

# MEMO

**Date:** December 16, 2011  
**To:** Board of Directors  
**From:** Margie Harris, Executive Director  
**Subject:** 2012-2013 Action Plan and Proposed Final 2012 Budget

Greetings! Enclosed please find our 2012-2013 action plan and proposed final 2012 budget, both of which will be the focus of our December 16th board meeting. The binder material is organized as follows:

1. Staff presentation (power point) summarizing 2011 accomplishments and 2012 draft budget and proposed 2012-2013 action plan themes (tab 1).
2. 2011 forecast information detailing actual results through the third quarter and projecting year-end expenses by program and utility service territory (tab 2).
3. A summary of the public comment received on the draft budget and action plan and the corresponding staff responses along with copies of the original comments (tab 3)
3. 2012 summary level information, including the 1-page re-cap, a quick reference look at program budgets, goals, costs, evaluation dates and program management contractor information with additional information on programs by utility service territory (tab 4)
4. The 2012-2013 action plan, including a narrative introduction about our operating environment, highlighted themes and detailed strategies, actions, comparisons, budgets and where applicable, projected savings/generation by program/department, 2012 projects and 2013 planned activities (tabs 5-8).
5. Staffing (tab 9), the draft capital budget (tab 10) and the 2013 draft projections (tab 11) complete the binder.

I look forward to our discussion next week and welcome your comments and questions.  
Thank you.





# **2012-2013 Approved Final Action Plan and Budget**

Board of Directors  
December 16, 2011


# 2012 Proposed Final Budget & Action Plan

## Presentation Overview:

- 2011 year-end forecast
  - Updated tax credit bonus results
  - Year-end projections (savings, generation, revenue and carryover)
- 2012 Proposed Final Budget
  - Changes from draft version
  - Highlighted areas of growth and change
  - Linkages to budget themes
  - Stakeholder comments

## 2011 Mitigation Bonus Activity

<b>Commercial and Industrial Projects</b>	<b>Total</b>	<b>PGE</b>	<b>PAC</b>	<b>NWN</b>	<b>CNG</b>
<b>BETC Return projects eligible for Fall Bonus</b>	<b>311</b>				
<b>BETC Return projects enrolled</b>	<b>95</b>	65	29	5	1
<b>New projects enrolled</b>	<b>797</b>	509	270	17	6
<b>Total bonus projects</b>	<b>892</b>	<b>574</b>	<b>299</b>	<b>22</b>	<b>7</b>
<b>Bonus projects in pipeline</b>	<b>814</b>	518	279	20	7
<b>Bonus projects paid</b>	<b>78</b>	56	20	2	0
<b>Total</b>	<b>892</b>	<b>574</b>	<b>299</b>	<b>22</b>	<b>7</b>
<b>Bonus incentives offered</b>	<b>\$2,413,500</b>	\$1,579,234	\$728,198	\$59,312	\$46,756
<b>Bonus Incentives paid</b>	<b>\$ 160,886</b>	\$ 84,501	\$ 64,077	\$12,308	\$ -
<b>Total</b>	<b>\$2,574,386</b>	<b>\$1,663,735</b>	<b>\$792,275</b>	<b>\$71,620</b>	<b>\$46,756</b>

 Year End Forecast – Actual Results Will Vary

<b>Utility</b>	<b>Expected 2011 Results</b>	<b>Conservative Goal</b>	<b>Stretch Goal</b>	<b>IRP</b>
Efficiency-PGE	23.9 aMW	24.8 aMW	29.2 aMW	31.3 aMW
Efficiency-Pacific Power	16.2 aMW	13.3 aMW	15.2 aMW	15.1 aMW
Efficiency-NW Natural	4.3 M annual therms	3.8 M annual therms	4.4 M annual therms	3.5 M annual therms
Efficiency-Cascade	387 K annual therms	406 K annual therms	478 K annual therms	392 K annual therms
Efficiency-NW Natural Washington	187 K annual therms	160 K annual therms	187 K annual therms	
Renewables-PGE	2.5 aMW	1.5 aMW	6.6 aMW	n/a
Renewables-Pacific Power	2.55 aMW	1.3 aMW	5.1 aMW	n/a

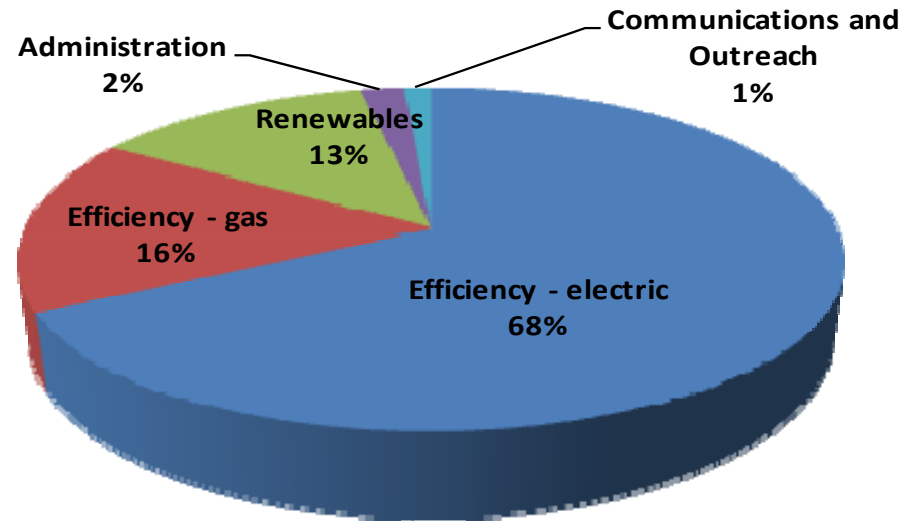
## 2011 Revenue Forecast Changes

- Efficiency revenue reduced by \$1.7 million
  - Stems primarily from PGE, based on actuals through November
  - Includes increase of \$.5 million from NWN Industrial
- Minor reduction in efficiency expense of \$35k
- Increase in renewable energy expense of \$1.2 million

***Net effect: Carryover reduced by \$2.9 million***



# 2012 Budget at a Glance



Program	2010 actual	2011 forecast	2012 budget	2013 projection
Efficiency - electric	\$ 80.8	\$ 98.1	\$ 117.1	\$ 118.6
Efficiency - gas	18.9	\$ 23.8	\$ 28.2	\$ 29.1
Renewables	19.1	\$ 18.9	\$ 22.6	\$ 21.6
Administration	2.5	\$ 2.8	\$ 3.6	\$ 3.5
Communications and Outreach	1.7	1.5	\$ 2.1	\$ 2.2
<b>Total</b>	<b>\$ 12 2.9</b>	<b>\$ 145. 1</b>	<b>\$ 173. 7</b>	<b>\$ 175. 0</b>



# Program Growth

Program Name	2011 Forecast		2012 Budget Stretch		% Change 2011 to 2012 Stretch		2013 Projection Stretch	
	aMW	Mill Ann Therms	aMW	Mill Ann Therms	aMW	Mill Ann Therms	aMW	Mill Ann Therms
Existing Buildings	10.1	1.1	13.2	1.4	<b>31%</b>	<b>26%</b>	14.1	1.5
New Buildings	3.5	.6	3.4	.5	-3%	-5%	1.7	.4
Existing Homes	5.9	1.7	6.2	1.7	5%	--	8.0	2.3
New Homes and Products	5.9	.3	6.5	.6	9%	<b>87%</b>	7.0	.6
Production Efficiency	11.8	.8	15.8	1.2	<b>34%</b>	<b>44%</b>	15.7	1.1
NEEA	2.8		3.6		<b>27%</b>		5.0	
Gas Market Transformation		.25		.35		<b>39%</b>		.5

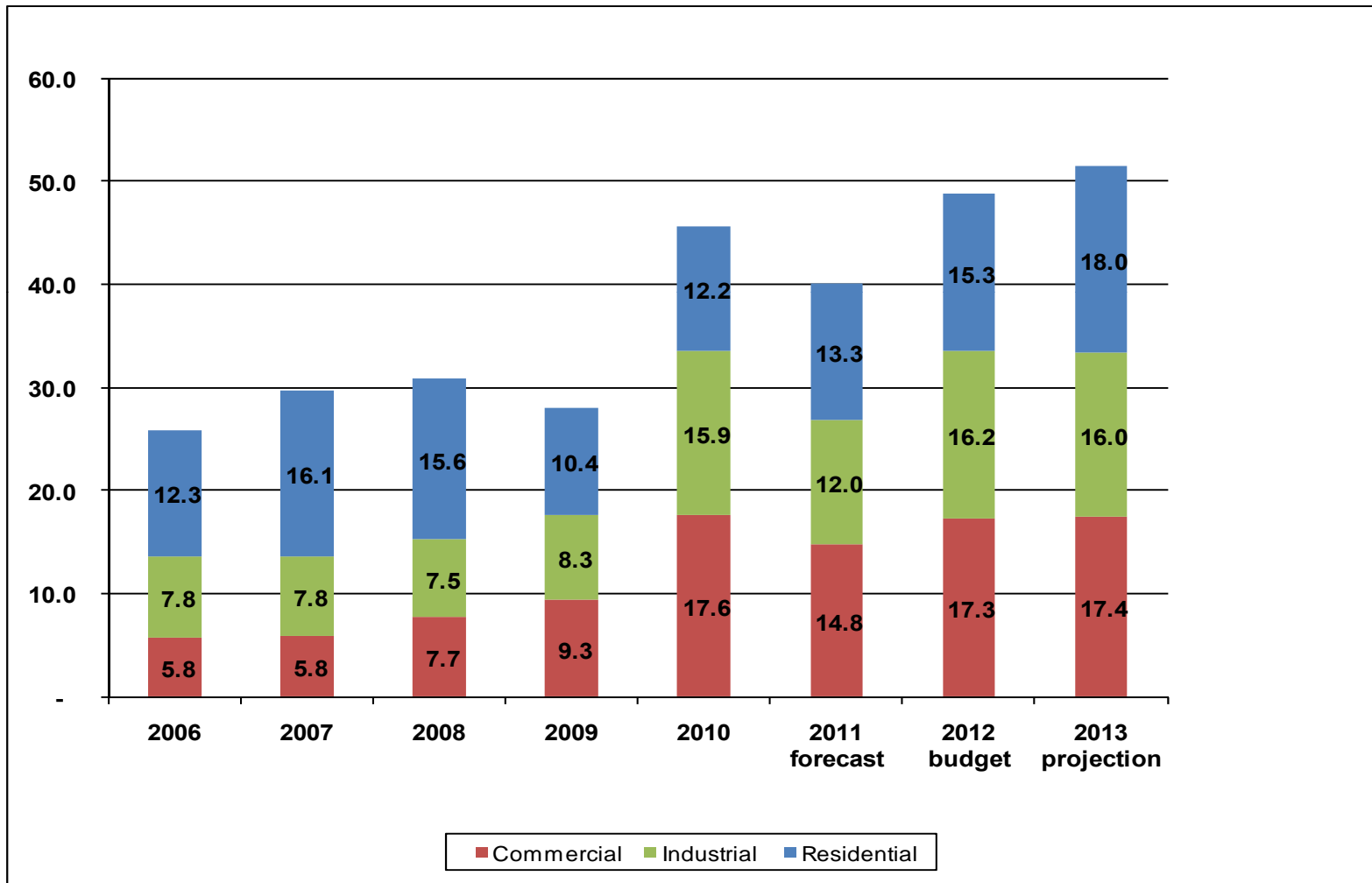
# Summary of 2012 Acquisition Changes

## 2012 Savings/Generation

- Reduction of electric savings .7 aMW
  - Primarily Pacific Power-reduction of resources from filing change
  - Includes correction of savings for NEEA improved estimates
- No change in gas savings
- Increase in generation of 1.75 aMW
  - Open solicitation project from 2011
  - PGE solar project

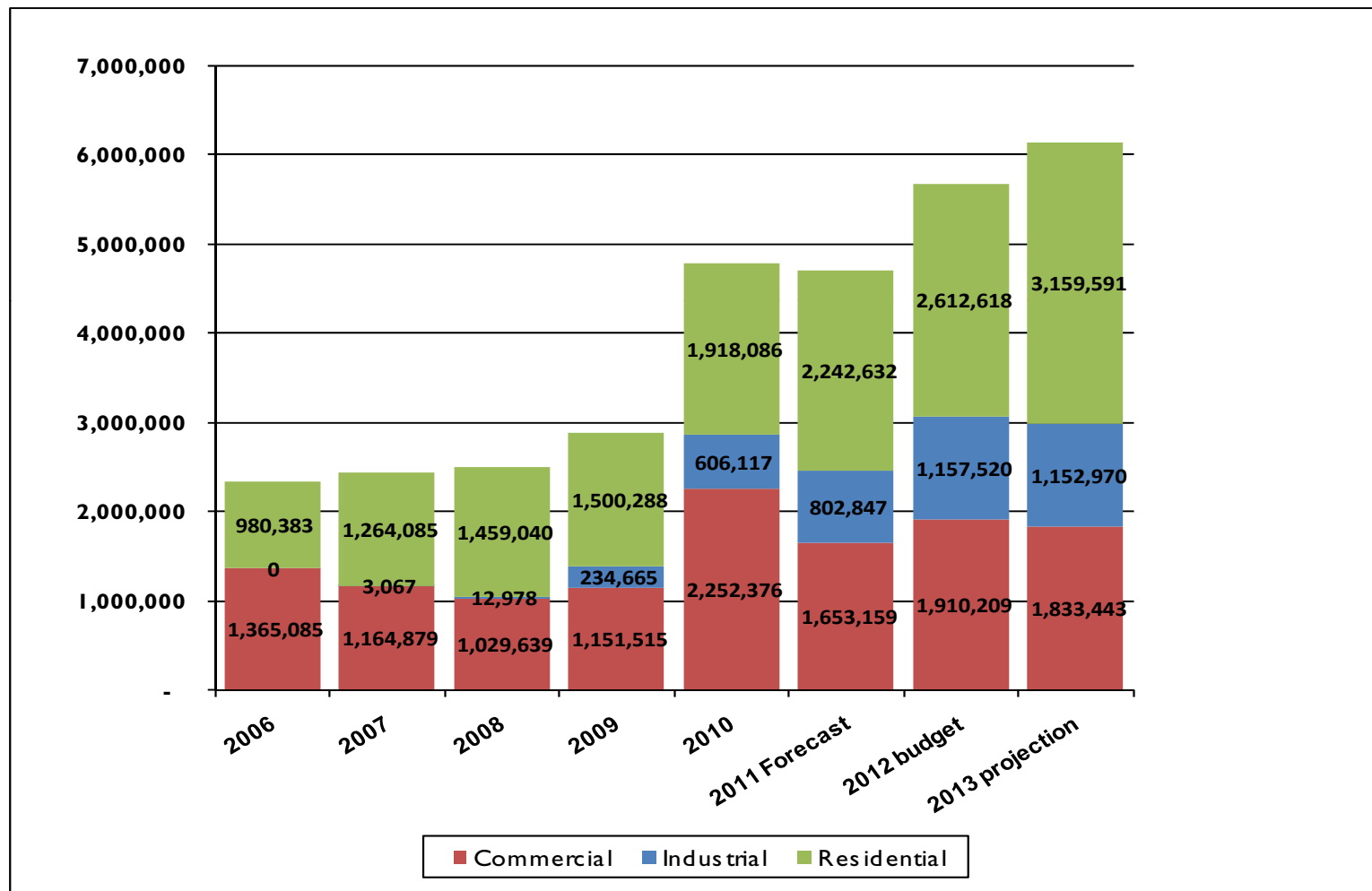


# Electric Efficiency Savings





# Gas Efficiency Savings



# OPUC Performance Measures



Category	Measures	2012 Draft Budget
Energy Efficiency	Obtain at least 31aMW computed on three-year rolling average, Levelized cost not to exceed 3.5 cents/kWh	41.5—48.8aMW 4.0—3.4 cents/kWh
Natural Gas	Obtain at least 1.8 million annual therms computed on a three-year rolling average Levelized cost not to exceed 60 cents/therm	4.8—5.7 million annual therms 47.8—40.6 cents/annual therm
Renewable Energy	Secure at least 3 aMW computed on a three-year rolling average from small scale projects	3.9—11.7 aMW
Financial Integrity	Receive an Unqualified financial opinion from independent auditor on annual financial statements	Accounting conforms with Generally Accepted Accounting Principles
Administrative and Program Support Costs	Keep below 11% of annual revenue	5.0%
Customer Satisfaction	Achieve reasonable rates	Customer satisfaction research results
Benefit/Cost Ratios	Report both utility system and societal perspective on an annual basis	
Incremental Electric Efficiency Funding	Report annually energy savings achieved as a result of SB 838	

# Carryover – 2011 and 2012

Utility	Division	2011 Forecasted Carryover	2012 Revenue- Expenses	Carryover at 12/31/2012	5% Reserve Requirement	“Needed” () from Reserve
PGE	Efficiency	9,424,089	(8,491,535)	932,555	3,458,606	(2,526,051)
Pacific Power	Efficiency	402,756	2,004,222	2,406,979	2,273,711	133,268
NW Natural	Efficiency	5,485,014	(3,173,418)	2,311,596	949,153	1,362,443
NW Natural	Efficiency- Industrial	1,052,909	558,932	1,611,842	171,010	1,440,832
Cascade	Efficiency	58,492	250,339	308,832	146,850	161,982
NW Natural-WA	Efficiency	231,126	(229,043)	2,083	63,096	(61,013)
PGE	Activity- based Renewable s	7,948,804	7,929,666	19,138	398,845	(379,707)
Pacific Power	Activity- based Renewable s	423,260	(823,554)	(400,294)	310,379	(710,673)
<b>Total Utility Reserve 2012</b>						<b>(578,919)</b>
<i>Reserve-Interest</i>		8,815,302	200,000	9,015,302	8,200,000	815,302

## 2012 Working Assumptions



- Economy will remain sluggish
- Tax credit uncertainty will continue
- Need to balance amount of efficiency acquired with mitigation and consumer rate impacts
- Transition to higher codes and standards
- Market Transformation pipeline under construction



## 2012 Budget and Action Plan Themes & Focus

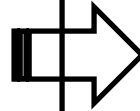
1. **Flexibility.** Remain nimble while addressing a slow economy and transitioning to new tax credit programs.
2. **Effective management.** Invest available revenues, actively monitor expenditures and enhance efficiencies to achieve the highest possible results.
3. **Outreach and Leverage.** Support and leverage Trade/Program Allies and engage new market actors and resources.
4. **Streamline.** Support customer action through targeted outreach and simplified information.
5. **A Balanced Portfolio.** Create and manage a diverse portfolio including both short and long term initiatives.





# 1. Flexibility

- Expand low and no cost measures and behavior change strategies
- Fine-tune incentive offerings and continue limited-time bonuses
- Add new measures, technologies and strategies
- Learn from market response to tax credit changes and adjust
- Promote financing options



## **Residential**

- Emphasize lighting and appliances
- Promote .67 gas water heaters
- Promote tier two heat pump water heaters

## **Commercial**

- Initiate Strategic Energy Management pilot
- Expand Operations & Maintenance pilot
- Introduce Resource Conservation Managers pilot

## **Industrial**

- Expand Strategic Energy Management
- Offer more IEI and Refrigeration coaching
- Continue 90x90 Operations & Maintenance

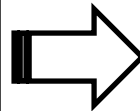
## **Renewable Energy**

- Continue construction financing pilot



## 2. Effective Management

- Balance revenues and expenditures to maximize results and minimize rate impacts
- Carefully watch market and program pipelines
- Leverage incentives to move projects forward
- Revise strategies and innovate
- Gain efficiencies through streamlining, automation and simplification



### **Residential**

- Competitive solicitation for Existing Homes Program Management Contractor
- Engage customers with online forms
- Develop online tools for trade allies

### **Commercial**

- Competitive solicitation for Existing Buildings Program Management Contractor
- Streamline program requirements
- Develop better web interface for multifamily

### **Industrial**

- Shared lighting trade ally network with commercial for most cost-effective savings

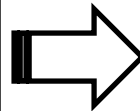
### **Renewable Energy**

- Develop competitive process for projects



## 3. Outreach and Leverage

- Promote value of trade ally network
- Foster easy customer access to trade allies
- Focus on economic case for efficiency actions
- Strategic alignment with market actors
- Continued enhanced delivery in rural areas



### **Residential**

- Direct referrals to trade allies (TA)
- Consumer advertising of TA network
- Strengthen retail relationships to better leverage sales staff
- Continue supporting Clean Energy Works Oregon scale-up

### **Commercial**

- Use utility outreach to screen and move customers toward readiness

### **Industrial**

- Work with trade allies to deploy calculated and prescriptive measures for small industrial and agriculture customers

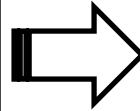
### **Renewable Energy**

- Leverage USDA grants in rural areas



## 4. Streamline

- Enhance web-based tools
- Expand program and process simplifications
- Continue efforts to better understand customer decision-making
- Simplified interfaces between contractors and customer support
- Reduce complexity of modeling and other program requirements



### **Residential**

- Add point-of-sale (instant) incentive
- Expand web-based training for allies
- Implement customer follow-up strategies and learn what works best (Ideas 42)
- Simplify New Homes calculations to reduce program costs

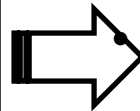
### **Commercial**

- Provide single point of contact to help achieve deeper savings across customer portfolio
- Expand web-based capabilities to support processing and project management for New Buildings
- Streamline program requirements to make participation easier



## 5. A Balanced Portfolio

- The key to risk management is a diverse and balanced portfolio
- Tailor strategies and target programs, emphasizing those most able and ready to act
- Deploy new measures, tools and tactics
- Leverage utility/customer relationships and other market actor
- Remain ready and willing to change



### **Residential**

- Grow moderate income customer participation
- Work with supply chain actors to pilot new measures and delivery methods

### **Commercial**

- Staff position to support diversification and longer-term strategies to replace lighting
- Work with lighting TA's to integrate comprehensive lighting design into projects as a post code-change strategy
- Pursue program options to expand services to affordable housing community
- Expand Building Operators Certification

### **Industrial**

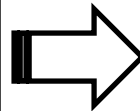
- Test the scalability of Strategic Energy Management with small industrial customers



# Support Function Highlights

Planning and Evaluation

General Communication  
and Outreach



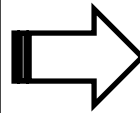
- Tax credit bonus offer evaluation
- Behavioral programs evaluation
- Avoided cost methodologies update
- Research and analysis of utility proposals for OPUC and interested parties
- Leverage 10-year anniversary
- Gain customer insights through data mining and new CRM
- Process efficiency and customer experience improvements
- Strengthening trade allies as a sales force



# Support Function Highlights

Information Technology

Management and General



- Continued integrated solutions project implementation
- Work process improvements and efficiency gains
- Manage opportunities and risk as part of business culture
- Participate in OPUC policy forums
- Help develop 10-year state energy plan
- Further streamline business processes to achieve time and cost-savings benefits
- Complete succession plan



# Utility Collaboration

- Leverage utility channels, staff and community contacts
- Link 838 activities to call-to-action
- Tap green power program participants
- Target Savings Within Reach and smaller commercial and industrial customers
- Complete OPOWER pilot evaluation with NW Natural and PGE
- Work with OPUC and utilities/others to complete data sharing agreements
- Assess value of utility roundtable forums
- Revisit funding cycle options with utilities, OPUC, interested parties





## Comment Summary - OPUC

- Acknowledged 2011 accomplishments
- Supports staff positions excepting MT Project Manager, where more information is needed
- Energy Trust should limit carryover to no more than 5% of revenues by utility
- Upcoming renewable energy performance measures will drive revised budget allocation
- Request for regular updates on budget, schedule and staffing support for ISI project



# Comment Summary – Utilities

- All comments express support for proposed budget
- Pacific Power
  - Seeks review of BETC mitigation approach for 2013 budget
  - Requests reporting of (savings) results in both gross and net terms
  - Seeks more detail on sector action plans
- NW Natural
  - Supports some BETC mitigation through bonus incentives in 2012
  - Concern about heat pump incentives and customer fuel switching
  - Prefers use of “source” energy in EPS calculation
  - Limited acceptance of behavioral programs until after evaluation
- Cascade Natural Gas
  - Seeks more specific information about target development
  - Prefers physical energy upgrades and equipment as opposed to behavioral and market transformation efforts
  - Concerned about fewer incentives for gas equipment and fuel switching
- No comments from PGE



# Re-cap and Recommendation

- Transition year
- ~21% growth over 2011
  - 41.5—48.8 aMW at 4.0 – 3.4 cents
  - 4.8—5.7 million annual therms at 47.8 – 40.6 cents/annual therm
  - 3.9—11.7 aMW in renewable generation
- Adhere to budget themes
- Collaborate with utilities
- Closely monitor progress toward goals

# Discussion and Recommendation

Questions/discussion



Staff recommends Board approval of  
2012 Proposed Final Budget and Action  
Plan



# Thank you!



1-866-368-7878

[www.energytrust.org](http://www.energytrust.org)





2011 Budget Recap - Round 3: Forecast - December

PROGRAM	BUDGET (\$M)			ELECTRIC SAVINGS <sup>1</sup>				GAS SAVINGS <sup>1</sup>			
	ELECTRIC	GAS	TOTAL	GOALS		COST		GOALS		COST	
				aMW		Levelized (\$/kWh)		Annual Therms		Levelized (\$/Therm)	
				Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal
<b>ENERGY EFFICIENCY</b>											
<b>Commercial</b>											
Business Energy Solutions – Existing Buildings	27.3	5.1	32.4	8.58	10.10	0.040	0.034	921,948	1,084,644	0.427	0.363
Business Energy Solutions – New Buildings	9.4	2.2	11.6	2.98	3.51	0.032	0.027	483,238	568,515	0.372	0.316
Mkt Transformation (Alliance)	3.2	0.0	3.2	0.99	1.16	0.036	0.031	NA			
<b>Total Commercial</b>	<b>40.0</b>	<b>7.3</b>	<b>47.3</b>	<b>12.6</b>	<b>14.8</b>	<b>0.037</b>	<b>0.031</b>	<b>1,405,185</b>	<b>1,653,159</b>	<b>0.408</b>	<b>0.347</b>
<b>Industrial</b>											
Production Efficiency	23.4	2.7	26.1	9.99	11.75	0.041	0.034	682,420	802,847	0.508	0.432
Mkt Transformation (Alliance)	1.5	0.0	1.5	0.23	0.27	0.097	0.082	NA			
<b>Total Industrial</b>	<b>24.9</b>	<b>2.7</b>	<b>27.6</b>	<b>10.2</b>	<b>12.0</b>	<b>0.042</b>	<b>0.036</b>	<b>682,420</b>	<b>802,847</b>	<b>0.508</b>	<b>0.432</b>
<b>Residential</b>											
Home Energy Solutions – Existing Homes	15.3	10.6	25.9	5.05	5.94	0.041	0.035	1,435,156	1,688,419	0.630	0.536
Home Energy Solutions – New Homes & Products	17.5	2.9	20.4	5.06	5.95	0.055	0.046	258,257	303,832	0.990	0.842
Mkt Transformation (Alliance)	3.4	0.0	3.4	1.19	1.40	0.051	0.043	NA			
<b>Total Residential</b>	<b>36.2</b>	<b>13.5</b>	<b>49.7</b>	<b>11.3</b>	<b>13.3</b>	<b>0.047</b>	<b>0.040</b>	<b>1,693,413</b>	<b>1,992,251</b>	<b>0.684</b>	<b>0.581</b>
<b>Washington</b>											
Business Energy Solutions – Existing Buildings	0.0	0.4	0.4					89,250	105,000	0.329	0.280
Home Energy Solutions – Existing Homes	0.0	0.5	0.5					54,106	63,654	0.611	0.519
Home Energy Solutions – New Homes & Products	0.0	0.2	0.2					15,895	18,700	1.106	0.940
<b>Total Washington</b>	<b>0.0</b>	<b>1.1</b>	<b>1.1</b>					<b>159,251</b>	<b>187,354</b>	<b>0.502</b>	<b>0.427</b>
Gas market transformation-applies to IRP								74,983	88,215		
Gas market transformation-does not apply to IRP								137,841	162,166		
<b>Total Gas Market Transformation</b>								<b>212,824</b>	<b>250,381</b>		
<b>Total Energy Efficiency without Gas Market Transformation</b>	<b>\$101.1</b>	<b>\$24.5</b>	<b>\$125.6</b>	<b>34.1</b>	<b>40.1</b>	<b>0.041</b>	<b>0.035</b>	<b>3,940,269</b>	<b>4,635,611</b>	<b>0.540</b>	<b>0.459</b>
<b>Total Energy Efficiency with Gas Market Transformation</b>	<b>\$101.1</b>	<b>\$24.5</b>	<b>\$125.6</b>	<b>34.1</b>	<b>40.1</b>	<b>0.041</b>	<b>0.035</b>	<b>4,153,093</b>	<b>4,885,992</b>	<b>0.493</b>	<b>0.419</b>
PROGRAM	BUDGET (\$M)			ELECTRIC GENERATION <sup>1</sup>							
	ELECTRIC	GAS	TOTAL	GOALS		COST					
				aMW		(\$/mils/ aMW)					
				Conservative	Best Case	Conservative	Best Case				
<b>RENEWABLE RESOURCES</b>											
Biopower	1.4		1.4	0.20	0.20	6.99	6.99				
Open Solicitation	6.1		6.1	0.53	0.54	11.43	11.25				
Solar Electric	12.0		12.0	0.85	0.98	14.23	12.24				
<b>Total Renewable Resources</b>	<b>\$19.5</b>		<b>\$19.5</b>	<b>1.6</b>	<b>1.7</b>	<b>12.37</b>	<b>11.32</b>				

<sup>1</sup> some columns may not add due to rounding

**Energy Trust of Oregon, Inc**  
**Year to Date by Program/Service Territory - joint costs allocated at program level**  
**For the Twelve Months Ending December 31, 2011**  
**2011 Proposed Final Forecast**

	ENERGY EFFICIENCY									RENEWABLE ENERGY			TOTAL		
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade	Avista	Oregon Total	NWN WA	ETO Total	PGE	PacifiCorp	Total	Other	All Programs
<b>REVENUES</b>															
Public Purpose Funding	\$28,839,471	\$19,095,108	\$47,934,579		\$18,632,485	\$1,902,084		\$68,469,148		\$68,469,148	\$8,199,653	\$5,594,212	\$13,793,865		\$82,263,013
Incremental Funding	28,160,998	21,776,700	49,937,698	2,310,467				52,248,165	642,144	52,890,309					52,890,309
Contributions														735	735
Special Projects	1,662		1,662		2,788			4,450		4,450					4,450
Revenue from Investments														195,329	195,329
<b>TOTAL PROGRAM REVENUE</b>	<b>57,002,131</b>	<b>40,871,808</b>	<b>97,873,939</b>	<b>2,310,467</b>	<b>18,635,273</b>	<b>1,902,084</b>		<b>120,721,763</b>	<b>642,144</b>	<b>121,363,907</b>	<b>8,199,653</b>	<b>5,594,212</b>	<b>13,793,865</b>	<b>196,064</b>	<b>135,353,836</b>
<b>EXPENSES</b>															
Program Management (Note 3)	2,235,001	1,390,128	3,625,129	55,759	940,109	104,920		4,725,917	128,331	4,854,248	627,577	277,158	904,735		5,758,983
Program Delivery	19,476,988	12,406,621	31,883,609	558,607	4,719,401	574,109		37,735,726	258,436	37,994,162	105,100	89,900	195,000		38,189,162
Incentives	32,929,728	19,769,615	52,699,343	1,307,296	10,033,282	1,300,098		65,340,019	446,442	65,786,461	11,612,785	4,389,314	16,002,099		81,788,560
Program Eval & Planning Svcs.	1,556,624	1,002,012	2,558,636	36,046	541,592	63,456		3,199,729	45,769	3,245,498	186,799	86,721	273,520		3,519,018
Program Marketing/Outreach	2,402,733	1,560,196	3,962,929	12,204	1,228,550	146,355		5,350,038	75,696	5,425,734	158,038	78,512	236,550		5,662,284
Program Quality Assurance	91,726	64,414	156,140	232	62,161	6,467		225,000	0	225,000	12,500	6,300	18,800		243,800
Outsourced Services	549,280	238,040	787,320	4,844	212,494	20,007		1,024,665	0	1,024,665	515,694	265,006	780,700		1,805,365
Trade Allies & Cust. Svc. Mgmt.	549,205	354,056	903,261	2,512	335,372	37,748		1,278,893	30,381	1,309,274	44,613	22,360	66,973		1,376,247
IT Services	699,886	442,063	1,141,949	14,351	313,369	36,269		1,505,939	33,957	1,539,896	192,713	77,107	269,820		1,809,716
Other Program Expenses	222,823	143,032	365,856	9,826	80,785	10,331		466,799	34,932	501,731	138,601	62,152	200,753		702,484
<b>TOTAL PROGRAM EXPENSES</b>	<b>60,713,994</b>	<b>37,370,178</b>	<b>98,084,172</b>	<b>2,001,676</b>	<b>18,467,116</b>	<b>2,299,761</b>		<b>120,852,725</b>	<b>1,053,944</b>	<b>121,906,669</b>	<b>13,594,420</b>	<b>5,354,530</b>	<b>18,948,950</b>		<b>140,855,619</b>
<b>ADMINISTRATIVE COSTS</b>															
Management & General (Notes 1 & 2)	1,203,218	740,595	1,943,813	39,669	365,978	45,576		2,395,036	20,887	2,415,923	269,469	106,058	375,527		2,791,450
Communications & Customer Svc (Notes 1 & 2)	644,725	396,836	1,041,561	21,256	196,103	24,421		1,283,341	11,192	1,294,533	144,391	56,829	201,220		1,495,753
<b>Total Administrative Costs</b>	<b>1,847,943</b>	<b>1,137,431</b>	<b>2,985,374</b>	<b>60,925</b>	<b>562,081</b>	<b>69,997</b>		<b>3,678,377</b>	<b>32,079</b>	<b>3,710,456</b>	<b>413,860</b>	<b>162,887</b>	<b>576,747</b>		<b>4,287,203</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>62,561,939</b>	<b>38,507,609</b>	<b>101,069,548</b>	<b>2,062,602</b>	<b>19,029,198</b>	<b>2,369,757</b>		<b>124,531,105</b>	<b>1,086,021</b>	<b>125,617,126</b>	<b>14,008,280</b>	<b>5,517,417</b>	<b>19,525,695</b>		<b>145,142,821</b>
<b>TOTAL REVENUE LESS EXPENSES</b>	<b>(5,559,808)</b>	<b>2,364,199</b>	<b>(3,195,609)</b>	<b>247,865</b>	<b>(393,925)</b>	<b>(467,673)</b>		<b>(3,809,342)</b>	<b>(443,877)</b>	<b>(4,253,219)</b>	<b>(5,808,627)</b>	<b>76,795</b>	<b>(5,731,830)</b>	<b>196,064</b>	<b>(9,788,985)</b>
Cumulative Carryover at 12/31/10 (Note 4)	14,983,896	(1,961,443)	13,022,453	805,043	5,878,939	526,165		20,232,600	675,003	20,907,603	21,576,604	8,203,634	29,780,238	10,319,238	61,007,079
Interest attributed	1,740,000	1,160,000	2,900,000		5,000,000			7,900,000		7,900,000		1,700,000	1,700,000	(9,600,000)	
Interest re-attributed	(1,740,000)	(1,160,000)	(2,900,000)		(5,000,000)			(7,900,000)		(7,900,000)				7,900,000	
<b>TOTAL NET ASSETS CUMULATIVE</b>	<b>9,424,088</b>	<b>402,756</b>	<b>9,826,844</b>	<b>1,052,908</b>	<b>5,485,014</b>	<b>58,492</b>		<b>16,423,258</b>	<b>231,126</b>	<b>16,654,384</b>	<b>15,767,977</b>	<b>9,980,429</b>	<b>25,748,408</b>	<b>8,815,302</b>	<b>51,218,094</b>

Note 1) Both Management & General and Communications & Customer Service Expenses (Administrative) have been allocated based on total expenses.  
Note 2) Administrative costs are allocated for management reporting only. GAAP for Not for Profit organizations does not allow allocation of administrative costs to program expenses.  
Note 3) Program Management costs include both outsourced and internal staff.  
Note 4) Cumulative carryover at 12/31/2010 reflects audited results.



**Energy Trust of Oregon, Inc**  
**Program Expense by Service Territory**  
**For the Twelve Months Ending December 31, 2011**  
**2011 Proposed Final Forecast**

	PGE	Pacific Power	Subtotal Elec. Utilities	NWN Industrial	NW Natural Gas	Cascade	Subtotal Gas Providers	Oregon Total	NWN WA	ETO Total
<b>Energy Efficiency</b>										
<b>Commercial</b>										
Existing Buildings	18,886,557	8,462,554	27,349,111	250,107	4,405,684	434,005	5,089,796	32,438,907	392,933	32,831,840
New Buildings	5,257,938	4,160,131	9,418,069		1,998,673	182,794	2,181,467	11,599,536		11,599,536
NEEA	1,836,592	1,385,500	3,222,092				0	3,222,092		3,222,092
<b>Total Commercial</b>	<b>25,981,087</b>	<b>14,008,185</b>	<b>39,989,272</b>	<b>250,107</b>	<b>6,404,357</b>	<b>616,799</b>	<b>7,271,263</b>	<b>47,260,535</b>	<b>392,933</b>	<b>47,653,468</b>
<b>Industrial</b>										
Production Efficiency	14,084,721	9,362,893	23,447,614	1,812,495	520,657	318,098	2,651,250	26,098,864		26,098,864
NEEA	836,850	631,307	1,468,157				0	1,468,157		1,468,157
<b>Total Industrial</b>	<b>14,921,571</b>	<b>9,994,200</b>	<b>24,915,771</b>	<b>1,812,495</b>	<b>520,657</b>	<b>318,098</b>	<b>2,651,250</b>	<b>27,567,021</b>		<b>27,567,021</b>
<b>Residential</b>										
Existing Homes	8,670,212	6,648,868	15,319,080		9,589,345	1,013,377	10,602,722	25,921,802	464,217	26,386,019
New Homes/Products	11,058,997	6,400,335	17,459,332		2,514,839	421,483	2,936,322	20,395,654	228,871	20,624,525
NEEA	1,930,072	1,456,021	3,386,093				0	3,386,093		3,386,093
<b>Total Residential</b>	<b>21,659,281</b>	<b>14,505,224</b>	<b>36,164,505</b>		<b>12,104,184</b>	<b>1,434,860</b>	<b>13,539,044</b>	<b>49,703,549</b>	<b>693,088</b>	<b>50,396,637</b>
<b>Energy Efficiency Program Costs</b>	<b>62,561,939</b>	<b>38,507,609</b>	<b>101,069,548</b>	<b>2,062,602</b>	<b>19,029,198</b>	<b>2,369,757</b>	<b>23,461,557</b>	<b>124,531,105</b>	<b>1,086,021</b>	<b>125,617,126</b>
<b>Renewables</b>										
Biopower	410,116	975,904	1,386,020				0	1,386,020		1,386,020
Solar Electric (Photovoltaic)	7,891,772	4,145,289	12,037,061				0	12,037,061		12,037,061
Other Renewable	5,706,390	396,224	6,102,614					6,102,614		6,102,614
<b>Renewables Program Costs</b>	<b>14,008,278</b>	<b>5,517,417</b>	<b>19,525,695</b>				<b>0</b>	<b>19,525,695</b>		<b>19,525,695</b>
<b>Cost Grand Total</b>	<b>76,570,217</b>	<b>44,025,026</b>	<b>120,595,243</b>	<b>2,062,602</b>	<b>19,029,198</b>	<b>2,369,757</b>	<b>23,461,557</b>	<b>144,056,800</b>	<b>1,086,021</b>	<b>145,142,821</b>

**Energy Trust of Oregon, Inc**  
**Statement of Functional Expenses**  
**2011 Proposed Final Forecast**

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total
<b>Program Expenses</b>							
Incentives/ Program Management & Delivery	110,654,265	16,197,099	126,851,364				126,851,364
Payroll and Related Expenses	1,900,340	904,735	2,805,075	1,732,470	509,676	2,242,146	5,047,221
Outsourced Services	4,297,167	1,056,050	5,353,217	260,489	642,816	903,305	6,256,522
Planning and Evaluation	1,703,997	253,520	1,957,517		24,843	24,843	1,982,360
Customer Service Management	849,875	34,809	884,684				884,684
Trade Allies Network	459,399	32,164	491,563				491,563
<b>Total Program Expenses</b>	<b>119,865,043</b>	<b>18,478,378</b>	<b>138,343,421</b>	<b>1,992,959</b>	<b>1,177,335</b>	<b>3,170,294</b>	<b>141,513,715</b>
<b>Program Support Costs</b>							
Supplies	16,639	6,056	22,695	14,460	4,863	19,323	42,018
Postage and Shipping Expenses	7,332	3,316	10,648	5,344	7,115	12,459	23,107
Telephone	4,841	3,599	8,440	5,143	1,339	6,482	14,922
Printing and Publications	108,537	24,052	132,589	3,607	11,309	14,916	147,505
Occupancy Expenses	142,802	64,586	207,388	104,090	41,198	145,288	352,676
Insurance	25,999	11,759	37,758	18,951	7,501	26,452	64,210
Equipment	8,065	3,647	11,712	5,878	2,327	8,205	19,917
Travel	53,320	46,200	99,520	26,173	5,000	31,173	130,693
Meetings, Trainings & Conferences	69,550	16,800	86,350	102,206	8,000	110,206	196,556
Depreciation & Amortization	16,004	7,238	23,242	11,666	4,617	16,283	39,525
Dues, Licenses and Fees	47,993	13,206	61,199	62,303	5,131	67,434	128,633
Miscellaneous Expenses	650	294	944	1,574	188	1,762	2,706
IT Services	1,539,895	269,819	1,809,714	437,097	219,831	656,928	2,466,642
<b>Total Program Support Costs</b>	<b>2,041,627</b>	<b>470,572</b>	<b>2,512,199</b>	<b>798,491</b>	<b>318,417</b>	<b>1,116,908</b>	<b>3,629,107</b>
<b>TOTAL EXPENSES</b>	<b>121,906,669</b>	<b>18,948,950</b>	<b>140,855,618</b>	<b>2,791,450</b>	<b>1,495,753</b>	<b>4,287,203</b>	<b>145,142,821</b>
<b>OPUC Performance Measure</b>	<b>5.0%</b>						

**Summary of Comments Received on the Energy Trust of Oregon Draft 2012-13 Action Plan and 2012 Proposed Budget  
with Energy Trust staff response  
December 7, 2011**

<b>Respondent</b>	<b>Comment topics</b>	<b>Energy Trust staff response</b>
<p><b>Oregon Public Utility Commission (OPUC)</b></p>	<p>Supports the proposed budget and action plans, with specific comments as summarized below:</p> <p>Supports nine of ten additional staff positions included in the budget. Requires more information about need and benefits of the Market Transformation Project Manager before determining if this position can be supported.</p> <p>Advises ETO to limit carryover to no more than 5% of revenue by utility. Requests justification in next year's budget presentation if carryover for 2012 into 2013 cannot be reduced to this level.</p> <p>Requests a broad review of the renewable program budget targets and allocations after the OPUC has adopted new performance measures for renewable generation in 2012.</p> <p>Requests continued regular updates on budget, schedule, and staffing support related to the Integrated Solutions Project. Seeks a report on system benefits when project is complete.</p>	<p>Energy Trust appreciates the time and effort of Oregon Public Utility Commission staff and Commissioner review of our draft budget and action plan.</p> <p>Energy Trust provided additional information about the Market Transformation Project Manager position to the OPUC and appended same detail to this budget comments summary document.</p> <p>Staff shares the Commission's concern regarding carryover amounts and will target 5% carryover for the end of 2012 into 2013. Because of BETC impacts, we regard 2012 as a transition year to learn more about market responses to new tax credits and adjust program strategies and incentives within budget. If carryover from 2012 to 2013 is greater than the target 5%, a full explanation will be provided in the 2013 budget presentation. In addition, we will endeavor to refine our 2013 funding cycle discussions with all utilities and the Commission to afford greater dialogue regarding projected funding requirements in light of market response, expenditure patterns, savings and carryover projections and flexibility to better inform tariff filings.</p> <p>We understand and support the request and will review RE budgets and program plans in comparison to new performance measures with the Commission.</p> <p>We will continue to provide updates on budget, schedule, and staffing support related on the Integrated Solutions Project via quarterly board briefings and supporting board packet documentation distributed to the OPUC ex-officio board member. Additional meetings with OPUC staff and/or Commissioners can be scheduled as well. A full report on benefits projected and obtained related to project completion and implementation will also be provided.</p>

**Summary of Comments Received on the Energy Trust of Oregon Draft 2012-13 Action Plan and 2012 Proposed Budget  
with Energy Trust staff response  
December 7, 2011**

<p><b>Pacific Power</b></p>	<p>Describes the proposed budget and action plan as a solid roadmap for achieving Integrated Resource Plan targets and all possible savings in an efficient manner.</p> <p>Expresses agreement with Energy Trust’s Business Energy Tax Credit (BETC) mitigation strategy for 2012; expects to review this strategy with Energy Trust during 2012 to determine a funding recommendation for 2013.</p> <p>Notes Energy Trust is forecasted to exceed Pacific Power’s IRP goal in 2012 and references track record of success in working together.</p> <p>Identifies IRP efficiency target of 15.34 aMW (gross) as the minimum Energy Trust goal; notes Energy Trust projection to achieve 18.12 (gross) in the budget and action plan will exceed the IRP goal. Requests Energy Trust communicate and report Pacific Power goals and results in gross terms as well as net terms.</p> <p>Requests more detail on sector action plans before the end of 2011 with emphasis on activities Energy Trust would like Pacific Power to support.</p>	<p>Energy Trust appreciates the time and effort of Pacific Power staff review and discussion of our draft budget and action plan during our November presentation.</p> <p>Because of the changes to BETC, we will be learning and adjusting to the impact on program activity throughout the year. We will share this information at the Conservation Advisory Committee and in program and funding coordination meetings with Pacific Power, and remain committed to working closely with Pacific Power staff to identify a funding recommendation for 2013.</p> <p>Energy Trust values the opportunity to work with Pacific Power to deliver efficiency savings that meet and exceed IRP goals and customer demand for conservation services.</p> <p>Energy Trust will continue to align IRP targets with Energy Trust conservative goals by utility. We understand Pacific Power’s desire to have savings and goals presented in gross terms. Tables in utility-specific quarterly activity reports summarize progress toward utility goals and will include both net and gross terms for Pacific Power. Funding agreements with Pacific Power will also continue to express savings targets in both net and gross terms. For purposes of consistency in public forums and reports, however, Energy Trust will report savings in net terms only.</p> <p>Detailed program action plans are included in the budget “binder” and arranged by sector and were made available to Pacific Power. In addition, additional detail on individual program and marketing strategies was provided in draft form in early December. These documents were important reference points during discussions of the 838 supplemental funding agreement for 2012. Energy Trust is committed to working with Pacific Power, and other utilities, throughout the year to share information about market activity and progress toward goals and to identify opportunities for collaboration during our ongoing meetings and communications.</p>
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**Summary of Comments Received on the Energy Trust of Oregon Draft 2012-13 Action Plan and 2012 Proposed Budget  
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December 7, 2011**

<p><b>NW Natural</b></p>	<p>Indicates support for proposed budget; notes that the necessary tariff filing in support of the budget has already been filed and approved.</p> <p>References ongoing concern regarding Energy Trust incentives for heat pumps; notes OPUC is commencing examination of potential unintended consequences and fuel switching.</p> <p>Expresses support for the mitigation approach offering bonus incentives. Notes potential to approach OPUC with Energy Trust to request a limited deferral mechanism if incentives exceed existing funds.</p> <p>Prefers Energy Performance Score (EPS) consider full fuel cycle in measuring energy use, referencing “source” rather than “site” energy.</p> <p>Cautions that behavior programs such as OPower should only be continued after complete evaluation and evidence of persistent savings for natural gas customers.</p>	<p>Energy Trust appreciates the time and effort of NW Natural staff review and discussion of our draft budget and action plan during our November presentation.</p> <p>Energy Trust acknowledges NW Natural concerns regarding heat pump incentives and believes that a public process through the OPUC is the appropriate venue for further examination and discussion of these important issues.</p> <p>We appreciate NW Natural’s willingness to consider a deferral mechanism given the uncertainty regarding tax credit changes and corresponding bonus offers. We will closely monitor program activity and budget impacts throughout the year and will share this information with NW Natural at Conservation Advisory Committee (CAC) as well as during ongoing program and funding collaboration meetings.</p> <p>We understand NW Natural’s concern and are currently exploring how fuel choice is reflected in EPS scores. Energy Trust will hold a workshop on the EPS in January 2012 to discuss issues and collect input regarding implementation. We welcome NW Natural’s participation in this workshop.</p> <p>Energy Trust agrees. We plan to continue the current OPower pilot in 2012 specifically to capture a full winter heating season for NW Natural customers. A full evaluation will begin after conclusion of the heating season with decisions regarding revising or continuing the pilot or expanding to a larger program to be discussed at CAC meetings, informed by evaluation results.</p>
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**Summary of Comments Received on the Energy Trust of Oregon Draft 2012-13 Action Plan and 2012 Proposed Budget  
with Energy Trust staff response  
December 7, 2011**

<b>Cascade Natural Gas</b>	<p>Expresses confidence in Energy Trust's ability to meet IRP targets based on track record and information provided; notes support for the proposed budget.</p> <p>References desire for specific information about development of targets and strategies for maintaining cost-effectiveness given projected decrease in natural gas prices.</p> <p>Notes greater interest in physical energy efficiency upgrades over behavioral and market transformation strategies.</p> <p>Indicates concern regarding reduction of natural gas equipment incentives and potential for unintended consequence of fuel switching.</p>	<p>Energy Trust appreciates the time and effort of Cascade Natural Gas staff to review and discussion of our draft budget and action plan during our November presentation.</p> <p>We welcome the opportunity discuss strategies for accomplishing our mutual goals. As Cascade identifies topics of high priority, we will work with Cascade to schedule discussions on specific priority topics.</p> <p>We share Cascade's preference for effective, durable long-term savings. Economic circumstances have limited customers' ability to make capital investments and, goals have continued to grow. In response to both of these factors, we believe it is both useful and necessary to broaden and diversify the way savings are acquired. Behavioral strategies are additive and combined with encouraging Cascade customers to make capital equipment investments. Customer engagement through behavior change also often leads to other opportunities for capital improvements.</p> <p>Energy Trust acknowledges Cascade Natural Gas concerns regarding equipment incentives and believes that the public process through the OPUC is the appropriate venue for further examination and discussion of these issues.</p>
<b>Portland General Electric (PGE)</b>	<i>Did not submit formal comments on Energy Trust's proposed budget and action plan.</i>	Energy Trust appreciates the time and effort of PGE officers and staff review and discussion of our draft budget and action plan during our November presentation.

*Acronyms*

- aMW Average megawatt
- CAC Conservation Advisory Committee
- BETC Business Energy Tax Credit
- IRP Integrated Resource Plan
- OPUC Oregon Public Utility Commission

**Summary of Comments Received on the Energy Trust of Oregon Draft 2012-2013 Action Plan and 2012 Proposed Budget with Energy Trust staff response**

**Appendix:  
Additional information about Market Transformation Project Manager  
in support of Business Sector Market Transformation and Long-Term Program Strategies  
December 7, 2011**

The current Business Sector commercial portfolio relies on resource acquisition activities to deliver the bulk of the sector goal. However, due to the aggressive changes in Oregon Energy Codes and Federal Lighting Standards, the savings mix must shift to new sources of savings in future years. As a result, the Business Sector has identified long-term strategic activities in its 5 year sector plan as key areas of focus. The Business Sector has initiated a number of additional activities that are being managed by Energy Trust program staff, and more ideas are being developed.

With these aggressive code changes there are challenges to the market to meet code requirements. Energy Trust can play a key role to maximize energy savings. Program staff estimates up to 3 million annual kWh and 30,000 annual therms could be influenced in 2012 by Code Compliance improvement facilitated through design assistance and training.

Savings through Operations and Maintenance activity could be substantially more, as evidenced by the Industrial Sector's success with this approach in recent years. In 2011 Operations and Maintenance based savings are anticipated to represent nearly 18% of the Industrial program electric savings and 10% of the gas savings (24 million annual kWh and 100,000 annual therms).

These savings represent some of the most cost effective savings that can be achieved through the programs. They required a shift in how we reach out to and serve customers, and additional staff and contracting to accomplish. Education, training, and individual coaching activities are in high demand as they serve the customer's needs to identify and capture low cost savings.

The Business Sector has several new activities planned in 2012 that would be supported by the proposed position, including:

- Contract Management for Commercial Technical Service Providers supporting the Business Sector's Strategic Energy Management initiative.
- Development of behavior change and operations & maintenance program offerings including Resource Conservation Management pilot for Schools and Multifamily
- Management of upstream and education programs such as 80 plus, Building Operator Certification scholarships, and others
- Coordination of Program support to the design community to ensure accelerated compliance with new state energy codes.
- Coordination and development of new educational resources to raise the bar for new construction projects – e.g. management of Best Practices and Tools development in coordination with other market leaders (Energy Design Resources, BetterBricks, and others)
- Coordination of additional pilot programs as needed

Expanding and accelerating these strategic activities involves additional, outside contracting to diversify the program portfolio. These new efforts are designed to broaden the channels for savings and expand the types and numbers of contractors able to deliver on our energy savings

## **Summary of Comments Received on the Energy Trust of Oregon Draft 2012-2013 Action Plan and 2012 Proposed Budget with Energy Trust staff response**

goals. Adding more options for savings through more contracting avenues creates a more complex portfolio requiring additional management. Retaining the management expertise at Energy Trust does not increase the scope of existing PMC contracts and allows ETO greater flexibility in breaking up larger contracts to provide more competition in RFPs.

The majority of these activities support and enable full implementation of NEEA strategies. NEEA historically focuses on market transformation activities which include support for 1) new technologies, 2) new programmatic strategies, and 3) development of Codes and Standards to lock in market transformation savings. However, many of the market transformation activities initiated through NEEA require additional support to bring them to the market and realize full market uptake. This position would help facilitate that effort.

In Oregon, Energy Trust has been driving the transition from transformational strategies to fully implementable program offerings faster than before. Efforts such as Strategic Energy Management, Building Operator Certification, and 80 Plus (upstream manufacturer incentives to push high efficiency computer equipment to the market) are recent examples. This position, in part, will continue the efforts to accelerate transitions for the commercial sector.

Energy Trust Program Managers have traditionally facilitated this market transformation aspect of the program as part of their responsibilities; however, the program portfolio is expanding and the level of program management activity has increased with new initiatives. The nature of this work requires coordination across programs and contractors engaged by the program, and as such, is not appropriate to be managed by an external contractor. Adding one staff position at a project management level will provide the appropriate level of staff resource needed to handle the expansion of these new activities, allowing program managers and the sector lead to continue to focus on core responsibilities.

This new FTE would support the existing program managers through contract development, contract management and coordination with external stakeholders. This position would work with the program marketing manager on the creation and implementation of marketing/outreach strategies for these new program activities, pilots and initiatives, to be developed by contractors.





# Oregon

John A. Kitzhaber, MD, Governor

## Public Utility Commission

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December 1, 2011


Margie Harris, Director  
Energy Trust of Oregon  
421 SW Oak, Suite 300  
Portland, Oregon 97204

Dear Margie,

We have reviewed Staff's analysis of Energy Trust's Draft 2012 Budget and Draft 2012-13 Action Plan. We support the Trust's budget and plan subject to the following recommendations.

- We cannot support the new Market Transformation Project Manager position now without more information about the need for the position and the additional benefits it will provide to Oregon ratepayers.
- The Trust should aim to limit carryover to no more than 5% of revenues by utility.
- Once we approve new renewable energy performance measures in the spring of 2012, the ETO's renewables budget and allocation should be broadly revisited.
- ETO shall continue to provide regular updates on the budget, schedule and staffing support required for the Integrated Solutions Project. Once the new system is in place, the ETO should report back on specific ratepayer benefits being realized.

Attached is Staff's more detailed analysis of the issues. We applaud the Energy Trust for the results it achieved for customers in 2011 and look forward to working with the Trust and stakeholders to achieve the targets in the budget.

  
John Savage  
Commissioner

  
Susan Ackerman  
Commissioner  
JH



**STAFF MEMO**

**Energy Trust Draft 2012 Budget and Draft 2012-2013 Action Plan**

**Prepared by: *Juliet Johnson***

**12-1-2011**

Staff has reviewed the Energy Trust of Oregon's (ETO) Draft 2012 Budget and Draft 2012-2013 Work Plan. Staff recognizes conditions in 2012 are less certain than previous years due to the sluggish economy, changes to state tax credits and pending changes to codes and standards. Staff supports the ETOs approach for 2012 of providing some mitigation to partially close the gap created by changes to state tax credits.

Staff reviewed the budget and action plan through the lenses of providing value to ratepayers, keeping administrative costs low, justification for new positions, meeting PUC performance measures, and the prudence of new initiatives. Overall, Staff supports the draft budget subject to the following conditions:

- We cannot support the new Market Transformation Project Manager position now without more information about the need for the position and the additional benefits it will provide to Oregon ratepayers.
- The Trust should aim to limit carryover to no more than 5% of revenues by utility.
- Once the Commission approves new renewable energy performance measures in the spring of 2012, the ETO's renewables budget and allocation should be broadly revisited.
- ETO shall continue to provide regular updates on the budget, schedule and staffing support required for the Integrated Solutions Project. Once the new system is in place, the ETO should report back on specific ratepayer benefits being realized.

Below is a summary of staff's analysis each category.

**PUC Performance Measures**

Based on the ETO's budget and projections, ETO should meet PUC performance measures for total electric and natural gas savings, levelized costs of natural gas savings, and administration and program support costs. The ETO may not meet performance measures for levelized costs of electric savings and total renewable energy. Staff understands levelized costs have gone up due to changes to codes and standards and transitioning to harder to access savings. Changes to state tax credits has created uncertainty about how much renewable energy procurement can be expected in 2012. These are independent of ETO's budget and so are not addressed in Staff's

recommendations. Staff will work with the Trust and take these circumstances into account in developing new benchmarks early in 2012.

Administration costs are up 32% and outreach costs up 53% in 2012.<sup>1</sup> Even with these increases, administrative costs represent only 5.8% of annual revenue, well below the PUC benchmark of 11%. Drivers for increasing administrative costs are succession planning for transitions in key positions, developing pathways for development of staff, and streamlining processes that will increase efficiency and program delivery down the road. Staff applauds the Trust for keeping administration costs so low, particularly in a down economy where more savings are coming from low and no cost behavioral and O&M measures that require more administrative and staff time.

### **Staffing**

The ETO strategic plan projects 60% growth in annual electric savings and 80% growth in annual natural gas therm savings over the next three years. ETO proposes to add a total of ten new staff positions in 2012; five contractor positions being transitioned to staff (communications manager, marketing manager, legal assistant/paralegal, government sector account manager, web coordinator), and five new staff positions (industrial program manager, project manager for market transformation, programmer/developer, finance operations analyst, trade ally/training program manager). Staff supports the transition of contract staff to inhouse staff to address concerns brought up in a 2011 State Employment Department audit.

Staff has evaluated the justification for the five new positions proposed and is supportive of all except the Market Transformation Project Manager. Staff cannot support this position without more information about what it does and specifically what it will accomplish that is not being accomplished now, through NEEA, existing ETO staff or existing Program Development Contractors.

### **Process Improvements**

Staff understands that ETO's major information system overhaul, called the Integrated Solutions Project (ISP) has expanded in size and cost, been divided into two phases and the completion date for Phase I pushed to mid to late 2012. Staff recognizes the importance of informational management in ETO's business model and the uniqueness of ETO's operations and computer needs. Staff recognizes that in order for the ISP to be successful, significant ETO staff time will be required. ETO should continue to provide regular updates on the budget, schedule, and staffing support required for the Integrated Solutions Project and once the new system is operational should report back on how the new system is benefiting ratepayers.

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<sup>1</sup> Electric and gas efficiency budgets are up 21%, renewables budget is up 28% based on the Draft Budget and Action Plan

## **Renewable Energy**

Staff generally supports the Trust's budget, strategy and work plan for renewables in 2012-2013. In early 2012, PUC Staff will be reworking ETO's performance measures for renewables beyond the current average megawatts of generation. PUC staff will work with ETO staff on the new performance measures. Once new performance measures are in place, ETO and PUC staff should broadly revisit the renewable program budget and allocation based on the revised targets.

## **Carryover**

Staff is interested in as much money as possible going out the door each year to achieve energy efficiency savings and renewable generation for ratepayers. Based on an analysis of ETO's budget, carryover in 2011 has been reduced from what it was in 2010.

The following percent of energy efficiency revenues will be carried over into 2012<sup>2</sup>:

- PGE = 15%
- PacifiCorp = 2%
- NWN Industrial = 21%
- NW Natural = 22%
- Cascade = 2%

The following percent of renewable funds will be carried over to 2012<sup>3</sup>:

- PGE = 27%
- PacifiCorp = 3%

For 2012 energy efficiency PGE and NW Natural's carryover should be reduced to less than 5% of total revenues. For renewables, PGE's carryover, in terms of the activity budget, should also be reduced to less than 5%. If carryover cannot be reduced to less than 5%, justification should be provided in next year's budget submittal.

## **Summary**

Staff has reviewed and supports the Energy Trust's 2012 budget and 2012 and 2013 work plan subject to the conditions described above. Staff encourages the Trust to continue to remain flexible and work with interested parties to attain the greatest savings and renewable energy development during these uncertain and transitional times.

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<sup>2</sup> This total carryover to 2012 divided by total revenues collected in 2011 and plus funds carried over from 2010

<sup>3</sup> This is the total uncommitted funds carrying over to 2012 divided by total revenues coming into the renewables program in 2011 plus unpaid carryover funds from 2010

December 1, 2011

Margie Harris  
Executive Director  
Energy Trust of Oregon  
421 SW Oak St., Suite 300  
Portland, OR 97204

Dear Ms. Harris, *Margie,*

Thank you to you and your staff for presenting Energy Trust's 2012-2013 draft action plan and budget. As indicated in our recent meetings, we look forward to continuing to work together and believe both the Energy Trust of Oregon and Pacific Power have significant contributions to make in informing customers of the opportunities presented by Energy Trust services and programs.

Of course, we also share the common goal of ensuring we gain the integrated resource plan (IRP) targets, and all possible savings, in the most efficient manner possible. From our perspective, the proposed budget and plan gives us a solid roadmap to achieve those common goals.

I would like to provide a few comments and requests for the coming year:

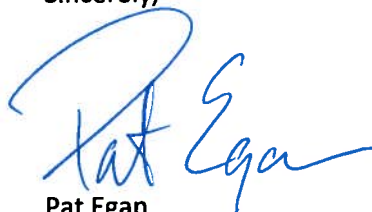
- As we are in a single budget year because of Energy Trust's BETC mitigation efforts, my comments relate only to the 2012 action plans and budget. We agree with this strategy to ensure that customers can proceed with projects and to ensure we attain our joint goals. It is our understanding that during the course of 2012, the Energy Trust and Pacific Power will revisit and evaluate the BETC mitigation strategy, the impacts on Pacific Power customers, and a funding recommendation for 2013.
- We are pleased to see Energy Trust is forecasted to exceed Pacific Power's IRP goal in 2011. This shows how, by our organizations working together, we can continue our track record of success in providing these valuable savings. As we both know, Pacific Power customers are interested and engaged in improving the energy efficiency of their homes and businesses.
- Pacific Power considers IRP energy efficiency targets to be the minimum goal achieved annually and notes Energy Trust's projections to achieve 18.12 aMW (gross) in 2012 exceeds the 15.34 aMW (gross) IRP target. These resource acquisitions are valuable tools for Pacific Power customers to help manage rates and bills over the long term and reinforce the value of effective management.
- The progress to develop a common set of resource acquisition goals that align with Pacific Power, Energy Trust and the Commission expectations is appreciated. As a further refinement, Pacific Power requests our specific goals and results in all forums be presented in gross terms at the same time as net. This will streamline our review of forecasts and results in terms that align with our IRP planning process without follow-up data exchanges and separate documents.

- Pacific Power asks that Energy Trust provide more in-depth context of sector action plans before the end of 2011. Our mutual understanding of this will be helpful in guiding the activities of our organizations in 2012. We are encouraged at our joint prospects here and would appreciate seeing Energy Trust highlight items within the action plans that you would like Pacific Power to support.

As noted in our tariff filing, Pacific Power is committed to continuous improvement in our joint outreach and program efforts. As you know, we feel strongly about our connection with customers and know that you want to provide the best program services possible. Our direct customer feedback, growing levels of customer engagement and the thousands of customer attendees at hosted events demonstrate that we've done well, but can do even better with the joint planning and execution we have discussed, and we are committed to both the words and the spirit of the collaborative expectations in the Supplemental Funding Agreement.

Pacific Power values the resource acquisitions and customer benefits delivered by the Energy Trust of Oregon on behalf of Pacific Power customers. Speaking on behalf our team, we're here to help the Energy Trust meet and exceed their goals for 2012.

Sincerely,



Pat Egan

Vice President, Customer and Community Affairs  
Pacific Power

Bill Edmonds  
Director, Environmental Management &  
Sustainability  
Telephone: (503) 220-2351  
Facsimile: (503)220-2587  
Email: wre@nwnatural.com



December 1, 2011

Margie Harris  
Energy Trust of Oregon  
421 SW Oak Street, Suite 300  
Portland, OR 97204

Dear Margie,

NW Natural (NWN) appreciates this opportunity to provide formal comments on the Energy Trust of Oregon's (Energy Trust) 2012-2013 draft action plan and budget. We also appreciate the time you and your staff have taken to present this plan and its implications to our company.

These budget discussions come at a time when our organizations are involved in complex and at times contentious discussions over broad energy efficiency policy. The most pressing of these, in our view, has to do with the consequences of offering heat pump incentives to our current customers. While unintended, these incentives appear to be inducing fuel switching that is both costly for customers and has the result overall of a more expensive energy system. This critical issue is appropriately being taken up by the OPUC.

The budget also has been developed in the midst of dramatic changes in state policy, including substantial modifications to the tax incentives available to our customers. Energy Trust has negotiated this issue carefully with our input and with the participation of other key stakeholders. The current 2012-2013 budget allows for some "bonus" incentives to customers that would have previously received a BETC, a move that we support. For NWN customers, providing these bonus incentives could be accomplished within the existing proposed budget. If the take up of these incentives is much greater than expected we may need to approach the Commission together to request a limited deferral account.

Both of these issues are taking up the time of our organizations, as is appropriate, but our work together has continued to drive cost-effective savings in a manner that meets the target set by our Integrated Resource Plan. Energy Trust has performed admirably here, bringing in savings that are projected to be 8% above the conservative case in Oregon and 16% above the conservative case in Washington. NWN appreciates the hard work necessary to accomplish these substantial savings especially during a down economy.

NWN supports the budget proposal of \$22,532,591 and has already filed the necessary tariff change with the OPUC to accommodate this new budget. The tariff request was approved and became effective on November 1, 2011.

During Energy Trust's budget presentation in November several issues that reach beyond the 2012 budget were discussed and these deserve mention here.

NWN would like to see the Energy Performance Score (EPS) use the most accurate measure of energy use available and this requires consideration of the full fuel cycle. In your presentation, Energy Trust outlined your desire to modify and expand the EPS for use in existing homes. NWN is very supportive of a properly designed EPS, believing it is critical to get important energy use information into the hands of homeowners and home buyers. To be most effective and accurate, the EPS should be based on all energy used and should take into consideration any wasted energy. This would require the EPS to use "source" energy rather than "site" energy – and this is a modification that can be made using a relatively simple table developed by US DOE that converts site to source information, based on each region's generation mix.

The US DOE recently ruled that it would begin moving towards the use of source energy in providing information to customers. The agency finds:

In its effort to adopt several National Academy of Sciences (The Academy) recommendations, the U.S. Department of Energy (DOE) intends to modify the methods it uses to estimate the likely impacts of energy conservation standards for covered products on energy use and emissions and will work to expand the energy use and emissions information made available to consumers. Specifically, DOE intends to use full-fuel-cycle (FFC) measures of energy use and emissions, rather than the primary (or site) energy measures it currently uses. (FR 51282, August 18, 2011).


As we all work hard to get the very best information into the hands of consumers we should make sure the metric we are providing clearly demonstrates the complete picture of energy use, including the energy wasted on the way to the home. We appreciate that Energy Trust is taking up the issue of full fuel cycle as it considers the most appropriate measure for the EPS and hope the organization will work hard to get the very best metric set before fully implementing the EPS.

Behavioral programs, such as the Opower pilot, should be continued only after they have been fully evaluated and shown to provide persistent savings for natural gas customers. NW Natural is supportive of finding new ways to help our customers save energy and this includes experimenting with behavioral techniques such as Opower. We agreed to be part of the country's first effort to put competing natural gas and electric utilities on the same letter to our joint customers. The data available thus far has not shown compelling evidence of savings for gas customers, but understandably these cannot be adequately judged until the winter heating months can be reviewed. If behavioral programs appear to show savings that are both promising and persistent, we look forward to working with Energy Trust to find the best way to engage our customers in a way our customers find satisfying and in a manner that does not unduly influence the competitive market between fuels.



Thanks again for the opportunity to comment on Energy Trust's budget and action plan. We look forward to coming to resolution on some of the difficult issues that can at times keep our two organizations from partnering as successfully as we might. As we all work to drive efficiency to a broader set of customers and in deeper ways, we will need to depend on each of our organization's strengths. We have done this in the past but always look forward to finding new ways to partner with even greater success.

Sincerely,

A handwritten signature in black ink, appearing to read "Bill Edmonds". The signature is fluid and cursive, with a long horizontal stroke at the end.

Bill Edmonds





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WASHINGTON, 99336-7166  
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www.cngc.com

*In the Community to Serve®*

December 1, 2011

Energy Trust of Oregon  
421 SW Oak, Suite 300  
Portland, OR 97204

Comments from Cascade Natural Gas Corporation  
Regarding the Energy Trust of Oregon's 2012 Budget Proposal

Thank you for the opportunity to submit comments regarding the Energy Trust of Oregon's proposed program delivery budget for conservation efforts during CY2012. As in prior years, proposed program expenditures have increased in order to achieve the ETO's projected therm savings targets in Cascade Natural Gas Corporation's service territory. Based on the organization's consistent record of achievement, and the information available to the Company, we remain confident that the Energy Trust is capable of meeting its 2012 IRP targets, and are therefore able to support the budget as proposed.

However, we would like to express our continued desire for access to more specific information regarding the development of the ETO targets, and the strategies for maintaining program cost effectiveness in light of the decreased projected cost of natural gas. We believe in the value of the long-term, more readily quantifiable energy savings that comes with physical energy efficiency upgrades, and encourage the Energy Trust to continue the aggressive pursuit of savings from weatherization and equipment measures, as opposed to a reliance on behavioral and market transformation strategies. We also remain concerned by the significant reduction of natural gas equipment incentives in the portfolio as this may lead to unintended gas to electric fuel switching.

That being said, we support the budget for 2012 and look forward to deeper discussion on any outstanding issues.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael Parvinen", with a long horizontal flourish extending to the right.

Michael Parvinen, Manager of Regulatory Affairs  
Cascade Natural Gas Corporation, Intermountain Gas Corporation





**Energy Trust of Oregon, Inc**  
**Year to Date by Program/Service Territory - joint costs allocated at program level**  
**For the Twelve Months Ending December 31, 2012**  
**-APPROVE FINAL**

	ENERGY EFFICIENCY							RENEWABLE ENERGY			TOTAL				
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade	Avista	Oregon Total	NWN WA	ETO Total	PGE	PacifiCorp	Total	Other	All Programs
<b>REVENUES</b>															
Public Purpose Funding	\$26,449,746	\$20,583,022	\$47,032,768		\$18,983,061	\$2,936,997		\$68,952,826		\$68,952,826	\$7,976,907	\$6,207,578	\$14,184,485		\$83,137,311
Incremental Funding	42,722,373	24,891,198	67,613,571	3,420,205				71,033,776	1,261,914	72,295,690					72,295,690
Revenue from Investments														200,000	200,000
<b>TOTAL PROGRAM REVENUE</b>	<b>69,172,119</b>	<b>45,474,220</b>	<b>114,646,339</b>	<b>3,420,205</b>	<b>18,983,061</b>	<b>2,936,997</b>		<b>139,986,602</b>	<b>1,261,914</b>	<b>141,248,516</b>	<b>7,976,907</b>	<b>6,207,578</b>	<b>14,184,485</b>	<b>200,000</b>	<b>155,633,001</b>
<b>EXPENSES</b>															
Program Management (Note 3)	2,569,564	1,442,990	4,012,553	71,573	918,858	111,079		5,114,064	159,469	5,273,533	380,090	484,117	864,207		6,137,740
Program Delivery	21,112,006	12,558,035	33,670,041	647,645	5,212,808	743,179		40,273,673	311,989	40,585,662	207,875	79,625	287,500		40,873,162
Incentives	42,951,213	23,261,678	66,212,891	1,890,935	11,506,525	1,342,695		80,953,046	634,374	81,587,420	12,601,058	7,148,354	19,749,412		101,336,832
Program Eval & Planning Svcs.	2,729,572	1,538,464	4,268,036	89,756	952,614	104,032		5,414,437	84,984	5,499,421	91,322	78,640	169,962		5,669,383
Program Marketing/Outreach	2,573,415	1,547,462	4,120,877	17,739	1,358,361	150,785		5,647,761	105,350	5,753,111	151,378	43,622	195,000		5,948,111
Program Legal Services											4,845	2,655	7,500		7,500
Program Quality Assurance	113,305	67,850	181,155	518	68,368	6,460		256,500		256,500	17,208	18,642	35,850		292,350
Outsourced Services	1,082,050	487,099	1,569,149	12,367	440,790	42,145		2,064,451		2,064,451	535,455	277,045	812,500		2,876,951
Trade Allies & Cust. Svc. Mgmt.	479,530	287,639	767,169	4,761	298,247	29,153		1,099,330	28,371	1,127,701	46,413	12,066	58,479		1,186,180
IT Services	1,194,089	674,801	1,868,889	20,859	567,950	56,621		2,514,320	74,251	2,588,571	101,730	112,786	214,516		2,803,087
Other Program Expenses	296,752	169,884	466,636	10,725	101,007	11,875		590,243	42,982	633,225	132,444	115,617	248,061		881,286
<b>TOTAL PROGRAM EXPENSES</b>	<b>75,101,495</b>	<b>42,035,900</b>	<b>117,137,395</b>	<b>2,766,878</b>	<b>21,425,527</b>	<b>2,598,024</b>		<b>143,927,825</b>	<b>1,441,770</b>	<b>145,369,595</b>	<b>14,269,816</b>	<b>8,373,171</b>	<b>22,642,987</b>		<b>168,012,582</b>
<b>ADMINISTRATIVE COSTS</b>															
Management & General (Notes 1 & 2)	1,601,413	896,345	2,497,757	58,999	456,863	55,398		3,069,018	30,743	3,099,761	298,085	184,738	482,823		3,582,584
Communications & Customer Svc (Notes 1 & 2)	960,744	537,749	1,498,493	35,396	274,089	33,235		1,841,213	18,444	1,859,657	178,832	110,830	289,662		2,149,319
<b>Total Administrative Costs</b>	<b>2,562,157</b>	<b>1,434,094</b>	<b>3,996,251</b>	<b>94,395</b>	<b>730,952</b>	<b>88,634</b>		<b>4,910,231</b>	<b>49,187</b>	<b>4,959,418</b>	<b>476,917</b>	<b>295,568</b>	<b>772,485</b>		<b>5,731,903</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>77,663,654</b>	<b>43,469,998</b>	<b>121,133,651</b>	<b>2,861,273</b>	<b>22,156,479</b>	<b>2,686,658</b>		<b>148,838,061</b>	<b>1,490,957</b>	<b>150,329,015</b>	<b>14,746,732</b>	<b>8,668,740</b>	<b>23,415,471</b>		<b>173,744,483</b>
<b>TOTAL REVENUE LESS EXPENSES</b>	<b>(8,491,535)</b>	<b>2,004,222</b>	<b>(6,487,312)</b>	<b>558,932</b>	<b>(3,173,418)</b>	<b>250,339</b>		<b>(8,851,459)</b>	<b>(229,043)</b>	<b>(9,080,499)</b>	<b>(6,769,825)</b>	<b>(2,461,162)</b>	<b>(9,230,986)</b>	<b>200,000</b>	<b>(18,111,482)</b>
Cumulative Carryover at 12/31/11 (Note 4)	9,424,090	402,757	9,826,847	1,052,909	5,485,014	58,492	25,458	16,448,720	231,126	16,679,846	15,767,976	8,280,429	24,048,405	10,515,302	51,243,553
Interest attributed	1,740,000	1,160,000	2,900,000		5,000,000			7,900,000		7,900,000		1,700,000	1,700,000	(9,600,000)	
Interest re-attributed	(1,740,000)	(1,160,000)	(2,900,000)		(5,000,000)			(7,900,000)		(7,900,000)				7,900,000	
<b>TOTAL NET ASSETS CUMULATIVE</b>	<b>932,555</b>	<b>2,406,979</b>	<b>3,339,535</b>	<b>1,611,841</b>	<b>2,311,596</b>	<b>308,831</b>	<b>25,458</b>	<b>7,597,261</b>	<b>2,083</b>	<b>7,599,347</b>	<b>8,998,151</b>	<b>7,519,267</b>	<b>16,517,419</b>	<b>9,015,302</b>	<b>33,132,071</b>

Note 1) Both Management & General and Communications & Customer Service Expenses (Administrative) have been allocated based on total expenses.  
Note 2) Administrative costs are allocated for management reporting only. GAAP for Not for Profit organizations does not allow allocation of administrative costs to program expenses.  
Note 3) Program Management costs include both outsourced and internal staff.  
Note 4) Cumulative carryover at 12/31/2011 reflects audited results.

**Energy Trust of Oregon, Inc**  
**Program Expense by Service Territory**  
**2012 Crr t q x g f 'Final Budget**

	PGE	Pacific Power	Subtotal Elec. Utilities	NWN Industrial	NW Natural Gas	Cascade	Subtotal Gas Providers	Oregon Total	NWN WA	ETO Total
<b>Energy Efficiency</b>										
<b>Commercial</b>										
Existing Buildings	25,801,643	10,707,491	36,509,134	711,875	5,126,648	632,690	6,471,213	42,980,347	620,345	43,600,692
New Buildings	7,867,190	4,666,340	12,533,530		1,877,080	210,967	2,088,047	14,621,577		14,621,577
NEEA	2,085,550	1,573,309	3,658,859				0	3,658,859		3,658,859
<b>Total Commercial</b>	<b>35,754,383</b>	<b>16,947,140</b>	<b>52,701,523</b>	<b>711,875</b>	<b>7,003,728</b>	<b>843,657</b>	<b>8,559,260</b>	<b>61,260,783</b>	<b>620,345</b>	<b>61,881,128</b>
<b>Industrial</b>										
Production Efficiency	18,295,188	10,983,294	29,278,482	2,149,399	888,648	373,429	3,411,476	32,689,958		32,689,958
NEEA	953,454	719,273	1,672,727				0	1,672,727		1,672,727
<b>Total Industrial</b>	<b>19,248,642</b>	<b>11,702,567</b>	<b>30,951,209</b>	<b>2,149,399</b>	<b>888,648</b>	<b>373,429</b>	<b>3,411,476</b>	<b>34,362,685</b>		<b>34,362,685</b>
<b>Residential</b>										
Existing Homes	10,081,031	6,707,926	16,788,957		10,848,288	864,466	11,712,754	28,501,711	543,547	29,045,258
New Homes/Products	10,424,560	6,486,639	16,911,199		3,415,813	605,106	4,020,919	20,932,118	327,065	21,259,183
NEEA	2,155,031	1,625,725	3,780,756				0	3,780,756		3,780,756
<b>Total Residential</b>	<b>22,660,622</b>	<b>14,820,290</b>	<b>37,480,912</b>		<b>14,264,101</b>	<b>1,469,572</b>	<b>15,733,673</b>	<b>53,214,585</b>	<b>870,612</b>	<b>54,085,197</b>
<b>Energy Efficiency Program Costs</b>	<b>77,663,647</b>	<b>43,469,997</b>	<b>121,133,644</b>	<b>2,861,274</b>	<b>22,156,477</b>	<b>2,686,658</b>	<b>27,704,409</b>	<b>148,838,053</b>	<b>1,490,957</b>	<b>150,329,010</b>
<b>Renewables</b>										
Biopower	1,308,905	3,052,681	4,361,586				0	4,361,586		4,361,586
Solar Electric (Photovoltaic)	12,272,307	2,916,015	15,188,322				0	15,188,322		15,188,322
Other Renewable	1,165,520	2,700,045	3,865,565					3,865,565		3,865,565
<b>Renewables Program Costs</b>	<b>14,746,732</b>	<b>8,668,741</b>	<b>23,415,473</b>				<b>0</b>	<b>23,415,473</b>		<b>23,415,473</b>
<b>Cost Grand Total</b>	<b>92,410,379</b>	<b>52,138,738</b>	<b>144,549,117</b>	<b>2,861,274</b>	<b>22,156,477</b>	<b>2,686,658</b>	<b>27,704,409</b>	<b>172,253,526</b>	<b>1,490,957</b>	<b>173,744,483</b>

**Energy Trust of Oregon, Inc**  
**Statement of Functional Expenses**  
**2012 Approved Final Budget**

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total
<b>Program Expenses</b>							
Incentives/ Program Management & Delivery	129,138,526	20,036,912	149,175,438				149,175,438
Payroll and Related Expenses	2,644,699	864,207	3,508,906	2,119,675	908,200	3,027,875	6,536,781
Outsourced Services	6,826,528	1,100,850	7,927,378	573,385	748,000	1,321,385	9,248,763
Planning and Evaluation	2,410,344	119,962	2,530,306	24,437		24,437	2,554,743
Customer Service Management	658,808	24,090	682,898				682,898
Trade Allies Network	468,895	34,389	503,284				503,284
<b>Total Program Expenses</b>	<b>142,147,799</b>	<b>22,180,409</b>	<b>164,328,208</b>	<b>2,717,497</b>	<b>1,656,200</b>	<b>4,373,697</b>	<b>168,701,905</b>
<b>Program Support Costs</b>							
Supplies	21,462	5,718	27,180	17,852	8,924	26,776	53,956
Postage and Shipping Expenses	8,395	2,636	11,031	5,463	7,961	13,424	24,455
Telephone	3,083	497	3,580	2,790	559	3,349	6,929
Printing and Publications	108,921	24,103	133,024	1,550	50,678	52,228	185,252
Occupancy Expenses	188,596	59,212	247,808	122,735	66,526	189,261	437,069
Insurance	31,303	9,828	41,131	20,371	11,042	31,413	72,544
Equipment	10,566	3,317	13,883	6,876	5,727	12,603	26,486
Travel	62,750	72,700	135,450	36,656	7,000	43,656	179,106
Meetings, Trainings & Conferences	69,400	23,500	92,900	156,840	20,500	177,340	270,240
Interest Expense and Bank Fees			0	7,500		7,500	7,500
Depreciation & Amortization	67,994	21,348	89,342	44,250	23,984	68,234	157,576
Dues, Licenses and Fees	60,043	24,979	85,022	9,771	2,701	12,472	97,494
Miscellaneous Expenses	711	223	934	563	251	814	1,748
IT Services	2,588,572	214,516	2,803,088	431,869	287,269	719,138	3,522,226
<b>Total Program Support Costs</b>	<b>3,221,796</b>	<b>462,576</b>	<b>3,684,372</b>	<b>865,086</b>	<b>493,121</b>	<b>1,358,207</b>	<b>5,042,579</b>
<b>TOTAL EXPENSES</b>	<b>145,369,595</b>	<b>22,642,985</b>	<b>168,012,580</b>	<b>3,582,583</b>	<b>2,149,320</b>	<b>5,731,903</b>	<b>173,744,483</b>

OPUC Performance Measure 6.1%



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**PGE**

**ENERGY EFFICIENCY**

	<b>Existing Buildings</b>	<b>New Buildings</b>	<b>NEEA Commercial</b>	<b>Production Efficiency</b>	<b>NEEA Industrial</b>	<b>Existing Homes</b>	<b>New Homes &amp; Products</b>	<b>NEEA Residential</b>	<b>ETO Total</b>
<b>EXPENSES</b>									
Program Management	\$964,163	\$406,258	\$31,852	\$406,329	\$7,001	\$378,836	\$370,786	\$4,340	<b>2,569,565</b>
Program Delivery	5,716,662	2,373,007	1,945,730	3,970,184	875,578	2,385,768	1,802,061	2,043,016	<b>21,112,006</b>
Incentives	15,783,969	3,967,019		12,355,602		4,647,313	6,197,310		<b>42,951,213</b>
Program Eval & Planning Svcs.	851,345	371,695	27,858	535,731	37,355	595,447	274,688	35,455	<b>2,729,574</b>
Program Marketing/Outreach	506,169	150,097		114,154		774,682	1,028,313		<b>2,573,415</b>
Legal Services									<b>0</b>
Program Quality Assurance	18,934	26,885				47,579	19,907		<b>113,305</b>
Outsourced Services	577,149	31,186		124,424		296,150	53,141		<b>1,082,050</b>
Trade Allies & Cust. Svc. Mgmt.	89,522	31,901		19,651		212,398	126,058		<b>479,530</b>
IT Services	371,298	206,487	7,481	90,949	1,370	358,513	157,249	742	<b>1,194,089</b>
Other Program Expenses	71,228	43,115	3,826	74,599	695	51,768	51,138	382	<b>296,751</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>24,950,437</b>	<b>7,607,649</b>	<b>2,016,747</b>	<b>17,691,622</b>	<b>921,999</b>	<b>9,748,453</b>	<b>10,080,651</b>	<b>2,083,935</b>	<b>75,101,498</b>
<b>ADMINISTRATIVE COSTS</b>									
Mgmt & General	532,026	162,220	43,004	377,244	19,660	207,869	214,953	44,437	<b>1,601,413</b>
Comm & Customer Svc	319,181	97,322	25,799	226,322	11,795	124,708	128,958	26,659	<b>960,744</b>
<b>Total Administrative Costs</b>	<b>851,207</b>	<b>259,542</b>	<b>68,803</b>	<b>603,566</b>	<b>31,455</b>	<b>332,578</b>	<b>343,910</b>	<b>71,096</b>	<b>2,562,157</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>25,801,643</b>	<b>7,867,190</b>	<b>2,085,550</b>	<b>18,295,188</b>	<b>953,454</b>	<b>10,081,031</b>	<b>10,424,560</b>	<b>2,155,031</b>	<b>77,663,657</b>

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**Pacific Power**

**ENERGY EFFICIENCY**

	<b>Existing Buildings</b>	<b>New Buildings</b>	<b>NEEA Commercial</b>	<b>Production Efficiency</b>	<b>NEEA Industrial</b>	<b>Existing Homes</b>	<b>New Homes &amp; Products</b>	<b>NEEA Residential</b>	<b>ETO Total</b>
<b>EXPENSES</b>									
Program Management	\$398,174	\$239,520	\$24,029	\$276,800	\$5,281	\$266,423	\$229,489	\$3,274	<b>1,442,990</b>
Program Delivery	2,397,229	1,391,117	1,467,831	2,789,685	660,524	1,204,229	1,106,197	1,541,223	<b>12,558,035</b>
Incentives	6,640,700	2,371,437		6,958,455		3,421,284	3,869,802		<b>23,261,678</b>
Program Eval & Planning Svcs.	353,302	220,466	21,015	321,620	28,180	396,211	170,923	26,747	<b>1,538,464</b>
Program Marketing/Outreach	183,812	88,438		68,531		568,323	638,359		<b>1,547,463</b>
Legal Services									
Program Quality Assurance	7,857	15,946				31,659	12,387		<b>67,849</b>
Outsourced Services	152,377	18,498		94,679		184,169	37,376		<b>487,099</b>
Trade Allies & Cust. Svc. Mgmt.	37,151	18,922		11,797		141,329	78,439		<b>287,638</b>
IT Services	154,086	122,476	5,643	54,600	1,034	238,555	97,848	559	<b>674,801</b>
Other Program Expenses	29,559	25,573	2,887	44,784	525	34,447	31,821	289	<b>169,885</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>10,354,246</b>	<b>4,512,393</b>	<b>1,521,405</b>	<b>10,620,951</b>	<b>695,544</b>	<b>6,486,628</b>	<b>6,272,641</b>	<b>1,572,092</b>	<b>42,035,902</b>
<b>ADMINISTRATIVE COSTS</b>									
Mgmt & General	220,787	96,219	32,441	226,474	14,831	138,316	133,753	33,522	<b>896,343</b>
Comm & Customer Svc	132,458	57,725	19,463	135,870	8,898	82,981	80,243	20,111	<b>537,749</b>
<b>Total Administrative Costs</b>	<b>353,245</b>	<b>153,944</b>	<b>51,904</b>	<b>362,344</b>	<b>23,729</b>	<b>221,297</b>	<b>213,997</b>	<b>53,633</b>	<b>1,434,092</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>10,707,491</b>	<b>4,666,340</b>	<b>1,573,309</b>	<b>10,983,294</b>	<b>719,273</b>	<b>6,707,925</b>	<b>6,486,639</b>	<b>1,625,725</b>	<b>43,469,997</b>

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NWN

<b>ENERGY EFFICIENCY</b>						
	<b>Existing Buildings</b>	<b>New Buildings</b>	<b>Production Efficiency</b>	<b>Existing Homes</b>	<b>New Homes &amp; Products</b>	<b>ETO Total</b>
<b>EXPENSES</b>						
Program Management	\$179,752	\$91,896	\$27,541	\$446,056	\$173,613	<b>918,858</b>
Program Delivery	1,046,304	506,815	208,144	2,190,163	1,261,382	<b>5,212,808</b>
Incentives	3,234,594	1,020,687	577,608	5,370,063	1,303,573	<b>11,506,525</b>
Program Eval & Planning Svcs.	213,403	80,615	24,857	554,850	78,889	<b>952,614</b>
Program Marketing/Outreach	86,326	33,742	5,553	883,303	349,437	<b>1,358,361</b>
Legal Services						<b>0</b>
Program Quality Assurance	3,731	6,445		51,647	6,546	<b>68,369</b>
Outsourced Services	88,574	7,476	6,620	318,403	19,717	<b>440,790</b>
Trade Allies & Cust. Svc. Mgmt.	17,640	7,647	956	230,557	41,448	<b>298,248</b>
IT Services	73,161	49,497	4,424	389,165	51,704	<b>567,951</b>
Other Program Expenses	14,035	10,335	3,629	56,194	16,814	<b>101,007</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>4,957,519</b>	<b>1,815,154</b>	<b>859,331</b>	<b>10,490,399</b>	<b>3,303,124</b>	<b>21,425,527</b>
<b>ADMINISTRATIVE COSTS</b>						
Mgmt & General	105,711	38,705	18,324	223,690	70,434	<b>456,864</b>
Comm & Customer Svc	63,420	23,221	10,993	134,200	42,256	<b>274,090</b>
<b>Total Administrative Costs</b>	<b>169,130</b>	<b>61,926</b>	<b>29,317</b>	<b>357,890</b>	<b>112,689</b>	<b>730,952</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>5,126,648</b>	<b>1,877,080</b>	<b>888,648</b>	<b>10,848,288</b>	<b>3,415,813</b>	<b>22,156,477</b>

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**NWN Industrial**

	<b>ENERGY EFFICIENCY</b>		
	<b>Existing Buildings</b>	<b>Production Efficiency</b>	<b>ETO Total</b>
<b>EXPENSES</b>			
Program Management	\$9,146	\$62,428	<b>71,574</b>
Program Delivery	110,000	537,645	<b>647,645</b>
Incentives	516,616	1,374,319	<b>1,890,935</b>
Program Eval & Planning Svcs.	29,633	60,123	<b>89,756</b>
Program Marketing/Outreach	4,309	13,430	<b>17,739</b>
Legal Services			<b>0</b>
Program Quality Assurance	518		<b>518</b>
Outsourced Services	3,611	8,756	<b>12,367</b>
Trade Allies & Cust. Svc. Mgmt.	2,449	2,312	<b>4,761</b>
IT Services	10,159	10,700	<b>20,859</b>
Other Program Expenses	1,949	8,776	<b>10,725</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>688,390</b>	<b>2,078,489</b>	<b>2,766,879</b>
<b>ADMINISTRATIVE COSTS</b>			
Mgmt & General	14,679	44,320	<b>58,999</b>
Comm & Customer Svc	8,806	26,589	<b>35,395</b>
<b>Total Administrative Costs</b>	<b>23,485</b>	<b>70,910</b>	<b>94,395</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>711,875</b>	<b>2,149,399</b>	<b>2,861,274</b>

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**NWN WA**

	<b>ENERGY EFFICIENCY</b>			
	<b>Existing Buildings</b>	<b>Existing Homes</b>	<b>New Homes &amp; Products</b>	<b>ETO Total</b>
<b>EXPENSES</b>				
Program Management	\$59,328	\$62,248	\$37,893	<b>159,469</b>
Program Delivery	154,200	116,878	40,911	<b>311,989</b>
Incentives	262,958	196,870	174,546	<b>634,374</b>
Program Eval & Planning Svcs.	29,786	32,008	23,190	<b>84,984</b>
Program Marketing/Outreach	35,000	54,557	15,793	<b>105,350</b>
Legal Services				<b>0</b>
Program Quality Assurance				<b>0</b>
Outsourced Services				<b>0</b>
Trade Allies & Cust. Svc. Mgmt.	10,920	16,147	1,304	<b>28,371</b>
IT Services	30,426	31,765	12,060	<b>74,251</b>
Other Program Expenses	17,263	15,141	10,578	<b>42,982</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>599,881</b>	<b>525,614</b>	<b>316,275</b>	<b>1,441,770</b>
<b>ADMINISTRATIVE COSTS</b>				
Mgmt & General	12,791	11,208	6,744	<b>30,743</b>
Comm & Customer Svc	7,674	6,724	4,046	<b>18,444</b>
<b>Total Administrative Costs</b>	<b>20,465</b>	<b>17,932</b>	<b>10,790</b>	<b>49,187</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>620,345</b>	<b>543,547</b>	<b>327,065</b>	<b>1,490,957</b>

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**Cascade**

<b>ENERGY EFFICIENCY</b>						
	<b>Existing Buildings</b>	<b>New Buildings</b>	<b>Production Efficiency</b>	<b>Existing Homes</b>	<b>New Homes &amp; Products</b>	<b>ETO Total</b>
<b>EXPENSES</b>						
Program Management	\$22,621	\$10,582	\$7,371	\$36,336	\$34,168	<b>111,078</b>
Program Delivery	137,407	60,120	121,194	156,489	267,969	<b>743,179</b>
Incentives	390,518	111,200	214,458	444,593	181,926	<b>1,342,695</b>
Program Eval & Planning Svcs.	26,337	9,060	10,446	44,214	13,975	<b>104,032</b>
Program Marketing/Outreach	9,897	3,896	2,333	72,559	62,099	<b>150,784</b>
Legal Services						<b>0</b>
Program Quality Assurance	460	724		4,116	1,160	<b>6,460</b>
Outsourced Services	11,640	840	1,521	23,779	4,365	<b>42,145</b>
Trade Allies & Cust. Svc. Mgmt.	2,177	859	402	18,372	7,343	<b>29,153</b>
IT Services	9,029	5,563	1,859	31,011	9,159	<b>56,621</b>
Other Program Expenses	1,732	1,162	1,525	4,478	2,979	<b>11,876</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>611,819</b>	<b>204,007</b>	<b>361,109</b>	<b>835,948</b>	<b>585,143</b>	<b>2,598,026</b>
<b>ADMINISTRATIVE COSTS</b>						
Mgmt & General	13,046	4,350	7,700	17,825	12,477	<b>55,398</b>
Comm & Customer Svc	7,827	2,610	4,620	10,694	7,485	<b>33,236</b>
<b>Total Administrative Costs</b>	<b>20,873</b>	<b>6,960</b>	<b>12,320</b>	<b>28,519</b>	<b>19,963</b>	<b>88,635</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>632,690</b>	<b>210,967</b>	<b>373,429</b>	<b>864,466</b>	<b>605,106</b>	<b>2,686,661</b>

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PGE

	<b>RENEWABLE EFFICIENCY</b>			<b>ETO Total</b>
	<b>Biopower</b>	<b>Solar Electric</b>	<b>Other Renewable</b>	
<b>EXPENSES</b>				
Program Management	\$54,010	\$237,819	\$88,261	<b>380,090</b>
Program Delivery	16,250	191,625		<b>207,875</b>
Incentives	1,000,415	10,832,198	768,445	<b>12,601,058</b>
Program Eval & Planning Svcs.	14,792	54,975	21,555	<b>91,322</b>
Program Marketing/Outreach	5,200	138,978	7,200	<b>151,378</b>
Legal Services	1,625	2,020	1,200	<b>4,845</b>
Program Quality Assurance			17,208	<b>17,208</b>
Outsourced Services	145,600	231,495	158,360	<b>535,455</b>
Trade Allies & Cust. Svc. Mgmt.		45,539	873	<b>46,412</b>
IT Services	10,030	70,441	21,259	<b>101,730</b>
Other Program Expenses	17,803	62,349	52,292	<b>132,444</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>1,265,725</b>	<b>11,867,439</b>	<b>1,136,652</b>	<b>14,269,816</b>
<b>ADMINISTRATIVE COSTS</b>				
Mgmt & General	26,989	253,053	18,043	<b>298,085</b>
Comm & Customer Svc	16,192	151,815	10,825	<b>178,832</b>
<b>Total Administrative Costs</b>	<b>43,181</b>	<b>404,868</b>	<b>28,867</b>	<b>476,916</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>1,308,905</b>	<b>12,272,307</b>	<b>1,165,520</b>	<b>14,746,732</b>

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**Pacific Power**

	<b>RENEWABLE EFFICIENCY</b>			<b>ETO Total</b>
	<b>Biopower</b>	<b>Solar Electric</b>	<b>Other Renewable</b>	
<b>EXPENSES</b>				
Program Management	\$125,965	\$56,508	\$301,644	<b>484,117</b>
Program Delivery	8,750	70,875		<b>79,625</b>
Incentives	2,673,082	2,548,488	1,926,784	<b>7,148,354</b>
Program Eval & Planning Svcs.	19,923	13,063	45,654	<b>78,640</b>
Program Marketing/Outreach	2,800	33,022	7,800	<b>43,622</b>
Legal Services	875	480	1,300	<b>2,655</b>
Program Quality Assurance			18,642	<b>18,642</b>
Outsourced Services	78,400	55,005	143,640	<b>277,045</b>
Trade Allies & Cust. Svc. Mgmt.		10,821	1,246	<b>12,067</b>
IT Services	23,391	16,737	72,658	<b>112,786</b>
Other Program Expenses	18,785	14,815	82,017	<b>115,617</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>2,951,971</b>	<b>2,819,814</b>	<b>2,601,386</b>	<b>8,373,171</b>
<b>ADMINISTRATIVE COSTS</b>				
Mgmt & General	62,946	60,128	61,664	<b>184,738</b>
Comm & Customer Svc	37,763	36,073	36,994	<b>110,830</b>
<b>Total Administrative Costs</b>	<b>100,709</b>	<b>96,201</b>	<b>98,659</b>	<b>295,569</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>3,052,681</b>	<b>2,916,015</b>	<b>2,700,045</b>	<b>8,668,741</b>





# 2012-2013 Action Plan

December 16, 2011

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## I. INTRODUCTION

Energy Trust measures its performance against its five-year Strategic Plan goals and the Oregon Public Utility Commission (OPUC) minimum performance measures. The goals of the Energy Trust 2010-2014 Strategic Plan are:

***Goal 1: Help utilities and their ratepayers acquire all cost-effective energy efficiency.***

- Between 2010 and 2014, save 262 average megawatts of electricity, contingent on adequate funding, through efficiency and conservation
- Between 2010 and 2014, save 22.5 million annual therms of natural gas, contingent on adequate funding, through efficiency and conservation

***Goal 2: Accelerate the rate at which new renewable energy generation is produced, helping to achieve Oregon's 2025 goal of meeting at least 8 percent of retail electrical load from small-scale renewable energy projects.***

- Between 2010 and 2014, achieve an additional 23 average megawatts of renewable energy; and
- Flexibly expand markets including hydro, solar, geothermal, biopower, and wind.

Current OPUC minimum performance measures are:

- Save at least 31 average megawatts of electricity, computed on a three-year rolling average basis at a levelized cost of no more than 3.5 cents per kilowatt hour;
- Save at least 1,800,000 therms of gas, computed on a three-year rolling average basis at a levelized cost of no more than 60 cents per therm;
- Secure at least 3 aMW of new renewable resources per year, computed on a three-year rolling average, from a variety of small-scale projects;
- Earn an unqualified audit opinion;
- Keep administrative and program support costs below 11 percent of annual revenues;
- Maintain a reasonable level of customer satisfaction, as measured by surveys, and maintain statistics on complaints; and
- Report the benefit/cost ratio for conservation acquisition programs based on the utility system perspective and societal perspective annually; report any significant changes in benefit/cost performance mid-year.

In 2011, Energy Trust program results were significantly impacted by the poor economy, limited new construction activity, scarce capital and changes to the state of Oregon's long-established tax credit programs. Energy Trust commercial and industrial programs quickly implemented

mitigation strategies designed to partially close the gap left by new eligibility dates for Business Energy Tax Credits (BETC). The mitigation strategies were designed to help complete projects whose BETCs were unexpectedly foreclosed, while also attracting new projects during this period of uncertainty about new and more limited tax credit offerings.

Overall, 2011 Energy Trust programs performed well under these challenging circumstances: Energy efficiency programs are projected to deliver 40.1 aMW in electric savings, 90% of the electric stretch-case goal; 4.7 million therms in gas efficiency, 90% of the gas stretch-case goal; and 4.7 aMW of renewable generation, exceeding the renewable energy stretch goal.

Looking ahead to 2012-2013, Energy Trust identified a number of working assumptions to guide design, development and implementation of programs and activities. These include:

- Continued sluggish economy
- Continued uncertainty around tax credits and markets impacts
- Striking a balance between the amount of efficiency acquired using some ongoing tax credit mitigation while minimizing consumer rate impacts
- Transitions to higher codes and standards
- Building a pipeline for market transformation

As discussed at the Board's Strategic Retreat in June, Energy Trust anticipates a future gap in electric efficiency resources stemming in part from more stringent new codes and higher efficiency standards for appliances and equipment. New residential and commercial lighting standards that become effective in 2013 are examples. Energy Trust is supporting emerging technology development and testing through NW Energy Efficiency Alliance programs to fill these gaps. Higher acquisition costs and lower realization rates are expected to continue as we make this transition.

## **II. 2012-2013 ACTION PLAN HIGHLIGHTS**

To achieve Energy Trust goals and OPUC performance measures, the 2012-2013 budget and action plan adopted the following themes:

**Flexibility:** Remain nimble while addressing a slow economy and transitioning to new tax credit programs.

- Participate in rulemaking and revisions for new tax credit programs
- Partially mitigate for the lost tax credits, where appropriate and budget warrants
- Develop new program strategies and designs to leverage existing tax credits
- Promote awareness of new tax credits and support customer understanding of the new rules
- Increase financial and technical support for customers, where appropriate
- Learn from market response and adjust during transition period

**Effective Management:** Invest available revenues, actively monitor expenditures and enhance efficiencies to achieve the highest possible results.

- Balance revenues and expenditures to maximize results and minimize rate impacts

- Carefully watch market and program pipelines
- Leverage incentives to move projects forward
- Revise strategies and innovate
- Gain efficiencies through streamlining, automation and simplification

**Outreach and Leverage:** Support and leverage Trade and Program Allies and engage new market actors and resources.

- Promote value of trade ally network
- Foster easy customer access to trade allies
- Focus on economic case for efficiency actions
- Strategic alignment with market actors
- Continued enhanced delivery in rural areas

**Streamline:** Maintain ongoing emphasis on efficiency gains and organizational process improvements, while supporting customer action through targeted outreach and simplified information.

- Enhance web-based tools and online application forms
- Expand program and process simplifications
- Continue efforts to better understand customer decision-making
- Simplified interfaces between contractors and customer support
- Deliver more affordable support for New Homes

**A Balanced Portfolio:** Create and manage a diverse portfolio, including both short and long term initiatives.

- Tailor strategies and target programs, emphasizing those most able and ready to act
- Deploy new measures, tools and tactics
- Leverage utility/customer relationships and other market actor
- Remain ready and willing to change

### III. 2012-2013 PROGRAM SUMMARIES

Details of individual program strategies and descriptions and corresponding line item budgets for 2012-2013 plans appear in the next tab (“one-pagers.”) Four program sectors are represented: 1) Business; 2) Industrial/Agricultural; 3) Homes and 4) Renewable Energy. These sections include program-by-program statements of purpose, 2012 strategies and activities, new initiatives and focus areas, and detailed activities planned for 2013.

### IV. PROJECTED 2013 HIGHLIGHTS AND CONTINGENCIES

Many of the activities identified on the individual program descriptions will either continue in 2013 or will result in information to shape and inform new activities in 2013. In particular, it will take some time to fully understand the impact of changes to Oregon’s energy tax credits and to learn whether program strategies intended to address those changes prove effective. In addition, we anticipate that 2013 activities will be affected by various policy-making processes and outcomes, including and not limited to:

- Final rules for new Oregon energy tax credits;

- Further development of new financing tools for energy efficiency through Cool Schools, Clean Energy Works Oregon, and public/private initiatives;
- OPUC policy development;
- Development of a 10-year state energy plan.

### Business Energy Solutions- Existing Buildings - Commercial

**Program Purpose:** Acquire cost-effective electric and natural gas savings by providing technical assistance and financial incentives for high-efficiency equipment and energy efficient operating practices in existing commercial facilities.

#### 2012 Strategies & Activities

1. Deliver program to commercial entities through Program Management Contractor (Lockheed Martin), subcontractors and a statewide comprehensive network of trade allies.
2. Continue to focus on delivering tailored program services to the entire value chain of target markets from business owners, property owners, tenants, property management companies, service providers, electrical/mechanical contractors, distributors, manufacturer representatives and manufacturers.
3. Provide offerings and services that appeal to a wide-range of participants.
4. Expand program throughout the state to reach new customers and go deeper with existing customers.
5. Maintain and expand successful state-wide Trade Ally Network of installation and technical assistance contractors.
6. Adjust incentives and program delivery activities to mitigate for the impact of the changing state tax credit program.
7. Increase operations-based savings and low-cost/no-cost approaches to save energy in a capital constrained market.
8. Build and leverage long-term relationships to help customers implement energy savings strategies over time.
9. Reduce cost and complexity of participating in program by streamlining program requirements.
10. Increase awareness and visibility throughout the state by expanding geographic presence.
11. Release a Request for Proposals for a Program Management Contractor to manage Existing Buildings program.
12. Leverage the "single point of contact" approach of Existing Multifamily to include outreach and assistance to New Buildings Multifamily and Small Multifamily by offering engaged portfolios the program benefits of both.
13. Innovate and adopt more standard incentive offerings that will involve tenants in the savings decision and overcome the split incentive dilemma.
14. Work with the affordable housing community to explore how the program can serve previously off-limit participants through partnership a financing pilot, self implementation or coordination.

#### 2012 New Initiatives & Focus Areas

1. Continue enhanced customer focus with teams that include outreach, operations, engineering and lighting members.
2. Expand market education on the pending 2012 federal lighting standard and provide incentives to encourage participants to convert T12s to High-performance and Low-wattage T8s.
3. Work with NEEA to enhance the pilot to encourage lighting Trade Allies to integrate more comprehensive lighting design standards into lighting projects in anticipation of a reduced linear fluorescent lighting source in 2013.
4. Continue both aspects of the Strategic Energy Management pilot: 1) Cohort approach with 10-15 participants in commercial real estate 2) Long-term energy efficiency planning with 2-3 targeted customers.
5. Collaborate with other energy efficiency implementation organizations to achieve regional economies to ensure product supply and reduce project costs.
6. Expand Building Information System Pilot that will use Building Information Systems to benchmark and then work with operators to implement operating procedures that will be evaluated and incented through measured performance gains.
7. Coordinate with electric utility field and outreach representatives and marketing efforts to recruit and screen new leads.
8. Explore direct install applications for commercial customers.
9. Release RFP focused on suppliers of energy efficient clothes washers in order to competitively place equipment through a distributor buy down.
10. Comprehensive overhaul of existing website structure and content to provide a "one-stop shop" for all multifamily properties in order to eliminate mixed messaging and confusion as a result of current program design.
11. Explore a variety of benchmarking tools in order to provide comprehensive information on customer portfolios and their energy use as a framework for further reasons to pursue energy efficient projects.

#### 2013 Planned Activities

1. Revise lighting program to account for new baseline from Federal 2012 lighting standards.
2. Continue to expand the emphasis on operations and strategic energy planning.

**2012-2013 APPROVED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*



Targets											
Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)		Goal Therms		Levelized Cost (\$/therm)	
	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2011 Forecast	\$27.3	\$5.1	\$32.4	10.10		\$0.034		1,084,644		\$0.363	
2012 Budget	\$36.5	\$6.5	\$43.0	11.25	13.24	\$0.042	\$0.036	1,163,190	1,368,458	\$0.475	\$0.403
2013 Projection	\$37.4	\$6.9	\$44.4	12.00	14.12	\$0.041	\$0.035	1,233,489	1,451,163	\$0.479	\$0.407

**The Energy Trust of Oregon, Inc  
2012 Approved Final Budget  
Existing Buildings**

	2011 Forecast	2012 Budget	2013 Projection
<b>Incentives</b>	<b>\$20,185,182</b>	<b>\$26,566,397</b>	<b>\$27,237,155</b>
<b>Delivery Costs</b>			
Program Management	781,945	637,731	610,397
Program Delivery	7,810,033	9,407,602	9,562,982
Marketing-PMC	421,016	497,012	521,863
Performance Comp	155,000	380,000	360,000
<b>Total Delivery Costs</b>	<b>9,167,993</b>	<b>10,922,344</b>	<b>11,055,242</b>
<b>ETO expenses</b>			
Staffing	354,330	556,125	577,480
Marketing	200,000	223,500	223,500
Other Services	756,665	1,941,240	2,626,247
General	26,500	50,450	50,450
Allocations	790,063	1,302,352	1,150,076
<b>Sub-Total before Admin Costs</b>	<b>31,480,733</b>	<b>41,562,409</b>	<b>42,920,149</b>
Administrative Costs	958,174	1,417,940	1,444,766
<b>TOTAL EXPENSE</b>	<b>32,438,906</b>	<b>42,980,351</b>	<b>44,364,914</b>

**Business Energy Solutions- New Buildings****Commercial**

**Program Purpose:** Acquire cost-effective electric and natural gas savings by providing technical assistance and financial incentives for high-efficiency design and equipment in commercial and industrial new construction and major renovation projects.

**2012 Strategies & Activities**

1. New Buildings will continue to position itself as a technical and educational resource in the market, focus on influencing market transformation, and diversify its offerings to continue to capture energy savings.
2. Expand focus on market transformation by supplementing Building Code Division's code trainings to maximize code-based savings. Develop educational resources to increase the market's ability to identify and achieve savings.
3. Provide hands-on assistance to project teams to complete and close projects throughout the year. Support the growing number of projects in the 2012 pipeline, many under the more stringent energy code.
4. Structure incentives to reward whole-building improvements and cost-effective efficiency beyond code.
5. Enhance engineering support for modeled projects early in the design process with the objective of identifying opportunities to design beyond code and influence decisions.
6. Continue providing calculated single system measures for quick-to-deploy simple approaches to design and equipment selection.
7. Deepen market penetration through sector- and firm-specific outreach approaches with the objective of maximizing enrollments to build the pipeline for 2013 and beyond. This builds on a strategy started in 2011 to build and create a market position for New Building Program Allies that will be continued.
8. Modify approaches to post-occupancy and building commissioning to increase market uptake of these offerings, which are intended to further influence savings potential.
9. Collaborate with NEEA to support the recently published Oregon Reach Code to begin positioning the program for its adoption during the 2013 code cycle.
10. Integrate and streamline Solar to ensure every participant is well-served by the appropriate programs.
11. Continue to implement the Path to Net Zero pilot and integrate lessons learned from the Small Commercial Efficiency pilot to boost savings from standard measures.
12. Simplify messaging, reference tools, and participation process for hard-to-reach audiences.

**2012 New Initiatives & Focus Areas**

1. Expand web-based capabilities to support processing, potential project management.
2. Provide packaged approaches for target markets that face challenges with exceeding code, including small commercial and multifamily.
3. Help the market adjust to the post BETC environment. Once new State Tax Credit rules are known, finalize program mitigation strategies and leverage opportunities through ODOE's replacement Energy Incentives Program.
4. Test a broad array of approaches to post-occupancy, including operator training, acceptance testing, advanced commissioning, monitoring & reporting and lessons being learned from the Path to Net Zero pilot.
5. Launch a cost-effective solar-ready offering to encourage buildings to incorporate solar design from the concept stage, ideally creating demand for future large-scale buy-downs for commercial solar.
6. Based on developments from the Path to Net Zero, test an innovation incentive that encourages projects to pursue leading edge design strategies or technologies where risk perceptions are a barrier to achieving deep energy savings.
7. Connect customers with additional financial resources and the Lending Ally network to push innovative approaches forward in the market and boost aggressive savings targets.
8. Position New Buildings to capture additional market transformation savings in 2012 and 2013.
9. Engage trade allies to improve code compliance in preparation for the new 2013 code, which may align with the Reach Code.

**2013 Planned Activities**

1. Continue building the pipeline and support for 2013 Oregon Energy Efficiency Specialty Code with tiered incentives that reward aggressive savings.
2. Address the State's 2013 energy code change which is expected to be another significant baseline increase.
3. Offer incentives and engineering support to reward increasing energy efficiency in excess of 2010 code update.
4. Leverage our emerging delivery network of New Buildings Program Allies to drive projects that exceed code.

(See budget detail on reverse side)



**2012-2013 APPROVED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*



<b>Targets</b>											
Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)		Goal Therms		Levelized Cost (\$/therm)	
	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2011 Forecast	\$9.4	\$2.2	\$11.6	3.51		\$0.027		568,515		\$0.316	
2012 Budget	\$12.5	\$2.1	\$14.6	2.90	3.41	\$0.061	\$0.052	460,488	541,750	\$0.490	\$0.417
2013 Projection	\$10.8	\$2.1	\$12.9	1.42	1.67	\$0.078	\$0.066	324,938	382,280	\$0.563	\$0.478

**The Energy Trust of Oregon, Inc  
2012 Approved Final Budget  
New Buildings**

	2011 Forecast	2012 Budget	2013 Projection
<b>Incentives</b>	<b>\$5,147,417</b>	<b>\$7,470,344</b>	<b>\$5,538,940</b>
<b>Delivery Costs</b>			
Program Management	243,886	180,828	180,827
Program Delivery	4,016,522	4,331,059	4,566,759
Marketing-PMC	238,976	149,173	197,821
Performance Comp	175,000	185,000	185,000
<b>Total Delivery Costs</b>	<b>4,674,384</b>	<b>4,846,059</b>	<b>5,130,407</b>
<b>ETO expenses</b>			
Staffing	267,283	382,428	397,105
Marketing	118,500	117,000	112,000
Other Services	452,500	454,390	559,284
General	16,200	34,000	17,500
Allocations	580,628	834,983	758,388
<b>Sub-Total before Admin Costs</b>	<b>11,256,912</b>	<b>14,139,204</b>	<b>12,513,624</b>
Administrative Costs	342,625	482,372	421,230
<b>TOTAL EXPENSE</b>	<b>11,599,538</b>	<b>14,621,578</b>	<b>12,934,854</b>

**Market Transformation Northwest Energy Efficiency Alliance (NEEA)****Commercial**

**Program Purpose:** NEEA funds regional market transformation initiatives in the Northwest region across commercial, industrial and residential sectors working in coordination with Energy Trust programs. This budget contemplates leveraging NEEA regional market transformation initiatives in the commercial market sector to acquire cost-effective savings while creating sustainable and efficient purchasing patterns among commercial consumers.

**2012 Strategies & Activities**

1. Continue initiatives incorporating efficient business practices/Strategic Energy Management. (SEM) into the management systems for existing hospitals with supplemental focus on smaller hospitals. Plan on transitioning Hospitals initiative to Energy Trust over next 2 years.
2. Commercial Real Estate will focus on SEM by facility owners and managers, and competitions & behavior change for the region's largest real estate portfolio owners. Initiative will be modified to expand impact through the market partners program and other avenues.
3. Partner with others to provide broad based Education and Training in the market and further enable adoption of SEM best practices and integrated solutions.
4. Focus on creating capable and integrated supply chain trade allies in the training and education component of each initiative
5. Coordinate with Energy Trust and others to integrate training in new Codes (& Standards) application.
6. Through the commercial lighting initiative initiate and complete pilots for contractor redesign of existing lighting systems, and through training of lighting contractors create a qualified trade ally supply chain.
7. Existing Building renewal will leverage recent research and development to move into a multifaceted program implementation stage to achieve deep savings at time of building renovation.
8. Builder Operators Certification will continue to expand the capabilities of our trade allies through certified training programs
9. Aggressive marketing and public relations will promote successes, big and small, into selected targeted audiences. It is the goal to ensure that investing in energy efficiency is a high priority/ high return option for building owners/operators/ investors and supply chain partners and that such energy efficiency evaluations are a component of standard business practices

**2012 New Initiatives & Focus Areas**

1. Existing Building Renewal
  - a. Develop the owner/manager planning road map for efficient and accurate deep energy retrofit planning
  - b. Roll out a set of integrated measurement packages to provide an integrated suite of technical tools to evaluate various multi system options to optimize deep energy fit retrofits
  - c. Begin 2-4 pilots to test and enhance the accuracy of the deep energy efficient retro fit model in actual application
2. Begin an initiative focusing on overcoming a barrier common in commercial initiatives: Overcoming financing issues with both conventional and innovative funding approaches
3. Redefine the competitions and market partner's component of the Commercial Real Estate initiative to expand the impact of these SEM efforts beyond the current larger partner focus.
4. Develop Advanced Design Engineer training to support Existing Building Renewal
5. Expand building Operators certification significantly in existing and new target audiences
6. Complete and evaluate commercial lighting initiative

**2013 Planned Activities:**

1. Expansion of the Existing Building Renewal initiative to broaden the reach and range of technical planning tools and pilots
2. Completion of broad based finance initiative
3. Expansion of an integrated SEM approach to market transformation

(See budget details on reverse side)

**2012-2013 APPROVED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*

**Targets**

Year	Annual Expense			Electric Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)	
	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch
2011 Forecast	\$3.2		\$3.2	1.16		\$0.031	
2012 Budget	\$3.7		\$3.7	0.55	0.65	\$0.074	\$0.063
2013 Projection	\$3.7		\$3.7	1.35	1.59	\$0.030	\$0.026

**The Energy Trust of Oregon, Inc  
2012 Approved Final Budget  
NEEA Commercial**

	2011 Forecast	2012 Budget	2013 Projection
<b>Delivery Costs</b>			
Program Delivery	\$3,092,285	\$3,413,561	\$3,413,561
<b>Total Delivery Costs</b>	<b>3,092,285</b>	<b>3,413,561</b>	<b>3,413,561</b>
<b>ETO expenses</b>			
Staffing	2,957	55,881	58,033
Allocations	31,677	68,710	76,269
<b>Sub-Total before Admin Costs</b>	<b>3,126,919</b>	<b>3,538,153</b>	<b>3,547,864</b>
Administrative Costs	95,174	120,707	119,427
<b>TOTAL EXPENSE</b>	<b>3,222,092</b>	<b>3,658,860</b>	<b>3,667,291</b>

**Business Energy Solutions – Production Efficiency (PE)****Industry and Agriculture**

**Program Purpose:** Acquire cost-effective electric and gas savings through technical assistance and financial incentives for high-efficiency design, equipment and operations in existing and new industrial and agricultural processes and facilities. Promote innovative technological and behavioral approaches to industrial energy efficiency; provide technical expertise, training and project funding to help companies plan, manage and improve their energy efficiency.

**2012 Strategies & Activities**

1. Custom track allows for a comprehensive approach to process efficiency projects, retrofits, operations & maintenance (O&M).
  - o Custom Program Delivery Contractor (PDC) delivery funds dedicated industrial engineers to work with medium to large sites, to facilitate program participation. The Custom track approach is relationship based and designed to reap the unique, ongoing efficiency opportunities in industry. Custom PDCs are geographically assigned territories with the exception of a single PDC dedicated to food processing and pulp and paper strategic markets.
2. Lighting Trade Ally Network shared with the Commercial programs remains the most cost-effective element of the PE program and will continue to accelerate savings.
3. Small Industrial and Agricultural Initiative relies on Trade Allies to serve smaller manufacturers, farmers, nurseries, and wineries, many in rural areas. Small Industry and Ag PDC will develop additional prescriptive and semi-prescriptive measures. This initiative will increase awareness by focusing on marketing and trade ally development.
4. Industrial gas efficiency is fully integrated into the delivery of both the Custom track for larger projects and the prescriptive track for small industrial and agricultural participants. Industrial customers who purchase their gas from a 3<sup>rd</sup> party (i.e., Transport customers) are not eligible for incentives. The program also identifies, analyzes and incents industrial solar thermal opportunities as gas efficiency projects
5. Increase depth and persistence of savings, meet ratepayer needs in a tough economy by providing training, tools, technical support and public recognition to establish or improve an energy management culture in the workplace
6. Drive customer adoption of industrial strategic energy management (SEM) and support their continuous improvement, including a new cohort of Industrial Energy Improvement (IEI) for 10 plants, IEI Maintenance services to past participants, corporate SEM for individual sites, SEM to the ISO 50001 energy management standard for 2 plants, a new cohort of Refrigeration Operator Coaching (ROC) for 5 food processing or cold storage facilities, enhanced retro commissioning services, the Kaizen Blitz and energy information systems.

**2012 New Initiatives & Focus Areas**

1. Provide bonus incentives as a mitigation strategy to keep efficiency projects moving despite the end of Business Energy Tax Credit (BETC) and major cuts in future state tax credit funding. Closely monitor new tax credit rules and market response, help customers adjust to the new program and revise or end bonus incentives as appropriate to achieve savings goals.
2. Test the scalability of SEM and provide more comprehensive services to motivated small industrial customers by providing a cohort of 15 – 20 companies training and technical support to embed energy management practices and drive savings in the Small Industrial SEM pilot.
3. Increase savings from low and no cost custom O&M measures by making the 90 by 90 Custom O&M incentive the base incentive for all stand-alone O&M measures. Sites that cannot complete recommended O&M measures in 90 days will still be eligible for incentives, but will receive 50% of project costs instead of the 90% offered for fast implementation.

**2013 Planned Activities**

1. Retune SEM and O&M offerings, especially reconsidering measure life and best practices in light of evaluation results from first 3 years of effort. Finalize design and integrate Small industrial SEM into program offerings if 2012 pilot results in cost-effective savings.
2. Redesign lighting incentives and offerings to adjust to market and state tax changes and federal lighting standards.

(See targets and budget detail on reverse side)

**2012-2013 APPROVED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*

**Targets**

Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)		Goal Therms		Levelized Cost (\$/therm)	
	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2011 Forecast	\$23.4	\$2.7	\$26.1	11.75		\$0.034		802,847		\$0.432	
2012 Budget	\$29.3	\$3.4	\$32.7	13.40	15.76	\$0.031	\$0.027	983,892	1,157,520	\$0.354	\$0.301
2013 Projection	\$31.1	\$3.6	\$34.7	13.31	15.66	\$0.034	\$0.029	980,024	1,152,970	\$0.380	\$0.323

**The Energy Trust of Oregon, Inc  
2012 Approved Final Budget  
Production Efficiency**

	2011 Forecast	2012 Budget	2013 Projection
<b>Incentives</b>	<b>\$17,285,179</b>	<b>\$21,480,441</b>	<b>\$23,657,124</b>
<b>Delivery Costs</b>			
Program Delivery	6,373,895	7,626,852	7,698,852
Performance Comp	119,000	136,000	136,000
<b>Total Delivery Costs</b>	<b>6,492,895</b>	<b>7,762,851</b>	<b>7,834,851</b>
<b>ETO expenses</b>			
Staffing	475,902	644,469	669,595
Marketing	147,500	194,000	194,000
Other Services	378,000	965,517	606,105
General	73,130	50,210	44,210
Allocations	475,354	514,012	597,568
<b>Sub-Total before Admin Costs</b>	<b>25,327,961</b>	<b>31,611,501</b>	<b>33,603,454</b>
Administrative Costs	770,903	1,078,455	1,131,150
<b>TOTAL EXPENSE</b>	<b>26,098,864</b>	<b>32,689,958</b>	<b>34,734,606</b>

**2012-2013 APPROVED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*

**Market Transformation Northwest Energy Efficiency Alliance (NEEA)****Industrial**

**Program Purpose:** NEEA funds regional market transformation initiatives in the Northwest region across commercial, industrial and residential sectors working in coordination with Energy Trust programs. This budget contemplates leveraging NEEA regional market transformation initiatives in the industrial market sector to acquire cost-effective savings while embedding sustainable and efficient strategic energy management practices among industrial consumers.

**2012 Strategies & Activities**

1. Facilitate embedding Strategic Energy Management as a common business practice in the industrial Northwest.
2. Sustain implementation of Food Processing Market Transformation Initiative in conjunction with NWFPFA; sustain top level executive commitment; ensure Continuous Energy Improvement (CEI) Self Sustaining companies demonstrate savings persistence
3. Expand the supply base of Strategic Energy Management consultants and ISO 50001 registered field advisors.
4. Promote tools, training, and practices to support facility level savings capture for both industrial firms and NEEA impact evaluation.
5. In conjunction with Emerging Technologies, incorporate new technologies and practices to further Initiative goals.

**2012 New Initiatives & Focus Areas**

1. In conjunction with funders, develop strategy for Small to Medium Industrial Initiative.
2. Finalize and field test CEI v2 among Small to Medium Industrial cohorts.
3. Focus efforts on data management training, data collection and data analysis among SMIs.
4. Review key learnings from Manufacturing Extension Partnerships and utility-delivered SEM to capture key learnings, best practices, and create case studies.

**2013 Planned Activities**

1. Similar to 2012, based on direction specified by regional portfolio committee and executive director.
2. Continue to ensure tight integration between Emerging Tech and Industrial to continue to facilitate introduction of innovative services, practices, and technologies.

**Targets**

Year	Annual Expense			Electric Savings			
	Electric	Gas	Total	Goal		Levelized Cost	
				aMW		(\$/kWh)	
(\$M)			Conserv	Stretch	Conserv	Stretch	
2011 Forecast	\$1.5		\$1.5	0.27		\$0.082	
2012 Budget	\$1.7		\$1.7	0.36	0.42	\$0.069	\$0.059
2013 Projection	\$1.7		\$1.7	0.33	0.38	\$0.077	\$0.065

(See budget detail on reverse side)

**2012-2013 PROPOSED FINAL BUDGET & ACTION PLAN**

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be accessible and transparent, communicate value, focus on customers.*



**The Energy Trust of Oregon, Inc  
2012 Approved Final Budget  
NEEA Industrial**

	2011 Forecast	2012 Budget	2013 Projection
<b>Delivery Costs</b>			
Program Delivery	\$1,391,528	\$1,536,103	\$1,536,103
<b>Total Delivery Costs</b>	<b>1,391,528</b>	<b>1,536,103</b>	<b>1,536,103</b>
<b>ETO expenses</b>			
Staffing	3,377	12,282	12,737
Allocations	29,886	69,159	73,256
<b>Sub-Total before Admin Costs</b>	<b>1,424,791</b>	<b>1,617,543</b>	<b>1,622,096</b>
Administrative Costs	43,366	55,184	54,602
<b>TOTAL EXPENSE</b>	<b>1,468,157</b>	<b>1,672,728</b>	<b>1,676,698</b>

**Home Energy Solutions- Existing Homes****Residential**

**Program Purpose:** Acquire cost-effective electric and gas savings by providing energy-efficiency services and incentives for existing single-family, 2-4 unit, and mobile home dwellings.

**2012 Strategies & Activities**

1. Establish and maintain relationships with customers as trusted, third-party advisor and facilitator for residential retrofits and solar energy applications
2. Provide more seamless path for customers to access Trade Allies for applied, technical and cost information and to drive sales process
3. Identify, promote and facilitate consumer and contractor access to training and education to build awareness and technical capabilities that promote high-quality program participation
4. Expand Instant Savings Measures (ISM) delivery channels through Program-and Trade Ally-delivered direct installations, Energy Saver and Living Wise Kits (Resource Action Program) and POU contractor (e.g. Efficiency Services Group) agreements
5. Increase cost effectiveness of Home Performance with ENERGY STAR track by focusing Program resources on work quality and empowerment of market actors (e.g. Home Performance Contractors Guild) to support implementation
6. Promote solar thermal participation through outreach and partnerships with supply chain and related programs such as Solar Oregon
7. Work with key supply chain actors to pilot new measures and delivery methods to provide high, long-term savings and replace transforming measures
8. Manage Trade Allies and partnerships with community action programs to maintain growth in existing mobile homes track and drive readily-acquirable savings while balancing overall Program cost-effectiveness
9. Realize growth in participation by moderate income customers by leveraging Energize Clackamas County incentives and establishment of a financing product for out-of-pocket costs
10. Use instant savings measure installations in small multi-family projects to realize low-cost savings and provide an opportunity to market weatherization and system upgrades to property owners
11. Support continued scale-up of Clean Energy Works Oregon (CEWO) through alignment with Program-CEWO customer operations and inter-program customer referrals and tracking
12. Expand EPS to existing homes, leveraging market actors to help convey and support expansion and using the ratings to incent action and reinforce the value of having taken action
13. Extend the life of OPower savings achieved from the 2011 program for another year through additional mail-outs. This has the same value to Oregon and ratepayer as "new" annual kWh saved

**2012 New Initiatives & Focus Areas**

1. Adjust customer call to action and messaging to emphasize Trade Allies as an Energy Trust-approved resource for project-specific information
2. Define and execute relationship with Home Performance Contractor's Guild to build the free market's capacity to sustain and grow whole house retrofits and the Home Performance with ENERGY STAR Program®
3. Implement account management for Trade Allies and other market actors with greatest potential to drive uptake of key measures and pursuit of other Energy Trust priorities
4. Develop suite of marketing templates for Trade Allies to create alignment with key marketing messages and provide consistent quality and efficiency in cooperative marketing process
5. Evaluate online contractor portal as a tool to increase contractor tracking and reporting capability and enhance contractor management and incentive design capabilities
6. Develop streamlined online application process to increase application quality and processing efficiency
7. Explore what it would take to transition to Trade Ally-only program requirement in some regions or for some delivery tracks

**2013 Planned Activities**

1. Increase Program cost-effectiveness through automation, use of internet tools and operational efficiencies
2. Develop authenticated, online customer portal to build on personalization of customer experience
3. Continue implementation of Trade Ally-only program requirement
4. Build on partnerships with trades organizations to continue growth in trade ally capacity in order to sustain program activity and support efficiency in program delivery



**2012-2013 APPROVED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*

**Targets**

Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal		Levelized Cost		Goal		Levelized Cost	
	Electric	Gas	Total	aMW		(\$/kWh)		Therms		(\$/therm)	
2011 Forecast	\$15.3	\$10.6	\$25.9	5.94		\$0.035		1,688,419		\$0.536	
2012 Budget	\$16.8	\$11.7	\$28.5	5.30	6.24	\$0.039	\$0.033	1,439,901	1,694,001	\$0.657	\$0.559
2013 Projection	\$17.7	\$11.6	\$29.3	6.79	7.99	\$0.036	\$0.030	1,960,810	2,306,835	\$0.543	\$0.461

**The Energy Trust of Oregon, Inc  
2012 Approved Final Budget  
Existing Homes**

	2011 Forecast	2012 Budget	2013 Projection
<b>Incentives</b>	<b>\$12,913,045</b>	<b>\$13,883,253</b>	<b>\$14,952,470</b>
<b>Delivery Costs</b>			
Program Management	829,770	427,805	440,639
Program Delivery	5,941,570	5,936,649	6,413,248
Marketing-PMC	1,529,672	1,808,367	1,803,618
Performance Comp	200,000	200,000	200,000
<b>Total Delivery Costs</b>	<b>8,501,013</b>	<b>8,372,821</b>	<b>8,857,505</b>
<b>ETO expenses</b>			
Staffing	394,455	499,846	519,005
Marketing	681,000	445,500	445,000
Other Services	865,000	1,887,890	1,322,784
General	90,000	85,750	77,650
Allocations	1,711,615	2,386,369	2,162,658
<b>Sub-Total before Admin Costs</b>	<b>25,156,128</b>	<b>27,561,428</b>	<b>28,337,073</b>
Administrative Costs	765,673	940,283	953,874
<b>TOTAL EXPENSE</b>	<b>25,921,800</b>	<b>28,501,711</b>	<b>29,290,947</b>

**New Homes & Products****Residential**

**Program Purpose:** Transform the residential new construction market to minimize lost energy efficiency opportunities and to support builders to meet higher efficiency standards. To overcome market barriers to the purchase of energy-efficient products and manufactured homes and to achieve energy savings through the promotion of specialty CFLs & LEDs, high performance showerheads, energy-efficient appliances and the retirement and recycling of inefficient refrigerators and freezers.

**2012 Strategies & Activities**

1. Support the supply of efficient homes through builders to reach 13.5% market share: influence design during plan phase, promote technical best practices onsite, verify performance, communicate success and improvement opportunities and collaborate with green building programs.
2. Grow the consumer demand for efficient homes through the promotion and adoption of the Energy Performance Score. Provide quantifiable results for realtors and appraisers to add long term value.
3. Expand web-based training opportunities as a more efficient way of communicating with our allies. Leverage industry partners and collaborate on training opportunities to maximize effectiveness in marketplace.
4. Support growth of independent verifier network to transition to a more market based program.
5. Facilitate the increased adoption by builders of solar technologies to 15% market share of program homes through unique solar incentives including those for "solar-ready" homes, up from about 7% in 2011.
6. Drive demand for the most efficient ENERGY STAR qualified clothes washers, refrigerators and freezers by strengthening retailer outreach, building stronger retailer relationships, increasing efficiency levels for clothes washer and refrigerators, consumer awareness, incentives, education and training..
7. Improve ease of participation for customer applying for incentives, including instant off incentive and promotion of online application tool. Collaborate with other efforts promoting products.
8. Shift focus from consumer to retailer by strengthening retailer relationships and educating and leveraging sales staff.
9. Achieve a 2% harvest rate for recycling of refrigerators and freezers up from 1.89 % in 2011, with a long term goal of 3% harvest rate starting in 2015. Provide improved customer service through coordination with retailers for pick up.
10. Achieve deeper savings with expanded participation in the BPA's "Simple Steps, Smart Savings" campaign for specialty lighting and showerheads.
11. Expand the Low Income Lighting initiatives beyond the Portland metro area and research options for adding additional energy and water savings items to kits.

**2012 New Initiatives & Focus Areas**

1. Move primary focus from motivating builders to educating and engaging consumers via phase two of the Smart Homebuyer Campaign.
2. Identify and address current market barriers to energy-efficient construction, increase awareness and desire for EPS homes. Collaborate with Existing Homes program to roll out a common, residential EPS product.
3. Phase out lower tiers and drive consumers to the next level of efficiency for clothes washers and refrigerators. Support consumers during transition of RETC funding being eliminated.
4. Accelerate the adoption of efficient showerheads and specialty lighting in Oregon at retail.
5. Assess market readiness of next generation lighting, appliance technologies, and test implementation as appropriate. Increase opportunities to bring in new ideas/ products into the pipeline.
6. Provide lighting education to consumers in response to EISA regulations that will go into effect in 2012.
7. Research opportunities for offering incentives for modular products and EPS for manufactured homes.

**2013 Planned Activities**

1. Continue delivery of established activities, employing flexible initiatives to meet savings and funding expectations.
2. Add incentives for next tier of efficient clothes washers, increase efficiency requirements beyond ENERGY STAR for refrigerators and freezers and scale back incentives for specialty CFLs while ramping up LED's

**2012-2013 APPROVED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective savings, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*



(See targets and budget detail on reverse side)

Targets											
Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)		Goal Therms		Levelized Cost (\$/therm)	
	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch	Conserv	Stretch
2011 Forecast	\$17.5	\$2.9	\$20.4	5.95		\$0.046		303,832		\$0.842	
2012 Budget	\$16.9	\$4.0	\$20.9	5.53	6.51	\$0.046	\$0.039	484,054	569,476	\$0.658	\$0.559
2013 Projection	\$16.4	\$4.3	\$20.7	5.98	7.03	\$0.041	\$0.035	538,476	633,501	\$0.610	\$0.518

**The Energy Trust of Oregon, Inc  
2012 Approved Final Budget  
New Homes & Products**

	2011 Forecast	2012 Budget	2013 Projection
<b>Incentives</b>	<b>\$9,809,196</b>	<b>\$11,552,611</b>	<b>\$10,818,021</b>
<b>Delivery Costs</b>			
Program Management	208,307	227,858	227,858
Program Delivery	5,862,995	4,437,609	4,547,550
Marketing-PMC	1,674,374	1,786,708	1,786,708
Performance Comp	200,000	200,000	200,000
<b>Total Delivery Costs</b>	<b>7,945,677</b>	<b>6,652,175</b>	<b>6,762,116</b>
<b>ETO expenses</b>			
Staffing	314,510	380,198	394,971
Marketing	276,000	281,500	281,500
Other Services	367,001	270,990	535,451
General	48,700	54,750	54,750
Allocations	1,032,126	1,049,335	1,191,338
<b>Sub-Total before Admin Costs</b>	<b>19,793,209</b>	<b>20,241,560</b>	<b>20,038,147</b>
Administrative Costs	602,443	690,559	674,518
<b>TOTAL EXPENSE</b>	<b>20,395,652</b>	<b>20,932,121</b>	<b>20,712,664</b>

**Market Transformation Northwest Energy Efficiency Alliance (NEEA)****Residential**

**Program Purpose:** NEEA funds regional market transformation initiatives in the Northwest across commercial, industrial and residential sectors working in coordination with Energy Trust programs. This budget supports NEEA's regional market transformation initiatives in the residential market sector to acquire cost-effective savings while creating sustainable and efficient purchasing patterns among consumers.

**2012 Strategies & Activities**

1. Continue technical and marketing support for the Northwest ENERGY STAR for Homes label. Build relationships with other green brands to ensure there is a minimum energy efficiency standard in green building brands. Develop implementation strategy for advanced performance home, a "reach" specification for the region.
2. Support for development and implementation of 2012 Oregon residential code upgrades and new ENERGY STAR Homes specification upgrades.
3. Capitalize on relationships with retailers established in 2009-2011 to continue to gain significant market share for efficient televisions. Leverage retail relationships to expand mid-stream retail strategy to include other products with the goal of retailers stocking the most efficient products across several categories.
4. Continue to build contractor and distributor infrastructure for ductless heat pumps. Diversify distribution channels to retail and pilot other alternatives. Expand outreach to manufactured housing stock. Identify consumer financing options.
5. Launch a heat pump water heater market test in 2012 to build and test the infrastructure, and ready the market with a full scale launch in 2013.
6. Track and report on market transformation savings from new homes, compact fluorescent light bulbs, and consumer appliances.

**2012 New Initiatives & Focus Areas**

1. Work with region to develop an integrated, regionally coordinated retail strategy that leverages strengths of NEEA, ETO, BPA, and NW utilities. The retail strategy, similar to the current TV initiative, will utilize the market power of NW, potentially in concert with California utilities, to incent retailers to carry the most energy-efficient products across several categories.
2. Explore possible new initiatives, including the feasibility of NEEA engagement in gas efficiency market transformation.
3. Promote a broad range of efficient consumer products, employing ENERGY STAR. Explore the possibility of employing more advanced specifications to encourage introduction and mass commercialization of advanced products.
4. Continue to identify opportunities to commercialize emerging technologies, utilizing a regional advisory group to help set priorities and scope projects.
5. Increase participation in Federal and regional proceedings to create and improve equipment efficiency standards; bring information on NW successes in market adoption of efficient products to that process.

**2013 Planned Activities**

1. Similar to 2012.
2. As funding progressively increases, expand work on emerging technologies and select other new initiatives.
3. Possible initiation of gas programs.

(See budget details on reverse side)

**2012-2013 APPROVED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*

**Targets**

Year	Annual Expense			Electric Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)	
	Electric	Gas	Total	Conserv	Stretch	Conserv	Stretch
2011 Forecast	\$3.4		\$ 3.4	1.40		\$0.043	
2012 Budget	\$3.8		\$ 3.8	2.15	2.53	\$0.031	\$0.027
2013 Projection	\$3.8		\$ 3.8	2.52	2.97	\$0.027	\$0.023

**The Energy Trust of Oregon, Inc  
2012 Approved Final Budget  
NEEA Residential**

	2011 Forecast	2012 Budget	2013 Projection
<b>Delivery Costs</b>			
Program Delivery	\$3,246,899	\$3,584,239	\$3,584,239
<b>Total Delivery Costs</b>	<b>3,246,899</b>	<b>3,584,239</b>	<b>3,584,239</b>
<b>ETO expenses</b>			
Staffing	196	7,614	7,887
Allocations	38,980	64,174	67,717
<b>Sub-Total before Admin Costs</b>	<b>3,286,075</b>	<b>3,656,028</b>	<b>3,659,844</b>
Administrative Costs	100,018	124,729	123,197
<b>TOTAL EXPENSE</b>	<b>3,386,093</b>	<b>3,780,755</b>	<b>3,783,040</b>

### NW Natural Washington

**Program Purpose:** To broaden gas savings opportunities to customers of NW Natural (NWN) in Southwest Washington by increasing program awareness, building off of Oregon success and collaborating with key stakeholders and utilities.

#### 2012 Strategies & Activities

##### Existing Homes:

- Further collaboration efforts with established regional partners (Planet Clark, Clark County Low-Income Weatherization Program, Clark Public Utility District) to increase profile of energy efficiency in the consumer market, build Energy Trust program awareness and motivate homeowners to perform energy efficiency measures.
- Leverage up-to-date market analyses to better understand the NWN WA customer base to inform a targeted marketing approach.
- Continue evaluation of potential of Oregon initiatives applicable to the Washington Market; Leverage economies of scale.
- Continue collaboration and engagement with Southwest Washington community groups, businesses and organizations to directly communicate with their members.
- Phone and In-Home Energy Reviews and customizable water Energy Saver Kits will serve as main avenues to connect with home owners.
- Provide direct support and assistance to current trade allies to increase the number of projects submitted to the program, as well as recruiting new trade allies to the network.

##### Existing Buildings:

- Drive deeper savings per customer by bolstering portfolio of measures and more heavily promoting custom incentive program.
- Increase focus on K-12 Schools and University projects. They are likely to have funding for energy projects.
- Increase focus on heating, ventilation and cooling contractor outreach and project development.
- Continue to aggressively market to health care customers and retirement communities, focusing on facilities directors and management service organizations.
- Collaborate more with NW Natural Major Account Representatives.

##### New Homes:

- Collaborate with industry stakeholders, including Clark PUD, NWN, Bonneville Power Administration (BPA), Northwest Energy Efficiency Alliance, Building Industry Association of Clark County, Fluid Market Strategies and others, to promote incentive offerings, leveraging their existing communication channels and events.
- Bolster trade ally outreach and recruitment efforts to help mitigate impacts from ENERGY STAR 3.0 building guidelines taking effect in 2012.

#### 2012 New Initiatives & Focus Areas

##### Existing Homes:

- Moving forward with plumber direct install initiative of showerheads, showerwands and aerators.
- Will offer \$150 incentive for .67 EF hot water heater on a pilot basis beginning 1/1/2012.
- Leverage Phone Energy Review rollout, in conjunction with Act Now! bonus, to bring homeowners to action.
- Leverage OR rollout of single online application to increase program participation.

##### Existing Buildings:

- Launch Rooftop unit tune-up (RTU) incentive program to garner additional savings of at least 35,000 therms. Collaborate with Clark PUD on RTU incentives, if possible. Otherwise, will pursue gas-only incentive offering.
- Bolster marketing budget to allow for more strategic marketing to specific sectors.

##### New Homes:

- Offer joint point-of-purchase clothes washer incentive (2.2 MEF+) with Clark PUD.
- Participate with BPA's Simple Steps Smart Savings program to drive retail showerhead purchases.

#### 2013 Planned Activities

**2012-2013 APPROVED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
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- Federal standard for furnace efficiency is currently scheduled to increase to 90% AFUE as of May 2013. The furnace incentive offering will need to be reevaluated.

(See targets and budget detail on reverse side)

**Targets**

Year	Annual Expense			Gas Savings			
	(\$M)			Goal		Levelized Cost	
	Electric	Gas	Total	Therms		(\$/therm)	
2011 Forecast		\$ 1.1	\$ 1.1	187,354		\$0.427	
2012 Budget		\$ 1.5	\$ 1.5	214,695	252,582	\$0.522	\$0.444
2013 Projection		\$ 1.5	\$ 1.5	225,430	265,211	\$0.512	\$0.435

**The Energy Trust of Oregon, Inc**  
**2012 Approved Final Budget**  
**NWN WA**

	2011 Forecast	2012 Budget	2013 Projection
<b>Incentives</b>	<b>\$446,442</b>	<b>\$634,374</b>	<b>\$666,093</b>
<b>Delivery Costs</b>			
Program Management	25,999	35,713	37,499
Program Delivery	258,436	311,989	327,589
Marketing-PMC	55,696	95,350	100,118
Performance Comp	15,000	17,900	18,795
<b>Total Delivery Costs</b>	<b>355,131</b>	<b>460,952</b>	<b>483,999</b>
<b>ETO expenses</b>			
Staffing	87,332	105,856	110,079
Marketing	20,000	10,000	10,000
Other Services	35,000	35,000	35,000
General	23,328	28,214	29,625
Allocations	86,712	167,374	150,340
<b>Sub-Total before Admin Costs</b>	<b>1,053,943</b>	<b>1,441,770</b>	<b>1,485,136</b>
Administrative Costs	32,078	49,187	49,992
<b>TOTAL EXPENSE</b>	<b>1,086,021</b>	<b>1,490,957</b>	<b>1,535,127</b>

**2012-2013 APPROVED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*



### Renewable Energy - Biopower

**Program Purpose:** Expand the biopower generation market by supporting development in the woody biomass industry sector utilizing mill and forest residue; and the biogas industry sector utilizing agricultural, food processing, human, and organic municipal solid waste residues.

#### 2012 Strategies

1. Utilize market partners and direct outreach to actively identify project opportunities early in their development.
2. Expand the use of development assistance targeted at projects with the best opportunity to advance project development;
3. Provide ongoing support for projects authorized for Energy Trust funding in achieving commercial operation.
4. Leverage new funding sources (Biomass Tax Credit extension, expansion of Oregon Standard funding for methane reduction projects) to offset reductions in Business Energy Tax Credit program.
5. Provide support to operating projects receiving Energy Trust incentives to address changing market, regulatory and operational conditions.

#### 2012 Activities

1. Support the completion of identified co-digestion projects at wastewater treatment plants and document their performance.
2. Support the completion of identified biogas plants in the agriculture sector and develop a roadmap for third party ownership for project hosts.
3. Provide targeted support to promote and fund the state's Forest Products Energy Project.
4. Work with the electric utility industry to establish common criteria for wheeling costs at the distribution level.
5. Support the continuing development of the Biogas Working Group.
6. Participate in the development of a project selection process to address possible budget limitations for custom projects.

#### 2012 New Initiatives & Focus Areas

1. Survey the capital and O&M costs for engine generators, gas cleaning and co-digestion facilities at wastewater treatment facilities to support investment in facilities.
2. Characterize the performance of third party biogas plants in agriculture sector.
3. Evaluate market solutions to contracting, pricing and processing of co-digestion feedstock for the use at wastewater treatment facilities.

#### 2013 Planned Activities

1. Conduct a statewide feedstock assessment of organic residues for the biogas sector.
2. Support the integration of energy recovery from organic residues diverted from the municipal solid waste on a state wide basis.

#### Targets

Year	Annual Electric Activity \$M	Energy Generation						
		aMW			MWh		\$M/aMW	
2011 Forecast	\$5.8	3.16			27,667		\$1.85	
2012 Budget	\$3.3	1.59	-	5.31	13,960	-	46,534	\$2.09 - \$0.63
2013 Projection	\$2.9	1.52	-	5.06	13,292	-	44,308	\$1.92 - \$0.58

Note: Budget figures include dedicated funds

(See budget detail on reverse side)



**2012-2013 PROPOSED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*



**The Energy Trust of Oregon, Inc  
2012 Approved Final Budget  
Biopower**

	2011 Forecast	2012 Budget	2013 Projection
<b>Incentives</b>	<b>\$706,415</b>	<b>\$3,673,497</b>	<b>\$3,742,326</b>
<b>Program Delivery Costs</b>	<b>20,000</b>	<b>25,000</b>	<b>25,000</b>
<b>ETO expenses</b>			
Staffing	187,095	179,975	186,552
Marketing	10,500	8,000	8,000
Other Services	275,500	239,000	245,000
General	19,000	19,500	19,500
Allocations	126,570	72,723	86,935
<b>Sub-Total before Admin Costs</b>	<b>1,345,080</b>	<b>4,217,694</b>	<b>4,313,312</b>
Administrative Costs	40,940	143,891	145,193
<b>TOTAL EXPENSE, Acctng Perspective</b>	<b>1,386,020</b>	<b>4,361,584</b>	<b>4,458,507</b>
Plus/minus Incentives committed for future yrs	4,463,585	(1,023,496)	(1,542,326)
<b>TOTAL EXPENSE, Action Plan</b>	<b>5,849,605</b>	<b>3,338,088</b>	<b>2,916,181</b>

### Renewable Energy – Other Renewables

**Program Purpose:** Provide funding for wind, hydropower and geothermal electric projects. Develop a portfolio of market-defining installations, each element of which demonstrates a new application, technology, market or business model not otherwise covered by Energy Trust programs, provides insight on whether and how to launch new, technology-specific Energy Trust programs and/or secures a low-cost renewable energy resource.

#### 2012 Strategies & Activities

1. Address the barriers to small wind development in order to grow the industry in the PGE service territory.
  - Target outreach efforts for small wind on several communities in the PGE territory, leveraging additional funding and local financing sources.
  - Build local support and supply chain that will support installation of projects that increase in both number and size
2. Optimize the economics of small wind projects to enable them to move forward limited or no state tax credits
  - Roll out a new incentive structure based on estimated production
3. Manage constrained PAC funding
  - Cap incentives for small wind in the PAC territory.
  - Work with the renewable energy team to implement a competitive process for distributing increasingly limited Pacific Power funds to custom projects
4. Respond to reduced tax credits by finding new ways to reduce barriers to custom projects that can move forward without a tax credit.
  - Test strategies that reduce financial barriers for cost-effective small-scale hydropower projects in the agriculture sector.
  - Engage with agency and county staff to better understand the permitting barriers for hydro projects.
  - Increase focus on development assistance to in-conduit hydro projects and small geothermal projects to assist with resource characterization, permitting, and interconnection.
  - Conduct barriers assessment for geothermal development in Oregon.
  - Work with the environmental and agency community to develop a better understanding of concerns related to geothermal and ways to address those concerns.
  - Collaborate with other agencies and organizations to find opportunities additional project funding.

#### 2012 New Initiatives & Focus Areas

1. Roll out a new incentive structure for small wind that will be based on estimated production rather than capacity, encouraging customers to install larger and better-performing systems.
2. Implement a new outreach model for small wind, with the objective of building clusters of projects in two to three communities in the PGE service territory that have good wind resources and local supply chain.
3. Using the results of the barriers assessment and outreach to agencies and the environmental community, identify the role Energy Trust can play in moving cost-effective geothermal projects forward through targeted development assistance.
4. Test regionally-targeted efforts for irrigation users and strategies that reduce upfront hydropower project owner risk to see if these will grow the small-scale hydropower market.
5. Work to address fish passage issues that can present barriers to in-conduit hydro projects.
6. Explore and develop strategies for addressing permitting variations for hydro at the county level.
7. Collaborate with Oregon Department of Energy and NWSEED on a project that will create a replicable toolkit for identifying rural customers who are good candidates for small wind, solar, and energy efficiency.

#### 2013 Planned Activities

1. Complete approved wind, hydropower, and geothermal projects.
2. Make adjustments to the small wind community focus strategy and the new incentive structure.
3. Continue to work with irrigation districts to find opportunities for hydropower projects.
4. Implement new initiatives for geothermal projects to address barriers to be identified in 2012 barriers assessment.

Targets									
Year	Annual Electric Activity \$M	Energy Generation							
		aMW			MWh			\$M/aMW	
2011 Forecast	\$4.1	0.81			7,062			\$5.05	
2012 Budget	\$6.2	1.35	-	4.50	11,819	-	39,398	\$4.62	- \$1.39
2013 Projection	\$3.1	0.03	-	0.10	258	-	858	\$104.12	- \$31.24

Note: Budget figures include dedicated funds

**The Energy Trust of Oregon, Inc  
2012 Budget Approved Final  
Other Renewables**

	2011 Forecast	2012 Budget	2013 Projection
<b>Incentives</b>	<b>\$5,010,260</b>	<b>\$2,695,229</b>	<b>\$5,924,344</b>
<b>ETO expenses</b>			
Staffing	363,366	389,905	404,956
Marketing	19,050	15,000	15,000
Other Services	214,000	365,350	235,350
General	42,800	86,300	86,300
Allocations	272,881	186,254	225,207
<b>Sub-Total before Admin Costs</b>	<b>912,097</b>	<b>1,042,809</b>	<b>966,813</b>
Administrative Costs	180,258	127,527	231,968
<b>TOTAL EXPENSE, Acctng Persp</b>	<b>6,102,615</b>	<b>3,865,564</b>	<b>7,123,125</b>
Plus/minus Incentives committed for	(2,032,691)	2,372,272	(4,062,344)
<b>TOTAL EXPENSE, Action Plan</b>	<b>4,069,924</b>	<b>6,237,836</b>	<b>3,060,781</b>

**2012-2013 PROPOSED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*



### Renewable Energy – Solar Electric (Photovoltaic)

**Program Purpose:** Develop the solar electric market for all sectors in Oregon by increasing awareness, expanding participation, providing quality standards and ensuring there is a strong qualified installer base for consumers.

#### 2012 Strategies & Activities

1. Manage constrained Pacific Power budget by supporting greater number of smaller vs. larger projects, maintaining market development achieved to date.
  - a. Lower incentives as necessary; leverage US Dept of Agriculture grants in rural areas.
2. Drive solar activity in PGE territory, including a new utility-scale project.
3. Encourage innovations in financing and acquisition models that take advantage of factors such as federal and state tax policy to reduce cost and broaden the market.
  - a. Support community-led Solarize initiatives, cooperative solar and third party ownership models.
4. Support innovations and/or standardizations in the delivery channel (codes, permitting, equipment, installation practices) to reduce installed cost.
  - a. Collaborate with Oregon Dept of Energy in streamlining solar incentive application processes.
5. Maintain high quality installation standards that deliver consistent generation and build trust in the technology and the changing industry.
  - a. Continue to verify that installations meet standards; adapt standards as new components are introduced; engage trade allies in setting standards that balance quality and cost.

#### 2012 New Initiatives & Focus Areas

1. Anticipate market shift toward residential; accommodate fast-growing market for residential solar leasing; emphasize PGE territory.
2. Help commercial projects with Business Energy Tax Credit precertification complete by 2012 deadline; continue to build pipeline of commercial projects that will be ready to move when costs decline and/or financing becomes available.
3. Offer solar ready incentives to homebuilders and commercial property developers to reduce cost of retrofitting solar later; encourage property buyers to add solar.
4. Establish a network of qualified designers that design solar into new commercial buildings and can apply for incentives early in the design/construction process.
5. Help City of Portland facilitate development of a cooperatively owned solar project, which would broaden the market to residents who lack good solar resource or don't own property.

#### 2013 Planned Activities

1. Continue to emphasize residential sector, leveraging state and federal credits available through 2016.
2. Continue to lower incentives as costs decline, in coordination with state tax credits.
3. Support Oregon Public Utility Commission evaluation of the solar feed-in tariff pilot program.

#### Targets

Year	Annual Electric Activity \$M	Energy Generation								
		aMW			MWh			\$M/aMW		
2011 Forecast	\$16.1	1.09			9,525			\$14.84		
2012 Budget	\$13.5	0.91	-	1.86	7,970	-	16,273	\$14.83	-	\$7.26
2013 Projection	\$7.7	0.19	-	0.62	1,629	-	5,430	\$41.37	-	\$12.41

Note: Budget figures include dedicated funds

(See budget details on reverse side)

**2012-2013 PROPOSED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*



**The Energy Trust of Oregon, Inc  
2012 Proposed Final Budget  
Solar Electric (Photovoltaic)**

	2011 Forecast	2012 Budget	2013 Projection
<b>Incentives</b>	<b>\$10,285,424</b>	<b>\$13,380,686</b>	<b>\$9,004,770</b>
<b>Program Delivery Costs</b>	<b>175,000</b>	<b>262,500</b>	<b>262,500</b>
<b>ETO expenses</b>			
Staffing	354,274	294,327	305,834
Marketing	197,000	167,000	167,000
Other Services	340,000	306,500	305,000
General	37,700	38,700	40,200
Allocations	292,115	237,540	277,998
<b>Sub-Total before Admin Costs</b>	<b>11,681,512</b>	<b>14,687,253</b>	<b>10,363,303</b>
Administrative Costs	355,549	501,069	348,846
<b>TOTAL EXPENSE, Acctng Perspective</b>	<b>12,037,062</b>	<b>15,188,323</b>	<b>10,712,150</b>
Plus/minus Incentives committed for future yrs	4,099,715	(1,692,715)	(3,018,410)
<b>TOTAL EXPENSE, Action Plan</b>	<b>16,136,777</b>	<b>13,495,608</b>	<b>7,693,740</b>

### Planning and Evaluation (P&E)

**Department Purpose:** To provide strategic and quantitative planning, reporting, and evaluation for Energy Efficiency and Renewable Resources and organizational initiatives. Contributes to all Energy Trust Strategy goals. Support and enhance accelerated acquisition capabilities for Program Delivery staff.

#### 2012 Strategies & Activities

1. In 2012 we will continue to support the Integrated Solutions Project (ISP) and plan to adapt our data queries and reports to use the new systems to enter new measures and to provide ad hoc analysis and reporting.
2. Planning will continue to streamline the revenue funding analysis and request process with IOU's with quarterly updates.
3. Major evaluations that are planned are the Production Efficiency (PE) and Existing Buildings (EB) process and impact evaluations. Evaluations are also planned for many of the other Energy Trust programs and initiatives. Programs that will be evaluated are New Buildings (NB), Efficient Homes and New Homes. Evaluations of OPower and Clean Energy Works Oregon (CEWO) will also continue.
4. Evaluation will continue surveying customers about their satisfaction and investment decision making process through the Fast Feedback project. Evaluation will also continue to field its annual Residential Awareness survey, Trade Ally survey and Staff Satisfaction Survey. Residential impact evaluations will continue being done in-house with an outside expert review team.
5. Energy Trust planning and evaluation will continue studying how markets are being transformed by our programs. This will include researching new markets as well as tracking older ones to quantify the market transformation (MT) effects that we have previously forecast. The residential furnace market is one such market that we will be tracking. A regional group will be convened to discuss methods of estimation and attribution among market influencers (NEEA, EPA, DOE, ETO, Consortium for Energy Efficiency CEE).
6. Energy Trust evaluation will continue working with NEEA on their regional research projects. The Residential and Commercial Building Stock Assessments are two such large scale projects that involve months of planning and years of data collection and analysis. Both projects will provide needed data to support program planning and evaluation.

#### 2012 New Initiatives & Focus Areas

1. In 2012 we plan to consider options for pursuing additional coordinated regional gas market transformation activities. We also, in parallel, continue gas market transformation analysis based on activities already underway or completed.
2. We will provide analysis and research necessary to respond to OPUC and utilities' proposals and workshops on fuel switching and related measures of cost effectiveness.
3. We will also analyze the results of BETC mitigation efforts as put into the field in late 2010 and throughout 2012, leading to recommendations for modification, or abandonment of the mitigation bonuses.
4. We will dedicate staff to ISP support and other development areas. Examples include establishing our market transformation programs on the Analytica software platform, and further exploring possibilities of ad hoc reporting with business intelligence (BI).
5. We will be updating avoided costs methodologies and revisiting OPUC metrics, and completing a savings true-up in July.
6. In both the PE and EB process and impact evaluations staff will be looking at new methods for evaluating operations and maintenance (O&M), Strategic Energy Management and other behavioral type initiatives.
7. Evaluation will also be looking at behavioral programs in the residential sector. This includes the OPower pilot as well as research work that we are doing with Massachusetts Institute of Technology (MIT) on incentives and testing different approaches towards customer engagement.
8. Evaluation plans to evaluate how the Integrate Solutions system is being adopted and used by Energy Trust and its contractors. This evaluation will be carried out once the software roll-out is substantially complete and Energy Trust and PMC staff have familiarized themselves with the systems and processes involving the system have stabilized (~6-8 months after the initial roll-out).

#### 2013 Planned Activities

1. Consider regional options for gas market transformation and emerging technology programs.
2. Assist program staff with wider range of offerings to include more O&M with longer measure life, more claimed savings associated with our work in early adoption and higher compliance of new codes and standards.
3. Promote pilot studies for new, emerging technologies where we see gaps in the regional or national activity.
4. Evaluations of most of the efficiency programs will continue as well as any planned pilots.
5. Standard projects such as Fast Feedback, the annual Trade Ally and Residential Awareness, and Staff Satisfaction surveys will continue.

**2012-2013 PROPOSED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*



(See budget details on reverse side)

**Targets**

Year	Annual Expense (\$M)
2011 Forecast	\$ 3.6
2012 Budget	\$ 5.7
2013 Projection	\$ 5.6

**The Energy Trust of Oregon, Inc  
2012 Proposed Final Budget  
Planning & Evaluation**

	2011 Forecast	2012 Budget	2013 Projection
<b>Program Specific P&amp;E</b>			
Evaluation Services	\$833,485	\$2,593,000	\$1,513,000
Planning Services	736,002	546,077	1,377,908
<b>Total Program Specific P&amp;E</b>	<b>1,569,487</b>	<b>3,139,077</b>	<b>2,890,908</b>
<b>Non Program Specific P&amp;E</b>			
Evaluation Services	223,615	188,000	148,000
Planning Services	235,000	613,000	625,000
Staffing	1,065,942	1,232,647	1,280,488
General	54,000	62,750	47,750
Allocations	428,646	458,346	577,758
<b>Total Non Program Specific P&amp;E</b>	<b>2,007,203</b>	<b>2,554,743</b>	<b>2,678,996</b>
<b>GRAND TOTAL</b>	<b>3,576,690</b>	<b>5,693,820</b>	<b>5,569,904</b>

## Customer Service & Trade Ally Management

**Department Purpose:** Provides staff, services, and resources necessary to provide customer access to Energy Trust programs and information, and visibility into customer activity through Customer Relationship Management (CRM) systems. Customer service functions include leadership on customer experience values, establishment of protocols and policies, process improvements and support through a call center, forms, online customer access tools, training, response to inquiries and outreach. Trade ally network development and administration functions include recruiting, training and approving skilled trade professionals to serve Energy Trust customers installing energy efficiency and renewable energy solutions in all areas of the state.

### 2012 Customer Service Strategies & Activities

1. Establish standards for excellent customer service and offer access through call center and email response.
2. Support expanded information sharing and training for customer service representatives, as well as Energy Trust and Program Management Contractor (PMC) staff, to help educate, engage and go deeper with customers to achieve greater savings.
3. Work with utilities to provide seamless routing of customers, continued training and materials.
4. Respond to customer complaints per procedures in a timely manner and utilize customer feedback.
5. Use SharePoint to share messaging and information on program offerings; facilitate collaboration.
6. Apply best practices and customer-friendly designs to forms to gain processing efficiencies and minimize user administrative burden; align paper form processes with online form development and vet form changes.

### 2012 Trade Ally Strategies & Activities

1. Maintain resources and access to programs for trade allies via the website, on-line calendars, roundtables, surveys, distance learning and through the *Insider* e-newsletter.
2. Work with web team to enhance online trade ally search tool and web language.
3. Provide enhanced customer service and sales training to help trade allies communicate energy efficiency and renewable energy messages and incentives to their customers; identify and support ways to utilize trade allies as a sales force.
4. Support adoption of rating systems; maintain and evaluate systems in existence.
5. Maintain network of trade and program allies that can reach diverse customer segments, oversee creation of new groups, enrollment, termination, retention of records; work with legal to ensure risks are mitigated.
6. Determine trade ally needs and develop outreach, recruitment and training plans to fill any gaps. Explore and implement solutions to remove barriers to participation in the network.
7. Gather feedback from trade allies to help inform program implementation and sector managers.
8. Resolve and track customer complaints about trade allies.

### 2012 Customer Service New Initiatives & Focus Areas

1. Utilize the call center to conduct custom Energy Trust trainings, support customer service administrative tasks, and provide greater first-call resolution with customers, freeing up time for support of the Integrated Solutions I Project (ISP).
2. Standardize and implement common form template and customer-friendly design, and apply streamlining approaches; align form streamlining efforts with ISP data intake requirements.
3. Support the ISP as a subject matter expert to optimize customer relationship management.
4. Gather greater insight on customers and share data through customer service dashboards; offer on-demand and webinar training for staff and representatives related to customer experience.

### 2012 Trade Ally New Initiatives & Focus Areas

1. Gather trade ally input to improve the value and usability of the website. Update the trade ally web pages and support the transition to online forms for trade ally enrollment and posting of customer forms.
2. Improve cross program referrals among trade allies by offering training and recognition.
3. Provide expertise as trade ally tracking and enrollment processes transition to Integrated Solution and SharePoint, plan for migrating insurance tracking in-house through the ISP and finalize transition to paperless processes.
4. Support efforts to utilize trade allies as a sales force through advertising, training, collateral and web portals.
5. Develop methods and support activities to monitor trade ally communications, and non-trade ally entrants to the market, to ensure quality service to customers and remove trade allies in violation of agreements.
6. Support and/or lead portions of Existing Homes trade ally strategies.
7. Lead recruitment and development of lending allies and support efforts to recruit specific trades.

### 2013 Planned Activities

1. Anticipate that post-ISP, focused staff time will be spent to identify, develop, coordinate, and tap new data sources and systems needed to inform and optimize program marketing and customer service functions. Anticipate additional work to synthesize and distribute intelligence on customer and contractor engagement, marketing impact, follow-through, trends, etc. Also anticipate that staff will be tapped to facilitate cross-organizational collaboration, communication, process improvement and organizational innovation in areas supported by the Communications & Customer Service Group.



**2012-2013 PROPOSED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*

**Targets**

Year	Annual Expense (\$M)
2011 Forecast	\$ 1.4
2012 Budget	\$ 1.2
2013 Projection	\$ 1.3

**Targets**

**The Energy Trust of Oregon, Inc  
2012 Proposed Final Budget  
Customer Service and Trady Ally**

	2011 Forecast	2012 Budget	2013 Projection
<b>Staffing</b>	<b>\$470,539</b>	<b>\$427,935</b>	<b>\$439,792</b>
<b>Marketing</b>			
<b>Services</b>			
Evaluation and Planning Servic	32,828		
Website Design & Maintenance		25,000	25,000
Other Professional Services	392,000	326,000	350,000
<b>Total Other Services</b>	<b>424,828</b>	<b>351,000</b>	<b>375,000</b>
<b>General</b>			
General Program Support Cos	277,700	232,500	243,500
Shared	60,328	59,114	60,298
IT Services	142,852	115,633	174,770
<b>Total General</b>	<b>480,880</b>	<b>407,247</b>	<b>478,568</b>
<b>TOTAL EXPENSE (Note 1)</b>	<b>1,376,247</b>	<b>1,186,182</b>	<b>1,293,359</b>

Note 1 - 100% of these costs are allocated to programs and other support functions.

## General Communications

**Department Purpose:** The 2012 Communications budget provides for staff, services and materials and activities necessary for organizational communications and outreach functions, as well as general and cross-program marketing support activities. These activities contribute to all strategic goals. Program-specific marketing activities are reflected in program budgets and action plans. Customer Service and Trade Ally Network activities are reflected in the specific budgets and action plans for those activities.

### 2012 Strategies & Activities

1. Produce and disseminate public annual report, quarterly and annual reports to the Oregon Public Utilities Commission, quarterly activity summaries for each of four utilities, public presentations, fact sheets, case studies and other general communications to convey Energy Trust results, generate awareness of programs, and support organizational transparency.
2. Respond to media and stakeholder inquiries about energy issues, Energy Trust programs, and associated data. Manage Energy Trust media and stakeholder relations. Provide communications support for spokespersons.
3. Position Energy Trust as a trusted energy resource and generate awareness and participation in program offers through earned media activities and advertising in Oregon and SW Washington media outlets.
4. Support and facilitate coordinated outreach efforts leveraging program-based and general field representatives, utility outreach activities, statewide associations, libraries, schools, and community organizations; ensure consistency in Energy Trust representation and broad geographic customer access and participation. Target sponsorship dollars to increase program awareness and participation among eligible customers. Support new initiatives with external groups to engage customers.
5. Develop and distribute general communications, including monthly e-newsletter SYNERGY (stakeholders) and bi-monthly e-newsletter INSIDER (trade allies) to build awareness of programs and services, updates, and results. Develop and distribute internal communications through PitStop, StaffNet/Sharepoint, and staff meetings/trainings.
6. Develop and maintain energytrust.org; provide content, tools, online incentive applications and other functionality to increase customer engagement in Energy Trust offers, facilitate access to information for customers, trade/program allies, stakeholders and citizens, and accomplish work process efficiencies for programs.
7. Ensure efficient use of advertising dollars by providing coordinated media planning and buying services for all Energy Trust programs. Collaborate with utilities on co-branded advertising campaign to support customer engagement and awareness. Coordinate with utilities on utility-purchased advertising supporting Energy Trust programs and services.
8. Support program-based marketing activities as needed, and provide guidance to ensure strategic alignment with Energy Trust goals and objectives; provide input on marketing plans, messages, sponsorships and events, third-party initiatives, and co-op marketing activities.
9. Provide marketing support through project management, design and production for Industry & Agriculture, Renewable Energy, and other programs implemented in-house. Support cross-sector marketing initiatives that are not led by or assigned to a particular program.
10. Reinforce accuracy, consistency and customer-focused tone in Energy Trust program marketing materials. Maintain brand and style guidelines; provide regular training and resources for staff and program marketing teams to support quality standards and effectiveness of materials and communications.
11. Provide communications and marketing support for pilot activities with significant customer-engagement or reporting needs, such as OPOWER and Clean Energy Works Oregon.

### 2012 New Initiatives & Focus Areas

1. Support successful implementation of Integrated Solutions Project (ISP) by providing functional lead resource for project communications and training/change management, and subject matter expertise for customer contact management, marketing campaign systems, web integration, and reporting.
2. Identify targeted opportunities for partnerships with organizations and businesses with like members/customers and deploy engagement strategies to drive program activity.
3. Support deeper knowledge of customers and effective strategies for engagement by mining customer activity and feedback sources, analyzing results of marketing initiatives, and conducting targeted market research; Synthesize and share learning so program marketing activities can be informed and refined.
4. Further develop website content and delivery channels to share knowledge and build awareness among energy professionals and interested consumers; support program efforts to educate/engage customers in energy management and behavior change strategies
5. Engage customers and stakeholders through Energy Trust 10-year anniversary marketing promotion and celebration.
6. Continue to support process improvement and ongoing organizational development efforts established during the redesign through further development of Staffnet/Sharepoint content and communications features, and input to the organization's staff orientation process. Complete transition of process mapping facilitation to a self-service tool accessible to and led by trained staff. Provide tools for participating staff to share process improvement learnings.
7. Lead identification and implementation of customer service and marketing processes and systems to ensure Energy Trust honors customer opt-out preferences associated with potential new utility information sharing agreements. Collaborate with utilities to produce customer opt-out communications to all customers as may be required to comply with updates in the agreements.

**2012-2013 PROPOSED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*

**2013 Planned Activities**

1. Anticipate that after the implementation of integrated data systems, focused staff time will be spent to identify, develop, coordinate, and tap new data sources and systems needed to inform and optimize program marketing, reporting and communications functions. Anticipate additional work to synthesize and distribute intelligence on customer and contractor engagement, marketing impact, follow-through, trends, etc. Also anticipate that staff will be tapped to facilitate cross-organizational collaboration, communication, process improvement and organizational innovation in areas supported by Communications & Customer Service.

**Targets**

Year	Annual Expense (\$M)
2011 Forecast	\$ 1.5
2012 Budget	\$ 2.1
2013 Projection	\$ 2.2

**The Energy Trust of Oregon, Inc  
2012 Proposed Final Budget  
Communications & Customer Service**

	2011 Forecast	2012 Budget	2013 Projection
<b>Staffing</b>	\$509,676	\$908,200	\$907,620
<b>Marketing</b>			
Public Rel/Creative	10,000	20,000	20,000
Creative Services	102,000	120,000	120,000
Media Advertising	67,316	307,500	302,500
Events Co-Sponsor	15,000	20,000	25,000
<b>Total Marketing</b>	<b>194,316</b>	<b>467,500</b>	<b>467,500</b>
<b>Services</b>			
Evaluation and Planning Servic	24,843		
Website Design & Maintenanc	188,500	205,500	205,500
Other Professional Services	260,000	75,000	20,000
<b>Total Other Services</b>	<b>473,343</b>	<b>280,500</b>	<b>225,500</b>
<b>General</b>			
General Program Support Cos	34,000	89,500	89,500
Shared	64,586	116,352	118,682
IT Services	219,831	287,269	382,472
<b>Total General</b>	<b>318,417</b>	<b>493,121</b>	<b>590,655</b>
<b>TOTAL EXPENSE (Note 1)</b>	<b>1,495,752</b>	<b>2,149,320</b>	<b>2,191,275</b>

Note 1 - 100% of these expenses are allocated to programs, located towards the bottom of each report on the line "Administrative Costs."

**2012-2013 PROPOSED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*



### Management & General

**Department Purpose:** To provide overall management, direction and resources in support of Energy Trust strategies and operations. Contributes to all strategic goals.

#### 2012 Strategies & Activities

1. Participate with other state energy leaders in developing a strategy regarding energy efficiency and demand management.
2. Enhance development of alliances with other organizations and business opportunities
3. Undertake comprehensive succession planning activities for Executive Director, Management Team, and other high-level staff to assure continuity
4. Provide technical and policy input in resolving state tax credit developments
5. Expand outreach efforts to variety of constituents
6. Complete implementation of new HRIS/Payroll/Time and Labor integrated system
7. Document and describe efficiency improvements resulting from office relocation
8. Manage corporate compliance requirements.
9. Complete implementation of document retention strategy.
10. Expand and enhance risk mitigation strategies
11. Continue to develop and monitor metrics in alignment with budget themes
12. Further develop recruiting strategy to reflect expanded outreach to minority communities

#### 2012 New Initiatives & Focus Areas

1. Celebrate ten-year anniversary!
2. Initiate analysis of operations to recommend further efficiencies and maximize performance opportunities throughout organization
3. Implement succession planning recommendations for mentoring, coaching and training
4. Continue to provide enhanced and targeted training activities for all staff
5. Monitor document retention activities for effectiveness
6. Implement improved contract monitoring methods
7. Re-establish efficiencies post-move

#### 2013 Planned Activities

1. Implement health care reform changes

#### Targets

Year	Annual Expense (\$M)
2011 Forecast	\$ 2.8
2012 Budget	\$ 3.6
2013 Projection	\$ 3.5

(See budget on reverse side)

**2012-2013 PROPOSED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*



**The Energy Trust of Oregon, Inc  
2012 Proposed Final Budget  
Management & General Administration**

	2011 Forecast	2012 Budget	2013 Projection
<b>Staffing</b>	<b>\$1,732,470</b>	<b>\$2,119,675</b>	<b>\$2,145,925</b>
<b>Services</b>			
Evaluation and Planning Services		24,437	25,625
Legal Services	36,103	142,500	50,000
Accounting Services	77,149	62,000	55,500
Other Professional Services	147,237	368,885	188,385
<b>Total Services</b>	<b>260,489</b>	<b>597,822</b>	<b>319,510</b>
<b>General</b>			
General Program Support Cos	198,210	218,556	217,596
Shared	163,184	214,662	218,961
IT Services	437,097	431,869	605,498
<b>Total General</b>	<b>798,491</b>	<b>865,086</b>	<b>1,042,055</b>
<b>TOTAL EXPENSE (Note 1)</b>	<b>2,791,450</b>	<b>3,582,583</b>	<b>3,507,490</b>

Note 1 - 100% of these expenses are allocated to programs, located at the bottom of each report on the line "Administrative Costs."

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### Information Technology

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**Department Purpose:** To deliver high quality, cost-effective technology and information management solutions and services to support the strategic goals of Energy Trust.

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#### 2012 Strategies & Activities

1. Build partnerships with each area of the organization to ensure that IT is responding with appropriate technology solutions that meet business needs.
  2. Strengthen the quality and improve the functionality and usability of applications through development standards and continuous improvement.
  3. Enhance data quality and increase accessibility to information.
  4. Ensure system stability and performance by building on existing infrastructure architecture.
  5. Provide Helpdesk technical support to all organization groups and PMC requests as appropriate.
- 

#### 2012 New Initiatives & Focus Areas

##### **Build partnerships**

1. Work with functional leads through the Integrated Solutions Project (ISP) to connect key business requirements to technology solutions.
2. Re-establish IT steering committee as centerpiece of IT governance in prioritizing technology solutions to business problems and opportunities.
3. Deliver IT services and applications based on clear expectations established by working with stakeholders.

##### **Strengthen applications**

1. Complete implementation of initial phases of ISP project as a foundation for application quality.
2. Hire programming resources to establish internal skills for continuous improvement of applications.
3. Create and enforce systems standards to ensure sustainable application development and maintenance.

##### **Enhance data quality**

1. Create a comprehensive data model as part of ISP and enforce the integrity of the model as part of on-going business process and systems development work.
2. Launch a data quality initiative to solve immediate data quality issues and begin foundation of data quality architecture that systematizes monitoring and correction of data quality issues.
3. Continue Business Intelligence tools development, targeting increased user self-service for information needs.

##### **Ensure system stability**

1. Complete disaster recovery architecture and implementation to include new application footprint developed through the ISP.
  2. Continue replacement of servers and other backbone hardware as part of regular schedule to ensure availability and performance.
  3. Deliver advanced data storage flexibility and strengthen virtual server environment through implementation of Storage Area Network (SAN) data solution.
- 

#### 2013 Planned Activities

1. Additional phases of ISP to add new functionality and make ongoing improvements to existing applications.
  2. Completion of Business Intelligence tools rollout and transition to maintenance and improvement.
  3. Continued investment in data quality architecture work including documentation capture and use of metadata and data quality metrics.
- 

(See targets and budget detail on reverse side)

**2012-2013 PROPOSED FINAL BUDGET & ACTION PLAN**

*Acquire cost-effective energy, accelerate investment, innovate,  
be accessible and transparent, communicate value, focus on customers.*

**Targets:**

Year	Annual Expense (\$M)
2011 Forecast	\$ 2.9
2012 Budget	\$ 3.9
2013 Projection	\$ 4.0

**The Energy Trust of Oregon, Inc  
2012 Proposed Final Budget  
Informational Technology**

	2011 Forecast	2012 Budget	2013 Projection
<b>Staffing</b>	<b>\$1,167,591</b>	<b>\$1,845,213</b>	<b>\$1,782,521</b>
<b>Services</b>			
Other Professional Services	1,035,840	678,700	314,100
<b>Total Services</b>	<b>1,035,840</b>	<b>678,700</b>	<b>314,100</b>
<b>General</b>			
Supplies and Equipment	120,553	149,160	130,230
Software	260,258	304,435	229,655
Depreciation	77,062	646,510	1,233,818
Other General Expenses	112,775	136,600	136,800
Allocations	140,678	180,508	184,124
<b>Total General</b>	<b>711,326</b>	<b>1,417,214</b>	<b>1,914,627</b>
<b>TOTAL EXPENSE (Note 1)</b>	<b>2,914,757</b>	<b>3,941,127</b>	<b>4,011,247</b>

Note 1 - 100% of these costs are allocated to programs and other support functions.

# MEMO

**Date:** December 16, 2011  
**To:** Board of Directors  
**From:** Margie Harris  
**Subject:** Staffing

The draft 2012-2013 budget proposes funding for five new full-time positions and conversion of five contractors to full-time employee status. Approval of this budget will increase the number of FTE's from 77 FTEs currently to a proposed 87 FTEs. This memorandum provides background information leading to these recommended changes. Complete job descriptions and corresponding justifications for each position follow.

## Background

The Energy Trust strategic plan projects 60% growth in annual electric savings and 80% growth in annual natural gas therm savings over the next three years. Annual funding requirements are expected to also increase while levelized costs and administrative costs will be kept as low as possible. The impact of the continued poor economy combined with changes to state tax credit programs has required and will continue to require greater diversity of program strategies. Included is more labor-intensive effort working directly with customers and market actors, especially in outlying geographic areas, to achieve greater results over time. Overall volume of activity also continues to increase, placing pressure on IT, legal, finance and contract systems. To maintain effective delivery and customer service associated with growing goals and expectations, additional resources are needed.

The 2012 action plan calls for a flexible approach, one that responds to a changing environment, emphasizes effective and nimble management, targets outreach to new participants and those with greatest savings potential and leverages resources to reach customers and achieve goals. Management of a highly diverse portfolio that combines both short-term savings and generation acquisition with long-term relationship-building with customers is also a component part of the action plan.

Energy Trust expects to fulfill these and other related efforts with the addition of full-time positions, listed here:

1. Industrial sector manager
2. Market transformation project manager
3. Residential Trade Ally/Training project manager
4. Finance systems analyst
5. IT Programmer/developer

In each instance, the position descriptions identify areas to be addressed by the new positions which in turn relate to one or more of the following requirements: growth in volume of activity, new and diverse strategies to be employed, gaps in capability and/or skills or some combination of all of the above.

In addition to these new positions, the budget proposes to convert five contractors to FTEs:

1. Communications manager, Communications and Customer Service (CCS)
2. Strategic marketing manager, CCS
3. Web coordinator, CCS



4. Paralegal / Legal Assistant, Legal and Contracts Department
5. Government sector account manager, Business Sector, Energy Programs

The first, four conversions are influenced by the Oregon Employment Department audit. Three are in Communications and Customer Service (CCS). These positions complete work that is tightly interwoven with Energy Trust efforts.

The fourth conversion provides support and documentation for a range of complex business and project transactions, which the legal department has met in the past by using interns and part-time contractors. This work includes help with organizing and processing contracts, help with compliance training, and special projects. The position is proposed as half-time until September 2012, and full-time thereafter, linked to a re-organization within the legal department stemming from the September 2012, semi-retirement of General Counsel and Policy Director, John Volkman.

The remaining position, Government sector account manager, was previously approved by the board on a pilot basis until we could determine that a full-time position was warranted. After two years experience in this sector, we believe an FTE is warranted, and would recommend the conversion regardless of the Employment Department audit.

## **Detailed Position Descriptions and Justifications**

### **1. Industrial Sector Manager**

The industrial program has seen a broadening of focus in the past few years, which is expected to continue from that of the deliverer of improved systems to that of facilitator and behavioral influencer.

As evidence, Strategic Energy Management (SEM) has become a large part of industrial savings over the past two years (15% in 2010). According to the Power Council, SEM represents one third of all industrial potential. Customer satisfaction has been high and we are seeing real change occur in companies. The number of cohorts has tripled and the projects increased from two in 2010 to twenty (20) so far in 2011. As success for this effort has increased, the corresponding supporting effort is expanding to meet the volume. Managing ongoing design and implementation of the SEM offerings in all of their complexity is a successful expansion of Energy Trust's industrial effort. Going forward, further increasing enrollment volume in SEM is a key strategy for 2012/ 2013 including a pilot to bring the program to small industrial customers.

At the same time that SEM has grown, so has the volume of other custom opportunities, from an average of 108 per year the last two years to 170 to date in 2011 and accounting for up to 50% of savings. Custom Operations and Maintenance projects run through the normal Custom track process – custom analysis of savings by a contractor we engage, review by Energy Trust staff and incentive offers made and validation of savings/costs by staff. The addition of the post-pilot broader pool of Industrial Technical Service Provider (ITSP) contractors in February 2011, created additional workload and workflows even beyond what was anticipated.

This position will manage the Custom track of the Production Efficiency program, which includes developing and managing the strategies, budget and implementation efforts of the four custom track program delivery contractors (PDCs). This manager will also hold lead technical and project management responsibility for the pool of eight ITSP contractors and for continuing to develop and ensure the success of the broad array of Strategic Energy Management and other new enhanced technical services offerings being delivered to the market. The addition of this position will also reduce excess burden and allow existing staff to more effectively support custom processes and contract scope, manage stakeholder relationships and develop strategies.

## 2. Market Transformation Project Manager

The current Business Sector commercial portfolio relies on resource acquisition activities to deliver the bulk of the sector goal. However, due to the aggressive changes in Oregon Energy Codes and Federal Lighting Standards, the savings mix must shift to new sources of savings in future years. As a result, the Business Sector has identified long-term strategic activities in its 5 year sector plan as key areas of focus. The Business Sector has initiated a number of additional activities that are being managed by Energy Trust program staff, and more ideas are being developed.

With these aggressive code changes there are challenges to the market to meet code requirements. Energy Trust can play a key role to maximize energy savings. Program staff estimates up to 3 million annual kWh and 30,000 annual therms could be influenced in 2012 by Code Compliance improvement facilitated through design assistance and training.

Savings through Operations and Maintenance activity could be substantially more, as evidenced by the Industrial Sector's success with this approach in recent years. In 2011 Operations and Maintenance based savings are anticipated to represent nearly 18% of the Industrial program electric savings and 10% of the gas savings (24 million annual kWh and 100,000 annual therms).

These savings represent some of the most cost effective savings that can be achieved through the programs. They required a shift in how we reach out to and serve customers, and additional staff and contracting to accomplish. Education, training, and individual coaching activities are in high demand as they serve the customer's needs to identify and capture low cost savings.

The Business Sector has several new activities planned in 2012 that would be supported by the proposed position, including:

- Contract Management for Commercial Technical Service Providers supporting the Business Sector's Strategic Energy Management initiative.
- Development of behavior change and operations & maintenance program offerings including Resource Conservation Management pilot for Schools and Multifamily
- Management of upstream and education programs such as 80 plus, Building Operator Certification scholarships, and others
- Coordination of Program support to the design community to ensure accelerated compliance with new state energy codes.

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- Coordination and development of new educational resources to raise the bar for new construction projects – e.g. management of Best Practices and Tools development in coordination with other market leaders (Energy Design Resources, BetterBricks, and others)
- Coordination of additional pilot programs as needed

Expanding and accelerating these strategic activities involves additional, outside contracting to diversify the program portfolio. These new efforts are designed to broaden the channels for savings and expand the types and numbers of contractors able to deliver on our energy savings goals. Adding more options for savings through more contracting avenues creates a more complex portfolio requiring additional management. Retaining the management expertise at Energy Trust does not increase the scope of existing PMC contracts and allows ETO greater flexibility in breaking up larger contracts to provide more competition in RFPs.

The majority of these activities support and enable full implementation of NEEA strategies. NEEA historically focuses on market transformation activities which include support for 1) new technologies, 2) new programmatic strategies, and 3) development of Codes and Standards to lock in market transformation savings. However, many of the market transformation activities initiated through NEEA require additional support to bring them to the market and realize full market uptake. This position would help facilitate that effort.

In Oregon, Energy Trust has been driving the transition from transformational strategies to fully implementable program offerings faster than before. Efforts such as Strategic Energy Management, Building Operator Certification, and 80 Plus (upstream manufacturer incentives to push high efficiency computer equipment to the market) are recent examples. This position, in part, will continue the efforts to accelerate transitions for the commercial sector.

Energy Trust Program Managers have traditionally facilitated this market transformation aspect of the program as part of their responsibilities; however, the program portfolio is expanding and the level of program management activity has increased with new initiatives. The nature of this work requires coordination across programs and contractors engaged by the program, and as such, is not appropriate to be managed by an external contractor. Adding one staff position at a project management level will provide the appropriate level of staff resource needed to handle the expansion of these new activities, allowing program managers and the sector lead to continue to focus on core responsibilities.

This new FTE would support the existing program managers through contract development, contract management and coordination with external stakeholders. This position would work with the program marketing manager on the creation and implementation of marketing/outreach strategies for these new program activities, pilots and initiatives, to be developed by contractors.

### 3. Residential Trade Ally/Training Project Manager

Residential program growth continues to be driven by high performing trade allies who account for nearly 75% of projects submitted to Energy Trust; these are projects that originate from trade ally marketing and business development efforts. In 2012, program strategy will continue to de-emphasize program staff as the experts and continue to facilitate

the handoff of customers to trade allies. Program focus will be on developing systems and infrastructure that provide tools for trade allies to streamline such demand creation efforts. Energy Trust resources will appropriately focus on the trade ally tiering and contractor referral strategies that are essential to a strong customer experience and successful trade allies. Sensitive issues will continue to require Energy Trust involvement (e.g., incentive changes, trade ally tiering, cost ranges. The increased internal resource will better leverage market actors to grow demand for program services.

Additionally, Real Estate Professionals are becoming increasingly important to residential program strategies; increased focus on marketing tools (e.g., EPS) and influence on leveraging real-estate program allies to maximize outreach to existing and potential homebuyers. This position will allow the sector to further develop strategies for working with these groups (EPS, trainings, referrals, etc.).

From a customer service perspective, this position will also provide workforce development and training, communications, customer service, and risk management consistent with organization-wide strategies.

#### 4. Finance Systems Analyst

Energy Trust is continuing to expand and deepen services in Oregon and in Washington. These services are supported by the finance team in a variety of ways. All activities need to be budgeted, revenues and expenditures need to be accounted for, results reported internally and externally. Throughout the organization's systems appropriate controls are needed to allow for delivery of services while protecting the reputation and assets of the organization behind the scenes. The existing finance team holds expertise in cash management, accounting, budgeting, planning, and operational efficiencies. All of this business expertise is highly dependent upon access to information within the organization's systems and in turn, is dependent on access and expertise in tools that extract and report the information in meaningful ways.

Members of the finance team will improve their effectiveness in their respective roles with the support of a dedicated analyst in the department. The existing team members will be able to focus on helping the organization move forward in its many new initiatives in two ways. The team members will have a direct path to asking for and receiving technical assistance. The analyst will be well informed about Energy Trust's business model and finance operations and priorities, and therefore able to quickly turn around requests.

The benefits of embedding expertise within a program, as was done with marketing staff assigned with direct responsibility to the residential and commercial programs has been evident. With this position those benefits will be replicated within the finance team. The alternative is to use outside contractors who don't understand our business model, which takes time and money, or internal IT staff who don't have a deep understanding of the finance function, which also takes time and diverts IT resources from supporting program activities more directly.

5. Programmer/Developer

Development of Energy Trust's service-oriented architecture in the FastTrack system has been mostly outsourced. Outsourcing this workload has led to some problems in establishing strict code control and promotion. Bringing this expertise in-house and developing the integration and web services experience will allow a more efficient and effective migration process. Also, having internal expertise and institutional knowledge around Epicor's service-oriented architecture would also support the more rapid development of the Epicor solution to meet initial and future requirements.

The implementation of the integrated solutions project is requiring that Energy Trust take on an active role in the development of structure and customizations related to the Epicor system. The addition of this position is an essential element of "owning" the new integrated solution. The market for Epicor technical experiences has proven to be thin; therefore, relying on contractors for these skills could be both difficult and costly. This position will support and evolve the integrated solution.

Both the 2012 proposed draft budget and draft action plan for 2012-2013 include proposals for these positions as full time staff.



## **POSITION DESCRIPTION**

**TITLE: INDUSTRIAL SECTOR MANAGER**

**REPORTS TO: INDUSTRY & AGRICULTURE SECTOR LEAD**

### **BACKGROUND**

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Energy Trust of Oregon, Inc. is an independent nonprofit organization dedicated to helping Oregonians invest in and benefit from energy efficiency and clean, renewable energy. We serve Oregon customers of Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas.

### **GENERAL POSITION SUMMARY**

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This position will manage the delivery of Energy Trust industrial energy efficiency programs offered throughout the state of Oregon.

### **ESSENTIAL FUNCTIONS / MAJOR RESPONSIBILITIES**

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- Manage all aspects of implementation for the Custom track of the Production Efficiency industrial program and associated budget of approximately \$12 million.
- Provide primary technical oversight and project management for the development and implementation of newly-developed industrial Strategic Energy Management offerings.
- Oversee program contracting process. This includes developing RFP's, scopes of work, soliciting bids, negotiating and finalizing contracts, and managing the execution of the contract.
- Ensure contract deliverables and activities are executed on time and within budget.
- Operate program tracking system as required to process incentive payments and to generate program tracking reports.
- Work with program delivery contractors and program allies to facilitate the delivery of Energy Trust programs and initiatives.
- Coordinate with other Energy Trust staff to obtain data for tracking and evaluation.
- Prepare program directions, strategies and budgets.
- Write and present reports to advisory committees and board.
- Assist in program evaluations and reviews
- Develop work plans and manage to key deliverables, including directing the work of others
- Implement oversight and reporting of program elements.
- Manage a multitude and variety of complex contracts, ensuring terms and deliverables are met directly or through staff.

Represent Energy Trust interests and regularly give persuasive presentations at public events.

### **SUPERVISORY RESPONSIBILITY**

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- Position reports to Industry and Agriculture Sector Lead
- Position will work in a team-based environment and will lead initiatives as well as accept task assignments by other team leaders and directors.

### **POSITION REQUIREMENTS**

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- Minimum of Bachelors degree and five years experience in technical engineering field or program or project management with emphasis on energy efficiency or renewables.
- Demonstrated two year experience in managing complex contracts.
- Experience in all phases of hiring and managing contractors, from internal approval of funding, writing scopes of work, soliciting bids, negotiating and finalizing contracts, to managing the execution of the contract.
- Strong knowledge of Microsoft Excel, Power Point and Word software applications.
- Strong analytical, writing, and communications skills.
- Experience working on multiple team-based initiatives.
- Strong interpersonal and contractor personnel management skills.
- Ability to acquire CEM credential upon meeting qualification standards.

The above information is designed to outline the functions and position requirements of this job. It does *not* identify all tasks that may be expected, nor address the performance standards that must be maintained.



## POSITION DESCRIPTION

**TITLE: BUSINESS SECTOR PROJECT MANAGER (MARKET TRANSFORMATION)**

**REPORTS TO: BUSINESS SECTOR LEAD**

### BACKGROUND

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Energy Trust of Oregon, Inc., is an independent nonprofit organization dedicated to energy efficiency and renewable energy development. We serve Oregon customers of Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas.

### GENERAL POSITION SUMMARY

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This position will work with the Business Sector Lead and Program Managers to develop and ensure the success of the broad array of longer term strategic projects. These efforts include Strategic Energy Management pilots, enhanced technical tool development, upstream offerings, and educational tools and services. The position will work with Program Managers and Program Management Contractors to develop implementation strategies and budgets to support the programs, and will manage contracts and internal processes for efforts including 80 Plus, Building Operator Certification, and Strategic Energy Management.

### ESSENTIAL FUNCTIONS / MAJOR RESPONSIBILITIES

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- Work with market leaders to coordinate market transformative efforts for New and Existing Buildings– e.g. development of best practices and tools
- Coordinate programmatic efforts supporting behavioral change, operations & maintenance, and codes & standards compliance
- Manage upstream and education programs such as 80 plus and Building Operator Certification
- Manage contracts for a pool of technical consultants
- Coordinate additional pilot programs as directed
- Coordinate with Energy Trust residential, commercial and/or industrial efficiency programs and the renewable energy programs; provide project updates to efficiency program staff and contractors
- Assist in the development and implementation of program activities, as directed
- Respond promptly and professionally to inquiries from customers
- Present program offerings in public settings to residential, business or government audiences
- Coordinate project outreach activities with marketing staff and ensure program materials and website content are kept up-to-date



- Maintain accurate and organized records of project information
- Manage project activity to stay within budget and meet project goals
- Perform all functions of the job in a safe and conscientious manner

## **SUPERVISORY RESPONSIBILITY**

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This position may need to hire and direct the work of external contractors.

## **POSITION REQUIREMENTS**

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- Undergraduate degree (engineering, science, economics, finance, business or architecture preferred)
- Minimum three years of professional experience in project management, project evaluation, technical customer support or commercial design/construction/development (Certified Project Manager)
- An understanding of energy project development, program delivery or the ability to translate skills to such
- Professional, concise written and verbal communication skills
- Public speaking experience preferred
- Strong technical and mathematical aptitude
- Successful experience working within multidisciplinary teams
- Ability to direct or work with contractors
- Ability to learn complex tracking software
- Proficient knowledge of Microsoft Excel, PowerPoint and Word software applications

The above information is designed to outline the functions and position requirements of this job. It does *not* identify all tasks that may be expected, nor address the performance standards that must be maintained.



## **POSITION DESCRIPTION**

**TITLE: HOMES SECTOR PROJECT MANAGER (TRADE ALLY/TRAINING PROJECT MANAGER)**

**REPORTS TO: EXISTING HOMES PROGRAM MANAGER**

### **BACKGROUND**

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Energy Trust of Oregon, Inc., is an independent nonprofit organization dedicated to energy efficiency and renewable energy development. We serve Oregon customers of Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas and NW Natural in Washington. Energy Trust engages under contract with Program Management Contractors (PMCs) to deliver most components of our existing home program implementation.

### **GENERAL POSITION SUMMARY**

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This individual will assume responsibility for project management of Energy Trust program initiatives within the residential sector under the direction of the Existing Homes Program Manager. He/she will provide program activity support, project management, implementation of program strategic tactics that focus on Trade Ally and customer engagement strategies within the sector. This position will have strong coordination with Energy Trust's Communications & Customer Service group.

### **ESSENTIAL FUNCTIONS / MAJOR RESPONSIBILITIES**

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- Coordinate with Energy Trust's residential program management delivery contractor(s) to implement specific tactics, related to market channels, distributors, installation contractors, and customer engagement strategies
- Represent and coordinate Energy Trust residential Trade Ally initiatives with PMCs
- Assist in the development and implementation of program activities, as directed by the respective Program Managers
- Extensive coordination with PMC Trade Ally related activities; including training, customer service expectations & Trade Ally-centric program enhancements
- Ensure relevant content, training opportunities and adequate representation at quarterly Trade Ally meetings, communications, and industry forums
- Act as communications lead between PMC Trade Ally staff and other Energy Trust departments, as well as assist in Trade Ally compliance with program requirements
- Project management of program offerings in alignment with residential sector program plans as they relate to contractor and specific delivery channels (i.e., plumbers)
- Lead the contracting of program quality assurance and coordination of activities with PMC staff that ensure programs are delivering quality installations and delivery of savings with high confidence

- Documentation of program decisions relating to Trade Ally activities and assurance of adequate timely communication of events and decisions to the Trade Ally community

## **SUPERVISORY RESPONSIBILITY**

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This position may need to hire and direct the work of external contractors.

## **POSITION REQUIREMENTS**

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- Undergraduate degree (engineering, science, economics, finance, business or architecture preferred)
- Minimum two years of professional experience in energy efficiency program delivery
- Technical building science understanding with preference for familiarity with residential sector training providers and certification programs (i.e., BPI, PTCS, etc.)
- Understanding of energy-related project development, program delivery strategies/channels, or the ability to translate skills to such
- Professional, concise written and verbal communication skills
- Public speaking experience preferred
- Strong communicator with political acumen
- Successful experience working within multidisciplinary teams
- Ability to direct or work with contractors
- Ability to learn complex tracking software
- Proficient knowledge of Microsoft Excel, PowerPoint and Word software applications

The above information is designed to outline the functions and position requirements of this job. It does *not* identify all tasks that may be expected, nor address the performance standards that must be maintained.



## **POSITION DESCRIPTION**

**TITLE: FINANCE SYSTEMS ANALYST**

**REPORTS TO: CONTROLLER**

### **BACKGROUND**

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Energy Trust of Oregon, Inc., is an independent nonprofit organization dedicated to energy efficiency and renewable energy development. We serve Oregon customers of Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas.

### **GENERAL POSITION SUMMARY**

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Under the general supervision of the Controller the Finance Systems Analyst performs data analysis, assessing data needs, database design, data extraction, report design, report development, report testing, and report implementation. This role is an integral member of the finance team, and as such supports the data needs of the group.

### **ESSENTIAL FUNCTIONS / MAJOR RESPONSIBILITIES**

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- Performs analysis and data documentation.
- Manages projects using a standard project management methodology.
- Implements reliable and efficient data extraction services.
- Tests and deploys secondary databases and changes in coordination with IT.
- Works proactively with the user groups and IT staff to identify needs and to design and implement solutions.
- Designs, develops, tests, and deploys reports to meet user needs.
- Maintains accurate documentation on data structures, queries, and reports.
- Recommends changes in data structures to support data integrity, reporting accuracy, and acceptable performance.
- Ensures the acceptable performance of Crystal Reports reporting system by proper query design and off-hours scheduling of data-intensive reports.
- Trains users and documents usage guidelines and procedures.
- Helps implement, monitor, and enforce IT related procedures, processes and practices.
- Carries out other duties as may be assigned or requested.
- Performs all functions of the job in a safe and conscientious manner.

## POSITION REQUIREMENTS

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- Background, either by education or experience, in an accounting department. Strong working knowledge of purchasing, accounts payable, financial operations, general ledger, cash management, and audit.
- Minimum two years of previous experience as a business systems analyst, a systems analyst, a report developer or similar role.
- Bachelor's degree in Computer Science from an accredited college or university; or equivalent education/experience in the information technology field.
- Demonstrated experience in systems, data or business analysis.
- Strong customer service orientation.
- One year of experience with Business Objects or other data warehouse tools and solutions, including universe development, dimensional modeling and report writing using Crystal Reports and Web Intelligence
- Relational and/or other database design and/or management experience, preferably with SQL Server 2005/2008.
- Experience providing software-related customer support and training to a non-technical user base.
- Familiarity with standard business processes and reporting.
- Demonstrated ability to extract and refine data needs from diverse audiences.
- Demonstrated ability to verbally, and in writing, communicate in a clear and concise manner.
- Demonstrated ability to excel in a collaborative team environment.
- Experience managing small to medium projects is highly desirable.

The above information is designed to outline the functions and position requirements of this job. It does *not* identify all tasks that may be expected, nor address the performance standards that must be maintained.



## **POSITION DESCRIPTION**

**TITLE:           PROGRAMMER/                   DEVELOPER**

**REPORTS TO:                   IT SENIOR BUSINESS SYSTEMS MANAGER**

### **BACKGROUND**

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Energy Trust of Oregon, Inc is an independent nonprofit organization dedicated to energy efficiency and renewable energy development. We serve Oregon customers of Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas

### **GENERAL POSITION SUMMARY**

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Under the general supervision of the IT Senior Business Systems Manager, this position manages the development and deployment of systems interfaces to support work flows in the Epicor 9 application framework as well as other ecommerce solutions. The technology stack supported by this position includes Epicor Service Connect and the Microsoft .NET framework. The systems and applications supported by this position include e-Commerce applications and portals and customized business process methods.

The Programmer/Developer will act as the development lead on complex projects with multiple technology stacks. They will be contributing to strategic vision and technical decisions, participating in vendor analysis and selection projects, introducing process improvements, completing proof of concept projects for introduction of changes to architecture, and providing oversight/mentorship for the work of other members of the Information Technology team. As part of the ISP project, this individual will help plan and assist in the non-disruptive migration of web and integration services to the Epicor framework.

This individual works as part of the IT team and uses proven management, analytic, technical, communication and problem-solving skills to help maximize the capabilities and use of the Epicor system. This role serves as an integral part of the IT Department and, as such, may be called upon to perform other IT duties.

### **ESSENTIAL FUNCTIONS / MAJOR RESPONSIBILITIES**

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- Contribute to the development and implementation of the integration of Epicor 9, and internally developed applications.
- Use planning and leadership skills to oversee development deliverables when implementing new systems capabilities.
- Translate business and functional requirements into documented technical and specifications.

- Use development skills to code and unit test new systems functionality, with deliverables to include code builds and appropriate documentation.
- Develop application support documentation as required for acceptance of systems changes into production.
- Build and coordinate the testing of production deployment packages and implementation plans for scheduled systems enhancements.
- Work with IT team to set technical expectations and goals.
- Mentor external contractors and IT staff engaged in supporting applications and systems.
- Participate in internal testing to identify problems early, perform error and stress scenarios.
- Identify and recommend where new technologies may be incorporated.
- Identify and recommend where increased automation, performance enhancements, application enhancements and quality enhancements may be incorporated.

### **SUPERVISORY RESPONSIBILITY**

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- None

### **POSITION REQUIREMENTS**

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- Bachelor's degree in Computer Science from an accredited college or university; or a Bachelor's degree in another discipline and equivalent education/experience in the information technology field.
- 6 years of IT experience with an understanding the full software lifecycle of development.
- Experience implementing Web Services in a multi-vendor environment.
- Proficiency in C#, ASP.NET, Visual Studio, Microsoft SQL Server 2005/2008
- Experience developing Epicor 9.05 in a manufacturing environment, including expertise with BPM, BAQ, BAM and dashboard solutions.
- Experience with Epicor Service Connect workflows
- Ability to work in a team environment and the ability to document work for easy understanding.
- Experience developing or administrating a tracking and internal control application or system, such as accounting, procurement or project management, in a complex business environment.
- Knowledge of web UI architecture, and data manipulation technologies such as web services, REST, JSON, SOAP, XSD, and XML
- Project management training and experience with an emphasis on the Agile development methodology

The above information is designed to outline the functions and position requirements of this job. It does *not* identify all tasks that may be expected, nor address the performance standards that must be maintained.



## **POSITION DESCRIPTION**

**TITLE: COMMUNICATIONS MANAGER**

**REPORTS TO: DIRECTOR OF COMMUNICATIONS AND CUSTOMER SERVICE**

### **BACKGROUND**

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Energy Trust of Oregon, Inc. is an independent nonprofit organization dedicated to energy efficiency and renewable energy development. We serve customers of Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas.

### **GENERAL POSITION SUMMARY**

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The Communications Manager will have lead responsibility for developing and managing all Energy Trust of Oregon public reporting and general communications within the Communications and Customer Service Group. This position will work closely with staff in programs, planning & evaluation, IT, legal, and management team to oversee delivery of Energy Trust quarterly and annual reports, presentations, outreach materials, web content, and other organization communications and information for stakeholders, utilities, elected leaders, partner organizations, media, staff and the public.

The successful candidate will work as a team with the communications project manager and the Communications & Customer Service senior manager and director, and must be a skilled written and verbal communicator with attention to detail and experience in effectively communicating complex content for a variety of audience types. This individual will be attracted to working in a fast-paced, nonprofit environment and being a valued member of a motivated team.

### **ESSENTIAL FUNCTIONS / MAJOR RESPONSIBILITIES**

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- Manage development, review, and delivery of Energy Trust public communications and reports, including quarterly and annual reports, strategic plan, advisory committee minutes, newsletters, "About Energy Trust" web content, and other organization communications to ensure consistency, readability, and alignment with Energy Trust style guidelines.
- Develop strategies and content for communicating Energy Trust purpose, results and customer success stories via case studies, newsletters, web site, interactive media, and via other channels. Manage communications priorities and projects, and assign communications resource as needed in support of project completion.
- Develop executive presentations and assign communication team resources to support Executive Director and other executive staff preparation for external communication opportunities.



- Oversee communications team, working closely with communications project manager and other staff supporting communications work, to meet the internal and external communication needs of the organization.
- Serve on CCS media response team and lead media response communications; develop backgrounder and message documents for use by spokespersons.
- Provide leadership and guidance for regular internal communications, such as newsletters, presentations, and internal Sharepoint resources.
- Manage general communication and outreach projects and initiatives.
- Write, review, and edit collateral, web copy, press releases, presentation materials, case studies, and other general communication materials.
- Work closely with web team to identify content needs and manage content development projects to ensure continued development of energytrust.org as a resource for customers and external stakeholders seeking information, assistance, and interactive tools.
- Oversee maintenance of Energy Trust style guidelines and annual training for organizational representatives. Work with programs, PMCs, planning & evaluation, and legal staff to identify acceptable terminology and messaging on technical subjects and complex issues.
- Provide guidance and input on development of Business Intelligence and integrated IT systems in support of reporting and communications functions. Assign communications team resources as needed to assist in development of these systems.
- Undertake other assignments on behalf of Energy Trust.
- Perform all functions of the job in a safe and conscientious manner.

## **SUPERVISORY RESPONSIBILITY**

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This position supervises the communications project manager and will oversee contracting for communications professional services.

## **POSITION REQUIREMENTS**

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- Minimum of Bachelor's Degree in communications, journalism, marketing or related field.
- At least four years of experience supporting organizational and/or program communications, with minimum two years of communications management experience, preferably in a nonprofit or public agency.
- Excellent oral and written communication skills, strong presentation skills, and sound judgment in determining relevance of information based on context.
- Experience producing high-quality, accurate public communications, including speeches, presentations, reports, newsletters, case studies, press releases, etc. Experience producing communications and reports targeted to organizational stakeholders required.
- Ability to write and edit copy, applying organization style. Knowledge of AP style preferred.
- Advanced user-level understanding of Microsoft Office suite, especially MS Word, MS Excel and MS Powerpoint. Experience using Sharepoint preferred.
- Must be a proactive professional who is able to perform in a fast-paced environment, and who can be flexible and responsive to changing context and communication opportunities.

The above information is designed to outline the functions and position requirements of this job. It does *not* identify all tasks that may be expected, nor address the performance standards that must be maintained.





## **POSITION DESCRIPTION**

**TITLE:** Strategic Marketing Manager

**REPORTS TO:** Senior Communications & Customer Service Manager

## **BACKGROUND**

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Energy Trust of Oregon, Inc. is an independent nonprofit organization dedicated to energy efficiency and renewable energy development. We serve customers of Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas.

## **GENERAL POSITION SUMMARY**

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This position supports Energy Trust's program and organizational goals by delivering strategic guidance/consulting for Energy Trust program marketing communications; managing Energy Trust creative services agency; planning, coordinating and executing Energy Trust program advertising; deploying contract resources to gather, analyze and apply consumer insights; overseeing implementation of the Energy Trust brand; providing leadership for integration and evaluation of marketing initiatives in web, advertising, customer service, and utility channels; managing marketing projects for programs that don't have dedicated marketing resources and for projects that span multiple program areas; leveraging utility and third party market actors by designing joint promotions and managing co-branding opportunities; and managing marketing systems and resources employed by the Communications & Customer Service Group, CCS, to help ensure Energy Trust marketing communications support a high quality customer experience.

This position will work with program and program marketing staff, Program Management Contractor staff, Information Technology staff, Planning & Evaluation, Finance, Legal and CCS staff to lead and support strategic marketing management plans and activities. The successful candidate will have demonstrated marketing communications management experience, ability to work effectively with a range of team members and stakeholders, ability to develop marketing strategy and lead a diverse team of marketing professionals/contractors, and skills to facilitate collaboration. This individual should thrive by working in a fast-paced environment as part of a team.

## **ESSENTIAL FUNCTIONS / MAJOR RESPONSIBILITIES**

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- Lead development and implementation of marketing projects and innovative customer engagement strategies to help programs meet annual generation and savings goals.
- Plan and coordinate Energy Trust program advertising; develop coordinated media plans; oversee execution of media contracts in consultation with legal staff; oversee CCS systems for trafficking, payment, and tracking of purchased media.

- Manage Energy Trust's brand in service to organization and program goals; guide development of Energy Trust brand guidelines and marketing messages; provide leadership for co-branding strategy and third party use of logo and brand assets.
- Manage and assign advertising agency services and other creative services in support of program and organizational objectives; oversee competitive selection process for agency and contract services; ensure efficient use of Energy Trust budget.
- Serve as a liaison to the CCS group for program-based marketing staff to coordinate and provide guidance on development and implementation of marketing initiatives.
- Advise program marketing managers on utility marketing collaboration and provide leadership for annual utility marketing coordination planning and quarterly marketing coordination meetings. Collaborate with program marketing managers to ensure documentation and communication of joint Energy Trust/utility marketing plans, initiatives, and results.
- Manage collaboration with utility contacts on joint campaigns initiated by Energy Trust and as appropriate to accomplish Energy Trust's media coordination objectives.
- Scope, lead, and synthesize consumer and business-decision-maker insights research; manage market research projects, consulting with evaluation and program staff to meet needs.
- Lead CCS efforts to implement campaign tracking systems through campaign design new Customer Relationship Management/integrated IT systems, email/web analytics, and other resources. Lead organization-wide reporting of marketing analytics, trends, and other relevant data to inform future marketing activities.
- Oversee CCS administration of job start, tracking, and archival system of all marketing materials, advising development and maintenance of system to meet program and customer service needs. Participate in CCS review and feedback of PMC-delivered marketing content and materials to ensure alignment with organizational needs and goals, and promote continuous improvement.
- Provide strategic marketing project management as needed in support of programs, and for renewables sector in particular.
- Performs all functions of the job in a safe and conscientious manner.

## **SUPERVISORY RESPONSIBILITY**

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This position supervises marketing support positions in the Communications & Customer Service Group, and will manage contracts for media, creative services, and market research.

## **POSITION REQUIREMENTS**

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- Minimum of Bachelor's Degree in marketing, communications or related field.
- At least six years of marketing communications experience, with some experience in brand management, media strategy and media buying, and creative services management. Minimum of two years in a supervisory or leadership role preferred.
- Excellent oral and written communication skills. Experience with copy editing and enforcing branding guidelines.
- Demonstrated experience managing individual project budgets requiring internal approvals and processes for competitive procurements, designing marketing plans,

utilizing market research to target specific customer groups, and producing high-quality, effective marketing campaigns producing measurable results.

- Experience and providing customer service to a range of clients, both internal and external, and working with multiple stakeholders on campaign development and implementation. Experience delivering marketing services for nonprofit causes preferred.
- Experience serving as a spokesperson and working with the media to generate interest and respond to inquiries is preferred.
- Proficient skills in Microsoft Office suite, especially MS Word, MS Excel and MS Powerpoint. Experience using Sharepoint preferred.
- Must be a proactive professional who is able to perform in a fast-paced environment, and who can be flexible and responsive to changing context and marketing communication opportunities.
- Occasional travel may be required.

The above information is designed to outline the functions and position requirements of this job. It does *not* identify all tasks that may be expected, nor address the performance standards that must be maintained.





## **POSITION DESCRIPTION**

**TITLE:           WEB                   COORDINATOR**

**REPORTS TO:                   ONLINE & INTERACTIVE COMMUNICATIONS MANAGER**

### **BACKGROUND**

---

Energy Trust of Oregon, Inc. is an independent nonprofit organization dedicated to energy efficiency and renewable energy development. We serve Oregon customers of Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas.

### **GENERAL POSITION SUMMARY**

---

The web coordinator will work closely with Energy Trust's web team, external web developers, program, communications, and customer service staff, and program management contractors to develop and maintain a large, complex web site that raises awareness and engages customers in Energy Trust programs and services.

The individual in this position manages the web request intake system, ensuring between 1,500 to 2,000 program and organizational web communication projects are delivered each year. The coordinator prioritizes projects requested, changes and requests using content management tools, engages external web development firm for more complex needs, maintains project timelines and provides status communication to internal stakeholders, troubleshoots and resolves issues, gathers and analyzes web analytics, creates/distributes email campaigns and online promotions, and supports the online and interactive communications manager in the development of complex web development projects. The web coordinator will maintain and further develop internal project management systems to manage a high volume of projects and timelines.

The successful candidate is expected to demonstrate initiative and follow-through, be a clear writer and speaker, be detail-oriented, and experienced in maintaining and developing web pages, navigation, content, promotions, and other web elements. This individual will be attracted to working in a fast-paced, non-profit environment and being a valued member of a motivated team.

### **ESSENTIAL FUNCTIONS / MAJOR RESPONSIBILITIES**

---

- Manage web request system to ensure program and organizational web communication projects are tracked, prioritized, and delivered. These requests include the creation of new web pages, page edits, page removals, navigation changes, document uploads, and other promotional and communication elements serving program marketing and general communications needs.



- Communicate with program staff, Program Management Contractor staff, and Communications & Customer Service staff to define needs and clarify scope of specific requests and initiatives.
- Serve as a member of the web team and work in coordination with the online and interactive communications manager to ensure timely delivery of projects.
- Engage external web development firm to complete projects when needed, in consultation with online and interactive strategy manager.
- Manage and troubleshoot dynamic search tools on the web site allowing customers to identify trade and program ally contractors.
- Set-up and deliver online newsletters, customer and trade ally email communications, and other online communication delivery mechanisms.
- Support web/online manager with execution of comprehensive web development projects, web application forms interface development, online and social media strategies, and other initiatives.
- Collaborate with production manager/graphic designer for images and production of other creative web content needs.
- Coordinate with communications team to ensure copy review and content editing as needed.
- Gather and analyze analytics related to online marketing and communication activities, and distribute to program marketing and CCS colleagues.
- Support Energy Trust program marketing and general communications by executing regular review of web site content and maintaining systems for web updates.
- Serve as a subject matter resource for web functions in support of integrated IT systems development, including the improved Customer Relationship Management and email/campaign modules.
- Supervise web intern and other CCS staff providing backup delivery for web requests, providing training and oversight work.
- Support customer service initiatives identified by the web forms steering committee, customer service and trade ally teams.
- Serve as backup in absence of online and interactive communications manager for day-to-day web questions, meetings, and functions.
- Perform all functions in a safe and conscientious manner.

## **SUPERVISORY RESPONSIBILITY**

---

This position may supervise the work of an intern.

## **POSITION REQUIREMENTS**

---

- Minimum of Bachelor's Degree in marketing, communications, information systems, or related field.
- At least two years of marketing communications experience with web content management as a primary responsibility.
- Experience maintaining content and coordinating development on a complex service-delivery web site preferred.

- Proficiency in HTML and the use of content management systems to create and manage web content
- Experience using web-based email design and distribution platforms
- Demonstrated experience managing a high volume of tasks and coordinating work on multiple projects at one time.
- Basic knowledge of energy efficiency and renewable energy preferred.
- Excellent oral and written communication skills. Highly-detail oriented and conscientious.
- Demonstrated commitment to delivering quality customer service in an organizational or agency setting.
- Proficient skills in Microsoft Office suite, especially MS Word, MS Excel and MS Powerpoint.
- Experience using Sharepoint and content management systems.
- Must be a proactive professional who is able to perform in a fast-paced environment, and who can be flexible and responsive to changing needs and priorities.

The above information is designed to outline the functions and position requirements of this job. It does *not* identify all tasks that may be expected, nor address the performance standards that must be maintained.





## **POSITION DESCRIPTION**

**TITLE: PARALEGAL/LEGAL ASSISTANT**

**REPORTS TO: SENIOR COUNSEL**

### **BACKGROUND**

---

Energy Trust of Oregon, Inc., is an independent nonprofit organization dedicated to energy efficiency and renewable energy development. We serve Oregon customers of Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas.

### **GENERAL POSITION SUMMARY**

---

The Paralegal/Legal Assistant assists with documentation of complex business transactions, corporate record-keeping, litigation management, compliance training and various other projects.

### **ESSENTIAL FUNCTIONS / MAJOR RESPONSIBILITIES**

---

- Prepare, review, edit and complete correspondence and sale, lease and other documents.
- Coordinate with staff to ensure agreement on and execution of sale and lease documentation
- Assist with tracking production, documentation and financing, including coordinating contracts and signatures
- Maintain and organize lease, sale and litigation files and documents (hard copy and electronic). Preparation of court filings is not required
- Coordinate response to litigation discovery requests and prepare insurance status reports.
- Maintain corporate records and files.
- Prepare routine government filings.
- Coordinate our web-based compliance training program
- Annual review of records pursuant to corporate record retention policy
- Provide administrative support including filing, time sheet submissions, expense reporting and MCLE reporting
- Performs all functions of the job in a safe and conscientious manner.

### **SUPERVISORY RESPONSIBILITY**

---

This position has no supervisory responsibilities.

## **POSITION REQUIREMENTS**

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- Bachelor's degree is required.
- Paralegal experience and/or certification is preferred but not required
- Proficient in Microsoft Word, Outlook and Excel; experience with ACT and other databases extremely helpful
- Proficiency in editing documents and using red-lining software is a must.
- Ability to interact with employees at all levels with tact, confidentiality and diplomacy
- Excellent interpersonal skills, written and oral communication skills, analytic skills, and problem-solving skills.
- Team player comfortable working in a deadline-oriented environment, effective at working in a changing environment, and able to lay out his/her own work in a well-planned and organized manner.

The above information is designed to outline the functions and position requirements of this job. It does *not* identify all tasks that may be expected, nor address the performance standards that must be maintained.



## **POSITION DESCRIPTION**

**TITLE: GOVERNMENT SECTOR ACCOUNT MANAGER**

**REPORTS TO: COMMERCIAL SECTOR LEAD**

### **BACKGROUND**

---

Energy Trust of Oregon, Inc. is an independent nonprofit organization dedicated to helping Oregonians invest in and benefit from energy efficiency and clean, renewable energy. We serve Oregon customers of Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas.

### **GENERAL POSITION SUMMARY**

---

This position will establish and maintain direct client relationships between Energy Trust and government sector accounts. These client accounts include cities, counties, special districts, state and federal agencies and tribal governments. In addition the position will establish and maintain productive relationships with partner organizations such as the League of Oregon Cities, Associated Oregon Counties, Special Districts Association of Oregon and Affiliated Tribes of Northwest Indians.

### **ESSENTIAL FUNCTIONS / MAJOR RESPONSIBILITIES**

---

The Government Sector Account Manager (GSAM) is the primary customer-facing point of contact for all programs to ensure that government agencies receive advice, assistance, and incentives that will help them make clear defensible decisions about the full range of energy efficiency and renewable options available. The GSAM coordinates Energy Trust program and contractor activities in the government sector and helps them to develop and meet their long-term energy efficiency and renewable resource goals as they integrate with Energy Trust programs.

Specific GSAM activities include:

- Establish and maintain long-term client relationships with government organizations
- Provide one-stop-shopping information and advice on energy efficiency and renewable power options to government organizations
- Provide government organizations with technical support for long term planning and identify and coordinate additional technical support resources
- Oversee Energy Trust staff and program delivery activities in the government sector and monitor performance of such services
- Manage and direct a pipeline of energy opportunities for Energy Trust staff and contractors

- Lead Energy Trust programs in meeting annual energy generation and savings goals within the government sector
- Guide government agencies helping to identify, prioritize, implement and manage cost effective energy efficiency and renewable energy projects
- Provide direction to government agencies to identify and access financial resources for energy efficiency and renewable energy projects
- Assist government agencies to establish and maintain strategic energy management systems
- Work closely with Energy Trust staff to ensure that Energy Trust program objectives are met
- Lead coordination with partner utilities to address the needs of the government sector market through coordinated outreach
- Oversee program contracting process as needed to develop RFP's, scopes of work, solicit bids, negotiate and finalize contracts, and manage the execution of contracts
- Represent Energy Trust interests and regularly give persuasive presentations at public events. This includes but not limited to:
  - League of Oregon Cities
  - Association of Oregon Counties
  - Oregon Department of Energy
  - Energy Trust's Conservation Advisory Council
  - Energy Trust's Board of Directors
- Assist in program evaluations and reviews

## **SUPERVISORY RESPONSIBILITY**

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- Position reports to Commercial Sector Lead.
- Position will work in a team-based environment and will lead initiatives as well as accept task assignments by other team leaders and directors.

## **POSITION REQUIREMENTS**

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- Minimum of Bachelors degree and five years experience in technical engineering field or project management with emphasis on energy efficiency or renewables.
- Demonstrated two year experience in project management managing complex contracts.
- Experience in all phases of hiring and managing contractors, from internal approval of funding, writing scopes of work, soliciting bids, negotiating and finalizing contracts, to managing the execution of the contract.
- Strong knowledge of Microsoft Excel, Power Point and Word software applications.
- Strong analytical, writing, and communications skills.
- Experience working on multiple team-based initiatives.
- Strong interpersonal and contractor personnel management skills.
- Ability to acquire CEM credential upon meeting qualification standards.

The above information is designed to outline the functions and position requirements of this job. It does *not* identify all tasks that may be expected, nor address the performance standards that must be maintained.

**Energy Trust of Oregon  
Capital Purchases  
2012 Approved Final**

	2012 Q1	2012 Q2	2012 Q3	2012 Q4	2012 budget
<b>INFORMATION SYSTEMS</b>					
General IT Investments					
Server Upgrades and Replacements	18,000	18,000	18,000	18,000	72,000
Juniper Network IDP (IDS)	-	16,000	-	-	16,000
Disaster Recovery Server	-	20,000	-	-	20,000
SAN	-	14,000	-	-	14,000
Digital Signature service	-	41,000	-	-	41,000
GIS/Political District reporting Solution	-	-	40,000	-	40,000
Document retention software	-	-	37,500	37,500	75,000
Document retention implementation	-	-	37,500	37,500	75,000
Electronic retention of HER forms	-	-	-	-	-
RSA SecureID Fobs	-	40,000	-	-	40,000
SharePoint 2010	-	15,000	-	-	15,000
New Backup Solution	-	30,000	-	-	30,000
New Switches	10,000	-	-	-	10,000
General IT Investments Total	28,000	194,000	133,000	93,000	448,000
Software Development (ISP)					
Epicor Software implementation consulting	50,000	50,000	50,000	-	150,000
Project Management	70,000	70,000	70,000	-	210,000
Solution Design Lead	56,000	56,000	56,000	-	168,000
ISP Customizations	100,000	100,000	-	-	200,000
Test development and delivery	-	75,000	75,000	-	150,000
Budget Software	33,333	33,333	33,333	-	100,000
Budget Software Implementation	50,000	50,000	50,000	-	150,000
Software Development (ISP) Total	359,333	434,333	334,333	-	1,128,000
Information Systems Subtotal	387,333	628,333	467,333	93,000	1,576,000
<b>FACILITIES</b>					
Conference room AV & Sound	6,500	6,500	6,500	6,500	26,000
Smart conference room white boards	2,000	2,000	2,000	2,000	8,000
Facilities Subtotal	8,500	8,500	8,500	8,500	34,000
Total Capital Purchases - 2012 Budget	465,500	721,500	266,500	101,500	1,555,000



**Energy Trust of Oregon  
Capital Purchases  
2013 Projection Approved Final**

	<b>2013 Q1</b>	<b>2013 Q2</b>	<b>2013 Q3</b>	<b>2013 Q4</b>	<b>2013 projection</b>
<b>INFORMATION SYSTEMS</b>					
Server Upgrades and Replacements	9,000	9,000	9,000	9,000	36,000
ISP phase 2 Epicor consulting	-	75,000	-	-	75,000
ISP phase 2 project mgt	-	105,000	-	-	105,000
ISP phase 2 design lead	-	134,000	-	-	134,000
ISP phase 2 customization	-	100,000	-	-	100,000
Information Systems Subtotal	9,000	423,000	9,000	9,000	450,000
<b>FACILITIES - None</b>					
Total Capital Purchases - 2013 Projection	9,000	423,000	9,000	9,000	450,000



**Energy Trust of Oregon, Inc**  
**Year to Date by Program/Service Territory - joint costs allocated at program level**  
**For the Twelve Months Ending December 31, 2013**  
**2013 Projection - Approved Final**

	ENERGY EFFICIENCY							RENEWABLE ENERGY				TOTAL			
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade	Avista	Oregon Total	NWN WA	ETO Total	PGE	PacifiCorp	Total	Other	All Programs
<b>REVENUES</b>															
Public Purpose Funding	\$26,449,746	\$20,583,022	\$47,032,768		\$28,719,124	\$2,936,997		\$78,688,889		\$78,688,889	\$7,976,907	\$6,207,578	\$14,184,485		\$92,873,374
Incremental Funding	55,564,074	26,512,133	82,076,207	2,016,836				84,093,043	1,530,041	85,623,084					85,623,084
Revenue from Investments														200,000	200,000
<b>TOTAL PROGRAM REVENUE</b>	<b>82,013,820</b>	<b>47,095,155</b>	<b>129,108,975</b>	<b>2,016,836</b>	<b>28,719,124</b>	<b>2,936,997</b>		<b>162,781,932</b>	<b>1,530,041</b>	<b>164,311,973</b>	<b>7,976,907</b>	<b>6,207,578</b>	<b>14,184,485</b>	<b>200,000</b>	<b>178,696,458</b>
<b>EXPENSES</b>															
Program Management (Note 3)	2,664,215	1,400,900	4,065,115	72,940	934,375	105,107		5,177,536	166,373	5,343,909	419,898	477,444	897,342		6,241,251
Program Delivery	21,835,954	12,588,923	34,424,877	660,345	5,486,708	751,363		41,323,293	327,589	41,650,882	216,625	70,875	287,500		41,938,382
Incentives	43,521,312	23,777,051	67,298,363	2,002,894	11,601,849	1,300,604		82,203,710	666,093	82,869,803	11,016,264	7,655,176	18,671,440		101,541,243
Program Eval & Planning Svcs.	2,343,636	1,265,855	3,609,491	145,969	1,365,309	160,300		5,281,068	87,415	5,368,483	96,189	79,608	175,797		5,544,280
Program Marketing/Outreach	2,599,517	1,531,163	4,130,680	17,114	1,355,746	147,471		5,651,010	110,118	5,761,128	142,528	52,472	195,000		5,956,128
Program Legal Services											4,716	2,784	7,500		7,500
Program Quality Assurance	123,333	67,068	190,401	539	69,114	6,446		266,500	0	266,500	17,208	18,642	35,850		302,350
Outsourced Services	1,370,906	673,036	2,043,942	40,062	366,834	41,626		2,492,464	0	2,492,464	533,428	153,572	687,000		3,179,464
Trade Allies & Cust. Svc. Mgmt.	525,427	318,554	843,981	4,896	322,308	31,908		1,203,093	28,229	1,231,322	47,151	14,886	62,037		1,293,359
IT Services	1,028,799	559,810	1,588,608	22,451	422,318	44,249		2,077,626	54,633	2,132,259	142,587	154,085	296,672		2,428,931
Other Program Expenses	288,354	160,197	448,551	10,345	96,050	11,006		565,952	44,688	610,640	139,691	111,944	251,635		862,275
<b>TOTAL PROGRAM EXPENSES</b>	<b>76,301,453</b>	<b>42,342,556</b>	<b>118,644,008</b>	<b>2,977,554</b>	<b>22,020,610</b>	<b>2,600,080</b>		<b>146,242,252</b>	<b>1,485,138</b>	<b>147,727,390</b>	<b>12,776,285</b>	<b>8,791,488</b>	<b>21,567,773</b>		<b>169,295,163</b>
<b>ADMINISTRATIVE COSTS</b>															
Management & General (Notes 1 & 2)	1,580,828	877,261	2,458,089	61,690	456,227	53,869		3,029,875	30,769	3,060,644	244,665	202,180	446,845		3,507,489
Communications & Customer Svc (Notes 1 & 2)	987,609	548,062	1,535,671	38,540	285,024	33,654		1,892,889	19,222	1,912,111	152,852	126,311	279,163		2,191,274
<b>Total Administrative Costs</b>	<b>2,568,437</b>	<b>1,425,323</b>	<b>3,993,760</b>	<b>100,230</b>	<b>741,251</b>	<b>87,523</b>		<b>4,922,764</b>	<b>49,991</b>	<b>4,972,755</b>	<b>397,517</b>	<b>328,491</b>	<b>726,008</b>		<b>5,698,763</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>78,869,888</b>	<b>43,767,878</b>	<b>122,637,766</b>	<b>3,077,784</b>	<b>22,761,860</b>	<b>2,687,602</b>		<b>151,165,012</b>	<b>1,535,130</b>	<b>152,700,142</b>	<b>13,173,802</b>	<b>9,119,978</b>	<b>22,293,780</b>		<b>174,993,922</b>
<b>TOTAL REVENUE LESS EXPENSES</b>	<b>3,143,932</b>	<b>3,327,277</b>	<b>6,471,209</b>	<b>(1,060,948)</b>	<b>5,957,264</b>	<b>249,395</b>		<b>11,616,920</b>	<b>(5,089)</b>	<b>11,611,831</b>	<b>(5,196,895)</b>	<b>(2,912,400)</b>	<b>(8,109,295)</b>	<b>200,000</b>	<b>3,702,536</b>
Cumulative Carryover at 12/31/12 (Note 4)	932,555	2,406,979	3,339,534	1,611,842	2,311,596	308,832	25,458	7,597,262	2,083	7,599,345	8,998,152	5,819,267	14,817,419	10,715,302	33,132,066
Interest attributed	1,740,000	1,160,000	2,900,000		5,000,000			7,900,000		7,900,000		1,700,000	1,700,000	(9,600,000)	
Interest re-attributed	(1,740,000)	(1,160,000)	(2,900,000)		(5,000,000)			(7,900,000)		(7,900,000)				7,900,000	
<b>TOTAL NET ASSETS CUMULATIVE</b>	<b>4,076,487</b>	<b>5,734,256</b>	<b>9,810,743</b>	<b>550,894</b>	<b>8,268,860</b>	<b>558,227</b>	<b>25,458</b>	<b>19,214,182</b>	<b>(3,006)</b>	<b>19,211,176</b>	<b>3,801,257</b>	<b>4,606,867</b>	<b>8,408,124</b>	<b>9,215,302</b>	<b>36,834,602</b>

Note 1) Both Management & General and Communications & Customer Service Expenses (Administrative) have been allocated based on total expenses.  
Note 2) Administrative costs are allocated for management reporting only. GAAP for Not for Profit organizations does not allow allocation of administrative costs to program expenses.  
Note 3) Program Management costs include both outsourced and internal staff.  
Note 4) Cumulative carryover at 12/31/2012 reflects audited results.

**Energy Trust of Oregon, Inc**  
**Program Expense by Service Territory**  
**2013 Projection - Approved Final**

	PGE	Pacific Power	Subtotal Elec. Utilities	NWN Industrial	NW Natural Gas	Cascade	Subtotal Gas Providers	Oregon Total	NWN WA	ETO Total
<b>Energy Efficiency</b>										
<b>Commercial</b>										
Existing Buildings	26,047,077	11,388,217	37,435,294	777,875	5,495,424	656,322	6,929,621	44,364,915	624,220	44,989,135
New Buildings	8,294,513	2,542,731	10,837,244		1,987,222	110,389	2,097,611	12,934,855		12,934,855
NEEA	2,090,355	1,576,935	3,667,290				0	3,667,290		3,667,290
<b>Total Commercial</b>	<b>36,431,945</b>	<b>15,507,883</b>	<b>51,939,828</b>	<b>777,875</b>	<b>7,482,646</b>	<b>766,711</b>	<b>9,027,232</b>	<b>60,967,060</b>	<b>624,220</b>	<b>61,591,280</b>
<b>Industrial</b>										
Production Efficiency	18,876,581	12,268,419	31,145,000	2,299,909	907,798	381,896	3,589,603	34,734,603		34,734,603
NEEA	955,717	720,980	1,676,697				0	1,676,697		1,676,697
<b>Total Industrial</b>	<b>19,832,298</b>	<b>12,989,399</b>	<b>32,821,697</b>	<b>2,299,909</b>	<b>907,798</b>	<b>381,896</b>	<b>3,589,603</b>	<b>36,411,300</b>		<b>36,411,300</b>
<b>Residential</b>										
Existing Homes	10,393,996	7,262,810	17,656,806		10,753,728	880,412	11,634,140	29,290,946	576,021	29,866,967
New Homes/Products	10,055,317	6,381,078	16,436,395		3,617,688	658,583	4,276,271	20,712,666	334,889	21,047,555
NEEA	2,156,332	1,626,708	3,783,040				0	3,783,040		3,783,040
<b>Total Residential</b>	<b>22,605,645</b>	<b>15,270,596</b>	<b>37,876,241</b>		<b>14,371,416</b>	<b>1,538,995</b>	<b>15,910,411</b>	<b>53,786,652</b>	<b>910,910</b>	<b>54,697,562</b>
<b>Energy Efficiency Program Cos</b>	<b>78,869,888</b>	<b>43,767,878</b>	<b>122,637,766</b>	<b>3,077,784</b>	<b>22,761,860</b>	<b>2,687,602</b>	<b>28,527,246</b>	<b>151,165,012</b>	<b>1,535,130</b>	<b>152,700,142</b>
<b>Renewables</b>										
Biopower	2,978,516	1,479,990	4,458,506				0	4,458,506		4,458,506
Solar Electric (Photovoltaic)	8,104,336	2,607,813	10,712,149				0	10,712,149		10,712,149
Other Renewable	2,090,950	5,032,175	7,123,125					7,123,125		7,123,125
<b>Renewables Program Costs</b>	<b>13,173,802</b>	<b>9,119,978</b>	<b>22,293,780</b>				<b>0</b>	<b>22,293,780</b>		<b>22,293,780</b>
<b>Cost Grand Total</b>	<b>92,043,690</b>	<b>52,887,856</b>	<b>144,931,546</b>	<b>3,077,784</b>	<b>22,761,860</b>	<b>2,687,602</b>	<b>28,527,246</b>	<b>173,458,792</b>	<b>1,535,130</b>	<b>174,993,922</b>

**Energy Trust of Oregon, Inc**  
**Statement of Functional Expenses**  
**2013 Projection - Approved Final**

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total
<b>Program Expenses</b>							
Incentives/ Program Management & Delivery	131,527,828	18,958,940	150,486,768				150,486,768
Payroll and Related Expenses	2,746,892	897,342	3,644,234	2,145,925	907,620	3,053,545	6,697,779
Outsourced Services	6,950,871	975,350	7,926,221	293,885	693,000	986,885	8,913,106
Planning and Evaluation	2,527,574	125,796	2,653,370	25,625		25,625	2,678,995
Customer Service Management	768,692	28,108	796,800				796,800
Trade Allies Network	462,630	33,929	496,559				496,559
<b>Total Program Expenses</b>	<b>144,984,487</b>	<b>21,019,466</b>	<b>166,003,953</b>	<b>2,465,436</b>	<b>1,600,620</b>	<b>4,066,056</b>	<b>170,070,009</b>
<b>Program Support Costs</b>							
Supplies	22,009	5,890	27,899	19,708	9,117	28,825	56,724
Postage and Shipping Expenses	8,647	2,715	11,362	5,627	8,050	13,677	25,039
Telephone	3,231	2,012	5,243	2,821	575	3,396	8,639
Printing and Publications	108,978	24,121	133,099	1,588	50,698	52,286	185,385
Occupancy Expenses	194,254	60,988	255,242	126,417	68,521	194,938	450,180
Insurance	32,242	10,123	42,365	20,982	11,373	32,355	74,720
Equipment	10,691	3,357	14,048	6,958	5,771	12,729	26,777
Travel	51,025	72,700	123,725	36,296	7,000	43,296	167,021
Meetings, Trainings & Conferences	61,673	23,500	85,173	153,740	20,500	174,240	259,413
Interest Expense and Bank Fees			0	8,500		8,500	8,500
Depreciation & Amortization	66,936	21,015	87,951	43,561	23,611	67,172	155,123
Dues, Licenses and Fees	50,224	24,984	75,208	9,782	2,707	12,489	87,697
Miscellaneous Expenses	733	230	963	577	258	835	1,798
IT Services	2,132,259	296,672	2,428,931	605,498	382,472	987,970	3,416,901
<b>Total Program Support Costs</b>	<b>2,742,900</b>	<b>548,306</b>	<b>3,291,206</b>	<b>1,042,055</b>	<b>590,655</b>	<b>1,632,710</b>	<b>4,923,916</b>
<b>TOTAL EXPENSES</b>	<b>147,727,388</b>	<b>21,567,772</b>	<b>169,295,160</b>	<b>3,507,490</b>	<b>2,191,275</b>	<b>5,698,765</b>	<b>174,993,922</b>
<b>OPUC Performance Measure</b>	<b>5.0%</b>						

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PGE

ENERGY EFFICIENCY

	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
<b>EXPENSES</b>									
Program Management	\$929,166	\$500,075	\$33,079	\$410,801	\$7,260	\$403,954	\$375,384	\$4,496	<b>2,664,215</b>
Program Delivery	5,677,730	3,037,429	1,945,730	3,961,184	875,578	2,477,139	1,818,148	2,043,016	<b>21,835,954</b>
Incentives	15,989,962	3,486,186		13,165,976		5,130,882	5,748,306		<b>43,521,312</b>
Program Eval & Planning Svcs.	631,558	452,972	29,213	296,318	39,172	540,160	317,063	37,180	<b>2,343,636</b>
Program Marketing/Outreach	458,812	210,456		111,232		792,736	1,026,281		<b>2,599,517</b>
Legal Services									<b>0</b>
Program Quality Assurance	18,577	32,329				47,892	24,536		<b>123,334</b>
Outsourced Services	1,074,238	37,501		99,782		130,373	29,012		<b>1,370,906</b>
Trade Allies & Cust. Svc. Mgmt.	90,952	38,134		19,141		238,301	138,900		<b>525,428</b>
IT Services	257,160	187,540	10,357	127,096	1,875	244,404	199,338	1,029	<b>1,028,799</b>
Other Program Expenses	70,687	41,775	3,903	70,326	710	49,670	50,894	390	<b>288,355</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>25,198,842</b>	<b>8,024,397</b>	<b>2,022,282</b>	<b>18,261,857</b>	<b>924,594</b>	<b>10,055,510</b>	<b>9,727,861</b>	<b>2,086,111</b>	<b>76,301,456</b>
<b>ADMINISTRATIVE COSTS</b>									
Mgmt & General	522,074	166,251	41,898	378,353	19,156	208,332	201,544	43,220	<b>1,580,828</b>
Comm & Customer Svc	326,162	103,864	26,176	236,373	11,968	130,154	125,913	27,001	<b>987,611</b>
<b>Total Administrative Costs</b>	<b>848,236</b>	<b>270,115</b>	<b>68,073</b>	<b>614,725</b>	<b>31,124</b>	<b>338,486</b>	<b>327,456</b>	<b>70,222</b>	<b>2,568,439</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>26,047,077</b>	<b>8,294,513</b>	<b>2,090,355</b>	<b>18,876,581</b>	<b>955,717</b>	<b>10,393,996</b>	<b>10,055,317</b>	<b>2,156,332</b>	<b>78,869,897</b>

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**Pacific Power**

**ENERGY EFFICIENCY**

	<b>Existing Buildings</b>	<b>New Buildings</b>	<b>NEEA Commercial</b>	<b>Production Efficiency</b>	<b>NEEA Industrial</b>	<b>Existing Homes</b>	<b>New Homes &amp; Products</b>	<b>NEEA Residential</b>	<b>ETO Total</b>
<b>EXPENSES</b>									
Program Management	\$395,185	\$151,181	\$24,954	\$297,590	\$5,477	\$288,376	\$234,745	\$5,477	<b>1,402,985</b>
Program Delivery	2,471,308	904,675	1,467,831	2,863,485	660,524	1,564,875	1,115,002	660,524	<b>11,708,224</b>
Incentives	7,015,797	1,098,444		8,237,339		3,727,907	3,697,564		<b>23,777,051</b>
Program Eval & Planning Svcs.	276,128	138,861	22,037	192,586	29,550	377,437	201,207	29,550	<b>1,267,356</b>
Program Marketing/Outreach	185,502	63,370		72,293		571,138	638,861		<b>1,531,164</b>
Legal Services									
Program Quality Assurance	8,122	9,911				33,465	15,570		<b>67,068</b>
Outsourced Services	482,206	11,496		64,851		91,098	23,384		<b>673,035</b>
Trade Allies & Cust. Svc. Mgmt.	39,766	11,690		12,440		166,513	88,146		<b>318,555</b>
IT Services	112,434	57,492	7,814	82,603	1,414	170,777	126,499	1,414	<b>560,447</b>
Other Program Expenses	30,906	12,806	2,944	45,707	535	34,707	32,297	535	<b>160,437</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>11,017,354</b>	<b>2,459,926</b>	<b>1,525,580</b>	<b>11,868,894</b>	<b>697,501</b>	<b>7,026,293</b>	<b>6,173,275</b>	<b>697,501</b>	<b>41,466,322</b>
<b>ADMINISTRATIVE COSTS</b>									
Mgmt & General	228,260	50,965	31,607	245,902	14,451	145,572	127,899	14,451	<b>859,107</b>
Comm & Customer Svc	142,603	31,840	19,746	153,625	9,028	90,945	79,904	9,028	<b>536,719</b>
<b>Total Administrative Costs</b>	<b>370,863</b>	<b>82,805</b>	<b>51,354</b>	<b>399,527</b>	<b>23,479</b>	<b>236,517</b>	<b>207,803</b>	<b>23,479</b>	<b>1,395,826</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>11,388,217</b>	<b>2,542,731</b>	<b>1,576,934</b>	<b>12,268,419</b>	<b>720,980</b>	<b>7,262,810</b>	<b>6,381,078</b>	<b>720,980</b>	<b>42,862,151</b>

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NWN

<b>ENERGY EFFICIENCY</b>						
	<b>Existing Buildings</b>	<b>New Buildings</b>	<b>Production Efficiency</b>	<b>Existing Homes</b>	<b>New Homes &amp; Products</b>	<b>ETO Total</b>
<b>EXPENSES</b>						
Program Management	\$192,165	\$105,869	\$26,996	\$431,829	\$177,516	<b>934,375</b>
Program Delivery	1,160,890	592,645	208,144	2,195,061	1,329,968	<b>5,486,708</b>
Incentives	3,291,922	903,118	578,260	5,629,732	1,198,817	<b>11,601,849</b>
Program Eval & Planning Svcs.	280,711	200,557	41,932	552,121	289,988	<b>1,365,309</b>
Program Marketing/Outreach	97,375	43,612	5,178	859,047	350,534	<b>1,355,746</b>
Legal Services						<b>0</b>
Program Quality Assurance	3,808	7,352		49,584	8,370	<b>69,114</b>
Outsourced Services	203,749	8,529	7,645	134,978	11,933	<b>366,834</b>
Trade Allies & Cust. Svc. Mgmt.	18,643	8,673	891	246,717	47,384	<b>322,308</b>
IT Services	52,712	42,652	5,916	253,035	68,002	<b>422,317</b>
Other Program Expenses	14,489	9,501	3,274	51,424	17,362	<b>96,050</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>5,316,464</b>	<b>1,922,507</b>	<b>878,235</b>	<b>10,403,528</b>	<b>3,499,876</b>	<b>22,020,610</b>
<b>ADMINISTRATIVE COSTS</b>						
Mgmt & General	110,148	39,831	18,195	215,542	72,511	<b>456,227</b>
Comm & Customer Svc	68,814	24,884	11,367	134,658	45,301	<b>285,024</b>
<b>Total Administrative Costs</b>	<b>178,961</b>	<b>64,715</b>	<b>29,563</b>	<b>350,200</b>	<b>117,812</b>	<b>741,251</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>5,495,424</b>	<b>1,987,222</b>	<b>907,798</b>	<b>10,753,728</b>	<b>3,617,688</b>	<b>22,761,860</b>



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**NWN Industrial**

	<b>ENERGY EFFICIENCY</b>		
	<b>Existing Buildings</b>	<b>Production Efficiency</b>	<b>ETO Total</b>
<b>EXPENSES</b>			
Program Management	\$9,881	\$63,058	<b>72,939</b>
Program Delivery	115,500	544,845	<b>660,345</b>
Incentives	542,447	1,460,447	<b>2,002,894</b>
Program Eval & Planning Svcs.	39,734	106,234	<b>145,968</b>
Program Marketing/Outreach	3,995	13,118	<b>17,113</b>
Legal Services			<b>0</b>
Program Quality Assurance	539		<b>539</b>
Outsourced Services	28,294	11,768	<b>40,062</b>
Trade Allies & Cust. Svc. Mgmt.	2,639	2,257	<b>4,896</b>
IT Services	7,461	14,989	<b>22,450</b>
Other Program Expenses	2,051	8,294	<b>10,345</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>752,543</b>	<b>2,225,011</b>	<b>2,977,554</b>
<b>ADMINISTRATIVE COSTS</b>			
Mgmt & General	15,591	46,098	<b>61,689</b>
Comm & Customer Svc	9,741	28,799	<b>38,540</b>
<b>Total Administrative Costs</b>	<b>25,332</b>	<b>74,898</b>	<b>100,230</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>777,875</b>	<b>2,299,909</b>	<b>3,077,784</b>

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**NWN WA**

	<b>ENERGY EFFICIENCY</b>			
	<b>Existing Buildings</b>	<b>Existing Homes</b>	<b>New Homes &amp; Products</b>	<b>ETO Total</b>
<b>EXPENSES</b>				
Program Management	\$61,879	\$64,984	\$39,510	<b>166,373</b>
Program Delivery	161,910	122,722	42,957	<b>327,589</b>
Incentives	276,106	206,714	183,273	<b>666,093</b>
Program Eval & Planning Svcs.	17,472	54,801	15,142	<b>87,415</b>
Program Marketing/Outreach	36,500	57,160	16,458	<b>110,118</b>
Legal Services				<b>0</b>
Program Quality Assurance				<b>0</b>
Outsourced Services				<b>0</b>
Trade Allies & Cust. Svc. Mgmt.	10,774	16,169	1,286	<b>28,229</b>
IT Services	21,300	18,973	14,360	<b>54,633</b>
Other Program Expenses	17,952	15,741	10,995	<b>44,688</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>603,893</b>	<b>557,264</b>	<b>323,981</b>	<b>1,485,138</b>
<b>ADMINISTRATIVE COSTS</b>				
Mgmt & General	12,512	11,545	6,712	<b>30,769</b>
Comm & Customer Svc	7,816	7,213	4,193	<b>19,222</b>
<b>Total Administrative Costs</b>	<b>20,328</b>	<b>18,758</b>	<b>10,905</b>	<b>49,991</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>624,220</b>	<b>576,021</b>	<b>334,889</b>	<b>1,535,130</b>

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**Cascade**

	<b>ENERGY EFFICIENCY</b>					
	<b>Existing Buildings</b>	<b>New Buildings</b>	<b>Production Efficiency</b>	<b>Existing Homes</b>	<b>New Homes &amp; Products</b>	<b>ETO Total</b>
<b>EXPENSES</b>						
Program Management	\$21,481	\$5,808	\$7,150	\$35,484	\$35,184	<b>105,107</b>
Program Delivery	137,554	32,010	121,194	176,173	284,432	<b>751,363</b>
Incentives	397,027	51,191	215,102	463,949	173,335	<b>1,300,604</b>
Program Eval & Planning Svcs.	33,526	11,141	17,640	45,202	52,791	<b>160,300</b>
Program Marketing/Outreach	9,679	2,384	2,178	70,697	62,532	<b>147,470</b>
Legal Services						<b>0</b>
Program Quality Assurance	455	408		4,059	1,524	<b>6,446</b>
Outsourced Services	24,976	474	1,954	11,051	3,171	<b>41,626</b>
Trade Allies & Cust. Svc. Mgmt.	2,227	482	375	20,199	8,626	<b>31,909</b>
IT Services	6,295	2,369	2,489	20,716	12,379	<b>44,248</b>
Other Program Expenses	1,730	528	1,377	4,210	3,161	<b>11,006</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>634,950</b>	<b>106,794</b>	<b>369,459</b>	<b>851,741</b>	<b>637,136</b>	<b>2,600,080</b>
<b>ADMINISTRATIVE COSTS</b>						
Mgmt & General	13,155	2,213	7,655	17,647	13,200	<b>53,870</b>
Comm & Customer Svc	8,218	1,382	4,782	11,025	8,247	<b>33,654</b>
<b>Total Administrative Costs</b>	<b>21,374</b>	<b>3,595</b>	<b>12,437</b>	<b>28,671</b>	<b>21,447</b>	<b>87,524</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>656,322</b>	<b>110,389</b>	<b>381,896</b>	<b>880,412</b>	<b>658,583</b>	<b>2,687,604</b>

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	<b>RENEWABLE EFFICIENCY</b>			<b>ETO Total</b>
	<b>Biopower</b>	<b>Solar Electric</b>	<b>Other Renewable</b>	
<b>EXPENSES</b>				
Program Management	\$124,626	\$231,380	\$63,891	<b>419,897</b>
Program Delivery	25,000	191,625		<b>216,625</b>
Incentives	2,410,415	6,819,580	1,786,269	<b>11,016,264</b>
Program Eval & Planning Svcs.	23,688	53,518	18,983	<b>96,189</b>
Program Marketing/Outreach	5,200	130,128	7,200	<b>142,528</b>
Legal Services	1,625	1,891	1,200	<b>4,716</b>
Program Quality Assurance			17,208	<b>17,208</b>
Outsourced Services	229,650	215,618	88,160	<b>533,428</b>
Trade Allies & Cust. Svc. Mgmt.		45,353	1,798	<b>47,151</b>
IT Services	30,871	91,224	20,492	<b>142,587</b>
Other Program Expenses	30,444	60,096	49,150	<b>139,690</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>2,881,519</b>	<b>7,840,414</b>	<b>2,054,352</b>	<b>12,776,285</b>
<b>ADMINISTRATIVE COSTS</b>				
Mgmt & General	59,700	162,439	22,526	<b>244,665</b>
Comm & Customer Svc	37,297	101,483	14,073	<b>152,853</b>
<b>Total Administrative Costs</b>	<b>96,997</b>	<b>263,922</b>	<b>36,598</b>	<b>397,517</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>2,978,516</b>	<b>8,104,336</b>	<b>2,090,950</b>	<b>13,173,802</b>

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**Pacific Power**

	<b>RENEWABLE EFFICIENCY</b>			<b>ETO Total</b>
	<b>Biopower</b>	<b>Solar Electric</b>	<b>Other Renewable</b>	
<b>EXPENSES</b>				
Program Management	\$61,926	\$74,454	\$341,065	<b>477,445</b>
Program Delivery		70,875		<b>70,875</b>
Incentives	1,331,911	2,185,190	4,138,075	<b>7,655,176</b>
Program Eval & Planning Svcs.	12,108	17,221	50,279	<b>79,608</b>
Program Marketing/Outreach	2,800	41,872	7,800	<b>52,472</b>
Legal Services	875	609	1,300	<b>2,784</b>
Program Quality Assurance			18,642	<b>18,642</b>
Outsourced Services	350	69,382	83,840	<b>153,572</b>
Trade Allies & Cust. Svc. Mgmt.		14,594	292	<b>14,886</b>
IT Services	15,339	29,354	109,392	<b>154,085</b>
Other Program Expenses	6,486	19,338	86,121	<b>111,945</b>
<b>TOTAL PROGRAM EXPENSES</b>	<b>1,431,795</b>	<b>2,522,888</b>	<b>4,836,805</b>	<b>8,791,488</b>
<b>ADMINISTRATIVE COSTS</b>				
Mgmt & General	29,664	52,270	120,246	<b>202,180</b>
Comm & Customer Svc	18,532	32,655	75,123	<b>126,310</b>
<b>Total Administrative Costs</b>	<b>48,196</b>	<b>84,925</b>	<b>195,370</b>	<b>328,491</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>1,479,990</b>	<b>2,607,813</b>	<b>5,032,175</b>	<b>9,119,978</b>