



Energy Trust of Oregon

2014 Annual Budget and 2014-2015 Action Plan

DRAFT

**Presented to the Board of Directors
November 6, 2013**

Energy Trust of Oregon
421 SW Oak St., Suite 300
Portland, Oregon 97204
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1.866.368.7878 503.546.6862 *fax*

MEMO

Date: October 31, 2013
To: Board of Directors
Interested Parties
From: Margie Harris
Executive Director
Subject: Draft 2014 Annual Budget and 2014-2015 Action Plan

Each year, Energy Trust of Oregon develops and seeks public input on our draft annual budget and two-year action plan. Through an open, transparent process, annual goals and activities are developed, reviewed by the board of directors, Conservation Advisory Council, Renewable Energy Advisory Council, utilities and the general public and submitted to the Oregon Public Utility Commission for consideration.

These important documents guide Energy Trust delivery of the lowest-cost energy resources available to utilities and their customers, and diversify our future energy resource mix through small-scale renewable resource project development. The outcomes and benefits of our investments reduce participant utility bills, lower carbon emissions and strengthen our economy.

I am pleased to share the detailed information in this binder describing Energy Trust's investment strategy and approach and highlighting our draft budget and action plan. Two documents follow this memo to assist your review. First, a two-page summary highlights themes, revenue, expenditures, savings, generation, levelized costs, and planned activities in the draft 2014 annual budget and 2014-15 action plan. Second, a table of contents identifies the detailed documents included in each section of this binder.

As always, there are multiple ways for you to provide comments between now and November 27th. A list of budget presentations is provided in the Outreach section of this binder, along with guidance for submission of comments. The same information is also available on our web site at www.energytrust.org/about/budget.

We look forward to hearing from you and thank you for your ongoing interest and participation in our future plans.

Best regards.

Draft 2014 Annual Budget and 2014-15 Action Plan Highlights

Framework

Each year, Energy Trust of Oregon develops and seeks public input on our proposed annual budget and two-year action plan. Through an open, transparent process, annual goals and activities are developed, reviewed by the board of directors, Conservation Advisory Council, Renewable Energy Advisory Council, utilities and the general public and submitted to the Oregon Public Utility Commission.

The budget and action plan enable us to deliver the lowest-cost energy resources available to utilities and their customers, and help diversify our future energy resource mix through small-scale renewable resource project development. Projects and actions resulting from our plans save money on participant utility bills, reduce carbon emissions and improve local economies.

Budget Themes

Easy access—Provide easy, accessible opportunities for everyone we serve, and tap contractors and customers to drive engagement.

Targeted & general outreach—Use efficient strategies to reach customers with tailored opportunities while increasing visibility, access and participation statewide.

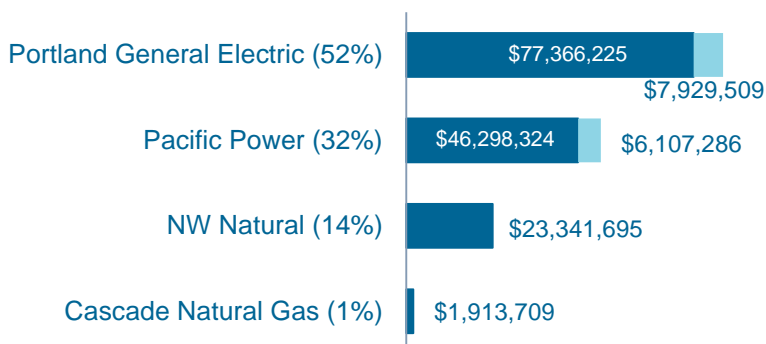
Innovation—Continue pilots to test new program delivery approaches and capitalize on past years' investments before bringing innovations to scale.

Improved systems & processes—Develop systems and processes supporting operational and program efficiencies, positive customer experiences, and transparency and accountability.

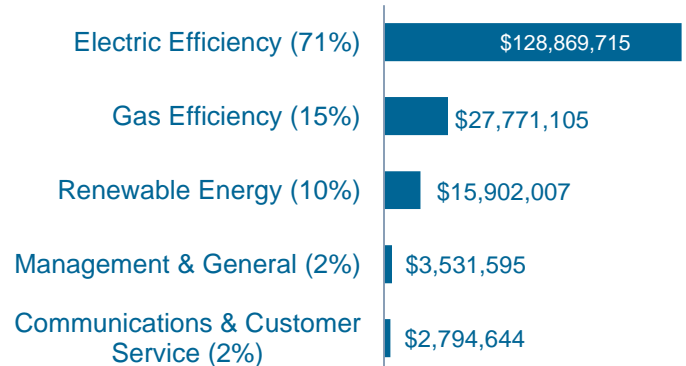
Looking ahead—Further invest in relationships to reach and serve all customers, prioritize opportunities for inclusion, reach for higher savings and generation, and collaborate and evolve.

Total Revenue (\$163 million)

■ Efficiency ■ Renewables



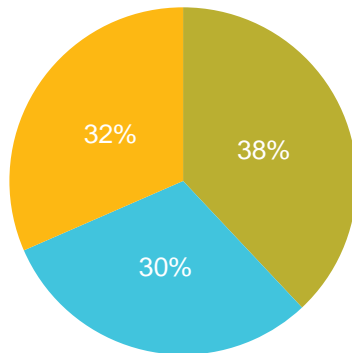
Total Expenses (\$178.9 million)



Note: The revenue chart does not show \$78,000 in unattributed interest income.

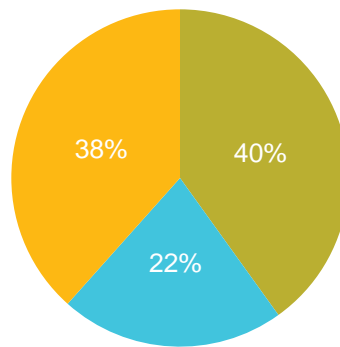
Savings, Generation and Levelized Costs*

Electric savings 58 aMW



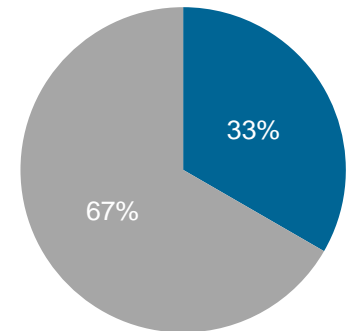
■	Residential 18.3 aMW 3.2 cents/kWh
■	Commercial 22.0 aMW 3.4 cents/kWh
■	Industrial 17.7 aMW 2.4 cents/kWh

Natural gas savings 6.1 million annual therms



■	Residential 2.35 million annual therms; 47 cents/therm*
■	Commercial 2.49 million annual therms; 38 cents/therm*
■	Industrial 1.26 million annual therms; 27 cents/therm*

Renewable energy generation 2.7 aMW



■	Solar Electric 0.9 aMW 10.4 cents/kWh
■	Other Renewables 1.8 aMW 3.4 cents/kWh

2014 Energy Trust Investments Will Buy These Benefits:

- Future utility bill savings of \$415 million for 2014 participants
- Affordable energy at 3 cents/kWh and 40 cents/annual therm vs. 6-9 cents and 54 cents, respectively
- Improvements at an estimated 120,000 homes and businesses in Oregon and SW Washington
- Jobs, wages and business income from bill savings recirculating in our local economy
- Conservation resource to serve average annual load growth for PGE and Pacific Power
- Enough clean energy to power 47,000 homes and heat 12,000 homes with natural gas for a year
- Continued high customer satisfaction rates
- Increased visibility, access and participation statewide
- Training and support for 2,700 local businesses, many of them small companies

Summary of Planned Activities by Customer Type:

Homeowners and renters: Home Energy Reviews; new lighting options such as LEDs; incentives for equipment, weatherization, appliances and solar; EPS™, an energy performance score for new and existing homes; on-bill repayment through Savings Within Reach

Commercial businesses, public and private institutions and multifamily properties: Energy modeling, design, and technical assistance; equipment incentives; Strategic Energy Management; Path to Net Zero; on-bill repayment through MPOWER; Pay for Performance pilot

Industrial and agricultural businesses: Technical assistance, scoping studies and analyses; customized solutions for industrial processes; equipment incentives for agricultural applications; Strategic Energy Management; expanded outreach to small industries

For renewable energy project developers: Development assistance and incentives for solar, biopower, wind, small hydropower and geothermal; lowering “soft” costs for solar

* All costs per unit of savings or generation acquired are levelized costs. Levelized costs provided for gas are Oregon-only.

2014 Annual Budget and 2014-2015 Action Plan DRAFT

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Draft 2014 Annual Budget & 2014-15 Action Plan

Board of Directors
November 6, 2013


EnergyTrust
of Oregon

Today's presentation

Energy Trust Overview

Investment Strategy
and Approach

Budget Highlights

Action Plan Highlights

Next Steps



Energy Trust of Oregon

Independent nonprofit serving ~1.5 million customers of PGE, Pacific Power, NW Natural and Cascade Natural Gas

Affordable energy through cost-effective, customer-focused programs and services

Support for new renewable energy development through project development assistance and incentives

Leverage and support for local allied businesses who serve customers

Transform markets to higher efficiency products, practices, codes and standards



Programs for every type of customer



A clean energy power plant

368 aMW saved
110 aMW generated
28 million annual therms saved



Enough to power
370,000 homes and
heat 55,000 homes

8.4 million tons
of carbon dioxide
avoided



Equivalent to removing
1.2 million cars from our
roads for a year

Affordable energy, local jobs and income



\$1.3 BILLION
SAVED ON PARTICIPANT
ENERGY BILLS
SINCE 2002



2,200
JOBS CREATED,
LASTING A DECADE



\$2.7 BILLION
ADDED TO THE OREGON
ECONOMY SINCE 2002



How we work

Performance-based and driven by measurable goals

Accountable to our independent Board of Directors and the Oregon Public Utility Commission

Stakeholder advisory committees provide input and industry expertise

Independent, third-party evaluation of all programs

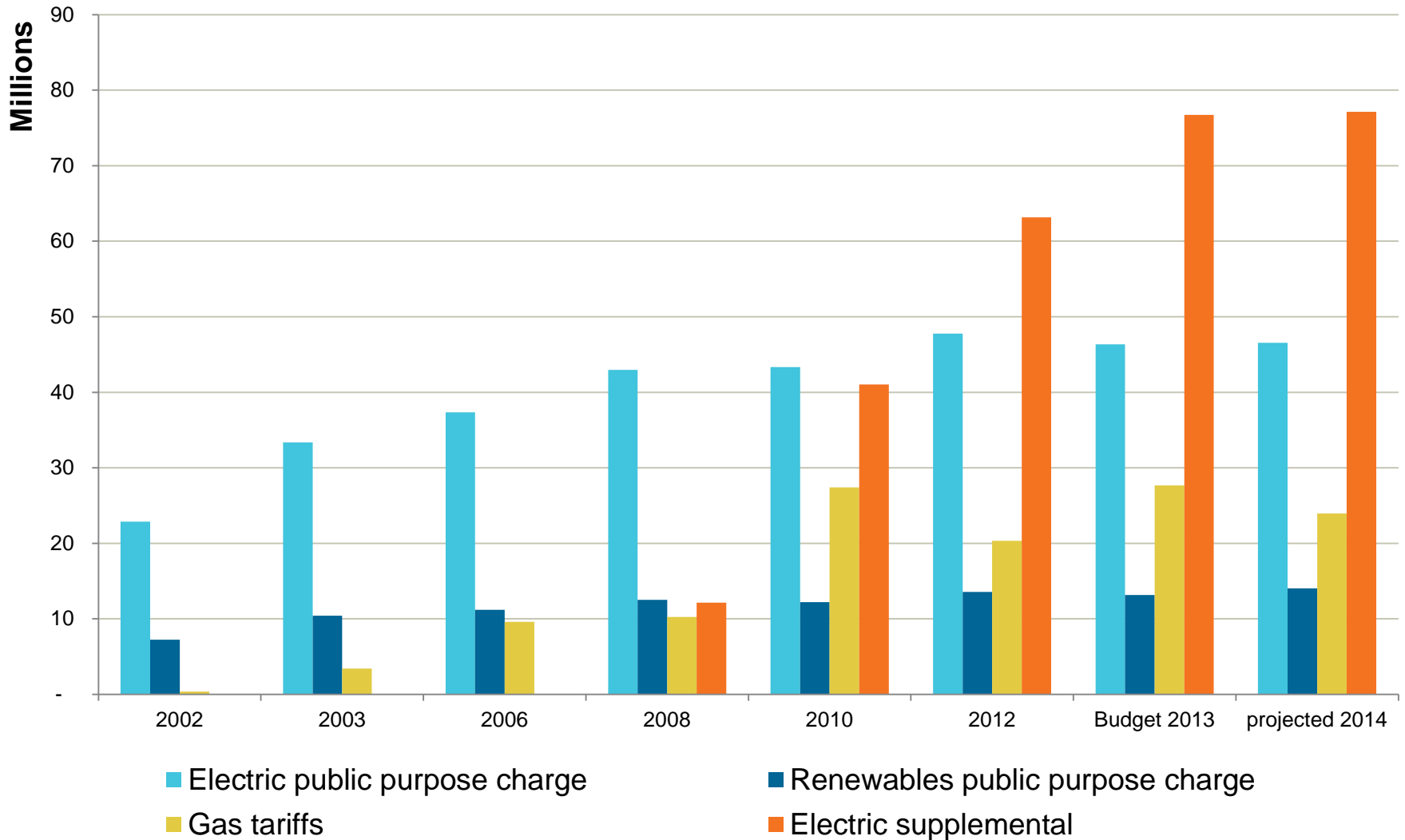
Public opportunities to shape program plans and budget

Regular utility coordination at strategic and tactical levels

Reports and results published and available online



Revenue aligned with investment opportunity



Investment Strategy

Four building blocks for budget & action plan

1

**2010-2014
Strategic Plan**

2

**Utility
Integrated
Resource
Plans (IRP)**

3

**Market
knowledge
and expertise**

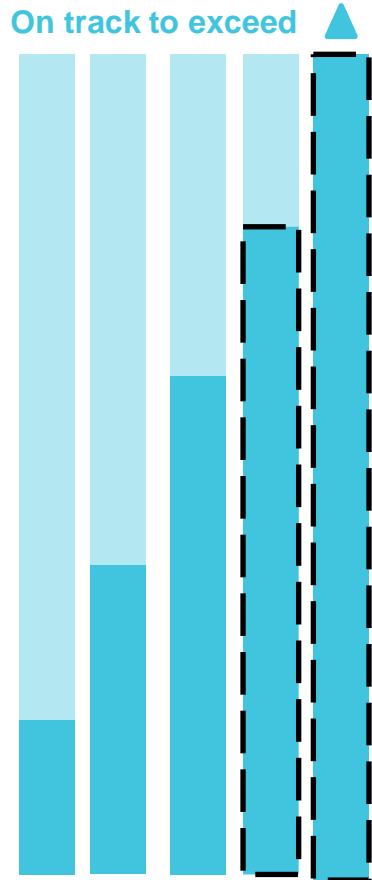
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**Areas of
emphasis:
“themes”**

1) 2010-2014 Strategic Plan

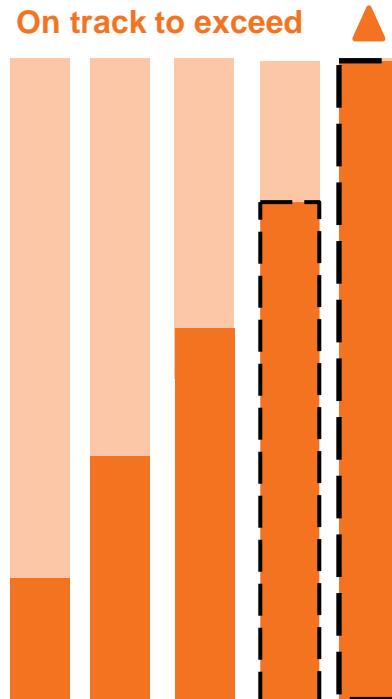


Goal
256 aMW



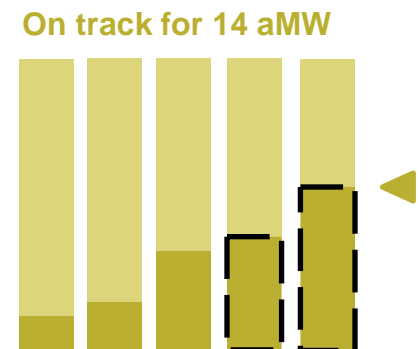
Electric Savings

Goal
22.5 mil annual therms



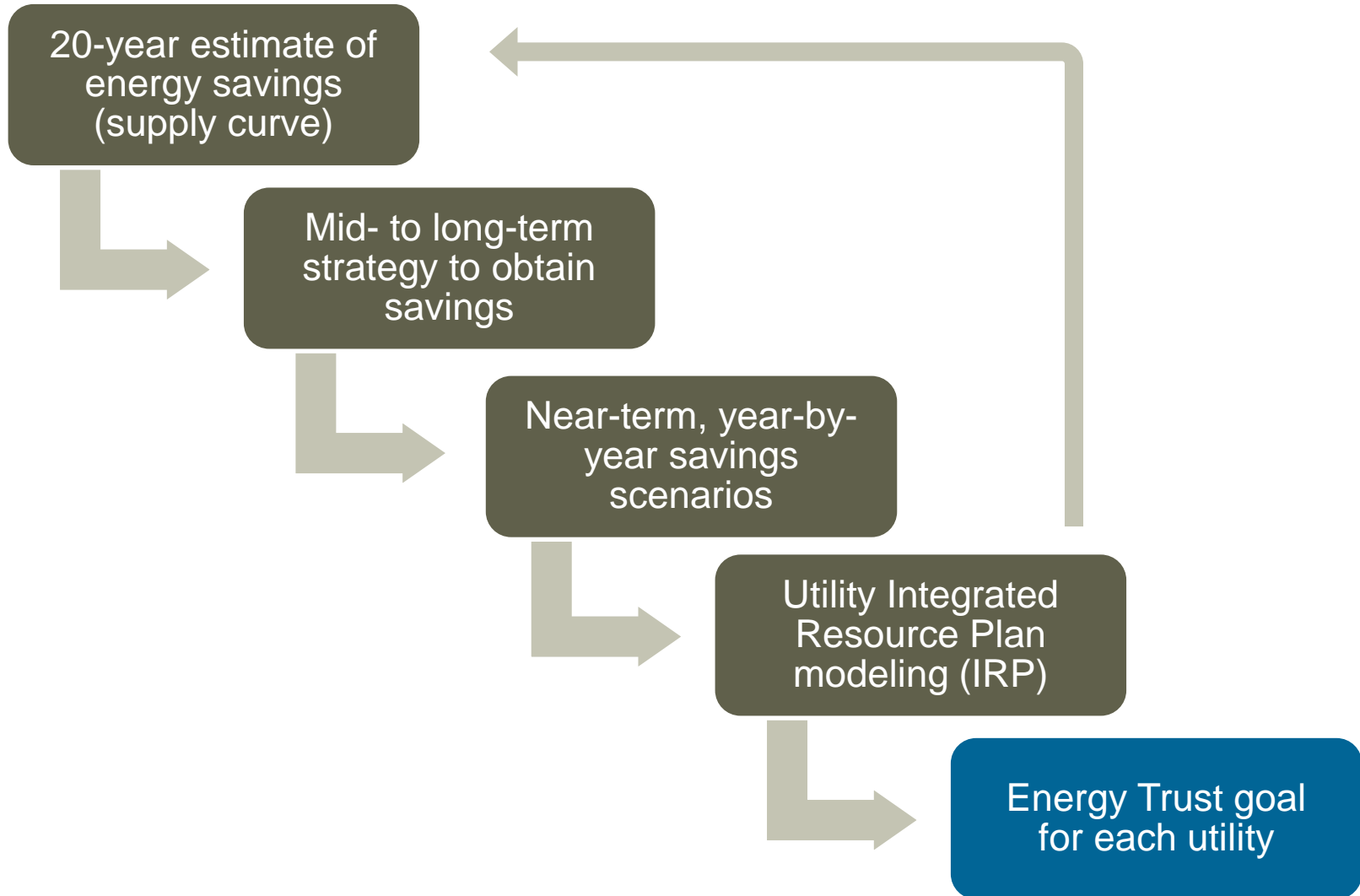
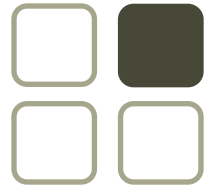
Gas Savings

Goal
23 aMW

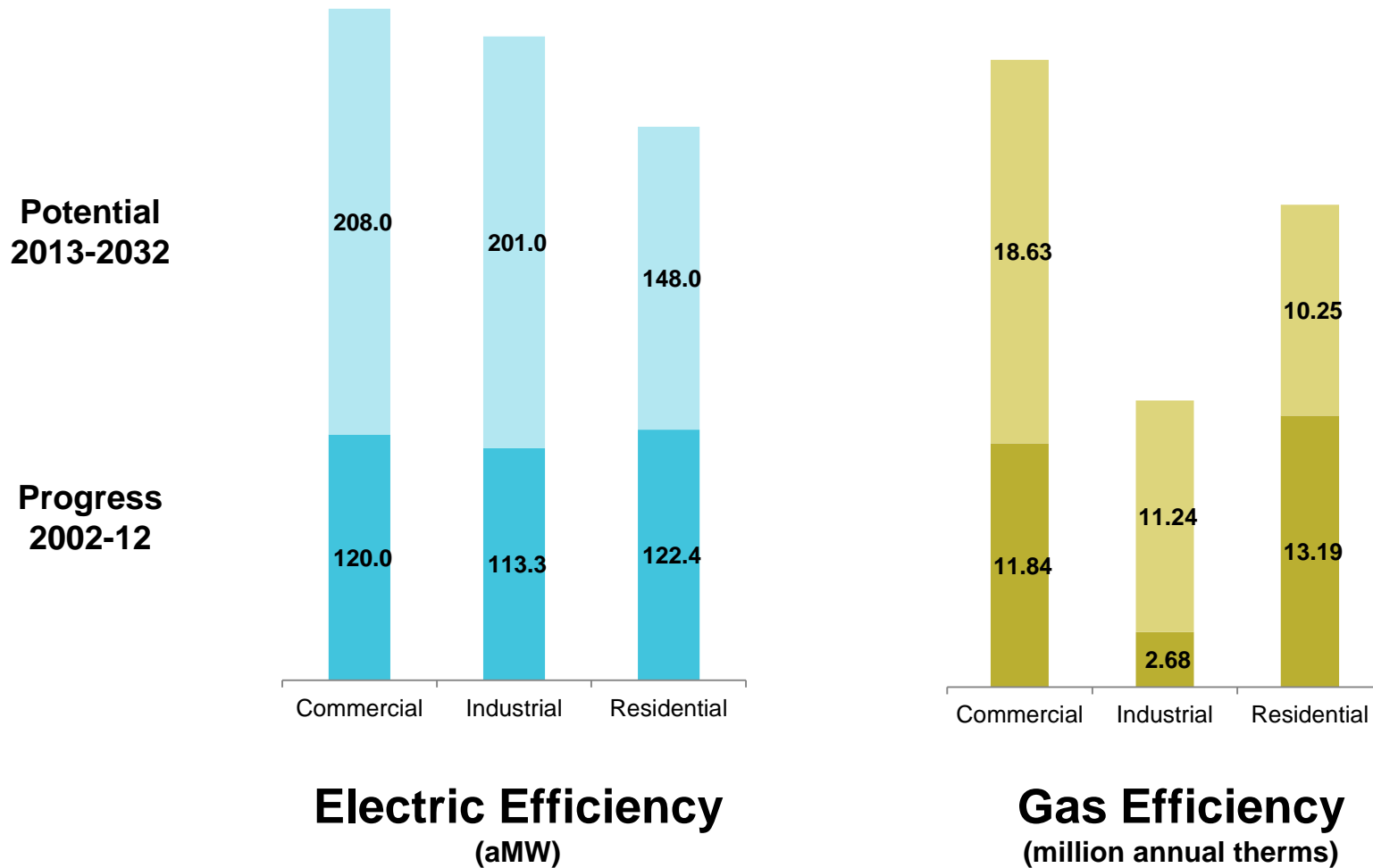
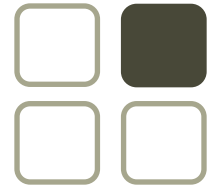


Generation

2) Goals link to Utility Resource Plans



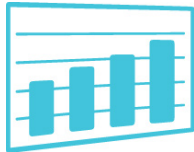
2) Goals link to Utility Resource Plans



3) Market knowledge & expertise



Customer perspective



Program experiences & analyses



Creative approaches

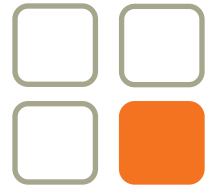


Innovation know-how



Pathways to customers

4) Themes



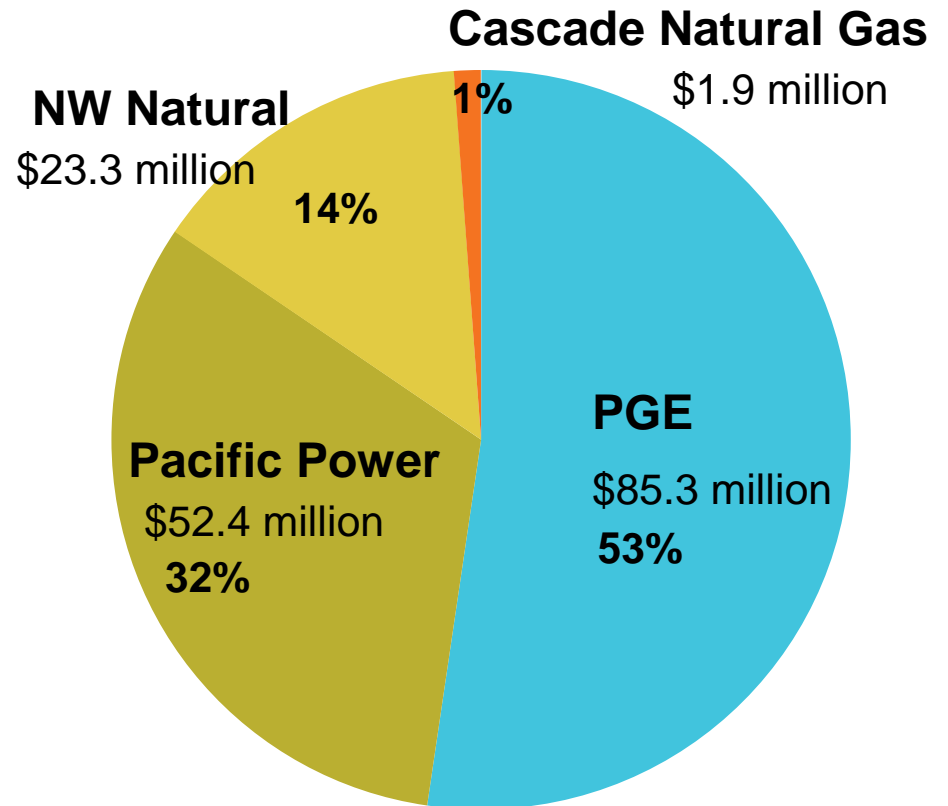
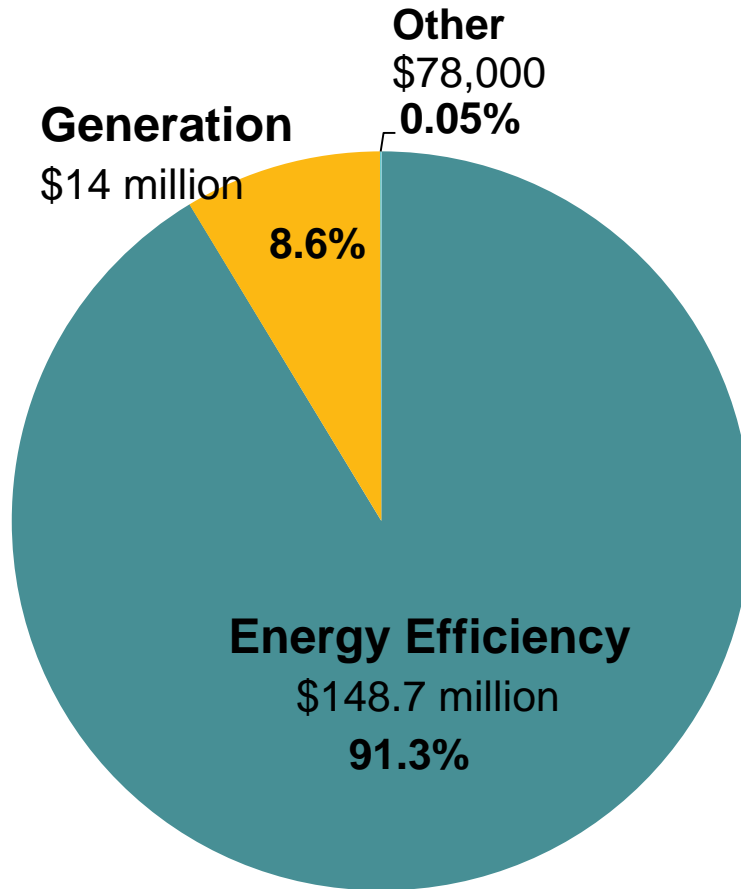
2014-2015 Budget

Top takeaways

Overall, 2014 budget is similar to 2013 budget “Steady as she goes”

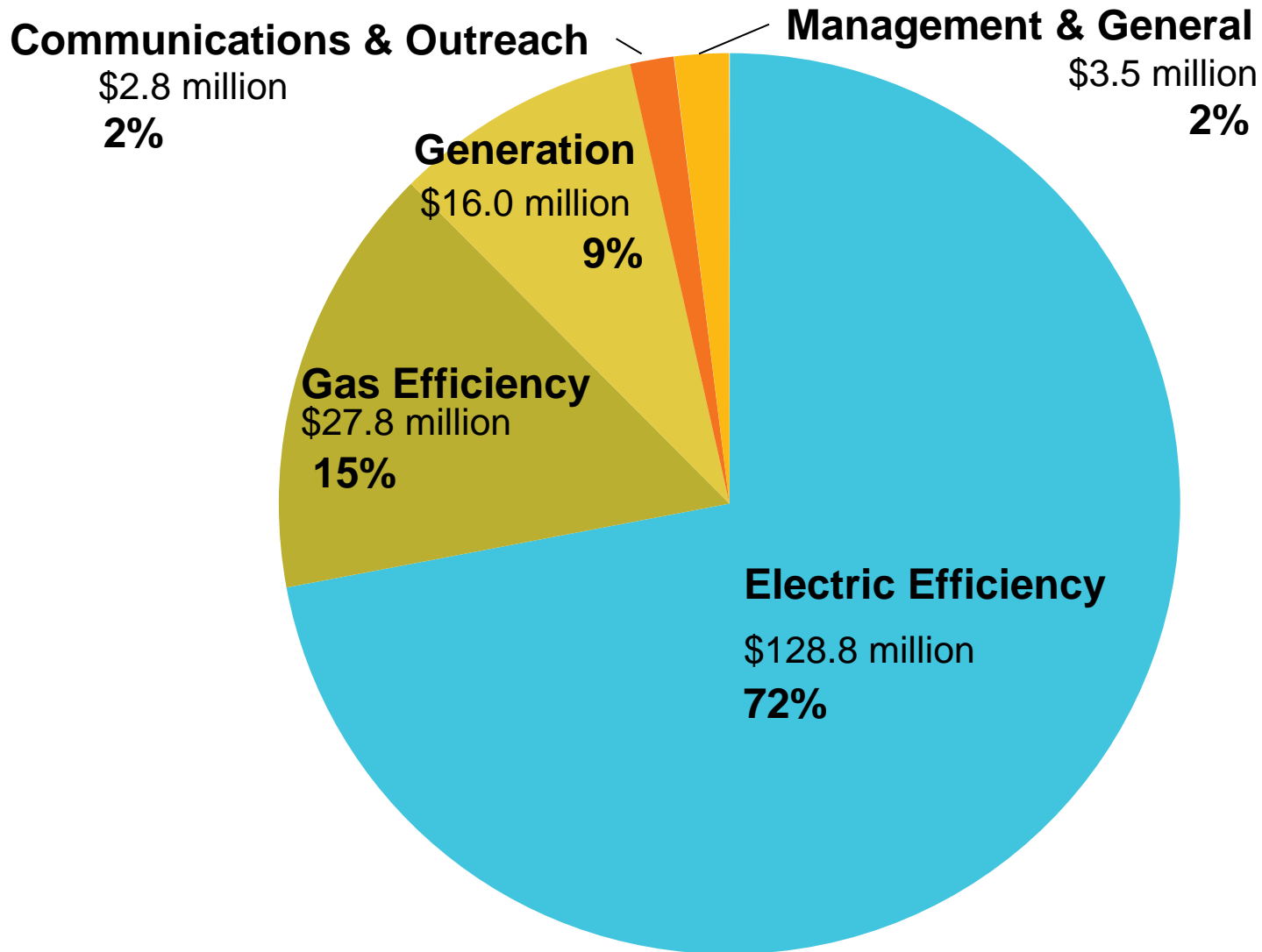
1. Revenues projected to decrease 1.4%
2. Planned expenses up 5.1%
3. Modest growth in savings and generation is comparable
4. Levelized costs stable
5. Incentives up 3% over 2013
6. Administrative and program support expected to be at or below 6.8% of program revenue

Budgeted revenues at a glance



Total 2014 revenue of \$163 million – down \$15 million (1.4%) from 2013.

2014 Budget at a glance



Budgeted expenditures to increase from \$170.3 million to \$178.9 million, up 5.1%

2014 Electric program savings/budget

	2013 Net aMW Forecast	2014 Net aMW	2014 Electric Cost (\$ million)	Levelized Cost in cents
Production Efficiency (30%)	15.3	17.5	\$ 31.9	2.3
Existing Buildings (27%)	13.6	15.9	\$ 43.9	3.5
New Homes and Products (14%)	7.1	8.1	\$ 17.1	3.6
NEEA - combined (10%)	6.5	6.0	\$ 9.3	2.5
Existing Homes (9%)	5.4	5.4	\$ 17.7	3.7
New Buildings (9%)	6.0	5.1	\$ 13.6	3.1
Total	53.8	58.0	\$ 133.5	3.0

2014 Gas program savings/budget

	2013 Forecast Million Annual Therms	2014 Budget Million Annual Therms	2014 Gas Cost (\$ million)	Levelized Cost in cents (Oregon)
Existing Buildings (32%)	1.9	1.9	\$ 8.7	42.5
Existing Homes (21%)	1.2	1.3	\$ 10.3	60.5
Production Efficiency (21%)	1.1	1.3	\$ 3.4	29.5
New Homes and Products (17%)	1.0	1.0	\$ 4.7	30.9
New Buildings (9%)	0.5	0.6	\$ 1.5	23.3
NEEA - combined (0%)	-	-	\$ 0.1	-
Total	5.6	6.1	\$ 28.8	39.8

2014 Renewable Energy programs

	2013 Forecast aMW	2014 Budget aMW	2014 Cost (\$ million)	Cost per aMW	Levelized Cost in cents
Solar (33%)	0.59	0.9	\$ 9.9	\$ 11.1	10.4
Other Renewables (67%)	2.06	1.8	\$ 6.7	\$ 3.6	3.4
Total	2.65	2.7	\$ 16.5	\$ 6.1	5.7

Action Plan Highlights

Top takeaways

Adapting to stay on course

“We cannot direct the wind, but we can adjust our sails.” – Bertha Calloway

1. Promote new technologies, program designs and delivery channels
2. Increase trade ally-driven offers for customers
3. Expand online transactions to free up dollars for other program delivery needs
4. Build integrated systems to support more complex, diverse programs
5. Increase targeted marketing and general awareness with dedicated investment
6. Continue cost-management

New program initiatives/offers

Program Design & Delivery

- Expand Strategic Energy Management
- Recruit lender allies
- Provide on-bill repayment
- Drive home Energy Performance Scores
- Provide instant incentive processing for products
- Target customers and provide automated follow-up
- Reduce soft costs for solar

Technology Promotions

- LEDs
- Gas furnaces for moderate income
- High efficiency heat pumps
- Tier 1 heat pump water heaters
- NEST/programmable thermostats

Pilots & Offers

- Gas market transformation (NEEA)
- Commercial Pay-for-Performance
- Memory Care Lighting
- Mpower for affordable housing multifamily renters
- Savings Within Reach loans for moderate income
- Prescriptive air sealing with ceiling insulation
- Early retirement of gas furnaces/windows



Program support activities

Planning for Future Resource Acquisition

- Address cost effectiveness
- Integrate new technologies into IRP
- Complete new Strategic Plan

Customer Awareness

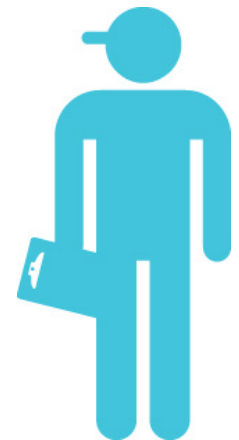
- Dedicated stakeholder & community relations
- Increased advertising and outreach
- Identify pathways to diverse customers

System Improvements

- Project tracking system replacement
- Continue CRM development
- More online tools and automated transactions

Operations & Process Improvements

- Management audit
- Electronic records
- Data security processes
- Cross-organization project management
- New marketing with utility data
- Succession planning



Different offers for different customers

Commercial Sector

In 2008

- Existing Buildings lighting incentives
- Existing Buildings equipment incentives
- Technical services/studies
- New Buildings custom incentives
- LEED Core and Shell track
- BPA collaboration to serve some COUs
- “Courthouse Challenge” and similar marketing initiatives by business type

In 2014

- Existing Buildings lighting & lighting design incentives
- Existing Buildings equipment incentives
- Technical services/studies
- Commercial Strategic Energy Management
- New Buildings custom incentives
- New Buildings Market Solutions
- Path to Net Zero
- Cool Schools collaboration with ODOE
- MPOWER
- Pay for Performance Pilot
- Whole Building retrofit (HB 2801)
- Direct Install
- Mid-stream incentives for distributors
- Memory Care lighting pilot
- Data Center offering
- Code compliance support
- Utility coordination – customer outreach

More paths to customers and transactions

Customer Engagement

In 2008

- Utility bill inserts (print)
- Utility events
- Print advertising
- Web site content
- Paper forms
- Call centers
- Press releases
- Events
- Sponsorships
- Program outreach
- Trade allies
- Synergy e-news

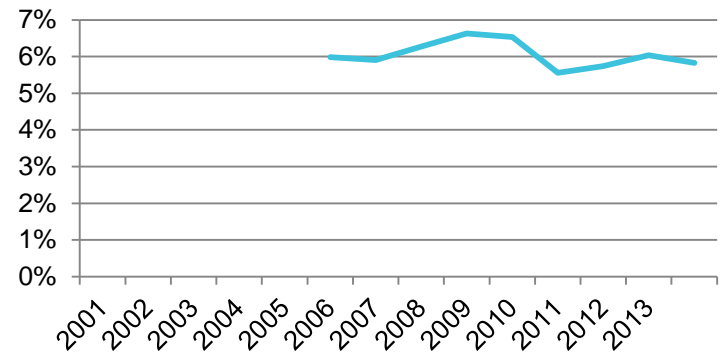
In 2014

- Utility bill inserts (print & paperless)
- Utility email, web tools
- Utility events
- Print, television, and online advertising
- Website content
- Interactive web tools
- Web forms
- Paper forms
- Call centers
- Info@energytrust.org
- Press releases
- Events
- Sponsorships
- Trade allies
- Program allies
- Lender allies
- Synergy e-news
- Program e-newsletters
- Program outreach
- General outreach
- Regional outreach
- Social media
- Campaign tracking (CRM)
- Targeted direct mail
- Targeted direct email
- Do-Not-Contact management

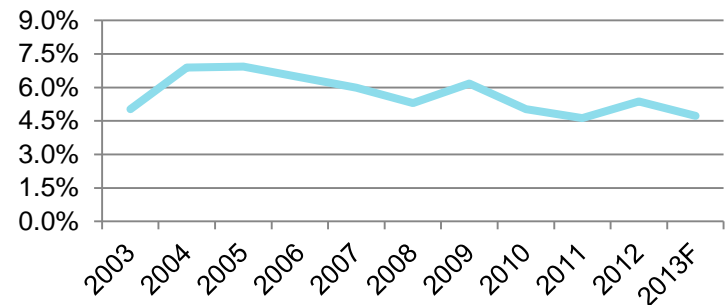
Staffing to support action plan focus areas

- Convert two existing full-time temporary contractors to staff
 - Commercial & Industrial marketing coordinator
 - Residential marketing coordinator
- Add three new full-time positions
 - Senior Stakeholder & Community Relations Manager
 - Southern Oregon Outreach Manager
 - Senior Project Manager
- Expand one existing part-time position to full-time
 - Web project manager
- Total 5.5 new FTE
 - Staffing costs and program support and administrative costs remain consistent

Total Staffing Costs as % of Total Revenue



Program Efficiency Measure
Historical support and administrative costs as percent of program revenue



2014 investments buy these benefits

- **\$415 million in future bill savings** for 2014 participants
 - + jobs, wages and business income from bill savings recirculating in our local economy
- Energy improvements at an estimated **120,000 homes and business** in Oregon and SW Washington
- **Affordable energy** at 3 cents/kWh and 40 cents/annual therm
- Enough clean **energy to power 47,000 homes** and **heat 12,000 homes**
- Continued high customer satisfaction
- Increased visibility, access and participation statewide
- Training and **support for 2,700 local businesses**



Next Steps

Budget outreach

November

December

RAC/CAC presentation (Oct 23)
Draft budget online, Nov 1
Board of Directors, Nov 6
OPUC workshop, Nov 13
Utility presentations, Nov 11-15, 22
Live webinar, Nov 15
RAC/CAC updates, Nov 20
OPUC public meeting, Nov 26

Public comment due Nov 27

Comments reviewed
Final adjustments, if needed

Revised draft budget online, **Dec 6**

Board of Directors, **Dec 13**

Action on Proposed Final
2014-15 Budget and Action Plan

+ www.energytrust.org/about/budget
Send comments to info@energytrust.org



2015-2019 Strategic Plan

- In early 2014, Energy Trust will begin development of the next five-year plan
- A draft will be available for public comment mid-year 2014
- We invite your participation and comments
- Join our Strategic Plan email list for updates



+ www.energytrust.org/strategicplan



Thank you

1.866.368.7878
www.energytrust.org


EnergyTrust
of Oregon

2014 Annual Budget and 2014-15 Action Plan Outreach

Presentation dates

Wednesday, October 23—Presentation to the Energy Trust Conservation Advisory Council and Renewable Energy Advisory Council

Thursday, October 31—Public comment period opens; draft materials posted online for review

Wednesday, November 6—Presentation on the draft budget and action plan to the Energy Trust Board of Directors

Friday, November 15—Live webinar; Executive Director Margie Harris and staff will present on the draft budget and action plan

Wednesday, November 20—Review of any recent changes to the draft materials with the Energy Trust Renewable Energy Advisory Council and Conservation Advisory Council

Tuesday, November 26—Presentation on the draft budget and action plan at a public hearing of the Oregon Public Utility Commission held at the OPUC Main Hearing Room, 3930 Fairview Industrial Dr. SE, Salem

Wednesday, November 27—Public comment period closes

Wednesday, December 6—Budget documents are revised and posted online

Friday, December 13—Presentation to the Energy Trust board on the final proposed budget and action plan, along with a summary of public comments; after making any final changes, the board votes on the budget

Submitting comments, attending public meetings

Written public comments are due to Energy Trust by 5 p.m., Wednesday, November 27, 2013. Comments may be emailed to info@energytrust.org, mailed or submitted in person to Energy Trust of Oregon, 421 SW Oak St., Suite 300, Portland, Oregon 97204.

Energy Trust Board of Directors, Conservation Advisory Council and Renewable Energy Advisory Council meetings are held at Energy Trust of Oregon, 421 SW Oak St., Suite 300, Portland, Oregon 97204.

Resources

Visit the Energy Trust website at www.energytrust.org/about/budget for links to the draft budget and action plan materials, to view the most up-to-date budget schedule and to register for the webinar.

All Energy Trust board and advisory council meeting agendas, packet materials and notes are online at www.energytrust.org/about/public-meetings.

2014 Budget Recap - R1: Draft

ENERGY EFFICIENCY	BUDGET (\$M)			ELECTRIC		GAS	
	ELECTRIC	GAS	TOTAL	GOAL (aMW)	Levelized Cost / KWh	GAS (therms)	Levelized Cost / therm
Commercial							
Business Energy Solutions – Existing Buildings	43.9	8.0	51.9	15.9	0.035	1,781,978	0.431
Business Energy Solutions – New Buildings	13.6	1.5	15.2	5.1	0.031	560,707	0.233
Mkt Transformation (Alliance)	3.0	0.1	3.0	1.0	0.032		
Total Commercial	60.5	9.7	70.1	22.0	0.034	2,342,685	0.381
Industrial							
Production Efficiency	31.9	3.4	35.3	17.5	0.023	1,257,840	0.271
Mkt Transformation (Alliance)	1.5	0.0	1.5	0.2	0.114		
Total Industrial	33.5	3.4	36.8	17.7	0.024	1,257,840	0.271
Residential							
Home Energy Solutions – Existing Homes	17.7	9.8	27.5	5.4	0.037	1,257,221	0.606
Home Energy Solutions – New Homes & Products	17.1	4.3	21.4	8.1	0.036	986,924	0.309
Mkt Transformation (Alliance)	4.8	0.1	4.9	4.8	0.018		
Total Residential	39.6	14.2	53.8	18.3	0.032	2,244,145	0.470
Washington							
Business Energy Solutions – Existing Buildings	0.0	0.7	0.7			150,000	0.310
Home Energy Solutions – Existing Homes	0.0	0.5	0.5			54,035	0.621
Home Energy Solutions – New Homes & Products	0.0	0.4	0.4			52,649	0.551
Total Washington	0.0	1.6	1.6			256,684	0.418
Total Energy Efficiency	\$133.5	\$28.8	\$162.3	58.0	0.030	5,844,670	0.398
RENEWABLE RESOURCES	ACCOUNTING BASIS			ACTIVITY BASIS			
	BUDGET (\$M)	GENERATION	(\$mils/ aMW)	BUDGET (\$M)	GENERATION	(\$mils/ aMW)	
Other Renewables	6.7	1.84	3.64	7.8	1.39	5.60	
Solar Electric	9.9	0.89	11.12	10.2	0.71	14.36	
Total Renewable Resources	\$16.5	2.7	6.08	\$18.0	2.1	8.56	

* some columns may not add due to rounding

The Energy Trust of Oregon, Inc
Program Expense by Service Territory
2014 Draft Budget

	PGE	Pacific Power	Subtotal Elec.	NWN Industrial	NW Natural Gas	Cascade	Subtotal Gas	Oregon Total	NWN WA	ETO Total	YTD Budget
Energy Efficiency											
Commercial											
Existing Buildings	29,621,800	14,264,006	43,885,806	1,060,923	5,885,393	1,100,461	8,046,777	51,932,583	698,892	52,631,475	52,631,474
New Buildings	9,268,853	4,364,213	13,633,066	266,113	1,090,451	190,388	1,546,952	15,180,018		15,180,018	15,180,019
NEEA	1,750,760	1,216,630	2,967,390		61,241	3,909	65,150	3,032,540		3,032,540	3,032,540
Total Commercial	40,641,413	19,844,849	60,486,262	1,327,036	7,037,085	1,294,758	9,658,879	70,145,141	698,892	70,844,033	70,844,033
Industrial											
Production Efficiency	19,187,481	12,758,098	31,945,579	2,184,899	867,478	311,848	3,364,225	35,309,804		35,309,804	35,309,804
NEEA	902,361	627,065	1,529,426					1,529,426		1,529,426	1,529,426
Total Industrial	20,089,842	13,385,163	33,475,005	2,184,899	867,478	311,848	3,364,225	36,839,230		36,839,230	36,839,230
Residential											
Existing Homes	9,998,354	7,664,034	17,662,388		9,358,511	463,480	9,821,991	27,484,379	474,767	27,959,146	27,959,145
New Homes/Products	10,728,594	6,374,078	17,102,672		3,846,767	472,646	4,319,413	21,422,085	385,828	21,807,913	21,807,911
NEEA	2,834,487	1,969,728	4,804,215		61,155	3,904	65,059	4,869,274		4,869,274	4,869,275
Total Residential	23,561,435	16,007,840	39,569,275		13,266,433	940,030	14,206,463	53,775,738	860,595	54,636,333	54,636,331
Energy Efficiency Program Cost	84,292,690	49,237,852	133,530,542	3,511,935	21,170,996	2,546,636	27,229,567	160,760,109	1,559,487	162,319,596	162,319,594
Renewables											
Solar Electric (Photovoltaic)	7,080,368	2,795,722	9,876,090					9,876,090		9,876,090	9,876,091
Other Renewable	1,595,687	5,077,690	6,673,377					6,673,377		6,673,377	6,673,377
Renewables Program Costs	8,676,055	7,873,412	16,549,467					16,549,467		16,549,467	16,549,468
Cost Grand Total	92,968,745	57,111,264	150,080,009	3,511,935	21,170,996	2,546,636	27,229,567	177,309,576	1,559,487	178,869,063	178,869,062

Energy Trust of Oregon, Inc
Statement of Functional Expenses
2014 Draft Budget

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total
Program Expenses							
Incentives/ Program Management & Delivery	139,938,887	13,316,241	153,255,128			0	153,255,128
Payroll and Related Expenses	3,079,457	1,059,252	4,138,709	2,110,563	1,199,754	3,310,317	7,449,026
Outsourced Services	6,656,191	882,180	7,538,371	506,696	1,070,265	1,576,961	9,115,332
Planning and Evaluation	2,856,900	98,490	2,955,390	1,972		1,972	2,957,362
Customer Service Management	651,006	26,874	677,880			0	677,880
Trade Allies Network	448,815	20,294	469,109			0	469,109
Total Program Expenses	153,631,256	15,403,332	169,034,588	2,619,230	2,270,019	4,889,249	173,923,837
Program Support Costs							
Supplies	16,307	3,678	19,985	13,833	5,037	18,870	38,855
Postage and Shipping Expenses	3,112	1,110	4,222	1,821	2,231	4,052	8,274
Telephone	4,975	2,919	7,894	3,687	2,698	6,385	14,279
Printing and Publications	112,528	16,045	128,573	1,194	7,604	8,798	137,371
Occupancy Expenses	205,252	73,250	278,502	120,138	81,179	201,317	479,819
Insurance	30,560	10,906	41,466	17,887	12,087	29,974	71,440
Equipment	9,849	3,515	13,364	5,765	4,895	10,660	24,024
Travel	75,350	33,000	108,350	53,220	38,000	91,220	199,570
Meetings, Trainings & Conferences	90,000	18,500	108,500	166,290	22,000	188,290	296,790
Interest Expense and Bank Fees			0	5,000		5,000	5,000
Depreciation & Amortization	44,476	15,873	60,349	26,033	17,591	43,624	103,973
Dues, Licenses and Fees	91,856	22,548	114,404	9,155	1,820	10,975	125,379
Miscellaneous Expenses	695	248	943	1,127	275	1,402	2,345
IT Services	2,324,600	297,083	2,621,683	487,214	329,209	816,423	3,438,106
Total Program Support Costs	3,009,559	498,676	3,508,235	912,364	524,625	1,436,989	4,945,224
TOTAL EXPENSES	156,640,815	15,902,008	172,542,823	3,531,595	2,794,644	6,326,239	178,869,062
OPUC measure vs. 9%	6.0%						

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2014 Draft Budget

Total Company

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	NWN WA	Total Renewables	ETO Total
Program Management	1,837,815	610,135	19,054	1,099,252	12,333	1,311,293	1,015,527	22,294	169,770	1,079,253	7,176,726
Program Delivery:	10,529,452	4,122,590	2,829,715	8,861,900	1,393,233	6,043,725	4,945,014	4,596,050	319,338	280,000	43,921,017
Incentives:	33,407,178	8,133,802		22,159,491		13,271,740	10,963,495		705,418	13,016,241	101,657,365
Program Eval & Planning Svcs.:	1,814,445	809,412	54,445	1,042,450	58,389	1,270,855	800,675	52,413	77,037	188,490	6,168,611
Program Marketing/Outreach:	1,228,665	373,975		185,500		2,285,395	2,057,697		99,000	214,000	6,444,232
Program Quality Assurance:	50,000	30,000				115,000	60,000			4,000	259,000
Outsourced Services:	448,000	112,500		380,000		520,000	202,000		1,050	566,000	2,229,550
Trade Allies & Cust. Svc. Mgmt.:	142,455	61,171		33,383		630,642	200,903		31,268	47,168	1,146,990
IT Services:	536,896	290,706	4,278	228,271	2,785	859,163	343,334	5,005	54,162	297,083	2,621,683
Other Program Expenses	197,358	49,545	1,699	160,568	1,110	162,600	91,530	1,998	41,473	209,772	917,653
TOTAL PROGRAM EXPENSES	50,192,264	14,593,836	2,909,191	34,150,815	1,467,850	26,470,413	20,680,175	4,677,760	1,498,516	15,902,007	172,542,827
ADMINISTRATIVE COSTS											
Management & General	973,439	326,502	68,557	649,679	34,250	565,406	412,502	106,650	33,954	360,655	3,531,594
Communications & Customer Svc	766,878	259,682	54,792	509,310	27,326	448,561	329,406	84,866	27,018	286,804	2,794,643
Total Administrative Costs	1,740,317	586,184	123,349	1,158,989	61,576	1,013,967	741,908	191,516	60,972	647,459	6,326,237
Total Program & Admin Expenses	51,932,581	15,180,020	3,032,540	35,309,804	1,529,426	27,484,380	21,422,083	4,869,276	1,559,488	16,549,466	178,869,064

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2014 Draft Budget

PGE Efficiency

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	1,065,468	375,511	11,242	522,421	7,276	460,035	481,474	13,153	2,936,579
Program Delivery:	6,173,940	2,550,477	1,632,657	4,047,785	822,007	2,245,677	2,320,813	2,674,795	22,468,151
Incentives:	18,862,653	4,935,781		12,882,418		4,794,567	5,618,376		47,093,795
Program Eval & Planning Svcs.:	1,033,451	486,585	32,123	568,384	34,450	474,951	416,955	30,924	3,077,821
Program Marketing/Outreach:	712,103	230,642		100,791		823,288	1,074,735		2,941,559
Program Quality Assurance:	28,521	18,308				41,777	30,001		118,607
Outsourced Services:	252,914	68,655		206,471		188,906	96,783		813,730
Trade Allies & Cust. Svc. Mgmt.:	81,259	37,330		18,139		229,101	100,455		466,284
IT Services:	306,256	177,408	2,524	124,030	1,643	312,118	171,673	2,953	1,098,605
Other Program Expenses	112,577	30,236	1,002	87,244	655	59,070	45,767	1,179	337,729
TOTAL PROGRAM EXPENSES	28,629,142	8,910,932	1,679,548	18,557,682	866,031	9,629,490	10,357,032	2,723,004	81,352,860
ADMINISTRATIVE COSTS									
Management & General	555,239	199,361	39,580	353,038	20,208	205,685	206,589	62,083	1,641,782
Communications & Customer Svc	437,419	158,561	31,633	276,761	16,122	163,179	164,973	49,402	1,298,050
Total Administrative Costs	992,659	357,921	71,212	629,799	36,330	368,864	371,562	111,485	2,939,832
Total Program & Admin Expenses	29,621,800	9,268,853	1,750,760	19,187,481	902,361	9,998,354	10,728,593	2,834,489	84,292,692

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
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PAC Efficiency

ENERGY EFFICIENCY

EXPENSES	Existing	New	NEEA	Production	NEEA	Existing	New	NEEA	ETO Total
	Buildings	Buildings	Commercial	Efficiency	Industrial	Homes	Homes & Products	Residential	
Program Management	504,848	173,432	7,812	399,173	5,057	364,930	281,930	9,141	1,746,322
Program Delivery:	2,931,464	1,158,784	1,134,558	3,730,115	571,226	1,689,010	1,355,024	1,858,755	14,428,936
Incentives:	9,131,366	2,352,054		7,475,272		3,693,038	3,359,059		26,010,789
Program Eval & Planning Svcs.:	497,645	249,107	22,322	377,928	23,939	364,064	247,722	21,489	1,804,217
Program Marketing/Outreach:	342,754	106,019		67,018		633,282	646,059		1,795,131
Program Quality Assurance:	13,734	8,620				32,024	17,824		72,202
Outsourced Services:	123,379	32,326		137,287		144,802	56,839		494,634
Trade Allies & Cust. Svc. Mgmt.:	39,129	17,577		12,061		175,612	59,682		304,062
IT Services:	147,474	83,532	1,754	82,470	1,142	239,248	101,994	2,052	659,666
Other Program Expenses	54,210	14,236	697	58,010	455	45,279	27,191	819	200,897
TOTAL PROGRAM EXPENSES	13,786,003	4,195,687	1,167,143	12,339,333	601,819	7,381,289	6,153,325	1,892,256	47,516,855
ADMINISTRATIVE COSTS									
Management & General	267,369	93,868	27,505	234,741	14,043	157,664	122,739	43,142	961,070
Communications & Customer Svc	210,634	74,658	21,982	184,023	11,204	125,081	98,014	34,330	759,926
Total Administrative Costs	478,002	168,526	49,487	418,765	25,246	282,745	220,753	77,472	1,720,996
Total Program & Admin Expenses	14,264,005	4,364,213	1,216,630	12,758,098	627,065	7,664,035	6,374,077	1,969,729	49,237,851

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2014 Draft Budget

NW Natural

ENERGY EFFICIENCY

EXPENSES	Existing	New	NEEA	Production	NEEA	Existing	New	NEEA	ETO Total
	Buildings	Buildings	Commercial	Efficiency	Industrial	Homes	Homes & Products	Residential	
Program Management	204,007	43,817		45,024		427,751	224,056		944,655
Program Delivery:	1,144,923	294,223	58,750	285,000		2,025,571	1,127,485	58,750	4,994,702
Incentives:	3,841,549	592,255		459,900		4,575,380	1,770,767		11,239,851
Program Eval & Planning Svcs.:	207,241	51,966		24,790		411,462	121,117		816,575
Program Marketing/Outreach:	132,764	26,824		4,562		792,290	301,377		1,257,816
Program Quality Assurance:	5,665	2,165				39,255	10,843		57,928
Outsourced Services:	52,693	8,120		9,345		177,500	43,008		290,667
Trade Allies & Cust. Svc. Mgmt.:	16,139	4,415		821		215,268	36,305		272,948
IT Services:	60,827	20,983		5,614		293,273	62,044		442,740
Other Program Expenses	22,360	3,576		3,949		55,503	16,540		101,928
TOTAL PROGRAM EXPENSES	5,688,167	1,048,344	58,750	839,004	-	9,013,253	3,713,542	58,750	20,419,810
ADMINISTRATIVE COSTS									
Management & General	110,317	23,454	1,384	15,961		192,522	74,073	1,339	419,052
Communications & Customer Svc	86,908	18,654	1,107	12,513		152,736	59,151	1,066	332,135
Total Administrative Costs	197,226	42,108	2,491	28,474	-	345,259	133,225	2,405	751,187
Total Program & Admin Expenses	5,885,393	1,090,452	61,241	867,478	-	9,358,511	3,846,767	61,155	21,170,998

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2014 Draft Budget

NWN Industrial

ENERGY EFFICIENCY

EXPENSES	Existing	New	NEEA	Production	NEEA	Existing	New	NEEA	ETO Total
	Buildings	Buildings	Commercial	Efficiency	Industrial	Homes	Homes & Products	Residential	
Program Management	28,991	9,918		110,435					149,344
Program Delivery:	89,005	70,137		688,480					847,622
Incentives:	824,928	147,566		1,190,651					2,163,145
Program Eval & Planning Svcs.:	37,358	12,682		62,437					112,477
Program Marketing/Outreach:	17,217	5,954		11,490					34,661
Program Quality Assurance:	1,021	528							1,550
Outsourced Services:	8,945	1,982		23,537					34,464
Trade Allies & Cust. Svc. Mgmt.:	2,909	1,077		2,068					6,055
IT Services:	10,965	5,121		14,139					30,225
Other Program Expenses	4,031	873		9,946					14,849
TOTAL PROGRAM EXPENSES	1,025,370	255,837	-	2,113,183	-	-	-	-	3,394,391
ADMINISTRATIVE COSTS									
Management & General	19,886	5,724		40,201					65,811
Communications & Customer Svc	15,666	4,552		31,515					51,734
Total Administrative Costs	35,553	10,276	-	71,716	-	-	-	-	117,545
Total Program & Admin Expenses	1,060,923	266,114	-	2,184,899	-	-	-	-	3,511,935

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2014 Draft Budget

Cascade Natural Gas

ENERGY EFFICIENCY

EXPENSES	Existing	New	NEEA	Production	NEEA	Existing	New	NEEA	ETO Total
	Buildings	Buildings	Commercial	Efficiency	Industrial	Homes	Homes & Products	Residential	
Program Management	34,502	7,458		22,199		58,576	28,068		150,802
Program Delivery:	190,120	48,969	3,750	110,520		83,467	141,692	3,750	582,268
Incentives:	746,682	106,146		151,250		208,755	215,293		1,428,126
Program Eval & Planning Svcs.:	38,750	9,073		8,912		20,378	14,881		91,994
Program Marketing/Outreach:	23,828	4,536		1,640		36,536	35,525		102,065
Program Quality Assurance:	1,059	378				1,944	1,332		4,714
Outsourced Services:	10,069	1,418		3,359		8,791	5,369		29,005
Trade Allies & Cust. Svc. Mgmt.:	3,018	771		295		10,661	4,461		19,206
IT Services:	11,374	3,663		2,018		14,524	7,623		39,203
Other Program Expenses	4,181	624		1,420		2,749	2,032		11,006
TOTAL PROGRAM EXPENSES	1,063,582	183,037	3,750	301,612	-	446,381	456,277	3,750	2,458,388
ADMINISTRATIVE COSTS									
Management & General	20,627	4,095	88	5,738		9,535	9,101	85	49,270
Communications & Customer Svc	16,250	3,257	71	4,498		7,564	7,268	68	38,976
Total Administrative Costs	36,878	7,352	159	10,236	-	17,099	16,369	154	88,246
Total Program & Admin Expenses	1,100,460	190,388	3,909	311,848	-	463,479	472,646	3,904	2,546,634

**Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2014 Draft Budget**

NWN WA

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	Existing Homes	New Homes & Products	ETO Total
Program Management	89,600	42,370	37,800	169,770
Program Delivery:	122,538	140,000	56,800	319,338
Incentives:	319,000	156,271	230,147	705,418
Program Eval & Planning Svcs.:	32,521	30,161	14,355	77,037
Program Marketing/Outreach:	48,000	40,000	11,000	99,000
Outsourced Services:	500		550	1,050
Trade Allies & Cust. Svc. Mgmt.:	13,376	14,195	3,697	31,268
IT Services:	27,283	21,108	5,771	54,162
Other Program Expenses	20,044	11,574	9,855	41,473
TOTAL PROGRAM EXPENSES	672,862	455,679	369,975	1,498,516
ADMINISTRATIVE COSTS				
Management & General	14,522	10,621	8,811	33,954
Communications & Customer Svc	11,509	8,467	7,042	27,018
Total Administrative Costs	26,031	19,088	15,853	60,972
Total Program & Admin Expenses	698,893	474,767	385,828	1,559,488

MEMO

Date: November 6, 2013
To: Board of Directors
From: Margie Harris
Subject: Proposed Staffing for the Draft 2014 Budget and Draft 2014-2015 Action Plan

The draft 2014 budget and draft 2014-2015 action plan includes funding for three new staff positions, the transition of one current half-time employee to full-time status and the conversion of two existing contractor positions to regular full-time employee status. These changes will bolster Energy Trust visibility, marketing and outreach efforts, focus on internal operations and efficiency gains, and address growth in activity volume related to customer engagement via e-communications, web-based tools, and online transactions. This memorandum provides background information leading to these staffing priorities and recommendations. Summarized job descriptions and justifications for each position follow.

Background

The draft Energy Trust 2014 budget projects a slight decline in revenue with overall planned expenditures increasing by 5%, including for incentives. Savings and generation next year are expected to grow slightly above current year-end projections. In addition, the draft budget and action plan are both designed to address current market conditions and challenges stemming from:

- Low natural gas prices and low avoided costs leading to cost effectiveness issues, especially impacting gas residential weatherization programs
- The loss of state business energy tax credits for commercial and industrial efficiency projects
- Opportunities to continue growing cost effective energy efficiency acquisition within this environment, albeit at an expected slower rate than the doubling achieved in recent years

These challenges require more diverse strategies designed to increase both general and targeted outreach activities and grow awareness and customer participation in Energy Trust programs. This is especially true in non-urban parts of the state. Four of the five and a half proposed positions would directly add to the organization's capability to build relationships and establish connections with current and potential customers. The remaining one and a half positions would focus on internal process improvements and organizational efficiency gains.

Energy Trust intends to fulfill these and other related efforts through the following positions:

1. Senior Stakeholder and Community Relations Manager (new)
2. Southern Oregon Outreach Manager (new)
3. Commercial & Industrial Marketing Coordinator (currently an agency contractor proposed for conversion to FTE)
4. Residential Marketing Coordinator (currently an agency contractor, proposed for conversion to FTE)
5. Senior Operations Project Manager (new)
6. Web Project Manager (transition from current half time to a full time position)

Additionally, Energy Trust continues to utilize temporary agency contractors to address short-term staffing needs and where there is uncertainty regarding future levels of staffing resource needs. All

other Energy Trust positions remain in place, though in some instances their focus and emphasis change to align with new action plan strategies and priorities.

The following section summarizes each of the proposed positions and provides corresponding justifications and benefits.

1. Senior Stakeholder & Community Relations Manager (new)

POSITION SUMMARY:

This position will design, lead, manage and deliver a comprehensive organization outreach strategy in Energy Trust service territory. The primary purpose of the position is to invest in and maintain relationships with stakeholders and customers to facilitate deeper awareness of, and participation in, Energy Trust programs.

The manager in this position will identify opportunities to provide both general and specific information about Energy Trust's role, programs and services to a broad range of individuals and organizations. The primary purpose of such connections will be to enhance visibility, awareness of and participation in Energy Trust programs all across the state. Activities will be aligned to help achieve Energy Trust efficiency and renewable energy goals via greater engagement and relationships with neighborhood, civic, community, business, sustainability, trade and government leaders.

Based in the Communications and Customer Service (CCS) Group, the manager will ensure organizational accountability and transparency, providing ready access to technical, program, and market expertise on energy efficiency and renewable energy topics. The manager will coordinate work with two regional outreach managers, one located in Eastern Oregon and the other proposed for location in Southern Oregon. In addition, the manager will coordinate with Energy Trust staff, especially the commercial sector government account manager and program management contractor representatives, to develop and deliver comprehensive outreach activities for the organization as a whole.

POSITION JUSTIFICATION (What has changed to create the need for this position?):

Recent survey data and stakeholder feedback indicate a decline in public awareness of and lack of familiarity with Energy Trust and our history, purpose, focus, results and opportunities. In addition, those working in the energy arena expressed concern that this lack of Energy Trust visibility has caused confusion, resulting in questions about our role, transparency and access to the public. Energy Trust is too often absent, overlooked or late in learning about when and where information is being sought about energy topics and opportunities directly related to our mission. This frequently results in an added investment of time to respond to last minute information and technical requests and positions us in a reactive role. By actively investing in outreach activities to specifically enhance awareness, establish connections and build and maintain relationships, we expect more people and organizations to remain aware of Energy Trust services, capabilities, programs and expertise which in turn will lead to more engaged participation.

A dedicated resource is needed to see across and leverage what are currently individual program outreach activities as component parts of a well-designed, planned and executed cohesive and holistic effort. The benefits of this approach are expected to capture opportunities to engage with broad stakeholders and customers quickly and easily, ensuring awareness of and participation in Energy Trust activities and programs.

BENEFITS TO ENERGY TRUST:

- Centralized ownership and leadership responsibility for a comprehensive outreach strategy designed to proactively build positive relations with those who can help us reach and serve customers
- More meaningful and effective relationships and engagement with a broader representation of stakeholders, resulting in increased knowledge of community interest, needs and priorities among those we hope to serve
- Ability to fine tune program offers to better meet stakeholder and customer interests and needs
- Increased knowledge and access to valuable marketing channels for customers
- Greater access to, exchanges with, and feedback from both stakeholders and customers, particularly on go-to-market strategies and other engagement approaches
- More timely and meaningful responsiveness to public inquiries seeking information on energy efficiency and renewable energy programs and opportunities, resulting in better time and resource management
- Improved continuity during program contractor transitions
- Added resources to complement existing Communications and Customer Services senior manager, allowing for more dedicated and balanced workload within this group

2. Southern Oregon Outreach Manager (new)

POSITION SUMMARY:

This position will deliver Energy Trust outreach and public relations services in Coos, Douglas, Jackson, Josephine, Klamath, Lake, and Lane Counties, all designed to generate awareness across all Energy Trust programs and services, establish contractor and supplier channels and facilitate customer engagement with our offerings. By establishing and maintaining relationships with Energy Trust stakeholders, local governments, utility representatives, community partners and local media, this position will serve as Energy Trust's strategic outreach and relationship arm in southern Oregon. With a strong understanding of the offers, tactics and communication channels that will be most effective in these local markets, this position will offer expert advice and be a point of coordination for program managers, contractors, and utility representatives in implementation of outreach. These on-the-ground activities will be coordinated with the proposed new Senior Stakeholder & Customer Relationship Manager and the current Eastern Oregon Outreach Manager as well as other Energy Trust program and Program Management Contractor staff.

POSITION JUSTIFICATION (What has changed to create the need for this position?):

Energy Trust program and general outreach strategies recognizes the growing importance of developing and maintaining customer relationships in-house, particularly for public sector customers and for customers in geographically distant regions. This is the current rationale behind the existing Public Sector Outreach position—established as a full-time staff position in 2012—and the Eastern Oregon Outreach position—established as a full-time staff position in 2013.

Like Eastern Oregon before a regional outreach position was added to represent Energy Trust in that territory, Southern Oregon remains a challenging region for Energy Trust to cover from an outreach perspective. The travel distance required to attend meetings and

outreach opportunities makes it both cost- and time-intensive to serve from the Portland metro area. Southern Oregon residents, businesses, and governments rightfully have an expectation of Energy Trust services and can sometimes perceive the organization as remote and focused within the Willamette Valley. Klamath Falls residents have been particularly vocal about the expectation for local service and have periodically engaged Energy Trust with a specific request for locally-based resources.

During the last five years, Energy Trust maintained a local presence in Southern Oregon through PMC-based regional program representatives and by contracting for general outreach services with an independent consultant from the area. In late 2011, Energy Trust changed its approach to fulfilling general outreach services in Eastern and Southern Oregon as a result of findings from a State of Oregon employment audit. The audit determined that outreach services are highly integrated with ongoing Energy Trust functions, and that general outreach contractors are subject to consideration as employees by the state employment division.

The Southern Oregon position was considered for addition in 2013, and action was deferred until more information could be gathered. Specifically, Energy Trust staff used the time to assess the success of the new Eastern Oregon model compared to the then existing Southern Oregon PMC model. Information gathered over this time supports the proposal for an employee approach. The Southern Oregon outreach staff position is being proposed as the best option to meet continual outreach needs in the region while optimizing the investment of program resources to gain savings and generation.

BENEFITS TO ENERGY TRUST:

- Developed pre-pipeline opportunities and handoff of ready opportunities to PMCs, efficiently leveraging field resources
- Single regional point of contact to provide continuity, including during PMC or program staff transitions
- Expanded capability to develop and leverage locally-based utility outreach resources
- Demonstrated commitment for local utility customers in the region, providing better access and service in rural and sparsely populated areas
- Feedback and on-the-ground insights in support of program priorities, needs and opportunities, shared with program and outreach staff
- Expanded opportunities for local earned media throughout region
- Enhanced visibility and participation with local community civic groups, special events and initiatives
- Assistance with logistics for regional Energy Trust events including trade and program ally roundtables, trainings and tours
- A local presence available to uphold community/business relationships and provide support when needed
- Ongoing high value services for local residents and businesses when Energy Trust staff is available and comes to them

3. Commercial & Industrial Marketing Coordinator (conversion from contractor to FTE)

POSITION SUMMARY:

The Commercial & Industrial (C&I) coordinator is currently responsible for key project deliverables for both short-term and long-term marketing and communications for all commercial programs. This includes Existing Buildings, New Buildings, Multifamily and internally-managed initiatives as well as Production Efficiency, Small Industrial, Industrial Lighting, and Agriculture programs. Combined, these programs generate about two thirds of total Energy Trust efficiency savings. The Coordinator provides ongoing support to the Sector Senior Marketing Manager to develop, implement and fine-tune Energy Trust's targeted go-to-market strategies for businesses.

POSITION JUSTIFICATION (What has changed to create the need for this position?):

- Existing marketing efforts are increasing in both quantity and complexity, with multiple delivery contractors requiring strategic leadership and coordination support within both the commercial and industrial sectors. The Coordinator provides support to three marketing teams implementing an extensive number of projects for commercial Program Management Contractors (PMCs); up to six industrial Program Delivery Contractors (PDCs) and service providers requiring marketing leadership, development and implementation; and ten to twelve creative services contractors who regularly perform work for the C&I programs. Sector marketing strategies are also increasingly working across other Energy Trust programs and sectors to promote opportunities and increase cross-referrals. At any given time there are around twenty detailed projects staged through the review and approval process. Because of the length and complexity of these projects, additional review and oversight is needed to support program outreach and sales efforts in the market.
- Marketing opportunities for industry and agriculture and for internally managed commercial initiatives are dramatically expanding and offer an excellent opportunity to influence customer engagement with Energy Trust in the long-term.
- The market for energy efficiency continues to evolve, with less emphasis and reliance upon a few large projects and more on individual smaller projects as the market continues to mature and diversify. To serve more and different customers, complete a larger volume of projects and meet goals, more targeted custom messaging, support, and coordination is warranted.
- In recent years, several key strategic projects have not been initiated due to lack of staffing resources and capacity. These include the development and management of a C&I proactive media relations strategy and the management of a contractor to assist with this, as well as implementation of campaigns and strategies to support programs directly with customers, such as tools and resources including a guide for third-party business organizations seeking to engage through programs.
- Utility collaboration is also increasing for the Senior Marketing Manager. Because Program Contractors do not work directly with the utilities on customer outreach strategy, this is a strategically important role for the Marketing Manager. In 2013 Energy Trust provided more direction and requested more specific help from utilities to promote our programs, all of which requires time and coordination. Future opportunities will continue as we tap utility data to target customers to achieve savings.
- In 2012-2013, support for these C&I programs was provided by a full-time agency contractor. Monitoring of the program pipeline has confirmed that this is fully utilized

resource and an ongoing work load, not a temporary increase or need. Because of the temporary status approach, recruitment and re-training has occurred due to turnover. Given the ongoing scope of work and skills needed, the more effective and efficient approach is to have a permanent position.

BENEFITS TO ENERGY TRUST:

- The marketing coordinator provides needed resources to increase marketing tools and support in light of a maturing, complex and evolving energy efficiency marketplace for businesses
- Improved marketing, outreach and collaboration for the commercial and industrial sector
- Improved support of the Commercial/Industrial Senior Marketing Manager which in turn frees up increased time available for strategic thinking and utility collaboration, while reduces time spent on the process details of daily marketing communication implementation, recruitment or training of a new temporary contractor to support marketing
- Improved oversight and direction of a high quantity—and quality—of marketing materials to support program goals
- Additional time devoted to sector strategy development in support of savings acquisition over the 5-year sector planning period

4. Residential Marketing Coordinator (conversion from contractor to FTE)

POSITION SUMMARY:

The Residential Marketing Coordinator will coordinate, implement and manage sector marketing communication projects, supporting the Sector Marketing Manager with responsibilities that include:

- Review and coordinate feedback and Sector Marketing Manager's sign off on Program Management Contractor marketing material submissions
- Ensure residential marketing materials, final files and assets are available for internal reference and distribution in Sharepoint tracking system
- Oversee select communications pieces related to growing training opportunities
- Organize the utility communication calendar to assure delivery of Energy Trust messaging and residential offer communications in the appropriate format for each of four utilities:
 - Coordinate writing requests with PMCs, external and internal writers
 - Manage Energy Trust delivery to meet individual utility process and timelines for bill inserts, newsletters, email and direct mail, an average volume of residential utility communication pieces equal to ~100 items across all 4 utilities
- Coordinate and collect details for utility notification and collaboration when utility data is used for direct marketing, including work with PMCs and Energy Trust staff
- Coordinate and post utility created communications to SharePoint for Energy Trust staff and call centers
- Coordinate details of media/PR requests between Energy Trust staff and departments to secure and confirm schedule of available spokespeople
- Process requests for event sponsorships and coordinate materials and display supplies

- Serve as primary contact for internal customer service and PMCs on residential event details, collateral and event tracking in SharePoint
- Process and prepare all purchasing documents needed for management approval for professional service contracts
- Serve as primary contact for tracking sector advertising buys
- Complete short writing assignments and support quick-turn copy requests in association with utility communication and development of text for new marketing efforts, as well as support residential sector copy edit requests

POSITION JUSTIFICATION (What has changed to create the need for this position?):

- New targeted marketing opportunities are available from data sharing, enhancing collaboration between utilities and the Residential Sector Marketing Manager.
- Annual volume of residential marketing materials continues to increase as each residential program evolves and consumer communication is customized to drive savings.
- Annual volume of consumer-facing information continues to grow as information is refined for different audiences, including hard-to-reach participants. The volume of marketing pieces increased 54% in 2009 over the year prior, 63% in 2010 over 2009, and 73% in 2011 over 2010. In 2011, Energy Trust generated 500+ pieces of residential marketing material for distribution, review, feedback and approval, with the volume of unique targeted marketing materials expected to continue growth in 2014.
- Residential pilots and new program opportunities beyond PMC scopes of work add complexity and workload. Examples include OPOWER (2011-2013), Energy Savvy (2013) and Aclara (Northwest Natural, 2013).
- In 2012-2013 marketing coordination supported a 40-hour a week agency temporary employee. Monitoring the workload of this temporary position concluded that the role is ongoing and full-time, reflecting a base, not a temporary, work load.
- Energy Trust contracting guidelines changed following the state employment audit, requiring changes in contractor support to write, manage and coordinate delivery of Energy Trust materials with utilities. These changes increased the administrative load for the Residential Sector Marketing Manager.
- Temporary staffing has led to turnover, requiring the manager to spend time recruiting and training new temporary employees.

BENEFITS TO ENERGY TRUST:

- Increased time for strategic planning by the Sector Marketing Manager and a reduction in time spent on coordination of daily process details for marketing communication
- Ongoing support for high volume targeted consumer marketing materials to drive residential program savings, especially from targeted marketing and more detailed and complex messages designed to reach specific audiences
- Continued high level quality and quantity of marketing materials
- Proven resources to support increased marketing tools within a maturing and complex residential energy efficiency marketplace

5. Senior Operations Project Manager (new)

POSITION SUMMARY:

This position will facilitate effective management of complex, cross-functional projects for the organization as a whole, helping coordinate and communicate resource requirements needed to address organization priorities. The manager will develop and oversee project plans for major efforts involving the commitment and scheduling of extensive staffing resources from multiple parts of the organization. S/he will coordinate with the IT Steering committee, business systems prioritization team and Director of Operations to identify milestones, schedule internal and external resource requirements, communicate and adjust timelines, monitor budgeted expenditures, and drive achievement of project tasks.

POSITION JUSTIFICATION (What has changed to create the need for this position?):

Energy Trust is a fairly flat organization with a culture of inclusion across organization groups and functions. Major initiatives purposefully engage different parts of the organization to build awareness, understanding, ownership and commitment to large-scale efforts. Different perspectives are sought to shape concepts and outcomes, involving participants in effective ways and at the right time.

Complex initiatives require focused project management skills and attention. An experienced project manager can provide thoughtful leadership, including needed sequencing of activities and interdependences between operations/support functions and programs. This same individual will provide needed assistance allocating core resources, timing, and work flow across all participating groups involved in major initiatives.

Energy Trust would greatly benefit from a designated central resource to manage cross-functional efforts, filling a gap that exceeds capacity of current staff and has been filled through consultants and contractors at a higher price. Examples include Customer Relationship Management (CRM) system development, utility data sharing, and major contractor transitions. Other projects such as prioritizing and executing significant and complex web forms changes, developing and maintaining a system-of-record, finance and audit considerations, can be handled in a more effective manner through a dedicated project management resource and skill set, strengthening organizational efficiencies. Projects of this type occur annually and continually, justifying the ongoing nature and requirements for this position.

BENEFITS TO ENERGY TRUST:

- Improved coordination and implementation of complex projects serving the needs of all programs and support functions
- More efficient prioritization of technology and process improvement needs to enable faster delivery, cost efficiencies and improved service to internal and external customers/clients
- Increased effectiveness and lower cost management through in-house resources instead of onboarding contracted project management resources
- Improved integration of existing systems
- Faster pace of innovation

6. Web Project Manager +.5 FTE (transition from current half time to a full time position)

POSITION SUMMARY:

This position is an integral part of Energy Trust's web team, working closely with external web developers, program, communications and customer service staff, and program management contractors to communicate Energy Trust activities via e-mail and social media channels. The position also assists in developing and maintaining a large, complex web site that raises awareness and engages customers in Energy Trust programs and services. A primary purpose of the position is to work with other members of the web team to manage the web request intake system, ensuring between 1500 to 2000 program and organizational web communication tasks and projects are delivered each year.

POSITION JUSTIFICATION (What has changed to create the need for this position?):

The position is currently half-time and the proposal is to expand it to full-time added resources and capability to the web team. The request stems from continued annual growth in the size, reach and complexity of the web site as a primary gateway to customer participation. Our average 13 percent annual increase in visitors reflects the steadily growing amount of content and tools consistently developed to support program activities and changes, and the increasingly sophisticated methods employed to market current offerings online. In addition to three new self-service customer tools coming online in late 2013 and into 2014, programs need support for expanded hosting of online training and educational materials specifically for trade allies.

In addition, management of e-mail communications is a growing area for the web team. Business customer e-mail newsletters and targeted e-mail marketing to residential and commercial customers are called for in 2014 program marketing strategies. This requires new work that has not been undertaken before, including batched e-mail follow-up after customer participation. New resources are also needed to bridge the gap between program marketing design and operational systems such as the Customer Relationship Management (CRM) system, and Mailchimp, our integrated e-mail management system.

Finally, online program marketing campaigns require additional strategy and development resources from the web team, particularly from the online and interactive communications manager. Expanding the existing project manager position will increase web team resources that can then be applied to a growing portfolio of web development projects and targeted marketing, enabling the online and interactive communications manager to provide greater strategic leadership for online marketing, web development and integration with IT systems.

BENEFITS TO ENERGY TRUST:

- Expanded support for online tools, e-mail marketing and social media content to reach and engage current and future Energy Trust customers
- Continued shift of customer transactions online, where applicable, freeing up program delivery resources for other initiatives
- Improved internal customer service for implementation of web and e-communication projects and tasks
- Increased technical knowledge and strategy support for online marketing and web development from the online and interactive communications manager

2014-2015 DRAFT Budget

Integrated Solutions Implementation Project (ISIP)

10/22/2013

Over the past twelve years Energy Trust business needs and processes have changed and grown significantly. Limitations in existing applications such as “FastTrack” and the technology architecture have prevented Energy Trust systems from keeping pace with these changes. As a result, a number of workarounds, stop-gap applications, and inefficient processes have arisen to fill the gap. Energy Trust needs a new solution and architecture that will fully support our business now and into the future. That solution is referred to as (ISIP) or Integrated Solutions Implementation Project.

In 2011, Energy Trust of Oregon undertook a planning exercise to define the 2012-2014 objectives of the ISIP. During this process a series of five workstreams were identified as the 2012 body of work and labeled “Phase 1.” Although Phase 1 was focused on different business functions (Planning, Budgeting & Forecasting, CRM, and Financials), it serves as a foundation and launch-off point for Phase 2. In fact, the outputs of all the five workstreams have direct value to this next phase. The enterprise data model and process architecture developed in the Data Modeling and Process Analysis Workstreams will be expanded upon in this phase. Additionally, the lessons learned in the other three workstreams about our applications and integration environment as well as our customer and program data will be incorporated. Phase 1 work was completed in 2012.

The 2013-14 ISIP effort was labeled “Phase 2”. Phase 2 work began in Q3 2013 and is scheduled to conclude in August 2014. Phase 2 has been referred to as a “FastTrack replacement” undertaking, denoting our intention to replace our existing project and measure tracking application (FastTrack). Although the replacement of this legacy application is still a central part of the Phase 2 work, it has become clear that there are additional elements, including integrations and core architectural designs, which will need to be addressed. In fact the additional elements may be of equal or greater importance to the FastTrack application itself. Focusing on this broader measure and project tracking ecosystem will help position the Energy Trust systems to better support not just the short term but also the long term needs of the programs and support functions.

The general structure of Phase 2 includes three major stages. The first stage, to be completed in 2013, is referred to as the “Define” stage. The output of this stage will be a solution vision and architecture based on a survey of available software solutions, process analysis, and data modeling, and a review of the ETO technical architecture. The second stage, “Build/Buy”, will take approximately five months. This stage will take the newly defined solution architecture from the Define stage and proceed with building and/or buying the necessary components. The third and final stage, “Deploy”, will run approximately two months. In this stage the architected solution will be put into use.

The total budget in 2014 for Phase 2 completion of ISIP is \$1.2 million.

2014-2015 DRAFT BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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Commercial
Existing Buildings

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.

2014 Strategies & Activities

1. Deliver program to commercial entities through Program Management Contractor (ICF), 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, including 16 key market sectors.
4. Maintain the state-wide program reach, while looking for opportunities to reach customers in under-participating areas.
5. Continue approach to increase non-lighting Trade Ally project activity in addition to historical lighting focus. Develop approaches for Trade Allies to sell lighting and non-lighting measures concurrently.
6. Evolve lighting program offerings to adapt to changing lighting baselines associated with market transformation effects and federal lighting standards.
7. Adapt to reduced Gas and Electric Avoided Costs to provide cost-effective measures, providing more services as necessary to aid the customer's decision making and redefining recommendations to limit marginal measures.
8. Increase operations-based savings and low-cost/no-cost approaches to save energy as a means to expand the ways to engage customers or provide energy savings options for the capital constrained customer.
9. Build and leverage long-term relationships to help customers implement energy savings strategies over time.
10. Explore options to streamline certain program requirements including compressing processes and paperwork in order to speed participation and provide more direct access to program experts via a dedicated call center.
11. Increase awareness and visibility throughout the state by expanding geographic presence with statewide field staff to promote program with Customers and Trade Allies.
12. Develop marketing strategies to address key barriers to action, including but not limited to customer success stories, demonstration of the business case for energy efficiency.

2014 New Initiatives & Focus Areas

1. Expand market education on the pending Federal 2014 lighting ballast standard and provide incentives to encourage participants to convert T12s to T8s.
2. Evolve Comprehensive Lighting Pilot offering to continue to educate the market on better lighting design and, if appropriate incorporate into steady-state program offerings.
3. Review results of Building Performance Tracking and Control Systems pilot to review efficacy of using building information systems to encourage operational improvements and if appropriate modify to be a regular program offering.
4. Provide incentives for technically sound and cost-effective LED applications.
5. Develop and roll-out an offering to provide streamlined measure installation services for small commercial customers.
6. Expand Strategic Energy Management (SEM) by: 1) Enrolling 15 participants in the SEM Cohort approach 2) Enrolling 3 customers in Corporate SEM 3) Enrolling 5 additional participants in SEM Introductory and 4) Offering a continuation of SEM services to select participants.
7. Work with other efficiency organizations to achieve regional economies to reduce product costs and ensure supply.
8. Use incentives, services and sales techniques to encourage customers to install more measures in a shorter time frame.
9. Continue to coordinate with ODOE to identify and study schools projects in Energy Trust service territory.
10. Coordinate with NEEA and other NEEA utility funders to leverage regional lighting coordination opportunities like upstream buy-downs and contractor training.
11. Continue to promote Building Operator Certification and provide scholarships as appropriate for tuition.
12. Coordinate with electric utility field and outreach representatives and marketing efforts to recruit and screen new leads.
13. Multifamily Strategies and Activities and New Initiatives and Focus Areas presented in a separate Action Plan.

2015 Planned Activities

1. Revise lighting program to account for new baseline from Federal 2014 lighting ballast standards.
2. Continue to expand the emphasis on operations and strategic energy planning.

2014-2015 DRAFT BUDGET & ACTION PLAN

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Commercial
Existing Buildings

Targets							
Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (\$ / KWh)	Savings therms	levelized cost (\$/therm)
2013 Forecast	\$34.1	\$6.6	\$40.7	13.6	\$0.034	1,764,617	\$0.377
2014 Budget	\$43.9	\$8.0	\$51.9	15.9	\$0.035	1,781,978	\$0.431
2015 Projection	\$43.7	\$8.5	\$52.2	15.5	\$0.036	1,799,228	\$0.452

	2013 Forecast	2014 Budget	2015 Projection
Incentives	\$25,426,256	\$33,407,178	\$33,769,032
Delivery Costs			
Program Management	825,441	729,288	748,185
Program Delivery	9,143,083	10,529,452	10,789,632
Marketing-PMC	785,824	936,166	963,807
Performance Comp	237,500	355,000	280,000
Total Delivery Costs	10,991,848	12,549,905	12,781,624
ETO expenses			
Staffing	602,230	753,526	789,579
Marketing	252,500	246,500	246,500
Other Services	889,566	1,637,447	1,319,447
General	41,500	116,500	105,000
Allocations	1,164,379	1,481,208	1,457,583
Sub-Total before Admin Costs	39,368,279	50,192,264	50,468,765
Administrative Costs	1,334,968	1,740,317	1,724,267
TOTAL EXPENSE	40,703,247	51,932,582	52,193,033

Commercial Existing Multifamily

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 multifamily (2+ attached units, retirement and campus living) and condominium and townhome buildings.

2014 Strategies & Activities

1. Deliver program to multifamily entities through Program Management Contractor (LM), subcontractors and a statewide network of trade allies specializing in this market.
2. Develop and include offerings and initiatives that will involve multifamily tenants in the savings decision and overcome the split incentive dilemma.
3. Continue to focus on delivering tailored program services to the entire value chain of target markets from property owners, tenants, property management companies, service providers, electrical/mechanical contractors, distributors, manufacturer representatives and manufacturers.
4. Provide offerings and services that appeal to a broad mix of multifamily owners and managers.
5. Expand program throughout the state to reach new customers and go deeper with existing customers in all four utility service territories.
6. Collaborate across New Buildings, Existing Homes and Existing Buildings to maximize program effectiveness in the marketplace.
7. Build and develop an affordable housing project pipeline that can utilize either the on-bill financing option through the MPower Oregon pilot or through normal program tracks.
8. Leverage learning's and redesign efforts for custom track projects and audits to launch refined services and offerings to better fit the needs, budgets and timelines of multifamily owners and managers.
9. Expand the distributor buy-downs focused on suppliers of energy efficient products in order to competitively place efficient equipment in replacement applications.
10. Enhance outreach focus to promote project activity including selling lighting and non-lighting measures concurrently.
11. Launch seasonal and special "limited time only" bonuses for specific technologies to increase penetration or introduce successful but yet to be adopted technologies.
12. Increase operations-based savings and low-cost/no-cost approaches to save energy in a capital constrained market.
13. Build and leverage long-term relationships to help established customers implement energy savings strategies over time and across multiple capital budget cycles.
14. Develop marketing approaches that use customer success stories to demonstrate the strong business case for energy efficiency as a means to help spur action from more property managers.

2014 New Initiatives & Focus Areas

1. Extend the program offerings and the "single point of contact" outreach approach to small multifamily properties and individual condominium and townhome owners through 2014 integration of these building types into Existing Multifamily.
2. Work with the affordable housing community to innovate how the program can serve their tenants through partnership in a financing pilot, behavioral opportunities and capital investments.
3. Continue implementation of the Memory Care Comprehensive Lighting Pilot to develop a cost and savings baseline for this facility type, test the effectiveness of a template approach on meeting the Oregon regulations for Memory Care Communities, characterize the non-energy benefits of advanced lighting design and, if appropriate incorporate into steady-state program offerings.
4. Implement a 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 previous program design.
5. Develop and launch an email newsletter specific to multifamily owners and decision makers in order to foster meaningful engagement with the program and its staff.
6. Integrate enhanced sales approach through tablet based walkthrough survey and benchmarking tools in order to provide comprehensive and actionable information on opportunities within customer portfolios
7. Collaborate with other energy efficiency implementation organizations to achieve regional economies to ensure satisfactory customer service, support pilot initiatives, reduce project costs and gain organizational efficiencies.
8. Coordinate with electric utility and water utility field and outreach representatives on marketing and outreach efforts to recruit and screen new leads and promote energy efficiency.
9. Research, develop and test new measure opportunities for upgrades to electrically heated units, including a pilot related to high efficient zonal heating alternatives.

2014-2015 DRAFT ACTION PLAN

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Commercial Existing Multifamily

2015 Planned Activities

1. Evaluate progress and lessons learned from MPower Oregon Pilot and move forward next stages of pilot if appropriate.
2. Revise lighting program to account for new baseline from Federal 2014 lighting ballast standards and new LED applications.
3. Testing and integration of new ISM opportunities utilizing emerging technologies in order to supplement existing offerings that will be phased out due to changes in Federal Standards.
4. Continue to expand the emphasis on affordable housing and within the general multifamily market for operations and strategic energy planning opportunities.

Targets - Multi-family program costs and energy savings tables are included in the Existing Buildings summary

2014-2015 DRAFT BUDGET & ACTION PLAN

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**Commercial
New Buildings**

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.

2014 Strategies & Activities

1. New Buildings will continue to drive significant changes to how buildings are designed and constructed, resulting in sustained market practices that promote high-performance buildings.
 - a. Position as a technical and educational resource in the market, provide trainings.
 - b. Continue support of early design meetings with project teams to identify energy saving strategies and make the business case for achieving efficiency goals directly to owners.
2. Deploy a robust regional outreach strategy serving six regions statewide: North Coast and Columbia River Corridor, Eastern Oregon, Central Oregon, Southern Oregon and Southern Oregon Coast, Willamette Valley and Central Coast, and Portland Metro areas.
 - a. Allies will receive enhanced regional support with project reviews for design-build projects and trainings on tools and workbooks with support from an Energy Analyst.
 - b. Lighting design support for allies will be expanded and a local resource in Eastern Oregon will be provided.
 - c. Over 125 regional owner accounts will be leveraged along with over 100 regional architecture, engineering and design-build accounts.
3. Target the small commercial market with simple solutions.
 - a. Market new offers launched under the 'Hey Building' campaign to six market sectors, and develop two new packages to further reach and measure saturation. Packages are building type-specific and offer projects simpler, pre-calculate, packaged options to drive quick decision making. Continue providing standard measures.
4. Continue to build a market position for New Building Allies that actively support efficiency and are critical to New Buildings' success in transforming the market.
 - a. Focus on the allies' influence on practical elements of integrated design, system selection and critical decisions that affect the efficiency of a project.
 - b. Provide trainings in collaboration with AIA Portland and Cascadia Chapters.
5. Build demand for Net Zero solutions by creating an approachable concept for early design and getting net zero on the drawing board for owners and design teams to consider, and begin to prepare for future changes in energy codes expected to ratchet up baselines quickly. Continue innovation through collaboration among stakeholders and the market.
 - a. Implement changes from the most recent code update that will take effect in 2014.
 - b. Collaborate with stakeholders to develop a strategy to address future codes and standards.
6. Increase the number of Solar Ready buildings eligible to receive incentives for solar PV installations by leveraging early design in New Buildings to include solar
 - a. Promote Solar Ready design options and build a pipeline of future solar projects.
 - b. Strengthen the Solar Design Ally network through training and education.

2014 New Initiatives & Focus Areas

1. Drive small commercial market opportunities – target business owners, allies and designers.
2. Expand regional outreach and ally focused delivery statewide.
3. Continue to innovate and build on the success with Net Zero.
 - a. Fine tune program design to remove barriers experienced by far-reaching projects.
 - b. Continue to engage potential net zero and net zero ready projects through targeted outreach, goal-setting, and directed participation.
4. Connect customers with additional financial resources and the Lending Ally network to push innovative financing approaches forward that could reduce financial barriers to participation and boost aggressive savings targets.
5. Position New Buildings to capture additional market transformation savings and adjust to the 2014 code.
6. Engage trade allies to improve code compliance in advance of the 2017 code, which may align with the Reach.

2015 Planned Activities

1. Continue building the pipeline and support for 2013 Oregon Energy Efficiency Specialty Code in addition to adoption of the Reach code.
2. Offer incentives and engineering support to reward increasing energy efficiency in excess of the energy code.
3. Leverage our emerging delivery network of New Buildings Program Allies to drive projects that exceed code.

(See budget detail on reverse side)

2014-2015 DRAFT BUDGET & ACTION PLAN

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**Commercial
New Buildings**

Targets

Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings	levelized cost	Savings	levelized cost
				aMW	(\$ / KWh)	therms	(\$ / therm)
2013 Forecast	\$12.9	\$1.2	\$14.1	6.0	\$0.025	450,231	\$0.222
2014 Budget	\$13.6	\$1.5	\$15.2	5.1	\$0.031	560,707	\$0.233
2015 Projection	\$12.3	\$1.6	\$13.8	4.3	\$0.033	549,538	\$0.245

	2013 Forecast	2014 Budget	2015 Projection
Incentives	\$7,331,483	\$8,133,802	\$7,437,576
Delivery Costs			
Program Management	155,000	204,980	200,000
Program Delivery	4,044,060	4,122,588	3,800,000
Marketing-PMC	372,000	251,975	220,000
Performance Comp	120,000	124,988	130,000
Total Delivery Costs	4,691,060	4,704,530	4,350,000
ETO expenses			
Staffing	339,048	280,168	293,751
Marketing	102,500	118,000	113,000
Other Services	517,697	610,947	381,947
General	15,000	18,000	15,000
Allocations	577,360	728,387	717,366
Sub-Total before Admin Costs	13,574,148	14,593,835	13,308,639
Administrative Costs	509,849	586,184	538,220
TOTAL EXPENSE	14,083,997	15,180,019	13,846,859

2014-2015 DRAFT BUDGET & ACTION PLAN

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

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

Program Purpose: NEEA invests in northwest market transformation programs across commercial, industrial and residential sectors, working in coordination with Energy Trust programs. NEEA focuses on products, services and practices that, while technically promising and cost-effective, are not taking hold in the market. To realize the promise and energy savings potential of these emerging opportunities, NEEA facilitates the development of coordinated regional strategies to permanently remove market barriers and executes components of those regional strategies for which a regional approach brings greater value than would individual action by utilities. NEEA's role varies by market transformation program and is characterized by activities with market participants who are "upstream" from ETO and utility customers. NEEA's commercial sector programs are designed to create the market conditions that will accelerate and sustain market adoption of energy efficient products, services and practices in the commercial real estate, lighting and new construction markets, resulting in cost-effective energy savings for ETO and the region.

2014 Strategies & Activities

1. Commercial Real Estate. Focus on accelerating market adoption of SEM practices within the commercial real estate office market through development of innovative market infrastructure including: comprehensive SEM business owner decision-making tools; training for the market actors applying these tools.
2. Hospitals and Healthcare. Complete initiative transition to Energy Trust, including delivery of a full inventory of available resources and SEM implementation tools.
3. Commercial Lighting Upstream. Develop an upstream commercial lighting platform with region's distributors and national manufacturers enabling launch of first regional program to influence the upstream availability of energy-efficient commercial and industrial lighting products. Collaborate closely with ETO and other utility partners via the Regional Lighting Working Group to ensure mutually agreed upon technologies are selected.
4. Luminaire Level Lighting Controls (LLLC). Increase product availability and owner awareness of the business case for LLLC in retrofit applications.
5. Existing Building Renewal (EBR). Complete assessment and validation phase by evaluating the 2013 pilot results and begin a broader market test later in the year. Build market awareness of EBR value proposition and approach. Disseminate toolset (i.e., integrated design tools; business case template) that enables building owners and investors to make the business case for Existing Building Renewal investments.
6. Building Operator Certification (BOC). Accelerate market adoption of high performance operations and maintenance of commercial buildings by building market demand for certified building operators while continuing to increase market knowledge and capabilities.
7. New Construction. Innovate and advance the practices of integrated design to create opportunities for further energy reduction in the future.

2014 New Initiatives & Focus Areas

1. Transition CRE focus to supporting infrastructural activities (e.g. creation of tools and resources that support ETO/BPA/utility and other market actor efforts to increase market capability, awareness of and demand for strategic energy management practices).
2. Launch Top Tier Trade Allies initiative to build connectivity between contractors, training resources and utility programs in the advanced lighting retrofit market.
3. Identify strategic opportunities to leverage existing commercial initiatives to influence more stringent commercial codes.
4. Identify, share and leverage key lessons learned/capabilities across the multiple existing SEM market sectors.
5. Build upon the strategic market work to leverage and maximize common market intervention points across initiatives.
6. Introduce new initiatives identified in 2014 scanning review process, as appropriate per NEEA's Initiative Lifecycle stage-gate process.

2015 Planned Activities

1. Complete transition of BOC to market.
2. Build upon proven lighting distributor platform to introduce other efficient lighting technologies through the upstream distribution market.
3. Continue to refine the integrated Commercial and Industrial SEM infrastructure to support regional energy efficiency.
4. In collaboration with utility partners, identify and execute strategy to increase commercial real estate owners and investors' adoption of EBR practices.

2014-2015 DRAFT BUDGET & ACTION PLAN

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

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

Targets							
	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (\$ / KWh)	Savings therms	levelized cost (\$ / therm)
2013 Forecast	\$3.3	\$0.0	\$3.3	1.5	\$0.025		
2014 Budget	\$3.0	\$0.1	\$3.0	1.0	\$0.032		
2015 Projection	\$2.6	\$0.1	\$2.7	0.6	\$0.051		

	2013 Forecast	2014 Budget	2015 Projection
Delivery Costs			
Program Delivery	\$3,122,249	\$2,829,715	\$2,494,396
Total Delivery Costs	3,122,249	2,829,715	2,494,396
ETO expenses			
Staffing	10,092	19,054	20,007
Allocations	55,484	60,422	58,464
Sub-Total before Admin Costs	3,187,825	2,909,191	2,572,867
Administrative Costs	119,509	123,349	108,769
TOTAL EXPENSE	3,307,334	3,032,540	2,681,636

**Industry and Agriculture
Production Efficiency (PE)**

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.

2014 Strategies & Activities

1. Custom track allows for a comprehensive approach to process efficiency projects, retrofits, operations & maintenance (O&M).
 - a. Custom Program Delivery Contractor (PDC) delivery funds dedicated industrial efficiency engineers to work with industrial customers in assigned geographic territories. Custom PDCs facilitate program participation, encourage customer commitment and act as a key technical resource to plant staff over multiple years. They achieve goals through developing and delivering Custom projects, which represent the majority of industrial energy savings.
2. Streamlined tracks focus on simpler or more standardized projects delivered by Trade Allies. The streamlined tracks are delivered by specialized PDCs, who focus on Trade Ally outreach and training, project verification and delivery of savings from streamlined measures, and new measure and tool development. Streamlined measures rely on prescriptive and calculated savings analysis tools developed for mass deployment, rather than relying on custom technical studies to determine savings and incentives for each project. This simplified analysis and use of Trade Ally vendors for delivery of these projects provides a shorter and simpler project development cycle for participants and their vendors, and includes:
 - a. The Lighting Trade Ally Network delivers all types of lighting projects at industrial sites.
 - b. The Streamlined Industrial and Agricultural Initiative delivers savings from irrigation measures, small compressed air, VFDs and other prescriptive and calculated measures.
3. Increase depth and persistence of savings and respond to customer demand by providing training, tools, technical support and public recognition to establish or improve an energy management culture in the workplace.
4. Drive customer adoption of industrial strategic energy management (SEM) and support their continuous improvement.

2014 New Initiatives & Focus Areas

1. Target the delivery of custom track services and incentives to small- to medium- industries through improved outreach strategies in existing market channels. Systematically promote streamlined projects across all sizes of customers, leveraging existing services and networks to increase access and drive engagement. Together these new innovations should lead to greater diversity of savings, participants and trade allies.
2. Increase custom lighting incentives, and some prescriptive lighting incentives, particularly LEDs, to improve project economics and increase savings from industrial lighting measures.
3. Further develop Energy Trust's Strategic Energy Management offerings for all sizes of industrial customers. Synthesize best practices and lessons learned in 2009-2013 SEM initiatives and standardize SEM offerings, procedures, and tools for highest impact. Continue to test the scalability of SEM and provide more comprehensive services to motivated small industrial customers by completing the second cohort of 10 companies participating in the CORE pilot.
4. Capitalize on opportunities resulting from 2013 PDC re-compete, new PDC territories in 2014 and CRM system to more deeply engage with existing clients to build on customers' positive experience with PE program.
5. Continue to monitor and strategically plan for contingencies related to the equitable distribution of industrial funding, and rural savings acquisition.

2015 Planned Activities

1. Integrate newly developed materials for strategic energy management (SEM) into program offerings.
2. Innovations and improvements started in 2014 will be tuned in 2015, including scaling of custom services to smaller industries; new approaches to market segmentation and customer outreach; impacts of lighting incentive increases.
3. Building off Energy Trust's 5 year strategic plan process, prepare new Industry and Ag Sector five-year strategic plan.

2014-2015 DRAFT BUDGET & ACTION PLAN

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**Industry and Agriculture
Production Efficiency (PE)**

Targets							
	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (\$ / KWh)	Savings therms	levelized cost (\$ / therm)
2013 Forecast	\$27.4	\$3.1	\$30.6	15.3	\$0.024	1,079,340	\$0.295
2014 Budget	\$31.9	\$3.4	\$35.3	17.5	\$0.023	1,257,840	\$0.271
2015 Projection	\$34.6	\$3.3	\$38.0	16.3	\$0.027	1,257,840	\$0.268

	2013 Forecast	2014 Budget	2015 Projection
Incentives	\$19,562,093	\$22,159,491	\$23,726,033
Delivery Costs			
Program Delivery	7,963,022	8,861,900	9,932,316
Performance Comp	156,000	285,000	285,000
Total Delivery Costs	8,119,022	9,146,900	10,217,316
ETO expenses			
Staffing	726,535	814,252	853,099
Marketing	181,000	182,500	182,500
Other Services	442,433	1,162,433	1,074,433
General	64,910	69,560	69,560
Allocations	525,571	615,679	603,964
Sub-Total before Admin Costs	29,621,563	34,150,815	36,726,904
Administrative Costs	937,881	1,158,989	1,226,353
TOTAL EXPENSE	30,559,444	35,309,804	37,953,257

Industrial

Market Transformation Northwest Energy Efficiency Alliance (NEEA)

Program Purpose: NEEA invests in northwest market transformation programs across commercial, industrial and residential sectors, working in coordination with Energy Trust programs. NEEA focuses on products, services and practices that, while technically promising and cost-effective, are not taking hold in the market. To realize the promise and energy savings potential of these emerging opportunities, NEEA facilitates the development of coordinated regional strategies to permanently remove market barriers and executes components of those regional strategies for which a regional approach brings greater value than would individual action by utilities. NEEA's role varies by market transformation program and is characterized by activities with market participants who are "upstream" from ETO and utility customers. NEEA's industrial and agriculture sector programs are designed to create the market conditions that will accelerate and sustain market adoption of energy efficient products, services and practices in industrial and irrigated agriculture markets, resulting in cost-effective energy savings for ETO and the region.

2014 Strategies & Activities

1. *Strategic Energy Management.*
 - a. *Complete transition out of Food Processing initiative.*
 - i. *Discontinue work with individual Food Processor facilities.*
 - ii. *Deliver cohesive tool set available to utilities and market via SEM knowledge center.*
 - iii. *Summarize and capture lessons learned for benefit of the region's SEM programs.*
 - b. *Continue leading regional collaboration on SEM to identify and deliver regional resources that help utilities and other market actors advance SEM practices.*
2. *Certified Refrigeration Energy Specialist (CRES).* Test and validate CRES certification, as a strategy to expand the capabilities of northwest refrigeration operators. Build awareness and demand for certified operators by expanding national refrigeration organizations' recognition of CRES.
3. *Advanced Irrigation.* Validate performance and market acceptance of an easy-to-use, integrated agricultural irrigation decision support solution that enables 20 percent energy and water reduction by 2020.
4. *Industrial Technical Training.* Continue expanding knowledge and capabilities of industrial trade allies and professionals who influence energy efficiency choices by continuing to deliver Industrial Technical Training courses.
- 5.

2014 New Initiatives & Focus Areas

1. *Draw on key lessons learned from Industrial and Commercial SEM programs to develop and deliver a more holistic, integrated set of SEM resources that support utilities and the market in building market capability, and in building awareness and demand for energy efficiency. Resources will include online SEM and industrial and commercial SEM tools.*
2. **Introduce new initiatives identified in 2014 scanning review process, as appropriate per NEEA's Initiative Lifecycle stage-gate process.**

2015 Planned Activities

1. Enhance market conditions for adoption of the precision irrigation systems by developing market capabilities and awareness around proven agricultural irrigation decision support solutions by validating the business case for a broader market segment.
2. Continue expanding market awareness by working with national refrigeration organizations capabilities for increased demand for CRES operators by business owners as well as further enhancing the market availability of training that leads to CRES certification.

2014-2015 DRAFT BUDGET & ACTION PLAN

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

Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (\$ / KWh)	Savings therms	levelized cost (\$ / therm)
2013 Forecast	\$1.3	\$0.0	\$1.3	0.2	\$0.091		
2014 Budget	\$1.5	\$0.0	\$1.5	0.2	\$0.114		
2015 Projection	\$1.4	\$0.0	\$1.4	0.1	\$0.304		

	2013 Forecast	2014 Budget	2015 Projection
Delivery Costs			
Program Delivery	\$1,231,709	\$1,393,233	\$1,224,408
Total Delivery Costs	1,231,709	1,393,233	1,224,408
ETO expenses			
Staffing	907	12,333	12,950
Allocations	55,432	62,284	60,210
Sub-Total before Admin Costs	1,288,048	1,467,850	1,297,568
Administrative Costs	47,875	61,576	54,219
TOTAL EXPENSE	1,335,923	1,529,426	1,351,787

Residential Existing Homes

Program Purpose: Acquire cost-effective electric and gas savings by providing energy-efficiency products, services and incentives to homeowners of existing single-family and manufactured homes.

2014 Strategies & Activities

1. Evolve program design and measure requirements to offerings that maximize returns for individual customers, trade allies and the ratepayer base as a whole.
2. Advance customer (including trade allies) experiences to create ease in participation.
3. Develop processes and program design strategies to promote more flexibility in responding to market conditions.
4. Create more access to financing through on-bill and off-bill channels.
5. Prioritize quality installation leading to long-term verifiable energy savings.
6. Adapt program savings and design to adjust to national trends and requirements (lighting, Home Performance, etc.).
7. Manage to established thresholds on savings through Instant Savings Measures (ISM)s.
8. Guide customers to relevant resources and support, based on customer disposition, utility consumption, and housing characteristics
9. Streamline program touch points with consumers by simplifying eligibility requirements and utilizing contractor paid incentives
10. Leverage savings opportunities through support or collaboration with NEEA, supply chain, industry stakeholders (i.e., OHBA, ORA, Home Performance Guild, etc.) and trade allies.
11. Implement state-wide quality management (Success Through Quality Management) through in-project support, continuous improvement in quality assurance.
12. Develop manufactured homes program design strategies to achieve new cost-effective savings opportunities.
13. Increase moderate income participants' access to energy-efficiency improvements through expansion of financing options (including gas furnaces)
14. Expand contractor-paid incentives to reduce barriers and increase ease in participation for homeowners.
15. Develop marketing messages and value proposition for engaging remodelers
16. Evaluate school-based approach of outreach and education services delivered through Community Action Partnership of Oregon (CAPO).
17. Collaborate with IT in development of simplified solutions for trade allies and tools and systems that support program delivery (i.e., ISI phase two, CRM enhancements for trade ally referral and rating processes, trade ally portal, webforms, etc.)

2014 New Initiatives & Focus Areas

1. Design and/or implement gas weatherization pilots aimed at innovative approaches to cost-effective gas savings (including prescriptive air sealing, early retirement of gas furnaces/windows, programmable thermostats, behavior).
2. Build program design around targeted offerings specific to measures or services to build controls for cost-effectives and/or drive specific participation by trade allies or customers
3. Expand on-bill financing products to targeted products and/or services.
4. Deliver trade ally continuous engagement
5. Develop new program marketing strategy, an overarching design with flexibility to adapt to key messaging based on measure priorities

2015 Planned Activities

1. Plan for changes to electric avoided costs
2. Further development and refinement of Trade Ally Network
3. Build strategies to claim verifiable savings through new behavior change initiatives
4. Connect customers to on bill and off bill financing opportunities
5. Identify opportunities to expand savings through web-based programmable thermostats
6. Accelerate gas water heating market growth
7. Accelerate installation of DHPs/HPWHs
8. Continued evolution of Quality Management

2014-2015 PROPOSED DRAFT BUDGET & ACTION PLAN

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

Residential
Existing Homes

Targets							
Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (\$ / KWh)	Savings therms	levelized cost (\$ / therm)
2013 Forecast	\$15.1	\$8.6	\$23.8	5.4	\$0.035	1,179,505	\$0.549
2014 Budget	\$17.7	\$9.8	\$27.5	5.4	\$0.037	1,257,221	\$0.606
2015 Projection	\$18.2	\$8.7	\$26.8	5.4	\$0.038	1,087,185	\$0.604

	2013 Forecast	2014 Budget	2015 Projection
Incentives	\$10,779,363	\$13,271,740	\$12,934,211
Delivery Costs			
Program Management	466,297	446,500	446,500
Program Delivery	5,724,190	6,043,725	5,754,052
Marketing-PMC	1,456,680	1,642,895	1,642,895
Performance Comp	40,000	200,000	200,000
Total Delivery Costs	7,687,167	8,333,120	8,043,447
ETO expenses			
Staffing	651,556	664,793	695,977
Marketing	487,500	537,500	537,500
Other Services	857,122	1,210,447	1,195,447
General	478,500	92,000	92,000
Allocations	1,972,228	2,360,813	2,347,057
Sub-Total before Admin Costs	22,913,436	26,470,412	25,845,640
Administrative Costs	838,298	1,013,967	978,904
TOTAL EXPENSE	23,751,734	27,484,379	26,824,544

2014-2015 DRAFT BUDGET & ACTION PLAN

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

**Residential
New Homes & Products**

Program Purpose: Implement program efficiencies, targeted outreach, innovative program offerings and marketing, as well as expand focus on retailers and the retail channel to engage consumers and deliver cost effective energy savings. Leverage partner relationships for added processing efficiencies and reduced cost in the basic implementation of both the New Homes and Products sides of the program. Introduce new incentive models, including upstream, midstream, market lift and point of sale instant incentives to create efficiencies, ease in customer interactions and sustained energy savings.

2014 Strategies & Activities

1. Grow EPS™ market share in new construction from a projected 25 percent in 2013 to 29 percent in 2014.
2. Continue to drive builders to the next level of efficiency while also supporting code builders through stand-alone measures.
3. Streamline overall program processes and delivery to support operational efficiencies and positive contractor and customer experience.
4. Develop targeted messaging and training opportunities for contractors.
5. Educate customers on energy-efficiency and drive them to purchase the most energy-efficient products.
6. Increase retailer engagement to support customer education and sales associate support through retail training visits.
7. Further explore and implement upstream incentive models - supporting transition away from paper application models.
8. Coordinate with regional stakeholders to pursue best opportunities to capture savings in shifting retail landscape.
9. Use efficient strategies to reach customers with opportunities relevant to them.
10. Continue to push the new manufactured homes market beyond ENERGY STAR®.

2014 New Initiatives & Focus Areas

1. Modify the existing builder and verifier incentive structure to drive the market to even higher levels of efficiency.
2. Promote stand-alone and air sealing incentives as a means to educate and engage code builders/contractors.
3. Provide early design assistance and green team support to help engage entire construction crew early on.
4. Phase out modeling incentive while helping verifiers craft and sell the energy efficiency message to builders to continue to push the industry forward.
5. Launch and support ongoing coordination with NEEA on NW New Homes database increasing processing efficiency.
6. Coordinate with regional training organizations to drive contractors to appropriate industry trainings (supporting all aspects of building performance).
7. Drive a large volume of cost-effective electric savings through lighting and continue to support tiered product incentives to push the market to higher levels of efficiency.
8. Drive cost-effective savings through tiered fridge recycling incentives, while maintaining ease of participation and high customer satisfaction.
9. Leverage account managers to enhance retailer relationships, maximize promotional opportunities, and establish channels to collect feedback on the program, promotional, marketing coordination and other opportunities.
10. Leverage and coordinate with NW and California utilities to create additional opportunities to work with retailers and manufacturers.
11. Continue to work with retailers to promote energy-efficient manufactured home options, including ENERGY STAR, Earth Advantage eco-Rated and stand-alone upgrades.
12. Coordinate with regional organizations, such as NEEA and BPA, across various program opportunities.

2015 Planned Activities

1. Continue established activities and implement new opportunities with available funds, employing flexibility to meet savings, funding expectations and customer engagement goals.
 2. Grow product offerings in the retail channel (lighting and consumer electronics opportunities) while focusing on retail education and consumer engagement tactics.
 3. Continue toward alternative retail models for appliances - market lift, instant incentives, and midstream buy downs.
 4. Work with NEEA and other regional players to support advancement and alignment in New Homes market.
 5. Pursue more program efficiencies and best practices to provide better services, reduced risks and costs.
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2014-2015 DRAFT BUDGET & ACTION PLAN

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



**Residential
New Homes & Products**

Targets							
Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings	levelized cost	Savings	levelized cost
				aMW	(\$ / KWh)	therms	(\$ / therm)
2013 Forecast	\$15.2	\$4.5	\$19.7	7.1	\$0.033	921,639	\$0.412
2014 Budget	\$17.1	\$4.3	\$21.4	8.1	\$0.036	986,924	\$0.309
2015 Projection	\$15.5	\$4.8	\$20.3	6.5	\$0.038	1,131,661	\$0.296

	2013 Forecast	2014 Budget	2015 Projection
Incentives	\$10,474,560	\$10,963,496	\$10,635,829
Delivery Costs			
Program Management	263,693	442,460	420,337
Program Delivery	4,490,605	4,945,015	4,365,265
Marketing-PMC	1,693,379	1,732,696	1,646,062
Performance Comp	115,000	155,000	155,000
Total Delivery Costs	6,562,677	7,275,171	6,586,664
ETO expenses			
Staffing	337,272	418,066	437,749
Marketing	287,000	290,000	290,000
Other Services	477,747	592,447	572,447
General	46,000	49,000	49,000
Allocations	830,901	1,091,996	1,078,231
Sub-Total before Admin Costs	19,016,156	20,680,175	19,649,919
Administrative Costs	723,151	741,908	646,101
TOTAL EXPENSE	19,739,307	21,422,083	20,296,021

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

Program Purpose: NEEA invests in northwest market transformation programs across commercial, industrial and residential sectors, working in coordination with Energy Trust programs. NEEA focuses on products, services and practices that, while technically promising and cost-effective, are not taking hold in the market. To realize the promise and energy savings potential of these emerging opportunities, NEEA facilitates the development of coordinated regional strategies to permanently remove market barriers and executes components of those regional strategies for which a regional approach brings greater value than would individual action by utilities. NEEA's role varies by market transformation program and is characterized by activities with market participants who are "upstream" from ETO and utility customers. NEEA's residential sector programs are designed to create the market conditions that will accelerate and sustain market adoption of energy efficient products, services and practices in the consumer products and new construction markets, resulting in cost-effective energy savings for ETO and the region.

2014 Strategies & Activities

1. Heat Pump Water Heaters (HPWH). Accelerate market demand and supply chain adoption of northern climate HPWHs.
 - a. Complete Regional Technical Forum (RTF) savings validation via metering study.
 - b. Collaborate with ETO and others to support local programs and maximize impact of coordinated efforts.
 - c. Scale up efforts to drive demand for HPWH products by continuing to develop and leverage NEEA's supply chain relationships; leverage relationships with manufacturers and big box retailers to influence them to invest in product improvement, distribution and promotion of this technology.
2. Residential New Construction. Accelerate market adoption of energy-efficient residential building practices and technologies to pave the way for future code adoption.
 - a. Complete transition of Northwest ENERGY STAR Homes; transition program elements to the market (i.e., open providership). Complete phase II of Performance Path development to increase market uptake.
 - b. Recruit 15 multifamily builders/developers to meet Northwest ENERGY STAR Homes multifamily requirements.
 - c. Recruit builders to finalize construction of 30 advanced performance pilot homes (Phase II).
3. Retail Product Portfolio (RPP). Capitalize on relationships with retailers established in 2009-2013 through the Televisions initiative to pilot a "Retail Product Portfolio" initiative that would influence retail stocking practices—and ultimately manufacturing and standards—for a portfolio of energy-efficient products.
 - a. Pilot RPP approach with retailers to learn what is possible.
 - b. Work with NW Regional Retail collaborative to identify appropriate products/product categories for the portfolio.
 - c. Coordinate efforts with NEEA funders to ensure complementarity and maximum value.
4. Super-Efficient Television. Ensure long-term sustainability of gains in television technology energy efficiency.
 - a. Support and testify to develop Washington state television energy efficiency code.
 - b. Include super-efficient televisions (ENERGY STAR 6) in 2014 retail product portfolio pilot.
5. Ductless Heat Pumps (DHP). Build and increase market and consumer demand, adoption and availability of ductless heat pump technology.
 - a. Capitalize on lessons learned from 2013 lead generation pilots with utilities and launch with additional funders.
 - b. Support continued advancement of DHPs in retail channel via regional display program with new retail partner.
 - c. Explore alternative installation practices to support trades outside of traditional HVAC channel. Explore barriers and opportunities of DIY installations.
6. Standards. Participate 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.
7. Previously Funded Initiatives. Track and report on market transformation savings from previously funded initiatives including new homes, compact fluorescent light bulbs, and consumer appliances.

2014 New Initiatives & Focus Areas

1. Pilot "Retail Product Portfolio" initiative to determine scalability (see #3 above).
2. Collaborate with Northwest Regional Retail Collaborative to explore and develop Regional Retail Platform that supports both NEEA and utility energy efficiency programs.
3. Support launch of Super-Efficient dryer initiative.
4. Continue to identify opportunities to commercialize emerging technologies (e.g., dual purpose DHPs; advanced HPWHs), utilizing a regional advisory group to help set priorities and scope projects.

2014-2015 DRAFT BUDGET & ACTION PLAN

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Residential**Market Transformation Northwest Energy Efficiency Alliance (NEEA)****2015 Planned Activities**

1. Similar to 2014.

Targets

Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (\$ / KWh)	Savings therms	levelized cost (\$ / therm)
2013 Forecast	\$4.3	\$0.0	\$4.3	4.8	\$0.016		
2014 Budget	\$4.8	\$0.1	\$4.9	4.8	\$0.018		
2015 Projection	\$4.2	\$0.1	\$4.3	4.3	\$0.018		

	2013 Forecast	2014 Budget	2015 Projection
Delivery Costs			
Program Delivery	\$4,103,478	\$4,596,050	\$4,046,694
Total Delivery Costs	4,103,478	4,596,050	4,046,694
ETO expenses			
Staffing	2,412	22,294	23,409
Allocations	58,613	59,415	57,516
Sub-Total before Admin Costs	4,164,502	4,677,759	4,127,620
Administrative Costs	151,373	191,516	168,536
TOTAL EXPENSE	4,315,875	4,869,275	4,296,155

2014-2015 DRAFT BUDGET & ACTION PLAN

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**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.

2014 Strategies & Activities

Residential (Existing & New Homes):

- Utilize CRM Campaign functionality to deliver follow-up communications to customers receiving HERs promoting measures relevant to customers' specific needs or potential next steps
- Streamline program touch points with consumers by simplifying eligibility requirements, utilizing contractor paid incentives, and further deploying online forms.
- Collaborate with industry stakeholders, including Clark Public Utilities, Planet Clark, Clark County, NWN, BPA, NEEA, BIA, the verifier network and other market partners, to promote incentive offerings, leveraging their existing communication channels and events.
- Provide education and product-specific collateral to retail product distributors and installers.
- Increase integration of Lending Allies
- Retain and recruit top builders in SW Washington into the program

Existing Buildings:

- Drive increased program participation among SW Washington commercial customers.
- Drive deeper savings per customer.
- Enhance brand recognition of Energy Trust/NW Natural through strategic continued marketing efforts (including direct mail and chamber ads) and continued expansion of trade ally contractor network through trade ally breakfast meetings, Energy Trust Insider Newsletter, training, and Webinars.
- Ensure strong management of Washington program with dedicated Account Manager and Trade Ally Coordinator.

2014 New Initiatives & Focus Areas

Residential (Existing & New Homes):

- Cross reference residential meter level consumption data with other available data sets (e.g census) to build a targeted campaign, delivering relevant messaging to customers prioritizing solutions that are most appropriate to their homes
- Launch changes to the trade ally rating system and Business Development Fund to create greater market currency and value in multi-star ratings
- Assess Earth Advantage whole home certification as an alternate to the BOP in SW Washington
- Increase program performance of "core measures" including water heaters, furnaces and weatherization. Plan for future savings changes and opportunities
- Identify opportunities to incorporate advanced controls as a gas savings measures

Existing Buildings:

- Maintain relationships with current 2013 RTU trade allies and help them refocus their efforts on other energy saving measures.
- Continue to work closely with the Greater Vancouver Chamber of Commerce and the Camas Washougal Chamber of Commerce to identify opportunities for collaboration around energy efficiency.
- Identify large commercial facilities that may need assistance with custom studies. Additionally, expand outreach efforts to the consulting/design engineering community to make them more aware of study assistance.
- Continue to identify new opportunities for incentive offerings, either from new technologies or successful offerings in the Oregon Existing Buildings program. Leverage the developing relationship with Clark Public Utilities to help make this happen.

2015 Planned Activities

- Develop a high-efficiency windows promotion in an effort to guide windows market actors to prepare for 2015 requirement changes

(See targets and budget detail on reverse side)

2014-2015 DRAFT BUDGET & ACTION PLAN

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NW Natural Washington

Targets							
Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings	levelized cost	Savings	levelized cost
				aMW	(\$ / KWh)	therms	(\$ / therm)
0		\$1.3	\$1.3			237,000	\$0.410
0		\$1.6	\$1.6			256,684	\$0.418
0		\$1.6	\$1.6			263,684	\$0.414

	2013 Forecast	2014 Budget	2015 Projection
Incentives	\$559,135	\$705,418	\$719,418
Delivery Costs			
Program Management	84,507	54,800	54,800
Program Delivery	256,819	319,338	319,338
Marketing-PMC	73,212	75,000	75,000
Performance Comp	20,000	20,000	20,000
Total Delivery Costs	434,538	469,138	469,138
ETO expenses			
Staffing	72,212	94,970	99,633
Marketing	19,000	19,000	19,000
Other Services	21,500	26,050	36,050
General	29,106	30,990	30,990
Allocations	125,496	152,948	151,432
Sub-Total before Admin Costs	267,314	323,958	337,105
Administrative Costs	45,852	60,972	61,493
TOTAL EXPENSE	1,306,839	1,559,486	1,587,154

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**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.

2014 Strategies & Activities

1. Maintain steady standard incentive levels for residential and business solar projects (up to 250 kW); only step down incentives gradually if required to meet budget constraints.
2. Build a pipeline of solar projects in all sectors through education, advertising, promotion and targeted marketing.
3. Collaborate with regional stakeholders to reduce the non-hardware “soft” costs of solar, focusing on customer acquisition, permitting and inspection and incentive delivery costs.
4. Develop a streamlined competitive process for larger solar projects (250+ kW) to allocate available PGE incentive funds.
5. Support the Oregon Public Utility Commission’s evaluation of the state’s solar incentive programs.
6. Support the organization’s efforts to develop the next five-year strategic plan.

2014 New Initiatives & Focus Areas

1. Implement continuous improvement efforts to streamline our application process and reduce pre-approval timelines.
2. Collaborate with Oregon Department of Energy to better integrate our two application processes and reduce administrative costs for trade allies.
3. Support development of an online tool to help customers and trade allies visualize the solar potential at a site and better understand the energy and financial benefits of installing solar.
4. Deliver trainings focused on developing trade allies’ customer acquisition and quality management strategies.

2015 Planned Activities

1. Continue to emphasize residential and small commercial solar markets, leveraging state and federal credits available through 2016.
2. Lower incentives incrementally as costs decrease to allow fixed budgets to support industry growth.

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Renewable Energy – Solar Electric (Photovoltaic)

Targets

	ACTIVITY BASIS			ACCOUNTING BASIS		
	BUDGET	GOAL	COST	BUDGET	GOAL	COST
Year	(\$ millions)	aMW	(\$ mils / aMW)	(\$ millions)	aMW	(\$ mils / aMW)
2013 Forecast	\$8.2	0.69	\$11.9	\$6.8	0.59	\$11.6
2014 Budget	\$10.2	0.71	\$14.4	\$9.9	0.89	\$11.1
2015 Projection	\$7.3	0.48	\$15.0	\$9.0	0.63	\$14.3

	2013 Forecast	2014 Budget	2015 Projection
Incentives	\$5,331,786	\$7,680,782	\$6,958,000
Program Delivery Costs	270,000	300,000	280,000
ETO expenses			
Staffing	320,206	516,398	542,074
Marketing	113,500	143,000	143,000
Other Services	253,125	464,000	283,000
General	41,600	52,950	52,950
Allocations	250,484	320,375	317,325
Sub-Total before Admin Costs	6,580,700	9,477,505	8,576,349
Administrative Costs	236,353	398,585	373,691
TOTAL COST, Accounting Basis	6,817,053	9,876,091	8,950,040
Plus/minus Incentives committed for future yrs	1,362,351	341,217	(1,678,000)
TOTAL COST, Activity Basis	8,179,404	10,217,308	7,272,040

2014-2015 DRAFT BUDGET & ACTION PLAN

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Renewable Energy – Other Renewables

Program Purpose: Expand the market for biopower, wind, hydropower and geothermal electric projects by providing early stage project development assistance, project incentives, and technical assistance.

2014 Strategies & Activities

1. Focus on pipeline-building through outreach and RFPs for both PGE and Pacific Power.
2. Implement the fully merged Other Renewables program that now includes biopower.
3. Prioritize staffing and outreach efforts to put top priority on biopower, followed by hydro.
4. Expand outreach for all technologies to increase the uptake of project development assistance and to find projects that can complete in this challenging renewables market.
5. Maintain limited support for the small wind program.
6. Provide grant-writing assistance to potential projects to uncover new funding sources to replace dwindling federal and state resources.

2014 New Initiatives & Focus Areas

1. Targeted initiative for helping wastewater treatment plants understand their potential for energy generation.
2. Conduct an analysis of the market for Fats, Oils, and Grease (FOG) to better understand how this will affect feedstock supply for future biopower projects.
3. Expand our competitive project RFPs to PGE's service territory.

2015 Planned Activities

1. Continue our focus on pipeline-building.
2. Continue to support a portfolio of technologies with custom incentives and project development assistance.
3. Evaluate our budget and caps for project development assistance to determine if a shift in strategy is necessary.

2014-2015 DRAFT BUDGET & ACTION PLAN

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Renewable Energy – Other Renewables**Targets**

	ACTIVITY BASIS			ACCOUNTING BASIS		
	BUDGET (\$ millions)	GOAL aMW	COST (\$ mils / aMW)	BUDGET (\$ millions)	GOAL aMW	COST (\$ mils / aMW)
2013 Forecast	\$7.0	1.85	\$3.8	\$3.3	2.06	\$1.6
2014 Budget	\$7.8	1.39	\$5.6	\$6.7	1.84	\$3.6
2015 Projection	\$5.4	0.80	\$6.8	\$16.0	4.30	\$3.7

	2013 Forecast	2014 Budget	2015 Projection
Incentives	\$2,131,307	\$5,335,459	\$14,447,310
ETO expenses			
Staffing	502,775	542,855	569,773
Marketing	48,500	55,000	55,000
Other Services	184,750	212,000	142,000
General	63,631	38,400	42,400
Allocations	219,583	240,789	237,126
Sub-Total before Admin Costs	3,150,546	6,424,503	15,493,609
Administrative Costs	102,998	248,874	475,318
TOTAL COST, Accounting Basis	3,253,544	6,673,377	15,968,927
Plus/minus Incentives committed for future yrs	3,787,603	1,116,540	(10,530,310)
TOTAL COST, Activity Basis	7,041,147	7,789,917	5,438,617

2014-2015 DRAFT BUDGET & ACTION PLAN

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**Planning and Evaluation (P&E)**

Group 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.

2014 Strategies & Activities

1. Provide reliable estimates of program savings and generation through impact evaluations, and constructive feedback to programs through process evaluations. Major evaluations in 2013 include process and impact evaluations for Production Efficiency and Existing Buildings programs and process evaluations for New Homes, New Buildings, and Existing Home Products programs
2. Work with utilities to integrate updates in the estimates of potential savings into integrated resource planning.
3. Provide support for annual utility funding level agreements
4. Continue surveying customers about their satisfaction and investment decision making process through the Fast Feedback project. Continue to field its annual Residential Awareness survey, and Trade Ally survey. Residential impact evaluations will continue being done in-house with an outside expert review team.
5. Evaluation will continue to work with programs on developing and evaluating pilots.
6. Continue working with NEEA on their commercial and industrial stock assessments, and other regional research projects and market data collection.
7. Help business sector programs to develop technically solid and cost effective bundles of measures and streamlined calculation procedures to reduce transaction costs and encourage deeper savings.
8. Assure reliable, consistent, and high-quality reporting of savings and generation through the annual and quarterly reports to the Board, the biennial legislative report, the annual summary of economic impacts, etc.
9. Working with NEEA, PSU, and others, encourage and test highest-priority emerging technologies for gas and electric efficiency. 2013 focus is on heat pump water heaters, commercial building monitoring and feedback systems, LED lighting, and ductless heat pumps for existing multifamily and manufactured housing.
10. Streamline reporting and forecasting tools.

2014 New Initiatives & Focus Areas

1. Develop our 2015-2019 strategic plan, which will reflect elements of the Governor's energy plan, any changes to cost-effectiveness policy, deliver a refined vision of the role and intended outcomes from Energy Trust's renewable and energy efficiency programs, and consider the increasing importance of technical innovation in sustaining the stream of efficiency savings
2. Standardize methodologies for updating forecasts of gas and electric avoided costs.
3. Respond to Order from UM1622 by submitting a report to the OPUC outlining our plan for achieving measure and program cost effectiveness as well as identification of measures which meet exception criteria.
4. Help programs develop strategies and measures to improve cost-effectiveness. Assess impact of cost-effectiveness limitations, and exceptions, on Energy Trust's annual program savings volume.
5. Advise the Oregon PUC and governor's office regarding how to align and integrate the goals of the governor's energy plan with the role of the Energy Trust. Develop initiatives stemming from this effort.
6. Evaluate pilots testing streamlined customer referrals and follow-up approaches homes.
7. Work with programs to identify the best ways to use the new access to data under the utility data sharing agreement, and other data sets to target program marketing to those consumers most likely to act and achieve large savings.
8. Upgrade estimates of commercial savings using the soon to be completed Commercial Building Stock Assessment.
9. Update and expand forecasts and reporting of market transformation savings based on efficient equipment standards and building codes (e.g., commercial lighting). Refine program strategies to support codes and standards.
10. Support high-priority initiatives to regionally and nationally coordinate programs to increase market impact. High priorities for 2013 include residential appliances and commercial lighting.
11. With Oregon PUC to develop a revised system of performance metrics for Energy Trust's renewable energy programs.

2015 Planned Activities

1. 2015 will see many of the same evaluation, resource planning and reporting activities.
2. In 2015, we will fully implement our plans to improve cost effectiveness of programs which were developed in 2014 by including any modifications recommended by the OPUC in the fall of 2014.

2014-2015 DRAFT BUDGET & ACTION PLAN

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**Planning and Evaluation (P&E)**

Targets	2013 Forecast	2014 Budget	2015 Projection
Program Specific P&E			
Evaluation Services	\$1,646,625	\$2,750,000	\$2,140,000
Planning Services	348,219	463,221	418,221
Total Program Specific P&E	1,994,844	3,213,221	2,558,221
Non Program Specific P&E			
Evaluation Services	124,000	270,000	255,000
Planning Services	451,366	513,000	358,000
Staffing	1,227,083	1,473,043	1,546,451
Other Services	3,000		
General	115,600	101,750	101,750
Allocations	463,358	599,569	593,215
Total Non Program Specific P&E	2,384,407	2,957,362	2,854,416
GRAND TOTAL	4,379,251	6,170,583	5,412,637

General Communications

Purpose: Provides staff, services and resources necessary for organizational communications, general outreach and marketing, utility collaboration, and program support activities. Generates awareness of Energy Trust programs and services in all territories; positions Energy Trust as a trusted energy resource for customers and the public; provides web site infrastructure and content for program, customer service, and organizational functions; communicates the value of Energy Trust investments; demonstrates organizational transparency and accountability; and provides efficiencies through centralized program marketing support services, online customer engagement, and by supporting advancements in Customer Relationship Management and Business Intelligence information systems and capabilities. Program-specific marketing activities and Customer Service and Trade Ally Network activities are reflected in budgets and action plans specific to those activities.

2014 Strategies & Activities

1. Produce and distribute 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.
2. Develop and distribute public relations content and materials, such as press releases, board and committee notes, and monthly SYNERGY e-newsletter/blog, highlighting customer success stories, results information, and collaborations.
3. Respond to media, legislative and stakeholder inquiries about energy issues, Energy Trust programs, and associated data.
4. Ensure consistent Energy Trust representation in all territories through coordination of regional outreach representatives, program-specific outreach efforts, and utility outreach efforts, where applicable.
5. Lead outreach initiatives with external groups to engage customers through membership and community organizations.
6. Invest sponsorship dollars in alignment with guidelines, program marketing and general awareness objectives.
7. Develop and maintain energytrust.org, Energy Trust Facebook and Twitter pages, e-mail management systems, mobile site and other online properties; provide content, tools, online incentive applications and other functionality to increase customer awareness and drive engagement in Energy Trust offers
8. Provide coordinated media planning, buying, and creative services for Energy Trust program and general advertising. Collaborate with utilities on co-branded advertising and marketing efforts.
9. Provide coordinated creative and production services for programs and the organization, including writing, graphic design, photography, videography, presentations and on-demand webinars, utilizing contracted and in-house resources.
10. Lead cross-sector marketing initiatives including other renewables and guide program-based marketing activities with systems and tools; ensure alignment with Energy Trust strategic goals, objectives, and legal requirements. Reinforce brand, accuracy, consistency and customer-focused tone through brand guidelines reinforcement. Engage in marketing coordination with utilities.
11. Provide communications and marketing support for program activities with significant new customer or stakeholder engagement elements or reporting requirements.
12. Support continued development of Customer Relationship Management (CRM) and integrated marketing management information systems and guide program target marketing activities.
13. Provide subject matter expertise and project support for ongoing Integrated Solutions Information Projects, Business Intelligence Reporting, and web integration developments.
14. Support effective internal/employee communications through internal newsletter (PitStop), Sharepoint home page (StaffNet) content development, and staff meeting content.

2014 New Initiatives & Focus Areas

1. Expand and improve general outreach program employing shared strategies, approaches and tools for all representatives to ensure customer access, develop relationships, and leverage program and general resources efficiently to reach and serve customers; support deeper engagement with local business and civic leaders, city, county and state officials, utilities, customers, associations, and news-media. Two new general outreach positions are proposed to support this work, one focused on general strategy and implementation, the other focused on customer engagement in Southern Oregon.
2. Lead/support communications and public engagement for the 2015-2019 Strategic Plan and annual Budget development.
3. Undertake marketing and brand strategic planning to evolve brand and marketing approach in response to program design changes, new target marketing capabilities and other factors; increase general marketing to boost overall awareness.
4. Continue improvements to public reports, data tables and report content; implement reporting best practices changes; collaborate with utilities on new joint marketing/outreach report to the OPUC.
5. Continue development of online services for Trade Ally contractors including enrollment process and visibility into projects.
6. Expand development of online savings estimation tool, launched in late 2013 as tool for residential customers to assess project costs and savings, to trade ally contractors.
7. Lead efforts to deploy marketing functionality in CRM to facilitate targeted marketing efforts using shared utility data; support further development of systems and tools, including CRM, that enhance user, customer and contractor experience.
8. Expand e-communications activities and coordination with two new newsletters for Multifamily and Commercial audiences and use of CRM-e-mail delivery integration to design and manage targeted email campaigns.
9. Support the acquisition of deeper knowledge of customers and effective engagement by mining customer activity and feedback sources, analyzing marketing results, conducting market research, and synthesizing/sharing learnings.
10. Support grant writing to seek additional resources for activities aligning with program and organizational objectives.

2014-2015 DRAFT BUDGET & ACTION PLAN

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General Communications

2015 Planned Activities

Continue activities that support purpose and meet emerging needs.

Targets

	2013 Forecast	2014 Budget	2015 Projection
Staffing	\$760,165	\$1,199,754	\$1,258,206
Marketing			
Public Rel/Creative	5,000	10,000	10,000
Creative Services	108,000	247,200	247,200
Media Advertising	397,500	412,500	412,500
Events Co-Sponsor	32,000	34,000	34,000
Total Marketing	542,500	703,700	703,700
Services			
Website Design & Maintenance	257,500	262,500	262,500
Other Professional Services	90,000	95,000	95,000
Total Other Services	347,500	357,500	357,500
General			
General Program Support Costs	33,000	73,240	73,240
Shared	96,565	131,241	125,377
IT Services	174,142	329,209	330,194
Total General	303,707	533,690	528,811
TOTAL EXPENSE (Note 1)	1,953,871	2,794,644	2,848,217

Note 1 - 100% of these costs are allocated to programs as "Administrative Costs."

Customer Service & Trade Ally Management

Purpose: Provides staff, services, and resources necessary to enable a positive customer experience. Customer experience functions include leadership on customer experience values, establishment of protocols and policies, visibility into customer activity through Customer Relationship Management (CRM) systems and other reporting tools, process improvements, call center services, forms, online customer access tools, training, response to customer inquiries and outreach. Trade ally network development and administration functions include enrolling and providing structure and support for a network of approved skilled trade contractors and other professionals to help Energy Trust customers in all areas of the state.

2014 Customer Service Strategies & Activities

1. Establish standards for customer service and support customer access to services and information.
2. Ensure excellent phone customer service by performing regular quality assurance activities with each call center.
3. Enable excellent customer experience through information sharing and training for customer service representatives.
4. Work with utilities, ODOE and CEWO to provide seamless routing of customers, continued training and materials.
5. Respond to customer complaints in a timely manner; utilize customer feedback to improve programs and processes.
6. Support the design and use of CRM to facilitate a 360 degree view of customers.
7. Apply best practices and customer-friendly forms design to gain processing efficiencies; align paper form processes with online forms and vet form changes.

2014 Trade Ally Strategies & Activities

1. Maintain network of trade and program allies that can reach diverse customer segments; oversee creation of new groups, enrollment, termination, retention of records, CRM systems; identify and mitigate risks.
2. Maintain resources and access to programs for trade allies via the website, online calendars, roundtables, surveys, distance learning and through the *Insider* e-newsletter.
3. Work with web team to enhance the online trade ally search tool, web language and other tools for trade allies.
4. Enable training to help trade allies serve customers, meet requirements; ensure base knowledge of Energy Trust.
5. Support adoption of rating systems; maintain and evaluate systems in existence.
6. Explore and implement solutions to remove barriers to participation; fill any gaps in network.
7. Gather feedback from trade allies to help inform program design.
8. Track and resolve customer complaints about trade allies; utilize complaints to identify and respond to trends.

2014 Customer Service New Initiatives & Focus Areas

1. Reinforce and evolve customer experience framework through feedback; initiate efforts to enhance the customer's experience.
2. Engage with IT on the prioritization of CRM enhancements that offer greater visibility into customers and enhanced usability; gather and share customer data through customer dashboards.
3. Support program transitions or design changes to sustain quality customer service while meeting program goals for cost-effectiveness; ensure messaging aligns with offers.
4. Expand use of a redesigned form template with customer-friendly design, track on process improvements; complete web form mapping processes, implement improvements and clarify roles and responsibilities.
5. Complete package of on-demand and webinar training for staff and representatives related to customer experience.
6. Identify strategies to engage with and serve diverse customers and contractors.

2014 Trade Ally New Initiatives & Focus Areas

1. Enhance roundtable venues, format and timing to meet trade ally, PMC, and program needs; add more webinar access for rural areas.
2. Continue the contractor experience effort using information gathered from program intake sessions and initial mapping exercises in 2013. Share results with PMC trade ally staff and program managers to develop list of priority enhancements.
3. Gather trade ally input to improve the value and usability of the website, online portal, online training and other web-based tools. Transition to online forms for trade ally enrollment and support use of online customer applications by trade allies
4. Examine ways to streamline enrollment and orientation process; review requirements for participation by program.
5. Support ongoing CRM and SharePoint development as the foundation for migrating insurance tracking in-house, and providing additional reports on trade ally activities.
6. Ensure quality service to customers and remove trade allies in violation of agreements. Use escalation procedures and additional reporting capabilities to manage network growth or reductions.
7. Support and supplement programs' sales training initiatives to utilize trade allies as a sales force.
8. Remain knowledgeable of active trade ally and non-trade ally contractors in the market offering energy services; monitor and align communication and marketing approaches.
9. Continue recruitment and development of lending allies and support efforts to develop new ally groups.
10. Provide training and support for new PMCs and call center staff during transitions, program design changes.
11. Develop key trade ally feedback groups in regional markets. Work with these groups to tailor training, communications and roundtables to better meet local needs.

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Customer Service & Trade Ally Management**2015 Planned Activities****Targets**

	2013 Forecast	2014 Budget	2015 Projection
Staffing	\$594,207	\$603,720	\$633,333
Marketing			
Events Co-Sponsor	2,000	5,000	5,000
Total Marketing	2,000	5,000	5,000
Services			
Website Design & Maintenance	5,000	5,000	5,000
Other Professional Services	64,800	77,000	77,000
Total Other Services	69,800	82,000	82,000
General			
General Program Support Costs	187,650	219,700	219,700
Shared	65,702	67,425	64,412
IT Services	118,491	169,145	169,651
Total General	371,843	456,270	453,763
TOTAL EXPENSE (Note 1)	1,037,850	1,146,989	1,174,096

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

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Management & General

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

2014 Strategies & Activities

1. Expand participation 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. Finalize comprehensive succession planning activities for Executive Director, Management Team, and other high-level staff to assure continuity
4. Expand outreach efforts to variety of constituents
5. Manage corporate compliance requirements.
6. Complete implementation of document retention strategy.
7. Expand and enhance risk mitigation strategies
8. Continue to develop and monitor metrics in alignment with budget themes
9. Further develop recruiting strategy to reflect expanded outreach to minority communities
10. Complete staff transition within legal department
11. Transition to new audit firm
12. Analyze benefits of PMC model
13. Complete analysis of Energy Trust role in financing activities

2014 New Initiatives & Focus Areas

1. Initiate analysis of operations to recommend further efficiencies and maximize performance opportunities throughout organization
2. Implement succession planning recommendations for mentoring, coaching and training
3. Continue to provide enhanced and targeted training activities for all staff
4. Monitor document retention activities for effectiveness
5. Implement improved contract monitoring methods
6. Pursue grant writing activities to diversify revenue opportunities
7. Pursue enhancement to performance management and recognition activities

2015 Planned Activities

1. Implement Health Care Reform in full

2014-2015 DRAFT BUDGET & ACTION PLAN

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Management & General

Targets	2013 Forecast	2014 Budget	2015 Projection
Staffing	\$1,998,888	\$2,110,563	\$2,192,412
Services			
Evaluation and Planning Services		1,972	1,903
Legal Services	90,000	55,000	55,000
Accounting Services	38,800	49,000	49,000
Other Professional Services	220,350	389,280	289,280
Total Services	349,150	495,252	395,183
General			
General Program Support Costs	197,589	244,340	245,840
Shared	195,737	194,225	185,547
IT Services	352,873	487,214	488,673
Total General	746,198	925,780	920,060
TOTAL EXPENSE (Note 1)	3,094,236	3,531,595	3,507,654

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

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

2014 Strategies & Activities

1. Continue strengthening prioritization and work processes involving all internal stakeholders to ensure that IT is effectively meeting highest value business needs.
2. Strengthen the quality and improve the functionality and usability of applications.
3. Enhance data quality and increase accessibility to information.
4. Ensure system stability and performance by building on existing infrastructure architecture.

2014 New Initiatives & Focus Areas**Building prioritization & work processes**

1. Continue work with Business Systems Prioritization team and IT Steering Committee in prioritizing technology solutions to business problems and opportunities.
2. Hire Senior Project Manager to enhance ability to more effectively execute projects across the organization on an on-going basis.
3. Focus on continued high level of responsiveness to immediate as well as longer term needs of users as internal customers of IT.

Strengthen applications

1. Complete systems selection, implementation, and deployment for phase 2 of Integrated Solutions Implementation Project (ISIP).
2. Conduct a broad assessment of application architecture, create and implement development standards and processes, and complete projects focused on continuous improvement.
3. Continue extending functionality of Microsoft Dynamics Customer Relationship Management (CRM) application to enhance customer experience and enable execution of marketing campaigns.
4. Assess potential new solutions for planning, budgeting, and forecasting.

Enhance data quality

1. Create new business intelligence platform based on comprehensive data model created as part of ISIP.
2. Implement data governance processes to enforce the integrity of the data model as part of on-going business process and systems development work.
3. Continue Business Intelligence tools development, targeting increased user self-service for information needs.

Ensure system stability

1. Conduct a broad assessment of systems architecture including web architecture and create and implement improvement plan based on that assessment.
2. Continue replacement of servers and other backbone hardware as part of regular schedule to ensure availability and performance improvements.
3. Utilize new virtual technology to further leverage our investments in software and servers.

2015 Planned Activities

1. Extend systems functionality utilizing new tools deployed through the ISIP project.
2. Finalize Business Intelligence tools rollout and transition to maintenance and improvement.
3. Integrate or assimilate point solutions into enterprise solution architecture utilizing standardized toolset.
4. Implement and deploy new planning, budgeting, and forecasting solution.

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Information Technology

Targets	2013 Forecast	2014 Budget	2015 Projection
Staffing	\$1,542,238	\$2,072,072	\$1,860,613
Services			
Other Professional Services	472,500	772,500	800,000
Total Services	472,500	772,500	800,000
General			
Supplies and Equipment	164,890	172,440	165,000
Software	263,730	322,330	300,000
Depreciation	180,556	335,013	560,084
Other General Expenses	125,300	181,200	190,000
Allocations	173,610	180,349	172,291
Total General	908,086	1,191,332	1,387,374
TOTAL EXPENSE (Note 1)	2,922,824	4,035,904	4,047,988

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

2013 Budget Recap - R3: reforecast

	BUDGET (\$M)			ELECTRIC		GAS	
	ELECTRIC	GAS	TOTAL	Annual aMW	Levelized Cost per kWh	Annual Therms	Levelized Cost per Therm
ENERGY EFFICIENCY							
Commercial							
Business Energy Solutions – Existing Buildings	34.1	6.6	40.7	13.56	0.034	1,764,617	0.377
Business Energy Solutions – New Buildings	12.9	1.2	14.1	5.95	0.025	450,231	0.222
Mkt Transformation (Alliance)	3.3	0.0	3.3	1.48	0.025		
Total Commercial	50.3	7.8	58.1	21.0	0.030	2,214,848	0.339
Industrial							
Production Efficiency	27.4	3.1	30.6	15.32	0.024	1,079,340	0.295
Mkt Transformation (Alliance)	1.3	0.0	1.3	0.22	0.091		
Total Industrial	28.8	3.1	31.9	15.5	0.025	1,079,340	0.295
Residential							
Home Energy Solutions – Existing Homes	15.1	8.6	23.8	5.36	0.035	1,179,505	0.549
Home Energy Solutions – New Homes & Products	15.2	4.5	19.7	7.12	0.033	921,639	0.412
Mkt Transformation (Alliance)	4.3	0.0	4.3	4.80	0.016		
Total Residential	34.7	13.2	47.8	17.3	0.030	2,101,144	0.491
Washington							
Business Energy Solutions – Existing Buildings	0.0	0.6	0.6			137,000	0.304
Home Energy Solutions – Existing Homes	0.0	0.4	0.4			61,044	0.561
Home Energy Solutions – New Homes & Products	0.0	0.3	0.3			38,956	0.572
Total Washington	0.0	1.3	1.3			237,000	0.410
Total Energy Efficiency with Gas Market Transformation	\$113.7	\$25.4	\$139.1	53.8	0.029	5,632,333	0.394
RENEWABLE RESOURCES	ACCOUNTING BASIS				ACTIVITY BASIS		
	BUDGET (\$M)	GENERATION	(\$mils/ aMW)		BUDGET (\$M)	GENERATION	(\$mils/ aMW)
Biopower	2.0	2.05	0.99		3.7	3.64	1.01
Other Renewables	1.2	0.01	97.28		3.4	0.03	99.74
Solar Electric	6.8	0.59	11.61		8.2	0.10	78.94
Total Renewable Resources	\$10.1	2.6	3.80		\$15.2	3.8	4.03

¹ 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
2013 Draft Forecast

	ENERGY EFFICIENCY							RENEWABLE ENERGY			Other	TOTAL All Programs				
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade	Oregon Total	Clark PUD WA	NWN WA	Total WA			ETO Total	PGE	PacifiCorp	Total
REVENUES																
Public Purpose Funding	\$26,293,663	\$20,251,308	\$46,544,971		\$22,575,911	\$3,293,912	\$72,414,794				\$72,414,794	\$7,752,016	\$5,762,921	\$13,514,937	\$85,929,731	
Incremental Funding	51,072,561	26,047,016	77,119,577	1,727,838			78,847,415		1,291,102	1,291,102	80,138,517				80,138,517	
Consumer Owned Electric Funding								(50,734)		(50,734)	(50,734)				(50,734)	
Revenue from Investments															85,000	
TOTAL PROGRAM REVENUE	77,366,224	46,298,324	123,664,548	1,727,838	22,575,911	3,293,912	151,262,209	(50,734)	1,291,102	1,240,368	152,502,577	7,752,016	5,762,921	13,514,937	85,000	166,102,514
EXPENSES																
Program Management (Note 3)	2,533,717	1,488,470	4,022,187	84,846	851,324	90,627	5,048,985		176,719	176,719	5,225,704	354,040	518,941	872,981		6,098,685
Program Delivery	20,611,723	13,106,520	33,718,243	727,427	4,839,858	536,865	39,822,393		256,819	256,819	40,079,212	140,800	79,200	220,000		40,299,212
Incentives	39,799,588	20,925,225	60,724,813	1,912,799	9,885,792	1,050,353	73,573,757		559,135	559,135	74,132,892	4,132,173	3,330,921	7,463,094		81,595,986
Program Eval & Planning Svcs.	2,156,956	1,290,471	3,447,427	61,369	611,621	56,345	4,176,763		56,920	56,920	4,233,683	70,102	75,467	145,569		4,379,252
Program Marketing/Outreach	2,727,375	1,664,294	4,391,669	21,030	1,237,608	97,076	5,747,383		93,212	93,212	5,840,595	104,166	74,834	179,000		6,019,595
Program Quality Assurance	102,706	70,973	173,678	428	52,101	3,793	230,000		0	0	230,000	1,125	1,125	2,250		232,250
Outsourced Services	442,365	276,304	718,670	4,246	157,844	12,460	893,220		500	500	893,720	192,611	183,514	376,125		1,269,845
Trade Allies & Cust. Svc. Mgmt.	421,395	266,453	687,848	4,792	255,561	18,832	967,032		28,146	28,146	995,178	25,807	16,865	42,672		1,037,850
IT Services	828,978	496,196	1,325,173	21,027	346,110	29,936	1,722,246		48,373	48,373	1,770,619	90,536	118,095	208,631		1,979,250
Other Program Expenses	428,012	265,516	693,528	12,956	228,235	17,463	952,182		41,163	41,163	993,345	111,218	109,709	220,927		1,214,272
TOTAL PROGRAM EXPENSES	70,052,815	39,850,422	109,903,237	2,850,920	18,466,054	1,913,750	133,133,961		1,260,987	1,260,987	134,394,948	5,222,578	4,508,671	9,731,249		144,126,197
ADMINISTRATIVE COSTS																
Management & General (Notes 1 & 2)	1,494,099	857,726	2,351,825	56,681	407,763	41,275	2,857,544		28,089	28,089	2,885,633	109,976	98,628	208,604		3,094,237
Communications & Customer Svc (Notes 1 & 2)	943,821	541,883	1,485,704	35,700	257,866	26,089	1,805,359		17,764	17,764	1,823,123	69,017	61,730	130,747		1,953,870
Total Administrative Costs	2,437,920	1,399,609	3,837,529	92,380	665,630	67,364	4,662,903		45,853	45,853	4,708,756	178,993	160,358	339,351		5,048,107
TOTAL PROG & ADMIN EXPENSES	72,490,735	41,250,031	113,740,766	2,943,300	19,131,684	1,981,114	137,796,864		1,306,840	1,306,840	139,103,704	5,401,571	4,669,029	10,070,600		149,174,304
TOTAL REVENUE LESS EXPENSES	4,875,489	5,048,293	9,923,782	(1,215,462)	3,444,227	1,312,798	13,465,345	(50,734)	(15,738)	(66,472)	13,398,873	2,350,445	1,093,892	3,444,337	85,000	16,928,210
Cumulative Carryover at 12/31/12	12,168,476	3,036,549	15,205,025	1,099,798	3,013,149	(392,281)	18,925,691	50,734	353,174	403,908	19,329,599	8,796,383	9,696,616	18,492,999	7,858,950	45,681,548
Interest attributed				115,666		392,281	507,947				507,947				(507,947)	
Interest re-attributed						(392,281)	(392,281)				(392,281)				392,281	
TOTAL NET ASSETS CUMULATIVE	17,043,965	8,084,842	25,128,807	2	6,457,376	920,517	32,506,702	0	337,436	337,436	32,844,138	11,146,828	10,790,508	21,937,336	7,828,284	62,609,758

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.

The Energy Trust of Oregon, Inc
Program Expense by Service Territory
2013 Draft Forecast

	<u>PGE</u>	<u>Pacific Power</u>	<u>Subtotal Elec. NWN</u>	<u>Industrial</u>	<u>NW Natural Gas</u>	<u>Cascade</u>	<u>Subtotal Gas</u>	<u>Oregon Total</u>	<u>NWN WA</u>	<u>ETO Total</u>
Energy Efficiency										
Commercial										
Existing Buildings	23,160,529	10,953,882	34,114,411	748,730	5,081,106	759,000	6,588,836	40,703,247	569,656	41,272,903
New Buildings	7,250,022	5,635,246	12,885,268	85,599	995,181	117,950	1,198,730	14,083,998		14,083,998
NEEA	1,951,327	1,356,007	3,307,334				0	3,307,334		3,307,334
Total Commercial	32,361,878	17,945,135	50,307,013	834,329	6,076,287	876,950	7,787,566	58,094,579	569,656	58,664,235
Industrial										
Production Efficiency	18,216,606	9,225,380	27,441,986	2,108,973	749,243	259,243	3,117,459	30,559,445		30,559,445
NEEA	788,194	547,729	1,335,923					1,335,923		1,335,923
Total Industrial	19,004,800	9,773,109	28,777,909	2,108,973	749,243	259,243	3,117,459	31,895,368		31,895,368
Residential										
Existing Homes	8,859,669	6,252,517	15,112,186		8,110,774	528,775	8,639,549	23,751,735	425,737	24,177,472
New Homes/Products	9,718,021	5,509,762	15,227,783		4,195,379	316,145	4,511,524	19,739,307	311,448	20,050,755
NEEA	2,546,366	1,769,509	4,315,875					4,315,875		4,315,875
Total Residential	21,124,056	13,531,788	34,655,844		12,306,153	844,920	13,151,073	47,806,917	737,185	48,544,102
Energy Efficiency Program Cost	72,490,734	41,250,032	113,740,766	2,943,302	19,131,683	1,981,113	24,056,098	137,796,864	1,306,841	139,103,705
Renewables										
Solar Electric (Photovoltaic)	4,231,407	2,585,646	6,817,053					6,817,053		6,817,053
Other Renewable	1,170,162	2,083,381	3,253,543					3,253,543		3,253,543
Renewables Program Costs	5,401,569	4,669,027	10,070,596					10,070,596		10,070,596
Cost Grand Total	77,892,303	45,919,059	123,811,362	2,943,302	19,131,683	1,981,113	24,056,098	147,867,460	1,306,841	149,174,301

Energy Trust of Oregon, Inc
Statement of Functional Expenses
2013 Draft Forecast

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total
Program Expenses							
Incentives/ Program Management & Delivery	121,076,637	7,733,093	128,809,730				128,809,730
Payroll and Related Expenses	2,742,263	822,980	3,565,243	1,998,888	760,165	2,759,053	6,324,296
Outsourced Services	4,535,564	599,875	5,135,439	349,150	890,000	1,239,150	6,374,589
Planning and Evaluation	2,281,339	103,068	2,384,407				2,384,407
Customer Service Management	990,441	24,416	1,014,857				1,014,857
Trade Allies Network	403,738	18,256	421,994				421,994
Total Program Expenses	132,029,982	9,301,687	141,331,669	2,348,038	1,650,165	3,998,203	145,329,872
Program Support Costs							
Supplies	33,174	10,767	43,941	24,515	9,986	34,501	78,442
Postage and Shipping Expenses	1,689	614	2,303	1,056	1,012	2,068	4,371
Telephone	3,086	1,249	4,335	2,182	208	2,390	6,725
Printing and Publications	117,681	22,293	139,974	1,941	10,662	12,603	152,577
Occupancy Expenses	196,697	71,489	268,186	120,946	59,668	180,614	448,800
Insurance	30,962	11,253	42,215	19,038	9,392	28,430	70,645
Equipment	10,049	3,652	13,701	6,179	4,048	10,227	23,928
Travel	58,250	29,500	87,750	47,334	5,000	52,334	140,084
Meetings, Trainings & Conferences	47,900	18,300	66,200	128,515	13,500	142,015	208,215
Interest Expense and Bank Fees			0	5,000		5,000	5,000
Depreciation & Amortization	45,175	16,419	61,594	27,778	13,704	41,482	103,076
Dues, Licenses and Fees	48,979	35,136	84,115	8,208	2,171	10,379	94,494
Miscellaneous Expenses	704	256	960	633	213	846	1,806
IT Services	1,770,617	208,631	1,979,248	352,873	174,142	527,015	2,506,263
Total Program Support Costs	2,364,964	429,558	2,794,522	746,198	303,707	1,049,905	3,844,427
TOTAL EXPENSES	134,394,946	9,731,245	144,126,191	3,094,236	1,953,871	5,048,107	149,174,301

OPUC measure vs. 9%

4.7%

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Draft Forecast

Total Company

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	NWN WA	Total Renewables	ETO Total
Program Management	1,665,173	614,047	10,092	882,535	907	1,157,854	715,965	2,412	176,719	872,981	6,098,685
Program Delivery:	9,143,082	4,044,059	3,122,249	7,963,022	1,231,709	5,724,190	4,490,604	4,103,478	256,819	220,000	40,299,212
Incentives:	25,426,257	7,331,483		19,562,094		10,779,363	10,474,560		559,135	7,463,094	81,595,986
Program Eval & Planning Svcs.:	1,083,480	586,654	52,303	645,565	53,841	1,063,819	637,260	53,841	56,920	145,569	4,379,252
Program Marketing/Outreach:	1,063,325	478,500		211,000		1,984,180	2,010,378		93,212	179,000	6,019,595
Program Quality Assurance:		70,000				100,000	60,000		-	2,250	232,250
Outsourced Services:	284,120	126,250		13,000		345,550	124,300		500	376,125	1,269,845
Trade Allies & Cust. Svc. Mgmt.:	128,468	55,039		30,074		571,459	181,992		28,146	42,672	1,037,850
IT Services:	465,255	218,306	2,046	160,405	1,023	633,873	238,269	3,069	48,373	208,631	1,979,250
Other Program Expenses	109,123	49,808	1,135	153,870	568	553,149	82,827	1,702	41,163	220,927	1,214,272
TOTAL PROGRAM EXPENSES	39,368,283	13,574,146	3,187,825	29,621,565	1,288,048	22,913,437	19,016,155	4,164,502	1,260,987	9,731,249	144,126,197
ADMINISTRATIVE COSTS											
Management & General	817,641	312,492	73,179	575,855	29,318	513,549	442,874	92,636	28,089	208,604	3,094,237
Communications & Customer Svc	517,327	197,357	46,330	362,026	18,557	324,749	280,276	58,737	17,764	130,747	1,953,870
Total Administrative Costs	1,334,968	509,849	119,509	937,881	47,875	838,298	723,150	151,373	45,853	339,351	5,048,107
Total Program & Admin Expenses	40,703,251	14,083,995	3,307,334	30,559,446	1,335,923	23,751,735	19,739,305	4,315,875	1,306,840	10,070,600	149,174,304

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Draft Forecast

PGE Efficiency

ENERGY EFFICIENCY

EXPENSES	New								ETO Total
	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	Homes & Products	NEEA Residential	
Program Management	974,395	317,365	5,954	487,445	535	421,194	325,406	1,423	2,533,717
Program Delivery:	5,347,337	2,101,698	1,842,127	4,132,851	726,708	2,209,483	1,830,467	2,421,052	20,611,723
Incentives:	14,254,237	3,758,190		12,311,247		3,957,785	5,518,129		39,799,588
Program Eval & Planning Svcs.:	638,508	294,946	30,859	387,240	31,766	410,163	331,707	31,766	2,156,956
Program Marketing/Outreach:	616,593	248,124		125,760		727,566	1,009,331		2,727,375
Program Quality Assurance:		36,016				37,240	29,449		102,706
Outsourced Services:	170,389	64,958		7,748		128,683	70,587		442,365
Trade Allies & Cust. Svc. Mgmt.:	73,015	28,319		17,925		212,812	89,325		421,395
IT Services:	264,427	112,323	1,207	95,605	604	236,055	116,947	1,811	828,978
Other Program Expenses	62,020	25,627	670	91,710	335	205,993	40,653	1,004	428,012
TOTAL PROGRAM EXPENSES	22,400,921	6,987,567	1,880,817	17,657,531	759,948	8,546,974	9,362,001	2,457,056	70,052,815
ADMINISTRATIVE COSTS									
Management & General	465,245	160,862	43,176	343,269	17,298	191,560	218,035	54,655	1,494,099
Communications & Customer Svc	294,364	101,594	27,335	215,805	10,949	121,135	137,985	34,655	943,821
Total Administrative Costs	759,609	262,455	70,510	559,075	28,246	312,695	356,020	89,310	2,437,920
Total Program & Admin Expenses	23,160,530	7,250,022	1,951,327	18,216,605	788,194	8,859,669	9,718,021	2,546,366	72,490,735

Energy Trust of Oregon, Inc
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PAC Efficiency

ENERGY EFFICIENCY

EXPENSES	New								ETO Total
	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	Homes & Products	NEEA Residential	
Program Management	447,779	250,045	4,138	280,883	372	317,340	186,925	989	1,488,470
Program Delivery:	2,444,953	1,683,097	1,280,122	2,914,311	505,001	1,536,855	1,059,755	1,682,426	13,106,520
Incentives:	6,828,527	2,843,715		5,379,396		2,795,195	3,078,392		20,925,225
Program Eval & Planning Svcs.:	301,985	249,254	21,444	196,109	22,075	289,464	188,066	22,075	1,290,471
Program Marketing/Outreach:	291,395	197,415		63,688		513,737	598,058		1,664,294
Program Quality Assurance:		27,995				26,281	16,697		70,973
Outsourced Services:	91,055	50,490		3,924		90,815	40,020		276,304
Trade Allies & Cust. Svc. Mgmt.:	34,533	22,011		9,078		150,187	50,644		266,453
IT Services:	125,062	87,306	839	48,417	419	166,590	66,305	1,258	496,196
Other Program Expenses	29,333	19,919	465	46,444	233	145,375	23,049	698	265,516
TOTAL PROGRAM EXPENSES	10,594,622	5,431,247	1,307,008	8,942,250	528,100	6,031,840	5,307,910	1,707,446	39,850,422
ADMINISTRATIVE COSTS									
Management & General	220,040	125,033	30,003	173,841	12,020	135,189	123,618	37,981	857,726
Communications & Customer Svc	139,221	78,966	18,995	109,290	7,608	85,488	78,232	24,082	541,883
Total Administrative Costs	359,261	203,999	48,999	283,130	19,629	220,677	201,850	62,063	1,399,609
Total Program & Admin Expenses	10,953,882	5,635,246	1,356,007	9,225,380	547,729	6,252,517	5,509,761	1,769,509	41,250,031

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
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NW Natural

ENERGY EFFICIENCY

EXPENSES	Existing	New	NEEA	Production	NEEA	Existing	New	NEEA	ETO Total
	Buildings	Buildings	Commercial	Efficiency	Industrial	Homes	Homes & Products	Residential	
Program Management	203,289	38,951		26,335		393,555	189,194		851,324
Program Delivery:	1,091,609	218,662		185,137		1,858,867	1,485,583		4,839,858
Incentives:	3,272,201	601,724		485,873		3,777,680	1,748,314		9,885,792
Program Eval & Planning Svcs.:	110,267	35,245		14,953		341,902	109,254		611,621
Program Marketing/Outreach:	131,339	27,679		5,180		697,717	375,694		1,237,608
Program Quality Assurance:		4,972				34,246	12,883		52,101
Outsourced Services:	17,488	8,967		319		118,337	12,733		157,844
Trade Allies & Cust. Svc. Mgmt.:	16,134	3,909		738		195,702	39,078		255,561
IT Services:	58,429	15,506		3,938		217,076	51,162		346,110
Other Program Expenses	13,704	3,538		3,777		189,431	17,785		228,235
TOTAL PROGRAM EXPENSES	4,914,459	959,154	-	726,249	-	7,824,512	4,041,681	-	18,466,054
ADMINISTRATIVE COSTS									
Management & General	102,069	22,081		14,119		175,367	94,128		407,763
Communications & Customer Svc	64,579	13,945		8,876		110,896	59,570		257,866
Total Administrative Costs	166,648	36,026	-	22,995	-	286,263	153,698	-	665,630
Total Program & Admin Expenses	5,081,107	995,180	-	749,244	-	8,110,775	4,195,378	-	19,131,684

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Draft Forecast

NWN Industrial

ENERGY EFFICIENCY

EXPENSES	Existing	New	NEEA	Production	NEEA	Existing	New	NEEA	ETO Total
	Buildings	Buildings	Commercial	Efficiency	Industrial	Homes	Homes & Products	Residential	
Program Management	11,145	3,000		70,701					84,846
Program Delivery:	110,150	13,669		603,608					727,427
Incentives:	566,504	57,717		1,288,578					1,912,799
Program Eval & Planning Svcs.:	16,248	3,032		42,089					61,369
Program Marketing/Outreach:	4,543	1,908		14,579					21,030
Program Quality Assurance:		428							428
Outsourced Services:	2,577	771		898					4,246
Trade Allies & Cust. Svc. Mgmt.:	2,377	336		2,078					4,792
IT Services:	8,610	1,334		11,084					21,027
Other Program Expenses	2,019	304		10,632					12,956
TOTAL PROGRAM EXPENSES	724,173	82,499	-	2,044,248	-	-	-	-	2,850,920
ADMINISTRATIVE COSTS									
Management & General	15,040	1,899		39,741					56,681
Communications & Customer Svc	9,516	1,199		24,984					35,700
Total Administrative Costs	24,557	3,099	-	64,725	-	-	-	-	92,380
Total Program & Admin Expenses	748,730	85,598	-	2,108,973	-	-	-	-	2,943,300

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Draft Forecast

Cascade Natural Gas

ENERGY EFFICIENCY

EXPENSES	ENERGY EFFICIENCY								ETO Total
	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	
Program Management	28,564	4,685		17,171		25,766	14,440		90,627
Program Delivery:	149,033	26,933		127,115		118,985	114,799		536,865
Incentives:	504,788	70,137		97,000		248,703	129,725		1,050,353
Program Eval & Planning Svcs.:	16,471	4,177		5,174		22,290	8,233		56,345
Program Marketing/Outreach:	19,454	3,375		1,792		45,160	27,295		97,076
Program Quality Assurance:		589				2,233	971		3,793
Outsourced Services:	2,612	1,063		110		7,715	960		12,460
Trade Allies & Cust. Svc. Mgmt.:	2,410	463		255		12,759	2,945		18,832
IT Services:	8,728	1,838		1,362		14,152	3,855		29,936
Other Program Expenses	2,047	419		1,307		12,350	1,340		17,463
TOTAL PROGRAM EXPENSES	734,108	113,680	-	251,287	-	510,112	304,563	-	1,913,750
ADMINISTRATIVE COSTS									
Management & General	15,247	2,617		4,885		11,433	7,093		41,275
Communications & Customer Svc	9,647	1,653		3,071		7,230	4,489		26,089
Total Administrative Costs	24,893	4,270	-	7,956	-	18,663	11,582	-	67,364
Total Program & Admin Expenses	759,001	117,950	-	259,243	-	528,774	316,145	-	1,981,114

2015 Budget Recap - R1: Draft

PROGRAM	BUDGET (\$M)			GOALS		COST / UNIT LEVELIZED	
	ELECTRIC	GAS	TOTAL	ELECTRIC (aMW)	GAS (Therms)	Cost / kwh	Cost / therm
	ENERGY EFFICIENCY						
Commercial							
Business Energy Solutions – Existing Buildings	43.7	8.5	52.2	15.5	1,799,228	0.036	0.452
Business Energy Solutions – New Buildings	12.3	1.6	13.8	4.3	549,538	0.033	0.245
Mkt Transformation (Alliance)	2.6	0.1	2.7	0.6		0.051	
Total Commercial	58.6	10.1	68.7	20.4	2,348,766	0.036	0.400
Industrial							
Production Efficiency	34.6	3.3	38.0	16.3	1,257,840	0.027	0.268
Mkt Transformation (Alliance)	1.4	0.0	1.4	0.1		0.304	
Total Industrial	36.0	3.3	39.3	16.3	1,257,840	0.028	0.268
Residential							
Home Energy Solutions – Existing Homes	18.2	8.7	26.8	5.4	1,087,185	0.038	0.604
Home Energy Solutions – New Homes & Products	15.5	4.8	20.3	6.5	1,131,661	0.038	0.296
Mkt Transformation (Alliance)	4.2	0.1	4.3	4.3		0.018	
Total Residential	37.9	13.5	51.4	16.3	2,218,846	0.033	0.442
Washington							
Business Energy Solutions – Existing Buildings	0.0	0.7	0.7		157,000		0.303
Home Energy Solutions – Existing Homes	0.0	0.5	0.5		54,035		0.622
Home Energy Solutions – New Homes & Products	0.0	0.4	0.4		52,649		0.567
Total Washington	0.0	1.6	1.6		263,684		0.414
Total Energy Efficiency	\$132.5	\$28.6	\$161.0	53.0	5,825,451	0.033	0.391
RENEWABLE RESOURCES							
	ACTIVITY BASIS				ACCOUNTING BASIS		
	BUDGET (\$M)	GENERATION	(\$mils/ aMW)		BUDGET (\$M)	GENERATION	(\$mils/ aMW)
Other Renewables	5.4	0.80	6.83		16.0	4.30	3.71
Solar Electric	7.3	0.48	15.01		9.0	0.63	14.28
Total Renewable Resources	\$12.7	1.3	9.92		\$24.9	4.9	5.05

¹ 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
2015 Draft Projection

	ENERGY EFFICIENCY						Oregon Total	NWN WA	Total WA	ETO Total	RENEWABLE ENERGY			Other	TOTAL
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade					PGE	PacifiCorp	Total		All Programs
REVENUES															
Public Purpose Funding	\$26,293,663	\$20,251,308	\$46,544,971		\$18,635,262	\$2,555,758	\$67,735,991			\$67,735,991	\$7,929,509	\$6,107,286	\$14,036,795		\$81,772,786
Incremental Funding	48,732,908	25,060,825	73,793,733	3,108,473			76,902,206	1,518,102	1,518,102	78,420,308					78,420,308
Revenue from Investments														96,000	96,000
TOTAL PROGRAM REVENUE	75,026,571	45,312,133	120,338,704	3,108,473	18,635,262	2,555,758	144,638,197	1,518,102	1,518,102	146,156,299	7,929,509	6,107,286	14,036,795	96,000	160,289,094
EXPENSES															
Program Management (Note 3)	2,971,699	1,770,826	4,742,525	139,416	957,438	152,164	5,991,543	174,433	174,433	6,165,976	647,462	484,385	1,131,847		7,297,823
Program Delivery	22,093,048	14,159,405	36,252,452	780,694	4,801,592	572,025	42,406,763	319,338	319,338	42,726,101	197,600	62,400	260,000		42,986,101
Incentives	47,131,965	26,258,081	73,390,046	2,043,753	11,579,205	1,489,677	88,502,681	719,418	719,418	89,222,099	11,566,074	9,839,236	21,405,310		110,627,409
Program Eval & Planning Svcs.	2,683,159	1,605,798	4,288,957	82,534	738,585	80,545	5,190,620	85,051	85,051	5,275,671	81,308	53,754	135,062		5,410,733
Program Marketing/Outreach	2,908,521	1,787,876	4,696,396	28,067	1,196,114	99,687	6,020,264	99,000	99,000	6,119,264	138,229	75,771	214,000		6,333,264
Program Quality Assurance	119,884	72,048	191,932	1,081	57,134	4,853	255,000	0	0	255,000	2,400	1,600	4,000		259,000
Outsourced Services	795,056	489,794	1,284,849	30,395	278,863	28,393	1,622,501	1,050	1,050	1,623,551	252,327	112,673	365,000		1,988,551
Trade Allies & Cust. Svc. Mgmt.	486,436	315,604	802,041	5,054	266,818	19,854	1,093,766	32,044	32,044	1,125,810	33,083	15,203	48,286		1,174,096
IT Services	1,112,571	662,534	1,775,105	24,650	437,559	39,922	2,277,236	54,324	54,324	2,331,560	174,522	123,450	297,972		2,629,532
Other Program Expenses	322,296	193,756	516,052	12,738	98,047	10,711	637,548	41,004	41,004	678,552	128,673	79,808	208,481		887,033
TOTAL PROGRAM EXPENSES	80,624,633	47,315,722	127,940,356	3,148,382	20,411,353	2,497,831	153,997,922	1,525,662	1,525,662	155,523,584	13,221,677	10,848,281	24,069,958		179,593,542
ADMINISTRATIVE COSTS															
Management & General (Notes 1 & 2)	1,572,754	922,740	2,495,495	58,574	402,981	48,042	3,005,092	33,904	33,904	3,038,996	219,724	248,933	468,657		3,507,653
Communications & Customer Svc (Notes 1 & 2)	1,277,194	749,350	2,026,544	47,551	327,195	38,987	2,440,277	27,588	27,588	2,467,865	178,533	201,819	380,352		2,848,217
Total Administrative Costs	2,849,948	1,672,090	4,522,038	106,125	730,176	87,030	5,445,369	61,492	61,492	5,506,861	398,257	450,752	849,009		6,355,870
TOTAL PROG & ADMIN EXPENSES	83,474,582	48,987,812	132,462,394	3,254,507	21,141,529	2,584,861	159,443,291	1,587,154	1,587,154	161,030,445	13,619,935	11,299,032	24,918,967		185,949,412
TOTAL REVENUE LESS EXPENSES	(8,448,011)	(3,675,679)	(12,123,690)	(146,034)	(2,506,267)	(29,103)	(14,805,094)	(69,052)	(69,052)	(14,874,146)	(5,690,426)	(5,191,746)	(10,882,172)	96,000	(25,660,318)
Cumulative Carryover at 12/31/12	10,117,500	5,145,316	15,262,816	146,033	3,563,341	287,590	19,259,780	69,051	69,051	19,328,831	9,427,634	8,010,384	17,438,018	8,021,950	44,788,799
TOTAL NET ASSETS CUMULATIVE	1,065,916	1,248,430	2,314,346	(90,983)	1,743,841	269,823	4,237,027	220,493	220,493	4,457,520	3,785,448	2,767,564	6,553,012	8,117,950	19,128,482

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.

The Energy Trust of Oregon, Inc
Program Expense by Service Territory
2015 Draft Projection

	PGE	Pacific Power	Subtotal Elec.	NWN Industrial	NW Natural Gas	Cascade	Subtotal Gas	Oregon Total	NWN WA	ETO Total
Energy Efficiency										
Commercial										
Existing Buildings	29,526,202	14,195,858	43,722,060	1,057,838	6,261,063	1,152,070	8,470,971	52,193,031	714,905	52,907,936
New Buildings	8,631,496	3,620,499	12,251,995	30,312	1,398,516	166,036	1,594,864	13,846,859		13,846,859
NEEA	1,543,732	1,072,762	2,616,494		61,234	3,909	65,143	2,681,637		2,681,637
Total Commercial	39,701,430	18,889,119	58,590,549	1,088,150	7,720,813	1,322,015	10,130,978	68,721,527	714,905	69,436,432
Industrial										
Production Efficiency	20,425,212	14,192,373	34,617,585	2,166,356	860,115	309,201	3,335,672	37,953,257		37,953,257
NEEA	797,554	554,233	1,351,787					1,351,787		1,351,787
Total Industrial	21,222,766	14,746,606	35,969,372	2,166,356	860,115	309,201	3,335,672	39,305,044		39,305,044
Residential										
Existing Homes	10,322,735	7,836,366	18,159,101		8,240,677	424,766	8,665,443	26,824,544	475,501	27,300,045
New Homes/Products	9,731,299	5,780,971	15,512,270		4,258,775	524,977	4,783,752	20,296,022	396,748	20,692,770
NEEA	2,496,351	1,734,753	4,231,104		61,149	3,903	65,052	4,296,156		4,296,156
Total Residential	22,550,385	15,352,090	37,902,475		12,560,601	953,646	13,514,247	51,416,722	872,249	52,288,971
Energy Efficiency Program Costs	83,474,581	48,987,815	132,462,396	3,254,506	21,141,529	2,584,862	26,980,897	159,443,293	1,587,154	161,030,447
Renewables										
Solar Electric (Photovoltaic)	6,266,731	2,683,309	8,950,040					8,950,040		8,950,040
Other Renewable	7,133,742	8,835,185	15,968,927					15,968,927		15,968,927
Renewables Program Costs	13,400,473	11,518,494	24,918,967					24,918,967		24,918,967
Cost Grand Total	96,875,054	60,506,309	157,381,363	3,254,506	21,141,529	2,584,862	26,980,897	184,362,260	1,587,154	185,949,414

Energy Trust of Oregon, Inc
Statement of Functional Expenses
2015 Draft Projection

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total
Program Expenses							
Incentives/ Program Management & Delivery	139,435,785	21,685,310	161,121,095			0	161,121,095
Payroll and Related Expenses	3,226,154	1,111,847	4,338,001	2,192,412	1,258,206	3,450,618	7,788,619
Outsourced Services	5,968,271	623,000	6,591,271	393,280	1,061,200	1,454,480	8,045,751
Planning and Evaluation	2,757,451	95,062	2,852,513	1,903		1,903	2,854,416
Customer Service Management	665,773	27,484	693,257			0	693,257
Trade Allies Network	460,038	20,802	480,840			0	480,840
Total Program Expenses	152,513,472	23,563,504	176,076,976	2,587,595	2,319,406	4,907,001	180,983,977
Program Support Costs							
Supplies	17,113	3,966	21,079	14,304	5,355	19,659	40,738
Postage and Shipping Expenses	3,195	1,140	4,335	1,870	2,264	4,134	8,469
Telephone	5,178	2,991	8,169	3,806	2,779	6,585	14,754
Printing and Publications	112,667	16,095	128,762	1,276	7,659	8,935	137,697
Occupancy Expenses	212,935	75,992	288,927	124,635	84,217	208,852	497,779
Insurance	30,560	10,906	41,466	17,887	12,087	29,974	71,440
Equipment	10,418	3,718	14,136	6,098	5,120	11,218	25,354
Travel	67,350	37,000	104,350	53,220	38,000	91,220	195,570
Meetings, Trainings & Conferences	86,000	18,500	104,500	167,790	22,000	189,790	294,290
Depreciation & Amortization	43,224	15,426	58,650	25,300	17,095	42,395	101,045
Dues, Licenses and Fees	89,356	22,548	111,904	14,155	1,820	15,975	127,879
Miscellaneous Expenses	556	198	754	1,045	220	1,265	2,019
IT Services	2,331,560	297,972	2,629,532	488,673	330,194	818,867	3,448,399
Total Program Support Costs	3,010,111	506,453	3,516,564	920,060	528,811	1,448,871	4,965,435
TOTAL EXPENSES	155,523,583	24,069,958	179,593,541	3,507,654	2,848,217	6,355,871	185,949,412

OPUC measure vs. 9%

6.2%

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2015 Draft Projection

Total Company

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	NWN Washington	Total Renewables	ETO Total
Program Management	1,817,764	623,751	20,007	1,138,099	12,950	1,342,477	1,013,086	23,409	174,433	1,131,847	7,297,823
Program Delivery:	10,789,632	3,800,000	2,494,396	9,932,315	1,224,408	5,754,053	4,365,265	4,046,694	319,338	260,000	42,986,101
Incentives:	33,769,031	7,437,576		23,726,033		12,934,213	10,635,828		719,418	21,405,310	110,627,409
Program Eval & Planning Svcs.:	1,506,347	588,404	52,550	945,294	56,356	1,227,993	763,088	50,588	85,051	135,062	5,410,733
Program Marketing/Outreach:	1,241,307	337,000		185,500		2,285,395	1,971,062		99,000	214,000	6,333,264
Program Quality Assurance:	50,000	30,000				115,000	60,000		-	4,000	259,000
Outsourced Services:	428,000	92,500		380,000		520,000	202,001		1,050	365,000	1,988,551
Trade Allies & Cust. Svc. Mgmt.:	145,934	62,697		34,207		645,331	205,597		32,044	48,286	1,174,096
IT Services:	538,504	291,576	4,291	228,954	2,793	861,736	344,362	5,020	54,324	297,972	2,629,532
Other Program Expenses	182,245	45,135	1,623	156,501	1,061	159,445	89,630	1,908	41,004	208,481	887,033
TOTAL PROGRAM EXPENSES	50,468,764	13,308,639	2,572,867	36,726,903	1,297,568	25,845,643	19,649,919	4,127,619	1,525,662	24,069,958	179,593,542
ADMINISTRATIVE COSTS											
Management & General	951,758	296,636	59,947	676,858	29,877	539,816	357,348	92,852	33,904	468,657	3,507,653
Communications & Customer Svc	772,510	241,583	48,822	549,495	24,342	439,088	288,753	75,684	27,588	380,352	2,848,217
Total Administrative Costs	1,724,268	538,219	108,769	1,226,353	54,219	978,904	646,101	168,536	61,492	849,009	6,355,870
Total Program & Admin Expenses	52,193,032	13,846,858	2,681,636	37,953,256	1,351,787	26,824,547	20,296,020	4,296,155	1,587,154	24,918,967	185,949,412

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2015 Draft Projection

PGE

ENERGY EFFICIENCY

EXPENSES	New								ETO Total
	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	Homes & Products	NEEA Residential	
Program Management	1,044,760	389,547	11,804	539,072	7,641	494,597	470,466	13,811	2,971,699
Program Delivery:	6,273,013	2,378,496	1,434,819	4,603,355	722,401	2,305,976	2,024,314	2,350,674	22,093,048
Incentives:	18,902,587	4,639,043		13,582,347		4,910,032	5,097,956		47,131,965
Program Eval & Planning Svcs.:	859,126	353,196	31,005	510,316	33,250	484,038	382,381	29,847	2,683,159
Program Marketing/Outreach:	713,353	210,588		99,822		866,782	1,017,975		2,908,521
Program Quality Assurance:	28,278	18,689				44,201	28,716		119,884
Outsourced Services:	239,478	57,623		204,487		199,866	93,602		795,056
Trade Allies & Cust. Svc. Mgmt.:	82,536	39,057		18,408		248,038	98,398		486,436
IT Services:	304,561	181,638	2,532	123,205	1,648	331,215	164,810	2,962	1,112,571
Other Program Expenses	103,072	28,117	958	84,217	626	61,284	42,896	1,126	322,296
TOTAL PROGRAM EXPENSES	28,550,765	8,295,994	1,481,117	19,765,229	765,565	9,946,031	9,421,513	2,398,420	80,624,633
ADMINISTRATIVE COSTS									
Management & General	538,421	184,909	34,510	364,263	17,627	207,734	171,337	53,953	1,572,754
Communications & Customer Svc	437,018	150,592	28,105	295,720	14,362	168,972	138,448	43,977	1,277,194
Total Administrative Costs	975,438	335,501	62,615	659,983	31,989	376,706	309,785	97,931	2,849,948
Total Program & Admin Expenses	29,526,203	8,631,495	1,543,732	20,425,212	797,555	10,322,737	9,731,298	2,496,350	83,474,582

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2015 Draft Projection

PAC

ENERGY EFFICIENCY

EXPENSES	New								ETO Total
	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	Homes & Products	NEEA Residential	
Program Management	493,230	162,554	8,203	423,984	5,310	390,932	277,016	9,598	1,770,826
Program Delivery:	2,974,442	987,962	997,077	4,244,960	502,007	1,628,046	1,191,391	1,633,520	14,159,405
Incentives:	9,137,301	1,926,964		8,341,885		3,822,371	3,029,560		26,258,081
Program Eval & Planning Svcs.:	413,058	178,149	21,546	354,591	23,106	367,451	227,157	20,741	1,605,798
Program Marketing/Outreach:	342,852	87,770		69,361		670,059	617,834		1,787,876
Program Quality Assurance:	13,596	7,839				33,555	17,059		72,048
Outsourced Services:	116,732	24,170		142,087		151,726	55,079		489,794
Trade Allies & Cust. Svc. Mgmt.:	39,682	16,383		12,790		188,295	58,454		315,604
IT Services:	146,430	76,189	1,759	85,609	1,145	251,438	97,907	2,058	662,534
Other Program Expenses	49,556	11,794	665	58,518	435	46,523	25,483	782	193,756
TOTAL PROGRAM EXPENSES	13,726,878	3,479,773	1,029,250	13,733,785	532,003	7,550,395	5,596,940	1,666,699	47,315,722
ADMINISTRATIVE COSTS									
Management & General	258,866	77,561	23,981	253,107	12,250	157,699	101,784	37,493	922,740
Communications & Customer Svc	210,113	63,166	19,531	205,480	9,980	128,273	82,246	30,561	749,350
Total Administrative Costs	468,980	140,727	43,512	458,587	22,230	285,971	184,031	68,053	1,672,090
Total Program & Admin Expenses	14,195,858	3,620,499	1,072,762	14,192,372	554,232	7,836,366	5,780,970	1,734,753	48,987,812

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2015 Draft Projection

NW Natural

ENERGY EFFICIENCY

EXPENSES	New							ETO Total	
	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	Homes & Products		NEEA Residential
Program Management	214,209	63,468		44,350		399,176	236,235		957,438
Program Delivery:	1,245,652	387,524	58,750	285,000		1,743,568	1,022,348	58,750	4,801,592
Incentives:	4,115,167	755,846		459,900		4,015,486	2,232,806		11,579,205
Program Eval & Planning Svcs.:	173,074	50,034		20,728		358,048	136,700		738,585
Program Marketing/Outreach:	142,732	34,311		4,207		714,838	300,024		1,196,114
Program Quality Assurance:	6,006	3,045				35,418	12,664		57,134
Outsourced Services:	53,278	9,389		8,619		160,153	47,424		278,863
Trade Allies & Cust. Svc. Mgmt.:	17,529	6,364		776		198,753	43,396		266,818
IT Services:	64,683	29,594		5,193		265,403	72,686		437,559
Other Program Expenses	21,890	4,581		3,550		49,107	18,918		98,047
TOTAL PROGRAM EXPENSES	6,054,220	1,344,156	58,750	832,323	-	7,939,952	4,123,201	58,750	20,411,353
ADMINISTRATIVE COSTS									
Management & General	114,173	29,960	1,369	15,339		165,835	74,983	1,322	402,981
Communications & Customer Svc	92,670	24,400	1,115	12,453		134,891	60,590	1,077	327,195
Total Administrative Costs	206,843	54,359	2,484	27,792	-	300,726	135,573	2,399	730,176
Total Program & Admin Expenses	6,261,063	1,398,515	61,234	860,116	-	8,240,678	4,258,775	61,149	21,141,529

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2015 Draft Projection

NWN Industrial

ENERGY EFFICIENCY

EXPENSES	New								ETO Total
	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	Homes & Products	NEEA Residential	
Program Management	30,034	646		108,736					139,416
Program Delivery:	92,214			688,480					780,694
Incentives:	827,104	25,998		1,190,651					2,043,753
Program Eval & Planning Svcs.:	29,242	1,084		52,207					82,534
Program Marketing/Outreach:	17,213	257		10,597					28,067
Program Quality Assurance:	1,015	66							1,081
Outsourced Services:	8,483	203		21,709					30,395
Trade Allies & Cust. Svc. Mgmt.:	2,962	138		1,954					5,054
IT Services:	10,928	641		13,080					24,650
Other Program Expenses	3,699	99		8,941					12,738
TOTAL PROGRAM EXPENSES	1,022,892	29,134	-	2,096,355	-	-	-	-	3,148,382
ADMINISTRATIVE COSTS									
Management & General	19,290	649		38,635					58,574
Communications & Customer Svc	15,657	529		31,365					47,551
Total Administrative Costs	34,947	1,178	-	70,000	-	-	-	-	106,125
Total Program & Admin Expenses	1,057,839	30,313	-	2,166,355	-	-	-	-	3,254,507

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2015 Draft Projection

Cascade Natural Gas

ENERGY EFFICIENCY

EXPENSES	New								ETO Total
	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	Homes & Products	NEEA Residential	
Program Management	35,532	7,536		21,956		57,771	29,369		152,164
Program Delivery:	204,312	46,018	3,750	110,520		76,463	127,212	3,750	572,025
Incentives:	786,872	89,725		151,250		186,324	275,506		1,489,677
Program Eval & Planning Svcs.:	31,847	5,940		7,452		18,456	16,851		80,545
Program Marketing/Outreach:	25,157	4,074		1,513		33,715	35,228		99,687
Program Quality Assurance:	1,105	362				1,826	1,561		4,853
Outsourced Services:	10,029	1,115		3,098		8,255	5,897		28,393
Trade Allies & Cust. Svc. Mgmt.:	3,225	756		279		10,245	5,349		19,854
IT Services:	11,902	3,514		1,867		13,680	8,960		39,922
Other Program Expenses	4,028	544		1,276		2,531	2,332		10,711
TOTAL PROGRAM EXPENSES	1,114,009	159,582	3,750	299,210	-	409,265	508,265	3,750	2,497,831
ADMINISTRATIVE COSTS									
Management & General	21,008	3,557	87	5,514		8,548	9,243	84	48,042
Communications & Customer Svc	17,052	2,897	71	4,477		6,953	7,469	69	38,987
Total Administrative Costs	38,060	6,454	159	9,991	-	15,501	16,712	153	87,030
Total Program & Admin Expenses	1,152,069	166,036	3,909	309,201	-	424,766	524,977	3,903	2,584,861

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2015 Draft Projection

NWN Washington

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	Existing Homes	New Homes & Products	ETO Total
Program Management	91,952	43,640	38,841	174,433
Program Delivery:	122,538	140,000	56,800	319,338
Incentives:	333,000	156,271	230,147	719,418
Program Eval & Planning Svcs.:	31,737	29,459	23,855	85,051
Program Marketing/Outreach:	48,000	40,000	11,000	99,000
Program Quality Assurance:				-
Outsourced Services:	500		550	1,050
Trade Allies & Cust. Svc. Mgmt.:	13,710	14,545	3,789	32,044
IT Services:	27,364	21,171	5,789	54,324
Other Program Expenses	19,806	11,446	9,752	41,004
TOTAL PROGRAM EXPENSES	688,607	456,532	380,523	1,525,662
ADMINISTRATIVE COSTS				
Management & General	14,497	10,461	8,946	33,904
Communications & Customer Svc	11,800	8,509	7,279	27,588
Total Administrative Costs	26,297	18,970	16,225	61,492
Total Program & Admin Expenses	714,904	475,502	396,748	1,587,154

Financial Glossary

(for internal use) - updated August 9, 2012

Administrative Costs

Costs that, by nonprofit accounting standards, have general objectives which enable an organization's programs to function. The organization's programs in turn provide direct services to the organization's constituents and fulfill the mission of the organization.

i.e. management and general and general communication and outreach expenses

- I. **Management and General**
 - Includes governance/board activities, interest/financing costs, accounting, payroll, human resources, general legal support, and other general organizational management costs.
 - Receives an allocated share of indirect costs.
- II. **General Communications and Outreach**
 - Expenditures of a general nature, conveying the nonprofit mission of the organization and general public awareness.
 - Receives an allocated share of indirect costs.

Allocation

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

Allocation Cost Pools

- Employee benefits and taxes.
- Office operations. Includes rent, telephone, utilities, supplies, etc.
- Information Technology (IT) services.
- Planning and evaluation general costs.
- Customer service and trade ally support costs.
- General communications and outreach costs.
- Management and general costs.
- Shared costs for electric utilities.
- Shared costs for gas utilities.
- Shared costs for all utilities.

Auditor's Opinion

- An accountant's or auditor's opinion is a report by an independent CPA presented to the board of directors describing the scope of the examination of the organization's books, and certifying that the financial statements meet the AICPA (American Institute of Certified Public Accountants) requirements of GAAP (generally accepted accounting principles).

- Depending on the audit findings, the opinion can be unqualified or qualified regarding specific items. Energy Trust strives for and has achieved in all its years an unqualified opinion.
- An unqualified opinion indicates agreement by the auditors that the financial statements present an accurate assessment of the organization's financial results.
- The OPUC Grant Agreement requires an unqualified opinion regarding Energy Trust's financial records.
- Failure to follow generally accepted accounting principles (GAAP) can result in a qualified opinion.

Board-approved Annual Budget

- Funds approved by the board for *expenditures* during the budget year (subject to board approved program funding caps and associated policy) for the stated functions.
- Funds approved for *capital* asset expenditures.
- Approval of the general allocation of funds including commitments and cash outlays.
- Approval of expenditures is based on assumed revenues from utilities as forecasted in their annual projections of public purpose collections and/or contracted revenues.

Carryover Funds

- In any one year, the amount by which revenues exceed expenses for that year in a designated category that will be added to the cumulative balance and brought forward for expenditure to the next budget year.
- In any one year, if expenditures exceed revenues, the negative difference is applied against the cumulative carryover balance.
- Does not equal the cash on hand due to noncash expense items such as depreciation.
- Tracked by major utility funder and at high level program area--by EE vs RE, not tracked by program.

Commitments

- Represents funds obligated to identified efficiency program participants in the form of signed applications or agreements and tracked in the project forecasting system.
- If the project is not demonstrably proceeding within agreed upon time frame, committed funds return to incentive pool. Reapplication would then be required.
- Funds are expensed when the project is completed.
- Funds may be held in the operating cash account, or in escrow accounts.

Contract obligations

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

Cost-Effectiveness Calculation

- Programs and measures are evaluated for cost-effectiveness.
- The cost of program savings must be lower than the cost to produce the energy from both a utility and societal perspective.
- Expressed as a ratio of energy savings cost divided by the presumed avoided utility and societal cost of energy.
- Program cost-effectiveness evaluation is "fully allocated," i.e. includes all of the program costs plus a portion of Energy Trust administrative costs.

Dedicated Funds

- Represents funds obligated to identified renewable program participants in the form of signed applications or agreements and tracked in the project forecasting system.

- May include commitments, escrows, contracts, board designations, master agreements.
- Methodology utilized to develop renewable energy activity-based budgets amounts.

Direct Program Costs

- Can be directly linked to and reflect a causal relationship to one individual program/project; or can easily be allocated to two or more programs based upon usage, cause, or benefit.

Direct Program Evaluation & Planning Services

- Evaluation services for a specific program rather than for a group of programs.
- Costs incurred in evaluating programs and projects and included in determining total program funding caps.
- Planning services for a specific program rather than for a group of programs.
- Costs incurred in planning programs and projects and are included in determining program funding expenditures and caps.
- Evaluation and planning services attributable to a number of programs are recorded in a cost pool and are subsequently allocated to individual programs.

Escrowed Program (Incentive) Funds

- Cash deposited into a separate bank account that will be paid out pursuant to a contractual obligation requiring a certain event or result to occur. Funds can be returned to Energy Trust if such event or result does not occur. Therefore, the funds are still “owned” by Energy Trust and will remain on the balance sheet.
- The funds are within the control of the bank in accordance with the terms of the escrow agreement.
- When the event or result occurs, the funds are considered “earned” and are transferred out of the escrow account (“paid out”) and then are reflected as an expense on the income statement for the current period.

Expenditures/Expenses

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

FastTrack Projects Forecasting

Module developed in FastTrack to provide information about the timing of future incentive payments, with the following definitions:

- Estimated-Project data may be inaccurate or incomplete. Rough estimate of energy savings, incentives and completion date by project and by service territory.
- Proposed-Project that has received a written incentive offer but no agreement or application has been signed. Energy savings, incentives and completion date to be documented by programs using this phase. For Renewable projects-project that has received Board approval.
- Accepted-Used for renewable energy projects in 2nd round of application; projects that have reached a stage where approval process can begin.
- Committed-Project that has a signed agreement or application reserving incentive dollars until project completion. Energy savings/generations, incentives and completion date by project and by service territory must be documented in project records and in FastTrack. If project not demonstrably proceeding within agreed upon time frame, committed funds return to incentive pool. Reapplication would then be required.
- Dedicated-Renewable project that has been committed, has a signed agreement, and if required, has been approved by the board of directors.

Incentives**I. Residential Incentives**

- Incentives paid to a residential program participant (party responsible for payment for utility service in particular dwelling unit) exclusively for energy efficiency and renewable energy measures in the homes or apartments of such residential customers.

II. Business Incentives

- Incentives paid to a participant other than a residential program participant as defined above following the installation of an energy efficiency or renewable energy measure.
- Above market cost for a particular renewable energy project.

III. Service Incentives

- Incentives paid to an installation contractor which serves as a reduction in the final cost to the participant for the installation of an energy efficiency or renewable energy measure.
- Payment for services delivered to participants by contractors such as home reviews and technical analysis studies.
- End-user training, enhancing participant technical knowledge or energy efficiency practices proficiency such as “how to” sessions on insulation, weatherization, or high efficiency lighting.
- CFL online home review fulfillment and PMC direct installations.
- Technical trade ally training to enhance program knowledge.
- Incentives for equipment purchases by trade allies to garner improvements of services and diagnostics delivered to end-users, such as duct sealing, HVAC diagnosis, air filtration, etc.

Indirect Costs

- Shared costs that are “allocated” for accounting purposes rather than assigning individual charges to programs.
- Allocated to all programs and administration functions based on a standard basis such as hours worked, square footage, customer phone calls, etc.
- Examples include rent/facilities, supplies, computer equipment and support, and depreciation.

IT Support Services

- Information technology costs incurred as a result of supporting all programs.
- Includes FastTrack energy savings and incentive tracking software, data tracking support of PMCs and for the program evaluation functions.
- Includes technical architecture design and physical infrastructure.
- Receives an allocation of indirect shared costs.
- Total costs subsequently allocated to programs and administrative units.

Outsourced Services

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

Program Costs

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

Program Delivery Expense

- This will include all PMC labor and direct costs associated with: incentive processing, program coordination, program support, trade ally communications, and program delivery contractors.
- Includes contract payments to NEEA for market transformation efforts.
- Includes performance compensation incentives paid to program management contractors under contract agreement if certain incentive goals are met.
- Includes professional services for items such as solar inspections, anemometer maintenance and general renewable energy consulting.

Program Legal Services

- External legal expenditures and internal legal services utilized in the development of a program-specific contract.

Program Management Expense

- PMC billings associated with program contract oversight, program support, staff management, etc.
- ETO program management staff salaries, taxes and benefits.

Program Marketing/Outreach

- PMC labor and direct costs associated with marketing/outreach/awareness efforts to communicate program opportunities and benefits to rate payers/program participants.
- Awareness campaigns and outreach efforts designed to reach participants of individual programs.
- Co-op advertising with trade allies and vendors to promote a particular program benefit to the public.

Program Quality Assurance

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

Program Reserves

- Negotiated with utilities annually, with a goal of providing a cushion of approximately 5% above funds needed to fulfill annual budgeted costs. Management may access up to 50% of annual program reserve without prior board approval (resolution 633, 2012).

Program Support Costs

- Source of information is contained in statement of functional expense report.
- Portion of costs in OPUC performance measure for program administration and support costs.
 - Includes expenses incurred directly by the program.
 - Includes allocation of shared and indirect costs incurred in the following categories: supplies; postage and shipping; telephone; printing and publications; occupancy expenses; insurance; equipment; travel; business meetings; conferences and training; depreciation and amortization; dues, licenses,

subscriptions and fees; miscellaneous expense; payroll & related expense; outsourced services; and an allocation of information technology department cost.

Project Specific Costs (for Renewable Energy)

- Expenses directly related to identified projects or identified customers to assist them in constructing or operating renewable projects. Includes services to prospective as well as current customers.
- Must involve direct contact with the project or customer, individually or in groups, and provide a service the customer would otherwise incur at their own expense.
- Does not include general program costs to reach a broad (unidentified) audience such as websites, advertising, program development, or program management.
- Project-Specific costs may be in the categories of; Incentives, Staff salaries, Program delivery, Legal services, Public relations, Creative services, Professional services, Travel, Business meetings, Telephone, or Escrow account bank fees.

Savings Types

- **Working Savings/Generation:** the estimate of savings/generation that is used for data entry by program personnel as they approve individual projects. They are based on deemed savings/generation for prescriptive measures, and engineering calculations for custom measures. They do not incorporate any evaluation or transmission and distribution factors.
- **Reportable Savings/Generation:** the estimate of savings/generation that will be used for public reporting of Energy Trust results. This includes transmission and distribution factors, evaluation factors, and any other corrections required to the original working values. These values are updated annually, and are subject to revision each year during the “true-up” as a result of new information or identified errors.
- **Contract Savings:** the estimate of savings that will be used to compare against annual contract goals. These savings figures are generally the same as the reportable savings at the time that the contract year started. For purposes of adjusting working savings to arrive at this number, a single adjustment percentage (a SRAF, as defined below) is agreed to at the beginning of the contract year and is applied to all program measures. This is based on the sum of the adjustments between working and reportable numbers in the forecast developed for the program year.
- **Savings Realization Adjustment Factors (SRAF):** are savings realization adjustment factors applied to electric and gas working savings measures in order to reflect more accurate savings information through the benefit of evaluation and other studies. These factors are determined by the Energy Trust and used for annual contract amendments. The factors are determined based on the best available information from:
 - Program evaluations and/or other research that account for free riders, spill-over effects and measure impacts to date; and
 - Published transmission and distribution line loss information resulting from electric measure savings.

Total Program and Admin Expenses (line item on income statement)

- Used only for cost effectiveness calculations, levelized cost calculations and in management reports used to track funds spent/remaining by service territory.
- Includes all costs of the organization--direct, indirect, and an allocation of administration costs to programs.
- Should not be used for external financial reporting (not GAAP).

Total Program Expenses (line item on income statement)

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

Trade Ally Programs & Customer Service Management

- Costs associated with Energy Trust sponsorship of training and development of a trade ally network for a variety of programs.
- Trade Ally costs are tracked and allocated to programs based on the number of allies associated with that program.
- Costs in support of assisting customers which benefit all Energy Trust programs such as call center operations, customer service manager, complaint handling, etc.
- Customer service costs are tracked and allocated based on # of calls into the call center per month.

True Up

- True-up is a once-a-year process where we take everything we've learned about how much energy programs actually save or generate, and update our reports of historic performance and our software tools for forecasting and analyzing future savings.
- Information incorporated includes improved engineering models of savings (new data factor), anticipated results of future evaluations based on what prior evaluations of similar programs have shown (anticipated evaluation factor), and results from actual evaluations of the program and the year of activity in question (evaluation factor).
- Results are incorporated in the Annual Report (for the year just past) and the True-up Report (for prior years).
- Sometimes the best data on program savings or generation is not available for 2-3 years, especially for market transformation programs. So for some programs, the savings are updated through the annual true-up 2 or 3 times