



ANNUAL REPORT  
2003

**WORKING FOR OREGONIANS  
BUILDING OUR ENERGY FUTURE**

  
**EnergyTrust**  
*of Oregon, Inc.*



The Energy Trust is an independent nonprofit organization dedicated to energy efficiency and renewable energy production. Our mission is to change how Oregonians produce and use energy by investing in efficient technologies and renewable resources that develop new sources of clean energy, help Oregonians lower their energy bills, stimulate the economy and protect the environment.





## MESSAGE FROM THE PRESIDENT

### Table of Contents

2003 Highlights	2
About the Energy Trust	5
Programs:	
Energy Efficiency	9
Renewable Energy	12
Financial Statement	14
Vision for the Future	15
Board of Directors & Advisory Councils	16



**Steve Schell and Margie Harris,**  
executive director

Across the state, families, businesses and communities have lower energy bills and clean, renewable energy to use because of the Energy Trust of Oregon. In 2003, Energy Trust programs benefited over 16,000 households and businesses, the economies of over 100 communities, and the environmental and economic health of our entire state.

During 2003, Energy Trust programs – developed and implemented with the support of our funding utilities, peer organizations, contractors and trade allies – helped save or produce enough energy to power 23,000 homes for a year. Our renewable energy investments supported more than 70 new solar electric systems and a major wind farm. What's more, we are just getting started.

We have high-powered expectations. By 2012, we intend to help Oregonians save enough electricity and natural gas to power nearly 220,000 homes and meet an additional 10 percent of Oregon's energy needs through renewable sources. Combined, that's enough power to offset the need for one or more new conventional power plants.

This annual report reviews the progress made in 2003, our first full year of operation. During this start-up time, we introduced six new programs across the state, supporting thousands of energy efficiency projects and 78 solar electric projects, and began serving NW Natural customers. The 41-megawatt Combine Hills wind ranch, our first utility-scale renewable energy project, went on line. We made good progress toward our goals for 2012.

It is exciting to see our work pay off in clean energy and gratifying to provide Oregonians with cash savings at home and at work. Just as important are the long-term benefits of our investments, including fewer greenhouse gas emissions, a hedge against energy cost increases and preservation of Oregon's natural beauty.

As we move into 2004, the Energy Trust acknowledges Portland General Electric, Pacific Power, NW Natural, the Oregon Department of Energy and others working together to create an environmentally sound energy future for Oregon. If you're an Oregonian who has not yet participated in an Energy Trust program, please visit our website, [www.energytrust.org](http://www.energytrust.org), or call 1-866-ENTRUST (368-7878) to learn how Energy Trust can benefit you.

**Steve Schell**

**President, Energy Trust Board of Directors**

## 2003 HIGHLIGHTS



Photo: Mary Paige Rose

### **Cleaner Air Today and Tomorrow**

*With the energy saved and renewable power produced to date, we've offset tons of pollutants that would have been generated by fossil-fuel power plants – the equivalent of 309.5 million miles not driven.*



**Many Energy Trust participants received State of Oregon energy tax credits in addition to Energy Trust incentives.**

**More Services for More Oregonians** Carpe diem was the Energy Trust motto in 2003. We seized all 365 days of the year, launching six new programs, expanding our customer base and doubling program funding. With a lean staff of 26 and support from many others, we delivered cost-effective energy efficiency and renewable energy programs throughout Oregon and set the pace for the next eight years. We're proud of the results.

**Savings for Over 16,000 Participants** With cash incentives, we've made it affordable for Oregonians to reduce energy use and produce renewable power in homes and businesses across the state. Improved efficiency and renewable energy use provides customers with a hedge against future energy cost increases. Energy efficiency and conservation is much more affordable than producing new power. Saving one kilowatt costs just 1.4 cents, while generating one kilowatt costs 3.9 cents. Conserving one therm costs 23 cents, while the generating one therm costs 53 cents.\*

**Rapid Launching of New Services** In 2003, we mobilized diverse resources – including four program contractors and 257 trade allies – and initiated six major programs for Oregon customers of PGE and Pacific Power: Building Efficiency, Home Energy Savings, Production Efficiency, Solar Electric, New Building Efficiency and Solar Water Heating.

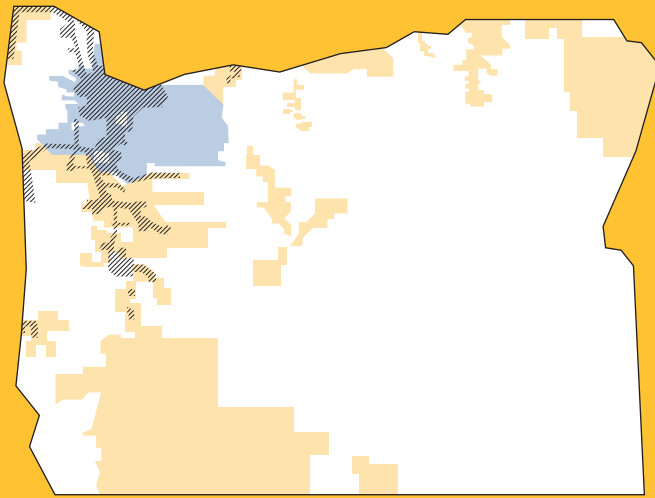
**Expansion into NW Natural Territory** Through an agreement with NW Natural, we expanded our Home Energy Savings, Solar Water Heating, Building Efficiency and New Building Efficiency programs to include gas customers.

**Support for Oregon Businesses** Energy Trust programs helped our 257 trade allies build their Oregon-based businesses. Incentive payments allowed nearly 650 commercial and industrial participants to make capital investments, manage energy payments and be more competitive.

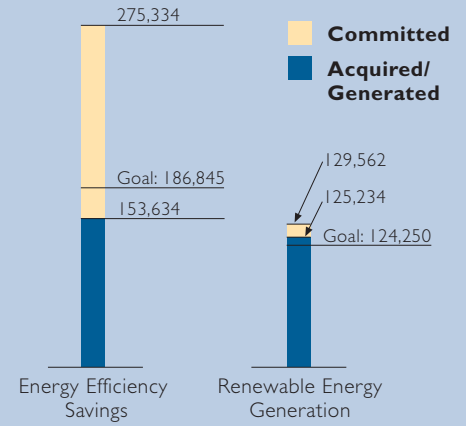
**Meeting Projections for 2012** We're well on our way to meeting our 2012 goals for energy savings and renewable power production. Electric savings and commitments exceeded our 2003 goal by 47 percent, natural gas savings are gaining momentum, and renewable energy produced and committed is on target.

**Collaboration and Constant Improvement** We enhanced Energy Trust program effectiveness through continuous collaboration with the three utilities, the Oregon Department of Energy, Northwest Energy Efficiency Alliance and others, independent program evaluations and constant improvements.

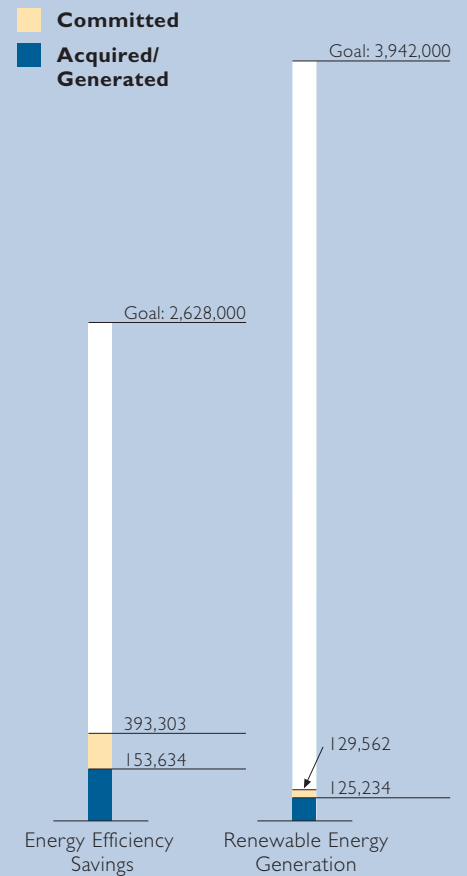
## ENERGY TRUST UTILITY TERRITORIES



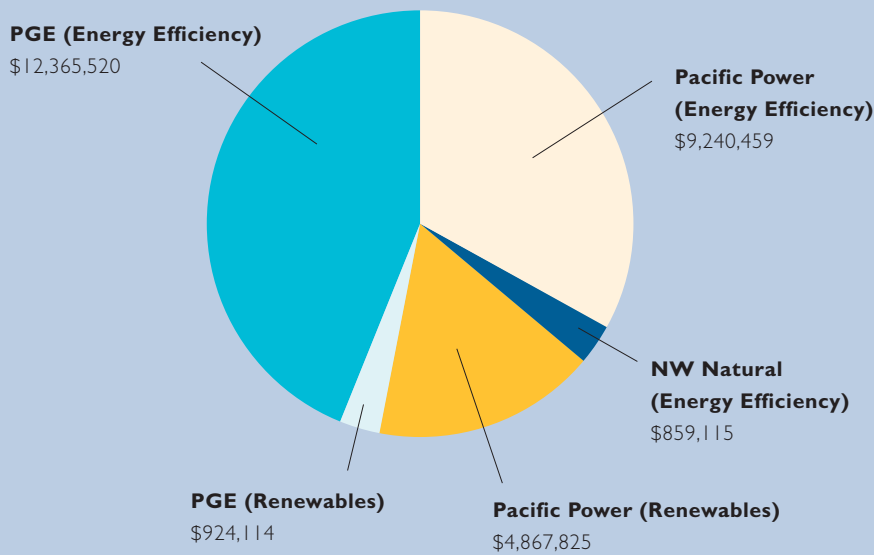
## PROGRESS TOWARD 2003 ANNUAL GOALS (in MWh)



## PROGRESS TOWARD 2012 GOALS (in MWh)



## PROGRAM EXPENDITURES BY UTILITY TERRITORY\*



\*Does not include \$1.9 million in general administrative and communication costs, which are not allocated by utility.



**THE ENERGY TRUST HAS IMPLEMENTED PROGRAMS FOR RESIDENTIAL AND COMMERCIAL/INDUSTRIAL ENERGY USERS THROUGHOUT THE STATE.**

*Pollution Offsets (All Service Territories)*

Programs	CO2(in lbs.)	SO2 (in lbs.)	NOx (in lbs.)
<b>Total Energy Efficiency</b>	<b>159,163,707</b>	<b>2,024</b>	<b>97,457</b>
<b>Total Renewable Resource</b>	<b>129,742,201</b>	<b>1,628</b>	<b>85,159</b>

CO2 = Carbon Dioxide    SO2 = Sulphur Dioxide    NOx = Nitrogen Oxide  
 Energy saved or generated through Energy Trust programs offsets pollutants that would have been generated by conventional power plants.



*Conservation Costs Less Than New Generation*

<b>Save One Kilowatt</b>	<b>Costs 1.4¢</b>
<b>Generate One Kilowatt</b>	<b>Costs 3.9¢</b>
<b>Conserve One Therm</b>	<b>Costs 23¢</b>
<b>Generate One Therm</b>	<b>Costs 53¢</b>

*Generation costs are based on conventional power plants.*





## OUR MISSION

The Energy Trust is an independent nonprofit organization dedicated to energy efficiency and renewable energy production. We began work in March 2002 with a mission to change how Oregonians produce and use energy. We serve, and are funded by, Oregon customers of Pacific Power, Portland General Electric and NW Natural. Through innovative programs, the Energy Trust invests in efficient technologies and renewable resources that:

- *Develop new sources of clean energy*
- *Help Oregonians lower their energy bills*
- *Stimulate the economy*
- *Protect the environment*



***One of our first energy efficiency programs targeted restaurants with the help of the Oregon Restaurant Association.***

### **Our Goals**

The Energy Trust is working to fulfill the State of Oregon's vision to meet future energy needs through environmentally sound, clean energy sources. Our success is measured in kilowatt hours and therms saved and in renewable energy produced. Our 10-year goals come due in 2012.

#### **Savings and Generation Goals for 2012**

- *Save 300 average megawatts of electricity through energy efficiency investments, or enough to power two cities the size of Bend (2,628,000 MWh)*
- *Save 19 million annual therms of natural gas through energy efficiency investments, enough to fuel 95,000 home water heaters*
- *Meet 10 percent of Oregon's energy requirements through renewable energy sources, compared to today's level of about one or two percent (3,942,000 MWh)*

#### **Progress Toward 2012 Electricity and Gas Goals**

- *Approximately 15 percent toward electricity savings goal, including acquired savings and commitments*
- *Approximately two percent toward gas savings goal, including acquired savings and commitments*
- *Approximately three percent toward renewable energy production goal*

**The Energy Trust was recognized with the following honors and awards in 2003:**



**U.S. EPA's Green Power Partnership**

*As a partner, the Energy Trust was recognized for its efforts to reduce emissions associated with U.S. power generation through the procurement of green power.*



**2003 ENERGY STAR® Small Business Award**

*The Energy Trust received one of five awards presented by U.S. EPA in recognition of small businesses that prevent pollution and promote energy efficiency.*



**Oregon Restaurant Association Partner Honor**

*This trade association recognized the Energy Trust for supporting the Oregon restaurant industry with energy efficiency incentives and services.*

## **Our Approach**

As a nonprofit organization, the Energy Trust is dedicated to operating as efficiently as possible. We manage our programs with a small staff, deliver the majority of our programs through contracts with service providers, and provide services through a network of several hundred small business trade allies around the state. Our work is shaped by members of two advisory councils and overseen by a volunteer citizen board. We take pride in being accountable to the public through an open, accessible decisionmaking process.

## **Partnerships and Outreach**

The Energy Trust relies on many other organizations and individuals to assist in developing, promoting and delivering programs. In 2003, we collaborated with many public and private sector organizations. Primary among them are the three utilities and the Oregon Department of Energy, along with Northwest Energy Efficiency Alliance. Other collaborative relationships include American Institute of Architects, Bonneville Power Administration, City of Portland Office of Sustainable Development, EPA ENERGY STAR, Industrial Customers of Northwest Utilities (ICNU), Oregon Remodelers Association, Oregon Restaurant Association, Portland Building Owners and Managers Association and the Renewable Northwest Project, among others.

We welcome businesses providing energy-related products and services to join the business trade allies who deliver Energy Trust services to our participants. At year's end the number of trade allies had reached 257 and was growing steadily.

Information about Energy Trust programs was distributed through many channels, including our trade ally network, service providers, utility partners and many other organizations. The Energy Trust website and toll-free call center are the primary links for complete program information.



ENERGY EFFICIENCY  
AND RENEWABLE ENERGY  
PROGRAMS MAKE SENSE  
FOR BOTH THE ECONOMY  
AND THE ENVIRONMENT.

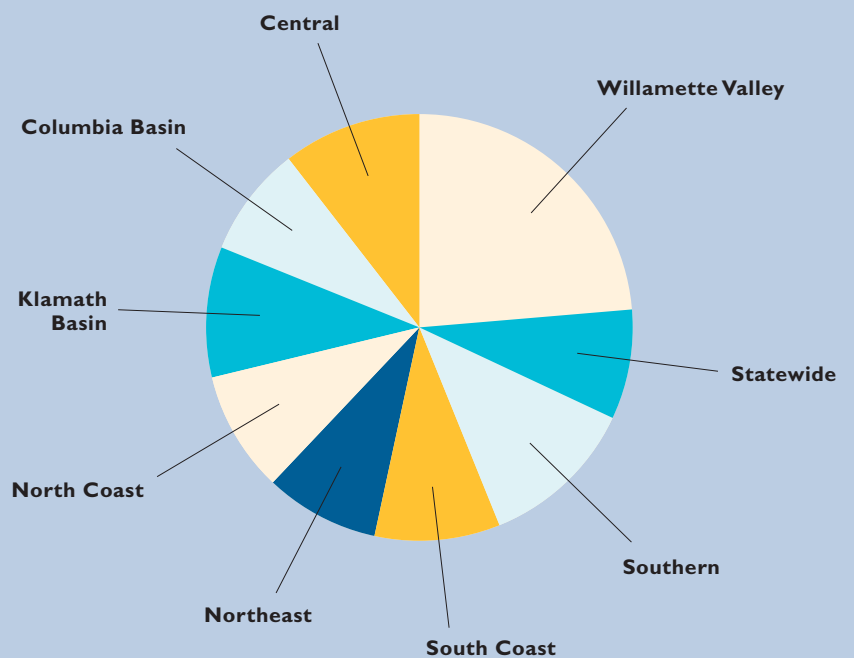


2003 Website and Call Center Activity

Website visits	72,212
Call center calls	9,170



### TRADE ALLIES BY REGION (TOTAL: 257)



Trade Allies are contractors, energy engineers and other service providers qualified by the Energy Trust to serve our participants.



**Jo-Ann Stores, Inc.; Albany, Bend, Milwaukie, North Bend, Portland and Salem**

Trade ally Amtech Lighting Services helped fabric retailer Jo-Ann Stores save energy and improve light quality with energy-efficient lighting in six Oregon stores. An \$18,963 Energy Trust incentive will help Jo-Ann's recover their investment within three years.

Estimated savings: \$15,513/year

**“THE INCENTIVE AND TAX CREDIT MAKE ENERGY EFFICIENCY A SMART BUSINESS MOVE FROM AN APARTMENT OWNER’S POINT OF VIEW.”**

**JERRY MASON, VICE PRESIDENT WESTLAND INVESTMENT**

**Rachel Anne Apartments, Gresham**

Energy Trust trade ally Richart Builders installed energy-efficient windows, insulation and compact fluorescent bulbs in the 49 units at Westland Investment Realty's Rachel Anne Apartments.

Estimated energy savings: \$7,679/year



**“CONVERTING JO-ANN’S LIGHTING SAVED MORE THAN 302,234 KILOWATT HOURS FOR THE SIX STORES COMBINED. ALTHOUGH WATTAGE DECREASED, THE NEW ENERGY-EFFICIENT LAMPS DELIVER BETWEEN 10 AND 20 PERCENT MORE LIGHT.”**

**TIM SCHNEIDER, BRANCH MANAGER AMTECH LIGHTING SERVICES**



**“I’M REALLY PLEASED WITH THE HEAT PUMP. I DON’T THINK I WOULD EVER WANT ANYTHING ELSE. IT HAS MADE ALL THE DIFFERENCE IN OUR LIVES.”**

**JERRY ARNOLD**

**Jerry and Carol Arnold, Bend**

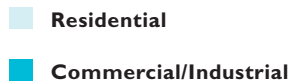
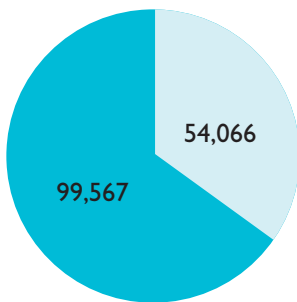
The Arnolds installed an energy-efficient air source heat pump system to improve year-round comfort and indoor air quality and lower energy bills. An Energy Trust incentive and Oregon tax credits made it affordable.

Estimated energy savings: \$450/year

## ENERGY EFFICIENCY PROGRAMS

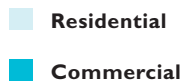
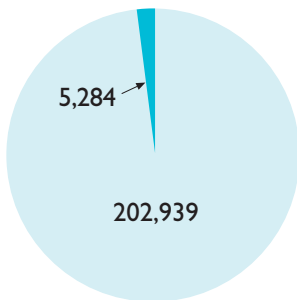
### 2003 ENERGY SAVINGS

MWh (Total = 153,633)



### 2003 ENERGY SAVINGS

Therms (Total = 208,223)



### Home Energy Savings Program

Residential utility customers can take advantage of energy-saving recommendations, referrals to qualified contractors and cash incentives for qualified improvements from insulation to duct sealing to energy-efficient electric water heaters. The program started in March 2003 and is managed by Ecos Consulting, Inc.

*Oregonians served: 10,723*

### Double Your Savings Washer Promotion

This three-month promotion in spring 2003 offered a \$100 discount on the purchase of a new qualified ENERGY STAR® clothes washer. The discount included both manufacturer and Energy Trust rebates. Collaborators in the promotion included the Energy Trust, appliance manufacturers and the Northwest Energy Efficiency Alliance. The promotion was managed by Portland Energy Conservation, Inc., as a precursor to the Efficient Home Products program approved at year's end.

*Oregonians served: 2,610*

### Northwest Energy Efficiency Alliance

The Energy Trust supports the market transformation work of the Northwest Energy Efficiency Alliance, and an Energy Trust representative serves on the Alliance board of directors. The Alliance influences energy-efficient design and purchasing practices and is funded by BPA, Energy Trust and regional utilities. Energy Trust funding support is second only to BPA's funding.



**“OUR OLD SYSTEM USED APPROXIMATELY 920,000 KILOWATT HOURS OF ELECTRICITY EACH YEAR. THE NEW SYSTEM IS EXPECTED TO USE ONLY 375,000 KWH THANKS TO MORE EFFICIENT MOTORS THAT OPERATE ONLY WHEN NEEDED.”**

**JOHN GARLAND, PLANT OPERATOR  
ASTORIA WASTEWATER TREATMENT FACILITY**



#### **Water Treatment Plant, Astoria**

An energy-efficient compressed air wastewater aeration system replaced a 25-year-old mechanical system for estimated annual savings of 546,884 kWh.

Estimated savings: \$22,750/year

#### **Building Efficiency Program**

This program provides a range of energy-saving services and incentives for Oregon businesses. Incentives are offered for qualified improvements such as lighting, HVAC, motors, controls and natural gas space and water heaters. Services include energy surveys and technical analysis, contractor referrals, project management and post-installation assistance. The program began in February 2003 and is managed by Aspen Systems, Inc.

*Oregon businesses served: 258 projects completed;  
80 additional projects committed*

#### **New Building Efficiency Program**

Financial incentives for high-efficiency equipment, energy modeling, design assistance and building commissioning oversight help customers maximize efficiency of commercial and industrial new construction projects, major renovations and additions to existing buildings. This program was launched in October 2003 and is managed by Science Applications International Corporation (SAIC).

*Oregon businesses served: No projects completed;  
one project committed at year-end*

#### **Production Efficiency Program**

This program provides technical assistance and incentives to improve the efficiency of manufacturing processes, water and wastewater treatment and agriculture. Measures include energy-efficient pumps, fans, refrigeration, controls and material transport. Industrial markets have been under served in the past, so demand for this program is vigorous. The program launched in May 2003 and is managed by Aspen Systems, Inc.

*Oregon businesses served: Four projects completed;  
126 projects committed at year-end*



### Solar Water Heating Program

The Solar Water Heating program began in November 2003, and Stewart Aquatic Center in Eugene was approved as the first project. The program serves residential and commercial customers. It is managed by Energy Trust staff.

*Oregon businesses served: No projects completed;  
one project committed at year-end*

### Utility Transition Programs

The Energy Trust supported Portland General Electric (PGE) and Pacific Power energy efficiency programs while Energy Trust programs came online. These programs served residential, commercial and industrial customers. In 2004, all programs will be fully transitioned to the Energy Trust.

*Oregonians served: PGE – 2,047 homes and businesses  
Pacific Power – 477 homes and businesses*

### LED Traffic Signal Program

Oregon communities invested in long-term savings with incentives for replacing green incandescent traffic signals with LED bulbs. These bulbs use 90.6% less electricity and last 3.5 times longer than conventional incandescent green traffic lights. The program is managed by the City of Portland Office of Sustainable Development.

*Oregon communities served: 32  
Lamps replaced: 2,386*

### Rogue Valley Manor, Medford

*Two energy-efficient 120-ton chillers replaced one 250-ton chiller at Rogue Valley Manor, a continuing care retirement community. A \$14,800 Energy Trust incentive put the project within financial reach.*

*Estimated savings: \$4,533/year*

**“THE INCENTIVE, COMBINED WITH ANNUAL ENERGY SAVINGS, SHOULD ALLOW OUR INVESTMENT TO PAY FOR ITSELF IN ABOUT FOUR YEARS. THE QUICK PAYBACK MADE THE DECISION EASIER FOR OUR BUDGET COMMITTEE.”**

**JIM VAN HORN, ASSISTANT DIRECTOR OF FACILITIES  
ROGUE VALLEY MANOR**

## RENEWABLE ENERGY PROGRAMS



### **Baasch Residential Solar Installation, Portland**

*In May 2003, David Baasch powered up a three-kilowatt photovoltaic array on his roof and began generating power courtesy of the sun. He expects the system to produce approximately 3,000 kWh each year – about one quarter of the electricity he uses in his home.*

**"I'VE BEEN INTERESTED IN THE ENVIRONMENT, AND INSTALLING SOLAR IS SOMETHING I'VE BEEN THINKING OF DOING FOR A LONG TIME. THE PRICES FINALLY GOT DOWN TO THE POINT WHERE IT SEEMED LIKE THE RIGHT THING TO DO."**

**DAVID BAASCH**

### **Utility-Scale Renewables Program**

The Utility-Scale Renewables program facilitates partnerships between utilities and wind developers and provides incentives to cover the above-market costs for wind generation. Projects are acquired through a competitive solicitation process working with PacifiCorp and Portland General Electric. The first project, Combine Hills Turbine Ranch, came online in late 2003.

### **Solar Electric Program**

The Energy Trust is helping homeowners and businesses tap into the pollution-free power of the sun with cash incentives and referrals to qualified solar contractors.

*Oregonians served: 74 homes and businesses;  
30 more projects committed at year-end*

### **Open Solicitation Program**

The Energy Trust's Open Solicitation program provides incentives for innovative applications of renewable technology. It was designed to support renewable energy projects that are not eligible for incentives through other established incentive programs.

*Oregonians served: Three solar (photovoltaic) projects began operating in 2003; five additional renewables projects committed at year-end*

### **Anemometer Loan Program**

The wind Anemometer Loan program helps farmers and other landowners determine whether specific sites have potential for wind generation. It is a first step in identifying and evaluating locations for small-scale wind power installations. The program is managed by Oregon State University's Energy Resource Research Laboratory.

*Oregonians served: Five anemometers were loaned for installation around the state and a sixth loan was pending*





### **Kettle Foods, Inc., Salem**

*Kettle Foods, Oregon's homegrown producer of kettle-cooked chips and nut butters, has turned to a higher power: the sun. In September 2003, the company installed a 114-kilowatt photovoltaic system at its Salem facility. The solar installation, designed and installed by Advanced Energy Systems, is the largest in the Northwest. It will produce approximately 120,000 kWh of electricity each year, enough electricity to power 10 to 15 homes.*

**“THE PANELS WE INSTALLED AT KETTLE FOODS CAN EASILY WORK FOR 50 YEARS. THE ELECTRIC SYSTEM WILL LAST FOR 25 YEARS OR MORE.”**

**DAVID PARKER, OWNER  
ADVANCED ENERGY SYSTEMS**



*Photo: Mary Paige Rose*

### **Calapooia Crossing, Sutherlin**

*When residents of Calapooia Crossing do laundry, they get a little help from the sun. A 3.9-kilowatt photovoltaic system on the roof of the laundry building helps power the washers and dryers that serve 11 households in the development for low- to moderate-income families. The solar and energy-efficient development, was funded by approximately \$1,500,000 in grants from federal, state, county and nonprofit organizations, including \$20,664 from the Energy Trust for the laundry room solar installation.*



### **Combine Hills Turbine Ranch, Milton-Freewater**

*Combine Hills, located west of Milton-Freewater at the eastern end of Vansycle Ridge in Umatilla County, interconnects to PacifiCorp's transmission system. Phase one of the project generates 41 megawatts (MW), enough energy to power about 12,000 average households. An additional 63 MW could be added in a phase two installation. PacifiCorp is purchasing the wind power for its Pacific Power and Utah Power customers.*

**“WE’RE EXPECTING SOME EASY-TO-LIVE-WITH UTILITY BILLS.”**

**BETTY TAMM, EXECUTIVE DIRECTOR  
UMPQUA COMMUNITY  
DEVELOPMENT CORPORATION**

# FINANCIAL STATEMENT

December 31, 2003

## FUNDS RECEIVED IN 2003

Public purpose funds	\$47,092,779
Other income	381,355
Total funding	\$47,474,134

## EXPENSES

Energy efficiency program expenses	\$22,465,095
Renewable energy program expenses	5,791,941
Administrative expenses	1,929,521
Total expenses	\$30,186,577

NET ASSETS AT BEGINNING OF YEAR	\$11,093,941
INCREASE IN NET ASSETS IN 2003	\$17,287,577
NET ASSETS AT END OF 2003	\$28,381,518

*For a copy of the complete audited financial report, please see [www.energytrust.org/2003FinancialAudit](http://www.energytrust.org/2003FinancialAudit).*



## OUR VISION: 2004 AND BEYOND

### **An Oregon with...**

- + *More jobs*
- + *Stronger businesses*
- + *Lower energy costs*
- + *Energy sources that allow us to preserve Oregon's resources and natural beauty for future generations*
- + *Productive work environments*
- + *Comfortable homes*
- + *A cleaner environment*

This is the vision that will guide the Energy Trust in the year ahead. We've built a solid foundation that will grow stronger as we improve and sustain existing programs and introduce new programs to serve more people.

New initiatives will provide energy efficiency services and incentives for homebuilders, commercial builders and developers and consumers who purchase efficient home appliances. Renewable resource programs will increase the amount of utility-scale wind development, double the number of solar electric installations, continue to support innovative projects, stimulate small-scale wind and biomass resource acquisition, and develop plans for other renewable energy initiatives.

We've only begun to meet the demand for energy savings and renewable power generation. As program visibility and accessibility builds, our challenge will be not how to generate consumer interest, but how to meet demand with responsive, cost-effective services. We welcome that challenge.



## 2003 BOARD AND ADVISORY COUNCILS

### Board of Directors

**Steven Schell** *President*  
Black Helterline

**John Klosterman** *Vice-President*  
Rejuvenation Inc.

**Christine Ervin** *Secretary*  
U.S. Green Building Council

**Tom Foley** *Treasurer*  
Tom Foley Consultants

**Rick Applegate**  
City of Portland, Bureau of Environmental  
Services

**Jason Eisdorfer**  
Citizen's Utility Board

**Julie Hammond**  
Sage Insurance Center

**Rick Kroon**  
Intel Corporation

**Cheryl Perrin**  
Campaign for America

**John Reynolds**  
University of Oregon

---

*Ex-officio*

**John Savage**  
Oregon Public Utility Commission  
(replaced Lynn Kittilson)

*Special Advisor*

**William Nesmith**  
Oregon Department of Energy

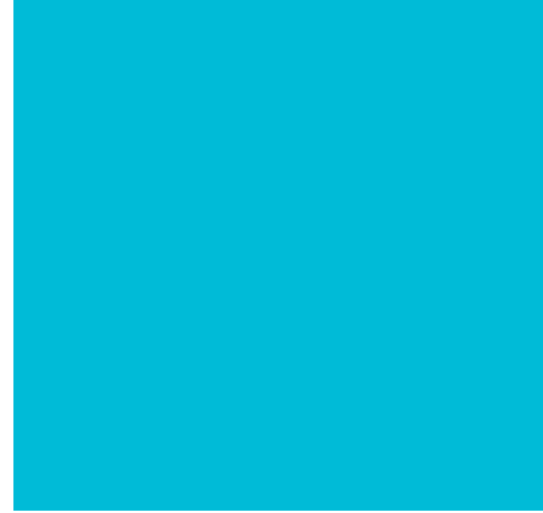
---

### Conservation Advisory Council

*Susan Anderson, City of Portland*  
*Steve Bicker, NW Natural*  
*Jeff Bissonnette, Fair and Clean Energy Coalition*  
*Julie Brandis, Associated Oregon Industries*  
*Carol Brown, Portland General Electric*  
*Gary Curtis, D&R International*  
*Thomas Eckhart, UCONS LLC*  
*Tom Eckman, Northwest Power and Conservation  
Council*  
*Terry Egner, Micro Grid*  
*Joe Esmonde, International Brotherhood of  
Electrical Workers*  
*Janet Fairchild, Oregon Public Utility Commission  
(replaced Lynn Kittilson)*  
*Margie Gardner, Northwest Energy Efficiency  
Alliance*  
*Don Jones, Jr., PacifiCorp*  
*Ken Keating, Bonneville Power Association*  
*Dean Lemman, North Coast Electric Company*  
*Steve McCoid, Oregon Restaurant Association*  
*William Nesmith, Oregon Department of Energy*  
*Mat Northway, Eugene Water & Electric Board*  
*Paul Olson, Oregon Remodelers Association*  
*Sara Patton, Northwest Energy Coalition*  
*Stan Price, Northwest Energy Efficiency Council*

### Renewable Resources Advisory Council

*Doug Boleyn, Consultant*  
*George Darr, Bonneville Power Association*  
*Angus Duncan, Bonneville Environmental  
Foundation*  
*Janet Fairchild, Oregon Public Utility Commission  
(replaced Lynn Kittilson)*  
*Thor Hinkley, Portland General Electric*  
*Jeff King, Northwest Power and Conservation  
Council*  
*Justin Klure, Oregon Department of Energy*  
*Sonja Ling, Renewable Northwest Project*  
*Jim Maloney, Eugene Water & Electric Board*  
*David McClain, Geothermal Consultant*  
*Virinder Singh, Pacific Power*  
*Lisa Schwartz, Oregon Department of Energy*  
*Frank Vignola, University of Oregon*  
*Alan Zelenka, Emerald People's Utility District*



## ENERGY TRUST STAFF

**Front (left-right):** Maureen Quaid, marketing & communications manager; Leanna Lowe, IT systems analyst; Jan Schaeffer, marketing & communications director; Margie Harris, executive director; Carmen Doi, office manager; Michelle Taylor, receptionist; Thuong Ho, senior accountant; Kacia Brockman, solar program manager.

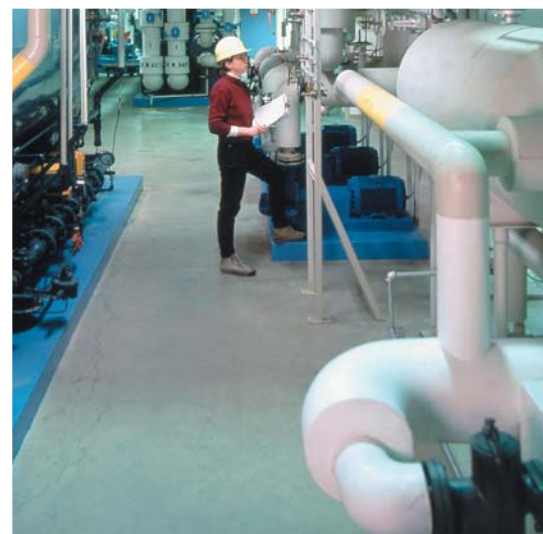
**Second Row (left-right):** Steve Lacey, energy efficiency director; Brooke Nelson, marketing & communications coordinator; Anna Parry, solar program coordinator; Greg Stiles, energy efficiency program manager; John Volkman, general counsel; Diane Ferington, residential efficiency program manager; Ben Bronfman, evaluation manager; Charlotte Rollier, planning manager.

**Third Row (left-right):** Sherry Secreast, administrative assistant; Fred Gordon, planning & evaluation director; Tara Crookshank, contract manager.

**Back (left-right):** Spencer Moersfelder, energy efficiency program coordinator; Nancy Klass, executive assistant; John Kinnune, data manager; Christian Conkle, program coordinator; Peter West, renewable energy director.

**Not Pictured:** Dave Bonkowski, commercial & industrial efficiency program manager; Dawn Dougherty, contract administrator; Monica Gruher, finance & operations director; Melanie Leaf, intern.

*This report is printed on 100% tree-free paper that contains 90% post-consumer waste.*





Energy Trust of Oregon, Inc.  
733 SW Oak Street, Suite 200  
Portland, OR 97205

Toll Free: 1-866-368-7878  
Facsimile: 503-546-6862  
[www.energytrust.org](http://www.energytrust.org)