trade ally education, recruitment and community events.

2025 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.

Budgeted Expenditures and Savings

	2024 Budget	2025 Budget
Total Expenditures (millions)*	$2.1	$2.1
Gas Savings (therms)	111,060	96,931

** 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 opportunities that NEEA is testing and vetting as potential energy saving opportunties 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 is funded in five-year business cycles and NEEA's Board of Directors approved their 2025-2029 Business Plan (Cycle 7) in March of 2024. Therefore 2025 is the first year of this business plan with updated strategy and budget goals.

2025 – 2029 Goals and Strategies

- Starting in 2025, NEEA will begin work on the goals and strategies outlined in its 2025-2029 (Cycle 7) Business Plan. NEEA will pursue the following four Strategic Goals and strategies outlined in the Cycle 7 Business plan:
    1. **Goal 1: Transform markets for energy efficiency.**
        - Key Strategy 1.1: Pursue energy efficiency Market Transformation through a portfolio of initiatives, emerging technology, and codes and standards development that enable energy efficiency to occur sooner, at lower costs and in larger amounts than otherwise expected.
        - Key Strategy 1.2: Leverage end-use energy efficiency as a tool to deliver broader regional benefits such as load flexibility, emissions reductions, resource adequacy, resilience and equity.
        - Key Strategy 1.3: Increase Northwest market leverage through collaboration and coordination with energy efficiency and Market Transformation organizations both inside and outside the Northwest.
    2. **Goal 2: Accelerate the adoption of grid-enabled, end-use technologies through market transformation.**
        - Key Strategy 2.1: Support regional load flexibility by enabling electric-grid communications and connectivity of energy efficient products in NEEA's portfolio.
        - Key Strategy 2.2: Support regional need for electric load flexibility by undertaking projects that deliver load flexibility benefits in addition, or connected to, energy efficiency benefits (where load flexibility is the primary benefit, this work will be supported outside of NEEA's core funding).
        - Key Strategy 2.3: Advance industry-wide product standards and protocols that enable grid connectivity (e.g., open standards for in-home consumer products).
    3. **Goal 3: Advance strategies to reduce greenhouse gas emissions through market transformation.**
        - Key Strategy 3.1: Advance energy efficiency as a strategy for reducing greenhouse gas emissions by providing data and analysis on the greenhouse gas emissions reduction benefits of efficient products, services, and practices.
        - Key Strategy 3.2: Provide support to anticipate and address the implications of regional decarbonization-related policies, where they exist, in program planning and technology road maps.
        - Key Strategy 3.3: Support funders in meeting their decarbonization goals, where applicable, by undertaking projects that deliver decarbonization benefits in addition, or connected to, energy

efficiency benefits. Where decarbonization is the primary benefit, this work will be funded outside of NEEA's core funding.

- Key Strategy 3.4: Track and analyze how emerging electrified loads affect the energy system to inform and guide NEEA portfolio decision-making.

4. **Goal 4: Advance the equitable delivery of energy efficiency benefits to Northwest consumers through market transformation.**
    - Key Strategy 4.1: Undertake research to understand how diffusion takes place within different consumer segments around the region and opportunities for Market Transformation to accelerate equitable delivery of energy efficiency benefits to Northwest consumers.
    - Key Strategy 4.2: Identify and implement interventions that address shared regional priorities identified through research efforts.
    - Key Strategy 4.3: Support funders in meeting their goals by undertaking efforts to better understand or address barriers to efficiency for targeted consumer segments (where priorities are not shared across the region, this work will be funded outside of NEEA's core funding).

2025 Electric and Gas Portfolios

- The table below (taken from NEEA's 2025-2029 Strategic and Business Pan) outlines NEEA's starting electric portfolio for Cycle 7 organized by their product groups and which lifecycle phase the initiative will be in staring in 2025

	Initiative Lifecycle Phase			
Product Group	**Concept Development**	**Program Development**	**Market Development**	**Long-term Monitoring & Tracking**
Building Envelope		• High-Performance Windows (dual fuel)		
Consumer Products			• Retail Products Portfolio	
HVAC	• Next Generation Residential Heat Pumps • Rooftop Units with Heat Pumps		• High-Performance HVAC • Advanced Heat Pumps	• Ductless Heat Pumps • Manufactured Homes
Lighting			• Luminaire Level Lighting Controls	
Motor-Driven Systems	• Expansion to New Pump and Fan Applications • Efficient Motor-Drive Systems	• Efficient Fans	• Extended Motor Products (pumps)	
Water Heating	• Commercial/ Multifamily Central Heat Pump Water Heater • Residential Heat Pump Water Heaters for All Applications		• Heat Pump Water Heaters	

- The table below (taken from NEEA's 2025-2029 Strategic and Business Pan) outlines NEEA's starting gas portfolio for Cycle 7 organized by their product groups and which lifecycle phase the initiative will be in starting in 2025

	Initiative Lifecycle Phase			
Product Group	**Concept Development**	**Program Development**	**Market Development**	**Long-term Monitoring & Tracking**
Building Envelope		• High-Performance Windows (dual fuel)		
Consumer Products	• Efficient Commercial Gas Dryers • Hearths			
HVAC	• Residential Gas Heat Pumps • Rooftop Units with Heat Pumps (dual-fuel)	• Commercial Gas Heat Pumps* • Dual-fuel HVAC*	• Efficient Rooftop Units	
Water Heating	• Residential Gas Heat Pump Water Heaters	• Commercial Gas Heat Pumps*		

- NEEA will produce its 2025 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 last quarter of 2023.

	2024 Budget	2025 Budget
Total Expenditures (millions)	$9.7	$11.1
Reportable Gas Savings (therms)	157,800	240,000
Reportable Electric Savings (aMW)	6.0	5.6

Budgeted Expenditures and Savings

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.

2025 Context

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

- Energy Trust continues to focus on priorities identified in 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.
- The program will continue to offer standard solar incentives, based reduced state funding to support standard solar and on the need identified in 2024 to support solar market stability and higher incentives.
- Energy Trust is a partner in Oregon’s Solar for All grant team, led by Oregon Department of Energy. In 2025, the grant partners will focus on planning the programs that will benefit people with low incomes, with incentives scheduled for launch in 2026.
- Energy Trust will continue its role on the Program Administration team for the Oregon Community Solar Program, a state-enabled initiative overseen by the Oregon Public Utility Commission through the end of the contract period in March 2025. Energy Trust intends to submit a proposal to continue its role on the Program Administration team.
- Continued high 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 federal funding sources, but Energy Trust incentives are still needed in the market.

2025 Significant Activities

- Develop plans for working with Oregon Department of Energy and Bonneville Environmental Foundation to implement the federal Solar for All grant to benefit residential and community solar customers with low incomes. Plans will cover incentive offerings, along with details on how we will leverage public purpose charge activities including Solar Within Reach incentives, verification, and administrative support.
- Deliver community solar development assistance and installation incentives to bolster development of public and nonprofit-led projects and projects with additional capacity for low-income households.
- Continue incentives for residential solar projects to maintain market stability, while expanding upstream support including increased marketing, customer education, customer leads and trade ally business development.
- Develop and begin to deploy a financing program for residential solar. Leverage new financing product to enhance consumer protection for solar customers.
- Expand participation in existing portfolio of residential and commercial battery storage offers through development assistance, design, and installation incentives. Build industry capacity to support Energy Trust’s resilience strategy

and expand installed battery stock capable of providing resilience and grid flexibility benefits, such as peak management.

- Deploy project development assistance and installation incentives to support biopower and hydropower projects and help municipalities plan future renewable and resilience projects.

2025 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.

How Stakeholder Feedback Was Incorporated

- Trade allies provided feedback in 2024 about the importance of Energy Trust's continuing to provide stability for the solar market amidst inflationary pressures and changes in state incentives. This feedback is reflected in continued incentive support for solar projects in the 2025 budget, along with advances in working with lenders to build transparent financing offers.

Budgeted Expenditures and Savings

	2024 Budget	2025 Budget
Total Expenditures (millions)*	$25.3	$26.6
Generation (aMW)	4.6	5.6

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Communities and New Initiatives Sector

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, generation and storage goals in the residential, commercial, industrial and renewable energy sectors by providing overall strategic direction, supporting program planning and building capacity for clean energy planning and services in communities throughout the service area. The sector will not have discrete savings or generation goals in 2025. Energy savings and generation goals from geographically focused efforts like Targeted Load Management and Smart Grid Test Bed will be embedded with each specific program.

2025 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. 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.

2025 Significant 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, including existing ratepayer funds and new external funding opportunities.
- Work with community partners, programs and Energy Trust's Communications and Customer Service (CCS) outreach team to develop additional partnership models and explore additional ways of collaborating to build relationships and capacities across the service area (e.g., cohort models, partner network model). This model will help provide a framework and foundation for additional, non-ratepayer funded efforts that will be further support community partners in program design, outreach and delivery.
- 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 delivery partnerships with community partners 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.

2025 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.

Budgeted Expenditures

	2024 Budget	2025 Budget
Total Expenditures (millions)*	$5.9	$7.9

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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 has been extended to December of 2025. This extension allows additional time to refine the program design and distribute the allotted budget. The Revised Program Plan, which launched in Q2 of 2024, incorporated several program improvements, which Energy Trust anticipates will significantly increase uptake of the offer in 2025.

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 current version of the pilot is expected to incorporate lessons learned and transition in 2025 to a new structure with the goal of creating a format that is more sustainable in the long term. Energy Trust's current contract with PGE for the Smart Battery Pilot concludes in July 2025, and the role that Energy Trust will play in the new version of the Smart Battery Pilot will need to be determined as part of the transition planning.

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 2025. Energy Trust intends to submit a proposal to continue its role on the program administration team.

Smart Grid Test Bed Collaboration

- The Smart Grid Test Bed Collaboration (formerly called Smart Grid Advanced Load Management and 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, smart battery 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 has the goal of achieving at least 10% savings for the portfolio of participating sites, reducing customer bills and increasing comfort. The project will prioritize customers with high energy burdens, and Energy Trust will pass through additional incentive funding for flexible load measures 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.
- In early 2024, Energy Trust managed and launched a successful Solarize campaign, supported by Solar Oregon, in this area. There were 41 projects resulting in 187.7 kW of new solar and 60 smart battery storage systems. These solar + storage projects are expected to be completely installed and operational by the end of Q1 2025.
- Contractors have been selected to offer increased incentives on prioritized measures that support flexibility on the grid. To further improve adoption of heat pump water heaters and grid flexibility programming, additional contractor training has been developed by Earth Advantage. A pilot workforce development program will support two water heater installation trainees in a new 12-week, on-the-job training program in 2024 and 2025.
- PGE's demand response 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, multifamily 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 to evaluate success and share learnings with regional and national partners.

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.

ODOE Community Heat Pump Deployment Program

- Energy Trust is supporting several community-based organizations to deliver the ODOE Community Heat Pump Deployment Program (CHPDP) in the Southern and South Coast regions. The CHPDP was initiated by the Oregon legislature in 2022 under SB1536 which allocated funding and established the parameters of the program. Energy Trust has subcontracts with Neighborworks Umpqua (NWU) and the Illinois Valley Community Development Corporation (IVCanDO), both of which are participating in the delivery of Energy Trust's Community Partner Funding.
- Energy Trust's role is to manage $1.4M of incentive funding on behalf of NWU and IVCanDO and to support each organizations' reporting requirements to ODOE. This complementary funding will enable a greater volume of projects to be supported through the Community Partner Funding track and will result in the installation of higher efficiency heat pumps than would otherwise be installed.
- Implementation begins in September 2024 and will conclude by the end of 2025.

FEMA Community Energy Resilience Grant

- This project is intended to accelerate the construction of solar + storage microgrids in vulnerable Oregon communities. Priority will be given to communities impacted by wildfires or subject to public safety power shutoffs.

The project can be split into three phases of work: 1) Community outreach and engagement; 2) Disaster vulnerability mapping and prioritization; and 3) Microgrid feasibility studies and grant writing. We anticipate working with at least 12 communities to conduct microgrid feasibility studies for up to 65 critical facilities or community resilience hubs. Funding for this project comes from the Federal Emergency Management Agency (FEMA) via Oregon's Department of Emergency Management (OEM). Energy Trust will implement this program as a subrecipient under an agreement with OEM.

- With this additional funding, Energy Trust will be able to expand and accelerate existing ratepayer-funded work to support local community energy resilience planning and build a pipeline of resilient clean energy projects. This initiative will help acquire more renewable energy resources and smart battery storage systems for ratepayers while helping communities achieve resilience goals.
- Implementation is expected to begin in late 2024 and conclude in 2027.

Solar for All (included in 2025 budget but contract pending)

- Solar for All is a five-year federally funded program to increase the availability of rooftop and community solar for Oregonians with lower incomes. It is funded by Inflation Reduction Act dollars from the Environmental Protection Agency. Energy Trust, along with Bonneville Environmental Foundation, is a sub-awardee to the Oregon Department of Energy who will manage the program that has a total allocation for the state of $86 million.
- Energy Trust's $26 million share of the grant will support project incentives and project development assistance for community solar projects, subawards to community organizations, and subcontracts with professional service providers such as solar verification and interconnection experts.

Home Energy Rebates (included in 2025 budget but contract pending)

- Home Energy Rebates consist of the HOMES and HEAR programs, created under the Inflation Reduction Act. $114 million is allocated on a formula basis to Oregon Department of Energy (ODOE) for the two programs. ODOE has allocated $60.5M to Energy Trust to deliver HOMES and HEAR within investor-owned utility service territory.
- The HEAR program features prescriptive rebates for electric conservation and electrification measures. The HOMES program presents a "whole-home" fuel agnostic offer for projects achieving a minimum of 20% reduction of energy use from a customer-selected combination of measures.
- Energy Trust is supporting ODOE's application process with USDOE, the timeline for executing a grant agreement between Energy Trust and ODOE is expected to be Q1 2025. The programs are generally expected to launch in early 2026, and Energy Trust is working with ODOE to clarify timelines.

Climate Pollution Reduction Grant (not included in 2025 budget but selected for award and contract pending)

- Oregon Department of Environmental Quality (DEQ) was awarded $200 million from the US EPA's Climate Pollution Reduction Grant (CPRG) program in July 2024. Energy Trust was included in the proposal as a sub-recipient. EPA's intent is to award funding to existing program channels to accelerate GHG reduction.
- Energy Trust's role will be to deliver $15 million of funding through our Residential New Construction and Existing Homes weatherization programs. CPRG funding will be layered onto our existing offers and participation pathways to enable greater levels of incentives to affordable housing developers, projects in rural communities and low- to moderate- income households participating in the Existing Homes program.
- Energy Trust expects to be under contract to DEQ by early 2025 and to begin delivering incentives to customers by mid-2025. The period of performance runs through December 2028.

Budgeted Revenue (all contracts)

	2024 Budget	2025 Budget
Total Revenue ($ Millions)	$2.4	$6.4

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.

2025 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.
- The value of energy savings as reflected in avoided costs is changing as the electric and gas utility systems evolve to meet the objectives of state carbon policies.
- 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.

2025 Significant Activities

- Support the Multiyear Planning process including providing input to set savings reduction targets.
- Support development of Oregon Public Utility Commission (OPUC) led approaches to better serve customers with low to medium incomes per OPUC docket UM 2211 rulemaking for HB 2475.
- Provide ongoing support for energy efficiency forecasts for utility Integrated Resource Plans.
- Finalize 2026 avoided cost updates in early 2025, incorporating modifications prescribed by the OPUC.
- Support the Oregon Department of Energy (ODOE) in development of the Oregon Energy Strategy
- Provide support for new activities being led by the Innovation and Development team with a focus on how new founding sources impact analysis, operational processes and tracking and reporting.
- Collaborate with utilities on programmatic approaches to help them address capacity needs during decarbonization efforts (e.g. Targeted Load Management).
- Improve the usefulness of evaluation results by moving to more timely impact evaluation of commercial and industrial programs.
- Support the business lighting team in assessing and responding to the impacts of and adjustments to the new state lighting efficiency standard (HB 2531).
- Conduct 2025 Customer Awareness and Participation Study, to assess changes to participation and benefits by demographic groups of interest since the last study in 2022. Continue evaluation of residential no-cost offers (ductless and ducted heat pumps, heat pump water heaters) to help refine program approaches.
- Continue evaluation of a hybrid HVAC (gas furnace and electric heat pump) pilot.

  Collaborate with the OPUC and utilities to revise avoided costs, refine estimates of capacity value, and refine the value of carbon in avoided costs in light of new utility data. Incorporate updated estimates into measure development and results reporting.

- Support 2025-2030 Strategic Plan implementation 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.

2025 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.

Budgeted Expenditures

	2025 Budget	2025 Budget
Total Expenditures (millions)*	$6.9	$7.7

** 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 develops and delivers marketing that drives program participation, helps achieve savings and generation goals, and supports Energy Trust's organizational goals. The team leads the development and execution of marketing plans for Production Efficiency, Renewables and new initiatives and provides strategic guideance for and manages Program Management Contractor (PMC) and Program Delivery Contractor (PDC) marketing. Program Marketing also sets strategic direction for and manages the work of public relations, creative agencies and other vendors to increase program awareness, leads utility cooperative marketing efforts, scopes and manages customer insights research and advises on program design.

2025 Context

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

- Increased savings goals will require new, innovative, fully integrated and customized marketing campaigns to reach and serve new customers and retain and deepend engagement with existing customers.
- Evolving ethnographic, social, behavioral, environmental, economic and marketing trends necessitate further investment in inclusive and multicultural marketing to better meet the needs of underserved customer segments.
- Customers across sectors increasingly require information, education and resources to help them navigate new programs and services from Energy Trust, utility partners, and other funding sources and make informed investments that meet their needs and priorities.

2025 Significant Activities

- Transition all strategic marketing planning and management for the industrial and agricultural sectors in-house, removing marketing from the scope of the Production Efficiency PMC. Program Marketing will outsource copywriting and design to outside creative agencies and vendors and internal staff will lead, resource and manage all annual and campaign-specific plans.
- Continue to evaluate existing Program Management Contractor marketing scopes and other program marketing contract structures to identify potential opportunities to reduce program marketing costs, while maximizing the value and effectiveness of marketing efforts.
- Continue to provide and expand upon utility-specific marketing collaborations.
- Develop and implement strategies to promote a "whole-home" approach to energy-efficient upgrades to help customers understand their options, make informed decisions, and invest in upgrades that best meet their specific needs for a an efficient, healthy home.
- Expand marketing for the Renewables sector to continue to grow market-wide adoption of solar, while also expanding delivery of solar and solar-related offers to customers experiencing low incomes.
- Expand and evolve current program marketing, public relations and community engagement campaigns for Latino/Hispanic, Black/African American, tribal and rural communities.
- Expand Do-It-Yourself (DIY), educational and informational content and campaigns for consumers and businesses, increasing customer access to no or low-cost resources.
- Expand marketing and communications strategies to 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.

2025 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.

Budgeted Expenditures

	2024 Budget	2025 Budget
Total Expenditures (millions)*	$4.1	$4.7

** 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.*

Operations Support

The operations support group provides leadership and support for business systems, operations, 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 that resources, data and systems architecture, data quality and analysis capabilities are aligned to plan. 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).

2025 Context

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

- Energy Trust will transition from the annual budget process to a multiyear planning process and shift from current year forecasting to an 18-month rolling forecast.
- The team will expand and adapt to support changes to programs and structures driven by new complementary funding opportunities.
- 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.

2025 Significant Activities

- Lead enhancements to core systems necessary to process program activity associated with complementary funding and new streams of funding from existing utility.
- Lead changes to organizational reporting capabilities that are driven by policy changes, additional funders and new complementary funding sources that will require updates to current tools for budgeting, forecasting and organizational reporting.
- Lead procurement and development of new third-party software solutions required by new funding agreements. Adapt processes and workflows to be efficient and effective across multiple new tools, ensuring that new program and reporting requirements are met.
- Lead data systems enhancements for programs and support group staff to track targets and metrics related to new program activity and achievements.
- Standardize and streamline the program request for proposals and PMC contracting processes with a focus on developing best practices and flexible resources, in coordination with Legal.
- 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.

2025 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.

Budgeted Expenditures

	2024 Budget	2025 Budget
Total Expenditures (millions)*	$1.8	$2.1

**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.

2025 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 support our growing workforce.
- New complementary funding sources will require updated systems.
- Program offers and delivery approaches are becoming more complex and changing significantly in response to acceleration and the integration of new funding sources. 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 and enhance flexibility.
- Oregon's Consumer and Privacy act requires more security and privacy measures from our utility partners.
- Artificial intelligence (AI) tools and technologies are driving software improvements and innovations, but also privacy concerns. We will continue to evaluate potential uses and risks and adopt what makes sense for our organization.

2025 Significant Activities

- Enhance and develop systems to support new funding sources and related requirements. Solar for All and FEMA Community Energy Resilience Grant both require new system changes, ranging from simple enhancements to complex projects. So will the Climate Pollution Reduction Grant (CPRG), which will be added to Energy Trust's final proposed budget.
- Support an 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.
- Support the new Oregon Consumer Privacy Act policies, procedures, and controls in collaboration with Legal Services.
- Use new technology like the Low Code/No Code application to accelerate internal efficiency efforts.
- Implement comprehensive AI policies and continued exploration and utilization of AI tools.
- Develop our first IT multiyear plan as part of the organization wide Multiyear Plan project.

2025 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.

Budgeted Expenditures

	2024 Budget	2025 Budget
Total Expenditures (millions)*	$5.4	$6.3

** 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 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 content developed by Energy Trust, content developed by each utility partner and content that has 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 input: Community and stakeholder representative insights and feedback were solicited during interactions that were utility-led, Energy Trust-led and jointly led. Energy Trust sought input on 2025 activities through extensive stakeholder engagements regarding development of its 2025-2030 Strategic Plan, beginning in January 2024.

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 are appended to the Energy Trust Action Plan and published as part of the draft and final proposed annual budget and 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") (8/3/2022)

Action plan: 2025
Portland General Electric
December 6, 2024

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.

Contents

Informing the 2025 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 in 2023. Development of those action plans included six utility coordination meetings with utilities plus market intelligence gathering sessions with all five partner utilities and Energy Trust's three public advisory councils. Energy Trust's 2025 action plans build on and largely align with those 2024-2025 action plans and leverage those insights gathered in 2023.

In 2024, Energy Trust continued to engage utilities and stakeholders for input on the organization's priorities and strategies for development of our 2025-2030 Strategic Plan, to be approved by our board of directors in December 2024. Energy Trust sought input from customers, communities, community-based organizations and Energy Trust's three advisory councils. That input was collected and reviewed by staff to develop the 2025 Budget and Action Plan. 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. Community feedback was also invited during the budget public comment period from October 2 to 16, 2024.

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 energy burdened and income-qualified customers.

Portland General Electric-specific 2025 Key Activities

The activities provided below are funded via the annual budget provided by PGE ratepayers and 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, including emerging tribal engagement activities.
- 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 Group (CBIAG), Distribution System Workshops, 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.
    - Share campaign performance metrics, consumer and business insights from research projects, or other market intelligence that may inform marketing efforts.
- Coordinate and collaborate with PGEs smart commercial thermostat outreach efforts and Energy Partner on Demand program.

Program activities

- 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.
- Provide support for energy efficiency potential forecast for Integrated Resource Plan.
- 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) grant planning and activities (2024 – 2029) with Energy Trust and the Bonneville Environmental Foundation (BEF).
- Collaborate with PGE on renewable energy projects and energy resilience studies at municipal infrastructure, including water and water resource recovery facilities.
- Collaborate in supporting data sharing and PowerClerk development of shared outcomes and objectives for collaboration on data and analysis, in support and alignment with UM 2111, in these areas for 2025.

- Collaborate with utilities on implementation of FEMA community energy resilience grant activities, including early engagement with communities.

Targeted initiatives involving joint investment and co-deployment (e.g., DERs and energy efficiency)

- PGE and Energy Trust will focus on a holistic, coordinated delivery (or co-deployment) effort for customers experiencing low incomes. This will include PGE's utility bill discounts, no-cost (or enhanced incentives for) energy efficiency measures, and information from PGE's Energy Burden Needs Assessment published in June 2024. This approach is consistent with the OPUC's process for further the implementation of HB 2475 to create programs to reduce energy burden, in OPUC docket UM 2211[1].
    - Implement outcomes-based co-deployment framework PGE and Energy Trust developed in 2024 and included in UM 2141.
    - Set goals, develop research objectives, and identify implementation activities and timeline for 2025 co-deployment in a project plan to be developed in Q4 2024 and completed Q1 2025.
    - Project plan is to be assigned project managers, sponsors and subject matter experts at both organizations to ensure timely implementation.
    - Develop a consistent approach and process to co-create and co-brand marketing campaigns in support of PGE-Energy Trust co-deployed program offers, including a consistent approach to identifying the appropriate delivery channels and associated milestones for the neighborhood.
    - Continue to collaborate on how Energy Trust and PGE can best use insights from Energy Burden Needs Assessment to jointly identify and prioritize high energy burden and high savings potential customer segments.
    - Implement one to three priority neighborhood campaigns identified in the Energy Burden Needs Assessment to be delivered between Q2 and Q3 2025

- 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.
- 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)
    - Explore how we might deliver new measures developed via the Flex Feeder initiative in 2023-2024 in 2025 and beyond as part of the overall co-deployment framework between PGE and Energy Trust.
    - Jointly identify and build upon lessons learned from 2024 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)
    - Energy Trust has a contract with PGE to support implementation, customer engagement and customer incentive payments. In 2025, as the project winds down, Energy Trust will participate in the evaluation and support gathering and sharing lessons learned from the demonstration project.

[1] UM 2211 is 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 energy efficiency 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.

- 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.
    - In 2025, the PGE Smart Battery Pilot will incorporate lessons learned and transition to a new structure with the goal of creating a format that is more sustainable long term. Energy Trust's current contract with PGE for the Smart Battery Pilot concludes in July 2025, and the role that Energy Trust will play in the new version of the Smart Battery Pilot will need to be determined within the goals of our co-deployment framework and Energy Trust's Multiyear Plan collaborations with PGE.

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.

Portland General Electric-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency	OPUC Renewables	Total for Portland General Electric
Beginning Net Assets	$ (1,559,118)	$ 10,632,419	$ 9,073,301
Revenue	$ 145,971,891	$ 12,000,000	$ 157,971,891
Expenditures	$ 141,221,938	$ 15,824,455	$ 157,046,393
Net Income	$ 4,749,953	$ (3,824,455)	$ 925,498
Interest Income Distribution	$ 208,560	$ 376,352	$ 584,911
Transfers between FS	$ (633,105)	$ (226,784)	$ (859,889)
Ending Net Assets	**$ 2,766,290**	**$ 6,957,532**	**$ 9,723,822**
Renewables Funds Dedicated		*$ 101,910*	
Renewables Funds Yet To Be Dedicated		*$ 6,855,622*	

Electric Savings and Generation Overview	OPUC Efficiency	OPUC Renewables	Total for Portland General Electric
Electric Savings (kWh) Annual Goal	281,677,816	-	281,677,816
Levelized Cost per kWh saved	$ 0.048	-	$ 0.048
Renewables Generation (kWh) Annual Goal	-	27,447,300	27,447,300
Levelized Cost per kWh generated	-	$ 0.029	$ 0.029
Electric Savings (aMW) - IRP Target	27.15	-	27.15

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	309,125,116	147,862	1,092,662

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	$ 76,183,450	$ 4,534,843	$ 29,459,999	$ -	$ 25,073,510	$ -	$ 17,115,097	$ -	$ 9,237,190	$ 8,643,650	$ 593,540
Program Delivery Contractors	$ 43,313,365	$ 4,815,882	$ 17,870,726	$ 2,376,857	$ 7,864,494	$ 101,844	$ 8,077,049	$ 2,206,514	$ 1,104,565	$ 1,004,565	$ 100,000
Employee Salaries & Fringe Benefits	$ 11,325,003	$ 1,252,155	$ 3,869,202	$ 126,807	$ 3,269,478	$ 4,091	$ 2,675,556	$ 127,716	$ 3,016,964	$ 2,985,329	$ 31,635
Agency Contractor Services	$ 624,656	$ 51,954	$ 256,377	$ 9,181	$ 165,698	$ 376	$ 132,419	$ 8,650	$ 183,066	$ 180,156	$ 2,910
Planning and Evaluation Services	$ 2,007,168	$ 372,205	$ 666,898	$ 6,697	$ 505,569	$ 14	$ 447,538	$ 8,246	$ 142,202	$ 142,090	$ 112
Advertising and Marketing Services	$ 2,193,638	$ 186,621	$ 675,840	$ 16,276	$ 616,635	$ 686	$ 682,386	$ 15,195	$ 389,040	$ 383,736	$ 5,304
Other Professional Services	$ 3,729,378	$ 473,780	$ 1,309,355	$ 11,722	$ 917,111	$ 486	$ 1,005,918	$ 11,006	$ 1,199,348	$ 1,101,538	$ 97,809
Travel, Meetings, Trainings & Conferences	$ 388,181	$ 39,724	$ 148,575	$ 4,056	$ 96,276	$ 157	$ 95,499	$ 3,893	$ 93,409	$ 92,199	$ 1,211
Dues, Licenses and Fees	$ 282,234	$ 13,381	$ 182,455	$ 1,245	$ 30,325	$ 34	$ 53,495	$ 1,298	$ 31,958	$ 31,694	$ 264
Software and Hardware	$ 479,138	$ 41,662	$ 128,753	$ 4,220	$ 211,091	$ 136	$ 89,026	$ 4,250	$ 248,142	$ 247,089	$ 1,053
Depreciation & Amortization	$ 155,023	$ 12,914	$ 57,146	$ 1,354	$ 52,639	$ 45	$ 29,570	$ 1,357	$ 30,686	$ 30,342	$ 344
Office Rent and Equipment	$ 487,132	$ 53,842	$ 166,460	$ 5,459	$ 140,624	$ 176	$ 115,073	$ 5,497	$ 129,670	$ 128,307	$ 1,363
Materials Postage and Telephone	$ 50,733	$ 5,416	$ 17,386	$ 597	$ 14,961	$ 20	$ 11,759	$ 595	$ 17,714	$ 17,558	$ 156
Miscellaneous Expenses	$ 2,838	$ 270	$ 1,047	$ 43	$ 798	$ 2	$ 637	$ 41	$ 500	$ 487	$ 13
Expenditures	**$ 141,221,938**	**$ 11,854,648**	**$ 54,810,217**	**$ 2,564,515**	**$ 38,959,209**	**$ 108,066**	**$ 30,531,022**	**$ 2,394,259**	**$ 15,824,455**	**$ 14,988,740**	**$ 835,715**

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	$ 133,090,123	$ 11,172,036	$ 51,654,146	$ 2,416,846	$ 36,715,867	$ 101,844	$ 28,772,991	$ 2,256,393	$ 14,913,254	$ 14,125,661	$ 787,593
Administrative Costs	$ 8,131,815	$ 682,612	$ 3,156,072	$ 147,669	$ 2,243,342	$ 6,223	$ 1,758,032	$ 137,866	$ 911,201	$ 863,079	$ 48,122
Management + General	$ 4,816,453	$ 404,309	$ 1,869,333	$ 87,464	$ 1,328,725	$ 3,686	$ 1,041,277	$ 81,658	$ 539,702	$ 511,199	$ 28,503
Communications + Outreach	$ 3,315,363	$ 278,303	$ 1,286,739	$ 60,205	$ 914,616	$ 2,537	$ 716,754	$ 56,208	$ 371,499	$ 351,880	$ 19,619
Expenditures	**$ 141,221,938**	**$ 11,854,648**	**$ 54,810,217**	**$ 2,564,515**	**$ 38,959,209**	**$ 108,066**	**$ 30,531,022**	**$ 2,394,259**	**$ 15,824,455**	**$ 14,988,740**	**$ 835,715**

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	281,677,816	38,086,651	83,854,669	9,767,212	105,570,518	3,359,047	25,648,963	15,390,758	-	-	-
Levelized Cost per kWh saved	$ 0.048	$ 0.019	$ 0.053	$ 0.014	$ 0.031	$ 0.002	$ 0.075	$ 0.006	-	-	-
Renewables Generation (kWh) Annual Goal	-	-	-	-	-	-	-	-	27,447,300	27,167,300	280,000
Levelized Cost per kWh generated	-	-	-	-	-	-	-	-	$ 0.029	$ 0.028	$ 0.149
Electric Savings (kWh) - IRP Target	290,748,973	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	-	-	-

Action plan: 2025
Pacific Power
December 6, 2024

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.

Contents

Informing the 2025 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 in 2023. Development of those action plans included six utility coordination meetings with utilities plus market intelligence gathering sessions with all five partner utilities and Energy Trust's three public advisory councils. Energy Trust's 2025 action plans build on and largely align with those 2024-2025 action plans and leverage those insights gathered in 2023.

In 2024, Energy Trust continued to engage utilities and stakeholders for input on the organization's priorities and strategies for development of our 2025-2030 Strategic Plan, to be approved by our board of directors in December 2024. Energy Trust sought input from customers, communities, community-based organizations and Energy Trust's three advisory councils. That input was collected and reviewed by staff to develop the 2025 Budget and Action Plan. 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. Community feedback was also invited during the budget public comment period from October 2 to 16, 2024.

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. 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 Pacific Power will also collaborate on co-developing marketing strategies to better reach and serve energy burdened and income-qualified customers.

Pacific Power-specific 2025 Key Activities

Outreach and community engagement

- Partner with Pacific Power staff in outreach and community relations to share information about activities and coordinate plans.
- Partner and collaborate with OHCS on how to better serve energy burdened and low-income qualified customers.
- Encourage the sharing of our respective diversity, equity and inclusion (DEI) efforts to learn from one another and increase the potential for success, including emerging tribal engagement activities.
- 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 Group, local and state workshops related to Distribution System 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, Energy Trust staff will 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 government relations manager will work in concert with Pacific Power Tribal Relations staff, Tribal Liaison Representative 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 resilience plans funded through the Oregon Department of Energy county energy resilience grant program.

Marketing

- Expand and build on ongoing collaboration efforts to align and leverage energy efficiency and demand respond program marketing for connected technologies.
- Continue to coordinate on Oregon energy efficiency awareness advertising, customer newsletters, direct mail and email campaigns to reach a broader audience with information on low-cost products and special offers, as appropriate.
- Co-develop marketing strategies to better reach and serve energy burdened and 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.
- 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.

- Provide support for energy efficiency potential forecast for Integrated resource plan.

Renewables, resilience activities

- Collaborate with utilities on implementation of FEMA Community Energy Resilience grant activities, including early engagement with communities.
- Jointly identify opportunities for Pacific Power to complement and further the goals of the Oregon Department of Energy (ODOE) led Solar for All (SFA) grant planning and activities (2024 – 2029) with Energy Trust and the Bonneville Environmental Foundation (BEF).

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

- Develop Targeted Load Management offerings in Pacific Power identified areas, with locations in Prineville and Upper Rogue Valley already identified for potential implementation in 2026.
- Coordinate and collaborate with Pacific Power's distribution system planning team to analyze and review other areas that experience system constraints. Develop a multiyear collaborative approach to manage load and the “load bubbles” Pacific Power has defined as regional capacity constraints that are broader in scope than TLM. By targeting energy efficiency, renewable energy and storage geographically in these areas, we can achieve significant benefits that complement system-wide efficiency initiatives, helping to alleviate system pressure, lower utility costs, and improve overall reliability.
- Continue working with Pacific Power on projects related to electric vehicle charging.
- Coordinate and design marketing and educational materials related to Transportation Electrification activities; specifically continued education of customers who are on Time of Use rates, potential amplification of marketing campaigns, dealership engagement and coordinated key messages.
- Leverage workforce development initiatives between both entities; specifically investigate how to expand workforce development activities related to electric vehicle infrastructure and vehicle cohorts.
- Support Energy Trust existing EV Code Ready programs in both commercial and residential programs; expand support of early design assistance.
- Coordinate applications and concepts for grant funding to support targeted load management activities related to constrained areas within the service aera and storage plus solar opportunities.
- Collaborate on new or expand on current cooperative marketing campaigns and activities for Targeted Load Management (TLM) projects (i.e., electric non-traditional solutions) that span energy efficiency, demand response, small-scale renewables, and battery storage.
- Leverage utility data on customers in potential TLM areas, including income-qualified bill discounts Low Income Discount (LID).

Other

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.

Pacific Power-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency	OPUC Renewables	Total for PacifiCorp
Beginning Net Assets	$ (6,263,086)	$ 8,074,984	$ 1,811,898
Revenue	$ 117,851,102	$ 8,910,221	$ 126,761,323
Expenditures	$ 107,203,962	$ 10,756,275	$ 117,960,237
Net Income	$ 10,647,140	$ (1,846,054)	$ 8,801,086
Interest Income Distribution	$ 74,647	$ 308,669	$ 383,316
Transfer Between FS	$ (429,021)	$ (164,223)	$ (593,244)
Ending Net Assets	**$ 4,029,681**	**$ 6,373,375**	**$ 10,403,056**
Renewables Funds Dedicated		*$ 223,600*	
Renewables Funds Yet To Be Dedicated		*$ 6,149,775*	

Electric Savings and Generation Overview	OPUC Efficiency	OPUC Renewables	Total for PacifiCorp
Electric Savings (kWh) Annual Goal	219,995,514	-	219,995,514
Levelized Cost per kWh saved	$ 0.046	-	$ 0.046
Renewables Generation (kWh) Annual Goal	-	21,816,000	21,816,000
Levelized Cost per kWh generated	-	$ 0.025	$ 0.025
Electric Savings (aMW) - IRP Target	21.54	-	21.54

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	241,811,514	115,604	816,192

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	$ 58,120,074	$ 3,573,113	$ 22,824,138	$ -	$ 16,403,243	$ -	$ 15,319,581	$ -	$ 6,364,050	$ 5,511,250	$ 852,800
Program Delivery Contractors	$ 32,461,389	$ 3,810,202	$ 12,338,154	$ 1,733,002	$ 5,172,870	$ 74,256	$ 7,724,102	$ 1,608,802	$ 761,705	$ 661,705	$ 100,000
Employee Salaries & Fringe Benefits	$ 8,639,262	$ 988,699	$ 2,874,454	$ 92,457	$ 2,141,679	$ 2,983	$ 2,445,872	$ 93,120	$ 1,955,978	$ 1,912,246	$ 43,732
Agency Contractor Services	$ 474,355	$ 41,023	$ 190,464	$ 6,694	$ 108,541	$ 274	$ 121,052	$ 6,307	$ 119,422	$ 115,398	$ 4,023
Planning and Evaluation Services	$ 1,540,534	$ 293,893	$ 495,443	$ 4,883	$ 331,174	$ 11	$ 409,119	$ 6,012	$ 98,360	$ 98,205	$ 155
Advertising and Marketing Services	$ 1,686,454	$ 147,356	$ 502,086	$ 11,867	$ 403,928	$ 500	$ 609,639	$ 11,079	$ 253,133	$ 245,801	$ 7,332
Other Professional Services	$ 2,884,069	$ 374,096	$ 972,728	$ 8,547	$ 600,756	$ 354	$ 919,565	$ 8,024	$ 846,728	$ 705,588	$ 141,139
Travel, Meetings, Trainings & Conferences	$ 298,021	$ 31,366	$ 110,378	$ 2,957	$ 63,066	$ 114	$ 87,301	$ 2,839	$ 60,731	$ 59,058	$ 1,674
Dues, Licenses and Fees	$ 216,759	$ 10,566	$ 135,547	$ 908	$ 19,865	$ 25	$ 48,903	$ 947	$ 20,667	$ 20,302	$ 365
Software and Hardware	$ 354,481	$ 32,896	$ 95,651	$ 3,077	$ 138,276	$ 99	$ 81,383	$ 3,099	$ 159,728	$ 158,272	$ 1,456
Depreciation & Amortization	$ 116,172	$ 10,197	$ 42,454	$ 987	$ 34,481	$ 32	$ 27,032	$ 989	$ 19,911	$ 19,435	$ 476
Office Rent and Equipment	$ 371,606	$ 42,514	$ 123,664	$ 3,980	$ 92,116	$ 128	$ 105,194	$ 4,008	$ 84,071	$ 82,187	$ 1,884
Materials Postage and Telephone	$ 38,626	$ 4,276	$ 12,916	$ 435	$ 9,800	$ 15	$ 10,749	$ 434	$ 11,463	$ 11,247	$ 216
Miscellaneous Expenses	$ 2,159	$ 213	$ 778	$ 32	$ 523	$ 1	$ 582	$ 30	$ 330	$ 312	$ 18
Expenditures	**$ 107,203,962**	**$ 9,360,408**	**$ 40,718,853**	**$ 1,869,827**	**$ 25,520,317**	**$ 78,793**	**$ 27,910,074**	**$ 1,745,690**	**$ 10,756,275**	**$ 9,601,006**	**$ 1,155,270**

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	$ 101,030,963	$ 8,821,419	$ 38,374,188	$ 1,762,159	$ 24,050,810	$ 74,256	$ 26,302,962	$ 1,645,170	$ 10,136,910	$ 9,048,163	$ 1,088,747
Administrative Costs	$ 6,172,999	$ 538,989	$ 2,344,665	$ 107,668	$ 1,469,506	$ 4,537	$ 1,607,113	$ 100,520	$ 619,366	$ 552,843	$ 66,523
Management + General	$ 3,656,251	$ 319,242	$ 1,388,739	$ 63,771	$ 870,385	$ 2,687	$ 951,889	$ 59,538	$ 366,849	$ 327,448	$ 39,401
Communications + Outreach	$ 2,516,748	$ 219,747	$ 955,926	$ 43,897	$ 599,122	$ 1,850	$ 655,224	$ 40,982	$ 252,517	$ 225,396	$ 27,121
Expenditures	**$ 107,203,962**	**$ 9,360,408**	**$ 40,718,853**	**$ 1,869,827**	**$ 25,520,317**	**$ 78,793**	**$ 27,910,074**	**$ 1,745,690**	**$ 10,756,275**	**$ 9,601,006**	**$ 1,155,270**

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	219,995,514	50,027,069	59,710,099	7,121,420	63,583,577	2,449,131	25,882,586	11,221,632	-	-	-
Levelized Cost per kWh saved	$ 0.046	$ 0.012	$ 0.055	$ 0.014	$ 0.033	$ 0.002	$ 0.077	$ 0.006	-	-	-
Renewables Generation (kWh) Annual Goal	-	-	-	-	-	-	-	-	21,816,000	21,186,000	630,000
Levelized Cost per kWh generated	-	-	-	-	-	-	-	-	$ 0.025	$ 0.023	$ 0.092
Electric Savings (kWh) - IRP Target	227,288,621	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	-	-	-

Action plan: 2025
NW Natural
December, 6, 2024

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.

Contents

Informing the 2025 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 in 2023. Development of those action plans included six utility coordination meetings with utilities plus market intelligence gathering sessions with all five partner utilities and Energy Trust's three public advisory councils. Energy Trust's 2025 action plans build on and largely align with those 2024-2025 action plans and leverage those insights gathered in 2023.

In 2024, Energy Trust continued to engage utilities and stakeholders for input on the organization's priorities and strategies for development of our 2025-2030 Strategic Plan, to be approved by our board of directors in December 2024. Energy Trust sought input from customers, communities, community-based organizations and Energy Trust's three advisory councils. That input was collected and reviewed by staff to develop the 2025 Budget and Action Plan. 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. Community feedback was also invited during the budget public comment period from October 2 to 16, 2024.

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. 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 NW Natural will also collaborate on co-developing marketing strategies to better reach and serve energy burdened and income-qualified customers.

NW Natural-specific 2025 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, including emerging tribal engagement activities.
- 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 and promoting gas furnace incentives for rental properties.
- Co-develop marketing strategies to better reach and serve income-qualified customers.
- Meet regularly to provide greater visibility into and report progress on marketing campaigns and strategies to better reach customers in Oregon and SW Washington.
- Share customer success stories and information and educational content for incorporation in utility communication channels.

Energy efficiency activities

- 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.
- Provide support for energy efficiency potential forecast for Integrated Resource Plan.
- Continue coordination with NW Natural on Hybrid Heating Pilot with regards to recruitment, customer communications, and evaluation.
- Coordinate with NW Natural to support delivery of Home Energy Reports to customers achieving behavioral energy efficiency savings through energy insights, behavioral tips, and informing them of opportunities to participate in program offers.

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, which NW Natural identifies as Geographically Targeted Energy Efficiency (GeoTEE), to support utility's system needs as identified by their distribution systems planning analyses.
- Leverage utility data on customers in potential TLM areas, including income-qualified bill discounts (IQBD).

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.

NW Natural-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency excluding Industrial DSM	Industrial DSM	Washington	Total for NW Natural
Beginning Net Assets	$ 8,711,375	$ 3,136,575	$ 993,294	$ 12,841,245
Revenue	$ 24,725,675	$ 11,247,910	$ 2,995,196	$ 38,968,781
Expenditures	$ 32,221,871	$ 13,816,895	$ 3,643,981	$ 49,682,747
Net Income	$ (7,496,196)	$ (2,568,985)	$ (648,785)	$ (10,713,966)
Interest Income Distribution	$ 226,507	$ 140,355	$ 28,869	$ 395,732
Transfer Between FS	$ -	$ -	$ -	$ -
Ending Net Assets	**$ 1,441,686**	**$ 707,946**	**$ 373,378**	**$ 2,523,010**

Gas Savings Overview	OPUC Efficiency excluding Industrial DSM	Industrial DSM	Total for NW Natural Oregon	Washington
Gas Savings (therms) Annual Goal	3,093,423	2,252,291	5,345,714	219,054
Levelized Cost per therm saved	$ 0.728	$ -	$ -	$ -
Gas Savings (therms) - IRP Target	5,171,153	-		-

2024 Carbon Targets	First Year Carbon (Metric Tons CO2)	Lifetime Carbon (Metric Tons CO2)
NW Natural (OR, DSM, Transport, WA)	33,493	591,309

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	TBD

NW Natural-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency excluding Industrial DSM	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	NWN - Industrial	NWN Washington
Incentives	$ 16,130,482	$ 596,098	$ 4,611,965	$ -	$ 589,061	$ 10,333,358	$ -	$ 7,921,819	$ 1,672,343
Program Delivery Contractors	$ 11,033,374	$ 624,638	$ 3,267,011	$ 1,305,452	$ 132,315	$ 5,330,515	$ 373,444	$ 3,918,857	$ 915,997
Employee Salaries & Fringe Benefits	$ 2,630,680	$ 164,226	$ 643,108	$ 69,647	$ 71,570	$ 1,660,514	$ 21,615	$ 1,059,306	$ 625,853
Agency Contractor Services	$ 141,590	$ 6,852	$ 42,588	$ 5,043	$ 3,626	$ 82,018	$ 1,464	$ 62,076	$ 18,360
Planning and Evaluation Services	$ 351,785	$ 67,442	$ 86,515	$ 3,678	$ 10,863	$ 181,891	$ 1,396	$ 153,327	$ 31,288
Advertising and Marketing Services	$ 593,155	$ 24,490	$ 112,340	$ 8,939	$ 13,499	$ 431,315	$ 2,572	$ 191,912	$ 26,348
Other Professional Services	$ 932,803	$ 61,942	$ 217,847	$ 6,438	$ 19,420	$ 625,294	$ 1,863	$ 324,953	$ 217,952
Travel, Meetings, Trainings & Conferences	$ 94,163	$ 5,215	$ 24,695	$ 2,228	$ 2,107	$ 59,259	$ 659	$ 36,087	$ 16,882
Dues, Licenses and Fees	$ 66,930	$ 1,753	$ 30,364	$ 684	$ 664	$ 33,246	$ 220	$ 30,508	$ 62,125
Software and Hardware	$ 89,775	$ 5,464	$ 21,400	$ 2,318	$ 4,622	$ 55,251	$ 719	$ 51,118	$ 20,821
Depreciation & Amortization	$ 31,674	$ 1,694	$ 9,502	$ 743	$ 1,152	$ 18,353	$ 230	$ 16,291	$ 6,378
Office Rent and Equipment	$ 113,153	$ 7,062	$ 27,668	$ 2,998	$ 3,078	$ 71,417	$ 930	$ 45,568	$ 26,901
Materials Postage and Telephone	$ 11,652	$ 711	$ 2,889	$ 328	$ 327	$ 7,296	$ 101	$ 4,800	$ 2,625
Miscellaneous Expenses	$ 652	$ 36	$ 174	$ 24	$ 17	$ 395	$ 7	$ 273	$ 108
Expenditures	**$ 32,221,871**	**$ 1,567,623**	**$ 9,098,066**	**$ 1,408,520**	**$ 852,323**	**$ 18,890,121**	**$ 405,219**	**$ 13,816,895**	**$ 3,643,981**

Expenditures Detail by Function	OPUC Efficiency excluding Industrial DSM	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	NWN - Industrial	NWN Washington
Program Costs	$ 30,366,477	$ 1,477,356	$ 8,574,182	$ 1,327,415	$ 803,245	$ 17,802,393	$ 381,886	$ 13,021,293	$ 3,434,154
Administrative Costs	$ 1,855,394	$ 90,267	$ 523,883	$ 81,105	$ 49,078	$ 1,087,727	$ 23,333	$ 795,602	$ 209,827
Management + General	$ 1,098,945	$ 53,465	$ 310,295	$ 48,038	$ 29,069	$ 644,258	$ 13,820	$ 471,233	$ 124,280
Communications + Outreach	$ 756,449	$ 36,802	$ 213,589	$ 33,067	$ 20,009	$ 443,469	$ 9,513	$ 324,369	$ 85,547
Expenditures	**$ 32,221,871**	**$ 1,567,623**	**$ 9,098,066**	**$ 1,408,520**	**$ 852,323**	**$ 18,890,121**	**$ 405,219**	**$ 13,816,895**	**$ 3,643,981**

Energy Savings Detail	OPUC Efficiency excluding Industrial DSM	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	NWN - Industrial	NWN Washington
Gas Savings (therms) Annual Goal	3,093,423	215,841	1,017,285	189,736	226,413	1,444,148		2,252,291	219,054
Levelized Cost per therm saved	$ 0.728	$ 0.398	$ 0.612	$ 0.371	$ 0.271	$ 0.447		$ -	$ -
Gas Savings (therms) - IRP Target	5,171,153	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency		Included in OPUC Efficiency	Included in OPUC Efficiency

Action plan: 2025
Cascade Natural Gas

December 6, 2024

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 2025 Cascade Natural Gas 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 in 2023. Development of those action plans included six utility coordination meetings with utilities plus market intelligence gathering sessions with all five partner utilities and Energy Trust's three public advisory councils. Energy Trust's 2025 action plans build on and largely align with those 2024-2025 action plans and leverage those insights gathered in 2023.

In 2024, Energy Trust continued to engage utilities and stakeholders for input on the organization's priorities and strategies for development of our 2025-2030 Strategic Plan, to be approved by our board of directors in December 2024. Energy Trust sought input from customers, communities, community-based organizations and Energy Trust's three advisory councils. That input was collected and reviewed by staff to develop the 2025 Budget and Action Plan. 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. Community feedback was also invited during the budget public comment period from October 2 to 16, 2024.

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 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 Cascade Natural Gas will also collaborate on co-developing marketing strategies to better reach and serve energy burdened and income-qualified customers.

Cascade Natural Gas-specific 2025 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, including emerging tribal engagement activities.
- 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 potential marketing campaigns and activities for Targeted Load Management (TLM) projects (i.e., gas non-pipe solutions), as needed.
- Collaborate on new or expand current cooperative marketing strategies to maximize savings, support other special initiatives, and better reach underserved audiences.
- Continue to coordinate regularly on direct marketing campaigns to reach broader audiences.
- Hold ongoing check-ins to provide greater visibility into and updates on marketing strategies and campaigns to support gas and dual-fuel products and services across CNG territory.

Energy efficiency activities

- Perform demographic and tracking analyses to support geographically targeted efficiency.
- Provide support for energy efficiency potential forecast for Integrated Resource Plan.

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.
- Leverage utility data on customers in potential TLM areas, including income-qualified bill discounts (IQBD).

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.

Cascade Natural Gas-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency	Total for Cascade Natural Gas
Beginning Net Assets	$ 2,096,378	$ 2,096,378
Revenue	$ 4,648,985	$ 4,648,985
Expenditures	$ 6,233,133	$ 6,233,133
Net Income	$ (1,584,148)	$ (1,584,148)
Interest Income Distribution	$ 62,855	$ 62,855
Transfer Between FS	$ -	$ -
Ending Net Assets	**$ 575,085**	**$ 575,085**

Gas Savings Overview	OPUC Efficiency	Total for Cascade Natural Gas
Gas Savings (therms) Annual Goal	588,280	588,280
Levelized Cost per therm saved	$ 0.831	$ -
Gas Savings (therms) - IRP Target	512,541	-

2024 Carbon Targets	First Year Carbon (Metric Tons CO2)	Lifetime Carbon (Metric Tons CO2)
Cascade Natural Gas	3,515	64,696

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	NA

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	$ 3,262,348	$ 112,354	$ 924,758	$ -	$ 601,182	$ 1,624,054	$ -
Program Delivery Contractors	$ 2,000,730	$ 117,733	$ 655,078	$ 162,457	$ 196,079	$ 822,910	$ 46,473
Employee Salaries & Fringe Benefits	$ 509,299	$ 30,954	$ 128,951	$ 8,667	$ 79,099	$ 258,938	$ 2,690
Agency Contractor Services	$ 27,438	$ 1,292	$ 8,539	$ 628	$ 4,007	$ 12,790	$ 182
Planning and Evaluation Services	$ 71,060	$ 12,712	$ 17,347	$ 458	$ 12,006	$ 28,364	$ 174
Advertising and Marketing Services	$ 106,385	$ 4,616	$ 22,526	$ 1,112	$ 14,919	$ 62,892	$ 320
Other Professional Services	$ 175,359	$ 11,675	$ 43,681	$ 801	$ 21,463	$ 97,507	$ 232
Travel, Meetings, Trainings & Conferences	$ 17,863	$ 983	$ 4,952	$ 277	$ 2,329	$ 9,241	$ 82
Dues, Licenses and Fees	$ 12,449	$ 330	$ 6,088	$ 85	$ 734	$ 5,184	$ 27
Software and Hardware	$ 19,423	$ 1,030	$ 4,291	$ 288	$ 5,108	$ 8,616	$ 90
Depreciation & Amortization	$ 6,481	$ 319	$ 1,905	$ 93	$ 1,274	$ 2,862	$ 29
Office Rent and Equipment	$ 21,906	$ 1,331	$ 5,548	$ 373	$ 3,402	$ 11,137	$ 116
Materials Postage and Telephone	$ 2,266	$ 134	$ 579	$ 41	$ 362	$ 1,138	$ 13
Miscellaneous Expenses	$ 126	$ 7	$ 35	$ 3	$ 19	$ 62	$ 1
Expenditures	**$ 6,233,133**	**$ 295,469**	**$ 1,824,279**	**$ 175,284**	**$ 941,981**	**$ 2,945,693**	**$ 50,427**

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Program Costs	$ 5,874,218	$ 278,456	$ 1,719,233	$ 165,190	$ 887,740	$ 2,776,075	$ 47,524
Administrative Costs	$ 358,915	$ 17,014	$ 105,045	$ 10,093	$ 54,241	$ 169,618	$ 2,904
Management + General	$ 212,584	$ 10,077	$ 62,218	$ 5,978	$ 32,127	$ 100,464	$ 1,720
Communications + Outreach	$ 146,331	$ 6,937	$ 42,827	$ 4,115	$ 22,114	$ 69,154	$ 1,184
Expenditures	**$ 6,233,133**	**$ 295,469**	**$ 1,824,279**	**$ 175,284**	**$ 941,981**	**$ 2,945,693**	**$ 50,427**

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Gas Savings (therms) Annual Goal	588,280	39,994	233,821	23,612	124,398	166,455	0
Levelized Cost per therm saved	$ 0.831	$ 0.412	$ 0.611	$ 0.371	$ 0.584	$ 0.584	
Gas Savings (therms) - IRP Target	512,541	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency

Action plan: 2025
Avista
December 6, 2024

This document describes 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 the Action Plan section of the budget packet. Budget tables are inclusive of all revenues, expenditures and energy goals for Avista customers.

Contents

Informing the 2025 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 in 2023. Development of those action plans included six utility coordination meetings with utilities plus market intelligence gathering sessions with all five partner utilities and Energy Trust's three public advisory councils. Energy Trust's 2025 action plans build on and largely align with those 2024-2025 action plans and leverage those insights gathered in 2023.

In 2024, Energy Trust continued to engage utilities and stakeholders for input on the organization's priorities and strategies for development of our 2025-2030 Strategic Plan, to be approved by our board of directors in December 2024. Energy Trust sought input from customers, communities, community-based organizations and Energy Trust's three advisory councils. That input was collected and reviewed by staff to develop the 2025 Budget and Action Plan. 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. Community feedback was also invited during the budget public comment period from October 2 to 16, 2024.

Energy Trust and Avista will continue to engage in partnership on new areas of work that are supported by the Oregon Public Utility Commission to further increase savings to meet the state's clean energy goals. Energy Trust and Avista will also collaborate on co-developing marketing strategies to better reach and serve energy burdened and income-qualified customers.

Avista-specific 2025 Key Activities

Outreach and community engagement

- Coordinate or inform of 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, including emerging tribal engagement activities.
- 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 with information and education on available income-qualified products and services, including supporting community-based organizations, as needed and appropriate.
- Coordinate with outreach and event teams to develop event marketing strategies that support program customer acquisition and educational goals.
- 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 relevant gas and dual-fuel Residential, Business, Industrial and Energy Trust Organizational marketing with Avista on an ongoing basis to create awareness or obtain feedback.

Energy efficiency activities

- 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.
- Leverage utility data on customers in potential TLM areas, including income-qualified bill discounts (IQBD).
- 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.
- Participate as available in Avista low-income Equity Advisory Group and inform about Energy Trust activities as applicable.

- Enhance reporting capabilities for utility specific funded programs.

Avista-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency (Excl. Interruptible)	Interruptible	Total for Avista
Beginning Net Assets	$ (148,918)	$ 11,183	$ (137,735)
Revenue	$ 6,174,186	$ 570,657	$ 6,744,843
Expenditures	$ 5,492,557	$ 475,330	$ 5,967,886
Net Income	$ 681,629	$ 95,327	$ 776,957
Interest Income Distribution	$ 8,282	$ 2,540	$ 10,822
Transfer Between FS	$ -	$ -	$ -
Ending Net Assets	**$ 540,993**	**$ 109,050**	**$ 650,043**

Gas Savings Overview	OPUC Efficiency (Excl. Interruptible)	Interruptible	Total for Avista
Gas Savings (therms) Annual Goal	424,659	57,012	481,671
Levelized Cost per therm saved	$ 0.823	$ -	$ -
Gas Savings (therms) - IRP Target	435,982	-	-

2024 Utility Carbon Targets	First Year Carbon (Metric Tons CO2)	Lifetime Carbon (Metric Tons CO2)
Avista (OR, Interruptible, Transport)	3,463	73,389

2025 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	-TBD

Avista-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency (Excl. Interruptible)	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Incentives	$ 2,838,901	$ 57,216	$ 481,516	$ -	$ 165,381	$ 2,134,788	$ -	$ 293,995
Program Delivery Contractors	$ 1,777,283	$ 59,955	$ 341,095	$ 183,376	$ 31,355	$ 1,109,044	$ 52,458	$ 111,764
Employee Salaries & Fringe Benefits	$ 458,508	$ 15,763	$ 67,144	$ 9,783	$ 19,519	$ 343,262	$ 3,036	$ 37,416
Agency Contractor Services	$ 23,962	$ 658	$ 4,446	$ 708	$ 989	$ 16,955	$ 206	$ 2,107
Planning and Evaluation Services	$ 56,782	$ 6,473	$ 9,033	$ 517	$ 2,963	$ 37,601	$ 196	$ 5,612
Advertising and Marketing Services	$ 102,752	$ 2,351	$ 11,729	$ 1,256	$ 3,682	$ 83,374	$ 361	$ 6,835
Other Professional Services	$ 164,413	$ 5,945	$ 22,744	$ 904	$ 5,296	$ 129,261	$ 262	$ 11,167
Travel, Meetings, Trainings & Conferences	$ 16,309	$ 501	$ 2,578	$ 313	$ 575	$ 12,250	$ 93	$ 1,229
Dues, Licenses and Fees	$ 10,519	$ 168	$ 3,170	$ 96	$ 181	$ 6,873	$ 31	$ 879
Software and Hardware	$ 15,868	$ 524	$ 2,234	$ 326	$ 1,261	$ 11,422	$ 101	$ 1,957
Depreciation & Amortization	$ 5,400	$ 163	$ 992	$ 104	$ 314	$ 3,794	$ 32	$ 580
Office Rent and Equipment	$ 19,721	$ 678	$ 2,889	$ 421	$ 840	$ 14,763	$ 131	$ 1,609
Materials Postage and Telephone	$ 2,028	$ 68	$ 302	$ 46	$ 89	$ 1,508	$ 14	$ 170
Miscellaneous Expenses	$ 112	$ 3	$ 18	$ 3	$ 5	$ 82	$ 1	$ 9
Expenditures	**$ 5,492,557**	**$ 150,467**	**$ 949,891**	**$ 197,854**	**$ 232,448**	**$ 3,904,976**	**$ 56,921**	**$ 475,330**

Expenditures Detail by Function	OPUC Efficiency (Excl. Interruptible)	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Program Costs	$ 5,176,285	$ 141,803	$ 895,195	$ 186,461	$ 219,063	$ 3,680,120	$ 53,643	$ 447,959
Administrative Costs	$ 316,271	$ 8,664	$ 54,696	$ 11,393	$ 13,385	$ 224,856	$ 3,278	$ 27,370
Management + General	$ 187,327	$ 5,132	$ 32,397	$ 6,748	$ 7,928	$ 133,181	$ 1,941	$ 16,211
Communications + Outreach	$ 128,945	$ 3,532	$ 22,300	$ 4,645	$ 5,457	$ 91,674	$ 1,336	$ 11,159
Expenditures	**$ 5,492,557**	**$ 150,467**	**$ 949,891**	**$ 197,854**	**$ 232,448**	**$ 3,904,976**	**$ 56,921**	**$ 475,330**

Energy Savings Detail	OPUC Efficiency (Excl. Interruptible)	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Gas Savings (therms) Annual Goal	424,659	21,821	96,134	26,652	33,624	246,429		57,012
Levelized Cost per therm saved	$ 0.823	$ 0.385	$ 0.584	$ 0.371	$ 0.395	$ 0.502		$ 0.084
Gas Savings (therms) - IRP Target	435,982	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	

Glossary of Key Terms

Above market cost: The portion of the net present value cost of producing power (including fixed and operating costs, delivery, overhead and profit) from a new renewable energy resource that exceeds the market value that is used by the utility to acquire resources. The market value will typically be an updated forward price curve, qualifying facilities tariff, Oregon Public Utility Commission-approved avoided cost filings or marginal resource selected through a competitive bidding process. In the case of on-site and net-metered use, the market cost will be the retail rates for the customer under filed tariffs with the Oregon Public Utility Commission (OPUC).

Administrative cost: Costs that, by nonprofit accounting standards, have general objectives that enable an organization's programs to function. The organization's programs provide direct services to its constituents to fulfill the mission of the organization. Administrative costs are included in the OPUC performance measure on administrative and program support. See **program delivery efficiency OPUC performance measure**.

> Administrative costs fall in these two categories. **Management and general** includes governance/board activities, interest/financing costs, accounting, payroll, human resources, general legal support and other general organizational management costs. **General communications and outreach** covers expenditures of a general nature, conveying the nonprofit mission of the organization and general public awareness. Both management and general and general communications and outreach receive an allocated share of indirect costs.

Allocation: A way of grouping costs together and applying them to a program as one pool based upon an allocation base that most closely represents the activity driver of the costs in the pool. Used as an efficient alternative to charging programs on an invoice-by-invoice basis. An example would be accumulating all costs associated with customer management such as call center operations, customer service personnel and complaint tracking. Costs are then spread to programs that benefited using the ratio of calls to the call center by program (i.e., the allocation base).

Allocation cost pools: These are: employee benefits and taxes; office operations including rent, telephone, utilities and supplies; information technology services including infrastructure, development, reporting and analysis; planning and evaluation general costs; customer service and trade ally support costs; community services costs; general communications and outreach costs; management and general costs; shared costs for electric utilities; shared costs for natural gas utilities; and shared costs for all utilities.

Auditor's opinion: An accountant's or auditor's opinion is a report by an independent Certified Public Accountant describing the scope of an examination of an organization's financial books and documents and certifying that its financial statements meet the American Institute of Certified Public Accountants (AICPA) requirements of Generally Accepted Accounting Principles. Depending on the audit findings, the opinion can be unmodified or modified regarding specific items. Failure to follow Generally Accepted Accounting Principles can result in a modified opinion. An unmodified opinion indicates agreement by the auditors that the

financial statements present an accurate assessment of the organization's financial results. Energy Trust strives for and has achieved in all its years an unmodified opinion. This annual audit is presented every spring to the board of directors. The OPUC requires an unmodified opinion regarding Energy Trust's financial statements.

Average megawatt: Megawatt is the standard term of measurement for bulk electricity. One megawatt is 1 million watts. One million watts delivered continuously 24 hours a day for a year (8,760 hours) is called an average megawatt.

Avoided cost: The amount of money an electric or natural gas utility would spend for the next increment of electric generation or fuel it would need to acquire if not for the reduction in demand due to either energy-efficiency savings or the energy that a co-generator or small-power producer provides.

Benefit/cost ratio: For Energy Trust to provide an incentive for a project, the benefit must meet or outweigh the cost. This is expressed as a benefit/cost ratio with the benefits in the numerator and the costs in the denominator. The OPUC has directed Energy Trust to apply the Total Resource Cost Test benefit/cost ratio and Utility Cost Test benefit/cost ratio to ensure that Energy Trust is responsibly investing ratepayer funds. The Total Resource Cost Test determines whether to provide an incentive for an energy-efficiency measure. The Utility Cost Test helps determine the maximum allowable amount of the incentive. Together, the tests assess the value of the energy-efficiency investment compared to a utility supplying the same amount of energy and determine whether energy efficiency is the best energy buy for a utility and for all utility customers.

Business planning: An annual process by which Energy Trust evaluates available staff resources in relation to organizational work and areas for innovation and prioritizes projects and business activities for the following year. The business plan forms the basis for setting the next year's organizational goals, budget and action plan, and is reviewed by leadership at least on a quarterly basis.

Board approved annual budget: Funds approved by the board for expenditures during the budget year (subject to board approved program funding caps and associated policy) for stated functions and capital asset expenditures. Energy Trust's budget uses a calendar year. The board approves the general allocation of funds including commitments and cash outlays. Approval of expenditures is based on assumed revenues from utilities and contracted revenues.

Clean energy: Defined by Energy Trust as conservation, energy efficiency and small-scale renewable energy projects.

Committed funds: Represents funds obligated to identified efficiency program participants in the form of signed applications or agreements and tracked in the project forecasting system. If the project is not demonstrably proceeding within an agreed upon time frame, committed funds are released. Reapplication would then be required. Funds are expensed when the project is completed or interim milestones are met.

Contract obligations: A signed contract for goods or services that creates a legal obligation. Reported in the monthly Contract Status Summary Report.

Cost-effectiveness calculation: Energy-efficiency programs and measures are evaluated for cost-effectiveness. The cost of the savings must be lower than the cost to provide the energy

from both a utility and societal perspective. Expressed as a ratio of the presumed avoided cost of energy divided by the cost to provide the energy. Program cost-effectiveness evaluation is "fully allocated," i.e., includes all program costs plus a portion of Energy Trust administrative costs. In some instances, exceptions to cost effectiveness can be requested from the OPUC. See **avoided costs, benefit/cost ratio** and **administrative cost**.

Dedicated funds: Represents funds obligated to identified renewable program participants in the form of signed applications or agreements and tracked in the project forecasting system. May include commitments, escrows, contracts, board designations or master agreements. Methodology used to develop renewable energy activity-based budgets amounts. Funds are expensed when the project is completed or interim milestones are met.

Direct program costs: Costs that can be directly linked to and reflect a causal relationship to an individual program/project or that can easily be allocated to two or more programs based on usage, cause or benefit.

Direct program evaluation and planning services: These include: evaluation services for a specific program rather than for a group of programs; costs incurred in evaluating programs and projects and included in determining total program funding caps; planning services for a specific program rather than for a group of programs; costs incurred in planning programs and projects and are included in determining program funding expenditures and caps; evaluation and planning services attributable to a number of programs are recorded in a cost pool and are subsequently allocated to individual programs.

Distributed energy resources: Solar, biopower and hydropower are renewable distributed energy resources (DERs). Other distributed energy resources include battery storage, energy efficiency, electric vehicles, smart thermostats, smart water heaters and other flexible loads that are connected to the grid at or near customers' homes and businesses. When aggregated, distributed energy resources may provide a supplement to traditional utility infrastructure.

Distribution-system connected technologies: Technology connected to the distribution grid at the customer's site and installed for use by the customer. This could be either a smart inverter that is part of a solar generation system and capable of providing grid support or a battery storage system charged by on-site renewable energy or the electric grid with a smart inverter and/or integrated controls capable of providing grid support.

Diversity, Equity and Inclusion Initiative: Energy Trust's work to promote diversity, equity and inclusion in internal and external activities to create more opportunities for underserved communities. This involves evaluating burdens, benefits and outcomes to these communities, including people of color, people with low to moderate incomes and people who live in rural areas. Work is guided by Energy Trust's Diversity, Equity and Inclusion board policy, the Diversity Advisory Council, an internal Diversity, Equity and Inclusion Committee and a staff-led operations plan.

Energy Trust funding:
The majority of our funding comes from customers of PGE, Pacific Power, NW Natural, Cascade Natural Gas and Avista in Oregon, and NW Natural customers in Washington. Energy Trust also 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.

Expenditures, expenses: Amounts for which there is an obligation for payment of goods and/or services that have been received or earned within the month or year.

Free riders: Program participants who would have completed an energy-saving action even in the absence of Energy Trust programs.

Gross savings, gross generation: The estimate of savings from program participants, irrespective of free riders or spillover. Gross was adopted as the standard method of budgeting and reporting beginning in 2020, replacing use of net energy reporting. Where 2020 is compared to earlier years, those years will likewise be restated from net to gross for comparability. These values are also subject to annual updates following true-up adjustments. See **true up**.

Incentives: Energy Trust offers cash incentives to reduce costs of energy efficiency and renewable energy investments. These incentives may be paid to any customer type, to trade ally contractors or other market actors. Midstream or upstream incentives may be provided to retailers, distributors and manufacturers of products and equipment; these incentives are passed on to consumers and contractors as instant discounts, reducing barriers to participation.

Indirect costs: Costs within programs that are not directly associated with delivering to customers or projects, such as travel and supplies. These are shared costs that are allocated for accounting purposes rather than assigning individual charges to programs and are allocated to all programs and administration functions based on a standard basis such as hours worked, square footage and customer phone calls. Examples include rent/facilities, supplies, computer equipment and support and depreciation. See **allocation**.

Integrated Resource Plan (IRP): Comprehensive energy resource planning documents developed by utilities. IRPs identify future resources needed to meet expected customer demand and consider reliability and least cost resources. Energy Trust typically coordinates every-other year with each utility to determine the amount of cost-effective energy efficiency resource that the utility can incorporate into its IRP.

Internal costs: Charts and graphs in budget materials highlight the top three types of cost—incentives, delivery and staffing costs. The remainder of the expenditure budget is labelled “internal costs” in these charts and graphs. This category includes professional services and operating expenses.

Kilowatt hour: A unit of energy commonly used as a billing unit by electric utilities.

Levelized costs: A measure of the average net present cost of the savings from an energy efficiency resource or the energy generated by a renewable generation resource over the lifetime of the respective resource.

Low- and moderate-income (LMI) customers: Residential customers whose household income is less than or equal to 120% of the state median income, adjusted for household size.

Net assets: Cumulative revenue less cumulative expenditure. Also called carryover or reserves. Net assets are necessary to ensure funds are available when needed and to protect the organization from unexpected downturns in revenue or timing of expenditure.

Non-energy benefits: Benefits to utility customers and other stakeholders that don't involve energy and that Energy Trust includes in the numerator of Total Resource Cost Test cost-effectiveness calculations when the benefits are generally applicable and can be credibly quantified at a reasonable cost. Quantifiable non-energy benefits include comfort from adding cooling to a site; spending less on wood, propane or heating oil; or spending less on replacement parts and labor due to longer-lasting efficient equipment, like LEDs resulting in fewer bulbs replacements. In some cases, exceptions to cost-effectiveness can be requested from the OPUC when non-quantifiable non-energy benefits are present.

OPUC performance measures: Under Energy Trust's grant agreement with the OPUC, the OPUC establishes quantifiable performance measures that clearly define its expectation of Energy Trust's performance, including financials. Performance measures are adjusted on an annual basis.

Outsourced services: Miscellaneous professional services contracted to third parties rather than performed by internal staff. Can be incurred for program or administrative reasons and will be identified as such.

Program costs: Expenditures made to fulfill the purposes or mission of the organization and are authorized through the program approval process. Includes program management, incentives, program staff salaries, planning, evaluation, quality assurance, program-specific marketing and other costs incurred solely for program purposes. Can be direct or indirect (i.e., allocated based on program usage). See **indirect costs, direct program costs.**

Program Delivery Contractor (PDC): Company contracted to implement a specific program track or initiative. Using PDCs keeps costs low for utility customers, draws from existing expertise and skills in the market and allows Energy Trust to remain flexible and nimble as the market changes. PDC contracts are competitively selected, reviewed by a committee of internal staff and external representatives and reviewed and approved by the board. Contracts are rebid on a regular basis.

Program delivery efficiency OPUC performance measure: The maximum threshold set by the OPUC for administrative and program support costs as a percentage of total annual revenues. Administrative costs adhere to Generally Accepted Accounting Principles for nonprofit organizations. Program support costs were defined in coordination with the OPUC to enable comparison with other recipients of public purpose funding. For the purposes of this measure, program support costs are defined as program costs, except for direct program costs, in the following areas: program management, program delivery, program incentives, program payroll and related expenses, outsourced services, planning and evaluation services, customer service management and Trade Ally Network management. See **OPUC performance measures**.

Program delivery expense: Includes all Program Management Contract labor and direct costs associated with incentive processing, program coordination, program support, trade ally communications and Program Delivery Contractors. Includes contract payments to Northwest Energy Efficiency Alliance for market transformation efforts. Includes performance compensation incentives paid to Program Management Contractors and Program Delivery Contractors under contract agreement if certain incentive goals are met. Includes professional services for items such as solar inspections and general renewable energy consulting. See **Program Management Contractor**.

Program Management Contractor (PMC): Company contracted to deliver and implement a program. PMCs keep costs low for utility customers, draw from existing expertise and skills in the market and allow Energy Trust to remain flexible and nimble as the market changes. PMC contracts are competitively selected, reviewed by a committee of internal staff and external representatives and reviewed and approved by the board. Contracts are rebid on a regular basis.

Program management expense: PMC billings associated with program contract oversight, program support, staff management and other duties. See **Program Management Contractor**.

Program marketing, program outreach: PMC labor and direct costs associated with marketing, outreach and awareness efforts to communicate program opportunities and benefits to utility customers and program participants. Awareness campaigns and outreach efforts are designed to reach participants of individual programs. Co-op advertising with trade allies and vendors promotes a program benefit to customers. See **Program Management Contractor**.

Program quality assurance: Independent in-house or outsourced services for the quality assurance efforts of a particular program (distinguished from program quality control).

Program reserves: Negotiated with utilities annually with a goal of providing margin of funds above what is needed to fulfill annual budgeted costs. The reserve percent varies by funder. Management may access up to 50 percent of annual program reserves without prior board approval. See **net assets**.

Project specific costs: For renewable energy, expenses directly related to identified projects or identified customers to assist in constructing or operating renewable projects or distribution-system connected technologies. Includes services to prospective and current customers. Must involve direct contact with the project or customer, individually or in groups, and provide a service the customer would otherwise incur at their own expense. Does not include general program costs to reach a broad audience such as websites, advertising, program development or program management. Project specific costs may be in the categories of incentives, staff salaries, program delivery, legal services, public relations, creative services, professional services, travel, business meetings, telephone or escrow account bank fees.

Program support costs: A portion of the costs in the OPUC performance measure, includes support expenses incurred directly by the program and allocation of shared and indirect costs incurred in the following categories: supplies; postage and shipping; telephone; printing and publications; occupancy expenses; insurance; equipment; travel; business meetings; conferences and training; depreciation and amortization; dues, licenses, subscriptions and fees; miscellaneous expense; and an allocation of information technology department cost. Contained in statement of functional expense report.

Project forecasting: Information in Energy Trust's Project Tracker information system about the timing of future incentive payments. *Estimated* means project data may be inaccurate or incomplete; a rough estimate of energy savings/generation, incentives and completion date by project and service territory. *Proposed* means a project has received a written incentive offer but no agreement or application has been signed; energy savings, incentives and completion date to be documented by programs in this phase. (For renewable energy projects, this is a project that has received board approval.) *Accepted* is used for renewable energy projects in the second round of application; projects have reached a stage where the approval process can

begin. *Committed* means a project has a signed agreement or application reserving incentive dollars until project completion or completion of interim milestones; energy savings/generations, incentives and completion date by project and service territory must be documented in project records and in Project Tracker. If a project has not demonstrably proceeded within the agreed upon time frame, committed funds are released. Reapplication is required. *Dedicated* is used for renewable energy projects that have been committed, have a signed agreement and, if required, have been approved by the board.

Public purpose charge: A charge on utility customer bills initially authorized by Oregon state law SB 1149 in 1999 and modified in 2021 through HB 3141. As of 2022, Energy Trust will receive a portion of public purpose charge funds collected to invest in small-scale renewable energy systems and distribution-system connected technologies. Energy-efficiency funding that previously came from the public purpose charge will be set through standard OPUC ratemaking processes. See **Energy Trust funding**.

Spillover: The concept that some program participants will complete an energy-saving action because of awareness of the program but will not receive a program incentive.

Staffing costs: Combination of salaries, benefits, retirement and employer taxes incurred by the organization to retain employees. Staffing costs are subject to an OPUC performance measure.

Therm: A unit of natural gas commonly used as a billing unit by utilities.

Total program and administrative expenses (line item on income statement): Used for cost-effectiveness calculations, levelized cost calculations and in management reports used to track funds spent/remaining by service territory. Includes all costs of the organization: direct, indirect and an allocation of administration costs to programs. Should not be used for external financial reporting; not Generally Accepted Accounting Principles.

Total program expenses (line item on income statement): All indirect costs have been allocated to program costs with the exception of administration (management and general costs and communications and outreach). Per the requirements of Generally Accepted Accounting Principles for nonprofits, administrative costs should not be allocated to programs. There is no causal relationship—costs would not go away if the program did not exist.

True up: A previously used annual process in which prior years' energy savings and renewable generation were adjusted and corrected to reflect new information on how much energy was saved or generated in the field. Information included improved engineering estimates of savings, corrections to identified transaction errors and results from actual evaluations of the program and the year of activity in question.

Working savings/generation: The estimate of savings/generation used for data entry by program personnel as they approve individual projects. Estimates are based on deemed savings/generation for prescriptive measures and engineering calculations for custom measures. They do not incorporate any evaluation or transmission and distribution line loss factors.