

Energy Trust of Oregon 2010 Annual Report

April 15, 2011

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I From the Executive Director: 2010 in Review

The past year was a remarkable one for Energy Trust of Oregon and the utility customers we serve. Even in a fragile economy, with constrained access to capital, Oregon and southwest Washington consumers and businesses drove Energy Trust results to new heights. We met almost every one of our stretch goals for both gas and electric savings. New renewable energy generation is the highest since we transitioned from supporting larger utility scale systems to smaller systems.

When every dollar counts, people look harder for ways to save. Energy Trust made it easier for people to lower energy costs at home by offering:

- Free energy saver kits for 53,000 Oregon households
- Free high-efficiency showerheads for an additional 11,000 homes
- Free Home Energy Reviews for 6,400 homes, providing expert guidance on saving energy
- Free pick up and \$50 checks for 18,700 individuals who recycled refrigerators and freezers

Cash-conscious building managers and owners also tapped Energy Trust support for low-cost improvements, including:

- Tune ups for energy management system controls and roof-top heating and cooling units
- Training and support for manufacturing plant managers in improving operational efficiency while integrating the value of energy efficiency into corporate culture and decision-making
- Steam traps and food service equipment at K-12 schools

We teamed with others to bring innovative new approaches to market, including Clean Energy Works Portland. Energy Trust, the City of Portland and others collaborated on this pilot, which served close to 500 Portland homeowners in 2010. A combination of funds from private, state and federal sources, including Energy Trust cash incentives, provided loans for customers with no money down. Tailored expert advice on efficiency upgrades and loan repayment over 20 years on heating bills made comprehensive energy efficiency remodeling easier and more affordable than ever. The program expands statewide in 2011 and aims to serve 6,000 homes in 17 Oregon communities by 2012.

Diverse businesses and organizations tapped Energy Trust's renewable energy programs to capture the value of innovation:

- Oregon's first geothermal generation facility at the Oregon Institute of Technology, Klamath Falls
- Energy management training specifically for wastewater facility operators
- Dairy digesters supported by third-party financing
- Proliferation of community-based "Solarize" bulk-purchase enterprises, resulting in a dramatic rise in the number of solar electric installations

We're proud of our largest single project of the year, the combined heat and power plant at Oregon State University's new Energy Center. By using waste heat from fossil fuel generation to heat campus buildings, this single project reduces the need for the equivalent of 2.7 average megawatts of electricity.

What does all this mean for Oregon? In 2010 we were ranked the third most energy efficient state in the nation on the annual scorecard issued by the American Council for an Energy Efficient Economy. In nine years of operation, Energy Trust has helped Oregonians save nearly \$800 million in energy costs, while producing enough clean energy to power 213,000 homes—equal to 85 percent of Portland households—and to heat another 35,000 homes with natural gas. In addition to directly benefiting the individuals and businesses who received our incentives, Energy Trust cumulative savings since 2002 have stimulated the economy: net impacts are estimated to equal \$79.6 million in wages, \$12.1 million in small business income and more than 2,400 jobs.

Energy Trust continues to value transparency and an open public process in how we conduct business. Board and advisory committee meetings are open to the public, with agendas and minutes posted on the website. Monthly financial statements and results of rigorous third-party evaluations and audits also are readily accessible in the website library.

Our accomplishments reflect ongoing and close collaboration with our affiliated utilities—Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas. We are grateful for the oversight and guidance provided by the Oregon Public Utility Commission, and for our strong working ties to the Oregon Department of Energy. The vitality of our private sector contractor community and the vision of Oregon's citizens and policymakers also contribute to our state's clean energy success. We feel fortunate to be a part of a new energy future that has already helped so many people at this important time.

Margie Harris, Executive Director

II Background, Mission and Goals

A. Background

Since March 2002, Energy Trust has invested public purpose funds from utility customers to help Oregonians benefit from energy-efficiency improvements and renewable energy generation. We are funded by and provide services to Oregon customers of Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas, and to NW Natural customers in southwest Washington.

An independent 501(c)(3) non-profit organization, Energy Trust serves the residential customers and most commercial and industrial customers of our affiliated utilities. We offer technical and other assistance and financial incentives, helping customers derive direct benefits from clean energy investments. Four of our eight programs are managed internally, while four—the residential and commercial efficiency programs—are competitively bid and managed by contractors. For most programs, Energy Trust services are provided by specialized local businesses linked in a network of nearly 2,100 trade ally contractors and other allied professionals from throughout the state.

Our work is shaped by two advisory councils comprised of stakeholders and is led by an independent, diverse board of directors whose members volunteer their time and expertise. Via contract with the Oregon Public Utility Commission, we must comply with minimum performance measures, reporting and other requirements it establishes to guide our operations and results. Our inclusive and transparent approach includes open meetings and published agendas, minutes, evaluation, budgets and financial statements.

Beginning in October 2009 and continuing through 2010 on a pilot basis, Energy Trust provided service to NW Natural's industrial firm and interruptible customers and Schedule 32 commercial customers. Program costs and them savings for these activities in 2010 are included in the body of this annual report and reported separately in the appendix.

Over the same period, with authorization from the Washington Utilities and Transportation Commission (WUTC), Energy Trust served NW Natural residential and commercial customers in southwest Washington. Results of those activities are reported to NW Natural and the WUTC separately from this annual report. NW Natural and the WUTC are expected to decide whether to continue contracting with Energy Trust for these services by June 2011.

B. Purpose Statement

Energy Trust provides comprehensive, sustainable energy efficiency, conservation and renewable energy solutions to those we serve.

C. Vision Statement

Energy Trust envisions a high quality of life, a vibrant economy and a healthy environment and climate for generations to come, built with renewable energy, efficient energy use and conservation.

D. 2014 Strategic Plan Goals

1. Save 479 average megawatts of electricity.
2. Save 34.7 million annual therms of natural gas.
3. Produce 124 average megawatts of electricity from new renewable generation.

III 2010 Results

A. General

Savings and generation

- Electric efficiency projects completed in 2010 saved 45.7 average megawatts of electricity at a levelized cost of 2.5 cents per kilowatt hour. This savings is 101 percent of the 2010 stretch goal¹. Compared to 2009, annual savings increased by 63 percent².
- Gas efficiency projects completed in 2010 saved over 4.6 million annual therms of natural gas at a levelized cost of 32 cents per therm. Gas savings achieved 96 percent of the 2010 stretch goal and exceeded 2009 results by 61 percent.
- With one exception, every Energy Trust energy efficiency program met its minimum conservative electric and gas goals for 2010, and most exceeded stretch goals. Production Efficiency exceeded its stretch electric goal and fell short of its ambitious gas conservative goal. Market transformation savings from the Northwest Energy Efficiency Alliance also came in under goal, due principally to a decline in sales of compact fluorescent light bulbs.
- Electric and gas efficiency savings, averaged over three years, exceeded Oregon Public Utility Commission performance measures, as did annual levelized life-cycle costs.
- Overall renewable energy generation for the year of 3.3 average megawatts exceeded 2009 levels by 25 percent. Renewable generation met the Oregon Public Utility Commission performance measure of 3 average megawatts on a three-year rolling average.
- Nearly 79,000 clean energy projects were completed in 2010. The value of incentives paid to support these projects increased by 34 percent in 2010 to more than \$71 million, a new record high.
- Since 2002, cumulative savings total 254 average megawatts of electricity and 17.8 million annual therms of natural gas, equivalent to 53 percent and 51 percent, respectively, of our 2014 electric and gas saving goals. (See p.12, Electric Efficiency Savings, for impact on these totals of including additional savings from self-direct projects.)
- Since 2002, cumulative generation equals 103 average megawatts of renewable energy, approximately 82 percent of the 2014 goal of 124 average megawatts.
- Participating Oregon utility customers saved \$175 million in 2010. Since 2002, cumulative customer bill savings for participants total \$778 million.
- Energy Trust expenditures and energy savings in 2010 generated \$55.8 million in wages, \$14.8 million in income to small business owners, and 1,234 full- and part-time jobs.
- Cumulative, net economic impacts of Energy Trust savings from 2002-2010 are estimated to equal \$79.6 million in wages, \$12.1 million in small business income and more than 2,400 jobs.³
- Air quality improvements stemming from Energy Trust investments have offset more than six million tons of carbon dioxide generated by fossil fuels⁴, the equivalent of taking more than one million cars off the road for one year.

¹ Energy Trust reflects annual goals in a range, with a 25 percent difference between the conservative and stretch goals. The range is based on our assessment of the extent of factors beyond our control, such as variability in market conditions, project completion dates and technology performance.

² The 2010 true up analysis applied evaluation results to adjust savings claimed in 2010 and prior years. Trued up electric savings for 2009 were 4 average megawatts lower than reported in the 2009 annual report (28 vs 32 average megawatts). Trued up gas savings for 2009 were 14,203 annual therms lower than reported in the 2009 annual report (2,864,455 vs 2,878,658 annual therms).

³ Source: ECONorthwest 2011. Economic impact numbers are in addition to what would have occurred without Energy Trust's investment.

- Maintained low administrative costs at 5 percent of total revenue, in full compliance with the OPUC performance measure of 11 percent.
- Obtained an unqualified financial audit and strong customer satisfaction ratings, satisfying additional OPUC performance requirements.
- Expanded the number of Oregon trade ally contractors and other allied professionals by 40 percent, helping support Oregon's economy during tough times.

B. Residential efficiency programs

- Both residential programs exceeded electric stretch goals for 2010. Existing Homes met its conservative gas goal, while New Homes and Products beat its stretch goal by 28 percent. Combined, 2010 electric savings increased 34 percent over 2009, while gas results grew by 5 percent.
- To boost savings in a troubled economy, serve homeowners with constrained resources and accommodate the delayed start date for a behavior-change program, Existing Homes launched a campaign in fall 2010 offering free energy-saving choices. Free Your Home was successful beyond expectations, providing nearly 25,000 Oregonian households with no-cost and low-cost ways to lower their energy costs.
- More than 1,100 individuals participated in one of 36 Home Energy IQ workshops offered statewide in 2010, proving interest is high and setting the stage for additional workshop opportunities in 2011, both through Energy Trust and in collaboration with affiliated utilities and other organizations.
- 360 Kill A Watt[®] meters were made available for loan through 140 libraries statewide to measure energy used by appliances and other devices.
- The approximately 18,700 refrigerators and freezers recycled in 2010 exceeded our goal and represent a 20 percent increase over 2009.
- Two new energy saving equipment measures introduced in 2009 produced strong results in 2010. The number of ductless heat pumps installed more than tripled to 510, while the number of gas hearths installed grew from 19 in 2009 to 542 in 2010. Approximately two-fifths of the hearths were equipped with energy-saving electronic ignitions.
- Savings Within Reach, which offers higher incentives for moderate income participants, expanded in 2010 to serve 224 households, up from 137 in 2009.
- The number of new homes receiving Energy Performance Scores doubled in 2010 compared to 2009, from 259 to 602 homes.
- The 500-home Clean Energy Works Portland loan program, begun in 2009 with Energy Trust leadership, became nearly fully subscribed in 2010, authorizing 379 loans with 117 more in progress. The approach offered no-money down loans with utility-bill payback for home performance assessments and energy upgrades that save 10-30 percent of the home's gas and electricity use. Upon receipt of a \$20 million American Recovery and Reinvestment Act grant, a new nonprofit organization called Clean Energy Works Oregon formed and geared up to offer a program similar in 17 communities statewide. Energy Trust continues to support the program and gain savings by contributing our incentives to participating homeowners.

⁴ Source: Northwest Power and Conservation Council, 0.76 lbs of carbon dioxide reduction per kWh of energy saved or generation using renewable resources, 11.7 lbs of carbon dioxide reduction per therm saved.

- Clean Energy Works engaged Energy Trust trade ally contractors certified by the Building Performance Institute to deliver Home Performance with ENERGY STAR®. During 2010 Energy Trust enrolled 46 new home performance-certified trade allies, ending the year at 81 certified contractors statewide. Of these, eight are certified by the State of Oregon as minority- or women-owned businesses, and 21 are certified as emerging small businesses.

C. Commercial efficiency programs

- Commercial programs in 2010 met their combined stretch electric goals and exceeded stretch gas goals by large margins. Compared to 2009, 2010 electric and gas savings both increased by more than 50 percent.
- In a weak economy, the business value of energy cost savings is magnified. Commercial programs saw a trend toward smaller projects with shorter paybacks.
- One very large project completed in 2010. A combined heat and power project at Oregon State University's Energy Center uses waste heat from electricity generation to heat campus buildings. The project accounts for 2.7 average megawatts of the 2010 total.
- Existing Buildings completed energy-saving projects at 2,500 sites in 2010, an increase of nearly 50 percent over 2009. This includes work with the Oregon Department of Energy on 105 K-12 school projects, and the installation of 16 commercial solar water heating systems.
- Commercial offices, retail, groceries and warehouses accounted for close to three-fifths of Existing Buildings' 2010 electric savings, while schools, universities and offices produced more than half of gas savings.
- Almost half of Existing Buildings electric savings came from lighting projects. Savings from custom projects remained strong for both electric and gas measures, representing two-fifths of electric savings and three-fifths of gas savings
- In 2010, Existing Buildings launched successful offers that focused on low-cost operations improvements, including tune-ups for direct digital controls and for roof-top heating, cooling and air conditioning units.
- New Buildings completed 236 new construction projects for commercial, industrial and multifamily customers. Based on third-party evaluations and market analysis by program staff, New Buildings estimated a 70 percent market share in Energy Trust service territory in 2010.
- LEED® projects accounted for 15 percent of 2010 new buildings and more than 30 percent of the total square footage. LEED projects represented 43 percent of electric savings and 55 percent of gas savings for New Buildings in 2010.
- New Buildings continued to focus on recruiting new school projects, with 53 new K-12, college and university projects enrolled in 2010; 34 projects were completed, providing nearly \$770,000 in incentives to schools.
- To reflect the rollout of a new, 15 percent higher Oregon commercial building energy code that became mandatory October 1, 2010, New Buildings revamped incentives, provided new calculator tools and created updated program forms.
- An innovative Path to Net Zero pilot is helping 15 projects, including schools and public buildings, design highly efficient buildings that exceed code requirements by 50 percent or more. Many will also incorporate renewable generation to help offset the energy they use, thus attaining "net zero energy use" status.

D. Industry and agriculture efficiency programs

- Electric savings in the industrial and agricultural sector nearly doubled in 2010 compared to 2009, coming in at 30 percent above the 2010 stretch goal. This result demonstrates the commitment of Oregon industrial customers to continue to invest in energy efficiency even in a tough economy.
- 2010 was the second year of industrial gas programs, with gas savings more than 2.5 times greater than first year 2009 savings. The program fell short of its 2010 conservative goal yet made significant strides with utilities to accurately identify customers eligible for gas incentives, a challenge that had been a barrier to success.
- Approximately one-third of the program's electric savings in 2010 resulted from two innovative new initiatives designed to meet the needs of industrial customers with less available capital to implement large projects. These two offerings produced some of the most cost-effective savings across all programs.
- One of these initiatives, called "90 by 90," was a special incentive offer for custom operations and maintenance projects. The other was the very successful Industrial Energy Improvement initiative, which provided intensive training to energy managers at 17 plants, helping them identify and implement operational efficiencies at low or no capital cost while developing an energy efficiency culture among coworkers.
- Three years ago Production Efficiency introduced new, vendor-delivered offerings for smaller manufacturers and farmers. At the same time, the program increased its efforts in industrial lighting, another trade ally-driven initiative. Participation in these low-cost, higher volume offerings for calculated and prescriptive measures in lighting, compressed air, motors, irrigation and greenhouse equipment has increased substantially and in 2010 represented 33 percent of electric savings, dramatic growth from less than one percent in 2006.
- This year saw completion of the 2,000th industrial/agricultural project since bringing management of the program in house in early 2008. The number of projects completed annually has doubled over this period, reflecting expanded offerings to medium and large customers, as well as outreach to small industrial and agricultural businesses.

E. Renewable energy programs

- In addition to the 3.3 average megawatts of power that came on line in 2010, financial commitments were made to projects expected to produce 2.7 average megawatts when they begin generation in 2011 and beyond. Changes to state tax incentives resulted in a number of projects being postponed.
- Energy Trust's (and Oregon's) first geothermal generation project went on line in April at the Oregon Institute of Technology, Klamath Falls, powering delivery of hot water used for campus heating and selling excess electricity to Pacific Power. With a nameplate capacity of 280 kilowatts, the plant is expected to generate 669 megawatt hours of electricity annually.
- More than 1,000 residential solar electric systems were installed in 2010, a nearly three-fold increase over 2009. At a combined seven megawatts capacity, 2010 installations set a new annual record—bringing total installed capacity to more than 20 megawatts. This growth reflects the power of the community-driven Solarize concept and its success in lowering equipment pricing and spurring competition among installers.
- Energy Trust conducted its first "Solarize University" in Pendleton to help citizens help their communities go solar.

- Commercial solar electric project activity also increased at a rate of 17 percent. An estimated 50 percent of commercial solar projects in development dropped out because of state tax credit uncertainties—in particular, third-party investors unable to attract tax partners for the pass-through option.
- Four dairy digesters using the third-party ownership model—a national trend new to Oregon for this technology—received funding commitments from Energy Trust in 2010. Two received state tax credit approvals and are moving forward. The other two were denied tax credits and are applying again for pre-certification.
- Energy Trust, Oregon Association of Clean Water Agencies, US Environmental Protection Agency (Region 10) and Bonneville Power Administration contributed funding to support Sustainable Energy Management Training, bringing strategic energy management to wastewater treatment facilities. The approach, using tools similar to the Industrial Energy Initiative, creates a program to meet the goal of continual improvement to reduce energy consumption and increase renewable energy use at Oregon wastewater treatment plants, helping further energy independence.
- Three small hydro systems were installed and began generation in 2010, all of them serving irrigation districts and bringing water saving benefits. Commitments were extended to four additional projects.
- The market for small wind is growing. Fourteen systems were installed in 2010, compared to four in 2009, and 10 more are in progress for completion in 2011. The 2010 installations are all owner-funded and occupy a mix of residential and farm sites, most in the Willamette Valley.
- Competition for state tax credits held up decisions on renewable energy projects across all technologies. Roughly one in six medium to large projects received tax credit awards.

IV Revenues and Expenditures

- Received \$124.7 million in Oregon public purpose revenues during 2010.
- Invested \$122.2 million (including carryover funds from prior years), 26 percent more than in 2009.
- Paid more than \$71.3 million in incentives for efficiency and renewable energy projects

A. Revenues

Oregon public purpose revenues for 2010 were \$2 million or 1.6 percent below budget.

Source	Annual Actual Revenues	Annual Budgeted Revenues
Portland General Electric	\$ 34,763,224	\$ 38,093,593
Pacific Power	\$ 21,529,502	\$ 21,295,899
PGE Incremental	\$ 22,034,356	\$ 20,391,504
Pacific Power Incremental	\$ 18,988,967	\$ 19,658,167
Cascade Natural Gas	\$ 1,442,280	\$ 1,999,322
NW Natural	\$ 24,376,029	\$ 23,699,999
NW Natural DSM Pilot	\$ 1,581,411	\$ 1,608,333
Total	\$ 124,715,769	\$ 126,746,817

B. Expenditures

Electric efficiency spending was below budget by about \$4.9 million for the year, or 5.8 percent. Gas expenditures for 2010 were \$3.8 million, or 17 percent, below budget. Considering that electric and gas savings came very close to stretch goal, it is clear that the cost per unit of energy saved was less than expected. Renewable program spending was \$14.1 million below budget for the year, as many larger renewable energy projects were delayed or cancelled due to uncertainties about state tax credits.

Type	Annual Actual Expenditures	Annual Budgeted Expenditures
Energy Efficiency programs	\$ 98,962,482	\$ 107,706,968
Renewable Energy programs	\$ 19,145,851	\$ 33,211,426
Administration	\$ 4,116,466	\$ 5,090,936
Total	\$ 122,224,799	\$ 146,009,330

Incentives Paid 2010							
Quarter	Energy Efficiency				Renewable Energy		Total
	PGE	Pacific Power	NW Natural	Cascade Natural Gas	PGE	Pacific Power	
Q1	\$ 2,786,944	\$ 1,657,987	\$ 1,480,359	\$ 65,463	\$ 1,837,910	\$ 681,261	\$ 8,510,001
Q2	\$ 5,171,975	\$ 2,897,205	\$ 1,685,276	\$ 183,388	\$ 1,822,681	\$ 1,486,366	\$ 13,246,891
Q3	\$ 5,644,494	\$ 3,037,636	\$ 2,026,441	\$ 122,977	\$ 3,950,635	\$ 2,154,677	\$ 16,936,783
Q4	\$ 13,061,333	\$ 10,413,042	\$ 4,285,872	\$ 346,576	\$ 2,050,012	\$ 2,451,635	\$ 32,608,470
Total	\$ 26,664,746	\$ 18,005,870	\$ 9,477,948	\$ 718,404	\$ 9,661,238	\$ 6,773,939	\$ 71,302,145

V Savings and Generation

A. Electric efficiency savings

In 2010, electric efficiency programs saved 45.7 average megawatts, achieving 101 percent of Energy Trust’s 2010 stretch goal of 45 average megawatts. Since March 1, 2002, these programs have cumulatively saved 254 average megawatts. Including 20 average megawatts of savings from self-direct customers, Energy Trust has achieved 57 percent of its 2014 goal.⁵ This is equivalent to powering 212,400 average Oregon homes for a year. The totals reflect the annual “true up” analysis that adjusts savings for evaluation results, market research and other factors.⁶ The 45.7 average megawatts were acquired at a levelized cost of 2.5 cents per kilowatt hour, less than the stretch goal of 2.6 cents per kilowatt hour.

Electric Efficiency Savings	PGE aMW	Pacific Power aMW	Total Savings aMW	Expenses	mil \$/aMW	Levelized Cost/kWh
Commercial	9.86	7.77	17.63	\$ 34,187,600	\$ 1.9	2.2 ¢
Industrial	8.65	7.21	15.86	\$ 18,775,029	\$ 1.2	2.2 ¢
Residential	7.09	5.07	12.16	\$ 30,609,978	\$ 2.5	3.5 ¢
Total Electric Efficiency Programs	25.60	20.05	45.65	\$ 83,572,607	\$ 1.8	2.5 ¢

Electric efficiency savings numbers include transmission and distribution savings

B. Gas efficiency savings

In 2010, gas efficiency programs saved 4.6 million annual therms of natural gas, or 96 percent of our 2010 stretch goal of 4.8 million annual therms. Since gas programs began in 2003, cumulative savings of 17.8 million annual therms have been realized, accounting for 51 percent of the 2014 goal of 34.7 million annual therms. This is equivalent to providing gas heat to about 35,000 homes for a year. These totals reflect the annual “true up” analysis. The 4.6 million annual therms were acquired at a levelized cost of 32 cents per therm, less than 2010 stretch goal of 40 cents per therm.

Gas Efficiency Savings	NW Natural Therms	Cascade Natural Gas Therms	Total Savings Therms	Expenses	\$/Therm	Levelized Cost/Therm
Commercial	1,966,895	193,118	2,160,013	\$ 7,056,307	\$ 3.3	27 ¢
Industrial	556,184	49,932	606,116	\$ 1,251,950	\$ 2.1	22 ¢
Residential	1,731,827	124,825	1,856,649	\$ 10,529,759	\$ 5.7	40 ¢
Total Gas Efficiency Programs	4,254,906	367,875	4,622,778	\$ 18,838,016	\$ 4.1	32 ¢

⁵ Savings from self-directed efficiency projects count toward the goal of achieving 479 average megawatts of electric savings by 2014. To date, 20 average megawatts of savings have been achieved by industrial consumers via self-directed funding.

C. Renewable energy generation

Total renewable energy generation of 3.3 average megawatts for the year met the OPUC benchmark but fell short of the conservative goal of 4.1 average megawatts.⁷ Changes in allocations of the state’s business energy tax credits kept several large projects from moving forward. To date, cumulative renewable energy generation totals 103 average megawatts, or 82 percent of the 2014 generation goal of 124 average megawatts.

Renewable Energy Generation	PGE aMW	Pacific Power aMW	Total Generation aMW	Expenses	mil \$/aMW	Levelized Cost/kWh
Biopower	0.000	0.000	0.000	\$ 1,077,998	n/a	n/a
Solar Electric	0.580	0.370	0.950	\$ 12,190,482	\$ 12.8	12.0 ¢
Other Renewables	0.360	1.980	2.340	\$ 6,545,685	\$ 2.8	2.6 ¢
Total Renewable Programs	0.940	2.350	3.290	\$ 19,814,165	\$ 6.0	5.6 ¢

Renewable energy generation numbers include transmission and distribution savings, where appropriate

D. Progress toward goals by utility

	Annual Savings	Energy Trust			
		Annual Goal (Conservative)		Annual IRP Goal	
		Goal	2010 % Achieved	Goal	2010 % Achieved
Portland General Electric	25.6 aMW (224,242 MWh)	20.4 aMW (178,301 MWh)	126%	26.7 aMW (233,892 MWh)	96%
Pacific Power	20.1 aMW (175,568 MWh)	13.4 aMW (117,230 MWh)	150%	17.0 aMW (148,920 MWh)	118%
NW Natural	4,254,906 annual therms*	2,857,594 annual therms	149%	2,936,000 annual therms	145%
Cascade Natural Gas	367,875 annual therms	379,960 annual therms	97%	317,937 annual therms	116%

E. Electric efficiency results for SB 1149 and SB 838 funds

SB 1149 Electric Efficiency Results	PGE aMW Saved	Pacific Power aMW Saved	Total aMW Saved	Expenses	mil \$/aMW
Commercial	6.85	3.08	9.93	\$22,317,080	\$ 2.2
Industrial	7.66	6.50	14.16	\$13,629,557	\$ 1.0
Residential	3.88	2.41	6.29	\$15,799,973	\$ 2.5
Total Electric Efficiency Programs	18.39	11.98	30.38	\$51,746,610	\$ 1.7

⁷ The conservative goal for 2010 renewable energy generation was 4.1 average megawatts. This reflects generation associated with expenditures made in 2010. An additional 2.7 average megawatts of generation was committed in 2010 to come on line in 2011 and beyond.

SB 838 Electric Efficiency Results	PGE aMW Saved	Pacific Power aMW Saved	Total aMW Saved	Expenses	mil \$/aMW
Commercial	3.01	4.69	7.70	\$11,870,520	\$ 1.5
Industrial	0.99	0.71	1.70	\$ 5,145,472	\$ 3.0
Residential	3.21	2.65	5.86	\$14,810,005	\$ 2.5
Total Energy Efficiency Programs	7.21	8.06	15.26	\$31,825,997	\$ 2.1

SB 838 Utility Expenditures	2010 Expenditures	2010 \$mil /aMW*	2010 Levelized Cost*
Portland General Electric	\$ 455,033	\$ 0.02	2.0 ¢
Pacific Power	\$ 549,476	\$ 0.03	4.0 ¢
Total	\$ 1,004,509	\$ 0.02	3.0 ¢

* Reflects incremental increase in costs to Energy Trust derived from expenditures by Pacific Power and Portland General Electric under terms of the agreement described in SB 838.

See Appendix, beginning p. 32, for reports prepared by Pacific Power and Portland General Electric on utility activities funded through SB 838.

VI 2010 Performance Measures

The Oregon Public Utility Commission establishes minimum performance measures for Energy Trust in a variety of categories. Minimum savings and generation figures for energy efficiency programs and renewable energy programs are set at an aggregated level rather than at an individual program or sector level. This allows Energy Trust to pursue different program strategies in residential, commercial, industrial and agriculture sectors as market forces and technological advances change.

The following minimum performance measures apply in 2010.

Electric Efficiency Performance Targets

- Electricity efficiency savings of at least 31 average megawatts, computed on a three-year rolling average

Exceeded, with 2008-2010 average annual electric efficiency savings = 35 average megawatts

- Levelized life-cycle cost should be no more than 3.5 cents per kilowatt hour

Well within requirement, with 2010 average levelized life-cycle cost = 2.5 cents per kilowatt hour

Natural Gas Efficiency Performance Targets

- Natural gas efficiency savings of at least 1.8 million annual therms, computed on a three-year rolling average

Exceeded, with 2008-2010 average annual gas efficiency savings = 3.3 million annual therms

- Average levelized life-cycle cost should not exceed 60 cents per annual therm

Well within requirement, with 2010 average levelized life-cycle cost = 32 cents per annual therm

Renewable Resource Development Targets

- Secure at least three average megawatts of new renewable resources per year, computed on a three-year rolling average

Met target with three average megawatts annually, on average, from 2008-2010

Financial Integrity

- Demonstrate financial integrity by obtaining an unqualified financial audit opinion annually

Full compliance, with an unqualified financial audit opinion for 2010

Program Delivery Efficiency

- Keep administrative and program support costs⁸ below 11 percent of annual revenues

Well within requirement, with 2010 administrative and program support costs at 5.0 percent of annual revenues

Customer Satisfaction

- Demonstrate reasonable rates of customer satisfaction with Energy Trust services

In 2010, we began telephone surveys of a sample of participants shortly after project completion. We are now using these “fast feedback” results to present customer satisfaction levels, rather than using less current data from evaluations.

<u>Program</u>	<u>Percent of Customers Satisfied or Very Satisfied</u>
Existing Buildings*	92 percent
New Buildings	87 percent
Production Efficiency	92 percent
Existing Homes	87 percent
Efficient Home Products**	91 percent
Solar	95 percent

Energy Trust recorded 31 customer complaints in 2010, 11 more than in 2009, a very small number considering the tens of thousands of customers served

*Includes multifamily property owners and managers

**Builders of new homes were not surveyed in 2010

Benefit/Cost Ratios

- Report benefit/cost ratios for larger conservation acquisition programs for 2010.⁹

Program	Combined Utility System Benefit/Cost Ratio	Combined Societal Benefit/Cost Ratio
New Homes and Products	2.1	2.1
Existing Homes	2.6	2.8
Existing Buildings	3.8	2.1
New Buildings	3.8	2.8
Production Efficiency	4.1	2.8
NW Energy Efficiency Alliance	4.7	1.6

⁸ Program support costs are defined as all program costs except the following accounts: program management, program incentive, program payroll and related expenses, call center and program outsource services.

⁹ By law, Oregon public purpose funds may be invested only in cost-effective energy efficiency measures—that is, efficiency measures must cost less than acquiring the energy from conventional sources.

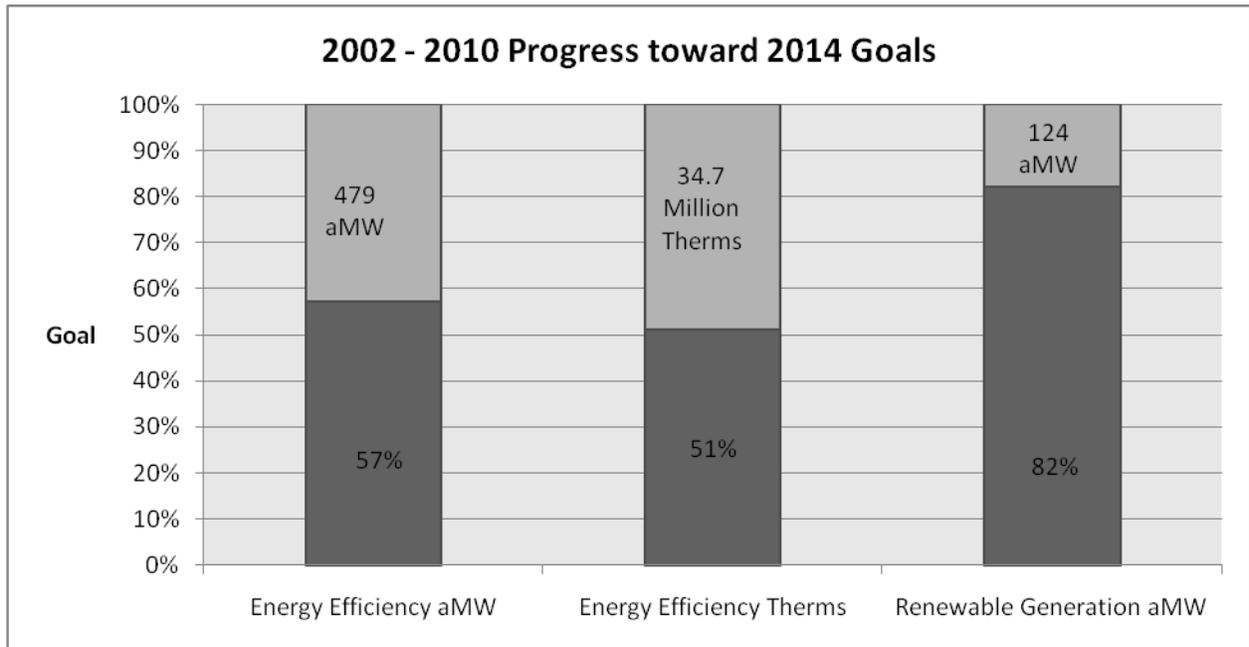
VII Projects Completed

	Total	Electric-only	Gas-only	Both
ENERGY EFFICIENCY				
Commercial projects				
Existing buildings retrofitted	2,205	1,664	256	285
Efficient new buildings constructed	211	107	16	88
Multifamily buildings retrofitted	278	200	18	60
New multifamily buildings constructed	25	2	1	22
Solar water heating commercial installations	16	7	9	0
Subtotal Commercial	2,735	1,980	300	455
Industrial projects	882	841	17	24
Residential projects				
Efficient new homes constructed	735	110	196	429
Efficient new manufactured homes purchased	133	122	11	0
Home Energy Reviews conducted	6,374	1,568	281	4,525
Single-family homes retrofitted	12,487	4,278	7,902	307
Manufactured homes retrofitted	2,403	2,265	27	111
Solar water heating residential installations	170	92	78	0
ENERGY STAR appliance rebates	32,199	22,632	927	8,640
Subtotal Residential	54,501	31,067	9,422	14,012
TOTAL EFFICIENCY	58,118	33,888	9,739	14,491
RENEWABLE ENERGY INSTALLATIONS				
Biopower project installations	0	0	0	0
Solar energy reviews performed	732	732	0	0
Solar electric residential installations	1,080	1,080	0	0
Solar electric commercial installations	141	141	0	0
Other renewable project installations	20	20	0	0
TOTAL RENEWABLE ENERGY	1,973	1,973	0	0
TOTAL EFFICIENCY AND RENEWABLE ENERGY	60,091	35,861	9,739	14,491

We define "projects" to be completed installations or services at one location, with certain exceptions:

- A Home Energy Review, with CFL installation, counts as one project. If that home subsequently installs one or more measures, this installation counts as a separate project.
- Each apartment unit treated counts as one project.
- Each manufactured home counts as one project.
- Measures installed in separate facilities within a large industrial complex count as separate projects.
- Project totals do not include 929,282 CFL packages sold/provided nor 18,652 old refrigerators/freezers recycled in 2010.

Appendix



Energy Trust Program Descriptions

Existing Buildings. This program provides electric and gas energy-saving technical services and financial incentives for existing commercial buildings. Incentives are offered for a wide range of qualified improvements such as lighting, HVAC, controls, boilers, solar water heating, foodservice equipment and insulation as well as customized solutions and operations and maintenance improvements. Services include energy surveys, project planning and technical analysis, contractor referrals, project facilitation and post-installation assistance. Multifamily customers are offered a range of offerings for financial and service incentives for in-unit and common area improvements. Services offered include direct install in the tenant spaces, incentives for common area lighting, appliances, insulation, windows and HVAC. The Existing Buildings program began in 2003 and is implemented by Lockheed Martin Services, Inc. In 2010 services to multifamily property owners and managers, provided by Conservation Services Group, were shifted from the residential sector to the commercial sector's Existing Buildings program. Following a competitive process, Lockheed Martin was selected to manage multifamily services beginning in 2011.

New Buildings. This program provides incentives for energy-efficient design and equipment to support high-performance commercial new buildings and major renovations. Participants can leverage early design and technical assistance, installation incentives, commissioning and ENERGY STAR post-occupancy incentives. Net-zero energy strategies are being tested through the Path to Net Zero pilot, which has enrolled 15 projects, including schools and public buildings. Strategies to help owners and developers of small-scale buildings are being tested through the Small Commercial Efficiency Pilot, which provides a prescriptive approach to achieve deep and predictable energy savings with simple, quick-to-deploy approaches that meet tight construction timelines. The program began in October 2003 and is currently implemented by Portland Energy Conservation, Inc.

Existing Homes. Homeowners and renters can take advantage of energy-saving recommendations, referrals to qualified trade ally contractors and cash incentives for qualified improvements including insulation and duct sealing; energy-efficient electric, gas and solar water heaters; and heating equipment. The program offers Home Performance with ENERGY STAR, a diagnostic assessment conducted by Building Performance Institute-certified contractors; Savings Within Reach, designed to provide greater assistance for individuals whose income falls between 200-250 percent of the federal poverty level; and energy-saving opportunities for duplex through four-plex properties and manufactured home dwellings. The program also offers a web-based home energy profile for residential customers and supports referrals to Clean Energy Works Oregon, an initiative facilitating utility on-bill financing for comprehensive retrofit projects. Other activities include contractor training for quality installations, consumer-focused workshops, integration of real estate professionals, development of a miles-per-gallon-like rating or Energy Performance Score for existing homes and exploration of behavioral energy-savings. The Existing Homes program started in March 2003 and is implemented by Conservation Services Group.

New Homes and Products. New Homes seeks to expand the market share of energy-efficient homes in Oregon by creating homebuyer demand and training the contractors who build them. New homes that we support receive an Energy Performance Score to guide homebuyers, just as a miles-per-gallon rating helps people shopping for cars. The program provides builders with tiered incentives tied to increased efficiency levels, incentives for integrating solar and performance testing

incentives, along with training and marketing support. In addition to builders, the program works with architects and real estate professionals and encourages the sale of energy-efficient manufactured homes by local retailers. Products offers include cash incentives for purchase of ENERGY STAR qualified clothes washers, refrigerators, freezers, dishwashers and lighting, and for the recycling of old refrigerators and freezers. The program also promotes the Change a Light, Change the World compact fluorescent light bulb fundraiser for schools and nonprofits. The program began in April 2004 and is implemented by Portland Energy Conservation, Inc.

Production Efficiency. This program serves industrial and agricultural customers and includes some of Oregon's largest employers. We provide technical services to help companies identify electric and natural gas energy-efficiency opportunities and develop the best energy strategies for their facilities. We provide cash incentives for process or production equipment projects, operations and maintenance efficiency improvements, and strategic energy management practices that produce measurable energy savings. Energy Trust engages highly skilled industrial process engineers to advise Oregon businesses on how to make the most of energy-saving opportunities—technical as well as financial—to help customers reduce costs and improve productivity, product quality and environmental performance. Production Efficiency supports electric efficiency improvements in all sizes and types of industrial and agricultural facilities, and natural gas measures for sites under eligible rate schedules. Production Efficiency has been offered since May 2003 and is managed internally.

Solar Electric. This program helps homeowners, businesses and governments meet a portion of their electricity needs with on-site solar generation. We provide cash incentives for small-scale solar electric installations, provide referrals to qualified trade ally contractors and demand high-quality installations through design review and inspections. We work to develop a long-term, stable solar market in Oregon by building consumer awareness, sponsoring technical training for the trades and supporting state and local efforts to streamline their practices around solar. We provide photovoltaic equipment to electrical training centers that offer solar installation classes, and renewable energy science kits to schools that install solar electric systems. Our program also supports innovative efforts that reduce costs to consumers such as community-led bulk purchase initiatives and third-party ownership models that leverage federal and state tax credits. The solar electric program started in May 2003 and is managed internally.

Biopower. The Biopower program provides financial incentives, cost-shared grants for feasibility studies, technical assistance and other support for projects that generate electric power from organic residues. Eligible fuels include biogas from sewage treatment facilities, food processing, agriculture, and the organic fraction of municipal solid waste; solid organic fuels from mill waste, forest and field residues, and urban wood waste; landfill gas; and dedicated energy crops available on a renewable basis. The goal of the program is to expand our portfolio of biopower projects and to improve market conditions for the development of these projects. The program started in 2005 and is managed internally.

Other Renewables. Formerly known as Open Solicitation, this program provides support for renewable energy projects that generate electricity using wind, hydropower, geothermal, and innovative commercial technologies. We provide custom incentives for projects with generating capacity of 20 megawatts or less and a standard incentive program for small wind systems with up

to 100 kilowatt capacity. Custom incentives are calculated after a thorough, multi-disciplinary technical and financial review of project applications. To ensure projects are well-executed, incentives are paid upon successful project completion and inspection. In addition to project incentives, we offer various kinds of financial and technical assistance to projects in the development stage, including cost-share funding for feasibility studies, resource characterization, site assessments, anemometers, grant-writing, initial design, permitting, and interconnection cost development. To provide further assistance, we have published several guidebooks on topics including community wind, interconnection, and Federal Energy Regulatory Commission hydropower permitting. The Other Renewables program started in 2003 and is managed internally.

Northwest Energy Efficiency Alliance. NEEA is a nonprofit organization working to maximize energy efficiency to meet our future energy needs. Margie Harris, Energy Trust executive director, serves as vice chair of the NEEA board of directors. NEEA is supported by and works in partnership with Bonneville Power Administration, Energy Trust and more than 100 Northwest utilities for the benefit of more than 12 million energy consumers. NEEA uses the market power of the region to accelerate innovation and adoption of energy-efficient products, services and practices.

NW Natural Industrial Demand-side Management Program

Beginning in the third quarter of 2009 and continuing through 2010, on a pilot basis, Energy Trust has provided service to NW Natural's industrial firm and interruptible customers and Schedule 32 commercial customers. Program costs and therm savings for these customers in 2010 are included in the body of this annual report and reported separately below.

Program/Customer Type	2010 Annual Therms Saved	2010 Expenditures	2010 \$/Therm	2010 Levelized Cost
Existing Buildings				
Firm	130,150	\$212,057	\$1.63	\$0.159
Interruptible	127,042	\$381,103	\$3.00	\$0.202
Production Efficiency				
Firm	285,774	\$645,903	\$2.26	\$0.280
Interruptible	44,290	\$120,743	\$2.73	\$0.356
Totals				
Firm	415,924	\$857,959	\$2.06	\$0.235
Interruptible	171,332	\$501,847	\$2.93	\$0.216
Grand Total	587,256	\$1,359,806	\$2.32	\$0.220

2010 Energy Trust of Oregon Board of Directors

PRESIDENT - John Reynolds, FAIA, is a professor of architecture emeritus at the University of Oregon. He has been involved in energy issues in Oregon since 1972, when he was elected to the Eugene Water and Electric Board. Since then, he has served as chair of the American Solar Energy Society and president of Solar Energy Association of Oregon. He has served on the Oregon Alternate Energy Commission and the Energy Committee of the Building Codes Structures Board. *John was re-elected to a new three-year term in 2010. John served as vice president from 2005-2007 and was re-elected president in 2010.*

VICE-PRESIDENT - Rick Applegate is the Portland Harbor Superfund administrator at the City of Portland Bureau of Environmental Services. He served as staff director in the U.S. Senate and House of Representatives. Since then, he has worked for nearly 25 years on energy and environmental issues, principally as an advocate for salmon and their watersheds. He was the fish and wildlife director for the Northwest Power Planning Council, west coast conservation director for Trout Unlimited and administrator of the Habitat Conservation Division at National Marine Fisheries Service (NOAA). He was the chair of the U.S. Southern Stakeholders Pacific Salmon Treaty Negotiations and a member of the Pacific Northwest Comprehensive Energy Review. He also served on the executive committee of For the Sake of Salmon and the boards of the Pacific Salmon Watershed Fund and the Sustainable Fisheries Foundation. *Rick was re-elected vice president in 2010.*

SECRETARY - Debbie Kitchin is the co-owner of InterWorks LLC, a construction company specializing in commercial tenant improvement and renovation and residential remodeling services. InterWorks is an award-winning contractor specializing in sustainable building practices. Prior to joining the family business in 1996, Debbie served as senior economist for the Northwest Power Planning Council for 15 years and was a regional economist for the Bonneville Power Administration for three years. Debbie also serves on the boards for the Portland Business Alliance, Portland Building Owners and Managers Association and the Central Eastside Industrial Council. She is a past president of the Portland Commercial Real Estate Women. *Debbie was re-elected to a new three-year term and re-elected secretary in 2010.*

TREASURER - John Klosterman is the director of operations at Oregon Food Bank, a nonprofit at the hub of a cooperative statewide network of 20 regional food banks and 935 local hunger-relief agencies and programs serving Oregon and Clark County, WA. Oregon Food Bank collects and delivers food from a wide range of sources to the regional food banks that, in turn, distribute this food and additional resources from local donations to hunger-relief agencies serving low-income people in their communities. His responsibilities include food sourcing, inventory management, warehousing and transportation logistics. Prior to joining Oregon Food Bank John was vice president of operations at Rejuvenation, Inc., serving the company for 15 years in a variety of senior management roles related to company-wide operations, product development and manufacturing. As part of a state pilot project, he led his company's implementation of an International Organization for Standardization 14001-based energy management system based on the sustainability principles of The Natural Step. For 10 years he worked directly with Asian suppliers to reduce their environmental impacts, while implementing

socially responsible policies and programs in Rejuvenation's Portland operations, including supply chain, manufacturing, distribution and fulfillment. *John was re-elected treasurer in 2010.*

Julie Brandis is the director of corporate relations for the Oregon State University Foundation. She connects local, regional and national companies to the university through its first comprehensive fundraising effort, The Campaign for OSU, by matching their research and employment needs with internationally recognized researchers and high-achieving OSU students. Previously, she spent 17 years as the energy lobbyist for Associated Oregon Industries, Oregon's largest business advocacy organization, including the period of time when SB 1149 was negotiated and enacted. Julie was appointed to the board in November 2010 to fill the position vacated by Preston Michie, who resigned from the board in July 2010. She serves for the remainder of Preston's term and for an additional three-year term ending 2014.

Dan Davis is president of the board of directors of Habitat for Humanity Rogue Valley. He believes in energy conservation and alternative energy, and has worked to make ENERGY STAR® and Earth Advantage Gold the Habitat green home standards. His previous experience includes working for General Electric as manager of Middle East, Europe and Africa turbine services. In the early 1980s, he started Turbine Technology Services Corp., a turbine power consulting and engineering firm, serving for 13 years as chief executive officer.

Jason Eisdorfer is a greenhouse gas policy strategist for the Bonneville Power Administration, a federal agency serving the Pacific Northwest. He serves as the senior technical consultant and advisor to BPA on the development and implementation of strategic objectives, policies and programs related to global, national and state greenhouse gas and carbon dioxide issues. He served as legal counsel and energy program director of the Citizens' Utility Board of Oregon from 1994 to 2008. At CUB, he represented residential consumers in numerous rate cases and policy dockets before the Oregon Public Utility Commission. He has co-authored legislation related to electric utility operations and to climate change, including the Oregon Renewable Energy Act and the Climate Change Integration Act, both of 2007. He is an adjunct professor at Lewis and Clark Law School and the University of Oregon School of Law. Prior to joining CUB, he was an attorney with the U.S. Department of Agriculture, Office of General Counsel, and served an appointment as a Special Assistant U.S. Attorney. He received his law degree from the University of Oregon School of Law and received certificates of completion in the Environment and Natural Resources Program and the Ocean and Coastal Program. He received his BA from the University of Chicago.

Dan Enloe is a commodity manager at Intel Corporation in Hillsboro, where he has worked in varying capacities since 1984. He is a graduate of the U.S. Naval Academy with a BS in Electrical Engineering. Prior to 1984, he was on active duty in the U.S. Navy and served as a nuclear submarine officer. Since he left active duty in 1984, he has been affiliated with the Naval Reserve and has served in six reserve command tours. He is a member of the Naval Reserve Association, the American Legion and the Navy League. He also has two patents.

Roger Hamilton is the manager of the local government and communities program of the Climate Leadership Initiative at the University of Oregon. He also is a consultant with Western Grid Group, an organization that promotes transmission access for renewable energy projects across the West. He owns and operates a cattle and hay ranch in south central Oregon. He has

spent many years in public service as a Klamath County Commissioner, advisor on energy and watersheds to Governor Kitzhaber and Oregon Public Utility Commissioner. He has also served on the Oregon State Parks Commission and the National Association of Public Utility Commissioners. He currently serves on the board of directors of the Regulatory Assistance Project and the Pacific Rivers Council.

Julie Hammond is the branch manager of Beecher Carlson in Bend. She has more than 20 years experience in the insurance industry. Julie recently served Deschutes United Way as campaign chair. She brings a customer service orientation, small business perspective and regional representation to Energy Trust program delivery.

Al Jubitz is a native Oregonian and spent his work career helping to build the family business, Jubitz Corporation. He is president and founder of the Jubitz Family Foundation and serves as director of Monsoon, Inc. He is also past president and an active member of the Rotary Club of Portland, a board member of the Portland Schools Foundation, director emeritus of Morrison Child and Family Services and a trustee emeritus of Outward Bound Wilderness School. In addition, he serves on the Leadership Council of the Yale School of Forestry and Environmental Studies and serves on the National Advisory Council of Environmental Defense Fund in New York City. He has an extensive business background and brings a strong business sense to the board. He has a BS degree from Yale University and an MBA from the University of Oregon School of Business.

Alan Meyer is director of energy management for Weyerhaeuser Company, a diversified forest products manufacturing company. He is responsible for coordinating energy management activities at numerous manufacturing facilities throughout North America. Prior to joining Weyerhaeuser, he was director of energy for Willamette Industries, holding similar responsibilities. He also worked for PacifiCorp as the Oregon large industrial accounts manager. He brings this extensive experience in the energy industry plus prior sales and marketing experience to the board. *Alan was re-elected to a new three-year term in 2010.*

Preston Michie has more than 25 years experience working in the electric power industry, most of which was spent working as an attorney in the Office of General Counsel at the Bonneville Power Administration. Currently, he works as a consultant with the BPA to help develop Grid West, an electric energy transmission organization, support BPA's demand response programs and assess the potential for hydrogen in Northwest power applications. He is on the boards of the Northwest Hydrogen Alliance, Inc., the Wetlands Conservancy and Ridgeline Energy, LLC (a start-up wind developer). Before his time at the BPA, he was a research chemist, and is a graduate of Lewis and Clark Law School and the University of Oregon School of Business. *Preston resigned from the board in July 2010.*

Caddy McKeown is Pacific Region supervisor for ASPIRE, a program of the Oregon Student Assistance Commission. She is active in her community, serving as commissioner and vice chair for the Oregon International Port of Coos Bay. She served on the Coos Bay School District Board of Directors for 11 years and on the budget committee for 15 years. She serves on the board of directors of the nonprofit organization that manages the Mingus Park Municipal Pool, serves the Oregon Community Foundation as a volunteer grant evaluator, and recently stepped down after 17 years on the board of directors of Bob Belloni Ranch, Inc., a residential treatment

facility for adolescent offenders. Caddy brings private, nonprofit and economic development experience, years of community service and a south coast perspective to her service to Energy Trust.

ex-officio

John Savage is one of three commissioners serving the Oregon Public Utility Commission. He joined the staff of the OPUC in 2003 as director of its utility program, after having served as director of the Oregon Department of Energy for the previous decade. He was administrator of the department's policy and planning division from 1987-1993. He received a masters degree in natural resource economics from Oregon State University in 1979 and a BS from OSU in 1975.

Oregon Department of Energy Special Board Advisor

Bob Repine is director of the Oregon Department of Energy, where he is working to enhance Oregon's leadership role among states in growing a clean energy economy. He previously served as a special advisor to Governor Kulongoski on construction of the new Oregon State Hospital after serving as director of the Oregon Department of Economic and Community Development from 2006-2008 and director of the Oregon Department of Housing and Community Services from 1998-2006. A former construction contractor, he previously was an elected member of the Oregon House of Representatives, representing Grants Pass and surrounding communities from 1988-1998 and served as co-chair of the budget-writing Joint Committee on Ways & Means for the 1995 and 1997 legislative sessions. Bob replaced Mark Long as ODOE director and as special board advisor in June 2010.

Board Development Guidelines

Energy Trust's board of directors is a non-stakeholder, volunteer board. The board oversees Energy Trust management, provides strategic and policy direction and approves the organization's budget and major expenditures. The board carries out its oversight role through several committees. The board's [bylaws](#) ensure that Energy Trust board meetings and other processes are clear, open and accessible to the public.

The Energy Trust—Oregon Public Utility Commission grant agreement calls for the Energy Trust board to include the skills, broad representation and diversity necessary to achieve its mission.

The initial board of directors included nine members and one non-voting *ex-officio* member from the OPUC. The nine members represented a variety of energy and business perspectives, including energy policy and planning, program implementation and evaluation, facility siting, consumer advocacy, renewable energy development and sustainable practices, and commercial and industrial sectors.

The board has experienced expected turnover, and as this has occurred the board has taken steps to broaden its membership. In addition to soliciting input through advisory councils and at public board meetings, the board polls individuals and partner organizations to identify candidates with appropriate experience from throughout the state. To allow further diversity, the board also expanded its size to 13 voting members.

Through these efforts and targeted recruitment, the 2010 board included voting members with background in business (industry, transportation, construction, manufacturing/retail and insurance), government and higher education. Members come from Central Point, Coos Bay, Corvallis, Eugene, Redmond, Salem and the Portland area. Of the voting members at the end of the year, four were women and nine were men. The board's Oregon Public Utility Commission *ex-officio* member is Commissioner John Savage. The board created an additional non-voting position for an appointee of the Oregon Department of Energy. Mark Long, followed by Bob Repine, were Oregon Department of Energy directors and occupied this "special advisor" position in 2010.

All new members participate in an orientation session and are provided handbooks containing historical information, policies, plans, budgets and program descriptions. The majority of board members also participate on advisory councils and board committees. All regular board and advisory council meetings and background information are public. Advisory council and board meetings are well attended, and public comment is included in every meeting.

All regular board members complete and sign conflict of interest forms each year. The OPUC *ex-officio board* member and the special advisor from the Oregon Department of Energy do not receive confidential information. Once a year, board and staff members participate in a planning session to review progress and discuss Energy Trust's strategic direction. Board development is a part of this public planning session, as needed.

2010 Advisory Council Members and Meetings

Conservation Advisory Council

Jim Abrahamson, Cascade Natural Gas
 Brent Barclay, Bonneville Power Administration
 Jeff Bissonnette, Fair and Clean Energy Coalition
 Paul Case, Oregon Remodelers Association
 Suzanne Dillard (represented at some meetings by Robin Straughan), Oregon Department of Energy
 Bruce Dobbs, Building Owners & Managers Association
 Michael Early, Industrial Customers of Northwest Utilities
 Joe Esmonde, International Brotherhood of Electrical Workers
 Theresa Gibney (represented at some meetings by Moshrek Sobhy), Oregon Public Utility Comm.
 Charlie Grist, NW Power Planning Council
 Andria Jacob, City of Portland
 Don Jones, PacifiCorp
 Holly Meyer, NW Natural
 Stan Price, Northwest Energy Efficiency Council
 Lauren Shapton, Portland General Electric
 Steve Weiss, NW Energy Coalition
 Bill Welch, Eugene Water & Electric Board

Energy Trust board members who regularly attend CAC:

John Reynolds
 Dan Enloe

2010 Meeting Dates	CAC Major Discussion Topics
January 13	Savings adjustments procedures and process; Commercial and industrial market assessment; Air and duct sealing impact evaluation; Utility strategic roundtable
February 17	2003-2007 Multifamily impact evaluation; Refrigerator and freezer turn-in update; Legislative updates; 2009 savings unaudited results
March 17	Self-generators policy; Direct-use biomass procedures; Incentive caps for new and existing buildings; Update on Clean Energy Works Portland pilot
May 19	Biofuel project process; Industrial operations and maintenance incentive offering; Residential sector new activities; Program updates; Evaluation of Clean Energy Works Portland pilot
July 21	Residential sector strategic plan; Business sector strategic plan; Emerging technologies under consideration; Program updates
September 15	Industrial energy improvement evaluation; Kaizen Blitz pilot evaluation; Industry and agriculture strategic sector plan; New Buildings redesign; Reportable savings; New residential measures
October 13	Solar water heating presentation by NW Natural to CAC and RAC members; Program updates; 2011 budget; New Buildings program enhancements
November 17	2006-2007 New Buildings process evaluation; 2009 trade ally survey; 2010 savings update; Funding of large customers; 2011 budget

Renewable Energy Advisory Council

BJ Mogadam, Pacific Power
 Margie Gardner, Bonneville Environmental Foundation
 Troy Gagliano, EnXco
 Robert Grott, Northwest Environmental Business Council
 Thor Hinckley, Portland General Electric
 Ed Kennell, Clean Energy Services
 Jeff King, Northwest Power and Conservation Council
 Theresa Gibney (represented at some meetings by Moshrek Sobhy), Oregon Public Utility Comm.
 Suzanne Leta Liou, Renewable Northwest Project
 Debra Malin, Bonneville Power Association
 Robin Straughan (represented at some meetings by Vijay Satyal), Oregon Department of Energy
 Frank Vignola, Solar Monitoring, University of Oregon
 Sandra Walden, Oregon Solar Energy Industries Association

Energy Trust board members who regularly attend RAC:

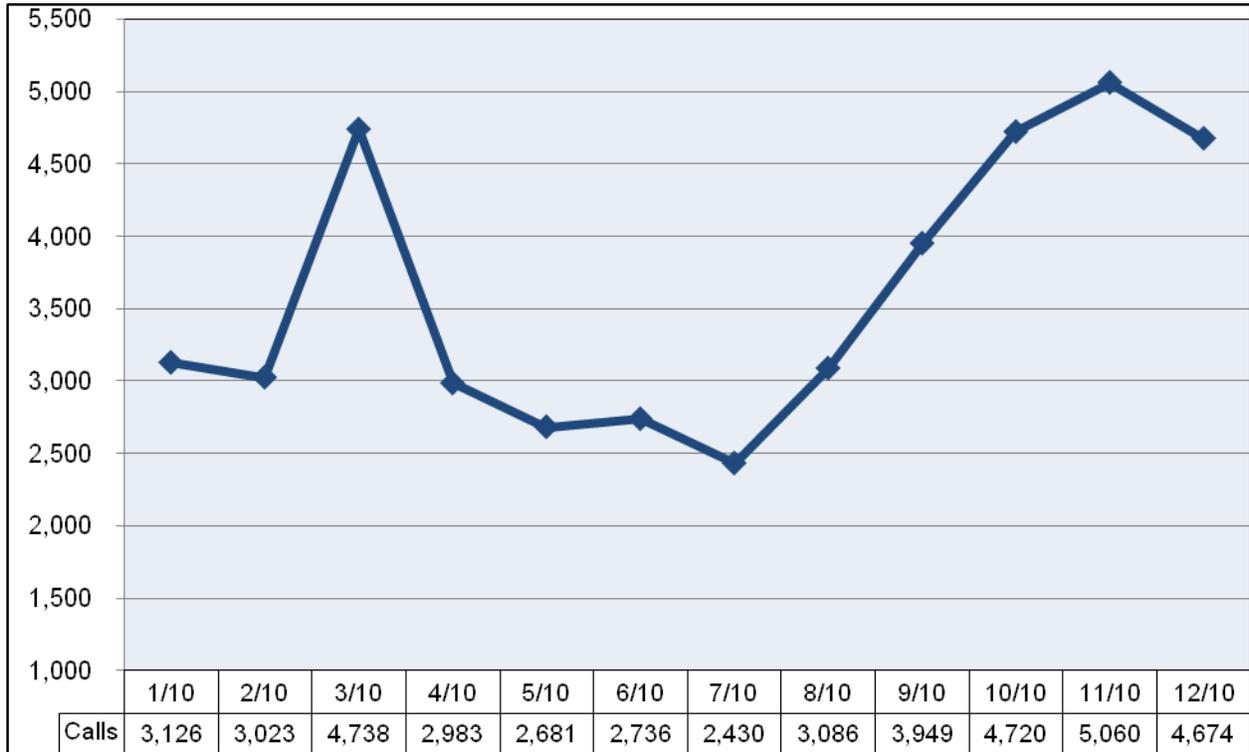
John Reynolds
 Alan Meyer

2010 Meeting Dates	RAC Major Discussion Topics
January 13	RECs and WREGIS; Update on recommended changes to the BETC and impact on Energy Trust incentives and procedures; Wave projects – discussion about issues and roles; Update on solar budget
February 17	Revolution Energy Solutions multi-site dairy digester project; Legislative update; Lender survey results
April 14	Update on Solar Pilot Feed In Tariff; Staff presentation on hydropower pipeline-building initiative; Results of an evaluation of PV participants and their participation in efficiency programs
May 19	Strategic plans for renewable programs; Implications of changes to BETC program; Update to lender outreach and new product review
July 21	45 Mile hydropower project; Funding large solar projects; Program updates; Renewable energy sector strategic plan
September 15	2011-12 budget; Concepts for addressing a limited budget for Pacific Power; Update on the small wind initiative
October 13	2011 program plans; 2011-12 budget and longer-term issues
November 17	Results of BPA telemetry study for distributed resources; Year-end program reports; Biopower projects; Follow-up from discussion regarding long-term funding issues

2010 Customer Service Data

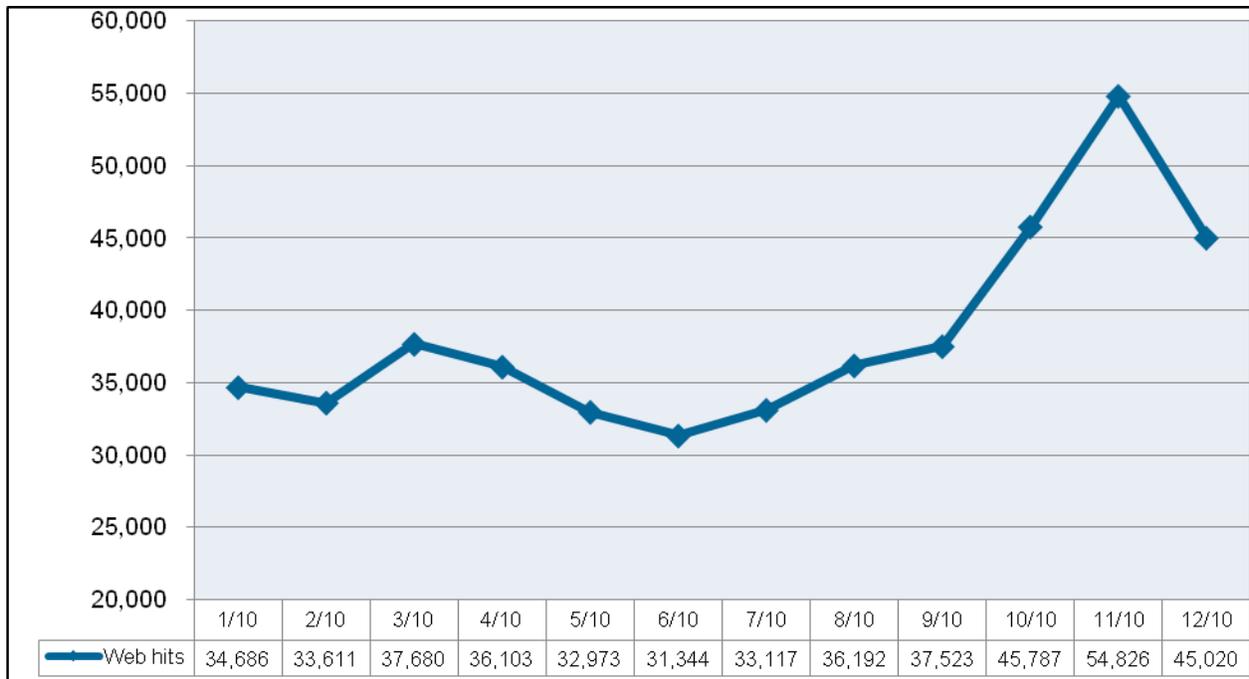
2010 call volumes

Energy Trust’s call center received 43,206 calls in 2010, a four percent decrease from 45,127 calls in 2009. We had particularly low call volume during the summer months in 2010, but rebounded toward the end of the year, receiving a record monthly high of 5,060 calls in November.



2010 website visits

Energy Trust’s website, www.energytrust.org, received 458,862 visits in 2010, a six percent decrease over the 486,948 website visits in 2009. As with call volume, traffic slowed during the summer months, but reached a record monthly high of 54,826 visits in November 2010. The increases in November were likely due to the drop in outdoor temperatures as well as residential and business promotions, such as the Free Your Home campaign and the commercial and industrial lighting bonus.



Customer satisfaction

Beginning in 2010 Energy Trust began short telephone surveys of participants in major programs to solicit feedback on satisfaction. Called “Fast Feedback,” the surveys are administered by Energy Trust’s call center. Results are tallied monthly and quarterly and used by program managers to help identify and reduce or eliminate sources of dissatisfaction. The table below shows percent of participants satisfied or highly satisfied with their experience of engagement with Energy Trust.

Program	2010	
	Count	Percent Satisfied
Existing Buildings	259	92%
New Buildings	75	87%
Production Efficiency	164	92%
Existing Homes	1,549	87%
Efficient Home Products*	553	91%
Solar	120	95%

*Only Home Products customers were surveyed in 2010.

2010 Complaint Report

Energy Trust recorded 31 escalated customer complaints in 2010, 11 more than 2009, but still a very small amount considering our growing customer base. Of the 31 complaints, 21 were residential, seven were commercial, two were regarding our renewable energy programs and one was general in nature. Two of these complaints came to Energy Trust via the Oregon Public Utility Commission.

PACIFIC POWER ENERGY EFFICIENCY ACTIVITIES 2010¹⁰**SB 838 General**

- Pacific Power's Energy Trust liaison lead and coordinated significant efforts throughout the first quarter of 2010 on the updated Schedule 297 / Energy Conservation Charge collection rate and intended use of the funds.
- Pacific Power's Energy Trust liaison continued to attend and lead Pacific Power's participation in several ARRA competitive EECBG grant applications and on-bill financing activities. Moving beyond Portland's Clean Energy Works, rural areas in Oregon that will see their own benefits are City of Astoria, South Central Oregon Economic Development District (Klamath and Lake Counties), Hood River County, and North East Oregon Economic Development District (Wallowa County).
- Pacific Power's Energy Trust liaison hosted a webinar for Energy Trust communications staff on creating energy efficiency marketing campaigns. Topics covered: Designing innovative programs to captivate customers; Targeting the appropriate audience; Developing and communicating key messages that motivate customers to participate; Using the right promotional channels at the right times, and; Encouraging employees to serve as energy efficiency ambassadors.
- Pacific Power's Energy Trust liaison participated in several workshops that were also attended by Energy Trust and Oregon Public Utilities Commission, to discuss customer data transfer issues. Existing rules for utility transfer of customer data is provided in OAR 860-038-0540 Consumer Information. As Pacific Power understands it, the problem for Energy Trust comes when attempting to reconcile SB 838 funding expenditures, of which 1 aMW customers are exempt from paying and therefore exempt from the benefit. The current OAR requires 1 MW customers (not just 1 aMW) customers to voluntarily "opt in" to having their customer data transferred to Energy Trust. According to the OAR, Pacific Power offers this voluntary "opt in" annually in the fall. To date, 121 Schedule 48 (1 MW and above) customers have "opted in" while 98 Schedule 48 customers have not "opted in". Additionally, according to the OAR, Pacific Power offers an annually "opt out" every fall to residential and commercial customers. To date, 25,131 residential customers and 3,420 commercial customers have "opted out" of having their data transferred to Energy Trust.
- Pacific Power's Energy Trust liaison participated in several meetings with rural jurisdictions on their potential participation in the Clean Energy Works Oregon program and the possibility of some of them going solo to do their own localized EEAST program. Conversations included South Central Oregon Economic Development District, Klamath County Economic Development Association, Hood River County and City of Astoria.
- Pacific Power's Energy Trust liaison participated in a joint meeting between Energy Trust and Pacific Power to review future collections under Schedule 297. Items discussed a review of PacifiCorp's IRP and resource assessment update, funding requirements for 2011 and 2012, and a review of the budget and potential adjustment cycle timelines.
- Pacific Power's Energy Trust liaison coordinated and participated in several EEAST utility roundtable meetings to discuss the potential impacts of rulemaking in addition to actual and continued impacts of the Clean Energy Works programs.
- Pacific Power's Energy Trust liaison coordinated Pacific Power's response to the CEWO program on their I/T implementation and program development. Pacific Power remains concerned about the potential of a complicated program set up and multiple parties taking part in CEWO and EEAST

¹⁰ Per agreement with the OPUC, Pacific Power and Portland General Electric report their SB 838 program support activities in Energy Trust's quarterly and annual reports. Content was developed by the utilities following a sector outline suggested by Energy Trust. Fonts were changed to be consistent with text in the rest of this report.

making for a difficult payment remittance and account management process. Pacific Power has stated the need to utilize/work with one, single entity to check credit histories, send customer loan payments to, uniform reporting, and bill Pacific Power program administrative costs – regardless of the parties participating.

- Pacific Power’s Energy Trust liaison attended the Conservation Advisory Council meetings.
- Pacific Power’s Energy Trust liaison participated in several meetings and discussions regarding governor Kitzhaber’s desire to quickly implement energy efficiency projects in K-12 schools. The desired timeline is to get “boots on the ground” during summer 2011. Several school financing mechanisms are under discussion. Pacific Power will continue to be involved in these discussions and will also work with Oregon Department of Energy to ensure that schools are aware of the energy efficiency incentives that are available to them.
- In early December, Clean Energy Works Oregon (CEWO) confirmed that they have received \$3.5m in Oregon Department of Energy funding to put toward a statewide rollout of energy efficiency financing that will require on-bill repayment from utilities. CEWO has asked to begin contract negotiations and expects to rollout programs throughout Oregon in Q1 2011. Participant communities include: Astoria, Hood River County, Lake/Klamath Counties, Corvallis, Jackson/Josephine Counties, Pendleton, Deschutes County, Coos County, and Lane County. CEWO has also indicated they expect to pull in Clean Energy Works Portland so all programs are working under the same umbrella. A key component of moving forward is that Pacific Power has asked CEWO to be the only party to contract with to avoid multiple party contracts with different parameters and expectations across the state. Pacific Power expects CEWO to be the only entity that we will remit customer payments to as well as back bill for utility administrative costs. Pacific Power expects CEWO to distribute customer payments and manage administrative costs uniquely to the multiple banks and jurisdictions. Pacific Power’s Energy Trust liaison continues to be the main contact for this work.
- Pacific Power’s Energy Trust liaison participated in a joint meeting with Energy Trust and Pacific Power to review annual media plans including a review of: Pacific Power creative; Energy Trust’s refrigerator recycling; call to action and plans to track effectiveness; update on staffing and structure at Energy Trust; joint fall campaign; and, relationship statements.
- Pacific Power’s Energy Trust liaison participated in a joint meeting with Energy Trust and Pacific Power to review: review of yearly forecasts; underlying assumptions; how they are built up; review of activity to date in the three key groups; summary of market conditions and issues for meeting goals; and, an update on Oregon State University’s combined heat and power project.
- Pacific Power’s Energy Trust liaison attended the final Northwest Energy Efficiency Taskforce executive committee meeting.
- Pacific Power’s Energy Trust liaison participated in the EEAST rulemaking advisory meetings convened by the Oregon Department of Energy.
- Pacific Power’s Energy Trust liaison attended the Grants Pass trade ally round table meeting.
- Pacific Power’s Energy Trust liaison attended the Utility Stakeholder meetings.
- Pacific Power’s Energy Trust liaison attended the Conservation Advisory Council meetings.

SB838 Commercial efficiency programs

- Pacific Power hosted a round of 2010 Energy Savings Answers breakfasts in Medford, Grants Pass, Coos Bay and Cottage Grove. Due to time and travel constraints, the Grants Pass session was offered as a luncheon that immediately followed the Medford breakfast. After accounting for presenters, staff, no-shows and walk-ins, we successfully provided small to mid-size commercial energy efficiency information to 151 attendees in Medford, 109 attendees in Grants Pass, 105 attendees in

Coos Bay, and 45 attendees in Cottage Grove. In coordinating up to 14 breakout session presenters, breakout sessions at each of the breakfast/luncheon sessions included: Lighting the Way to Energy Savings / Lighting 101; Energy Efficiency on Main Street; Renewable Energy with Energy Trust of Oregon; How Does Your Business Use Energy?; Heating, Ventilation and Air Conditioning / HVAC 101; The Energy-Saving Path for Industrial Facilities; and, Tax Credits, Loans and Grants, hosted by Oregon Department of Energy and United States Department of Agriculture (USDA). While all of the breakfasts went very smoothly, we weren't without a few minor hiccups, including a hotel fire that required us to move our event to another location just three days before Pacific Power staff headed out on the road. Gratefully the call center pitched in and called every registered attendee to alert them to the new location. As part of a drawing, 105 customers signed up for the Business Solutions Toolkit. Feedback surveys were taken at each session and are currently being tabulated.

- Pacific Power's Energy Trust liaison coordinated a meeting with all Pacific Power corporate account managers and Energy Trust industrial and commercial program managers. The corporate account managers are the key group within Pacific Power that can drive energy efficiency at the industrial and large commercial level. Items covered during the meeting: Current industrial kwh savings compared to goal; Current commercial kwh savings compared to goal; Plans/programs to get to goal by end of year; New industrial/commercial initiatives and pilots that PP customers can participate in; and, How Pacific Power can help move customers into the ETO pipeline.
- Pacific Power's Energy Trust liaison kicked off and managed a coordinated effort with Oregon Main Street, Energy Trust, Oregon Department of Energy and U.S. Department of Agriculture to look at small to mid-size commercial retrofit opportunities throughout the Oregon Main Street communities in spring 2011. The project has been well received and participants are looking forward to a localized effort to promote energy efficiency in the "downtown" environment.
- Pacific Power's Energy Trust liaison completed the RFP contracting process for Field Energy Consultant services to be located in and primarily focus on Southern Oregon. The Field Energy Consultant's scope of work encompasses: Deliver reliable, dependable and exceptional customer service; Proactively develop, manage and expand relationships with Pacific Power small- to mid-size commercial customers; Document and maintain records and report on customers contacted, dates, and outcomes; Develop community-based energy efficiency grant opportunities; Participate in and facilitate meetings with a variety of Pacific Power customer audiences; Provide on-site support for Energy Trust's "Do It Yourself" energy audit; Provide information on Energy Trust program services and incentives, guiding customers into programs and working with Energy Trust to help facilitate customer involvement; Provide energy outreach to customers, encouraging new customers, deepen the savings from sites and helping speed the adoption of energy efficient practices; Represent Pacific Power and the Energy Trust of Oregon, including the vendor neutral aspects in an accurate, positive professional manner; Maintain working knowledge of current Energy Trust of Oregon and Pacific Power energy efficiency programs; Provide a seamless handoff, deliver project leads to applicable Energy Trust of Oregon program managers; Prepare concise written reports, such as initial site visit reports and post-handoff reports, including suggestions for process improvements as per the requirements and formats provided and updated by Pacific Power and/or Energy Trust of Oregon; and, Participate as required in regular consultant review meetings. Through Q4 2011, Pacific Power's Field Energy Consultant has performed 252 contacts resulting in:
 - 24 completed onsite facilitated "Do It Yourself" energy audits
 - 21 scheduled onsite facilitated "Do It Yourself" energy audits
 - 29 project referrals to Energy Trust programs
 - 26 project referrals to Energy Trust trade allies
 - 18 referrals to Energy Trust website

- 134 phone calls to remind commercial customers about the energy efficiency resources available to them
- Co-branded print ads ran in Southern and Central Oregon focusing on energy saving measures facilitated by Energy Trust incentives and rebates. Print ad titles included “Brighten Your Bottom Line.”
- Pacific Power’s Energy Trust liaison participated in reviewing the Energy Trust 2010 communications plan. Pacific Power/Energy Trust 2010 Commercial/Ind Communications
- Welcome Aboard kits continued to be mailed to all new commercial customers. The kit contains information on Energy Trust programs and incentives to help customers invest in energy efficiency.

SB 838 Industrial efficiency programs

- Pacific Power’s Energy Trust liaison and corporate account managers met with ECOS / Industrial Efficiency Alliance to review potential industrial energy efficiency training offerings for the mid-Willamette Valley for fall 2010.
- Pacific Power coordinated and co-hosted the Central Oregon Irrigation & Agriculture Energy Efficiency Forum in Redmond, Oregon. With over 125 registrations, customers attended from as far away as Klamath Falls and Pendleton. Topics included: Production Efficiency (hosted by Energy Trust of Oregon), Scientific Irrigation Scheduling, Rural Energy Audits, U.S. Department of Agriculture Rural Energy for America Program (REAP), and Oregon Business Energy Tax Credits. Feedback was very positive including the speakers, the breadth of information provided and keeping on time with the agenda. Attendees noted that a future improvement to a forum of this nature will need to include real customer examples/testimony of the process that they went through to get their energy efficiency project kicked off and completed. Ninety-eight percent of attendees indicated they would recommend the forum to others. The forum was a partnership between Pacific Power, Energy Trust of Oregon, Central Oregon Intergovernmental Council, Wy'East Resource Conservation & Development, OSU Energy Efficiency Center, ODOE and USDA.

SB 838 Residential efficiency programs

- Pacific Power’s Energy Trust liaison hosted a webinar for Energy Trust residential sector staff on Community-wide Energy Efficiency Efforts. Topics covered: Utility support: What roles does the utility play?; Recruiting community organizations to put a “local face” on utility programs; Working with city and county governments; Developing community leaders; and, Organizing and publicizing special events.
- Pacific Power was very pleased with the success of the 2010 Home Energy IQ series held in October and November. Co-hosted with Energy Trust of Oregon, sessions were held in Portland, Bend, Pendleton, Hood River, Klamath Falls, Grants Pass, Medford, Albany, Astoria, Lincoln City, Roseburg and Coos Bay, Oregon. Pacific Power received over 1,100 online registrations and nearly 800 attendees. More than 500 energy saver kits were delivered during the sessions that included compact fluorescent lights, a low-flow showerhead and faucet aerators. Additionally, over 250 customers signed up for a 1-hour free home energy review. Customers were very satisfied with the workshops and were appreciative of the materials provided, the speakers, the “do it yourself” energy efficiency projects and where to go for incentives and rebates for larger projects. At future workshops, customers would like to see more information on renewable energy, particularly solar. Ninety-six percent of attendees indicated they would recommend the workshop to others.
- In January, a bill insert was sent to all Oregon residential customers highlighting ENERGY STAR® appliances and available cash incentives from Energy Trust of Oregon.

- January/February Voices residential newsletter featured an article on understanding and reducing home energy losses through Energy Trust's Home Energy Review. The article focused on how an energy advisor will walk through the customer's home and provide a prioritized list of improvements that can save money.
- The July/August issue of Voices newsletter featured an article on purchasing a manufactured home. "Choose an Earth Advantage or eco-rated certified manufactured home for maximum energy efficiency, unrivaled comfort, water savings and healthier indoor air. As an Oregon Pacific Power customer, you'll also earn a \$700 cash-back incentive from Energy Trust of Oregon.
- In August, a postcard promoting Energy Trust's home energy review was delivered. "Did you know your home could be wasting up to 60 percent of the energy you pay for? Leaky ducts, inefficient equipment, air leaks and poor insulation are often the cause. Learn how to use less energy and keep dollars in your pocket with a Home Energy Review.
- In August, a postcard promoting Energy Trust's energy saver kits was delivered. "Reduce energy use with a twist of your wrist. Receive a free Energy Saver Kit from Pacific Power and Energy Trust of Oregon.
- In August, a bill insert was delivered for Energy Trust's See Ya Later Refrigerator program. "Let us do the heavy lifting. We pick up your old fridge. You pick up \$50. Recycle your old fridge or freezer with help from Pacific Power and Energy Trust of Oregon. You'll pocket a \$50 cash incentive and save up to \$200 a year in energy costs."
- The September issue of Voices newsletter featured an article on Energy Trust incentives when improving insulation and air leaks. "Insulate and get cash back. Sealing air leaks and improving insulation are two of the most affordable ways to make your home more comfortable. They typically pay for themselves within a few years with the money you'll save on heating and cooling."
- In September, a bill insert promoting Energy Trust insulation incentives was delivered. "Why insulate now? Get a \$300 bonus, year-round comfort and savings. Seal air leaks and improve your home's insulation by October 31, 2010. Then cash in on a \$300 bonus on top of other incentives – all brought to you by Pacific Power and Energy Trust of Oregon.
- In September, a bill insert promoting the Home Energy IQ workshops throughout Oregon was delivered. "This is one class where the subject matter will save you plenty of money. Pacific Power is pleased to present The Home Energy IQ Workshops in your area. Please join us for an enlightening evening of tips, advice and some tasty refreshments." Energy Trust has provided the presenters and on-site energy saver kits.
- In October, a bill insert promoting Energy Trust heat pump incentives was delivered. "There's a better way to stay warm this winter. Upgrade to a premium-efficiency heat pump in 2010, and cash in on a federal tax credit before it expires. Add in a state tax credit and incentives from Energy Trust of Oregon, and you can save up to \$3,265."
- The October issue of Voices newsletter featured an article titled, "Old Fridge? Recycle it and get \$50." The article focused on saving energy by switching to compact fluorescent lights and provided information on how to contact Energy Trust for participating retailers.
- The November/December issue of Voices newsletter featured an article titled, "Put a new twist on lighting." The article focused on reducing saving energy by switching to an ENERGY STAR model and provided information on how to contact Energy Trust for a free pick up of old refrigerators and freezers.
- During October through December, co-branded radio spots ran in Southern and Central Oregon focusing on energy saving measures facilitated by Energy Trust incentives and rebates. Radio titles included "Refrigerator Recycle," "Home Energy Review," and "Upgrade Appliances." Co-branded Trail Blazers Radio energy efficiency spots began running in December.

- During October through December, co-branded print ads ran in Southern and Central Oregon focusing on energy saving measures facilitated by Energy Trust incentives and rebates. Print ad titles included “Outlets,” “Kilowatts,” and “Home Sweet Home.”
- During October through December, co-branded television spots ran in Southern and Central Oregon focusing on energy saving measures facilitated by Energy Trust incentives and rebates. Commercial titles included “Washing Machine,” “Cutting Kilowatts,” and “Home Sweet Home.”
- Welcome Aboard kits continued to be mailed to all new residential customers. The kit contains information on how Energy Trust helps Pacific Power customers manage their energy costs and benefit from renewable energy.

PORTLAND GENERAL ELECTRIC ENERGY EFFICIENCY ACTIVITIES 2010¹¹

Commercial and Industrial

PGE used SB838 funds on three different approaches to promoting Energy Trust programs to business customers:

1. Customized Segmented Education & Information (March-July 2010)

PGE's Business Direct Mail Campaign of 2010 focused on targeting business markets with customized mailings that made energy efficiency relevant to their business.

The campaign delivered educational information on areas of potential efficiency opportunities based on segment usage, explained about Energy Trust incentives, and invited customers to call PGE for a free energy consultation. The energy consultations were designed to help customers identify a project, find a contractor and qualify for Energy Trust projects (see outreach section 3 for more details). Each target segment received a "teaser postcard" to attract interest, a follow-up letter with complete information and a follow-up reminder postcard.

30,000 customers received mailings. 118 called for an energy efficiency consultation and to date 32 have been referred to Energy Trust as qualified leads.

2. Mass Market Campaign September-December 2010

Significant changes were made to the Save More, Matter More™ Campaign in 2010 to increase customer participation. Previously the campaign encouraged business customers to make a public commitment to do an energy efficiency project. A decline in participation numbers between 2008 and 2009 led the team to remove this requirement, which was perceived as a barrier to customer participation. The 2010 campaign encouraged customers to enter a sweepstakes to win one of five \$3,000 energy efficiency upgrades or request a free energy efficiency consultation and automatically be entered to win the sweepstakes.

332 customers entered the sweepstakes while 659 customers requested a free energy efficiency consultation. PGE performed energy consultations for all 659 customers and sent 133 qualified leads to Energy Trust to date.

3. Personal & Face-to-Face Communication

PGE has had a dedicated outreach position in place since June 2008. This position had been shared by two people, Verlea Briggs as primary and Paula Conway as back-up. In June 2010 PGE received OPUC support to hire two additional Outreach Specialists, and Andrew Schafer and Garrett Harris were hired in August 2010.

A primary effort of these outreach positions is to make energy efficiency presentations at Chamber, Business and Trade Association events and engage customers from these and other PGE marketing efforts. The Outreach Specialists development and facilitate customer participation in the Energy Trust

¹¹ *Per agreement with the OPUC, Pacific Power and Portland General Electric report their SB 838 program support activities in Energy Trust's quarterly and annual reports. Content was developed by the utilities following a sector outline suggested by Energy Trust. Fonts were changed to be consistent with text in the rest of this report.*

Programs. The results are qualified leads for the Energy Trust. Qualified leads were generated from but not limited to the following activities:

- Chamber, Business and Trade Association presentations
- Targeted outbound customer calls
- Customer email access (energy.consultation@pgn.com)
- Response to business marketing
- Business partnerships (i.e. City of Portland BEST program, Clackamas County Office of Sustainable Development)
- Customer follow-up after PGE Training and Education classes
- Leveraging internal networks (i.e. Key Customer Managers, Governmental Affairs representatives, Service and Design Consultants, etc.)
- Customer calls to PGE Tualatin Call Center via energy.efficiency@pgn.com

In 2010, the Outreach position had the following results:

- 3703 face-to-face, email or phone presentations to business customers
- 326 qualified project leads sent to Energy Trust programs.

At Energy Trust request, PGE and the Energy Trust jointly conducted an Outreach Breakfast in April in Portland, Oregon as a follow-up to a successful breakfast in Salem in November 2009. This breakfast had lower attendance and wasn't considered quite as successful. A second breakfast in Hillsboro attracted just a few customers and PGE and Energy Trust jointly decided to suspend this outreach method for now.

Residential

PGE used Schedule 110 funds to enhance basic information provided through residential mass-market channels with the following promotions.

- In January, PGE promoted flat-fee installation of energy-efficient Marathon water heaters through Roto-Rooter with a bill insert. Energy Trust offered instant incentives on the product during the promotional period. 127 water heaters were sold during the promotion.
- In April, PGE promoted Energy Trust's Refrigerator Recycling program with a bill insert, resulting in a 39% increase in recycled units for the two months following the promotion. In September, PGE again promoted the refrigerator recycling program through its Update and Home Connection newsletters; participation again increased substantially. 10,776 refrigerators were collected from PGE residential customers in 2010, accounting for nearly 60% of the total participants in the Refrigerator Recycling program.
- In May, PGE's emailed newsletter (Home Connection) featured Energy Trust Home Energy Reviews (HER), 129 PGE customers requested a Home Energy Review in the first 24 hours after Home Connection was published. 2,282 customers visited the Energy Trust's HER web page during May. Less than 50 residential customers typically visit the HER web site from PGE channels in an average month.
- In June, at the request of CSG, Energy Trust's residential PMC, PGE mailed 10,000 postcards to residential customers in support of the Home Performance with ENERGY STAR program. The

postcard included a limited-availability \$150 bonus offer after participants made at least three qualifying home improvements. 34 PGE-heating customers downloaded the \$150 coupon in 2010.

- Throughout the summer and fall, PGE promoted energy efficient high performance showerheads with Energy Trust via free Energy Saver Kits (ESK) to PGE residential customers starting in July with a direct mail offer to 77,460 residential customers. At the Energy Trust's request, PGE emailed the ESK offer to an additional 48,997 residential customers in November. In 2010, 36,875 Energy Savers Kits were delivered to PGE customers. In addition, 1,775 showerheads were sold through George Morlan Plumbing retail stores and PGE Plumber Network Installers fit 2,167 showerheads in customer homes. PGE's combined efforts led to over 40,000 high performance showerheads distributed in 2010.
- In October, PGE emailed 11,359 residential customers information about the Energy Trust's Savings Within Reach (SWR) program, which offers higher incentives for households that meet moderate-income guidelines. The email was opened by 2,264 times, with 635 "click-throughs" for SWR information. There were 41 PGE participants for the Savings Within Reach program in 2010.
- In November, Portland General Electric and Energy Trust delivered four Home Energy IQ workshops in SE Portland, Salem (2) and Hillsboro, Oregon. 60 PGE residential customers attended the Home Energy IQ workshops, with 30 customers signing up for an Energy Trust Home Energy Review and 53 customers receiving an Energy Saver Kit.