Energy Trust of Oregon

2024 Annual Budget and 2024-2025 Action Plan

DRAFT

Presented to the Board of Directors
October 11, 2023

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Energy Trust of Oregon

DRAFT 2024 Annual Budget and 2024-2025 Action Plan

Table of Contents

MEMO

Date: October 4, 2023
To: Board of Directors
From: Michael Colgrove, Executive Director
Subject: Draft 2024 Budget and 2024-2025 Action Plan

I am pleased to present to you Energy Trust of Oregon's Draft 2024 Budget, 2024 Annual Goals and 2024-2025 Action Plan, which will be the focus of our October 11 budget workshop.

This budget represents near-term investments to achieve longer-term targets of expanding and accelerating energy savings by 2030 and serving customers with high energy burden that we have historically underserved. Additional cost-effective energy efficiency will help utilities meet their decarbonization goals at a lower cost than alternative investments while providing equitable benefits to customers and communities.

This budget invests in the capabilities, staffing and market support needed to deliver more savings in future years and will also maximize the impact of new complementary funding expected to enter the market in 2025 (e.g. Inflation Reduction Act, Portland Clean Energy Community Benefits Fund), ensuring that those funding sources result in measurable value to our utility systems as soon as possible.

In the materials that follow, action plans are provided for general management, including diversity, equity and inclusion; energy efficiency and renewable energy programs; program support groups; and contract and grant-funded initiatives. The materials also include utility-specific action plans developed in collaboration with each of our five utility partners.

Supporting memos provide additional details on the assumptions that shaped action plans and budgets across the organization as well as budget components such as staffing, administrative costs, levelized costs, market intelligence, and new investments and delivery approaches to accelerate energy savings.

Unless otherwise noted, the budget reflects all revenues and expenditures for Oregon core efficiency and renewable energy funds, NW Natural Washington customers, NW Natural and Avista transport customers, Oregon Community Solar Program, Oregon Landlord-provided Cooling Spaces Initiative, PGE Smart Battery Pilot, and other contracted and grant-funded activities. Some materials, such as calculations of OPUC performance measures, reference a subset of the budget.

The draft budget and action plan are available for public comment from October 4 through October 18, 2023. We will also provide information on the draft budget to our five affiliated utilities and the Oregon Public Utility Commission. All materials are available at www.energytrust.org/budget.

Feedback received will help us prepare a Final Proposed 2024 Budget, 2024 Annual Goals and 2024-2025 Action Plan to be reviewed by the board at the December 15 board meeting. I look forward to our discussion next week and welcome your comments and questions.

Thank you,

Michael T. Colgrove, Executive Director

Draft 2024 Organizational Goals

Customers will save and generate energy and reduce costs in 2024 and beyond as a result of investments in clean energy programs, including those designed to meet the needs of customers the organization has historically underserved.

Customers will gain access to a broader and more diverse network of qualified contractors who can install clean energy upgrades in their communities, and potential trades people will gain skills and opportunities in the energy efficiency and solar industries.

Community-based organizations will have opportunities to bring clean energy benefits to their communities by partnering with Energy Trust to deliver programs and accessing small grants, training, mentorship and connections.

Customers, partners and stakeholders will benefit from Energy Trust's ability to achieve long-term goals by shifting to a multiyear budgeting and planning process for future years.

Draft 2024 Budget Summary

- **Investing $304.8 million**
- **Saving 48.7 aMW and 7.2 MMTh**
  - 67.8 MW of reduced demand during summer peak and 81.1 MW during winter peak
  - Includes 0.2 MMth gas transport and 0.2 MMth NW Natural WA
- Delivering highly cost-effective energy
  - 5.1 cents/kWh levelized
  - 61.2 cents/therm levelized (OR), 111.5 cents/therm levelized (WA)
- **Generating 4.2 aMW**
- **Distributing $159.2 million in incentives**; 52% of total expenditures
- Administrative costs at 5.6% of expenditures

Photo: Fox Hollow Ranch, Madras, OR

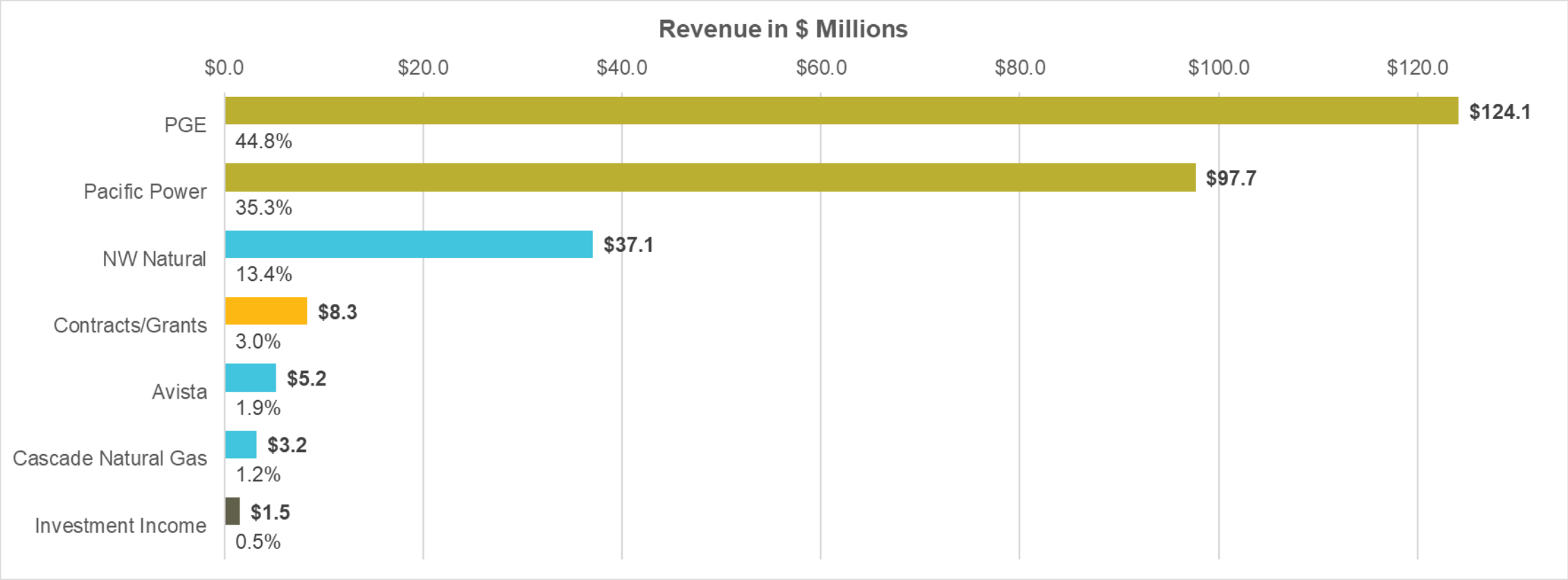
Customer Benefits from 2024 Investments

- **Lower energy bills and energy burden**—$785 million in future bill savings for participants
- **Opportunities for 1,600+ local businesses, greater support for community-based organizations** and investments in workforce development
- Local investments that **keep dollars in our communities**
- **Cleaner air** by avoiding 3.9 million metric tons of carbon dioxide over time
- Support for **community-led clean energy efforts**, such as resilience
- Access to **direct benefits for customers experiencing low incomes**, incl. those in rural areas and those of color

Photo: Homeowner Sammie Lewis, Portland, OR

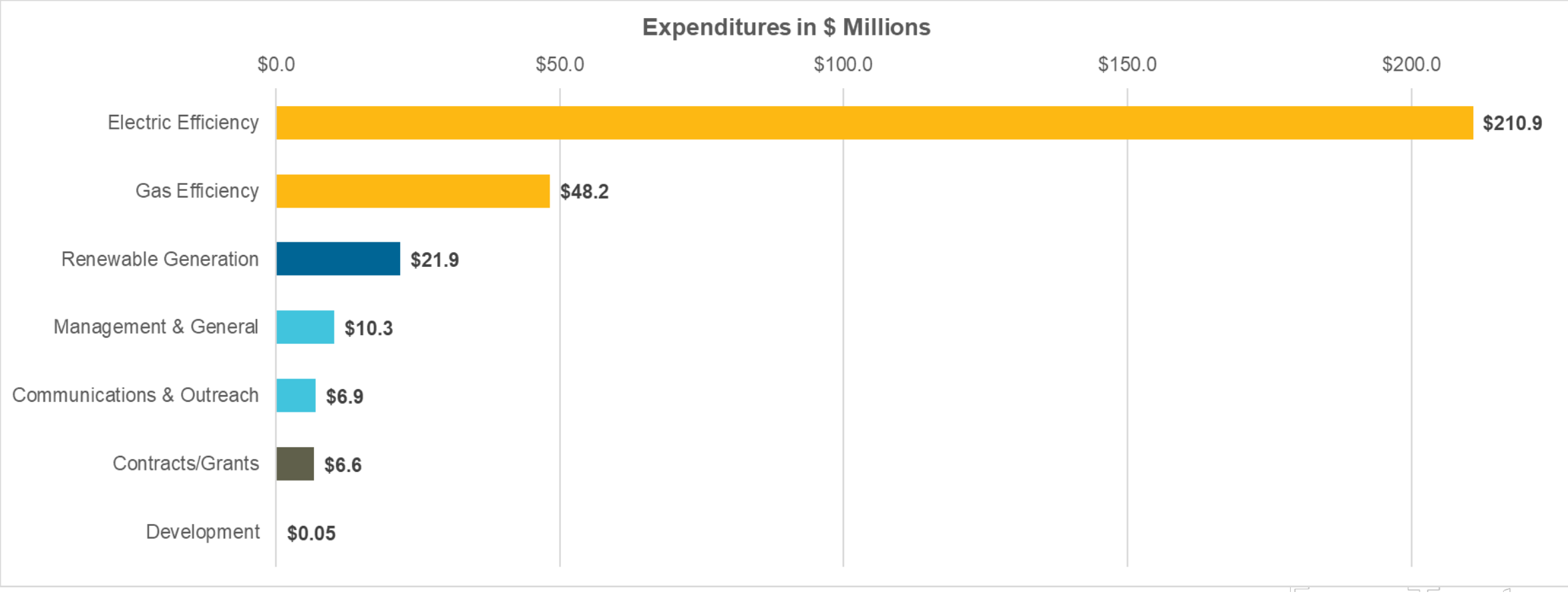
2024 Draft Budget Revenues

$277.0 million, up 33% from 2023 budget



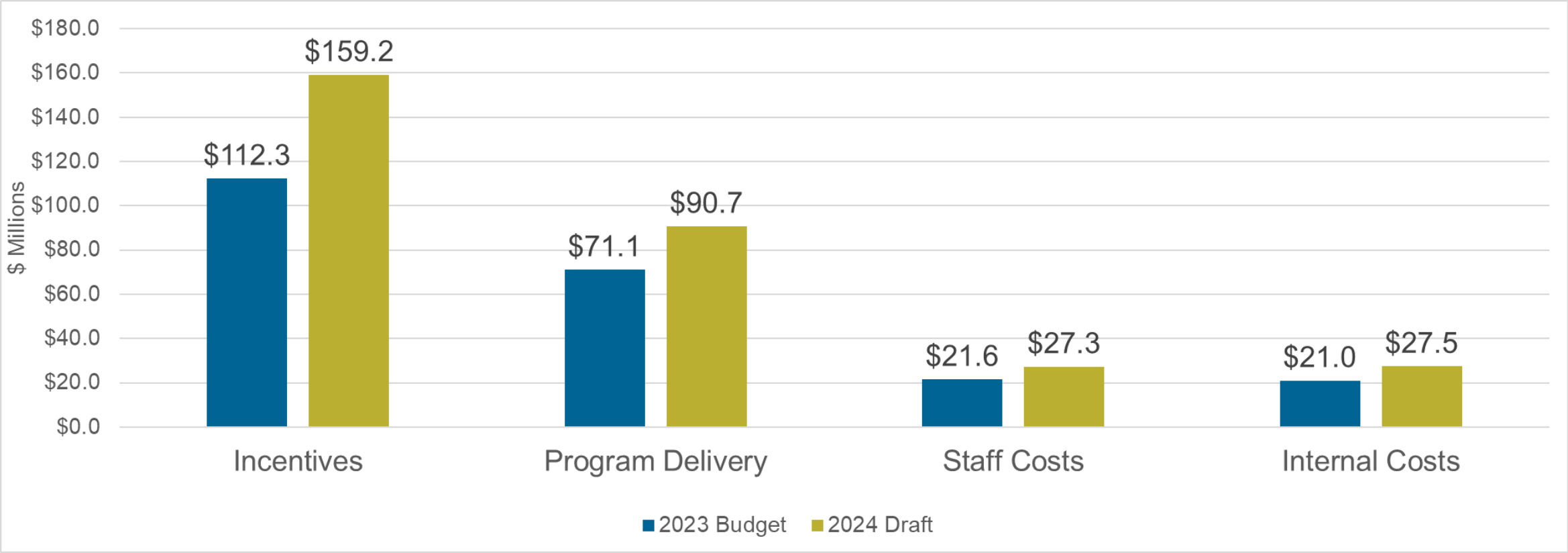
2024 Draft Budget Expenditures

$304.8 million, up 35% from 2023 budget



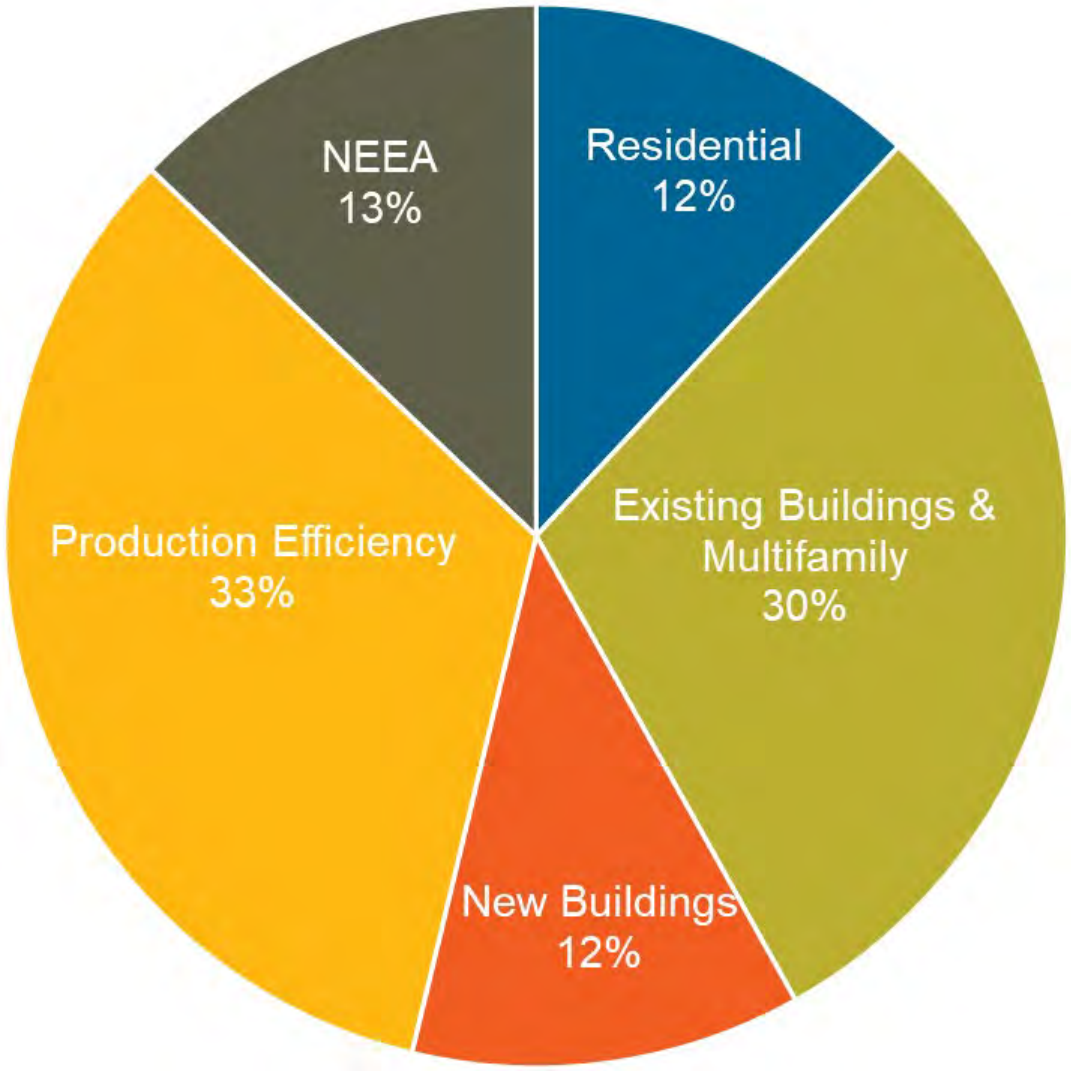
The budget uses net assets/reserves to cover planned expenses in excess of anticipated revenue

2024 Draft Budget Expenses Compared to 2023 Budget



2024 Electric Savings by Program

- 48.7 aMW of electric savings, up 8% from 2023 budget
- Equivalent to 178,000 metric tons of carbon avoided
- $224.2 million in total costs, including customer incentives, services and delivery
- Savings driven by:
  - Custom industrial and commercial projects
  - Lighting upgrades for businesses
  - Residential home retrofits

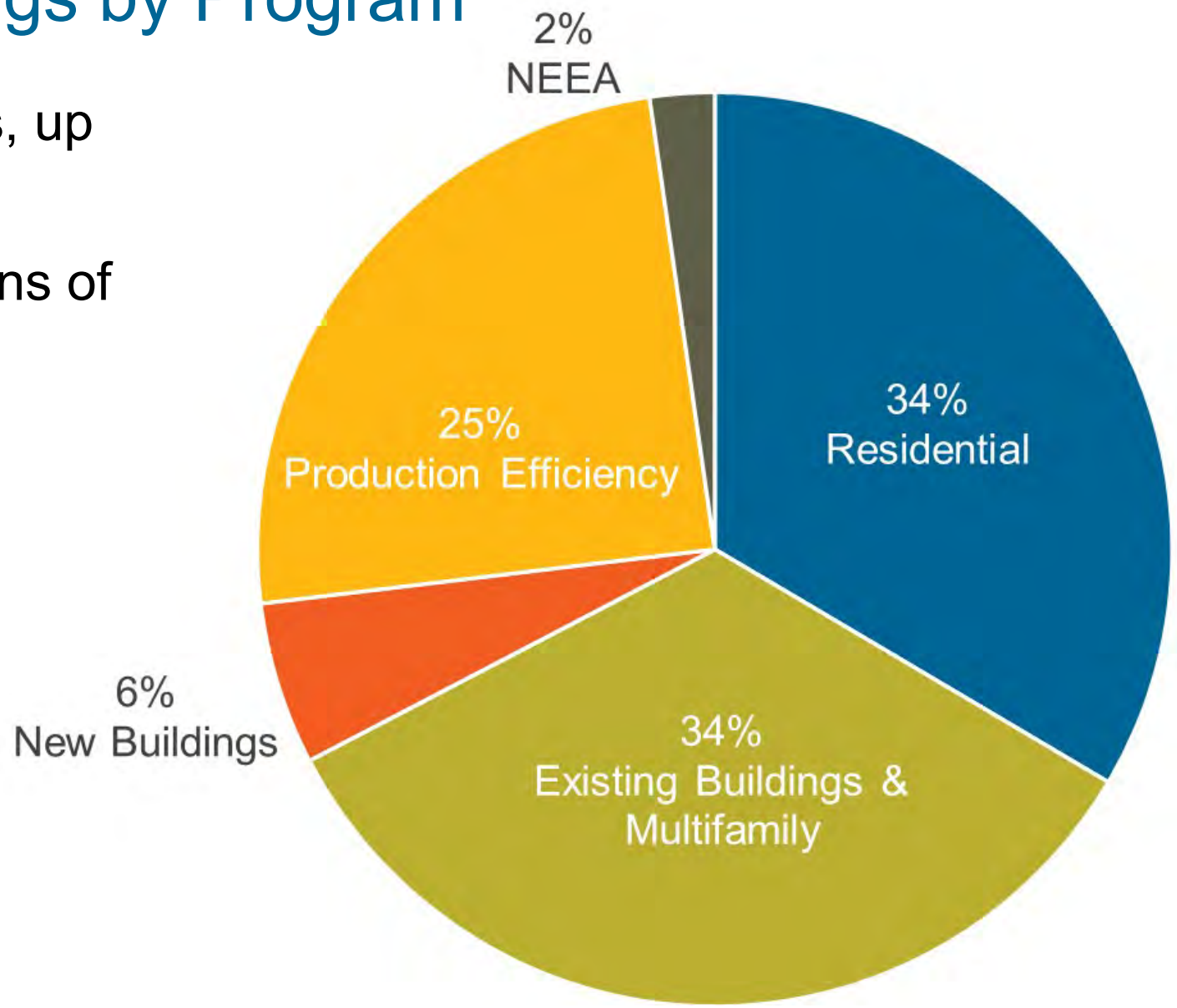


aMW; average megawatts

Comparisons are 2023 budget to 2024 draft budget

2024 Natural Gas Savings by Program

- 7.2 MMTh natural gas savings, up 13% from 2023 budget
- Equivalent to 38,000 metric tons of carbon avoided
- $55.6 million in total costs, including customer incentives, services and delivery
- Savings driven by:
  - Custom industrial projects
  - Commercial custom and SEM
  - Residential market transformation

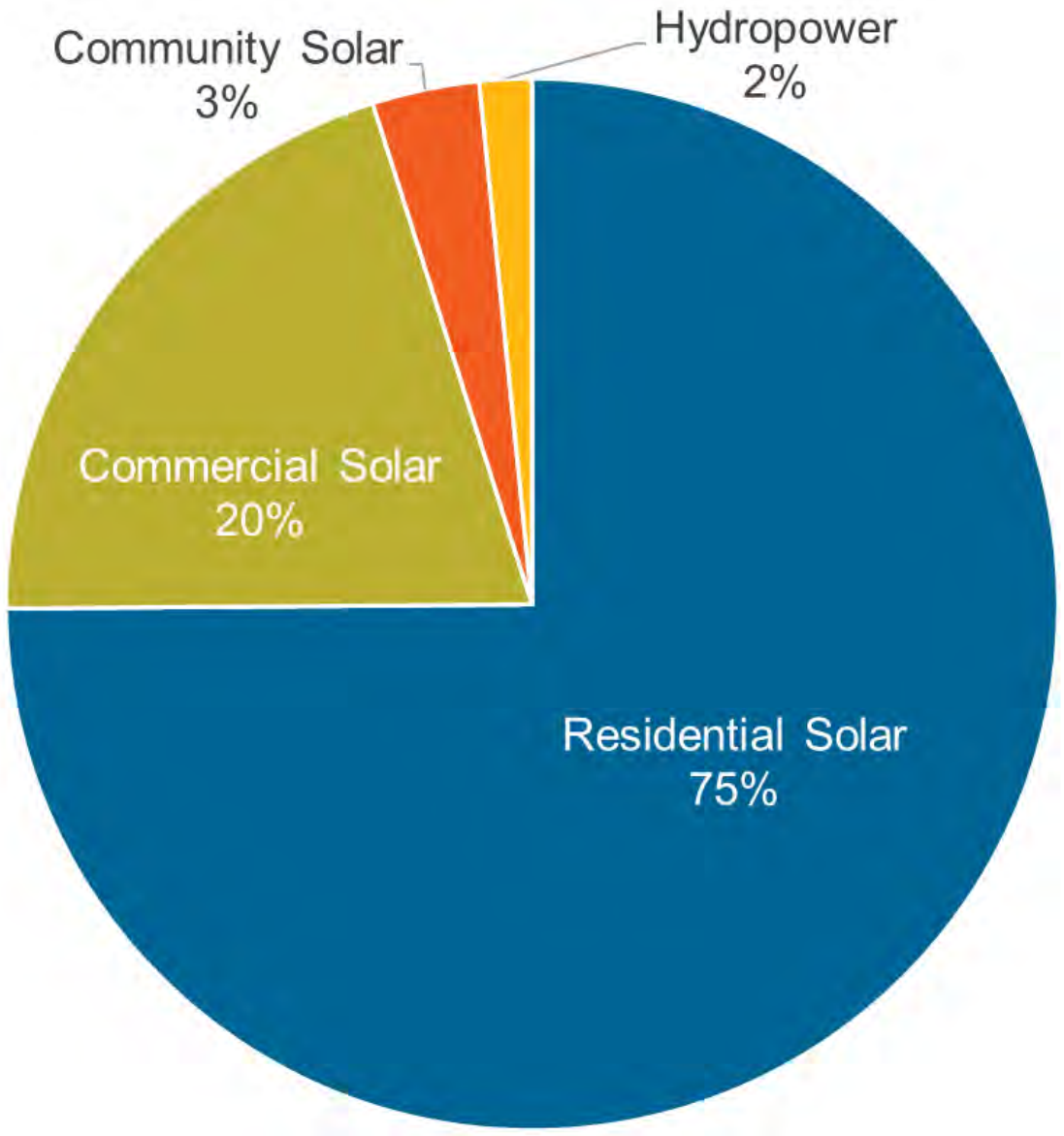


MMTh: million annual therms

Comparisons are 2023 budget to 2024 draft budget

2024 Renewable Generation

- 4.2 aMW generation
- Equivalent to 15,000 metric tons of carbon avoided
- $23.2 million in total costs, including incentives, services, delivery
- Focus on customers with low and moderate incomes and distribution system-connected technologies
- Maintain and expand support for solar market while transitioning away from standard solar incentives

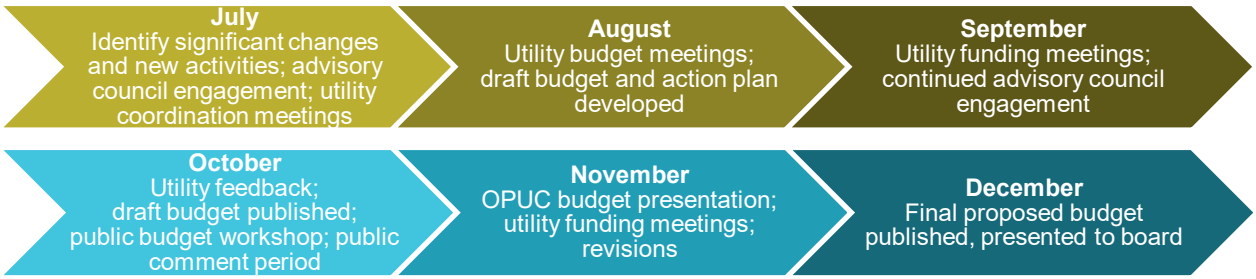


Comparisons are 2023 budget to 2024 draft budget.
Numbers may not total due to rounding.

Frequently Asked Questions:
Energy Trust Annual Budget and Action Plan

How is your budget and action plan developed?
Energy Trust's budget and action plans are developed collaboratively with utility partners Portland General Electric (PGE), Pacific Power, NW Natural, Cascade Natural Gas and Avista, along with input from our three advisory councils—the Conservation Advisory Council, Diversity Advisory Council and Renewable Energy Advisory Council—stakeholders and the public.

Starting in the first quarter of the year, we reference our five-year strategic plan to develop internal guidance for staff and an annual business plan for the following year. Staff use the guidance and business plan to develop a comprehensive draft budget and action plan and organizational goals by the end of September. Our action plan lists strategies, key activities and contextual information to deliver cost-effective energy efficiency and renewable generation, achieve the organizational goals and make progress to the strategic plan's focus areas. In October and November, we post the draft budget online and present it publicly to our board of directors, advisory councils, stakeholders, the Oregon Public Utility Commission (OPUC) and the public. Revisions are made in November and in December the final proposed budget is presented for board approval.



How can I find information about the budget and participate in the process?
Visit our website at www.energytrust.org/budget to find the budget and action plan materials and presentation dates. Following the October board meeting, presentation materials and recordings will be posted on this page. Budget presentations and supporting materials delivered at board and advisory council meetings are available at www.energytrust.org/about/public-meetings.

Public notices and materials for board and advisory council meetings are posted on our website in advance of each meeting and every meeting invites public comment. The OPUC hearing is also open to the public.

Public comments are welcome and are open for 14 days surrounding the October board meeting. For details on submitting public comments and due dates, visit www.energytrust.org/budget.

Who reviews and approves the budget and action plan?
We ask for review and feedback from our board of directors, advisory councils, OPUC staff, utilities, community organizations, other stakeholders and the public. All feedback is considered as staff develops and then refines the draft budget. A summary of comments received through the public comment period, along with staff responses to them and copies of submitted comments, are provided in the final proposed budget and action plan materials. The board approves the final proposed budget in December, and the final budget is posted online and submitted to the OPUC by year-end.

What do you consider when setting the budget?
We work closely with our five utility partners to update their plans to meet future energy needs for their customers with the goal of acquiring all available cost-effective energy efficiency. Additional information is drawn from renewable resource assessments and the most recent studies produced by the Northwest Power and Conservation Council, which identify energy efficiency and renewable energy potential throughout the Pacific Northwest. These resources inform our strategic plan and guide the development of our annual budget and action plan.

Annual activities are guided by the organization's annual business plan, annual organizational goals, third-party program evaluations, market research, our experience delivering programs, feedback from installation contractors, customers and community groups, and input from our partner utilities, three advisory councils, the OPUC and the board of directors.

What benefits will the budget provide?
Our budget and action plan are designed to help communities and utility customers in Oregon and Southwest Washington save energy and benefit from energy efficiency and renewable power. We seek to expand our offers and approaches to reach communities of color, low- and moderate-income customers and rural communities who may not have benefitted in the past. Through the actions of customers, Energy Trust is able to deliver low-cost energy efficiency that utilities rely on to meet their customers' energy needs, add clean, renewable power to the electric grid; reduce customer utility bills; help keep energy costs lower than they otherwise would be for all utility customers; avoid carbon emissions; and strengthen local economies.

How are programs and services funded?
The vast majority of our funding comes from customers of PGE, Pacific Power, NW Natural, Cascade Natural Gas and Avista in Oregon, and NW Natural customers in Washington. Energy Trust also contracts with governments, utilities and other entities to deliver programs and services that align with our mission, advance our strategic plan focus areas and support our core energy savings and generation work.

What happens when funds are not spent by the end of the year?
At year-end, any unspent funds are carried over into the following year's budget to offset future revenue needs. Carryover of unspent funds can be a result of many factors, including meeting our savings goals at lower than expected costs or revenue forecasts being higher than projected due to unexpected weather changes. Renewable energy project development often occurs over multiple years and requires an upfront funding commitment. Some carryover funds are dedicated for those project commitments.

What accountability measures are in place to ensure funds are spent wisely?
All expenditures must comply with legal requirements and meet minimum annual performance measures established by the OPUC. All energy-efficiency investments, excluding pilots and limited activities exempted by the OPUC, are required to be cost effective, meaning that long-term project savings exceed related costs and are of net financial benefit to the customer. The board of directors' oversight includes reviews of major contract decisions, monthly financial statements, program evaluations and progress to strategic plan focus areas.

How do you report on expenditures and progress to goals and performance measures?
We provide public quarterly and annual reports to the board and OPUC and provide information for a public purpose charge report submitted to the Oregon Legislature every two years by the OPUC and Oregon Department of Energy.

2024 Budget Engagement Schedule

Budget Process Overview

As a nonprofit organization investing utility customer funds, Energy Trust of Oregon develops an annual budget and two-year action plan collaboratively with our five utility partners. Throughout the process, we ask for feedback from our board of directors, advisory councils, Oregon Public Utility Commission (OPUC), utilities, community organizations, other stakeholders and the public.

Directed by House Bill 3141 passed in 2021, we evolved our budget engagement process to include additional collaboration with key stakeholders, including earlier engagements in spring and summer. We start work in the spring by identifying and assessing market trends, customer needs and barriers and emerging opportunities. In April and May, we engage in discussions with each advisory council and our five utility partners to gather early input.

Over the summer, we begin joint planning efforts with each of our five utility partners and our three advisory councils by previewing new activities, gathering input and identifying opportunities to collaborate. We leverage these insights to assemble a comprehensive draft budget with two-year action plan and post them for public review and comment in early October. The budget package and our annual organizational goals are presented to the board of directors and advisory councils in October public meetings. Feedback is encouraged from the public and stakeholders through these meetings and in writing. Staff also present to OPUC commissioners at a public meeting typically in November.

Key Dates

March, April, May

- **March 8, Board of Directors – Public meeting**: Discuss 2024 strategic priorities to determine guidance for 2024-2025 business and action plan activities.
- **April 10-14, Utility meetings:** Meet with PGE, Pacific Power, NW Natural, Cascade Natural Gas and Avista to solicit market intelligence regarding industry trends, customer needs, opportunities and strategic priorities.
- **April 18-19, Conservation Advisory Council, Diversity Advisory Council and Renewable Energy Advisory Council meetings:** Solicit market intelligence regarding industry trends, customer needs, opportunities and strategic priorities.
- Staff use market intelligence and strategic guidance to determine new activities for 2024 and identify significant changes from 2023 budget.
- **May 10, Board of Directors – Public meeting:** Community and Market Perspectives Panel to discuss customer and market perspectives on challenges and opportunities for energy efficiency programs and offerings.

June, July

- **June 23-30, Joint budget planning meetings:** Meet with PGE, Pacific Power, NW Natural, Cascade Natural Gas and Avista. (NW Natural on 6/23, Pacific Power on 6/27, PGE on 6/28, Cascade Natural Gas on 6/29 and Avista on 6/30)
- **July 12 & 26, Deep dive planning workshops with advisory councils:** Meet with Diversity Advisory Council (7/12), Conservation Advisory Council and Renewable Energy Advisory Council (7/26) to discuss topics of high importance to customers and communities.
- **July 17-21, Utility meetings:** Meet with Avista (7/17), Cascade Natural Gas (7/18), Pacific Power (7/19) PGE (7/20) and NW Natural (7/21) to continue joint budget planning.
- **July 28, Board of Directors – Finance & Audit Committee Meeting:** Discuss the quarter two energy and incentives pipeline and full Q2 year-end forecast.

August

- **August 7:** Draft action plans provided to each utility.

- **August 9: Board of Directors – Public meeting:** Share challenges and trade-offs in forecasting goals to 2030.
- **August 14-18, Utility meetings:** Meet with Cascade Natural Gas (8/14), Avista (8/15), Pacific Power (8/16), NW Natural (8/17) and PGE (8/18) to present forecasted year-end results as of quarter two and discuss goals and priorities for 2024. Utilities receive draft utility-specific action plans.
- **August 29, Board of Directors – Finance & Audit Committee Meeting:** Provide draft budget expenditures, revenues, savings, generation and discuss 2024-2025 funding levels. Send funding models to each utility.
- **August 18-September 1, Utilities provide data for utility-specific action plans:** Utilities review draft plans and provide content/feedback on engagement approach, community feedback, stakeholder feedback, utility-investing efficiency funds and key activities.

September

- **September 1, Draft Budget Meeting with OPUC staff:** Preview of draft budget and utility funding proposals.
- **September 5-11, Utility Funding Meetings:** Meet with NW Natural (9/5), Pacific Power (9/6), PGE (9/7), Avista (9/8) and Cascade Natural Gas (9/11) to discuss proposed funding levels for 2024 and 2025 as well as utility-specific action plans.
- **September 19-20, Advisory council meetings:** Share budget assumptions with Diversity Advisory Council, Conservation Advisory Council and Renewable Energy Advisory Council.
- **September 26, Board of Directors – Finance & Audit Committee meeting:** Review draft budget report and provide budget process update.

October

- **October 4:** Draft budget posted on www.energytrust.org/budget.
- **October 4-18:** Public comment period; stakeholders encouraged to submit written comments.
- **October 11, Board of Directors – Public meeting:** Present and discuss draft budget and annual goals, with time for public comment.
- **October 12, Joint meeting with Conservation Advisory Council, Diversity Advisory Council and Renewable Energy Advisory Council:** Share draft 2024 organizational goals and how advisory council feedback was incorporated.
- **October 13-20, Utility Specific Action Plans:** Update with stakeholder feedback, if any.
- **October 27, Board of Directors – Finance & Audit Committee meeting:** Review updated forecast of year-end results and discuss any significant changes from the draft budget.

November

- **November 1:** Final utility-specific action plans sent to utilities for review.
- **November 2: OPUC Public meeting:** Present draft budget and action plan to commissioners in public workshop.
- **November 9-14, Utility coordination meetings with PGE, Pacific Power, NW Natural, Cascade Natural Gas and Avista:** Review revised budget and final utility-specific action plans. Finalize 2024 and 2025 funding levels and any related rate adjustments needed to reach savings targets. (PGE on 11/9, Avista on 11/10, Cascade Natural Gas and NW Natural on 11/13, and Pacific Power on 11/14.)
- **November 14, Board of Directors – Finance & Audit Committee meeting:** Review significant changes to draft budget, if any. Share outcomes of utility funding meetings.
- **November 15, Advisory council meetings:** Review significant changes to draft budget, if any, with Conservation Advisory Council and Renewable Energy Advisory Council (11/15).

December

- **December 8:** Final proposed budget posted on www.energytrust.org.
- **December 15, Board of Directors – Public meeting:** Final proposed budget and action plan presented for board consideration and vote.
- **December 19-29:** Board-approved budget submitted to OPUC and posted on www.energytrust.org.

MEMO

Date: October 4, 2023
To: Board of Directors
From: Michael Colgrove, Executive Director
Subject: Summary of Market Intelligence

This memo summarizes input and insights gleaned from customers, stakeholders and experts in 2023 and late 2022. Energy Trust sought and received input from the following groups, some of which were asked about market trends, customer and community needs, opportunities and strategic priorities for Energy Trust.

- Conservation Advisory Council (CAC)
- Diversity Advisory Council (DAC)
- Renewable Energy Advisory Council (RAC)
- Utilities
- Staff conversations with customers, partners and stakeholders
- Energy Trust's 2022 Customer Awareness and Participation Study[1]

Information about market conditions was also sourced from the Oregon Office of Economic Analysis' Oregon economic and Revenue Forecast from March 2023[2].

What's happening in the market?

- **The Inflation Reduction Act is creating unprecedented funding opportunities.** The Federal Inflation Reduction Act, plus other federal legislation, will drive significant new opportunities in Oregon and Southwest Washington. But many of the details of how funds will be distributed are unknown, and there are challenges in figuring out how organizations should organize and partner to help this money flow through to the market and customers. This will require a lot of coordination and communication across organizations and agencies to be effective. (CAC, RAC, utilities)
    - *"There's so much potential. Everything is happening right at once and we don't want to miss out on the opportunity." (RAC)*
    - *"The biggest opportunity is around federal funding and figuring out how we work together to help customers access funds and services." Avista*
- **Portland Clean Energy Community Benefits Fund is a huge opportunity as well.** In Portland, there's a need for organizations to work together creatively to use the resources that are coming through PCEF. The Portland City Council just passed PCEF's Climate Investment Plan and implementation is expected to begin in 2024, which will create additional opportunities for collaboration. (CAC, RAC)
    - *"There are real huge major opportunities if we all work together and look at how to creatively use resources that are coming." CAC member*
- **The industry lacks capacity to keep up with the opportunities.** Labor shortage is a major issue for the energy efficiency industry, especially as new funding creates more opportunities. There is not enough capacity for community-based organizations and trade ally contractors to deliver new programs and opportunities. The challenge is not lack of funds, but rather how to

[1] https://www.energytrust.org/wp-content/uploads/2023/04/Energy-Trust-of-Oregon_CAP-Study-Report-2022_Final-wSR.pdf
[2] https://www.oregon.gov/das/OEA/Documents/forecast0323.pdf

distribute all the new funding to individuals. In addition, community action agencies are at capacity, especially because of a backlog of customers that accrued during the pandemic. (CAC, utilities, staff conversations)
    - *"More funding is available but there's not enough labor to keep up." CAC member*
- **Communities lack expertise and bandwidth to capture new funding.** With new funds coming available, some communities lack the skills and time to take advantage of time-sensitive grant opportunities. Rural and tribal communities don't have the capacity to apply for grants or incentives. Smaller cities and counties lack understanding of how to administer federal funds. All of these communities need help. (RAC, utilities)
    - *"We're hearing from communities feeling like grant funding opportunities are flying right past them." RAC member*
- **People need information and resources to make sense of new opportunities.** People are confused about all the funds and programs becoming available. Renters and people who are Latin and Indigenous, live in rural areas and experience lower incomes are less aware of Energy Trust's programs. They need education and guidance through marketing and outreach that is culturally relevant and available in multiple languages. (DAC, utilities, Customer Awareness and Participation Study, staff conversations)
    - *"People are having a really tough time figuring out who to talk to, and organizations and agencies are having a hard time figuring out who to do a warm handoff to." CAC member*
- **Costs are increasing for energy, goods, services and borrowing amid economic uncertainty**. Energy and equipment prices are increasing. People are shying away from borrowing money due to high interest rates. Small businesses are facing tighter cash flows or holding on to money because of uncertainty in the market. (RAC, utilities)
    - *"Interest rates have affected demand for solar installations." RAC member*
    - *"Increasing costs of HVAC are driving people to repair rather than replace equipment." NW Natural*
- **A recession is possible in 2024.** The Oregon Office of Economic Analysis forecasts a recession is possible in 2024. By the end of 2022, consumer spending on goods flatlined, home sales and new single-family housing starts fell considerably, supply chains eased for some technologies (though are still impacting some equipment like residential HVAC and windows) and manufacturing activity weakened. Oregon maintains high employment rates. (RAC, utilities, Oregon Office of Economic Analysis, staff conversations)
- **Affordability is a growing challenge.** Home prices and rents are rising faster than incomes. Amid rising costs of living, affordability is a significant concern for low- and moderate-income households. There are still many obstacles for these customers to participate in energy efficiency programs, such as upfront costs. Many of these customers can't afford necessary home repairs, making deferred maintenance a barrier to participation. Reducing energy burden is a priority, and so is keeping rates as flat as possible. (CAC, DAC, utilities, Oregon Office of Economic Analysis, staff conversations)
    - *"Community Energy Project can't serve 50% of homes with PCEF funding because the deferred maintenance is so bad." CAC member*
- **Figuring out how to serve renters is an urgent problem that needs to be solved.** People who don't own their homes, including many Native American and Black people, aren't able to participate in clean energy programs and benefit directly from energy transformation. (CAC, DAC, staff conversations)

    - *"This is one of our biggest problems we talk about all the time, but nobody really knows how to solve it." CAC member*
- **People are more interested in clean energy.** Customers and communities are more aware of and interested in clean energy and climate change based on the weather events of recent years. An example: growth in residential solar projects was exponential in 2022. Some customers, including commercial and industrial businesses, are interested in electrification. (CAC, DAC, RAC, utilities, staff conversations)
    - *"People are interested in switching from liquid fuels to electricity due to cost and climate change." DAC member*
- **People and communities are using energy differently to stay safe and healthy during extreme weather and power outages.** Air conditioning is now a necessity to stay cool during heat waves and to breathe clean air during wildfire season. According to Energy Trust's 2022 Customer Awareness and Participation Study, 85% of households have some type of cooling. Rural customers experience frequent and prolonged electric outages, necessitating a backup energy source. Resilience is a priority for people and communities, and communities are seeking help with climate and energy planning. (DAC, utilities, Customer Awareness and Participation Study, staff conversations)
    - *"A lot of people in rural Eastern Oregon are switching to heat pumps but using alternative fuels as backup during outages, which may be needed 10-20 nights a year." DAC member*
- **Meeting greenhouse gas emissions reduction targets is a priority for the utilities.** Utility partners must meet ambitious emissions reduction targets set by the state. The utilities and the OPUC are relying on energy efficiency to help meet climate goals with minimal rate impacts on customers. While all utilities are focused on saving energy as a tool to reduce emissions, gas utility partners are interested in renewable natural gas, Energy Trust's hybrid HVAC pilot and the release of the first gas heat pumps expected in late 2023. Electric utility partners are interested in electrification and managing increased demand. Reducing peak demand is increasingly important. (RAC, utilities)
- **Partners and utilities are eager for more collaboration.** Utilities, community partners and community-based organizations want to deepen relationships with Energy Trust to build mutual understanding and trust**.** Utilities appreciate partnership on distribution system planning, clean energy planning and community outreach and see opportunity to increase and deepen this work over the coming year. (Utilities, staff conversations)
- **Policies continue to evolve and influence Energy Trust.** That includes policies at the federal, state and local level that could create additional opportunities and challenges. Some large commercial and industrial customers are postponing capital updates due to uncertainty around potential policies that could require electrification. (RAC, utilities, staff conversations)

What should Energy Trust prioritize given these market factors?

- **To meet growing opportunities and demand, Energy Trust could help develop new delivery partners.** With community-based organizations and community action agencies at capacity, Energy Trust can identify and build capacity of new partners to distribute funds and deliver programs in underserved communities. (CAC)
    - *"Energy Trust can help communities roll out energy programs so we don't leave anyone behind in the energy transition." CAC member*

    - *"Energy Trust can expand beyond its traditional role and play a bigger part in building entities around the state that know the communities and can do this work." CAC member*
- **Energy Trust could play a bigger role in convening partners.** Effective partnerships are essential to fully realize opportunities driven by new funding. As more community-based organizations get involved, they need education and relationships in the industry. We could play a bigger role in convening and educating them. The low-income solar working group is a successful example of how we've done this in the past. (CAC)
- **We could also support workforce development for contractors and delivery partners.** Workforce development and training is crucial to deliver on all the available new funding and ensure quality installations, especially in rural areas. Training is important not just for contractors (especially for BIPOC and women-owned companies) but also for community-based organizations that deliver services. Skill development is needed for contractors around HVAC, heat pump water heaters, weatherization, solar and battery storage, and it is also needed for energy assessors, electricians and roofers. There's also an opportunity to help schools offer trade apprenticeships and information on energy careers. (CAC, DAC, staff conversations)
    - *"The market isn't developed yet for the amount of money that's coming in." CAC member*
- **Energy Trust could help people navigate the increasingly complex array of funds and offers.** There's no one place where people and organizations can go to figure out their options, and Energy Trust could be that place and help by providing resources and information. (CAC, DAC)
    - *"We need one place we can get information to relay to clients, business partners and customers." DAC member*
    - *"There's not a one-stop shop for questions." DAC member*
- **We could braid multiple funding sources to help bridge gaps in funding for projects.** Energy Trust needs to be creative and find ways to bridge the gap for parts of a project that funding may not cover. Federal, state and other funds can be braided with Energy Trust incentives to minimize customer costs. (DAC, utilities)
- **We could do more to make programs accessible.** Reducing jargon and participation requirements will ensure more customers get access to clean energy. (CAC)
- **Prioritizing weatherization could maximize the value of other investments.** With so much funding on the way for HVAC upgrades, there could be an opportunity for Energy Trust to maximize the value of those investments by supporting weatherization and deferred maintenance. (CAC)
- **More work is needed to support equity- and resilience-focused outcomes for communities.** The connection between resilience and equity is an important consideration as resiliency provides an opportunity to connect people rather than focusing on individualized benefits. Energy Trust should prioritize resilience at a community level and support solar + storage incentives for low- and moderate-income houses. Additionally, more focus should be placed on the five-year goals of filling community solar carve-out capacity, increasing funding and participation in resiliency and renewables projects in low-income and underserved communities. (RAC)
    - *"Providing access to a resilience hub for every community is an important and reasonable long-term goal." RAC member*
- **Utilities would like more help from Energy Trust to achieve their emissions reduction targets.** That could include targeting locations facing grid constraints and population growth and exploring new offers such as hybrid HVAC and new technologies for large industrial customers. (Utilities)

MEMO

Date: October 4, 2023
To: Board of Directors
From: Michael Colgrove, Executive Director
Subject: Budget Assumptions for Draft 2024 Budget and 2024-2025 Action Plan

This memo provides an overview of the underlying assumptions that guided development of Energy Trust's Draft 2024 Budget and 2024-2025 Action Plan.

Staff at the OPUC asked what it would take for Energy Trust to accelerate savings acquisitions by 2030 to help utilities meet their carbon goals and what the OPUC could do to enable that. Additional cost-effective energy efficiency will help utilities meet their greenhouse gas reduction targets at a lower cost while providing equitable benefits to customers and communities.

Oregon has established aggressive energy decarbonization goals for investor-owned utilities over the next three decades, including through the Climate Protection Program, which directs the natural gas utilities to reduce emissions 90% by 2050 and also through the 100% Clean Electricity Standard, which requires the electric investor-owned utilities to deliver 100% clean electricity to retail customers by 2040, starting with an 80% reduction in emissions by 2030.

Our electric utility partners are in the process of developing and finalizing Integrated Resource Plann (IRP) and Clean Energy Plans (CEP) describing how they will meet these carbon goals. Those proceedings (LC 80 and LC 82) occur at the same as the development of Energy Trust's 2024 Budget and 2024-2025 Action Plan. As a result of these processes occurring simultaneously, our response to accelerate savings is reflected in this budget but is ahead of typical process alignment with current utility IRPs.

While we're still determining exactly how much more electric efficiency we can achieve by 2030, our initial analysis indicates that more savings are available than what is currently represented in IRPs and that immediate additional investments and significant changes to programs and operations are needed to acquire those savings. These investments are needed to address key delivery bottlenecks in the market that hinder achievement of additional energy efficiency, regardless of the timeline for achieving them.

We have identified two major areas of need: 1) Investments to expand high-quality market delivery channels and 2) Improvements to program offers and approaches to broaden our reach equitably. Energy Trust has a long and successful history of investing in the delivery markets and in adapting program designs to meet customer needs cost effectively.

In the Draft 2024 Budget and 2024-2025 Action Plan, we expand work to reach and serve people experiencing low to moderate incomes, customers living in rural areas, and customers who identify as Black, Indigenous and People of Color. While participation from large commercial and industrial customers is critical to achieving more savings, expanding our ability to serve customers who we have underserved will unlock significant sources of energy-savings that are currently stranded. We cannot achieve accelerated savings goals without participation from customers who face high barriers to participation. Serving these customers doesn't just result in more energy savings, it also relieves energy burden for those customers and ensures equitable distribution of benefits.

Serving these customers with high barriers to participation is also more expensive. It requires higher incentives to cover more or even all the costs of an upgrade, and it requires new delivery strategies like partnerships with community-based organizations, community outreach and more hands-on delivery models to serve these customers who may be reluctant to participate.

Potential Changes to Policies and Processes

We worked with OPUC staff to identify current underlying policies and processes that shape how Energy Trust makes investments on behalf of utility ratepayers and potential changes that would enable us to invest in accelerated energy savings by 2030. Those potential changes include:

- **Updates to electric avoided costs** that reflect the true value that energy efficiency contributes to a reliable, decarbonized energy system
- **Different requirements for evaluating, tracking and reporting cost-effectiveness** at the portfolio rather than program level
- **New assumptions about complementary funding** for measures targeting customers experiencing low and moderate incomes
- **A new multi-year planning approach** that enables Energy Trust to develop strategies, make investments and realize benefits over multiple years instead of the current one-year time frame (with a second-year budget projection)

We performed a sensitivity analysis of the cost-effectiveness of the draft 2024 budget to test if these increased investments (in expanding market delivery channels and improving program offers and approaches) would challenge the cost-effectiveness of programs per our traditional approach to cost effectiveness. We also sought to understand how potential policy changes might enable these investments to be cost-effective.

This initial analysis will be revisited and updated in 2024 as we work closely with our utility partners on long-term planning for energy efficiency in support of their next IRPs. At that point, key assumptions addressed in this memo be updated as well.

Based on this analysis, the following observations and decisions were formed:

- **Energy Trust will continue to track and report cost-effectiveness at the program level** but will also evaluate the portfolio level cost-effectiveness to inform the assessment of value of the contribution of energy efficiency in total to the energy system.
- **Energy Trust plans to participate in future OPUC proceedings for implementation of HB 2475** legislation directed at reducing energy burden for priority customers.
- **Energy Trust will continue to coordinate closely with other organizations that are instrumental in administering complementary funds**, but we will not assume those funds are available in 2024 to co-fund savings. As the details about complementary funds become more clear, we will begin to reflect them in our future budgets. In 2024 and 2025, our investments in growing the capacity of the market to deliver more energy efficiency are critical to enabling Oregonians' access to those funds in 2025 and beyond.

Additional assumptions underlying our budget include:

- **Energy Trust used current avoided costs to develop our 2024 budget**, which are acknowledged to be out of date. Even with these current avoided costs, Energy Trust's budget is cost-effective at the portfolio level and for all programs except for Residential and Existing Buildings.
- **Energy Trust will adopt a multiyear planning approach** to meet the challenge of achieving Oregon's energy decarbonization goals by 2030.

The following describes our sensitivity analysis leading to the above decisions and observations on our draft 2024 budget.

Cost-effectiveness Sensitivity Analysis

To determine cost-effectiveness at the program and portfolio level, Energy Trust completed a benefit-cost ratio forecast for an initial draft of the 2024 budget, which differed in minor respects from the published draft budget. We will perform the analysis again on the final proposed budget and include that analysis in the final proposed budget materials.

Staff assembled four independent cases to analyze a discrete change to a cost or benefit in the Benefit Cost Ratio (BCR) tests that would achieve individually cost-effective programs under either fuel: 1) A baseline scenario of BCRs for the 2024 draft budget, 2) BCRs for 2024 draft budget after electric avoided costs increase by 17%, 3) BCRs for 2024 draft budget with low- and moderate-income customer deductions, and 4) BCRs for 2024 draft budget after deducting an estimated amount of complementary funding.

The analysis used each program's measure mix from 2022 to forecast 2024 avoided costs, incremental costs and non-energy benefits. In addition, we assumed that this measure mix is proportionally the same between the low- and moderate-income portfolio and program-wide portfolios for Residential and Existing Buildings programs.

Baseline: BCRs for 2024 Draft Budget

The analysis indicates that the combined portfolio for all programs is forecast to be cost-effective for electric and gas. Each program is forecast to be cost-effective with electric and gas combined for the Utility Cost Test (UCT) and Total Resource Cost Test (TRC tests). However, the electric portion of Residential program is not forecast to pass the UCT and TRC tests, and the electric portion of the Existing Buildings program is not forecast to pass the TRC test.

2024 draft budget

Program	Forecast UCT Test (ELE)	Forecast UCT Test (GAS)	Forecast TRC Test (ELE)	Forecast TRC Test (GAS)	2024 Program Forecast Combined Fuel UCT	2024 Program Forecast Combined Fuel TRC
Existing Buildings with MF	1.07	2.40	0.95	1.43	1.28	1.05
New Buildings	2.02	4.62			2.22	
Industry and Agriculture	1.84	2.60	2.30	3.34	1.93	2.38
Residential	0.86	2.61	0.93	2.54	1.42	1.43
Total Portfolio	**1.31**	**2.61**	**1.36**	**2.16**	**1.55**	**1.53**

Sensitivity 1: BCRs for 2024 Draft Budget after Electric Avoided Costs Increase by 17%

Avoided costs are the primary component of value in the numerator of both the UCT and TRC tests. Avoided costs represent the amount of money a utility would spend for the next increment of energy it would need to either produce or purchase if not for the reduction in demand due to energy efficiency savings.

Energy Trust and other stakeholders are anticipating that electric avoided costs will increase significantly to reflect recent outcomes of PGE and PacifiCorp Integrated Resource Planning processes. More specifically, the value of energy efficiency is expected to increase in relation to other options that the utilities have available to meet their resource needs.

Analysis of BCRs with various avoided costs indicates that electric avoided costs would have to increase by 17% for all programs to pass both the UCT and TRC tests individually for both electricity and gas.

Resulting BCRs after 17% Increase in Electric Avoided Costs

Program	Forecast UCT Test (ELE)	Forecast UCT Test (GAS)	Forecast TRC Test (ELE)	Forecast TRC Test (GAS)	2024 Program Forecast Combined Fuel UCT	2024 Program Forecast Combined Fuel TRC
Existing Buildings with MF	1.25	2.40	1.09	1.43	1.43	1.16
New Buildings	2.36	4.62			2.53	
Industry and Agriculture	2.15	2.60	2.63	3.34	2.20	2.69
Residential	1.00	2.61	1.06	2.54	1.51	1.52
Total Portfolio	**1.52**	**2.61**	**1.56**	**2.16**	**1.73**	**1.68**

Sensitivity 2: BCRs for 2024 Draft Budget with Low- and moderate-income Customer Deductions

We estimated savings, delivery and incentive estimates for low- and moderate-income customers that could potentially be served in the future through House Bill 2475. Planning deducted these values from each program to quantify cost-effectiveness of the resulting market rate programs. Analysis indicates that deducting low- and moderate-income costs makes the Residential program cost-effective, but the Existing Buildings program still falls short of 1.0 on the TRC test.

Resulting BCRs After low- and moderate-income customer deductions

Program	Forecast UCT Test (ELE)	Forecast UCT Test (GAS)	Forecast TRC Test (ELE)	Forecast TRC Test (GAS)	2024 Program Forecast Combined Fuel UCT	2024 Program Forecast Combined Fuel TRC
Existing Buildings with MF	1.12	2.40	0.97	1.43	1.33	1.07
New Buildings	2.02	4.62			2.22	
Industry and Agriculture	1.84	2.60	2.30	3.34	1.93	2.38
Residential	1.22	2.61	1.08	2.54	1.86	1.67
Total Portfolio	**1.45**	**2.61**	**1.44**	**2.16**	**1.69**	**1.60**

Sensitivity 3: BCRs for 2024 Draft Budget after Deducting Complementary Funding

If Energy Trust receives complementary funding to achieve energy efficiency in 2024, it would impact the BCRs of programs and the portfolio. In this scenario, we estimated the potential complementary funding sources that could contribute to savings and calculated BCRs based on that complementary funding. Sourcing $9.4 million of complementary funding allocated to electric savings would result in UCTs and TRCs above 1.0 for all programs for both fuels except for the Residential program, which would still fall short of the UCT for electric savings.

Resulting BCRs after deducting complementary funding

Program	Forecast UCT Test (ELE)	Forecast UCT Test (GAS)	Forecast TRC Test (ELE)	Forecast TRC Test (GAS)	2024 Program Forecast Combined Fuel UCT	2024 Program Forecast Combined Fuel TRC
Existing Buildings with MF	1.07	2.40	1.00	1.43	1.28	1.09
New Buildings	2.02	4.62			2.22	
Industry and Agriculture	1.84	2.60	2.30	3.34	1.93	2.38
Residential	0.86	2.61	1.00	2.54	1.42	1.51
Total Portfolio	**1.31**	**2.61**	**1.42**	**2.16**	**1.55**	**1.58**

Complementary Funding

We believe that new funding for energy-related customer projects will begin to flow into the market beginning in late 2024, with significantly more in 2025, through the Inflation Reduction Act, Portland Clean Energy Benefits Fund, the DEQ's Climate Protection Program and other state programs. We are unlikely to see a large influx of new funds in the market in 2024 as it takes time for these programs to be planned and launched.

We are proactively planning for the arrival of these funds, including by closely coordinating and collaborating with other agencies and organizations. The objective of our work with these outside entities is to bring this funding to customers in a way that maximizes energy savings for utilities.

These programs have other goals and are not optimized to deliver utility system benefits. While there is overlap with energy efficiency and renewable energy goals, not all of these funds will go toward energy efficiency and renewable energy upgrades. If they do, it is unclear to what extent the savings or renewable generation will be documented and reliable for utility planning purposes.

Energy Trust translates complementary funding into quantifiable energy savings and generation that utilities can plan on in their integrated resource plans. Our program standards, quality assurance, measure development, evaluation, marketing and reporting have been finely tuned over decades to deliver savings that are tracked, verified and counted toward utility IRPs. We work with community-based organizations to ensure savings from their efforts meet regulatory requirements for customer and utility system benefit. We do this by creating and maintaining market infrastructure like our Trade Ally Network, which is the backbone of the state's clean energy contractor infrastructure. We have been working for years to educate contractors, bring new contractors into our network and connect contractors with customers.

We are currently collaborating with other organizations on the following major funding programs:

<u>Oregon Department of Energy (ODOE)</u>

- Points of collaboration:
    - Current Priorities (Sept 2023): Inflation Reduction Act Home Efficiency Rebates (HER), Home Electrification and Appliance Rebates (HEAR), Solar for All
    - Other: Home Energy Efficiency Contractor Training Grant, Energy Efficiency and Conservation Block Grant Program (EECBG), Climate Pollution Reduction Grant, Building Performance Standards program/incentives, community resilience hubs, one-stop shop, building energy codes grant, Infrastructure Investment and Jobs Act (IIJA) Grid Resilience and Grid Resilience and Innovation Partnerships (GRIP), ODOE Community Heat Pump Program, other existing ODOE programs
- How: Monthly coordination meetings, monthly strategic conversations, intensive collaboration on program design and planning for active applications of mutual interest (currently Solar for All, HER and HEAR), collaboration on community engagement and input gathering related to funding

<u>Portland Clean Energy Benefits Fund (PCEF)</u>

- Points of collaboration: PCEF-funded projects and strategic programs focused on energy
- How: Regular coordination meetings, roundtable participation, direct collaboration on program design and market coordination for each strategic program area (coordination began in 2018)

<u>Seeding Justice</u>

- Points of collaboration: Climate Protection Program and Community Climate Investments (CCI) funding for energy projects

- How: expert input on proposal; deeper collaboration and coordination anticipated as Seeding Justice get under contract as the CCI entity

Craft3 and other Oregon and Washington stakeholders

- Points of collaboration: Greenhouse Gas Reduction Fund - Clean Communities Investment Accelerator (CCIA) and National Clean Investment Fund (NCIF) (green financing)
- How: regular collaboration meetings, sharing data and market expertise, convening and engaging stakeholders

The following table shows the complementary funding Energy Trust's is tracking and collaborating with other agencies to understand and help ensure other funding results in quantifiable energy savings and generation for utilities.

Lead Org. in Oregon	Funding	Status of Energy Trust Coordination	Possible In-Market*	Duration	2023	2024	2025	2026	2027	2028	2029	2030	Bldg. Sector	EE/ RE	MARKETS SERVED	ASSUMPTIONS
ODOE	**Federal efficiency rebates (HER)**	**Active coordination and joint planning**	**Q1 2025**	10 yr									Existing Buildings w/ MF, Residential	EE	Market-rate, low and moderate income (LMI)	$56M, statewide. 50% or more to LI. assuming around 80% of the funding will go to EE incentives
ODOE	**Federal electrification and appliance rebates (HEAR)**	**Active coordination and joint planning**	**Q4 2024**	10 yr									Existing Buildings w/ MF, Residential	EE	Low income (<80% area median income), Moderate income (80-150% AMI)	$56M, statewide. LMI ONLY, and at least 50% to LI. around 60% to EE incentives
ODOE	**EPA Solar for All**	**Strategic partnership on application, MOA in place**	**Q3 2024**	5 yr									Renewables (rooftop and community solar)	RE	Low-income (<80% AMI), Moderate-income (80-150% AMI)	$130M over 5 years, 78% to financial assitance.
ODOE	**Climate Pollution Reduction Implementation Grants**	**Input and expertise**	**Q1 2025**	5 yr									TBD	TBD	TBD	Competitive by state. What will be eligible depends on what GHG activities the state includes in its Priority Climate Action Plan (PCAP). Unknown funding amount between $2-$500MM. Unknown what % will be for energy measures.
ODOE	**Commercial BPS voluntary compliance**	**Pending**	**Q1 2025**	5 yr									Existing Buildings w/ MF	EE	Commercial	$10M incentive program, assumes 75% to incentives
Seeding Justice + DEQ	**Climate Protection Program / CCI**	**Input and support; MOU in place**	**Q4 2025**	11 yr									Mixed	EE + RE	TBD (LMI, nonprofit, community focused expected)	~$100-150MM/yr for ten years. Ramp-up in early years. Most details TBD. EE and RE expected to be a priority in early years when GHG impact is higher. Unknown what % will be for energy measures.
PCEF	**PCEF Strategic Programs for EE/RE in Small Business, MF, SF, Emergency Community Facilities**	**Active coordination and joint planning**	**Q4 2024**	5 yr									Existing & Buildings w/ MF, Single Family, Community Facilities	EE + RE	PORTLAND: Low-income, Moderate-income, small business, public/nonprofit	$400M over 5 years, PORTLAND ONLY, around 60% to energy incentives across the EE/RE program portfolio
Craft3	**EPA National Green Financing (CCIA and NCIF)**	**Active coordination and joint planning**	**Q4 2025**	10 yr									Renewables, Existing Buildings w/ MF, Residnetial, Commercial, Industrial	EE + RE	All	$20B+ funding nationally to capaitalize green financing programs and products; Oregon community lenders and projects likely to benefit from around $200-300M. This funding will be in the form of accessible financing/loans for GHG projects -- it will NOT be grants/incentives.

Multiyear Budget and Action Planning

Part of our strategy to accelerate and expand energy savings by 2030 is to shift to multiyear budgeting and planning.

Our annual planning process is not well suited to a sustained focus on making a larger impact over the long-term. The first multiyear plan will support Oregon achieving energy decarbonization goals by 2030 and will underpin Energy Trust's business planning, staffing strategy, financial planning and budget development.

Shifting to multiyear planning enables Energy Trust to establish goals, develop strategies, adjust to changing market conditions, make investments and realize benefits over multiple years. Work to design a new process and develop a multiyear plan is underway. Stakeholders will be engaged during all phases of multiyear plan development.

MEMO

Date: October 4, 2023
To: Board of Directors
From: Michael Colgrove, Executive Director
Subject: New Delivery Approaches to Accelerate Energy Savings in the Draft 2024 Budget and 2024-2025 Action Plan

To expand and accelerate savings by 2030 and reach customers we have not yet served, Energy Trust proposes to invest in 2024 and 2025 in the capabilities, staffing and market support needed to deliver more savings in future years. We believe these investments will also maximize the impact of significant, new complementary funding expected to enter the market in 2025 (such as Inflation Reduction Act rebates and the Portland Clean Energy Communities Benefits Fund), ensuring that those funding sources result in measurable value to our utility systems as soon as possible.

Energy Trust's 2024 Budget and 2024-2025 Budget and Action Plan addresses key delivery bottlenecks by investing in increasing customer incentives and building out new approaches and delivery channels that will achieve savings and support the market from 2026-2030.

New approaches and delivery channels will be applied to multiple aspects of our work including: our network of contractors, cultivation of community-based delivery partners, measure development, program design, quality assurance and evaluation to validate the effectiveness of those offers, outreach, customer service, marketing and consumer education. All of these must grow and evolve to achieve savings as we seek to serve new customers, go deeper with returning customers, and enable the application of future funding from federal, state and local sources in ways that translate into reliable renewable generation, energy savings and flexible loads for utilities.

Energy Trust has played a key role in market creation and infrastructure development from our early days of operation, and this increased investment is a natural evolution of our work in response to state objectives that will provide benefits for all customers. We are proposing to increase funding in these areas to help fill critical gaps that are not currently being addressed and in ways that support and leverage the work of others. This portfolio of work is cost effective, meaning the benefits outweigh the proposed expenditures.

This memo provides examples of some of these delivery costs and associated objectives in 2024 and 2025; it does not include incentive costs. This memo represents a mix of new and expanded activities. Costs cited represent total proposed expenditures in 2024 and 2025 rather than incremental investments. The costs will appear in various expense categories including program delivery and other professional services.

Investments to develop and expand the Trade Ally Network

Budget impact: $2.6 million in 2024, $2.8 million in 2025

Energy Trust's Trade Ally Network is the backbone of the state's clean energy contractor infrastructure. We have been working for years in communities around the state to educate contractors, bring new contractors into our network and connect contractors with customers. Trade ally development activities include training and development for existing trade ally contractors to increase participation and number of projects completed, diversifying the Trade Ally Network and ensuring high quality standards for energy efficiency projects. Working with more contractors in rural areas and those that are women- and minority-owned will help us reach segments of the market we have not yet served.

To expand and accelerate savings, we believe Energy Trust must grow our network of trade allies delivering clean energy projects that result in energy savings. At present, Energy Trust has roughly 1,000 active trade allies whose projects deliver 25-30% of Energy Trust's energy savings each year. Early estimates suggest an additional 300 to 600 active trade allies would be needed to substantially increase energy savings by 2030.

The following are examples of specific investments in 2024.

Contractor Development Pathway

Launched in 2022 for Existing Buildings trade ally contractors, Energy Trust's Contractor Development Pathway helps contractors in the Trade Ally Network that are Black-owned, Indigenous-owned, person of color-owned, women-owned and/or COBID certified firms and those located in rural communities grow their businesses and complete more energy efficiency projects. Participants receive training workshops, individual business support services and a network of support.

In 2024, we will launch the Contractor Development Pathway for Residential and Production Efficiency trade ally contractors.

In 2023, we launched our Contractor Mentorship Pathway for Residential and Existing Buildings trade allies participating in the Contractor Development Pathway. In 2024, we will add another cohort of mentors and mentees, and new trade ally contractors will be matched with experienced ones to receive support to build capacity in their businesses.

Small Business Resource Network

We will continue to support and grow our Small Business Resource Network to provide trade allies with access to services needed to help them grow their businesses. Consultation services are available for financial, accounting consulting and tax preparation services; project estimating; website design and support; and marketing consultation and development.

LatinoBuilt partnership

We will expand our partnership with the nonprofit LatinoBuilt to support training and development for its member contractors and develop a LatinoBuilt Community Partner Funding offer for 2025. Expected results include additional Latino-owned contractor businesses that can install energy efficiency measures, enroll in the Trade Ally Network and complete projects. We are also providing funding for 4-6 members to take a sustainable homes development course.

Expansion of Trainings

We will develop and deliver trainings and coordinate with other training delivery entities (Portland Clean Energy Community Benefits Fund (PCEF), Bonneville Power Administration's (BPA) Comfort Ready Homes, Earth Advantage, Oregon Training Institute/Community Action Partnership of Oregon, Oregon Department of Energy (ODOE), manufacturers and distributors) to support trade ally contractors and Community Partner Funding community-based organization participants develop competency and skills in residential building science and HVAC concepts. Specifically, activities will be focused on developing and creating more opportunities throughout the state for more robust technical trainings focused on measures that are critical to achieving accelerated savings. The newer efforts focused on trainings will closely align with enhanced quality

assurance activities (such as monitoring for refrigerant leaks, assessing duct treatment potential, supporting higher inspection rates for increased incentive levels) that coincides with working directly with contractors on staff training plans to support optimal installation practices.

Examples of planned training development and delivery activities for residential trade allies and community partners include:

- Heat pump demonstrations that help fast track growth for junior technicians, including heat pump commissioning tools, installation training, ductless heat pump refrigerant charge testing and promotion of extended capacity heat pump requirements (especially in areas with lower customer participation and higher use of bulk fuels)
- On-site demonstrations of proper insulation installation techniques and props in collaboration with BPA's Comfort Ready Homes program
- Heat pump water heater installation and site screening training and field shadowing for current and prospective heat pump water heater installers
- Duct sealing trainings that were previously provided by BPA's Performance Tested Comfort Systems program, primarily to support manufactured home free service contractors
- Outreach and education training specific to 2023 residential energy code requirements (for EPS trade allies)

Investments in workforce development

Budget impact: $2.3 million in 2024, $2.2 million in 2025

Investments in workforce development help build a pipeline of qualified contractors, home energy auditors, tradespeople, designers, architects and other field staff who can scope, identify and install clean energy upgrades. There is a continued labor shortage of contractors, tradespeople and auditors skilled and interested in energy efficiency and renewable energy, and growing the number of qualified contractors who can complete projects is critical to accelerating energy savings. In 2024, Energy Trust will continue to support clean energy workforce development, and the following are some examples of specific initiatives:

<u>Workforce development training centers</u>

Energy Trust plans to partner with the nonprofit National Association of Minority Contractors to secure, operate and provide trainings for a job training facility in Gresham. The center will be a resource for current and potential contractors in the Portland Metro area to learn how to install energy-efficient upgrades and complete energy efficiency projects. In addition, we will explore opportunities for and potentially support additional training centers in outside of the Portland metro area.

<u>Clean energy education with licensed pre-apprenticeship programs</u>

In collaboration with organizations like Earth Advantage and Oregon Solar Energy Education Fund, we will increase investments in clean energy training modules that can be incorporated into existing trainings delivered by licensed pre-apprenticeship programs like Constructing Hope and Oregon Tradeswomen with the goal of expanding the training to pre-apprentice programs across the state.

<u>Youth energy assessments</u>

Energy Trust plans to partner with a youth-focused community-based organization to offer trainings to youth who are Black, Indigenous, and/or persons of color (BIPOC). Participants will receive trainings to do energy assessments in commercial buildings. The effort aims to build a pipeline of new staff for future Existing Buildings staff and contract roles.

Investments in partnerships with community-based organizations

Budget impact: $5.0 million in 2024, $6.0 million in 2025

To increase participation of customers we have underserved, we need to reach and serve them through partners that they know and trust. Energy Trust invests in partnerships with community-based organizations who can provide insight into their communities, act as clean energy ambassadors and deliver targeted offers and incentives.

Community Partner Funding

Through Community Partner Funding launched in 2020, community-based organizations deliver incentives to the communities they serve for installing energy-efficient upgrades, including customers experiencing low incomes, customers of color and customers in rural areas. These community-based organizations understand their community's needs and act as a trusted connector between Energy Trust and the customer. Building trust and relationships are long-term efforts that take multiple years to pay off in customer engagement and savings.

Since many of these partner community-based organizations weren't previously involved in clean energy, Energy Trust offers technical advice, contractor connections and support and training to community-based organizations to build their capacity to be active in this space.

In 2022, 16 community-based organizations participated in Community Partner funding and delivered nearly $1 million in incentives. That number has grown to 21 community-based organizations in 2023. We expect the volume of projects and incentives delivered to grow over time.

In 2024 and 2025, we will expand the Community Partner Funding offer and increase support for and the number of participating community-based organizations. This includes increasing investments in partner organizations by establishing direct funding agreements; providing more technical training; improving and streamlining recruiting, onboarding, and support resources; actively facilitating networking across organizations; and supporting referrals across organizations. We plan to develop at least six new community-based organization partners. We are also increasing our investments in offers that can be delivered at no cost to the participant.

In addition, Energy Trust has increased contracts with two community-based organization partners, Wallowa Resources and Lake County Resources Initiative, to support their capacity development, administration and project support for clean energy projects, including new no-cost offers for customers experiencing energy burdens. In particular, Lake County Resources Initiative will expand its focus to provide in-home energy assessments and deliver offers to residents of Klamath County in 2024.

Solar Ambassadors

Following a successful pilot in 2023, Energy Trust will re-launch and expand Solar Ambassadors in 2024 with a new cohort of community-based organizations doing outreach in their communities. The 2023 pilot was in part funded by a U.S. Department of Energy program that helps communities develop transformative ways of adopting solar energy.

In 2024, Energy Trust plans to work with 7-12 community-based organizations to make solar more accessible to Black, Indigenous, Latino, Asian American and Pacific Islander communities. Representatives from these organizations serve as educators and develop new strategies to bring the benefits of solar energy to communities of color. Energy Trust will provide training and education for participating community-based

organizations, which will in turn recruit and train members of the community to serve as ambassadors in the field who will talk to friends, relatives and neighbors about the steps to going solar. These organizations have also indicated an interest in better understanding energy efficiency and how to bring benefits of conservation to their communities.

Working Together Grants

We will continue and expand Working Together Grants, a competitive funding opportunity to help nonprofit organizations reach and serve their customers and communities with clean energy solutions. With these grants, Energy Trust seeks to extend the benefits of energy efficiency and clean, renewable energy to more customers and create awareness for our programs and services. In 2024, we plan to offer $300,000 in grants to between 30 and 60 organizations depending on the size of the grant requested.

Investments in community engagement and support

Budget impact: $3.4 million in 2024, $3.3 million in 2025

To grow awareness and participation, Energy Trust needs to build trust and demonstrate engagement in the communities we serve – especially in rural communities. We also need to increase coordination with communities to support creating and implementing community-specific energy, sustainability and resiliency plans while helping identify energy efficiency and renewable energy opportunities within those plans.

In 2024, with additional capacity on Energy Trust's outreach and program teams, we will deepen our relationships with community-based organizations (specifically with tribes, organizations in rural communities, and those serving communities of color) and expand benefits to those communities served through greater access and participation in programs and services. In collaboration with partners, we will identify communities for targeted outreach and create forums for gathering input to inform program design and delivery, and deepen our understanding of each community's needs, resources and expertise. Guided by an outreach plan developed by Energy Trust's Tribal Working Group, we will increase awareness of our programs and services in tribal communities through marketing, communications, advertising and events.

Investments in program design changes

No-cost, whole home retrofit services

In 2024, Energy Trust will develop a new no-cost, whole home retrofit service for priority customers (customers with low and moderate incomes, customers of color, rural customers) in geographic areas that are not currently served through Community Partner Funding community-based organizations. Through this offer, Energy Trust will support work directly with customers to conduct home assessments, develop project scopes, manage and deliver upgrades, and verify completions. Projects may also address deferred maintenance issues that are a prerequisite to installing efficiency upgrades in addition to developing a robust referral system for customers that qualify for other energy services. In these areas that lack local Community Partner Funding partners, Energy Trust will deliver whole-home retrofits to customers lead by program staff to serve a goal of 250 homes with 550 distinct no-cost heat pump water heaters, heat pumps and insulation through a network of subcontracted trade allies.

MEMO

Date: October 4, 2023
To: Board of Directors
From: Michael Colgrove, Executive Director
Subject: Staffing for 2024 Budget and 2024-2025 Action Plan

This memo describes a multiyear staffing plan to support the 2024 Budget and 2024-2025 Action Plan.

Background

This staffing plan enables Energy Trust to deliver energy efficiency and renewable energy customer services to acquire savings identified in utility integrated resource plans and reach priority customers that we have not yet served. It also lays the foundation for Energy Trust to accelerate energy efficiency acquisition to support utilities in meeting their state-mandated decarbonization goals.

Oregon Public Utility Commission (OPUC) staff have asked how much resource Energy Trust can achieve through 2030, how we would achieve it, and what Energy Trust needs from the OPUC to accomplish maximum energy efficiency savings and serve customers who have been historically underserved and those with high energy burden. Achieving energy efficiency will require delivering forecasted energy savings for the years after 2030 earlier than planned, effectively accelerating them into the next six years and creating an imperative to remove market barriers and offer the most compelling incentives and services possible to create customer action. To serve customers Energy Trust has historically underserved and those with high energy burden will require investments in new and expanded delivery partnerships, new offers and services, additional outreach and community engagement, and recruitment and training of more trade ally contractors.

To achieve these objectives, the budget assumes that 2024 Energy Trust total staffing costs will increase approximately 13% above the approved 2024 budget projection, and another 19% above that level for 2025.

2024 Staffing Planning

Energy Trust's approach to savings acquisition is changing in response to a dynamic and more complex environment with new state policy objectives, including equity and decarbonization. To acquire and accelerate future savings, Energy Trust will need to increase staffing to support three critical components of its work: energy programs design and management, outreach and community engagement, and internal systems and support functions to effectively respond to program and organizational priorities.

1) **Energy programs design and management.** Energy Trust will redesign existing programs and offers, develop new programs and offers, expand partnerships with utilities and community-based organizations, and increase investments in market infrastructure to ensure a robust trade ally network and service providers are able to serve customers in all regions. We must also support more engagement with communities we have not reached effectively in the past so we can design programs and approaches that are compelling and effective.

2) **Outreach and community engagement.** Additional resources dedicated to outreach and engagement will allow Energy Trust to respond effectively to communities and customers by working with community-based organizations, local governments, chambers, main street associations, contractors and others who can help Energy Trust reach and serve customers. OPUC equity metrics and emerging program approaches are driving more locally responsive initiatives and increased need for outreach and community engagement to ensure savings opportunities align with community

objectives in ways that interest customers and deliver cost-effective projects. This is especially needed in areas where there are currently no, or an insufficient amount of, dedicated outreach staff representing the portfolio of Energy Trust offers and supporting community engagement efforts. To ensure full coverage of all service areas, additional Energy Trust outreach staff are needed in Southern Oregon Central Oregon, Willamette Valley, Coastal communities and for serving tribes and municipalities statewide.

3) **Internal systems and support functions.** Scaling up Energy Trust's programs and outreach activities will require commensurate support in human resources, finance, legal, communications and other administrative and program support functions. Energy Trust information systems and data, many of which are legacy and were designed for a smaller-scale organization, will also need to be modernized in a methodical way.

Total Staffing Costs and Cost Drivers for the 2024 Budget

In the draft 2024 budget, total staffing costs across all major funding sources represent 8.97% of total costs. The increase in staffing costs across all major funding sources from 2023 to 2024 is 29%, while the increase in total expenditures from 2023 to 2024 is 35%. Energy Trust engaged the OPUC and utility partners to discuss the staffing plan and associated costs as part of the budget development process.

Energy Trust's two largest funding sources are: Oregon ratepayers under the OPUC grant agreement and Washington programs funded by NW Natural under oversight by the Washington Utilities and Transportation Commission. Additional funding comes from smaller contracts and grants for design and implementation services and other activities related to our core focus, all of which support clean energy solutions for the benefit of customers. The following table provides a breakout of staffing costs by major funding source. Staff costs in administrative and other shared services have been allocated across funding sources.

Staffing Costs by Major Funding Sources

Program	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2025 Budget
OPUC Programs	$ 15,265,717	$ 16,926,312	$ 20,058,105	$ 25,778,033	$ 30,018,395
NWN Washington	$ 392,518	$ 427,319	$ 464,143	$ 601,488	$ 704,561
Contracts/Grants	$ 280,276	$ 464,284	$ 813,327	$ 845,153	$ 892,075
Development	$ 13,577	$ 20,574	$ 226,431	$ 38,519	$ 39,912
Gas Transport	$ -	$ -	$ 25,617	$ 74,053	$ 317,147
Total	**$ 15,952,088**	**$ 17,838,489**	**$ 21,587,623**	**$ 27,337,246**	**$ 31,972,091**

Healthcare Costs

Healthcare benefits remain the most significant cost driver in Energy Trust's benefit package. Energy Trust has agreed to a rate reduction of 8% in medical premiums for 2024. Considering the renewal rates across all employee benefits for 2024, the cost of providing benefits per employee will decrease in 2024.

Staff Compensation

Energy Trust reserves a pool of funds in our annual budget for performance-based compensation adjustments, promotions, adjusting range placement, ensuring pay equity and to align with the market as needed. The draft 2024 staffing budget includes a pool of funds equivalent to 5% of employee salaries for these types of adjustments. This will allow for possible promotions, merit and modest compensation increases needed to compete with a competitive labor market and to accommodate other pay adjustments, if needed, to ensure pay equity compliance.

Energy Trust will also be conducting our regular market compensation study in 2024 to evaluate Energy Trust's current compensation structure and salary ranges against market rates. The market study conducted in 2022, and coinciding salary adjustments, were successful and decreased Energy Trust's turnover across the organization. However, there's an ongoing need to identify key areas in the organization where attracting and retaining talent remains an ongoing challenge and further market adjustments to salaries may be required. Energy Trust will use staffing funds available through attrition to make the necessary adjustments to align internal salaries to their respective external value on the market as needed.

New Staff

Energy Trust is proposing 32 new staff positions in 2024 and 18.75 additional positions in 2025. The 2025 projection may be adjusted through 2025 business planning and re-prioritization. All proposed positions will help acquire additional savings, especially in areas where customers have been underserved. In the table below, the positions are grouped and described according to how they will support the organization's ability to absorb new priorities of interest to the OPUC, utilities and the communities and customers we serve.

Proposed New FTE by Focus Area

	Staffing Allocation		
Focus Area	**2024**	**2025**	**Description**
Acceleration: Planning, program design, management, marketing and evaluation	14 FTE	9 FTE	These positions enable Energy Trust to design, market and deliver innovative program designs rooted in customer and community needs. These programs target existing, new and historically underserved customers across all sectors for acceleration of energy efficiency and advancing renewable energy to support policy objectives. They provide engineering for measure development, design and evaluation of customized pilots and customer offers to address utility distribution system priorities. These resources also enable Energy Trust to leverage and maximize new funding sources becoming available to customers from federal, state and local climate initiatives so that utilities can rely on additional energy savings to accomplish their decarbonization and integrated resource planning goals. Program operations roles provide broad support for data management, targeting and reporting across all programs.
Acceleration Support: Community Outreach and Engagement	4 FTE	4 FTE	These positions support savings acquisition over time by expanding outreach work to more service area regions, creating broad awareness and access to program information for customers and community entities, particularly those we have not engaged. These positions provide connections leading to program delivery opportunities, connect tribal entities to Energy Trust programs, coordinate with workforce entities to strengthen the trade worker pipeline for program delivery, and support trade ally recruitment and diversification efforts. They support performance

			toward OPUC Equity Metrics and ensure stakeholder engagement in the organization's planning and budgeting processes.
Acceleration Support: Organizational and Systems Enhancements	14 FTE	5.75 FTE	These positions build the human, systems and process infrastructure required to deliver on key priorities in Energy Trust's rapidly changing and growing organization. These positions increase capacity to focus on strategic initiatives, support contract development and RFP processes, invest in the cultural competency development of staff, and provide project management support to key initiatives and implementation of automated workflows through the people management platform. All resources support and accelerate program acquisition over time.
TOTAL	32 FTE	18.75 FTE	

Staffing Costs Detail by Year

The following table provides employee cost drivers in the preceding three years and draft budget levels for 2024 and 2025, for the total company. It also details costs specific to the OPUC grant and the OPUC staffing cost performance measure. In 2023 Energy Trust introduced the use of a "vacancy factor" in staff planning and budgeting to account for staff turnover. This factor utilized Energy Trust's historical experience as estimates for turnover rate and time to hire. Energy Trust will reevaluate this factor in 2024 to determine what adjustments, if any, are needed.

Employee Cost Drivers by Year

	2021	2022	2023	2024	2025
	Actual	Actual	Approved Budget	Draft Budget	Draft Budget
Total Company Employee Cost	$ 15,952,088	$ 17,838,489	$ 21,587,623	$ 27,337,246	$ 31,972,091
Drivers:					
Employee count (FTE)	115.5	136.3	146	178	196.75
Interns (FTE)	3	2	0	0.5	0.5
RAY fellows (FTE)	2	1	1	2	2
Compensation adjustment pool	3.00%	5.20%	5.00%	5.00%	5.00%
Benefits rate increase	20.00%	8.00%	2.00%	5.00%	5.00%
Total Employee Cost % of Total Organizational Expenses	8.68%	9.79%	9.55%	8.97%	9.85%
Oregon PUC Grant Funded Employee Cost and Performance Measures					
Employee Cost	$ 15,265,717	$ 16,926,312	$ 20,058,105	$ 25,778,033	$ 30,018,395
Year over Year $ Change	$ 476,779	$ 1,660,595	$ 3,131,793	$ 5,719,928	$ 4,240,362
Year over Year % Change	3.22%	10.88%	18.50%	28.52%	16.45%
PUC Employee Cost % of Total PUC Expenses	8.47%	9.51%	9.13%	8.66%	9.51%
Maximum % Increase Allowed by Performance Measure	9.00%	9.00%	Waived	TBD	TBD
Maximum $ Increase Allowed by Performance Measure	$ 1,331,004	$ 1,373,915	Waived	TBD	TBD

Market Comparisons and Cost Analysis

For 2023, OPUC Staff proposed, and the commission adopted, a waiver for the staffing cost performance measure applied to Energy Trust in prior years. Staff's rationale, as noted in Order No. 23-082, was "that additional investments are necessary if Energy Trust is to expand capabilities in targeting peaks and helping utilities meet state-mandated decarbonization goals. Further, staff would like Energy Trust to have the flexibility and capability to expand services if there is increased demand for energy efficiency, particularly in

the form of outreach to environmental justice communities. The staffing performance measure should not be a deterrent to Energy Trust adapting to serve customer needs at a time when the value of energy efficiency is increasing."

As noted elsewhere in this budget and action plan, Energy Trust is seeing that the demand for, and value of, energy efficiency is increasing. As such we are again planning for significant increases in staffing costs compared to prior years to deliver additional savings in future years. During development of our draft 2024 budget, we constructed models to contextualize the staffing trajectory within the projected total cost structure of Energy Trust. This assessment compared Energy Trust's ratio of staff cost to total cost to peer organizations in the region and nationally. This exercise showed Energy Trust's proposal is well within a reasonable range, especially when considering differences in business model and use of contractors.

Our analysis also revealed a decrease in the ratio of staffing costs to total cost as we make the necessary investments in 2024 to accelerate savings in future years and reach historically underserved customers with high energy burden. This may be an indication that we have not yet identified all staff resources needed for Energy Trust to sustain acceleration through to 2030 and adapt our business model to meet the needs of a changing marketplace. This is particularly true for federal grants and other complementary sources of funding.

It's clear that staffing will remain an ongoing area for Energy Trust to actively monitor and adjust. We will reevaluate our staffing needs for 2025 and 2026 as we progress through budgeting cycles and shift resourcing to new priorities through the business planning processes. Planning for staff resources related to new funding sources will not be firmed until it is clear we are going to receive a grant or new contract. Additionally, as we develop an infrastructure for multiyear planning, we will consider what benchmark we set for sustainable staffing levels, which will in turn inform our detailed staffing planning in coming years.

MEMO

Date: October 4, 2023
To: Board of Directors
From: Michael Colgrove, Executive Director
Subject: Program Delivery Efficiency and Administrative Costs for Draft 2024 Budget and 2024-2025 Action Plan

Historically, the Oregon Public Utility Commission (OPUC) has set its annual program delivery efficiency performance measure for Energy Trust at a maximum threshold for administrative and program support costs, as a percentage of revenues, in Energy Trust's budget. While administrative costs are a standard reporting metric for nonprofit entities per generally accepted accounting principles, "program support costs" is a concept that has been unique to Energy Trust's reporting to the OPUC. Administrative costs include management and general costs and general marketing, communications, outreach and policy services costs. Program support costs include the program share of office space and equipment, IT services and general expenditures by programs such as travel, conferences and materials.

In Order No. 22-360, the OPUC waived the program delivery efficiency performance measure for 2022. That Order noted that the performance measure's use of actual year-over-year spending, versus budgeted, created "an unnecessary pause in needed hirings related to administrative work and other spending that could positively impact Energy Trust's operations, such as in the critical areas of Information Technology and Planning & Evaluation." In Order No. 23-082, the OPUC adopted staff's recommendation that the program delivery efficiency performance measure be waived for 2023. In their report, staff noted that "staff would like Energy Trust to have the flexibility and capability to expand services if there is increased demand for energy efficiency, whether that is because of a change in consumer demand or changes in utility needs to meet clean energy goals. The administrative cost performance measure should not be a deterrent to Energy Trust adapting to serve customer needs at a time when the value of energy efficiency is increasing."

As noted elsewhere in this budget and action plan, Energy Trust does indeed find itself in a moment where the demand for, and value of, energy efficiency is increasing. As such we are again planning for significant increases in administrative costs compared to prior years. During development of our draft 2024 budget, we considered the lens through which we evaluate our program delivery efficiency and arrived at two conclusions:

1. Use of the standard administrative cost metric, consistent with generally accepted accounting principles, enables the most transparent reporting and comparison to peer entities and should be adopted.

2. Administrative costs should be compared to total costs as opposed to revenues. Revenues will fluctuate according to reserve requirements, whereas total costs are indicative of total program delivery.

What is considered to be a reasonable level of administrative costs varies by industry, organization size, complexity and development stage. While there is no one right answer, there are benchmarks published by nonprofit watchdog organizations. An example is Charity Navigator's 15% threshold for nonprofits categorized as "general." One component of Charity Navigator's financial health rating methodology is administrative cost as a percent of total cost, and "general" nonprofits are awarded a 10/10 score for this component if the ratio is below 15%.

Energy Trust's Draft 2024 Budget and 2024-2025 Action Plan includes administrative costs of $17.2 million, or 5.7% of total expenditure, which compares favorably to the 15% benchmark established by Charity Navigator for "general" organizations.

Detail of Administrative Costs in Draft 2024 Budget

	Total	Program	Administrative
Incentives	$ 159,219,615	$ 159,219,615	$ -
Program Delivery Contractors	$ 90,749,730	$ 90,749,730	$ -
Employee Salaries & Fringe Benefits	$ 27,337,246	$ 16,756,165	$ 10,581,080
Agency Contractor Services	$ 2,002,592	$ 865,124	$ 1,137,468
Planning and Evaluation Services	$ 4,006,288	$ 3,987,088	$ 19,200
Advertising and Marketing Services	$ 5,048,000	$ 3,181,500	$ 1,866,500
Other Professional Services	$ 11,377,979	$ 9,461,113	$ 1,916,866
Travel, Meetings, Trainings & Conferences	$ 1,006,748	$ 591,840	$ 414,908
Dues, Licenses and Fees	$ 856,700	$ 754,604	$ 102,096
Software and Hardware	$ 1,229,102	$ 836,283	$ 392,819
Depreciation & Amortization	$ 423,570	$ 279,563	$ 144,007
Office Rent and Equipment	$ 1,365,707	$ 824,527	$ 541,180
Materials Postage and Telephone	$ 131,220	$ 73,711	$ 57,509
Miscellaneous Expenses	$ 11,770	$ 2,116	$ 9,654
Expenditures	**$ 304,766,267**	**$ 287,582,979**	**$ 17,183,289**

Historical View of Administrative Costs

	2021 Actual	2022 Actual	2023 Budget	2024 Budget	2025 Projection
Total Expenditure	183,711,515	182,250,587	226,031,647	304,766,267	324,641,456
Administrative costs	9,180,770	10,961,677	13,506,263	17,183,289	19,360,875
As a percent of total expenditure	5.0%	6.0%	6.0%	5.6%	6.0%
Increase from prior year	510,115	1,780,907	2,544,586	3,677,026	2,177,586
Increase percentage	4.5%	19.4%	23.2%	27.2%	12.7%

Year-over-Year Trends in Administrative Costs as a Percentage of Total Expenditure

The growth in administrative cost as a percent of total expenditure from 2021 to 2022 was driven by significant reductions in certain cost categories in 2021 below what had been budgeted. The decreases were related to factors described in the 2021 Amended Budget Briefing Paper; namely, bonus incentives offered in 2020 in response to unprecedented pandemic conditions drove unexpectedly high levels of participation in early 2021, which required mid-year corrective actions. These actions included reductions in administrative cost to minimize planned spend. Those actions were not repeated in 2022, which reverted to a more typical trendline for administrative cost as a percent of total expenditure.

The decrease in administrative cost as a percent of total expenditure from 2023 to 2024 is driven by a lag in the rate in which staffing and other components of administrative costs increase relative to incentives and program delivery costs, which are significant components of Energy Trust's acceleration investments in 2024 and 2025. New staff members take time to onboard in a high-quality way whereas costs such as incentives can be ramped up more quickly. This lag effect is a concern to Energy Trust leadership as it may give rise to staff burnout and attrition issues that we have experienced in the past. We have rigorously prioritized our

administrative investments, including staffing, to ensure we are bringing the most urgently needed hires on board first.

Administrative cost as a percent of total expenditure reverts to the trend line of 6.0% in 2025. This reflects the lag effect being overcome in staffing and other administrative investments. As we prepare the 2025 budget next year, additional administrative investments, including staffing, may be identified as necessary to enable acceleration. We may simultaneously identify additional energy efficiency savings opportunities and related program costs, particularly if avoided costs are increased as expected. Energy Trust leadership would seek to maintain a relatively consistent ratio between administrative cost and total expenditure as we develop the 2025 budget and plan for future years.

MEMO

Date: October 4, 2023
To: Board of Directors
From: Michael Colgrove, Executive Director
Subject: Energy Efficiency Levelized Cost Trends and Managing Future Costs

Levelized cost is defined by Energy Trust as a measure of the average net present cost of the savings from an energy efficiency resource over the lifetime of the respective resource. Energy Trust portfolio-wide levelized costs vary over time due to changes in the mix of efficiency measures and relative expenditures and due to revisions to estimates of energy savings and measure lives.

Levelized cost is an incomplete indicator of the value of energy saved because it does not reflect the difference in value energy has during different time periods, such as a peak hour or week. It only shows the cost of savings over the lifetime of the measure. It also doesn't factor in other benefits. However, it is a useful indicator of cost trends. Levelized cost trends have been of interest to stakeholders as Energy Trust's savings portfolio evolves and new strategies and approaches are under development.

This memo provides detail on historical and projected levelized costs and identifies actions to manage levelized costs over time.

Levelized Costs in 2024 Budget and 2024-2025 Action Plan

The 2024 budget delivers electric savings at a cost of 5.1 cents per kilowatt hour (kWh) and gas savings at a cost of 61 cents per therm (Oregon only) levelized. This is a 32% increase (1.2 cents/kWh) over 2023 budgeted electric levelized costs and a 13% increase (7 cents/therm)[1] over 2023 budgeted gas levelized costs. Both electric and gas portfolios remain cost-effective.

Levelized cost for NW Natural Washington programs in 2024 is $1.12 per therm, a 28% increase over 2023 gas levelized costs. Nevertheless, the savings Energy Trust acquires for Southwest Washington natural gas customers in 2024 are expected to remain cost-effective.

The 2025 budget projection shows Oregon electric levelized costs decreasing slightly, by a tenth of a cent/kWh or 2% from 2024. Oregon gas levelized costs are also projected to decrease slightly, by 1.5 cents per therm in 2025, a decrease of about 2%. Projected levelized costs for NW Natural customers in Southwest Washington in 2025 are also projected to decrease, by 3% from 2024, to $1.09/therm.

[1] Totals differ slightly from chart due to rounding

Levelized Cost Drivers

In Oregon, the changes in budgeted levelized costs from 2023 to 2024 are dominated by Energy Trust's planned significant investments in program delivery infrastructure in 2024 extending into 2025. These investments are detailed in the "New Delivery Approaches to Accelerate Energy Savings in the Draft 2024 Budget and 2024-2025 Action Plan" memo and program action plans. They are designed to help accelerate savings acquisitions but will not result in significantly higher overall savings until 2026 (see caveat in next paragraph). These investments help Energy Trust achieve savings from customer groups that have historically participated in Energy Trust programs at lower levels, including customers experiencing low incomes and high energy burden, rural customers, and culturally and ethnically diverse customers. To reach these customers, significant investments are planned to expand Energy Trust's Trade Ally Network of contractors, and to enhance the capacity and capabilities of community-based organizations to serve as marketing and delivery channels. These acquisitions also come at higher initial costs for outreach, customer service, and contractor and workforce development and training, and often with higher incentive investments needed to motivate customers we have not reached historically.

Additionally, with the passing of Oregon State zero mercury standards for lighting (HB 2531), many types of less efficient lighting are going to leave the market in 2024 with the major impact occurring in 2025. While this will result in major standards driving energy efficiency savings, the need for Energy Trust programs to support those savings will phase out over these years. For Energy Trust to achieve savings levels similar to prior years, these savings will be replaced in Energy Trust's forecasts with higher-cost savings from a mix of more expensive measures.

The 2025 levelized costs are very close to the 2024 values; variations in the range of 2-3% can be considered well within the range of forecasting uncertainty. The message is that levelized costs in this draft budget are expected to stabilize at about the forecast 2024 level in 2025.

In addition to these primary drivers, other factors have some influence on levelized cost trends. There are several planned changes in the volumes of different measures across programs, and some revised efficiency measures. There are not many totally new measures planned for 2024. Evaluation results used in forecasting show slightly lower realization rates against forecast savings for electricity, and higher realization rates for gas, than previously forecast, but these are not different enough overall to greatly influence levelized cost. In 2023 there were two very large and inexpensive New Buildings projects that suppressed 2023 levelized cost, making the 2024 increase appear larger.

For programs serving NW Natural customers in Southwest Washington, 2024 levelized costs increase significantly. Primary influences include an increase in the efficiency of the building code for new homes, a modest increase in commercial delivery cost, a decrease in forecast commercial savings, and an increase in residential incentives. Energy Trust's portfolio in Washington only serves residential and commercial customers, so levelized costs are not moderated by the lower-cost savings from industrial customers as they are in Oregon.

Strategies to Manage Levelized Costs

Managing levelized costs over time requires that we continuously work to find new sources of savings, adjust program design and delivery methods, and ensure efficient and effective operations.

1. **Finding new sources of savings**—by conducting and evaluating pilots, participating in the Northwest Power and Conservation Council's Regional Technical Forum and investing in emerging technology through NEEA—helps us manage levelized costs in the long-term. While these investments may add cost per unit of savings in the short term, the resulting future measures will contribute to a portfolio of reasonably priced, cost-effective savings over time.

2. **Adjusting program design and delivery methods** enables Energy Trust to find more efficient methods of reaching and serving customers and unlocks new pathways to acquiring savings from customers, either from customers we have not yet served or those who can invest again for the next increment of savings. Energy Trust periodically solicits proposals for major program delivery contracts to identify new approaches to serve customers and ensure delivery efficiencies for ratepayers. Additionally, Energy Trust is currently exploring how partnerships with community-based organizations and other community entities, such as cities and counties, can help engage new customers we have historically underserved. While these partnerships require an investment of time and resources, we believe they will unlock savings that, over time, will contribute to a portfolio of reasonably priced savings.

3. **Ensuring efficient and effective operations** enables us to continue processing high volumes of transactions, maintain strong customer service, adapt quickly to changing market conditions and maintain transparency and accountability through public reporting. Every year we identify and complete system and process enhancements for these purposes.

   The Information Technology and Operations Support action plans identify additional activities to improve staff productivity and systems efficiency.

   We will continue to invest in ongoing improvements to organizational processes for planning, prioritization, budgeting, decision-making and innovation. These changes help us address challenges, explore new ideas, develop new program approaches and implement them more efficiently.

4. **Leveraging other sources of funds.** Energy Trust is investing in relationships and partnerships that leverage complementary sources of funds, particularly to address the efficiency needs of customers with low incomes, communities of color and rural customers. Sources of funding may include state and local government programs such as the Portland Clean Energy Community Benefits Fund, state programs to increase availability of cooling, philanthropic foundations, and tax credits and local initiatives funded through the federal Inflation Reduction Act and Infrastructure Investment and Jobs Act.

Energy Trust also hopes to expand co-investment with utilities in programs that both save energy and create demand response opportunities for utilities. Thus far, successes have included co-funding of low-income weatherization with one community action agency (a second has agreed to work with us), the Manufactured Home Replacement initiative, PGE receiving a significant research grant with Energy Trust as a subcontractor, and coordination with PGE on the installation of thermostats in homes.

Thus far these initiatives have the potential to increase the reach of Energy Trust programs to more customers but do not reduce the cost of savings. It is uncertain whether future sources of funds will do both.

MEMO

Date: October 4, 2023
To: Board of Directors
From: Michael Colgrove, Executive Director
Subject: Measure Cost-Effectiveness Exceptions Status as of September 11, 2023

In response to a request by the Oregon Public Utility Commission (OPUC) to provide the status of Energy Trust requests for cost-effectiveness exceptions, this memo summarizes energy efficiency measures that have received exception approval from the OPUC.

Background

Commission Order No. 94-590 in Docket UM 551 specifies that the Total Resource Cost (TRC) test and Utility Cost Test (UCT) must be used to determine if energy efficiency measures and programs are cost-effective. The same order allows for measures that are not cost-effective to be included in utility programs if it is demonstrated that at least one of the following conditions is met:

A. The measure produces significant non-quantifiable, non-energy benefits. In this case, the incentive payment should be set at no greater than the cost-effective limit (defined as present value of avoided costs plus 10%) less the perceived value of bill savings, e.g., two years of bill savings.
B. Inclusion of the measure will increase market acceptance and is expected to lead to reduced cost of the measure.
C. The measure is included for consistency with other demand-side management programs in the region.
D. Inclusion of the measure helps to increase participation in a cost-effective program.
E. The package of measures cannot be changed frequently, and the measure will be cost-effective during the period the program is offered.
F. The measure or package of measures is included in a pilot or research project intended to be offered to a limited number of customers.
G. The measure is required by law or is consistent with commission policy and/or direction.

Summary of Measures with Exceptions That Will Be Active in 2024

The OPUC has granted exceptions for 18 measures that will be active in 2024 in Existing Buildings (including multifamily), New Buildings and Residential programs. Exceptions that will be active in 2024 are summarized in Table 1.

Table 1 List of Measure Exceptions That Will Be Active in 2024

Program	Measure	Order Number	Date Granted	Expiration Date
Residential	All insulation	22-482	12/13/2022	3/31/2028
Existing Buildings (multifamily)	All insulation	22-482	12/13/2022	3/31/2028
Residential	Low-income insulation	22-482	12/13/2022	3/31/2028
Existing Buildings (multifamily)	Low-income insulation	22-482	12/13/2022	3/31/2028
Residential	Heat pumps in manufactured homes fixed price promotion	N/A – minor	8/1/2023	12/31/2026
Residential	New manufactured homes	N/A – minor	9/19/2023	12/31/2026
Residential	Windows in single family homes	22-482	12/13/2022	3/31/2026
Existing Buildings (multifamily)	Windows in small multifamily buildings	22-482	12/13/2022	3/31/2026
Residential	Extended capacity heat pump conversion from electric furnaces	N/A – minor	10/7/2022	1/31/2026
Existing Buildings (multifamily)	Windows in large multifamily buildings replacing double pane	N/A – minor	10/7/2022	1/31/2026
Residential	No cost DHP pilot	22-024	1/25/2022	3/31/2025
Residential	DHP with supplement fuels	22-024	1/25/2022	3/31/2025
Existing Buildings (multifamily)	DHP zonal heat HZ1	22-024	1/25/2022	3/31/2025
Residential	DHP zonal heat HZ1	22-024	1/25/2022	3/31/2025
Residential	Manufactured home replacement	21-312	9/21/2021	3/31/2025
New Buildings	Custom and market solutions tracks excused from TRC testing	21-293	9/8/2021	3/31/2024
Residential	Clothes washers (gas-only service area)	N/A – minor	9/02/2015	N/A
Multiple	Pilots	15-029	1/29/2015	N/A

Portion of Energy Trust Savings from Measures with Exceptions in 2022 and 2023

The following table represents the portion of total Energy Trust savings from measures with exceptions for 2022 and 2023 (year-to-date through September 11, 2023).

Table 2 Savings and Incentives from Measures with Exceptions in 2022 and 2023 Through September 11, 2023

Program Year	Electric savings (kWh)	% of total electric savings	Gas savings (therms)	% of total gas savings	Incentives ($)	% of total incentives
2022	12,680,982	3.07%	76,929	1.21%	$3,789,753	5.71%
2023 Year-to-Date	7,043,295	3.82%	49,861	1.86%	$2,459,017	5.53%

In 2020 with Order 20-018, the New Buildings program was granted an exception for custom whole building, Path to Net Zero and Market Solutions projects permitted under the 2019 and future commercial building codes to not use the TRC test. A further exception was granted in 2021 through 2023 with Order 21-293. There are 11 whole buildings and 70 market solutions projects that have been completed under this exception to date.

Exception History

There are 142 measure exceptions on record granted by the OPUC since 2012 when counted per measure group and per program.

Of the 142 measure exceptions, 59 are considered minor. (A minor exception is one where the total dollars and savings associated with the measure are less than 5% of total annual program activity and TRC is greater than 0.8). Minor exceptions do not require commission approval and are approved by OPUC staff.

Measure exceptions were approved by the OPUC according to the criteria outlined in the Background section above. Table 3 identifies how many exceptions were granted based on each criterion. Some measures meet multiple criteria.

Table 3 Number of All-Time Exceptions Granted Based on Measure Exception Criteria

Exception Criteria	Number of Instances
A	46
B	28
C	62
D	57
E	9
F	8
G	11

2021-2025 OPUC Efficiency Sector Summary of Costs and Savings

2024-25 Draft

			Actual 2021	Actual 2022	Budget Approved Budget 2023	Q2 Forecast 2023	Budget 2024-25 Draft 2024	Budget 2024-25 Draft 2025
Fully Loaded Costs	Electric	Commercial Sector	59,539,713	54,988,659	77,469,320	76,903,647	107,073,480	107,341,514
		Industry and Agriculture Sector	30,922,378	31,400,734	37,153,904	40,410,268	57,772,814	64,878,564
		Residential Sector	37,167,531	36,913,253	41,541,197	45,793,693	58,632,036	62,824,276
		OPUC Efficiency	$ 127,629,622	$ 123,302,646	$ 156,164,421	$ 163,107,608	$ 223,478,330	$ 235,044,354
	Natural Gas	Commercial Sector	13,012,239	12,629,934	16,158,448	14,188,878	18,438,040	19,618,072
		Industry and Agriculture Sector	3,015,534	2,486,743	4,322,248	3,068,947	6,915,780	7,520,348
		Residential Sector	18,389,205	20,404,628	22,264,261	20,116,391	25,698,041	26,152,190
		OPUC Efficiency	$ 34,416,978	$ 35,521,305	$ 42,744,957	$ 37,374,217	$ 51,051,862	$ 53,290,609
Reportable Energy	Electric	Commercial Sector	177,105,942	142,467,350	194,988,063	184,725,305	184,861,189	203,640,274
		Industry and Agriculture Sector	132,069,787	178,361,407	126,772,719	135,828,246	157,596,130	159,950,963
		Residential Sector	76,161,357	88,709,929	73,912,743	80,380,050	84,266,943	85,272,497
		OPUC Efficiency Division	385,337,086	409,538,686	395,673,526	400,933,601	426,724,262	448,863,734
	Natural Gas	Commercial Sector	3,090,526	2,247,520	2,447,880	1,946,361	2,830,844	2,703,907
		Industry and Agriculture Sector	1,301,748	1,286,777	1,279,515	1,130,094	1,615,572	1,548,418
		Residential Sector	2,703,713	2,408,548	2,321,949	2,274,627	2,306,051	2,707,538
		OPUC Efficiency Division	7,095,988	5,942,844	6,049,345	5,351,083	6,752,467	6,959,863
Levelized Cost	Electric ($/kWh)	Commercial Sector	0.034	0.040	0.038	0.043	0.057	0.050
		Industry and Agriculture Sector	0.026	0.018	0.031	0.033	0.039	0.042
		Residential Sector	0.048	0.043	0.052	0.054	0.059	0.061
		OPUC Efficiency Division	$ 0.034	$ 0.031	$ 0.039	$ 0.042	$ 0.051	$ 0.050
	Natural Gas ($/Therm)	Commercial Sector	0.40	0.56	0.64	0.74	0.66	0.72
		Industry and Agriculture Sector	0.22	0.24	0.32	0.27	0.44	0.48
		Residential Sector	0.43	0.56	0.60	0.56	0.70	0.61
		OPUC Efficiency Division	$ 0.375	$ 0.495	$ 0.544	$ 0.542	$ 0.612	$ 0.597
Reportable WAML	Electric	Commercial Sector	13.34	13.05	14.32	12.98	13.97	14.66
		Industry and Agriculture Sector	12.07	12.92	12.65	12.05	12.78	13.03
		Residential Sector	13.75	13.05	15.08	14.63	17.45	17.89
		OPUC Efficiency Division	12.99	13.00	13.93	13.00	14.22	14.70
	Natural Gas	Commercial Sector	14.78	13.67	14.27	13.33	13.40	13.88
		Industry and Agriculture Sector	14.77	10.41	14.80	13.58	13.21	14.07
		Residential Sector	27.92	26.21	28.79	28.23	28.97	29.06
		OPUC Efficiency Division	19.79	18.05	19.96	19.72	18.67	19.83

			2020	2022	2023	2023	2024	2025
Discount Rate	PGE	Efficiency General	4.50%	4.60%	4.50%	4.50%	4.60%	4.60%
	PacificPower	Efficiency General	4.50%	4.60%	4.50%	4.50%	4.60%	4.60%
	NW Natural	Efficiency General	4.50%	4.60%	4.50%	4.50%	4.60%	4.60%
	Cascade Natural Gas	Efficiency General	4.50%	4.60%	4.50%	4.50%	4.60%	4.60%
	Avista Gas	Efficiency General	4.50%	4.60%	4.50%	4.50%	4.60%	4.60%

2021-2025 Washington Efficiency Sector Summary of Costs and Savings

2024-25 Draft

			Actual 2021	Actual 2022	Budget Approved Budget 2023	Q2 Forecast 2023	Budget 2024-25 Draft 2024	Budget 2024-25 Draft 2025
Fully Loaded Costs	Washington	NEEA Commercial Washington						
		Commercial Washington	947,826	1,530,537	1,582,123	1,510,451	1,433,899	1,605,764
		NEEA Residential Washington						
		Residential Washington	2,121,485	1,784,927	1,670,983	1,747,715	2,187,159	2,238,631
		Washington	**$ 3,069,312**	**$ 3,315,463**	**$ 3,253,106**	**$ 3,258,166**	**$ 3,621,058**	**$ 3,844,394**
Reportable Energy	Washington	NEEA Commercial Washington						
		Commercial Washington	128,309	244,841	169,245	194,376	122,552	142,479
		NEEA Residential Washington						
		Residential Washington	217,013	150,873	112,663	111,649	112,809	119,659
		Washington Programs	**345,322**	**395,714**	**281,908**	**306,025**	**235,361**	**262,138**
Reportable WAML		NEEA Commercial Washington						
		Commercial Washington	18.74	16.03	15.74	13.17	12.16	11.80
		NEEA Residential Washington						
		Residential Washington	26.84	22.83	23.21	22.21	26.24	26.17
		Washington Programs	**23.83**	**18.62**	**18.73**	**16.47**	**18.91**	**18.36**
Levelized Cost	Natural Gas ($/Therm)	NEEA Commercial Washington	-	-	-	-	-	-
		Commercial Washington	0.602	0.528	0.800	0.761	1.190	1.174
		NEEA Residential Washington	-	-	-	-	-	-
		Residential Washington	0.648	0.784	0.973	1.056	1.127	1.090
		Washington Programs	$ 0.628	$ 0.636	$ 0.872	$ 0.881	$ 1.115	$ 1.086

			2020	2022	2023	2023	2024	2025
Discount Rate	NWN Washington	Washington General	4.70%	3.80%	3.80%	3.80%	3.39%	3.39%

Energy Trust of Oregon
Income Statement
Q2 Forecast for the period ending 2023

	Oregon OPUC Efficiency Funders								Oregon OPUC Renewables Funders			Other Funding Sources						
	PGE	Pacific Power	NW Natural Industrial	NW Natural	Cascade	Avista	Avista Interruptible	Total Oregon OPUC Efficiency	PGE	Pacific Power	Total Renewables	NW Natural Transport	Cascade Transport	Avista Transport	Washington	Grants & Contracts	Fund Development	Investments / Contingency	TOTAL
Net Assets Beginning of Year	31,116,141	16,190,547	2,524,102	3,571,721	3,310,064	2,788,257	-	59,500,832	11,194,920	6,872,162	18,067,082	-	-	-	382,226	635,543	383,979	10,340,262	89,310,187
Revenue	88,707,656	58,547,780	7,231,588	32,779,292	3,831,779	2,193,292	310,002	193,601,389	10,330,816	6,841,151	17,171,967		157,500	125,000	3,160,185	1,682,242	3,301	2,647,733	218,549,317
Incentives	45,558,293	35,848,953	3,540,435	11,498,697	1,732,071	2,140,682	21,883	100,341,014	7,546,539	4,539,156	12,085,695				1,458,020	139,677			114,024,406
Program Delivery Contractors	33,266,125	22,304,958	921,584	8,290,629	1,603,675	1,637,558	93,599	68,118,129	964,074	632,002	1,596,076		25,000	25,000	941,295	127,800			70,833,300
Employee Salaries & Fringe Benefits	7,798,400	5,797,562	421,676	1,941,749	315,682	372,501	10,192	16,657,762	1,897,808	1,383,366	3,281,175				549,826	769,008	194,499		21,452,270
Internal Costs	7,135,326	5,397,991	377,132	1,816,846	293,851	333,720	10,054	15,364,921	1,552,629	1,000,891	2,553,520				309,024	519,744	25,013		18,772,222
Expenditures	93,758,144	69,349,464	5,260,828	23,547,920	3,945,280	4,484,461	135,728	200,481,825	11,961,050	7,555,416	19,516,465		25,000	25,000	3,258,166	1,556,230	219,512		225,082,198
Operating Net Income	(5,050,488)	(10,801,684)	1,970,760	9,231,372	(113,501)	(2,291,169)	174,274	(6,880,436)	(1,630,233)	(714,264)	(2,344,498)		132,500	100,000	(97,981)	126,012	(216,211)	2,647,733	(6,532,880)
Interest Income Distribution	893,545	337,208	109,681	255,879	101,675	51,338	2,723	1,752,051	324,398	203,613	528,011		2,070	1,563	10,415	21,832	8,622	(2,324,563)	(362)
Transfer Between FS									(82,064)		(82,064)					(395,194)	477,258		-
Net Assets	26,959,198	5,726,072	4,604,543	13,058,972	3,298,239	548,426	176,997	54,372,447	9,807,020	6,361,510	16,168,531	-	134,570	101,563	294,660	388,193	653,648	10,663,432	82,776,945
less:Renewables Dedicated									(1,972,584)	(1,173,272)	(3,145,856)								
Renewables funds yet to be dedicated for future periods									7,834,436	5,188,238	13,022,675								

	PGE	PAC	NWN IND	NWN	CNG	AVI	AVI Int		PGE	PAC	Total Renewables	NWN T	CNG T	AVI T	Washington	
Reportable Energy	220,133,751	180,799,850	1,382,272	2,934,242	520,233	493,868	20,468		39,772,145	25,468,502	65,240,647				306,025	

Energy Trust of Oregon
Income Statement
2024-25 Draft for the period ending 2024

	Oregon OPUC Efficiency Funders								Oregon OPUC Renewables Funders			Other Funding Sources							
	PGE	Pacific Power	NW Natural Industrial	NW Natural	Cascade	Avista	Avista Interruptible	Total Oregon OPUC Efficiency	PGE	Pacific Power	Total Renewables	NW Natural Transport	Cascade Transport	Avista Transport	Washington	Grants & Contracts	Fund Development	Investments / Contingency	TOTAL
Net Assets Beginning of Year	26,959,198	5,726,072	4,604,543	13,058,972	3,298,239	548,426	176,997	54,372,447	9,807,020	6,361,510	16,168,531	-	134,570	101,563	294,660	388,193	653,648	10,663,432	82,776,945
Revenue	112,100,000	89,640,481	9,231,588	27,832,920	3,220,276	4,843,292	320,000	247,188,557	12,000,000	8,051,622	20,051,622	1,417,227	-	550,000	3,810,185	2,504,293		1,500,000	277,021,884
Incentives	68,009,554	49,298,891	6,309,162	14,752,569	2,173,813	2,300,400	225,503	143,069,892	8,186,954	4,983,250	13,170,204	177,500		266,693	1,583,524	951,802			159,219,615
Program Delivery Contractors	42,016,250	28,486,426	3,657,391	9,896,635	1,585,212	1,783,420	124,492	87,549,825	1,085,135	678,012	1,763,147	174,164	-	185,730	963,446	113,417			90,749,730
Employee Salaries & Fringe Benefits	10,326,429	7,198,088	881,311	2,446,359	355,239	406,510	31,309	21,645,245	2,567,758	1,565,030	4,132,788	32,967		41,086	601,488	845,153	38,519		27,337,246
Internal Costs	10,674,759	7,467,933	871,168	2,461,909	355,130	403,634	30,696	22,265,229	2,552,761	1,565,375	4,118,136	31,162		39,955	472,601	526,045	6,548		27,459,676
Expenditures	131,026,993	92,451,337	11,719,032	29,557,472	4,469,393	4,893,964	412,000	274,530,192	14,392,609	8,791,667	23,184,275	415,793	-	533,464	3,621,058	2,436,418	45,067		304,766,267
Operating Net Income	(18,926,993)	(2,810,856)	(2,487,444)	(1,724,552)	(1,249,117)	(50,672)	(92,000)	(27,341,635)	(2,392,609)	(740,045)	(3,132,653)	1,001,434	-	16,536	189,127	67,875	(45,067)	1,500,000	(27,744,383)
Interest Income Distribution	396,081	97,814	76,085	253,480	60,529	10,144	3,305	897,438	194,936	116,696	311,632	11,336	3,047	2,486	8,812	9,557	14,288	(1,258,595)	(0)
Transfer Between FS																(208,638)	208,638		-
Net Assets	8,428,287	3,013,030	2,193,184	11,587,899	2,109,650	507,898	88,303	27,928,251	7,609,348	5,738,162	13,347,510	1,012,770	137,617	120,585	492,598	256,986	831,506	10,904,837	55,032,661
less:Renewables Dedicated									(209,040)	(400,750)	(609,790)								
Renewables funds yet to be dedicated for future periods									7,400,308	5,337,412	12,737,720								

	PGE	PAC	NWN IND	NWN	CNG	AVI	AVI Int		PGE	PAC	Total Renewables	NWN T	CNG T	AVI T	Washington	
Reportable Energy	253,176,119	173,548,143	2,276,553	3,352,453	576,443	457,804	89,214		19,868,075	16,515,450	36,383,525	94,819		102,986	235,361	

Energy Trust of Oregon
Income Statement
2024-25 Draft for the period ending 2025

	Oregon OPUC Efficiency Funders								Oregon OPUC Renewables Funders			Other Funding Sources							
	PGE	Pacific Power	NW Natural Industrial	NW Natural	Cascade	Avista	Avista Interruptible	Total Oregon OPUC Efficiency	PGE	Pacific Power	Total Renewables	NW Natural Transport	Cascade Transport	Avista Transport	Washington	Grants & Contracts	Fund Development	Investments / Contingency	TOTAL
Net Assets Beginning of Year	8,428,287	3,013,030	2,193,184	11,587,899	2,109,650	507,898	88,303	27,928,251	7,609,348	5,738,162	13,347,510	1,012,770	137,617	120,585	492,598	256,986	831,506	10,904,837	55,032,661
Revenue	134,100,000	95,640,481	11,331,588	27,832,920	3,220,275	5,093,292	425,000	277,643,556	12,000,000	8,051,622	20,051,622	2,667,227	-	590,000	4,010,185	1,014,093		1,500,000	307,476,683
Incentives	71,038,721	48,663,519	6,552,150	15,300,488	2,050,734	2,347,407	233,375	146,186,394	9,672,750	6,618,250	16,291,000	1,858,286		295,098	1,693,006	263,180			166,586,963
Program Delivery Contractors	46,408,310	30,265,537	3,889,753	10,423,460	1,559,523	1,839,860	129,157	94,515,601	1,011,657	629,949	1,641,606	873,917	-	201,541	912,836	6,600			98,152,102
Employee Salaries & Fringe Benefits	12,212,328	8,146,262	1,017,786	2,853,423	377,082	465,549	35,526	25,107,956	3,017,388	1,893,052	4,910,439	267,873		49,274	704,561	892,075	39,912		31,972,091
Internal Costs	10,985,178	7,324,499	845,919	2,590,495	331,726	417,640	29,555	22,525,012	2,691,081	1,685,798	4,376,878	220,680		40,725	533,991	226,759	6,255		27,930,301
Expenditures	140,644,537	94,399,817	12,305,607	31,167,866	4,319,066	5,070,455	427,614	288,334,963	16,392,875	10,827,048	27,219,923	3,220,756	-	586,638	3,844,394	1,388,614	46,167		324,641,456
Operating Net Income	(6,544,537)	1,240,664	(974,019)	(3,334,946)	(1,098,791)	22,837	(2,614)	(10,691,407)	(4,392,875)	(2,775,426)	(7,168,301)	(553,529)	-	3,362	165,791	(374,521)	(46,167)	1,500,000	(17,164,773)
Interest Income Distribution	194,055	136,747	64,215	260,461	58,723	6,373	3,839	724,412	203,723	69,255	272,979	27,701	5,179	4,602	21,660	2,624	30,426	(1,089,583)	(0)
Transfer Between FS																(132,477)	132,477		-
Net Assets	2,077,805	4,390,441	1,283,379	8,513,414	1,069,581	537,107	89,528	17,961,255	3,420,196	3,031,991	6,452,187	486,941	142,796	128,548	680,049	(247,388)	948,243	11,315,254	37,867,887
less:Renewables Dedicated									(15,000)	(200,000)	(215,000)								
Renewables funds yet to be dedicated for future periods									3,405,196	2,831,991	6,237,187								

	PGE	PAC	NWN IND	NWN	CNG	AVI	AVI Int		PGE	PAC	Total Renewables	NWN T	CNG T	AVI T	Washington	
Reportable Energy	253,394,218	195,469,516	2,047,423	3,717,481	583,202	525,391	86,366		14,854,225	11,199,150	26,053,375	749,915		104,290	262,138	

2022-2025 Detailed Income Statement

	2022		2023		2024		2025
	Approved Budget	Actual	Approved Budget	Year-end Forecast	Approved Budget	2024-25 Draft	2024-25 Draft
(41000) Revenue from Utilities	202,906,807	205,447,005	213,324,418	214,216,042	216,246,144	273,017,591	304,962,590
(42000) Contract Revenue	1,216,686	1,306,116	2,563,044	1,673,512	2,059,954	2,498,293	1,014,093
(43000) Grant Revenue		3,509	6,366	11,162	6,763	6,000	
(45000) Contributed Income				868			
(48000) Investment Income	208,000	420,345	249,996	2,647,733	249,996	1,500,000	1,500,000
(40000) Revenue	204,331,493	207,176,975	216,143,824	218,549,317	218,562,857	277,021,884	307,476,683
(71000) Incentives	121,453,704	94,052,587	112,336,058	114,024,406	125,255,590	159,219,615	166,586,963
(7010) Program Management	2,722,645	4,549,355	4,463,939	4,845,715	4,842,518	8,466,670	8,805,237
(7034) PMC Performance Compensation	645,000	(668,339)	571,000	571,000	571,000	941,000	838,000
(7040) Program Delivery	53,547,986	48,846,561	61,435,523	60,366,137	66,038,422	75,405,326	82,110,710
(7044) PMC Marketing	3,407,910	3,347,685	4,600,447	5,050,448	4,645,135	5,936,734	6,398,156
(72000) Program Delivery Contractors	60,323,540	56,075,263	71,070,909	70,833,300	76,097,076	90,749,730	98,152,102
(72100) Salaries	13,714,090	13,447,590	16,157,107	15,943,881	18,106,359	20,156,522	23,763,689
(7220) Payroll Taxes	1,124,555	1,007,883	1,244,097	1,222,823	1,394,190	1,546,699	1,823,493
(7230) Benefits	2,476,446	2,451,044	2,988,857	2,928,650	3,381,919	3,841,853	4,626,261
(7231) 401k Expense	815,265	788,375	969,426	960,687	1,086,382	1,216,773	1,433,488
(7234) Benefit Administrative Fees	82,425	88,692	86,546	86,546	95,000	95,000	95,000
(7235) Vacation Expense	69,617	35,930	104,589	272,683	133,123	440,399	190,159
(7270) Employee Recognition/Acknowledgment	25,500	18,974	37,000	37,000	32,000	40,000	40,000
(73000) Employee Salaries & Fringe Benefits	18,307,899	17,838,489	21,587,623	21,452,270	24,228,973	27,337,246	31,972,091
(78010) Agency Contractor Services	2,693,463	1,416,764	2,097,171	1,727,828	2,187,731	2,002,592	1,397,508
(7450) Evaluation Services	3,470,348	2,743,959	3,378,573	2,627,180	3,779,317	3,384,288	3,775,010
(7455) Planning Services	620,748	535,910	571,302	506,302	612,000	622,000	682,971
(78020) Planning and Evaluation Services	4,091,096	3,279,869	3,949,875	3,133,482	4,391,317	4,006,288	4,457,981
(7560) Website Design & Maintenance	467,000	343,855	401,000	401,000	421,000	600,000	605,000
(7570) Public Relations	480,000	494,397	632,000	632,000	658,000	997,000	1,101,000
(7575) Creative Services	379,000	370,445	715,000	390,000	470,300	778,000	763,000
(7580) Media Advertising	1,637,000	1,452,951	1,549,000	1,549,000	1,540,300	1,540,000	1,907,000
(7582) Printed Collateral	82,000	138,190	151,000	145,000	145,000	232,000	232,000
(7585) Coop Marketing	173,000	69,241	165,000	85,000	165,000	165,000	165,000
(7590) Events Co-Sponsorship	373,000	257,557	393,000	362,001	381,000	556,000	588,400
(7600) Market Development/Research	151,000		150,000	190,000	130,000	180,000	180,000
(78030) Advertising and Marketing Services	3,742,000	3,126,636	4,156,000	3,754,001	3,910,600	5,048,000	5,541,400
(7039) Community Grants	250,000	125,177	150,000	150,000	300,000	300,000	300,000
(7250) Hiring Expenses	28,350	125,443	161,155	161,155	37,300	322,100	322,100
(7510) Accounting Services	68,500	59,325	70,000	70,000	94,710	77,500	105,000
(7530) Legal Services	38,000	39,414	34,000	34,000	38,000	75,000	54,000
(7550) Other Professional Services	5,310,628	3,323,820	6,405,404	5,681,618	5,878,371	10,288,379	10,158,736
(8425) Call Center	267,173	176,612	328,400	303,332	321,400	315,000	326,000
(78040) Other Professional Services	5,962,651	3,849,789	7,148,959	6,400,105	6,669,781	11,377,979	11,265,836
(8310) Travel	137,220	87,855	288,398	281,875	322,353	434,162	454,591
(8315) Travel Per Diem		3,567		4,177		21,916	23,991
(8510) Business Meetings	76,470	39,827	158,720	155,948	186,155	156,160	164,351
(8520) Conferences & Training	132,480	73,993	274,260	271,827	273,913	394,510	420,895
(78050) Travel, Meetings, Trainings & Conferences	346,170	205,241	721,378	713,827	782,421	1,006,748	1,063,828
(8910) Subscriptions & Memberships	223,347	209,796	275,439	261,657	282,013	317,335	339,915
(8920) Licenses and Fees	54,550	59,704	60,575	60,575	62,700	539,365	496,100
(78060) Dues, Licenses and Fees	277,897	269,500	336,014	322,232	344,713	856,700	836,015
(8110) Computer Equipment	118,350	9,834	87,820	115,120	77,361	173,420	117,502
(8115) Software	660,320	556,046	705,753	681,766	776,710	955,907	1,268,905
(8116) Software maintenance	71,680	48,368	98,230	91,430	116,204	99,775	102,369
(78070) Software and Hardware	850,350	614,249	891,803	888,316	970,275	1,229,102	1,488,776
(8150) Depreciation Expense	246,408	340,254	279,944	376,481	222,301	423,570	335,512
(78080) Depreciation & Amortization	246,408	340,254	279,944	376,481	222,301	423,570	335,512
(8010) Rent	876,896	904,064	1,106,000	1,106,000	1,140,000	1,136,707	1,169,160
(8020) Bldg Repair & Maintenance	40,000	26,248	20,000	20,000	30,000	30,000	30,000
(8030) Utilities	5,250	4,220	5,250	5,250	5,250	5,250	5,250
(8120) Equipment Maintenance	34,000	23,206	42,300	44,000	43,690	49,750	53,537
(8130) Office Equipment	11,000		11,000	11,000	11,000	11,000	11,000
(8710) Business Insurance	133,000	138,447	133,000	133,000	133,000	133,000	133,000
(78090) Office Rent and Equipment	1,100,146	1,096,185	1,317,550	1,319,250	1,362,940	1,365,707	1,401,947
(7710) Supplies	27,200	11,725	25,900	24,450	25,725	31,750	28,850
(7810) Telephone	28,200	21,241	27,400	27,400	28,700	30,400	30,754
(7830) Internet Services	25,200	19,697	29,000	29,000	30,400	30,400	31,164
(7910) Postage	33,600	7,571	27,500	27,300	27,340	26,870	26,900
(8210) Printing	16,550	7,350	14,050	14,050	14,050	11,800	11,800
(78100) Materials Postage and Telephone	130,750	67,583	123,850	122,200	126,215	131,220	129,468
(8620) Bank Fees	7,500	9,978	10,500	10,500	7,500	7,750	8,000
(8830) Miscellaneous Project Expense	4,000	8,214	4,000	4,000	4,000	4,020	4,030
(78110) Miscellaneous Expenses	11,500	18,192	14,500	14,500	11,500	11,770	12,030
(78000) Internal Costs	19,452,431	14,284,262	21,037,044	18,772,222	20,979,794	27,459,676	27,930,301
(70000) Expenditures	219,537,574	182,250,602	226,031,634	225,082,198	246,561,433	304,766,267	324,641,456
(40) Net Income	(15,206,080)	24,926,373	(9,887,810)	(6,533,242)	(27,998,576)	(27,744,383)	(17,164,773)

Energy Trust of Oregon
Administrative Cost Organization Wide vs. Subject to OPUC Performance Measure - 2024
Year 2024

		2024 2024-25 Draft		2023 Q2 Forecast		2023 Approved Budget	
		OPUC Programs	Total Company	OPUC Programs	Total Company	OPUC Programs	Total Company
1	Incentives	156,240,096	159,219,615	112,426,709	114,024,406	109,633,852	112,336,058
2	Program Delivery Contractors	89,312,972	90,749,730	69,714,205	70,833,300	69,858,008	71,070,909
3	Employee Salaries & Fringe Benefits	12,846,069	13,923,417	9,220,098	10,301,201	9,296,684	10,364,356
4	Services	16,511,723	17,176,839	11,270,045	11,764,267	13,099,079	13,590,575
5	Total Program Direct Costs	274,910,861	281,069,601	202,631,056	206,923,174	201,887,623	207,361,898
6	Program Support (under GAAP, program / under OPUC, support)	6,015,429	6,513,378	4,320,897	4,827,248	4,674,033	5,163,473
7	Communications and General Outreach	6,771,588	6,930,957	5,320,943	5,437,359	5,074,019	5,214,320
8	Management & General	10,016,590	10,252,331	7,725,394	7,894,417	8,068,833	8,291,943
9	Total Administrative	16,788,177	17,183,289	13,046,337	13,331,776	13,142,852	13,506,263
10	Total Administrative and Program Support	22,803,607	23,696,666	17,367,234	18,159,024	17,816,885	18,669,736
11	Total Expenditures	297,714,467	304,766,267	219,998,290	225,082,198	219,704,508	226,031,634
12	Total Revenue	267,240,179	277,021,884	210,773,357	218,549,317	209,847,143	216,143,824

For Organization wide "GAAP" reporting, comparison to other non-profits			
Programs (rows 5 + 6)	287,582,979	211,750,421	212,525,371
Administration (row 9)	17,183,289	13,331,776	13,506,263
Administrative percent of total Expenditure	5.6%	5.9%	6.0%

For Oregon Performance Measure, comparison to measure and other 1149-funded programs			
Programs (row 5)	274,910,861	202,631,056	201,887,623
Administrative and Program Support (rows 6+9)	22,803,607	17,367,234	17,816,885
Administrative and Program Support percent of Revenue	8.53%	8.24%	8.49%
Administrative and Program Support Year over Year Increase	31.30%		

Energy Trust of Oregon
Administrative Cost Organization Wide vs. Subject to OPUC Performance Measure - 2025
Year 2025

		2025 2024-25 Draft		2024 2024-25 Draft	
		OPUC Programs	Total Company	OPUC Programs	Total Company
1	Incentives	162,477,394	166,586,963	156,240,096	159,219,615
2	Program Delivery Contractors	96,157,207	98,152,102	89,312,972	90,749,730
3	Employee Salaries & Fringe Benefits	14,674,652	15,992,743	12,846,069	13,923,417
4	Services	16,981,805	17,537,262	16,511,723	17,176,839
5	Total Program Direct Costs	290,291,057	298,269,070	274,910,861	281,069,601
6	Program Support (under GAAP, program / under OPUC, support)	6,442,180	7,011,511	6,015,429	6,513,378
7	Communications and General Outreach	7,972,260	8,200,659	6,771,588	6,930,957
8	Management & General	10,849,390	11,160,216	10,016,590	10,252,331
9	Total Administrative	18,821,650	19,360,875	16,788,177	17,183,289
10	Total Administrative and Program Support	25,263,829	26,372,386	22,803,607	23,696,666
11	Total Expenditures	315,554,887	324,641,456	297,714,467	304,766,267
12	Total Revenue	297,695,178	307,476,683	267,240,179	277,021,884

For Organization wide "GAAP" reporting, comparison to other non-profits				
Programs (rows 5 + 6)		305,280,581		287,582,979
Administration (row 9)		19,360,875		17,183,289
Administrative percent of total Expenditure		6.0%		5.6%
For Oregon Performance Measure, comparison to measure and other 1149-funded programs				
Programs (row 5)	290,291,057		274,910,861	
Administrative and Program Support (rows 6+9)	25,263,829		22,803,607	
Administrative and Program Support percent of Revenue	8.49%		8.53%	
Administrative and Program Support Year over Year Increase	10.79%			

Expenditures by Program and Utility

2024-25 Draft

2023 Q2 Year-End Forecast

		Electric	Natural Gas	PGE	PGE LMI	Pacific Power	Pacific Power LMI	NW Natural Industrial	NW Natural	Cascade	Avista	Avista Interruptible	OPUC	Cascade Transport	Avista Transport	Washington	All Funding Sources
Expenditures	Existing Buildings with MF	58,617,164	12,349,987	34,922,177		23,694,987		3,423,840	5,978,528	1,637,152	1,194,765	115,702	70,967,151				$ 70,967,151
	New Buildings	14,812,691	1,262,228	8,967,731		5,844,960		71,704	876,504	176,801	137,219		16,074,919				$ 16,074,919
	NEEA Commercial	3,473,792	576,663	2,014,800		1,458,993			394,243	112,357	70,064		4,050,456				$ 4,050,456
	Industry and Agriculture	40,410,268	3,068,947	22,492,049		17,918,219		1,765,285	520,777	271,493	491,366	20,025	43,479,215	25,000	25,000		$ 43,529,215
	NEEA - Industrial	(0)		(0)		0							(0)				$ (0)
	Residential	42,046,869	19,801,903	23,188,230		18,858,639			15,562,865	1,686,202	2,552,836		61,848,772				$ 61,848,772
	NEEA Residential	3,746,824	314,488	2,173,158		1,573,666			215,004	61,275	38,210		4,061,312				$ 4,061,312
	OPUC Efficiency	**163,107,608**	**37,374,217**	**93,758,144**		**69,349,464**		**5,260,828**	**23,547,920**	**3,945,280**	**4,484,461**	**135,728**	**200,481,825**	**25,000**	**25,000**		**$ 200,531,825**
	OPUC Renewables	**19,516,465**		**6,767,324**	**5,193,726**	**5,575,880**	**1,979,536**						**19,516,465**				**$ 19,516,465**
	Commercial Washington															1,510,451	$ 1,510,451
	Residential Washington															1,747,715	$ 1,747,715
	Washington															**3,258,166**	**$ 3,258,166**
	Solar with Justice (USDOE)																$ 19,058
	Oregon Community Solar Program																$ 284,053
	PGE Smart Battery Pilot																$ 213,450
	NWN Geo TLM Phase 3																$ 30,610
	Solar Ambassadors (NREL)																$ 199,036
	Smart Grid Test Bed Collaboration (USDOE)																$ 319,201
	SERV (FEMA)																$ 1,499
	PGE Smart Solar Stufy																$ 61,172
	Landlord Provided Cooling (ODOE)																$ 274,993
	PGE Flexible Feeder																$ 153,158
	Programs	**182,624,073**	**37,374,217**	**100,525,468**	**5,193,726**	**74,925,344**	**1,979,536**	**5,260,828**	**23,547,920**	**3,945,280**	**4,484,461**	**135,728**	**219,998,290**	**25,000**	**25,000**	**3,258,166**	**$ 224,862,686**
	Functional Activities	0	(0)	0					(0)				(0)				$ 219,512
	Total Company	**$ 182,624,073**	**$ 37,374,217**	**$ 100,525,468**	**$ 5,193,726**	**$ 74,925,344**	**$ 1,979,536**	**$ 5,260,828**	**$ 23,547,920**	**$ 3,945,280**	**$ 4,484,461**	**$ 135,728**	**$ 219,998,290**	**$ 25,000**	**$ 25,000**	**$ 3,258,166**	**$ 225,082,198**
Incentives	Existing Buildings with MF	28,440,330	5,184,873	15,990,580		12,449,750		2,115,270	2,077,865	566,234	413,227	12,278	33,625,203				$ 33,625,203
	New Buildings	5,576,527	476,628	3,397,661		2,178,865		30,249	328,595	66,315	51,469		6,053,155				$ 6,053,155
	Industry and Agriculture	23,101,039	2,032,551	12,458,237		10,642,801		1,394,916	254,795	132,830	240,405	9,605	25,133,590				$ 25,133,590
	Residential	24,289,351	11,239,715	13,711,815		10,577,536			8,837,442	966,692	1,435,581		35,529,066				$ 35,529,066
	OPUC Efficiency	**81,407,246**	**18,933,768**	**45,558,293**		**35,848,953**		**3,540,435**	**11,498,697**	**1,732,071**	**2,140,682**	**21,883**	**100,341,014**				**$ 100,341,014**
	OPUC Renewables	**12,085,695**		**3,893,717**	**3,652,822**	**3,170,047**	**1,369,109**						**12,085,695**				**$ 12,085,695**
	Commercial Washington															594,634	$ 594,634
	Residential Washington															863,387	$ 863,387
	Washington															**1,458,020**	**$ 1,458,020**
	PGE Smart Battery																$ 74,000
	PGE Inverter																$ 2,750
	ODOE Cooling																$ 62,927
	Programs	**93,492,941**	**18,933,768**	**49,452,010**	**3,652,822**	**39,019,000**	**1,369,109**	**3,540,435**	**11,498,697**	**1,732,071**	**2,140,682**	**21,883**	**112,426,709**			**1,458,020**	**$ 114,024,406**
	Total Company	**$ 93,492,941**	**$ 18,933,768**	**$ 49,452,010**	**$ 3,652,822**	**$ 39,019,000**	**$ 1,369,109**	**$ 3,540,435**	**$ 11,498,697**	**$ 1,732,071**	**$ 2,140,682**	**$ 21,883**	**$ 112,426,709**			**$ 1,458,020**	**$ 114,024,406**
Program Delivery Contractors	Existing Buildings with MF	21,436,656	5,339,717	13,724,419		7,712,237		802,549	3,016,926	828,958	604,959	86,324	26,776,372				$ 26,776,372
	New Buildings	6,241,771	512,863	3,757,219		2,484,552		25,981	358,411	72,332	56,139		6,754,634				$ 6,754,634
	NEEA Commercial	3,223,404	535,098	1,869,574		1,353,830			365,826	104,258	65,014		3,758,502				$ 3,758,502
	Industry and Agriculture	10,721,882	554,286	6,367,344		4,354,538		93,054	184,172	96,013	173,771	7,275	11,276,168	25,000	25,000		$ 11,326,168
	NEEA - Industrial	(0)		(0)		-							(0)				$ (0)
	Residential	10,482,436	5,314,254	5,537,907		4,944,529			4,166,466	445,449	702,339		15,796,690				$ 15,796,690
	NEEA Residential	3,464,935	290,828	2,009,662		1,455,273			198,828	56,665	35,335		3,755,763				$ 3,755,763
	OPUC Efficiency	**55,571,083**	**12,547,046**	**33,266,125**		**22,304,958**		**921,584**	**8,290,629**	**1,603,675**	**1,637,558**	**93,599**	**68,118,129**	**25,000**	**25,000**		**$ 68,168,129**
	OPUC Renewables	**1,596,076**		**761,090**	**202,984**	**531,510**	**100,492**						**1,596,076**				**$ 1,596,076**
	Commercial Washington															549,254	$ 549,254
	Residential Washington															392,041	$ 392,041
	Washington															**941,295**	**$ 941,295**
	PGE Smart Battery																$ 52,800
	ODOE Cooling																$ 75,000
	Programs	**57,167,159**	**12,547,046**	**34,027,215**	**202,984**	**22,836,468**	**100,492**	**921,584**	**8,290,629**	**1,603,675**	**1,637,558**	**93,599**	**69,714,205**	**25,000**	**25,000**	**941,295**	**$ 70,833,300**
	Total Company	**$ 57,167,159**	**$ 12,547,046**	**$ 34,027,215**	**$ 202,984**	**$ 22,836,468**	**$ 100,492**	**$ 921,584**	**$ 8,290,629**	**$ 1,603,675**	**$ 1,637,558**	**$ 93,599**	**$ 69,714,205**	**$ 25,000**	**$ 25,000**	**$ 941,295**	**$ 70,833,300**
Internal Costs	Existing Buildings with MF	4,553,374	942,713	2,712,751		1,840,624		261,311	456,437	124,949	91,186	8,831	5,496,088				$ 5,496,088
	New Buildings	1,421,320	140,134	860,479		560,840		7,941	97,418	19,580	15,196		1,561,454				$ 1,561,454
	NEEA Commercial	80,709	13,398	46,811		33,898			9,160	2,610	1,628		94,107				$ 94,107
	Industry and Agriculture	2,724,741	187,550	1,516,570		1,208,171		107,881	31,826	16,592	30,028	1,224	2,912,291				$ 2,912,291
	NEEA - Industrial	(0)		(0)		0							(0)				$ (0)

Expenditures by Program and Utility

2024-25 Draft

2023 Q2 Year-End Forecast

		Electric	Natural Gas	PGE	PGE LMI	Pacific Power	Pacific Power LMI	NW Natural Industrial	NW Natural	Cascade	Avista	Avista Interruptible	OPUC	Cascade Transport	Avista Transport	Washington	All Funding Sources
	Residential	3,662,901	1,540,231	1,946,357		1,716,544			1,216,825	128,644	194,761		5,203,131				$ 5,203,131
	NEEA Residential	90,273	7,577	52,358		37,915			5,180	1,476	921		97,850				$ 97,850
	OPUC Efficiency	**12,533,317**	**2,831,603**	**7,135,326**		**5,397,991**		**377,132**	**1,816,846**	**293,851**	**333,720**	**10,054**	**15,364,921**				**$ 15,364,921**
	OPUC Renewables	**2,553,520**		**945,022**	**607,606**	**769,308**	**231,583**						**2,553,520**				**$ 2,553,520**
	Commercial Washington															128,136	$ 128,136
	Residential Washington															180,888	$ 180,888
	Washington															**309,024**	**$ 309,024**
	LMI																$ 2,500
	Community Solar																$ 75,371
	PGE Smart Battery																$ 42,356
	NWN Geo TLM Phase 3																$ 7,341
	NREL Program																$ 144,472
	SALMON Program																$ 80,131
	FEMA Program																$ 160
	PGE Inverter																$ 12,198
	ODOE Cooling																$ 28,760
	FlexFeeder																$ 126,455
	Programs	**15,086,837**	**2,831,603**	**8,080,348**	**607,606**	**6,167,300**	**231,583**	**377,132**	**1,816,846**	**293,851**	**333,720**	**10,054**	**17,918,440**			**309,024**	**$ 18,747,209**
	Functional Activities		(0)						(0)				(0)				$ 25,013
	Total Company	**$ 15,086,837**	**$ 2,831,603**	**$ 8,080,348**	**$ 607,606**	**$ 6,167,300**	**$ 231,583**	**$ 377,132**	**$ 1,816,846**	**$ 293,851**	**$ 333,720**	**$ 10,054**	**$ 17,918,440**			**$ 309,024**	**$ 18,772,222**
Employee Salaries & Fringe Benefits																	
	Existing Buildings with MF	4,186,804	882,684	2,494,428		1,692,376		244,710	427,300	117,011	85,393	8,270	5,069,488				$ 5,069,488
	New Buildings	1,573,073	132,602	952,371		620,702		7,533	92,080	18,574	14,415		1,705,676				$ 1,705,676
	NEEA Commercial	169,679	28,167	98,414		71,265			19,257	5,488	3,422		197,847				$ 197,847
	Industry and Agriculture	3,862,606	294,560	2,149,897		1,712,709		169,433	49,985	26,058	47,162	1,922	4,157,166				$ 4,157,166
	NEEA - Industrial	0		0		0							0				$ (0)
	Residential	3,612,182	1,707,703	1,992,152		1,620,030			1,342,131	145,417	220,155		5,319,885				$ 5,319,885
	NEEA Residential	191,616	16,083	111,137		80,479			10,995	3,134	1,954		207,699				$ 207,699
	OPUC Efficiency	**13,595,962**	**3,061,800**	**7,798,400**		**5,797,562**		**421,676**	**1,941,749**	**315,682**	**372,501**	**10,192**	**16,657,762**				**$ 16,657,762**
	OPUC Renewables	**3,281,175**		**1,167,495**	**730,314**	**1,105,015**	**278,352**						**3,281,175**				**$ 3,281,175**
	Commercial Washington															238,427	$ 238,427
	Residential Washington															311,399	$ 311,399
	Washington															**549,826**	**$ 549,826**
	LMI																$ 16,558
	Community Solar																$ 208,682
	PGE Smart Battery																$ 44,294
	NWN Geo TLM Phase 3																$ 23,269
	NREL Program																$ 54,564
	SALMON Program																$ 239,071
	FEMA Program																$ 1,338
	PGE Inverter																$ 46,223
	ODOE Cooling																$ 108,306
	FlexFeeder																$ 26,702
	Programs	**16,877,137**	**3,061,800**	**8,965,895**	**730,314**	**6,902,577**	**278,352**	**421,676**	**1,941,749**	**315,682**	**372,501**	**10,192**	**19,938,937**			**549,826**	**$ 21,257,771**
	Functional Activities	0		0									0				$ 194,499
	Total Company	**$ 16,877,137**	**$ 3,061,800**	**$ 8,965,895**	**$ 730,314**	**$ 6,902,577**	**$ 278,352**	**$ 421,676**	**$ 1,941,749**	**$ 315,682**	**$ 372,501**	**$ 10,192**	**$ 19,938,937**			**$ 549,826**	**$ 21,452,270**

Expenditures by Program and Utility

2024-25 Draft

2024

		Electric	Natural Gas	PGE	PGE LMI	Pacific Power	Pacific Power LMI	NW Natural Industrial	NW Natural	Cascade	Avista	Avista Interruptible	OPUC	NW Natural Transport	Cascade Transport	Avista Transport	Washington	All Funding Sources
Expenditures	Existing Buildings with MF	86,420,338	15,692,661	45,562,816	3,989,688	32,423,286	4,444,547	6,253,700	6,561,682	1,688,499	992,278	196,503	102,112,999	96,703	-	218,334		$ 102,428,035
	New Buildings	19,795,835	1,633,743	13,661,794		6,134,041		115,889	1,213,218	180,589	120,220	3,827	21,429,578			7,111		$ 21,436,689
	NEEA Commercial	857,307	1,111,637	497,238		360,069			877,228	113,656	120,752		1,968,943					$ 1,968,943
	Industry and Agriculture	55,469,545	6,915,780	32,214,343		23,255,202		5,349,443	718,917	528,780	106,970	211,670	62,385,325	319,090	-	308,018		$ 63,012,434
	NEEA - Industrial	2,303,269		1,335,896		967,373							2,303,269					$ 2,303,269
	Residential	54,154,955	25,620,028	20,382,379	10,786,132	9,405,547	13,580,897		20,124,864	1,949,893	3,545,270		79,774,983					$ 79,774,983
	NEEA Residential	4,477,081	78,013	2,596,707		1,880,374			61,563	7,976	8,474		4,555,095					$ 4,555,095
	OPUC Efficiency	**223,478,330**	**51,051,862**	**116,251,172**	**14,775,821**	**74,425,893**	**18,025,445**	**11,719,032**	**29,557,472**	**4,469,393**	**4,893,964**	**412,000**	**274,530,192**	**415,793**	**-**	**533,464**		**$ 275,479,449**
	OPUC Renewables	**23,184,275**		**7,984,549**	**6,408,059**	**5,416,720**	**3,374,946**						**23,184,275**					**$ 23,184,275**
	Commercial Washington																1,433,899	$ 1,433,899
	Residential Washington																2,187,159	$ 2,187,159
	Washington																**3,621,058**	**$ 3,621,058**
	Oregon Community Solar Program																	$ 355,823
	PGE Smart Battery Pilot																	$ 442,706
	Smart Grid Test Bed Collaboration (USDOE)																	$ 543,711
	SERVE (FEMA)																	$ -
	PGE Smart Solar Study																	$ 67,904
	Landlord Provided Cooling (ODOE)																	$ 759,792
	PGE Flexible Feeder																	$ 266,481
	Programs	**246,662,606**	**51,051,862**	**124,235,722**	**21,183,880**	**79,842,613**	**21,400,391**	**11,719,032**	**29,557,472**	**4,469,393**	**4,893,964**	**412,000**	**297,714,467**	**415,793**	**-**	**533,464**	**3,621,058**	**$ 304,721,200**
	Functional Activities	-	-	-		-			-				-					$ 45,067
	Total Company	**$ 246,662,606**	**$ 51,051,862**	**$ 124,235,722**	**$ 21,183,880**	**$ 79,842,613**	**$ 21,400,391**	**$ 11,719,032**	**$ 29,557,472**	**$ 4,469,393**	**$ 4,893,964**	**$ 412,000**	**$ 297,714,467**	**$ 415,793**	**$ -**	**$ 533,464**	**$ 3,621,058**	**$ 304,766,267**
Incentives	Existing Buildings with MF	43,727,758	6,779,094	22,826,989	1,750,876	17,199,402	1,950,491	2,712,620	2,883,808	742,082	373,759	66,825	50,506,852	42,500		66,980		$ 50,616,332
	New Buildings	8,421,877	705,666	5,816,647		2,605,230		63,960	511,807	76,183	50,716	3,000	9,127,543			3,000		$ 9,130,543
	Industry and Agriculture	34,885,893	4,537,915	19,853,534		15,032,359		3,532,582	474,690	302,980	71,985	155,678	39,423,808	135,000		196,713		$ 39,755,521
	Residential	30,272,917	13,738,772	12,070,417	5,691,091	5,345,715	7,165,694		10,882,264	1,052,568	1,803,940		44,011,689					$ 44,011,689
	OPUC Efficiency	**117,308,445**	**25,761,447**	**60,567,587**	**7,441,967**	**40,182,706**	**9,116,185**	**6,309,162**	**14,752,569**	**2,173,813**	**2,300,400**	**225,503**	**143,069,892**	**177,500**		**266,693**		**$ 143,514,085**
	OPUC Renewables	**13,170,204**		**4,486,954**	**3,700,000**	**3,028,250**	**1,955,000**						**13,170,204**					**$ 13,170,204**
	Commercial Washington																408,943	$ 408,943
	Residential Washington																1,174,581	$ 1,174,581
	Washington																**1,583,524**	**$ 1,583,524**
	PGE Smart Battery Pilot																	$ 311,040
	Smart Grid Test Bed Collaboration (USDOE)																	$ 25,000
	Landlord Provided Cooling (ODOE)																	$ 506,000
	PGE Flexible Feeder																	$ 109,762
	Programs	**130,478,649**	**25,761,447**	**65,054,541**	**11,141,967**	**43,210,956**	**11,071,185**	**6,309,162**	**14,752,569**	**2,173,813**	**2,300,400**	**225,503**	**156,240,096**	**177,500**		**266,693**	**1,583,524**	**$ 159,219,615**
	Total Company	**$ 130,478,649**	**$ 25,761,447**	**$ 65,054,541**	**$ 11,141,967**	**$ 43,210,956**	**$ 11,071,185**	**$ 6,309,162**	**$ 14,752,569**	**$ 2,173,813**	**$ 2,300,400**	**$ 225,503**	**$ 156,240,096**	**$ 177,500**		**$ 266,693**	**$ 1,583,524**	**$ 159,219,615**
Program Delivery Contractors	Existing Buildings with MF	30,414,627	6,703,764	16,262,604	1,671,987	10,617,427	1,862,608	2,660,449	2,753,873	708,646	478,789	102,007	37,118,390	40,585	-	120,609		$ 37,279,584
	New Buildings	7,310,031	575,091	5,040,490		2,269,541		26,890	439,284	65,388	43,530	-	7,885,122			2,575		$ 7,887,697
	NEEA Commercial	775,550	1,005,626	449,819		325,731			793,572	102,817	109,236		1,781,176					$ 1,781,176
	Industry and Agriculture	11,624,708	1,283,107	7,157,837		4,466,871		970,052	130,423	142,095	18,051	22,485	12,907,815	133,579	-	62,547		$ 13,103,941
	NEEA - Industrial	2,173,387		1,260,565		912,823							2,173,387					$ 2,173,387
	Residential	14,055,179	7,407,261	4,612,275	3,154,141	2,317,360	3,971,402		5,722,428	558,873	1,125,960		21,462,440					$ 21,462,440
	NEEA Residential	4,149,194	72,300	2,406,533		1,742,662			57,054	7,392	7,854		4,221,494					$ 4,221,494
	OPUC Efficiency	**70,502,676**	**17,047,149**	**37,190,121**	**4,826,129**	**22,652,415**	**5,834,011**	**3,657,391**	**9,896,635**	**1,585,212**	**1,783,420**	**124,492**	**87,549,825**	**174,164**	**-**	**185,730**		**$ 87,909,720**
	OPUC Renewables	**1,763,147**		**887,397**	**197,738**	**580,182**	**97,830**						**1,763,147**					**$ 1,763,147**
	Commercial Washington																573,729	$ 573,729
	Residential Washington																389,716	$ 389,716
	Washington																**963,446**	**$ 963,446**
	PGE Smart Battery Pilot																	$ 36,000
	Landlord Provided Cooling (ODOE)																	$ 43,000
	PGE Flexible Feeder																	$ 34,417
	Programs	**72,265,823**	**17,047,149**	**38,077,518**	**5,023,867**	**23,232,597**	**5,931,841**	**3,657,391**	**9,896,635**	**1,585,212**	**1,783,420**	**124,492**	**89,312,972**	**174,164**	**-**	**185,730**	**963,446**	**$ 90,749,730**
	Total Company	**$ 72,265,823**	**$ 17,047,149**	**$ 38,077,518**	**$ 5,023,867**	**$ 23,232,597**	**$ 5,931,841**	**$ 3,657,391**	**$ 9,896,635**	**$ 1,585,212**	**$ 1,783,420**	**$ 124,492**	**$ 89,312,972**	**$ 174,164**	**$ -**	**$ 185,730**	**$ 963,446**	**$ 90,749,730**
Internal Costs	Existing Buildings with MF	6,366,596	1,135,615	3,356,618	293,921	2,388,627	327,430	452,555	474,842	122,190	71,807	14,220	7,502,210	6,998		15,800		$ 7,525,008
	New Buildings	2,077,277	190,481	1,433,601		643,676		13,512	141,451	21,055	14,017	446	2,267,758			829		$ 2,268,587
	NEEA Commercial	25,728	33,360	14,922		10,806			26,326	3,411	3,624		59,088					$ 59,088
	Industry and Agriculture	4,388,908	523,717	2,548,890		1,840,018		405,102	54,442	40,043	8,101	16,029	4,912,625	24,164		23,326		$ 4,960,114
	NEEA - Industrial	49,904		28,944		20,959							49,904					$ 49,904
	Residential	5,121,131	2,237,392	1,928,585	1,003,652	925,188	1,263,706		1,763,292	168,229	305,872		7,358,523					$ 7,358,523
	NEEA Residential	113,149	1,972	65,627		47,523			1,556	202	214		115,121					$ 115,121
	OPUC Efficiency	**18,142,692**	**4,122,537**	**9,377,187**	**1,297,573**	**5,876,797**	**1,591,136**	**871,168**	**2,461,909**	**355,130**	**403,634**	**30,696**	**22,265,229**	**31,162**		**39,955**		**$ 22,336,346**
	OPUC Renewables	**4,118,136**		**1,302,759**	**1,250,003**	**907,034**	**658,342**						**4,118,136**					**$ 4,118,136**
	Commercial Washington																183,164	$ 183,164
	Residential Washington																289,436	$ 289,436
	Washington																**472,601**	**$ 472,601**
	Oregon Community Solar Program																	$ 130,105
	PGE Smart Battery Pilot																	$ 26,117

Expenditures by Program and Utility
2024-25 Draft
2024

		Electric	Natural Gas	PGE	PGE LMI	Pacific Power	Pacific Power LMI	NW Natural Industrial	NW Natural	Cascade	Avista	Avista Interruptible	OPUC	NW Natural Transport	Cascade Transport	Avista Transport	Washington	All Funding Sources
	Smart Grid Test Bed Collaboration (USDOE)																	$ 197,554
	SERVE (FEMA)																	$ -
	PGE Smart Solar Study																	$ 7,920
	Landlord Provided Cooling (ODOE)																	$ 89,693
	PGE Flexible Feeder																	$ 74,657
	Programs	**22,260,828**	**4,122,537**	**10,679,945**	**2,547,575**	**6,783,830**	**2,249,477**	**871,168**	**2,461,909**	**355,130**	**403,634**	**30,696**	**26,383,365**	**31,162**		**39,955**	**472,601**	**$ 27,453,128**
	Functional Activities	-	-	-		-			-				-					$ 6,548
	Total Company	**$ 22,260,828**	**$ 4,122,537**	**$ 10,679,945**	**$ 2,547,575**	**$ 6,783,830**	**$ 2,249,477**	**$ 871,168**	**$ 2,461,909**	**$ 355,130**	**$ 403,634**	**$ 30,696**	**$ 26,383,365**	**$ 31,162**		**$ 39,955**	**$ 472,601**	**$ 27,459,676**
Employee Salaries & Fringe Benefits	Existing Buildings with MF	5,911,357	1,074,189	3,116,605	272,904	2,217,830	304,018	428,076	449,158	115,581	67,923	13,451	6,985,546	6,619		14,945		$ 7,007,111
	New Buildings	1,986,650	162,505	1,371,056		615,594		11,527	120,676	17,963	11,958	381	2,149,155			707		$ 2,149,862
	NEEA Commercial	56,029	72,650	32,497		23,532			57,331	7,428	7,892		128,679					$ 128,679
	Industry and Agriculture	4,570,036	571,042	2,654,082		1,915,954		441,708	59,362	43,662	8,833	17,478	5,141,078	26,348		25,433		$ 5,192,858
	NEEA - Industrial	79,978		46,387		33,591							79,978					$ 79,978
	Residential	4,705,729	2,236,602	1,771,102	937,248	817,284	1,180,096		1,756,880	170,224	309,498		6,942,331					$ 6,942,331
	NEEA Residential	214,738	3,742	124,548		90,190			2,953	383	406		218,480					$ 218,480
	OPUC Efficiency	**17,524,517**	**4,120,729**	**9,116,277**	**1,210,152**	**5,713,974**	**1,484,113**	**881,311**	**2,446,359**	**355,239**	**406,510**	**31,309**	**21,645,245**	**32,967**		**41,086**		**$ 21,719,298**
	OPUC Renewables	**4,132,788**		**1,307,440**	**1,260,319**	**901,255**	**663,775**						**4,132,788**					**$ 4,132,788**
	Commercial Washington																268,062	$ 268,062
	Residential Washington																333,425	$ 333,425
	Washington																**601,488**	**$ 601,488**
	Oregon Community Solar Program																	$ 225,718
	PGE Smart Battery Pilot																	$ 69,548
	Smart Grid Test Bed Collaboration (USDOE)																	$ 346,157
	PGE Smart Solar Study																	$ 34,985
	Landlord Provided Cooling (ODOE)																	$ 121,099
	PGE Flexible Feeder																	$ 47,645
	Programs	**21,657,305**	**4,120,729**	**10,423,717**	**2,470,471**	**6,615,229**	**2,147,888**	**881,311**	**2,446,359**	**355,239**	**406,510**	**31,309**	**25,778,033**	**32,967**		**41,086**	**601,488**	**$ 27,298,727**
	Functional Activities																	$ 38,519
	Total Company	**$ 21,657,305**	**$ 4,120,729**	**$ 10,423,717**	**$ 2,470,471**	**$ 6,615,229**	**$ 2,147,888**	**$ 881,311**	**$ 2,446,359**	**$ 355,239**	**$ 406,510**	**$ 31,309**	**$ 25,778,033**	**$ 32,967**		**$ 41,086**	**$ 601,488**	**$ 27,337,246**

Expenditures by Program and Utility

2024-25 Draft

2025

		Electric	Natural Gas	PGE	PGE LMI	Pacific Power	Pacific Power LMI	NW Natural Industrial	NW Natural	Cascade	Avista	Avista Interruptible	OPUC	NW Natural Transport	Cascade Transport	Avista Transport	Washington	All Funding Sources
Expenditures	Existing Buildings with MF	82,574,569	16,526,021	46,368,342	2,848,209	30,870,810	2,487,208	6,398,133	7,056,574	1,766,373	1,094,678	210,263	99,100,589	1,464,014		231,796		$ 100,796,400
	New Buildings	23,755,573	1,809,080	17,074,629		6,680,944		80,870	1,353,587	234,885	133,380	6,359	25,564,653			11,834		$ 25,576,487
	NEEA Commercial	1,011,372	1,282,971	586,596		424,776			1,012,434	131,174	139,363		2,294,343					$ 2,294,343
	Industry and Agriculture	62,488,842	7,520,348	37,461,714		25,027,128		5,826,605	782,986	582,126	117,638	210,992	70,009,190	1,756,742	-	343,008		$ 72,108,940
	NEEA - Industrial	2,389,722		1,386,039		1,003,683							2,389,722					$ 2,389,722
	Residential	57,872,751	26,054,276	19,859,773	12,187,352	10,121,870	15,703,755		20,885,017	1,594,498	3,574,760		83,927,027					$ 83,927,027
	NEEA Residential	4,951,525	97,914	2,871,883		2,079,642			77,267	10,011	10,636		5,049,439					$ 5,049,439
	OPUC Efficiency	**235,044,354**	**53,290,609**	**125,608,975**	**15,035,561**	**76,208,854**	**18,190,963**	**12,305,607**	**31,167,866**	**4,319,066**	**5,070,455**	**427,614**	**288,334,963**	**3,220,756**	**-**	**586,638**		**$ 292,142,358**
	OPUC Renewables	**27,219,923**		**9,664,188**	**6,728,687**	**7,199,185**	**3,627,863**						**27,219,923**					**$ 27,219,923**
	Commercial Washington																1,605,764	$ 1,605,764
	Residential Washington																2,238,631	$ 2,238,631
	Washington																**3,844,394**	**$ 3,844,394**
	Oregon Community Solar Program																	$ 389,450
	PGE Smart Battery Pilot																	$ 157,589
	Smart Grid Test Bed Collaboration (USDOE)																	$ 418,143
	PGE Smart Solar Study																	$ 44,759
	Landlord Provided Cooling (ODOE)																	$ 135,802
	PGE Flexible Feeder																	$ 242,872
	Programs	**262,264,277**	**53,290,609**	**135,273,164**	**21,764,248**	**83,408,039**	**21,818,826**	**12,305,607**	**31,167,866**	**4,319,066**	**5,070,455**	**427,614**	**315,554,887**	**3,220,756**	**-**	**586,638**	**3,844,394**	**$ 324,595,290**
	Functional Activities																	$ 46,167
	Total Company	**$ 262,264,277**	**$ 53,290,609**	**$ 135,273,164**	**$ 21,764,248**	**$ 83,408,039**	**$ 21,818,826**	**$ 12,305,607**	**$ 31,167,866**	**$ 4,319,066**	**$ 5,070,455**	**$ 427,614**	**$ 315,554,887**	**$ 3,220,756**	**$ -**	**$ 586,638**	**$ 3,844,394**	**$ 324,641,456**
Incentives	Existing Buildings with MF	39,699,999	6,947,873	22,126,432	1,217,461	15,292,954	1,063,152	2,693,668	3,019,968	755,946	404,928	73,363	46,647,872	626,547		69,659		$ 47,344,078
	New Buildings	10,123,193	768,236	7,281,860		2,841,333		35,752	571,892	99,239	56,353	5,000	10,891,429			5,000		$ 10,896,429
	Industry and Agriculture	39,015,590	4,928,942	23,082,274		15,933,316		3,822,730	524,079	346,198	80,923	155,012	43,944,532	1,231,739		220,439		$ 45,396,710
	Residential	30,863,458	13,839,103	10,944,858	6,385,836	5,304,430	8,228,334		11,184,549	849,351	1,805,203		44,702,561					$ 44,702,561
	OPUC Efficiency	**119,702,240**	**26,484,153**	**63,435,424**	**7,603,297**	**39,372,033**	**9,291,486**	**6,552,150**	**15,300,488**	**2,050,734**	**2,347,407**	**233,375**	**146,186,394**	**1,858,286**		**295,098**		**$ 148,339,777**
	OPUC Renewables	**16,291,000**		**5,747,750**	**3,925,000**	**4,493,250**	**2,125,000**						**16,291,000**					**$ 16,291,000**
	Commercial Washington																489,926	$ 489,926
	Residential Washington																1,203,080	$ 1,203,080
	Washington																**1,693,006**	**$ 1,693,006**
	PGE Smart Battery Pilot																	$ 77,760
	PGE Flexible Feeder																	$ 185,420
	Programs	**135,993,240**	**26,484,153**	**69,183,174**	**11,528,297**	**43,865,283**	**11,416,486**	**6,552,150**	**15,300,488**	**2,050,734**	**2,347,407**	**233,375**	**162,477,394**	**1,858,286**		**295,098**	**1,693,006**	**$ 166,586,963**
	Total Company	**$ 135,993,240**	**$ 26,484,153**	**$ 69,183,174**	**$ 11,528,297**	**$ 43,865,283**	**$ 11,416,486**	**$ 6,552,150**	**$ 15,300,488**	**$ 2,050,734**	**$ 2,347,407**	**$ 233,375**	**$ 162,477,394**	**$ 1,858,286**		**$ 295,098**	**$ 1,693,006**	**$ 166,586,963**
Program Delivery Contractors																		
	Existing Buildings with MF	30,688,717	7,156,383	17,399,152	1,210,426	11,022,130	1,057,009	2,766,867	3,002,518	751,578	529,333	106,087	37,845,101	622,927		128,169		$ 38,596,197
	New Buildings	8,797,336	654,158	6,317,518		2,479,818		27,832	492,369	85,440	48,517		9,451,494			4,305		$ 9,455,799
	NEEA Commercial	908,016	1,151,859	526,649		381,367			908,969	117,769	125,121		2,059,875					$ 2,059,875
	Industry and Agriculture	13,650,405	1,418,398	8,490,698		5,159,707		1,095,054	136,779	145,129	18,366	23,070	15,068,803	250,991	-	69,067		$ 15,388,861
	NEEA - Industrial	2,247,184		1,303,367		943,817							2,247,184					$ 2,247,184
	Residential	15,821,731	7,370,774	5,059,576	3,455,860	2,853,320	4,452,976		5,811,659	450,388	1,108,727		23,192,505					$ 23,192,505
	NEEA Residential	4,560,458	90,181	2,645,064		1,915,394			71,165	9,220	9,796		4,650,639					$ 4,650,639
	OPUC Efficiency	**76,673,848**	**17,841,754**	**41,742,023**	**4,666,287**	**24,755,553**	**5,509,985**	**3,889,753**	**10,423,460**	**1,559,523**	**1,839,860**	**129,157**	**94,515,601**	**873,917**	**-**	**201,541**		**$ 95,591,060**
	OPUC Renewables	**1,641,606**		**813,919**	**197,738**	**532,119**	**97,830**						**1,641,606**					**$ 1,641,606**
	Commercial Washington																585,004	$ 585,004
	Residential Washington																327,832	$ 327,832
	Washington																**912,836**	**$ 912,836**
	PGE Smart Battery Pilot																	$ 6,600
	Programs	**78,315,454**	**17,841,754**	**42,555,942**	**4,864,025**	**25,287,672**	**5,607,815**	**3,889,753**	**10,423,460**	**1,559,523**	**1,839,860**	**129,157**	**96,157,207**	**873,917**	**-**	**201,541**	**912,836**	**$ 98,152,102**
	Total Company	**$ 78,315,454**	**$ 17,841,754**	**$ 42,555,942**	**$ 4,864,025**	**$ 25,287,672**	**$ 5,607,815**	**$ 3,889,753**	**$ 10,423,460**	**$ 1,559,523**	**$ 1,839,860**	**$ 129,157**	**$ 96,157,207**	**$ 873,917**	**$ -**	**$ 201,541**	**$ 912,836**	**$ 98,152,102**
Internal Costs	Existing Buildings with MF	5,709,838	1,124,916	3,206,262	196,947	2,134,644	171,985	435,517	480,337	120,236	74,514	14,312	6,834,753	99,655		15,778		$ 6,950,186
	New Buildings	2,380,466	201,236	1,710,991		669,475		8,996	150,568	26,128	14,837	707	2,581,702			1,316		$ 2,583,019
	NEEA Commercial	33,785	42,858	19,595		14,190			33,821	4,382	4,655		76,643					$ 76,643
	Industry and Agriculture	4,385,223	518,092	2,628,917		1,756,306		401,407	53,942	40,104	8,104	14,536	4,903,315	121,026		23,631		$ 5,047,971
	NEEA - Industrial	47,665		27,646		20,019							47,665					$ 47,665
	Residential	5,623,656	2,325,682	1,946,014	1,173,960	991,000	1,512,681		1,869,814	140,616	315,252		7,949,338					$ 7,949,338
	NEEA Residential	129,044	2,552	74,845		54,199			2,014	261	277		131,596					$ 131,596
	OPUC Efficiency	**18,309,676**	**4,215,336**	**9,614,271**	**1,370,907**	**5,639,833**	**1,684,666**	**845,919**	**2,590,495**	**331,726**	**417,640**	**29,555**	**22,525,012**	**220,680**		**40,725**		**$ 22,786,418**
	OPUC Renewables	**4,376,878**		**1,460,603**	**1,230,478**	**1,022,369**	**663,429**						**4,376,878**					**$ 4,376,878**
	Commercial Washington																214,053	$ 214,053
	Residential Washington																319,938	$ 319,938
	Washington																**533,991**	**$ 533,991**
	Oregon Community Solar Program																	$ 131,543

Expenditures by Program and Utility
2024-25 Draft
2025

		Electric	Natural Gas	PGE	PGE LMI	Pacific Power	Pacific Power LMI	NW Natural Industrial	NW Natural	Cascade	Avista	Avista Interruptible	OPUC	NW Natural Transport	Cascade Transport	Avista Transport	Washington	All Funding Sources
	PGE Smart Battery Pilot																	$ 10,447
	Smart Grid Test Bed Collaboration (USDOE)																	$ 53,725
	PGE Smart Solar Study																	$ 5,628
	Landlord Provided Cooling (ODOE)																	$ 16,580
	PGE Flexible Feeder																	$ 8,837
	Programs	**22,686,555**	**4,215,336**	**11,074,874**	**2,601,385**	**6,662,202**	**2,348,095**	**845,919**	**2,590,495**	**331,726**	**417,640**	**29,555**	**26,901,891**	**220,680**		**40,725**	**533,991**	**$ 27,924,046**
	Functional Activities																	$ 6,255
	Total Company	**$ 22,686,555**	**$ 4,215,336**	**$ 11,074,874**	**$ 2,601,385**	**$ 6,662,202**	**$ 2,348,095**	**$ 845,919**	**$ 2,590,495**	**$ 331,726**	**$ 417,640**	**$ 29,555**	**$ 26,901,891**	**$ 220,680**		**$ 40,725**	**$ 533,991**	**$ 27,930,301**
Employee Salaries & Fringe Benefits	Existing Buildings with MF	6,476,015	1,296,848	3,636,496	223,374	2,421,082	195,062	502,081	553,751	138,613	85,903	16,500	7,772,863	114,886		18,190		$ 7,905,939
	New Buildings	2,454,578	185,450	1,764,260		690,318		8,290	138,757	24,078	13,673	652	2,640,028			1,213		$ 2,641,241
	NEEA Commercial	69,571	88,254	40,351		29,220			69,644	9,023	9,587		157,826					$ 157,826
	Industry and Agriculture	5,437,624	654,915	3,259,826		2,177,799		507,414	68,187	50,695	10,245	18,374	6,092,540	152,987		29,871		$ 6,275,398
	NEEA - Industrial	94,873		55,026		39,847							94,873					$ 94,873
	Residential	5,563,905	2,518,717	1,909,325	1,171,696	973,120	1,509,764		2,018,995	154,143	345,579		8,082,622					$ 8,082,622
	NEEA Residential	262,023	5,181	151,973		110,050			4,089	530	563		267,204					$ 267,204
	OPUC Efficiency	**20,358,590**	**4,749,366**	**10,817,258**	**1,395,070**	**6,441,435**	**1,704,827**	**1,017,786**	**2,853,423**	**377,082**	**465,549**	**35,526**	**25,107,956**	**267,873**		**49,274**		**$ 25,425,103**
	OPUC Renewables	**4,910,439**		**1,641,916**	**1,375,471**	**1,151,448**	**741,604**						**4,910,439**					**$ 4,910,439**
	Commercial Washington																316,781	$ 316,781
	Residential Washington																387,780	$ 387,780
	Washington																**704,561**	**$ 704,561**
	Oregon Community Solar Program																	$ 257,907
	PGE Smart Battery Pilot																	$ 62,782
	Smart Grid Test Bed Collaboration (USDOE)																	$ 364,418
	PGE Smart Solar Study																	$ 39,130
	Landlord Provided Cooling (ODOE)																	$ 119,222
	PGE Flexible Feeder																	$ 48,615
	Programs	**25,269,029**	**4,749,366**	**12,459,174**	**2,770,542**	**7,592,883**	**2,446,431**	**1,017,786**	**2,853,423**	**377,082**	**465,549**	**35,526**	**30,018,395**	**267,873**		**49,274**	**704,561**	**$ 31,932,179**
	Functional Activities																	$ 39,912
	Total Company	**$ 25,269,029**	**$ 4,749,366**	**$ 12,459,174**	**$ 2,770,542**	**$ 7,592,883**	**$ 2,446,431**	**$ 1,017,786**	**$ 2,853,423**	**$ 377,082**	**$ 465,549**	**$ 35,526**	**$ 30,018,395**	**$ 267,873**		**$ 49,274**	**$ 704,561**	**$ 31,972,091**

Capital Expenditure Budget

Description	Useful Lives / Depreciation Policy	2024	2025
Information Systems			
Servers and Storage	3 years	196,200	103,200
Computer Equipment	3 years	201,000	-
Leashold Improvements			
none			
TOTAL CAPITAL PURCHASES		397,200	103,200

Executive Summary

Energy Trust's 2024-2025 Action Plan highlights strategies and activities for all programs, program support groups and general management to accomplish the following 2024 goals and associated energy savings and generation.

Goal 1: Customers will save and generate energy and reduce costs in 2024 and beyond as a result of investments in clean energy programs, including those designed to meet the needs of customers the organization has historically underserved.

Goal 2: Customers will gain access to a broader and more diverse network of qualified contractors who can install clean energy upgrades in their communities, and potential trades people will gain skills and opportunities in the energy efficiency and solar industries.

Goal 3: Community-based organizations will have opportunities to bring clean energy benefits to their communities by partnering with Energy Trust to deliver programs and accessing small grants, training, mentorship and connections.

Goal 4: Customers, partners and stakeholders will benefit from Energy Trust's ability to achieve long-term goals by shifting to a multiyear budgeting and planning process for future years.

In each action plan, we highlight the program or function's significant new activities for 2024 and expected changes for 2025.

Context

Energy Trust expects 2024 to be a year of growth and change as the organization navigates market challenges and opportunities.

Many of today's market challenges will likely persist into next year. People and businesses will be managing the impacts of inflation as costs increase for energy, goods, services and borrowing. Affordability, especially housing affordability, will continue to be a challenge for people and communities. Many industries will continue to grapple with supply chain issues and staffing shortages that make it challenging for businesses to participate in clean energy programs and challenging for trade ally contractors to complete projects. Economists forecast a possible recession. Impacts from climate change have put a greater emphasis on resilient buildings and made cooling essential for many people to stay safe.

At the same time, our utility partners are required to meet ambitious decarbonization targets set by the state while continuing to provide safe, reliable energy to customers. Energy efficiency is a low cost, reliable energy resource, and Energy Trust will seek to achieve as much energy savings as possible in the coming years to help utilities meet their 2030 targets. Distributed energy resources like solar, hydropower and biopower are also critical to a decarbonizing energy system, especially when paired with battery systems. We will coordinate closely with utilities in areas that intersect with our work, such as load flexibility, decarbonization, demand side management, distribution system planning and equity.

To deliver additional energy efficiency by 2030, Energy Trust must expand and evolve programs, build out necessary market infrastructure and invest in relationships with partners in 2024. These investments will pay off with much greater energy savings in future years.

Reaching customers we have historically underserved is essential to saving energy and supporting the state's decarbonization goals. There is significant energy-saving potential in the homes of people experiencing low incomes, people in rural areas, renters and people of color. Savings from large commercial and industrial customers are also critical, yet we can't accelerate energy savings without serving underserved customers. We will develop new engagement approaches to build trust, including working in partnership with community-based organizations to reach and serve community members and, in some cases, to co-develop new approaches.

Our 2024 budget focuses on making bigger impacts, increasing the scale of what we can accomplish and seeking opportunities to expand funding. This requires multiyear planning, not just focusing on the coming fiscal year. Our plans need to be aggressive and proactive, building our Trade Ally Network and increasing workforce development to adapt to emerging needs.

Action Plan Table of Contents

General Management

Key Contact: Michael Colgrove, Executive Director

Programs

Key Contact: Tracy Scott, Director of Energy Programs

Program Support Groups

General Management

The general management group represents the executive, legal, financial, human resources, innovation and development, project management, facility operations, board services and organizational development functions at Energy Trust. It provides leadership to support Energy Trust's strategic goals and operations.

2024 Context

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

- Some funding associated with recent federal and state legislation is expected to become available in 2024, with more in 2025.
- As 2024 is the last year of Energy Trust's current strategic plan, the Energy Trust Board will be developing the next multi-year strategic plan.

2024 Significant New Activities

- Pursue new federal funding, in coordination with Oregon Department of Energy and others, to maximize savings, generation and benefits for low- and moderate-income customers and rural communities.
- Integrate new funding sources and requirements into our existing program and incentive administration infrastructure to help efficiently deliver federal funds to customers in conjunction with ratepayer incentives.
- Support the board of directors in developing the next Energy Trust strategic plan.
- Develop a framework for transitioning to a multi-year business planning approach for achieving clean energy goals by the end of 2030, in alignment with the next Energy Trust strategic plan, state energy policy and utility goals.
- Establish goals to support utilities in delivering as much cost-effective clean energy to customers as possible by 2030. These long-range goals will serve as the foundation for creating a multi-year business plan in 2025.
- To gain efficiency and support organizational growth, select and implement project management software that will help standardize projects and allow real time status reporting. In addition, standardize project management methodologies across all projects.
- Collaborate with the Oregon Public Utility Commission (OPUC) to update the Energy Trust and OPUC Grant Agreement.
- Implement new software to make meetings and the support work for the board more efficient.
- Review organizational needs and market opportunities to identify a new office space lease.
- Recruit and onboard 32 additional employees into the organization to enable Energy Trust to reach ambitious savings and generation goals.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- A new strategic plan will require staff to understand strategic priorities and metrics and incorporate them into action plans.
- Energy Trust will shift to a multi-year business plan and budget to achieve ambitious 2030 clean energy goals.
- Energy Trust will implement a people management platform and applicant tracking system to identify and attract key talent in a complex labor market, support an increase in communication and collaboration across staff, facilitate learning and development opportunities in alignment with Energy Trust's career development program and enable operational efficiencies in staff management processes.

How Stakeholder Feedback Was Incorporated

- Engagement with the board, OPUC and utility partners has focused on the need for infrastructure building to expand our savings and generation opportunities through 2030. This need is reflected in increased investment in delivery capacity by working with more trade allies and deepening relationships with community-based organizations. It also includes increased support for existing and new workforce development efforts. These were significant recommendations shared by stakeholders.

Budgeted Expenditures

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	$7.9	$9.8	$10.5

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Diversity, Equity and Inclusion

Energy Trust's Diversity, Equity and Inclusion (DEI) Services team supports organization-wide efforts to better serve customer groups we have historically underserved through our efficiency and renewable energy programs by promoting diversity, equity and inclusion. These efforts extend beyond program changes to include staff development and training, creating more cultural awareness and using community engagement more extensively to better understand and partner with priority customers, who are communities of color, rural customers, customers experiencing low- to moderate-incomes, women-owned businesses and businesses owned by people of color. To develop trusting relationships with customers, Energy Trust must build its capability to approach and pursue relationships in ways that demonstrate its commitment and support engagement in clean energy solutions.

The information and budget figures provided below are not a comprehensive accounting of all diversity, equity and inclusion activities or investments. Program and support group activities implemented throughout the organization are integrated into program and support group action plans and are not called out separately in this budget.

2024 Context

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

- New sources of federal and state funding that support customers experiencing low- to moderate-incomes will increasingly become available.
- Demands for greater energy efficiency and renewable energy resources through 2030 will require new partners to reach and serve customers. Many of these partners will be culturally specific community-based organizations.
- Additionally, this greater demand will require the engagement of new customers and customer segments in the clean energy market as well as the deepening of current customer participation.

2024 Significant New Activities

- Establish and manage a comprehensive, strategic framework for Energy Trust's diversity, equity and inclusion initiative to better serve our historically underserved customers.
- Develop and implement a training and development program for staff to support their growth in diversity, equity and inclusion and their cultural awareness as we engage new customers.
- Create additional support and structure to the Diversity Advisory Council to better develop the council's ability to advise the organization on working with customers we have historically underserved.
- Continue to provide internal consulting services to staff as they work to apply an equity approach to their day-to-day work.
- Partner with the Communities and New Initiatives Team, Information Technology, the DEI Committee and others as needed to create a system that will track, summarize and disseminate the input and feedback we receive through our community engagement efforts to ensure that information is shaping our current and future offerings.
- Evolve our supplier diversity program to include new types of certifications that help us engage with other underrepresented business types and to better support diverse firms as they work with us as prime contractors or subcontractors.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Continue to expand the DEI Services team to support the increased needs of the organization by adding at least a third staff member.
- Continue to evolve the DEI Plan and community engagement activities to ensure communities are involved in the acceleration and expansion of our efforts to achieve greater savings and generation in response to decarbonization goals.

- Produce results in building new capacity within the market through workforce efforts implemented in 2024. DEI Services will work with our internal workforce development working group to help develop a comprehensive strategy that bolsters current workforce development efforts.

How Stakeholder Feedback Was Incorporated

- A significant amount of feedback reflected the need for Energy Trust to expand its delivery network to include more community-based organizations. To accomplish this goal, we must increase our cultural awareness and sensitivity to ensure we are effective partners with a greater variety of communities.
- Feedback included a number of observations related to workforce development. DEI Services will join the current internal workforce development working group to better assess current efforts and gaps in the market.

Budgeted Expenditures

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)* DEI action plan activities only	$0.4	$0.4	$0.7

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

General Marketing, Communications and Customer Service

The marketing and communications team creates and strengthens customer and stakeholder awareness of Energy Trust.

The communications team informs stakeholders and the public of the value of clean energy and Energy Trust's activities through content development and public relations, demonstrates transparency and accountability through public reporting and responding to requests for information, supports staff engagement through internal communications, and communicates progress toward diversity, equity and inclusion objectives.

The marketing and creative services team increases customer access to information and incentives through management of our website, social media, forms and translation services and expands the organization's reach to new customers through brand campaigns and the production of materials supporting targeted outreach.

The customer service and trade ally team supports a consistent, positive customer experience and ensures contractor access to offers, training and customer leads with a focus on greater engagement with contractors of color and women contractors. Staff manage Energy Trust's contracted customer call center, including complaint resolution and quality control standards. Trade Ally Network support includes enrollment, business development fund processing, trade ally benefits and resources and online tools.

2024 Context

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

- In 2024, development of Energy Trust's next strategic plan will require communications support and also create opportunities for stakeholder engagement and public relations.
- The Innovation and Development Team's pursuit of new funding will create new and more complex reporting obligations and require customer experience and brand marketing support to ensure a consistent and effective customer experience across new offers.
- As the organization's programs accelerate reach to underserved customer groups, marketing, communications and customer service teams help the organization articulate these changes to stakeholders and customers. To support acceleration of savings, Energy Trust will need to invest in building a pipeline of new trade ally contractors and build capacity within existing trade allies, especially in rural areas.

2024 Significant New Activities

- Create new reports and centralize reporting processes for new contract- and grant-funded programs and activities.
- Develop and manage a more comprehensive internal communications program to inform and engage staff in a remote environment as the organization onboards new staff and expands operations and programs.
- Create a unified brand experience for customers and contractors across all Energy Trust activities through training; staff culture enhancements; alignment and increase of public relations, social media and targeted advertising activities; and an enhanced and coordinated in-person event experience.
- Implement a new integrated brand marketing plan and fully integrate Energy Trust marketing and communications activities across functional teams through partnership with program marketing and outreach teams. Integration of resources and strategy will achieve a more efficient and flexible delivery of marketing support for the organization's acceleration and expansion of services, allowing staff to approach the customer's journey from a more holistic standpoint and present the brand as a unified and simplified Energy Trust that can help them navigate any energy challenge.
- Hire a workforce development manager that will work with local communities and organizations to support, develop and implement energy efficiency trades workforce development programs with a focus on rural Oregon. This position will also continue growing Energy Trust's Contractor Development Pathway initiatives that support existing trade allies in getting involved in our residential and commercial programs.
- Enhance the website user experience for community-based organizations by launching an updated "Communities" website segment. Make the homepage more effective by optimizing for organic and brand campaign traffic and enable customized program information pathways through new tools and user experience updates.

- Lead development of a new customer sentiment monitoring approach. Customer sentiment monitoring will inform the organization's progress towards creating a consistent and positive customer experience, which is especially important as programs accelerate savings and launch new offers and partnerships. Implement a system to address online reputation management and support communication of positive customer experiences.

2025 Expected Changes and New Initiatives

- Conduct a competitive solicitation for a digital media agency to advise and perform social media activities.
- Explore streamlining and standardization of engagement pathways, capacity building opportunities and communications with community-based organizations, in collaboration with the Communities & New Initiatives sector.
- Develop Community Based Organization network and support structure to help build capacity.

How Stakeholder Feedback Was Incorporated

- Diversity Advisory Council provided feedback about the need to prioritize understanding of workforce gaps, helping workers navigate trade apprenticeships, and develop and measure metrics such as how many people have been placed in programs.
- Conservation Advisory Council provided feedback that Energy Trust should be a leader in the workforce development space. This feedback is incorporated into action plan items, including hiring a new workforce development manager.
- Feedback from advisory councils on the need to help customers, contractors and stakeholders navigate the increasingly complex array of programs and funds in the market is incorporated into action plan items related to integrated brand marketing work, website enhancements and customer experience projects.

Budgeted Expenditures

Total Expenditures (millions)*	**2023 Budget**	**2024 Draft Budget**	**2025 Projection**
General Marketing and Communications	$2.9	$3.8	$4.4
Customer Service/Trade Ally	$1.2	$1.4	$1.5

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Outreach and Policy Services

Outreach and Policy Services staff serve and engage customers, communities, tribes, stakeholders and policymakers across the state and enable effective coordination with the Oregon Public Utility Commission (OPUC) and utility partners.

Community-based staff support the organization in reaching all utility customers, especially those in communities of color, customers with low incomes and people living in rural areas. Staff develop partnerships and community-based organization relationships, identify barriers to services and provide general clean energy information, opportunities to receive technical support and incentives, support for accessing clean energy rebuilding and community resiliency solutions, and connections to local organizations and contractors that can serve them.

Within our non-advocacy role, staff serve as a resource for policymakers, implementers and stakeholders working at local, state and national levels. This includes monitoring policy discussions and providing information about how energy efficiency and renewable energy can contribute to efforts to reduce greenhouse gas emissions, lower customer bills and energy burdens, improve health outcomes and improve community resiliency.

The community services budget provides resources to work with community-based organizations and communities to expand customer participation in programs and inform program design. Additionally, staff coordinate with communities to support the creation and implementation of community-specific energy, sustainability and resiliency plans while helping identify energy efficiency and renewable energy opportunities within those plans.

2024 Context

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

- Community-based organizations and municipalities will be critical in expanding awareness and participation in their communities.
- Staff expect continued requests for information and discussion on roles and coordination on how energy efficiency and small-scale renewable power investments support the state and partner utilities in meeting ambitious greenhouse gas emissions reductions requirements.
- State agencies, utilities and Energy Trust will increase focus on convening and gathering input from diverse community members and stakeholders on implementing and navigating multiple new federal and state energy efficiency, solar and resiliency programs and funding.

2024 Significant New Activities

- Expand relationships, regional coordination and community partnerships across Energy Trust service area with regionally based outreach staff in Eastern Oregon, Central Oregon and Southern Oregon. These staff serve as relationship managers for hundreds of relationships and generate new relationships from outreach engagements.
- Hire a tribal outreach manager to coordinate services to tribal governments, facilitate a tribal working group, and lead informed and comprehensive outreach to tribal governments guided by outreach plans developed with the tribal working group. Increase presence by attending tribal events and through memberships and sponsorships.
- Continue quarterly community-based organization meet and greets and explore ways to make training and information about Energy Trust more accessible, both on-demand and through presentations.
- Nearly double small grant offer for nonprofit organizations so that more organizations are able to access funds and expand their capability to reach and serve diverse customers with clean energy solutions; bring other approaches to communities that expand their capacity.
- Identify community-based organizations interested in serving as program delivery partners and support them through cohorts, mentorship, connections with other organizations, or training and information.
- Lead approaches to convene communities, customers and community-based organizations to learn about their energy needs and bring insights to Energy Trust staff and Communities and New Initiatives sector to inform strategic plan, budget and action planning and program design.
- Engage stakeholders, economic development organizations and organizations supporting small businesses with information on Energy Trust's mission, programs and areas of change, seek feedback, and inform staff of areas of

interest. Build relationships with municipal governments, particularly those communities with active energy or climate planning efforts.

- Monitor and respond to requests from policymakers and stakeholders during the 2024 Oregon legislative session and expand monitoring to the Washington legislature given some parallel policy trends. Monitor and participate as requested in OPUC dockets regarding Energy Trust performance measures; programs and parameters; utility energy, emissions and distribution system planning; and low-income customer assistance.
- Participate in state agency rulemakings and workshops, including implementation of the 2023 Climate Resilience Package provisions of a statewide energy strategy, one-stop-shop resource for consumers, residential rebate programs, commercial building performance standard and accelerated adoption of heat pump technologies.
- Continue to develop the policy services team's expertise and systems to effectively operate and share information in an expanded and dynamic policy landscape. As determined by the board, support the development of the next strategic plan and provide information and background on past, current and future policy discussions.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Multiple new state and local programs will have recently launched or will be ramping up investments, driving customer demand and requiring coordination for outreach and policy staff with administering entities, including related to federal funding from the Inflation Reduction Act and Bipartisan Infrastructure Law, Department of Environmental Quality's Climate Protection Program, the Portland Clean Energy Community Benefits Fund and others.
- The next strategic plan will be approved by the board and may require areas of change for this team.

How Stakeholder Feedback Was Incorporated

- Listening sessions with community-based organizations, advisory councils and outreach throughout the year supported activities in this budget to expand community presence, allocate increased time and resources to support long-term relationship development and awareness of Energy Trust, and build capacity of communities and community-based organizations to engage in clean energy programs and opportunities.
- Coordination with community and utility partners was emphasized and this budget reflects that as a focus.
- Feedback assumed greater need for convening communities and stakeholders and navigating funding and clean energy broadly; this need is reflected in outreach and policy services team staff hours, relationships and events.

Budgeted Expenditures

Total Expenditures (millions)*	2023 Budget	2024 Draft Budget	2025 Projection
Outreach and Policy Services	$1.5	$2.2	$2.7
Community Services	$0.6	$0.7	$0.7

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Existing Buildings

The Existing Buildings program serves existing commercial buildings and existing multifamily properties with incentives, tools, training and technical assistance for customers who complete energy-efficiency projects and implement behavioral and operational improvements. Existing Buildings serves customers through three primary delivery tracks:

1. Standard incentives for equipment that is installed by a contractor or sold through a vendor.
2. Custom incentives for system upgrades that are based on technical studies to estimate energy savings.
3. Energy performance management services and incentives for whole-building energy savings gained through improvements to building operations and maintenance practices.

Priority customers benefit from the program through various channels, including specialized offerings like Community Partner Funding, Savings by Design, and the Small Business offering.

Additionally, the program places a strong emphasis on workforce development by establishing a Contractor Development Pathway and offering opportunities for internships and education.

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

2024 Context

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

- Economic conditions such as labor turnover, cost increases, and shortages, equipment price increases and long delivery times continue to present challenges.
- The following offers, launched in the last year, continue to mature and support priority customers: community partner funding, contractor development pathway, and the small business offering.
- The program is modifying current and new offerings to respond to future cost-effectiveness changes.

2024 Significant New Activities

- Seek additional co-funding sources to support customer energy upgrades and integrate them into program offerings to improve program participation.
- Conduct focused research to understand and address the needs of expiring measures, support small businesses, adapt to code changes, develop new ways of identifying savings opportunities with customers through use of advanced metering infrastructure (AMI) utility data and more flexible retrocommissoning offerings, and explore the potential to develop packages of measures tailored to specific market segments, which include, but are not limited to multifamily and small businesses.
- Increase incentives and project caps for custom projects and increase to allowable maximum incentives for standard measures to motivate customer participation and attract larger projects.
- Lay the groundwork to scale electric savings to support acceleration efforts through strategies such as:
    - Expanding workforce development by funding internships, apprenticeships, educational opportunities, and contractor development related to energy efficiency.
    - Providing new tools and resources to improve customer project management support of energy efficiency projects.
    - Evaluating and updating measures to adjust for cost-effectiveness changes (including avoided costs).
- Streamline the customer experience by developing new processes and innovative offerings and leveraging new methods and resources (e.g., using utility data, learning resource platforms, language access, etc.).
- Integrating the customer-facing downstream lighting offering into the Existing Buildings program.
- Develop and deliver program enhancements to drive deeper savings and expand educational opportunities within Energy Performance Management including:
    - Expanding the Strategic Energy Management (SEM) participant engagement hub with additional technical recordings.

- Focus on promotion of non-English offerings for multifamily SEM residents.
- Leveraging data analytics to expand savings at SEM organizations.
- Continue to contract with Cascade Energy for the licensing of the Energy Performance Platform for Commercial and Industrial SEM offerings.
- Work with the in-house retrocommissioning team to develop additional no- and low-cost opportunities for customers.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Implement and refine new program strategies to accelerate savings across all program tracks such as no-cost offers, co-funding opportunities for small business and multifamily, and streamlining quick turn custom opportunities.
- Continually adapt program approaches to reach small businesses, rural areas, businesses owned by priority community populations, and expand workforce development opportunities based on community engagement and lessons learned from prior program activities (i.e., small business focus groups).

How Stakeholder Feedback Was Incorporated

- Energy Trust's Conservation and Diversity Advisory Councils feedback on taking intentional steps to serve priority communities through culturally sensitive methods and support workforce development within the energy industry were primary factors in the development of 2024 activities.
- The Existing Buildings program has hosted a series of small business facilitated gatherings. The goal of these gatherings is to co-create culturally meaningful and, as appropriate, in-language offerings with members of the community.

Budgeted Expenditures and Savings

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	$71.2	$102.4	$100.8
Gas Savings (therms)	2,109,310	2,265,318	2,167,028
Electric Savings (aMW)	12.2	14.6	12.7

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

New Buildings Program

The New Buildings program supports design and construction of high-performance commercial buildings and major renovations of all sizes and building types. Commercial buildings served by this program include office, retail, multifamily, data centers, hospitals, lodging, schools and government buildings. Multifamily and data center buildings have provided the most savings in recent years.

This is a high-touch program with outreach staff playing a critical role in building relationships and offering technical information. Staff engage early in the design process with building owners, developers and design professionals to influence decisions that maximize efficiency through custom, whole-building incentives, market solutions for multifamily, and standard incentives.

The program invests in training, education and grants to help build the network of design professionals who can deliver net-zero and high-performance buildings. The program also invests in net-zero research to address design, cost and construction barriers.

Early design assistance opens the door for design teams to establish energy goals and determine the team's path to leveraging program resources. Whole-building incentives represent the majority of project savings and support the use of energy modeling to consider integrated design and systems to achieve efficiencies significantly beyond code. Many projects take advantage of technical assistance in addition to incentives for modeled savings.

2024 Context

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

- The program will continue to offer incentives for whole building projects if the Oregon Public Utility Commission (OPUC) supports this work without using measure-level Total Resource Cost.
- Data center participation continues to fluctuate year-over-year, significantly impacting savings estimates.
- Supply chain delays and labor constraints among skilled trades continue to impact new construction significantly, as a delay for one contractor can have a domino effect on subsequent contractors engaged in the project.
- Code updates will continue at a fast pace, with the recent American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) 90.1-2023 going into effect mid-2024.

2024 Significant New Activities

- Energy Trust will conduct open solicitation for New Buildings Program Management Contract to begin in 2025.
- The program will use the Simplified Performance Rating Method (S-PRM) to provide greater access to whole-building energy modeling.
- Program staff will expand outreach efforts to enroll more multifamily projects and work with other programs to engage more customers in rural areas.
- The existing OPUC exception will expire end of March 2024. With stakeholder support, program staff are seeking support for the whole building approach.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- The program will enter a new contract for program management services in 2025, which, if supported by the OPUC, will result in an increased focus on whole-building strategies.

How Stakeholder Feedback Was Incorporated

- Stakeholder meetings and presentations to Energy Trust advisory committees demonstrated broad support for the shift to a whole-building focus and signaled that a simplified whole-building method for smaller, potentially rural projects would be a welcome update to the program.

Budgeted Expenditures and Savings

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	$18.6	$21.4	$25.6
Gas Savings (therms)	336,822	412,526	396,379
Electric Savings (aMW)	7.9	5.8	9.7

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Commercial and Industrial Lighting Offers

Energy Trust delivers the majority of its lighting offers to commercial and industrial businesses through a single Program Delivery Contractor (PDC). In 2024 Business Lighting will have three delivery offers:

- Midstream: Incentives for energy-efficient lighting products that are provided at point of purchase through a participating lighting distributor.
- Direct installation of no-cost lighting: Lighting upgrades for small and medium businesses and multifamily properties provided at no cost to the customer.
- Trade ally pathway: This offering will be managed by the Commercial and Industrial Program Management Contractors (PMC) and supported by the Business Lighting PDC.

2024 Context

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

- The lighting program continues to evolve due to new state and federal policies. In 2023, the Oregon Legislature passed HB 2531, a bill phasing out certain compact fluorescents starting January 2024 and linear fluorescent lights by January 2025.

2024 Significant New Activities

- Increase outreach, delivery and marketing to accelerate lighting savings in 2024 and 2025 before compact fluorescents and linear fluorescent lights phase out. Efforts include increasing outreach staff, particularly in rural areas, streamlining project processes, and ramping up marketing campaigns focused on priority communities. Priority communities include small businesses, schools, rural communities, Black, Indigenous and communities of color and other underserved communities.
- Increase incentives and project caps where possible and within cost-effective delivery across business lighting offerings, to maximize savings before compact and linear fluorescent lights phase out in 2024 and 2025.
- Build on the 2023 successes within the midstream offering in rural communities by streamlining the approach for customers and trade allies.
- Support the Business Lighting Trade Ally network with support, technical services and training delivered through the Program Delivery Contractor.
- Enhance diversity, equity and inclusion efforts through the small business no-cost lighting offer by increasing engagement with community-based organizations (CBOs) and community-led rural main street projects.
- Work with CBOs and contractor partners on workforce development opportunities that support trade allies interested in participating in the business lighting program in coordination with the Communities and New Initiatives team.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Evolve program design and incentive strategies to focus more on process lighting for cannabis, exterior lighting, high bay lighting, advance controls as compact fluorescent lamps (CFLs), tubular LEDs (TLEDs) and interior LED lighting measures that will sunset with the passing of HB 2531. Measure sunset dates to be determined pending Oregon Public Utility Commission approval and market analysis.

How Stakeholder Feedback Was Incorporated

- Program staff incorporated input from the Conservation Advisory Council (CAC) and the Diversity Advisory Council (DAC) on increasing participation in program design with priority communities through CBO partners that serve those communities. Collaboration includes targeted outreach to CBOs and their communities, increased presence at key community events and meetings, and education of CBOs and their stakeholders on program offerings.

- The 2024 plans reflect CAC and DAC feedback on the importance of providing workforce development support for diverse trade allies and contractors.
- Program staff received feedback during the joint utility meetings to support as many small businesses installing more efficient lighting as possible before CFLs and linear fluorescents are phased out of the program with the passage of HB 2531.

Budgeted Expenditures and Savings

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	$20.8	$29.9	$24.7
Electric Savings (aMW)	8.8	7.8	5.7

**Expenditure details are provided under budget details tab in the budget binder, included in Existing Buildings and Industry and Agriculture programs. This detail includes lighting incentives for 2023, and lighting incentives and delivery for 2024 and 2025. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Southwest Washington Commercial Program

Energy Trust provides incentives and technical support to business customers in Southwest Washington on qualifying NW Natural commercial firm or interruptible rate schedules. Offers include incentives for energy-efficient equipment purchased through trade allies or vendors, incentives for operations and maintenance improvements, and no-cost technical studies to estimate energy savings and incentives for retrocommissioning. The program also provides incentives for the Building Operator Certification course. Projects include upgrades and retrofits at existing commercial buildings, energy-efficient equipment for new construction, energy-efficient equipment and retrofits at existing and new multifamily properties with two or more units, and upgrades for natural gas-heated production greenhouses.

2024 Context

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

- The program continues to navigate socioeconomic trends such as high labor turnover and shortages, equipment price increases, and long delivery timeframes.
- Current large bond capital new construction projects for Vancouver and Evergreen school districts are nearing completion in the next twelve months.
- Budget constraints continue to impact retrofit projects in certain sectors, such as K-12 and large retail.
- Washington commercial building code has banned gas in new buildings permitted after July 2023. The program does not expect many custom new construction projects in 2024 and a limited number of standard projects.

2024 Significant New Activities

- Increase outreach to local chambers, Vancouver Business Journal, Hispanic/Latino-owned businesses, the Downtown Business Association and others to increase program awareness.
- Host quarterly targeted outreach campaigns to active and new Trade Allies in Southwest Washington to review program updates and educate allies on the project submission process.
- Promote Building Operator Certification program participation to non-strategic energy management (SEM) participants through specific customer contact.
- Deliver targeted marketing campaigns to small business customers in rural areas that promote insulation and HVAC measures.
- Create and leverage a simple step-by-step help guide for participants to navigate the custom project submission process.
- Increase Strategic Energy Management (SEM) program participation through the existing partnership with Clark Public Utilities and Energy Trust Southwest Washington customer sites and increased effort to offer the Building Operator Certificate training.
- Expand lead generation and communications to support NW Natural's Major Account Managers.
- Meet with Clark Public Utilities' Commercial Account Manager(s) quarterly to discuss customer trends, needs and leads for potential project acquisition and partnership.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Conduct focused research and development to address the impacts of expiring measures, support small businesses, adapt to code changes, develop new ways of identifying savings opportunities with customers, and research the ability to develop packages of measures tailored to specific market segments.

- Apply findings from community engagement and past research efforts to adapt program approaches to better serve small businesses, rural areas, and businesses owned by people of the global majority, as well as to support workforce development.

How Stakeholder Feedback Was Incorporated

- The Conservation Advisory Council and Diversity Advisory Council provided feedback for Energy Trust to take intentional steps to serve priority customers. This feedback validated the program's work on culturally sensitive outreach and marketing activities and support of workforce development through the contractor development pathway within the energy industry.
- The Existing Buildings program hosted a series of Small Business facilitated gatherings. The goal of these cohorts is to cocreate culturally resonant and, as appropriate, in-language solutions with members of underserved communities.

Budgeted Expenditures and Savings

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	$1.6	$1.4	$1.6
Gas Savings (therms)	169,245	122,552	142,479

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Production Efficiency

The Production Efficiency program provides energy-efficient solutions for all sizes and types of eligible industrial, agricultural, municipal water and wastewater customers. The program consists of three tracks:

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

2024 Context

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

- Industrial businesses consider many factors when deciding to implement energy efficiency upgrades. Project return on investment (ROI) is not always the most influential factor. Production of goods and avoiding system downtime may outweigh the benefits and cost savings associated with an energy efficiency project. Conversely, many industrial businesses are increasingly prioritizing decarbonization or “carbon efficiency” in their operations and may opt to implement energy efficiency projects to meet carbon reduction goals.

2024 Significant New Activities

- Significantly increase incentives and project caps for Custom, SEM and Standard calculated projects to motivate customers and incentivize larger projects to accelerate savings.
- Explore and develop new program strategies to accelerate savings. Strategies, such as the following, will be prioritized based on the results of customer interviews taking place this year.
    - Enhance customers’ ability to complete projects with additional project support from program staff.
    - Engage with prospective customers in earlier phases of project development.
    - Reward trade allies for increasing their participation in the program.
- Integrate customer-facing downstream lighting offer into the Production Efficiency program management contract.
- Develop a Contractor Development Pathway to provide workforce development opportunities for diverse industrial trade allies.
- Identify and implement changes to program processes that will make it easier for customers to participate in the program (e.g., streamlining incentive application forms and processes).
- Expand coordination with community-based organizations and government agencies to leverage funding and support customer projects, especially in rural areas.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Implement and refine new program strategies to accelerate savings across all program tracks.
- Continually adapt program approaches to reach small industrial and agricultural businesses in rural areas and businesses that are Black, Indigenous and/or persons of color (BIPOC)/woman-owned, based on community input and lessons learned from prior activities.

How Stakeholder Feedback Was Incorporated

- Input from the Conservation Advisory Council and Diversity Advisory Council validates the program's understanding that the trade ally network and contractors/vendors in general lack capacity and need workforce development and training to deliver on increasing goals for energy efficiency. Additionally, workforce development organizations have noted that there are contractors and individuals who want to enter the clean energy space but need resources and support to be successful. Creating a contractor development pathway is meant to help address these issues.
- Results from 2022 focus groups with small BIPOC-owned, women-owned and rural businesses informed the program's community engagement approach and strategies to reach these customers. For example, the Program Management Contractor is developing culturally-responsive engagement and communication strategies to better serve Spanish-speaking customers. By presenting outreach events and materials in Spanish, we will be more successful in building relationships with these customers.

Budgeted Expenditures and Savings

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	$41.6	$63.0	$72.1
Gas Savings (therms)	1,279,515	1,615,573	1,548,418
Electric Savings (aMW)	13.7	16.2	16.5

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Residential Program

The Residential program provides electric and gas energy-efficiency solutions for owners and renters living in single-family, manufactured and newly constructed homes. In 2024, the program will be delivered by a Program Management Contractor (PMC), two Program Delivery Contractors (PDC) supporting midstream promotions and EPS™ new construction offers, and community-based organizations (CBOs). Incentives are available for smart thermostats, energy-efficient HVAC and water heating equipment, lighting, appliances, weatherization upgrades and whole-home improvements in new construction.

2024 Context

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

- There is growing consumer demand for more efficient heating and cooling systems, driven by local, state, and federal policies and incentives, as well as evolving consumer environmental goals.
- HVAC contractors are responding to market demand by restructuring their business operations through consolidation of services (e.g., combining heating/cooling, electrical and plumbing services), increasing prices due to labor constraints, and adjusting stocking and staffing in response to growth in heat pump demand.
- CBOs are becoming increasingly important partners in delivering energy-efficiency benefits and reducing carbon emissions to customers in their communities.
- The supply chain has mostly normalized, but labor shortages remain a challenge, especially in the electrical, HVAC and plumbing trades.

2024 Significant New Activities

- Drive higher volume of market-rate HVAC, water heating, and insulation improvements through increased incentives.
- Expand trade ally awareness of extended capacity heat pump requirements through outreach and workshops; focus on regions with lower rates of participation and higher use of bulk fuels.
- Train and prepare EPS™ new construction trade allies for implementation of the 2023 Residential energy code requirements to maintain a strong market presence and support the state's efforts to advance the residential energy code.
- Expand access for underserved customers by establishing new program delivery models to learn how to effectively reduce energy burdens and grow long term savings.
    - Develop new products and services and maximize incentive levels to better meet the needs of low- and moderate-income customers, rental properties and other underserved segments.
    - Accelerate promotions that deliver discounted heat pumps to customers with electric furnaces in existing manufactured homes by aligning requirements with additional funding opportunities available through the Oregon Department of Energy's (ODOE) rental heat pump program, as well as the Inflation Reduction Act.
    - Deliver a no-cost, whole-home retrofit program that grows the volume of measures delivered to priority customers – low-and-moderate income customers, rural customers, and communities of color – not currently served through CBOs.
    - Develop delivery infrastructure within two or more underserved communities to support a no-cost whole-home retrofit program that includes resources to perform home assessments, ensures contractor capacity and provides project management and customer navigation support.
    - Extend implementation of a pilot to evaluate the benefits of heat pump systems installed with gas furnaces in existing gas heated homes.
    - Expand special regional offers currently available in Eastern Oregon to Klamath and Lake Counties, as well as other parts of Southern Oregon.
- Grow CBO capacity to deliver Community Partner Funding (CPF) offers.

  - Increase investments in partner organizations by establishing direct funding agreements, providing technical training to increase competency of existing staff and growing the pool of qualified service providers.
  - Create more robust, effective, and streamlined recruiting, onboarding and support resources.
  - Actively facilitate networking across organizations, support referrals across organizations and host coordination opportunities.
- Initiate a technical training resource to support contractor competency and skills development in residential building science and HVAC concepts.
- Invest in contractor development pathways to support minority, women/veteran owned, emerging and small business owners to grow their capacity to delivery energy measures.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Increased emphasis on whole-home approaches and contractor development.
- Further alignment of Energy Trust's online home energy assessment experience with CBO/program-delivered in-home services
- Stronger connections to related programs and services such as home health and safety, Inflation Reduction Act programs, ODOE programs and more.
- Grow the program delivered in-home services model to further expand services for low-and moderate-income customers. Leverage complimentary funding sources to help support growth.

How Stakeholder Feedback Was Incorporated

- Program staff utilized feedback from CBOs participating in Community Partner Funding (e.g., Community Energy Project, Verde, EUVALCREE, and others) to identify opportunities to enhance CPF offers by streamlining processes, adding new marketing and training resources and increasing incentives.
- Program staff received support from Conservation Advisory Council, Diversity Advisory Council, and utilities to continue to focus program designs on expanding participation of low- and moderate-income customers, rural customers, and communities of color.

Budgeted Expenditures and Savings

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	$59.7	$79.8	$83.9
Gas Savings (therms)	2,321,949	2,295,051	2,969,538
Electric Savings (aMW)	4.7	5.8	5.6

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Southwest Washington Residential Program

Energy Trust helps single-family homeowners and small multifamily property owners served by NW Natural in Southwest Washington save energy through cash incentives for efficient space heating and controls, smart thermostats, water heating, insulation, windows and education. Energy Trust also offers trade ally support, financing with repayment through utility bills and market interventions. The program influences new residential construction by engaging with builders to increase energy efficiency of new homes through incentives, education, trade and program ally support and quality assurance. This work ensures NW Natural has all the needed information requested by the Washington Utilities and Transportation Commissions.

2024 Context

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

- 2024 is the first year of a two-year savings goal.
- The single-family rental and small multifamily markets in Southwest Washington remain strong with steady year-over-year participation, particularly where incentives are higher for property ownership groups.
- EPS™ new construction will be phased out by the end of 2024 due to a new Washington Residential Energy Building code.

2024 Significant New Activities

- Increase engagement with single-family and rural customers in Southwest Washington through expanded trade ally recruitment, targeted marketing initiatives and community events.
- Prepare to reintroduce bonus incentives for gas furnaces or other high-cost measures. Bonus incentives will act as a tool for trade ally reengagement and recruitment. COVID-19-related bonuses in 2020 and 2021 generated high participation rates from a wide roster of trade allies; however, participation has dropped since the reinstatement of standard incentives.
- Expand marketing investments and develop marketing campaigns to both reengage past participants and acquire new customers, as well as to support the launch of incentive bonuses.
- Expand engagement and recruitment of insulation installers into the trade ally network to increase insulation project and savings volumes.
- Explore collaborating with Clark County's Planet Clark and Clark Public Utilities on trade ally education, recruitment and community events.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- The 2025 program year will be the first in which Energy Trust will no longer deliver a whole-home offering for residential new construction in Southwest Washington.

How Stakeholder Feedback Was Incorporated

- NW Natural has expressed concern over the Washington Residential portfolio's exponential year-over-year reliance on HVAC controls savings to meet program goals. Starting in 2024, program staff will focus investments on trade ally recruitment and marketing opportunities focused on insulation and home improvement measures outside of smart thermostats.
- NW Natural is interested in continuing to engage Washington customers located in Skamania and Klickitat. In 2024, program staff will build on customer engagement activities launched in 2023 to better serve this rural customer base.

- The Washington program will look to the Conservation Potential Assessment to guide 2024 program development and direction.
- The Washington Program will continue to coordinate with NEEA and NW Natural in efforts to track on the opportunity related to natural gas heat pumps, and their viability in our program offerings.

Budgeted Expenditures and Savings

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	$1.7	$2.2	$2.2
Gas Savings (therms)	112,663	112,809	119,659

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Northwest Energy Efficiency Alliance

Energy Trust has worked with the Northwest Energy Efficiency Alliance (NEEA) since 2002 to increase the availability and adoption of electric energy-efficient products and practices. In 2015, NEEA added natural gas equipment to its portfolio. By pooling regional resources, NEEA works upstream with manufacturers, distributors and retailers to accelerate the development, testing and distribution of emerging energy-saving technologies and identifies and removes barriers to their adoption. This market transformation approach enables energy savings to occur faster and to a greater degree than would have otherwise been possible. Once products are available, Energy Trust creates and implements programs to support broad market adoption in Oregon.

The NEEA pipeline of emerging energy efficiency technologies contains more than 30 emerging opportunities that NEEA is testing and vetting as potential energy saving opportunties for the region. NEEA also manages a portfolio of electric, natural gas and dual-fuel programs in the residential, commercial and industrial sectors. These programs are focused on the building envelope, consumer products, HVAC, motor-driven products and water heating markets. In addition to its market transformation programs, NEEA conducts assessments of the residential and commercial building stock in Oregon to identify opportunities for energy efficiency and works to influence the adoption of progressively more efficient building codes and equipment standards.

NEEA produces its 2024 forecast of savings after Energy Trust publishes its draft budget, so the savings estimates below are based on projections that were developed by NEEA in the first quarter of 2023. All activities outlined below are pending approval of NEEA's 2024 Operations Plan and 2025-2029 Business Plan in December 2023.

2024 Context

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

- NEEA is funded in five-year business cycles; 2024 is the last year of the current business cycle.
- NEEA Board of Directors is in the final stages of planning for the organization’s next business cycle, which will run from 2025 through 2029. The 2025-2029 Business Plan will be presented to the Board for a vote in December 2023.
- The budgets provided below are estimates, pending Board approval of the draft 2025-2029 Business Plan.

2024 Significant New Activities

- NEEA’s Advanced Heat Pump Program (AHP), formerly the Variable Speed Heat Pump Program, will enter market development in late 2023 and 2024 will be the first full calendar year of this program in market development. Manufacturers are defining marketing strategies for significant product line updates in 2025, creating an opportunity to simultaneously include NEEA-identified improvements in their go-to-market strategies. The leading improvements NEEA will primarily focus on in 2024 include low load efficiency (LLE), cold climate capability (CCC) and connected commissioning (CCX).
- NEEA is exploring the feasibility of expanding the scope of its Luminaire Level Lighting Controls (LLLC) program to include exterior LLLC in outdoor parking lots (non-municipal applications) and plans to submit a change request to the Regional Portfolio Advisory Committee in 2024. This will enable the program to leverage most current interventions to add momentum to adoption of exterior LLLC products in the next business cycle. If a change request were approved, efforts on exterior LLLC would be small scale and opportunistic in 2024 and then be more fully developed and rolled out in 2025.

2025 Expected Changes and New Initiatives

- NEEA’s draft Cycle 7 Business Plan introduces four strategic goals, which NEEA will begin to pursue in 2025:
    1. Transform markets for energy efficiency.
    2. Accelerate the adoption of grid-enabled end-use technologies through market transformation.
    3. Advance strategies to reduce greenhouse gas emissions through market transformation.
    4. Advance the equitable delivery of energy efficiency benefits to Northwest consumers through market transformation.

- The draft plan includes funding for:
  - Emerging technology scanning and product development to ensure a robust pipeline of future energy efficiency opportunities for the region.
  - The continuation of NEEA's current portfolio of electric market transformation programs and budget for two new initiatives, most likely in the HVAC and water heating markets to support peak load reduction.
  - Expanded engagement in faster-moving, higher-volume markets to accelerate market change leading to near-term energy savings opportunities.
  - Technology and market development activities for dual-fuel (electric and gas) HVAC systems, gas heat pumps and efficient gas equipment.
  - Residential (including multifamily), commercial and motor products stock assessments.
  - Support for more efficient codes and standards.
  - Research to identify customer segments that are not directly benefitting from NEEA market transformation activities and strategies to accelerate the equitable delivery of energy efficiency benefits to more Northwest consumers.

Budgeted Expenditures and Savings

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)	$8.1	$8.8	$9.7
Gas Savings (therms)	1,748	164,000	151,500
Electric Savings (aMW)	6.6	6.3	6.8

Renewable Energy Sector

The Renewable Energy Sector supports a portfolio of renewable energy projects that generate and store electricity using solar, biopower, hydropower, battery storage and other related technologies. The sector provides prescriptive and custom incentives to lower the cost of developing and installing renewable energy systems that reduce energy burdens for customers, support community energy resilience and create a flexible grid resource. The sector also addresses institutional and market barriers to renewable energy, partners with community-based organizations (CBOs) to reach customers that Energy Trust has underserved, provides consumer education and manages and grows a network of vetted solar trade ally contractors. Under House Bill 3141, the sector is mandated to spend at least 25% of funds collected to benefit customers with low- and moderate-incomes.

2024 Context

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

- Energy Trust continues to transition its focus as required by House Bill 3141, including:
    - Investing at least 25% of renewable energy funds to benefit customers experiencing low or moderate incomes.
    - Supporting “customer investments in distribution system-connected technologies that support reliability, resilience, and the integration of renewable energy resources.” The technology must be connected to the distribution grid at the customer’s site and installed for use by the customer. The technology is preliminarily defined by the Oregon Public Utility Commission (OPUC) as:
        - A smart inverter that is part of a solar generation system and is capable of providing grid support, or
        - A battery energy storage system with a smart inverter and/or integrated controls capable of providing grid support.
- Significant new sources of state and federal funding are available for distributed renewable energy projects, including resources available from the Inflation Reduction Act and Oregon’s Community Renewable Energy Program offering. Helping tribes and public, private and non-profit customers access these funding streams is a critical need.
- Rising construction material costs and interest rates have made renewable energy projects less affordable for both residential and business customers. This has been partially offset by new federal and state funding sources.
- Despite project delays and cost increases, residential solar activity remains strong with high customer interest, an increasing prevalence of low-barrier financing mechanisms, and expanded external funding sources noted above.

2024 Significant New Activities

- Phase out standard solar incentives for market-rate residential customers. Expand upstream solar market support through non-incentive spending with increased marketing, customer education, customer leads and trade ally business development.
- Establish a strategic approach to address residential solar financing in the market. Build new partnerships to develop a residential financing product and consumer protection best practices to support of equity- and geographically-focused offers and the broader market.
- Leverage federal and state funds to increase access for customers with low incomes to community solar subscriptions and Solar Within Reach incentives.
- Expand battery storage incentives to support small commercial customers. Develop a community resilience strategy and implement a suite of planning and installation offers for communities, municipalities and tribes pursuing renewable energy with storage projects for energy resilience.
- Use the lessons learned from the Solar Ambassadors pilot completed in 2023 to continue partnering with CBOs to build an educational outreach and energy technology acquisition network for Black, Indigenous, and people of color (BIPOC) households interested in solar and storage installations and other home energy improvements.

- Collaborate with the Oregon Department of Energy (ODOE) to support its funding opportunities for customers by providing information, development assistance and project funding to projects that have received grants from ODOE and need additional help.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- By 2025, significant new funds from the federal government's Inflation Reduction Act may be entering the Oregon market to support solar for income-qualified households, community resilience projects and related energy projects.
- As the renewable energy sector continues its shift toward supporting more resilience and equity projects, measures of success will expand beyond generation achieved.

How Stakeholder Feedback Was Incorporated

- Solar Ambassadors and community-based organizations stated that, while homeowners were interested in solar because of its environmental and financial benefits, the costs and lack of suitable financing options made it unattainable for many. This has led program staff to explore ways to close the gap, such as creating a financing product and increasing incentives for people who need additional assistance to make solar affordable.
- The Renewable Energy Advisory Council identified a community resilience offer as a high priority. Staff will expand funding for that as a result.

Budgeted Expenditures and Savings

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	$17.4	$20.2	$22.8
Generation (aMW)	5.4	4.2	3.0

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Communities and New Initiatives Sector

In 2023, Energy Trust launched a sector focused on communities and new initiatives that cross multiple efficiency and renewable energy programs and involve outreach and customer services. The communities and new initiatives sector leads community-centered and/or geographically targeted, cross-sector strategies and initiatives designed to maximize the benefits of current and emerging distributed energy resources for customers throughout Energy Trust service area. The sector also focuses on assessing community benefits and impacts of energy programs to help measure progress towards the Oregon Public Utility Commission (OPUC) equity metrics and Energy Trust's Diversity, Equity and Inclusion Plan metrics.

The community and new initiatives sector's actions contribute to energy savings in the residential, commercial, industrial and renewable energy sectors by providing overall strategic direction, program planning and building capacity in communities throughout the service area. The sector will not have discrete savings or generation goals in 2024-2025. Targeted Load Management energy savings and generation goals will be embedded with each specific program.

In 2024-2025, the communities and new initiatives sector will:

- Convene internal teams to centralize and enhance community engagement approaches to offer a more streamlined, robust and consistent experience for community-based organizations who partner with us to serve their communities.
- Convene and collaborate across the organization to expand and enhance investments in building community and workforce capacity in priority communities.
- Work with utility partners to develop strategies and offers to support complementary utility objectives such as carbon reduction, grid flexibility, distributed energy resources, targeted load management and distribution system planning.
- Lead measure development activities and provide information to all stakeholders, including the OPUC.
- Ensure research priorities and pilot frameworks and activities are aligned across programs.

2024 Context

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

- More communities, community-based organizations and customers want education and services to support clean energy projects, clean energy planning and workforce development opportunities. More work with community-based organizations requires Energy Trust to ensure we have consistent and equitable experiences collaborating and contracting with CBOs and serving their communities.
- Utility partners are actively engaging communities to identify grid needs and potential opportunities for Energy Trust's programs and services (i.e., energy efficiency and small-scale distributed generation and energy storage) to deliver utility grid and community benefits and resilience to areas with specific grid needs.

2024 Significant New Activities

- Convene cross-program and cross-functional work groups to collaboratively develop strategies for cross-functional areas, including communities, workforce development, energy resilience, municipal energy planning, and Portland Clean Energy Community Benefits Fund (PCEF) collaborative program designs. Ensure teams are effectively resourced and organized to execute these strategies.
- Work with CBOs, programs and Energy Trust's Communications and Customer Service (CCS) outreach team to develop additional partnership models, including expanding Solar Ambassadors to include energy efficiency and exploring additional ways of collaborating to build relationships and capacities across the service area (e.g., cohort models).
- Lead measure development across programs in collaboration with Planning and Evaluation. Provide guidance and best practices to explore new measures and offers and delivery partnerships that cross programs and technologies, including CBO delivery partnerships and midstream offers.

- Develop a holistic, customer- and community-centered product development approach for Energy Trust's programs and services that can be incorporated into our existing program design and measure development processes.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Further develop of cross-organization workgroups to identify and incorporate more community and customer needs into program planning and services.
- Continue to expand work with CBOs across programs and use lessons learned in 2024 to further understand community needs and how these can be translated into more holistic program designs, services and customer experiences. With this insight, expand the customer- and community-centered product development approach that will be explored in 2024.
- Explore additional opportunities to partner with utilities to develop locational clean energy solutions to meet grid and community needs and support climate resilience.

How Stakeholder Feedback Was Incorporated

- Listening sessions and feedback from CBOs, advisory councils and customer outreach indicated a growing need for education around clean energy projects, energy planning and clean energy workforce planning. Stakeholders are keenly interested in how new funding sources can be accessed by customers, in particular customers historically underserved by clean energy programs, and want to ensure customers have a consistent experience and to avoid market confusion. A cross-functional work group focused on expanding our strategies with communities and CBOs will take these insights and propose actions, such as improvements to our offers and services, that will be vetted and, ideally, co-created with interested stakeholders.
- Utility partners and community stakeholders emphasized the importance of increased collaboration, and our budget and action plans reflect this feedback.
- Stakeholders want to know how our increased staffing and financial investments in communities, CBOs and workforce development are leading to impacts and results over time. This sector's work over the next two years is keenly focused on developing ways to track and report (through the DEI Plan Metrics and OPUC Equity Metrics) how investments in CBO capacity building will result in more customer awareness and completed projects.

Budgeted Expenditures

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	N/A	$6.5	$7.5

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Contracted and Grant-Funded Initiatives

Energy Trust contracts with governments, utilities and other entities to deliver programs and services that align with our mission, advance our strategic plan focus areas and support our core energy savings and generation work. This action plan summarizes planned activities funded through contracts and grants that are beyond Energy Trust's core electric and gas efficiency and renewable energy programs under our grant agreement with the Oregon Public Utility Commission (OPUC).

Contracted Initiatives

Landlord-provided Cooling Spaces Initiative

- This initiative provides funding to landlords to install cooling equipment in multifamily property common areas or common buildings in manufactured home parks anywhere in Oregon. Funding comes from the State of Oregon, and Energy Trust administers the initiative under a contract with Oregon Department of Energy (ODOE).
- Administering this program supports state policy and addresses an urgent customer need for cooling. The program focuses on environmental justice communities and heat-vulnerable citizens, in particular seniors, people living with disabilities and people experiencing income barriers.
- Implementation began in 2022 and is expected to conclude by 2024.

Portland General Electric Smart Battery Pilot

- The Portland General Electric (PGE) Smart Battery pilot program incentivizes customers with qualifying residential battery storage systems in PGE's service area to allow the utility to dispatch their system in support of Peak Time Events. Energy Trust has a contract with PGE to provide support for customer outreach, contractor training, quality management and incentive processing.
- This pilot helps PGE learn about the grid benefits and value of smart battery storage and it also complements core Energy Trust offers for solar + storage and supports participating customers interested in energy resilience allowing them to receive some additional bill savings. Working together and leveraging Energy Trust's existing infrastructure and expertise makes the project less costly for ratepayers.
- Implementation began in 2020 and the Pilot is expected to conclude in June 2025.

Oregon Community Solar Program

- The Oregon Community Solar Program seeks to expand the state's renewable energy portfolio and extend the benefits of solar energy to customers who previously did not have access, including customers with low incomes. Funding for this program comes from the ratepayers of PGE, Pacific Power and Idaho Power. The OPUC is responsible for the program and Energy Trust provides administration services under a subcontract with the primary program administrator, Energy Solutions.
- The program aligns with Energy Trust's goals around increasing access to renewable energy opportunities for customers it has historically underserved. The current program administration contract began in 2019 and concludes in March 2024. An extension of that contract is possible but unknown at this time.

Smart Grid Test Bed Collaboration

- The Smart Grid Test Bed Collaboration (formerly called Smart Grid Advanced Load Management & Optimized Neighborhoods, or SALMON) will retrofit approximately 580 buildings in North Portland with distributed energy resources (DERs) such as smart thermostats, smart water heaters, solar with smart inverters, storage, and managed electric vehicle charging. The project will demonstrate how DERs can support utility planning and operations.
- Collaboration partners include PGE, National Renewable Energy Laboratory, Community Energy Project and the Northwest Energy Efficiency Alliance. The initiative is a study funded by the U.S. Department of Energy through the Connected Communities funding program. Energy Trust has a subcontract with PGE to support planning and implementation of the initiative.

- The project will result in at least 10% savings for the portfolio of participating sites, reduce customer bills and increase comfort. The project will prioritize customers with high energy burdens, and additional funding will improve cost-effectiveness and make improvements more affordable for customers. The project will help PGE manage loads during periods of high demand, as an alternative to building new distribution and generation infrastructure.
- Implementation began in 2022, with a year of program development. Energy Trust provided market data and forecasted energy efficiency, solar + storage and electric equipment upgrades. Prioritized measures will include smart thermostats, heat pump water heaters and attic insulation.
- PGE's Flex Load program participation will be critical to successfully meeting the grant's ambitious energy goals, so additional resource planning for the program will prioritize solar + storage, contractor training and homeowner engagement to support the transition to new technologies.
- The program will promote residential, multi-family and commercial offers in the market from November 2023 through August 2026. In the final program year, September 2026 through August 2027, the team will continue evaluation and share learnings with regional and national partners.

Flexible Feeder Initiative

- Flexible Feeder is an initiative within the PGE Smart Grid Test Bed. Energy Trust has a contract with PGE to develop new energy efficiency measures with a flex load value. This project complements the objectives of the Smart Grid Test Bed Collaboration and will help Energy Trust and regional utilities quantify the value and cumulative benefits of a suite of DERs.
- Understanding more about how best to integrate efficiency with other DERs in the planning, forecasting and design of demand-side management programs will benefit PGE's distribution planning efforts. Ultimately, the Flexible Feeder initiative will help PGE manage loads during periods of high demand, as an alternative to building new distribution and generation infrastructure.
- Implementation of the Flexible Feeder measure development contract began in late 2022 and is expected to conclude in June 2024. Eight new measures are currently being scoped. Based on the results of the pending energy analysis, up to eight measures will be published in 2024.

Solar with Justice

- This project facilitates the dissemination of knowledge among energy and community-based organizations so that solar can be developed equitably and efficiently in communities where people are experiencing income barriers. Funding for this project comes from the U.S. Department of Energy. Energy Trust provides expert advice and facilitation support under a subcontract with the primary grant recipient, Clean Energy States Alliance.
- This project helps Energy Trust and others develop more effective ways of working with community-based organizations to deploy clean energy in communities experiencing income barriers.
- Implementation began in 2021 and is expected to conclude in 2024.

PGE Smart Solar Study

- The Smart Solar Study, previously called the Smart Inverter Demonstration Project, is part of PGE's Smart Grid Test Bed and will engage up to 300 solar customers located on three feeders to help PGE study how solar smart inverters can provide additional grid benefits that support utility distribution planning and operations. Energy Trust has a contract with PGE to support implementation, trade ally engagement and customer enrollment.
- This project complements core Energy Trust offers for solar and helps PGE learn how inverter-based renewables can deliver distribution operations value and address hosting capacity issues. Leveraging Energy Trust's existing infrastructure and expertise makes the project replicable and less costly for ratepayers.
- Project implementation began in 2023 and the Smart Solar Study will wrap up in 2025.

Budgeted Revenue (all contracts)

	2023 Budget	2024 Budget	2025 Projection
Total Revenue ($ Million)	$2.6	$2.5	$1.0

Planning and Evaluation

The planning and evaluation group includes the planning team and the evaluation and engineering team.

The planning team develops long-range energy savings and cost forecasts and manages savings and cost-effectiveness analysis tools and reporting. It works with utilities on resource planning for the utility systems as a whole and for local projects.

The evaluation and engineering team assesses the effectiveness of efficiency and renewable energy program delivery and updates estimates of savings and generation by studying energy use. It performs evaluations and market research, serves as the owner of third-party spatial and utility customer information, helps other teams effectively use data and participates in regional and national research projects. Additionally, the team reviews and supports development of new and updated efficiency measures and helps Energy Trust incorporate new efficiency technologies into programs.

2024 Context

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

- Carbon is now a key driver of state policy and utility regulation and of Energy Trust program actions.
- We cannot yet predict the degree to which funding from complimentary sources will interact with Energy Trust programs, reducing ratepayer costs and accelerating market penetration, or operate in parallel to Energy Trust.
- Official estimates of electric avoided costs are outdated, and hopefully will be updated in 2024.
- Programs are rapidly changing to accelerate energy savings and address groups of customers that Energy Trust has underserved. In this context, more frequent evaluation is needed.

2024 Significant New Activities

- Help the business lighting team assess and respond to the impacts of and adjust to the new state lighting efficiency standard (HB 2531).
- Conduct qualitative research to identify opportunities for new measures or program strategies for small businesses and residential customers, with a focus on groups of customers that have been underserved by Energy Trust.
- Evaluate residential no-cost offers (ductless and ducted heat pumps, heat pump water heaters) to help refine program approaches.
- Begin evaluation of a hybrid HVAC (gas furnace and electric heat pump) pilot.
- Scope a study to characterize diverse small businesses in Oregon.
- Use the tool built by staff in 2022-2023 to analyze energy usage data from utilities to evaluate several residential efficiency measures.
- As data becomes available from utilities, collaborate with the Oregon Public Utility Commission and utilities to revise avoided costs, refine estimates of capacity value, and refine the value of carbon in avoided costs. Incorporate updated estimates into measure development and results reporting.
- Support strategic plan development through quantitative analyses, development of new metrics and scales around revised goals, and strategy development.
- Refine and expedite local energy efficiency forecasting to identify opportunities for enhanced program implementation to defer utility distribution system investments in an expanded number of sites.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Many of the new initiatives for acceleration and equity will reach a stage of maturity such that evaluations will be useful in assessing how to refine to meet goals.

Budgeted Expenditures

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	$6.3	$6.8	$7.7

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Program Marketing

The program marketing team develops and delivers marketing that drives participation in efficiency and renewable energy programs, helps achieve savings and generation goals, and supports Energy Trust's overall organizational goals. The team sets the overarching, portfolio-level marketing strategies for each sector to ensure they align with business objectives. It also manages the marketing activities of Program Management Contractors (PMC) and Program Delivery Contractors (PDC) and scopes, directs, and manages the work of public relations, creative agencies and other vendors to support program customer awareness and engagement across diverse audiences.

2024 Context

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

- Increasingly aggressive savings goals will require new, innovative, fully integrated and customized marketing campaigns to retain, deepen engagement with, and expand participation among past participants, as well as to raise awareness and encourage participation among new customers.
- Evolving ethnographic, social, behavioral, environmental, economic and marketing trends necessitate further investment in inclusive and multicultural marketing to ensure marketing campaigns are culturally respectful and resonate with an increasingly diverse customer base.
- There will be an increasing need to provide consumers and businesses with information, education and resources that help them navigate new programs and services from Energy Trust, utility partners, and other entities and ensure they can make informed investments in energy efficiency that meet their needs and priorities.

2024 Significant New Activities

- Direct, develop and manage new marketing campaigns to support direct installation and midstream offers in the residential and commercial sectors.
- Provide marketing support for targeted load management initiatives and other community-centered programs and services led by Energy Trust's Communities and New Initiatives sector, including hiring and onboarding of a new program marketing team staff member who will focus specifically on these efforts.
- Expand and evolve current program marketing, public relations and community engagement campaigns for Latino/Hispanic, Black/African American, tribal and rural communities, including aligning program marketing and brand approaches for raising awareness and engagement and better serving these audiences.
- Expand DIY, educational and informational content and campaigns for consumers and businesses.
- Develop new and expand current marketing and communications efforts that support trade ally engagement, workforce development, and continuing education programs and services.
- Conduct data-driven campaigns to better target past participants, encourage further participation among high-adopters and early majority segments, and support more aggressive savings goals.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- There will be more expansive integrated marketing, public relations and community engagement campaigns for Black/African American, tribal and rural communities to promote equity.
- Marketing and communications will support anticipated sunset of lighting direct install programs in response to HB 2531.
- New and/or more expansive marketing and communications will empower consumer and business customers with information and education that helps them navigate new programs and services from Energy Trust or other organizations.

How Stakeholder Feedback Was Incorporated

- The team considered and incorporated feedback from ongoing, recurring check-ins with utility marketing partners and program staff focused on cooperative marketing strategies, emerging policies, increasing utility savings objectives, general utility brand and business growth strategies, and plans for targeted load management programming.
- Program marketing gathered and incorporated feedback from internal outreach teams and community-based organization relationship managers to assess the increasing need for and interest in marketing and public relations support for community-based organization partners, rural areas, communities of color and customers with low to moderate incomes.

Budgeted Expenditures

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	$3.7	$4.3	$4.7

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Operations Support

The operations support group provides leadership and support for business systems, operations, and analysis and reporting. The group manages projects and processes across all groups and programs to promote standardization, replicability, alignment of priorities and best practices. Staff ensures resources, data and systems architecture, data quality and analysis capabilities are aligned to plan, forecast and deliver programs that are valuable to all customer types and markets. The team leads project processing activities across all efficiency programs in collaboration with Finance and provides mentorship and oversight to external implementers, including Program Management Contractors (PMCs).

2024 Context

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

- Possible PMC transitions in the commercial sector will be coupled with changes to the implementation and contracting model within lighting programs.
- The team will expand and adapt to support changes to programs and structures.
- Large initiatives and shifts in the underlying business structure may uncover systems, data and process enhancements not visible to us at the time of budgeting.

2024 Significant New Activities

- Lead enhancements to core systems necessary to process program activity associated with new streams of funding, such as transport gas, from existing utility partners serving new customer segments.
- Lead the effort to create a data system for programs and support group staff to track targets and metrics related to program activity and achievement beneath the level we budget, such as Oregon Public Utility Commission equity metrics and internal diversity, equity and inclusion targets.
- Standardize and streamline the request for proposals and PMC contracting processes with a focus on developing best practices.
- Evolve and expand the development and use of self-service reporting tools that enable staff and stakeholders to analyze and use information in program design, day-to-day decision making and project and payment processing.
- Lead the enhancement of systems, processes and reporting tools to support changes to program structure, implementation contractors, program design and delivery channels.
- Support ongoing system enhancements to project and customer tracking systems to accommodate cross-sector and community-based program activities and emerging diversity, equity and inclusion strategies.
- Support the development of requirements to the enterprise financial system to ensure upstream impacts to customer relationship management system (CRM) and Project Tracker (PT) are considered in vendor selection and implementation planning.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- A large system enhancement to project and customer tracking systems may be needed to accommodate upstream changes from the replacement of the financial and contracting systems.
- Possible changes to organizational reporting metrics, driven by policy changes, may require updates to current tools for budgeting, forecasting and organizational reporting.

Budgeted Expenditures

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	$1.4	$1.8	$2.0

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Information Technology

The information technology (IT) group offers technical support and system enhancements required by Energy Trust staff. The IT group builds technical proficiency and focuses on continuous improvement of systems in partnership with users. Resources include hardware, infrastructure, information systems, reporting capabilities and technical support.

2024 Context

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

- The IT group will continue to prioritize support for a hybrid remote Energy Trust workforce.
- Program offers and delivery approaches are becoming more complex and changing significantly in response to acceleration requirements. Energy Trust is working with a broader set of stakeholders. Operating programs efficiently in this environment requires information systems enhancements to build the needed infrastructure to support programs.
- Opportunities presented by potential new funding sources require flexibility in information systems.

2024 Significant New Activities

- Support the implementation of a new Enterprise Financial System through the design, development and testing of integrations to customer relationship management system (CRM) and Project Tracker.
- Create systems enhancements to incorporate data and processing of program offers for transport gas customers of NW Natural and Avista.
- Enhance Project Tracker to accommodate the growing number of funding sources. Add the ability to combine new funding sources more easily on a participant's energy project.
- Plan for a potential office move, using this opportunity to make the most efficient use of space for IT needs and to investigate colocation of servers for better redundancy of power and internet connectivity.
- Develop an organizational data strategy and begin implementation activities.

2024 Utility-Specific Activities

Our Action Plans provide a high-level overview of key activities aimed at helping us achieve our strategic priorities. For details on activities planned for individual utilities and their customers, see the Utility Specific Action Plans.

2025 Expected Changes and New Initiatives

- Energy Trust will launch a new Enterprise Financial System.
- Staff will conduct potentially significant rearchitecting of Project Tracker to accommodate program changes.

How Stakeholder Feedback Was Incorporated

- Implementing systems changes for processing projects with gas transport customers contributes to the acceleration of efficiency acquisition requested by the gas companies.

Budgeted Expenditures

	2023 Budget	2024 Draft Budget	2025 Projection
Total Expenditures (millions)*	$4.5	$5.5	$6.0

**Expenditure details are provided under budget details tab in the budget binder. Costs shown in the tables may be represented on more than one action plan and, if added together, will not match the total expenditures listed on the financial statements.*

Introduction

Energy Trust's 2024-2025 Utility-Specific Action Plans provide an at-a-glance summary of strategies and activities developed that are unique to customers of each of our five utility partners. These action plans include contents developed by Energy Trust, contents developed by each utility partner and contents that have been jointly developed.

The template for these action plans was developed and approved by all participants in the HB 3141 agreement work sessions held in the Spring of 2022. The template includes:

Engagement approach for community, customer and stakeholder outreach: This section has been discussed in utility coordination meetings and includes activities that are utility-led, Energy Trust led and those that will be jointly led.

Community and stakeholder representative feedback: Community and stakeholder representative feedback was solicited during interactions that were utility-led, Energy Trust led and jointly led.

Utility-specific key activities for the budget year: These activities have been jointly agreed upon by Energy Trust and our utility partners and include outreach, community engagement, marketing program-level activities and targeted initiatives.

Utility-specific budget tables for the upcoming budget year and the following year: Budget tables include utility-specific financials and energy savings and/or generation including goals, Integrated Resource Planning targets, levelized cost and carbon dioxide emissions avoided. For utilities investing a portion of the efficiency tariff to support customer participation in Energy Trust programs, the utility has provided the annual budget for those activities.

Context

In accordance with House Bill (HB) 3141 (2021) Section 9, Energy Trust is directed "With public utilities, [to] jointly develop public utility-specific budgets, action plans and agreements that detail the entity's public utility-specific planned activities, resources, and technologies pursuant to ORS 757.054 and 757.612 (3)(b)(B), including coordinated activities that require joint investment and deployment. Each action plan must reflect stakeholder feedback gathered through a public process managed by the entity and the relevant public utility as overseen by the commission." [1]

This process is formalized in the four steps below and is now referred to as the HB 3141 Budget Coordination Memo.

The HB 3141 Budget and Action Plan Process follows four main steps:

- **Step 1:** Market Assessment
- **Step 2:** Action Planning
- **Step 3:** Budget + Utility-Specific Action Planning
- **Step 4:** Final Plans + Tariff Filing

Within this construct is the expressed intent to put forth both an Energy Trust 'comprehensive' action plan and 'utility-specific' action plan, inclusive of identified joint investment opportunities and coordinated activities (not solely a function of IRP goals) which will "largely benefit only the customers of that funder utility." [2]

The five utility-specific action plans will be appended to the Energy Trust Action Plan and published as part of the Draft and Final Proposed Annual Budgets and two-year Action Plan packages in October and December.

The following utility specific action plans were jointly drafted and agreed-upon by the utilities and Energy Trust, and include outreach, community engagement, marketing, program level activities, and targeted initiatives involving joint investment or deployment. Activities highlighted and summarized in the utility-specific action plan will largely benefit only the customers of that funder utility. Activities that benefit customers from multiple utilities will continue to be documented in the Energy Trust program action plans.

[1] Retrieved from: https://olis.oregonlegislature.gov/liz/2021R1/Downloads/MeasureDocument/HB3141/Enrolled
[2] Retrieved from: Budget Process Coordination and Action Plan Memorandum (the "HB 3141 Budget Coordination Memo")(August 3, 2022)

Action plan: 2024-2025
Portland General Electric
October 4, 2023

The following information details key activities planned for Portland General Electric (PGE) customers, including joint activities with Energy Trust and PGE. The information is not comprehensive of all activities serving PGE customers. Activities directed to customers of all electric funding utilities can be found in Energy Trust action plans found in the Action Plan section of the budget packet. Budget tables are inclusive of all revenues, expenditures and energy goals for PGE customers.

Contents

Informing the 2024 Portland General Electric Action Plan

Engagement approach

In alignment with HB 3141, Energy Trust and its utility partners collaborated to co-produce the 2024-2025 Utility-Specific Action Plans. Energy Trust and PGE engaged in six utility coordination meetings over the course of the budget and action plan development cycle to discuss activities planned that directly benefit PGE customers, including work occurring in subgroup meetings. In April, Energy Trust conducted market intelligence gathering sessions with all five partner utilities and Energy Trust's three public advisory councils. In June, July and August, Energy Trust and PGE staff met to discuss PGE priorities for 2024-2025 and surface any topics that were not previously covered in market intelligence gathering or subgroup work.

Energy Trust and PGE will continue to engage in partnership on new areas of work that are supported by the Oregon Public Utility Commission. Work areas include exploring opportunities to further increase savings to meet the state's clean energy goals, continued collaboration and coordination on distributed energy resources (DERs), including demand response, flexible load, and small-scale distributed generation and energy storage. Energy Trust and PGE will also collaborate on co-developing marketing strategies to better reach and serve income-qualified customers.

Community feedback

Energy Trust sought community input from customers, utilities, communities, community-based organizations and Energy Trust's three advisory councils. Community feedback was also invited during the budget public comment period from October 4 to 18, 2023. Supplementary community insights were gleaned from Energy Trust program and outreach staff and market research. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Stakeholder feedback

Throughout 2023, Energy Trust staff consulted with key stakeholders including its three advisory councils, board, Oregon Public Utility Commission and utility partners for information and input to inform its annual business planning, budgeting and action planning process. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Portland General Electric-specific 2024 Key Activities

Outreach and community engagement

- Partner with PGE staff in outreach and community relations to share information about activities and coordinate plans
- Encourage the sharing of our respective diversity, equity and inclusion (DEI) efforts to learn from one another and increase the potential for success.
- Work with Energy Trust's Communications and Customer Service outreach team to coordinate with utilities on emerging community engagement activities, including the utility's Community Benefits and Impact Advisory Groups (CBIAG), learning labs related to Distribution Systems Planning, and other ongoing community events where education and awareness of Energy Trust's programs and services can support utility and community goals.
- As utilities host forums to engage community members or design community efforts, such as the Community Benefits and Impacts Advisory Groups or Tribal Work Groups, bring forward content and information that would be of value for participants.
- At the frequency desired by PGE, convene Energy Trust and utility staff for regular coordination regarding joint customer awareness building, program coordination, utility planning, community relationships, initiatives and grants, and to align on opportunities to deliver greater community benefit together.
- Serve as point of contact for communities and for regional utility outreach managers sharing information about community needs and insights and jointly attend community events.
- Track on community-led energy sustainability or climate plan development to share information on activities and energy projects that may emerge from planning efforts. As requested, support counties developing energy resiliency plans funded through a to-be-developed ODOE grant program (funded through HB 3409).
- Continue to collaborate with Portland General Electric 838 outreach team on the small business no-cost lighting offer.

Marketing

- Coordinate and collaborate with PGEs smart commercial thermostat outreach efforts and Energy Partner on demand program.
- Collaborate on new or expand on current cooperative marketing campaigns and activities for Targeted Load Management (TLM) projects (i.e., electric non-traditional solutions).
- Expand and build on ongoing collaboration efforts to align and leverage energy efficiency and demand respond program marketing for connected technologies.
- Co-develop marketing strategies to better reach and serve income-qualified customers.
- Expand and further align cooperative marketing activities for online services and products, such as PGE's Marketplace.

Energy efficiency activities

- Perform demographic and tracking analyses to support geographically targeted efficiency and renewable activities.
- Produce energy efficiency potential forecasts for Integrated Resource Plans.
- Collaborate to combine funds maximizing program incentives and to increase bundling of complementary programs across PGE and Energy Trust to better meet needs of low-income customers.

Renewables, resiliency activities

- PGE Smart Battery Pilot
    - The pilot program incentivizes customers with qualifying residential battery storage systems in PGE's service area to allow the utility to dispatch their system in support of Peak Time Events. Energy Trust has a contract with PGE to provide support for customer outreach, contractor training, quality management and incentive processing.
    - This pilot helps PGE learn about the grid benefits and value of smart battery storage and it also complements core Energy Trust offers for solar + storage and supports participating customers interested in energy resilience allowing them to receive some additional bill savings. Working together and leveraging Energy Trust's existing infrastructure and expertise makes the project less costly for ratepayers.
    - Implementation began in 2020 and the pilot is expected to conclude in June 2025.
- Use the Solarize model and other outreach methods to support utility efforts to expand solar and battery deployment in specific geographic areas.
- Collaborate with utilities on expanding residential and municipal resilience projects.
- Collaborate in supporting data sharing and PowerClerk integration.

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

- Continue to collaborate with PGE on opportunities for Targeted Load Management (TLM) projects – also known as non-wires solutions – to support utility's grid needs as identified by its distribution systems planning analyses in order to meet the state's clean energy goals by 2030 and 2040.
- Continue to collaborate and coordinate with PGE on distributed energy resources (DERs), including demand response, flexible load, and small-scale distributed generation and energy storage.
- Continue working with PGE on projects related to electric vehicle charging.
- Smart Grid Test Bed Collaboration
    - Support implementation of flexible load management and Smart Grid Test Bed Collaboration (formerly called Smart Grid Advanced Load Management & Optimized Neighborhoods, or SALMON) projects in coordination with Portland General Electric.
- Flexible Feeder Initiative
    - This is an initiative within the PGE Smart Grid Test Bed Collaboration. Energy Trust has a contract with PGE to develop new energy efficiency measures that can complement flex load offers. This project complements the objectives of the Smart Grid Test Bed Collaboration and will help Energy Trust and regional utilities understand the value and cumulative benefits of a suite of DERs.
    - Understanding more about how best to integrate efficiency with other DERs in the planning, forecasting and design of demand-side management programs will benefit PGE's distribution planning efforts. Ultimately, the Flex Feeder Initiative will help PGE manage loads during periods of high demand, as an alternative to building new distribution and generation infrastructure.
    - Implementation of the Flexible Feeder Measure Development contract began in late 2022 and is expected to conclude in June 2024. 8 new measures are currently being scoped. Based on the results of the pending energy analysis, up to 8 measures will be published in 2024.
- PGE Smart Solar Study
    - The Smart Solar Study, previously called the Smart Inverter Demonstration Project, is part of the Smart Grid Test Bed and will engage up to 300 solar customers located on three feeders to help PGE study how solar smart inverters can provide additional grid benefits that support utility distribution planning and operations. Energy Trust has a contract with PGE to support implementation, trade ally engagement and customer enrollment.
    - This project complements core Energy Trust offers for solar and helps PGE learn how inverter-based renewables can deliver distribution operations value and address hosting capacity issues. Leveraging Energy Trust's existing infrastructure and expertise makes the project replicable and less costly for ratepayers.

- The project implementation began in 2023 and the Smart Solar Study will wrap up in 2025.

Other

- Collaborate with PGE to incorporate Utility-Specific Action Planning (USAP) into the multi-year business planning approach that Energy Trust is exploring in order to successfully plan, manage and achieve ambitious 2030 clean energy goals.

Expected changes for 2025

- Explore additional opportunities to partner with utilities to develop locational clean energy solutions to meet grid and community needs and support climate resilience.
- Incorporate Utility-Specific Action Planning (USAP) into the multi-year business planning approach to support cost effective achievement of ambitious 2030 utility clean energy goals.
- Coordinate with utilities as new sources of funding become available to maximize support to customers experiencing low- and moderate-incomes and ensure that utility savings and decarbonization goals are achieved.

Portland General Electric-specific 2024 Budget

2024 Portfolio Level

Financial Overview	OPUC Efficiency	OPUC Renewables	Total for Portland General Electric
Beginning Net Assets	$ 26,959,198	$ 9,807,020	$ 36,766,219
Revenue	$ 112,100,000	$ 12,000,000	$ 124,100,000
Expenditures	$ 131,026,993	$ 14,392,609	$ 145,419,602
Net Income	$ (18,926,993)	$ (2,392,609)	$ (21,319,602)
Interest Income Distribution	$ 396,081	$ 194,936	$ 591,018
Transfers between FS	$ -	$ -	$ -
Ending Net Assets	**$ 8,428,287**	**$ 7,609,348**	**$ 16,037,635**
Renewables Funds Dedicated		*$ 209,040*	
Renewables Funds Yet To Be Dedicated		*$ 7,400,308*	

Electric Savings and Generation Overview	OPUC Efficiency	OPUC Renewables	Total for Portland General Electric
Electric Savings (kWh) Annual Goal	253,176,119	-	253,176,119
Levelized Cost per kWh saved	$ 0.049	-	$ 0.049
Renewables Generation (kWh) Annual Goal	-	19,868,075	19,868,075
Levelized Cost per kWh generated	-	$ 0.056	$ 0.056
Electric Savings (kWh) - IRP Target	28.00	-	28.00

2024 Combined Efficiency and Renewable Carbon Targets	Combined Savings and Generation Goal (kWh)	First Year Carbon (Metric Tons CO2e)	Lifetime Carbon (Metric Tons CO2e)
Portland General Electric	273,044,194	113,943	1,000,548

Capacity Targets	Summer MW Based on 2022 Measure Mix	Winter MW Based on 2022 Measure Mix
Portland General Electric	38.70	43.92

2024 Portland General Electric-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Utility-invested Tariff Funds	OPUC Efficiency
Portland General Electric	$

Portland General Electric-specific 2024 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Incentives	$ 68,009,554	$ 5,816,647	$ 24,577,865	$ -	$ 19,853,534	$ -	$ 17,761,508	$ -	$ 8,186,954	$ 6,725,250	$ 1,461,704
Program Delivery Contractors	$ 42,016,250	$ 5,040,490	$ 17,934,591	$ 449,819	$ 7,157,837	$ 1,260,565	$ 7,766,416	$ 2,406,533	$ 1,085,135	$ 902,135	$ 183,000
Employee Salaries & Fringe Benefits	$ 10,326,429	$ 1,371,056	$ 3,389,510	$ 32,497	$ 2,654,082	$ 46,387	$ 2,708,350	$ 124,548	$ 2,567,758	$ 2,466,286	$ 101,473
Agency Contractor Services	$ 640,013	$ 62,026	$ 237,888	$ 2,007	$ 163,803	$ 4,987	$ 159,269	$ 10,033	$ 325,460	$ 318,176	$ 7,284
Planning and Evaluation Services	$ 1,909,992	$ 246,997	$ 665,540	$ 1,648	$ 503,974	$ 84	$ 487,937	$ 3,812	$ 42,091	$ 18,034	$ 24,057
Advertising and Marketing Services	$ 2,026,167	$ 215,710	$ 672,985	$ 3,046	$ 419,207	$ 8,183	$ 691,131	$ 15,906	$ 369,077	$ 321,325	$ 47,752
Other Professional Services	$ 4,256,204	$ 707,338	$ 1,405,188	$ 3,519	$ 970,618	$ 8,404	$ 1,143,920	$ 17,218	$ 1,262,617	$ 1,250,007	$ 12,610
Travel, Meetings, Trainings & Conferences	$ 397,664	$ 49,931	$ 153,186	$ 880	$ 82,856	$ 1,819	$ 104,999	$ 3,994	$ 79,262	$ 76,245	$ 3,018
Dues, Licenses and Fees	$ 347,260	$ 15,668	$ 142,986	$ 467	$ 120,619	$ 448	$ 65,524	$ 1,548	$ 42,938	$ 41,585	$ 1,353
Software and Hardware	$ 359,291	$ 46,444	$ 120,483	$ 1,153	$ 90,941	$ 1,722	$ 94,043	$ 4,504	$ 259,462	$ 255,825	$ 3,638
Depreciation & Amortization	$ 168,301	$ 16,596	$ 60,244	$ 415	$ 50,466	$ 631	$ 38,316	$ 1,633	$ 31,788	$ 30,474	$ 1,314
Office Rent and Equipment	$ 512,849	$ 66,894	$ 171,397	$ 1,626	$ 129,611	$ 2,373	$ 134,661	$ 6,288	$ 129,075	$ 123,974	$ 5,101
Materials Postage and Telephone	$ 52,147	$ 5,454	$ 18,858	$ 145	$ 15,589	$ 252	$ 11,245	$ 604	$ 10,267	$ 9,794	$ 473
Miscellaneous Expenses	$ 4,870	$ 542	$ 1,784	$ 18	$ 1,206	$ 42	$ 1,191	$ 87	$ 722	$ 658	$ 63
Expenditures	**$ 131,026,993**	**$ 13,661,794**	**$ 49,552,504**	**$ 497,238**	**$ 32,214,343**	**$ 1,335,896**	**$ 31,168,511**	**$ 2,596,707**	**$ 14,392,609**	**$ 12,539,769**	**$ 1,852,839**

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Program Costs	$ 123,638,355	$ 12,891,403	$ 46,758,229	$ 469,199	$ 30,397,770	$ 1,260,565	$ 29,410,912	$ 2,450,278	$ 13,581,007	$ 11,832,649	$ 1,748,357
Administrative Costs	$ 7,388,638	$ 770,391	$ 2,794,275	$ 28,039	$ 1,816,573	$ 75,331	$ 1,757,598	$ 146,429	$ 811,602	$ 707,120	$ 104,482
Management + General	$ 4,408,397	$ 459,650	$ 1,667,192	$ 16,730	$ 1,083,850	$ 44,946	$ 1,048,663	$ 87,366	$ 484,239	$ 421,900	$ 62,339
Communications + Outreach	$ 2,980,241	$ 310,741	$ 1,127,084	$ 11,310	$ 732,723	$ 30,385	$ 708,935	$ 59,063	$ 327,363	$ 285,220	$ 42,143
Expenditures	**$ 131,026,993**	**$ 13,661,794**	**$ 49,552,504**	**$ 497,238**	**$ 32,214,343**	**$ 1,335,896**	**$ 31,168,511**	**$ 2,596,707**	**$ 14,392,609**	**$ 12,539,769**	**$ 1,852,839**

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Electric Savings (kWh) Annual Goal	253,176,119	37,333,752	72,669,406	3,685,917	83,264,157	8,890,511	27,981,311	19,351,065	-	-	-
Levelized Cost per kWh saved	$ 0.049	$ 0.022	$ 0.054	$ 0.007	$ 0.031	$ 0.008	$ 0.071	$ 0.006	-	-	-
Renewables Generation (kWh) Annual Goal	-	-	-	-	-	-	-	-	19,868,075	19,284,075	584,000
Levelized Cost per kWh generated	-	-	-	-	-	-	-	-	$ 0.056	$ 0.033	$ 0.159
Electric Savings (kWh) - IRP Target	27,999,960	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	-	-	-

Portland General Electric-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency	OPUC Renewables	Total for Portland General Electric
Beginning Net Assets	$ 8,428,287	$ 7,609,348	$ 16,037,635
Revenue	$ 134,100,000	$ 12,000,000	$ 146,100,000
Expenditures	$ 140,644,537	$ 16,392,875	$ 157,037,412
Net Income	$ (6,544,537)	$ (4,392,875)	$ (10,937,412)
Interest Income Distribution	$ 194,055	$ 203,723	$ 397,778
Transfers between FS	$ -	$ -	$ -
Ending Net Assets	**$ 2,077,805**	**$ 3,420,196**	**$ 5,498,001**
Renewables Funds Dedicated		*$ 15,000*	
Renewables Funds Yet To Be Dedicated		*$ 3,405,196*	

Electric Savings and Generation Overview	OPUC Efficiency	OPUC Renewables	Total for Portland General Electric
Electric Savings (kWh) Annual Goal	253,394,218	-	253,394,218
Levelized Cost per kWh saved	$ 0.052	-	$ 0.052
Renewables Generation (kWh) Annual Goal	-	14,854,225	14,854,225
Levelized Cost per kWh generated	-	$ 0.086	$ 0.086
Electric Savings (kWh) - IRP Target	27.15	-	27.15

2025 Portland General Electric-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Utility-invested Tariff Funds	OPUC Efficiency
Portland General Electric	$

Portland General Electric-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Incentives	$ 71,038,721	$ 7,281,860	$ 23,343,893	$ -	$ 23,082,274	$ -	$ 17,330,694	$ -	$ 9,672,750	$ 7,772,750	$ 1,900,000
Program Delivery Contractors	$ 46,408,310	$ 6,317,518	$ 18,609,578	$ 526,649	$ 8,490,698	$ 1,303,367	$ 8,515,436	$ 2,645,064	$ 1,011,657	$ 903,657	$ 108,000
Employee Salaries & Fringe Benefits	$ 12,212,328	$ 1,764,260	$ 3,859,870	$ 40,351	$ 3,259,826	$ 55,026	$ 3,081,021	$ 151,973	$ 3,017,388	$ 2,894,714	$ 122,673
Agency Contractor Services	$ 531,499	$ 60,333	$ 187,723	$ 1,768	$ 148,856	$ 3,515	$ 121,395	$ 7,908	$ 142,335	$ 136,114	$ 6,221
Planning and Evaluation Services	$ 2,117,597	$ 456,442	$ 541,679	$ 5,640	$ 466,448	$ 277	$ 634,252	$ 12,858	$ 140,040	$ 118,367	$ 21,673
Advertising and Marketing Services	$ 2,220,505	$ 257,679	$ 710,904	$ 4,061	$ 468,267	$ 9,595	$ 750,120	$ 19,881	$ 418,464	$ 371,988	$ 46,476
Other Professional Services	$ 4,213,025	$ 704,585	$ 1,294,824	$ 2,948	$ 1,026,363	$ 6,746	$ 1,163,374	$ 14,185	$ 1,343,366	$ 1,332,316	$ 11,050
Travel, Meetings, Trainings & Conferences	$ 420,790	$ 57,214	$ 156,398	$ 973	$ 92,692	$ 1,814	$ 107,483	$ 4,216	$ 87,932	$ 84,600	$ 3,332
Dues, Licenses and Fees	$ 336,560	$ 18,453	$ 136,964	$ 495	$ 112,528	$ 451	$ 66,055	$ 1,612	$ 45,583	$ 44,249	$ 1,334
Software and Hardware	$ 417,125	$ 59,141	$ 134,207	$ 1,416	$ 110,555	$ 2,003	$ 104,391	$ 5,413	$ 347,014	$ 342,655	$ 4,359
Depreciation & Amortization	$ 136,803	$ 14,088	$ 49,210	$ 340	$ 44,584	$ 489	$ 26,784	$ 1,308	$ 24,097	$ 23,045	$ 1,052
Office Rent and Equipment	$ 534,080	$ 76,366	$ 171,458	$ 1,782	$ 141,065	$ 2,470	$ 134,183	$ 6,757	$ 131,473	$ 126,024	$ 5,448
Materials Postage and Telephone	$ 52,164	$ 6,050	$ 18,121	$ 153	$ 16,222	$ 243	$ 10,760	$ 614	$ 10,018	$ 9,527	$ 491
Miscellaneous Expenses	$ 5,029	$ 639	$ 1,721	$ 20	$ 1,337	$ 43	$ 1,177	$ 92	$ 759	$ 687	$ 72
Expenditures	**$ 140,644,537**	**$ 17,074,629**	**$ 49,216,550**	**$ 586,596**	**$ 37,461,714**	**$ 1,386,039**	**$ 32,047,125**	**$ 2,871,883**	**$ 16,392,875**	**$ 14,160,693**	**$ 2,232,182**

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Program Costs	$ 132,255,625	$ 16,056,193	$ 46,280,970	$ 551,608	$ 35,227,265	$ 1,303,367	$ 30,135,636	$ 2,700,586	$ 15,415,103	$ 13,316,061	$ 2,099,041
Administrative Costs	$ 8,388,912	$ 1,018,437	$ 2,935,580	$ 34,988	$ 2,234,449	$ 82,672	$ 1,911,489	$ 171,297	$ 977,773	$ 844,632	$ 133,141
Management + General	$ 4,835,632	$ 587,059	$ 1,692,161	$ 20,168	$ 1,288,006	$ 47,655	$ 1,101,842	$ 98,741	$ 563,619	$ 486,872	$ 76,747
Communications + Outreach	$ 3,553,280	$ 431,378	$ 1,243,420	$ 14,820	$ 946,442	$ 35,017	$ 809,647	$ 72,556	$ 414,154	$ 357,759	$ 56,394
Expenditures	**$ 140,644,537**	**$ 17,074,629**	**$ 49,216,550**	**$ 586,596**	**$ 37,461,714**	**$ 1,386,039**	**$ 32,047,125**	**$ 2,871,883**	**$ 16,392,875**	**$ 14,160,693**	**$ 2,232,182**

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Electric Savings (kWh) Annual Goal	253,394,218	40,717,207	65,306,948	4,300,237	86,657,508	9,159,920	26,058,373	21,194,024	-	-	-
Levelized Cost per kWh saved	$ 0.052	$ 0.025	$ 0.058	$ 0.007	$ 0.034	$ 0.008	$ 0.077	$ 0.006	-	-	-
Renewables Generation (kWh) Annual Goal	-	-	-	-	-	-	-	-	14,854,225	13,554,225	1,300,000
Levelized Cost per kWh generated	-	-	-	-	-	-	-	-	$ 0.086	$ 0.052	$ 0.086
Electric Savings (kWh) - IRP Target	27,150,000	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	-	-	-

Action plan: 2024-2025
Pacific Power
October 4, 2023

The following information details key activities planned for Pacific Power customers, including joint activities with Energy Trust and Pacific Power. The information is not comprehensive of all activities serving Pacific Power customers. Activities directed to customers of all electric funding utilities can be found in Energy Trust action plans found in the Action Plan section of the budget packet. Budget tables are inclusive of all revenues, expenditures and energy goals for Pacific Power customers.

Contents

Informing the 2024 Pacific Power Action Plan

Engagement approach

In alignment with HB 3141, Energy Trust and its utility partners collaborated to co-produce the 2024-2025 Utility-Specific Action Plans. Energy Trust and Pacific Power engaged in six utility coordination meetings over the course of the budget and action plan development cycle to discuss activities planned that directly benefit Pacific Power customers, including work occurring in subgroup meetings. In April, Energy Trust conducted market intelligence gathering sessions with all five partner utilities and Energy Trust's three public advisory councils. In June, July and August, Energy Trust and Pacific Power staff met to discuss Pacific Power priorities for 2024-2025 and surface any topics that were not previously covered in market intelligence gathering or subgroup work.

Energy Trust and Pacific Power will continue to engage in partnership on new areas of work that are supported by the Oregon Public Utility Commission. New work areas include exploring new opportunities to increase savings to further increase savings to meet the state's clean energy goals, collaboration on resilience hubs, and continued work on projects related to electric vehicle charging and demand response. Energy Trust and Pacific Power will also collaborate on strategies to increase outreach to diverse communities in the Pacific Power service area to increase participation in energy efficiency programs and offerings.

Community feedback

Energy Trust sought community input from customers, utilities, communities, community-based organizations and Energy Trust's three advisory councils. Community feedback was also invited during the budget public comment period from October 4 to 18, 2023. Supplementary community insights were gleaned from Energy Trust program and outreach staff and market research. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Stakeholder feedback

Throughout 2023, Energy Trust staff consulted with key stakeholders including its three advisory councils, board, Oregon Public Utility Commission and utility partners for information and input to inform its annual business planning, budgeting and action planning process. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Pacific Power-specific 2024 Key Activities

Outreach and community engagement

- Partner with Pacific Power staff in outreach and community relations to share information about activities and coordinate plans.
- Encourage the sharing of our respective diversity, equity and inclusion (DEI) efforts to learn from one another and increase the potential for success.
- Explore opportunities to further collaborate with Pacific Power's Marketing and Outreach teams.
- Coordinate across programs on emerging community engagement activities, including the Pacific Power's Community Benefits and Impact Advisory Groups (CBIAG), local and state workshops related to Distribution Systems Planning and Clean Energy Plan, and other ongoing community events where education and awareness of Energy Trust's programs and services can support utility and community goals.
- As Pacific Power hosts forums to engage community members or design community efforts, such as the Community Benefits and Impacts Advisory Groups or Tribal Work Groups, bring forward content and information that would be of value for participants.
- At the frequency desired by Pacific Power, convene Energy Trust and utility staff for regular coordination regarding joint customer awareness building, program coordination, utility planning, community relationships, initiatives and grants, and insights on customer awareness and participation to align on opportunities to deliver greater community benefit together.
- New Energy Trust tribal outreach manager will work in concert with Pacific Power Tribal Relations staff and regional business managers to ensure coordination and not exhaust capacity constrained communities.
- Serve as point of contact for communities and for regional utility outreach managers sharing information about community needs and insights and jointly attend community events.
- Track on community-led energy sustainability or climate plan development to share information on activities and energy projects that may emerge from planning efforts. As requested, support counties developing energy resiliency plans funded through a to-be-developed ODOE grant program (funded through HB 3409).

Marketing

- Expand and build on ongoing collaboration efforts to align and leverage energy efficiency and demand respond program marketing for connected technologies.
- Co-develop marketing strategies to better reach and serve income-qualified customers.
- Implement program directed no-cost heat pumps and hybrid water heaters for energy burdened customers and support delivery of email and paper home energy reports.
- Collaborate on new or expand current cooperative marketing strategies to maximize savings, support targeted load management projects or other special initiatives, and better reach underserved audiences.
- Expand and further align cooperative marketing activities for online services and products, such as the Pacific Power Home and Business Energy Reports.

Energy efficiency activities

- Perform demographic and potential analyses to support geographically targeted efficiency and renewable activities.

- Continue to collaborate and coordinate with Pacific Power on distributed energy resources (DERs), including demand response, flexible load, and small-scale distributed generation and energy storage.
- Produce energy efficiency potential forecasts for Integrated Resource Plans.

Renewables, resiliency activities

- Collaborate with utilities on identifying and expanding residential and municipal resilience projects.
- Consider utilizing the “Solarize” model and other outreach methods to support utility efforts to expand solar and battery deployment in specific geographic areas.

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

- Develop Targeted Load Management offerings in PacifiCorp identified areas, with Prineville already identified for 2025.
- Coordinate and collaborate with PacifiCorp's distribution system planning team to analyze and review other areas for Targeted Load Management (TLM) – also known as Non-Wires Solutions - delivery in 2025 and beyond.
- Continue working with Pacific Power on projects related to electric vehicle charging.
- Collaborate on new or expand on current cooperative marketing campaigns and activities for Targeted Load Management (TLM) projects (i.e., electric non-traditional solutions).

Other

- Complete Energy Trust information systems enhancements needed to accommodate changes to utility customer information (UCI) data sharing files based on Pacific Power migration of billing system to their new Oracle platform.
- Collaborate with Pacific Power to incorporate Utility-Specific Action Planning (USAP) into the multi-year business planning approach that Energy Trust is exploring in order to successfully plan, manage and achieve ambitious 2030 clean energy goals.

Expected changes for 2025

- Explore additional opportunities to partner with utilities to develop locational clean energy solutions to meet grid and community needs and support climate resilience.
- Coordinate with utilities as new sources of funding become available to maximize support to customers experiencing low- and moderate-incomes and ensure that utility savings and decarbonization goals are achieved.

Pacific Power-specific 2024 Budget

2024 Portfolio Level

Financial Overview	OPUC Efficiency	OPUC Renewables	Total for Pacific Power
Beginning Net Assets	$ 5,726,072	$ 6,361,510	$ 12,087,583
Revenue	$ 89,640,481	$ 8,051,622	$ 96,018,542
Expenditures	$ 92,451,337	$ 8,791,667	$ 101,243,004
Net Income	$ (2,810,856)	$ (740,045)	$ (5,224,462)
Interest Income Distribution	$ 97,814	$ 116,696	$ 214,510
Transfer Between FS	$ -	$ -	$ -
Ending Net Assets	**$ 3,013,030**	**$ 5,738,162**	**$ 7,077,631**
Renewables Funds Dedicated		*$ 400,750*	
Renewables Funds Yet To Be Dedicated		*$ 5,337,412*	

Electric Savings and Generation Overview	OPUC Efficiency	OPUC Renewables	Total for Pacific Power
Electric Savings (kWh) Annual Goal	173,548,143	-	173,548,143
Levelized Cost per kWh saved	$ 0.053	-	$ 0.053
Renewables Generation (kWh) Annual Goal	-	16,515,450	16,515,450
Levelized Cost per kWh generated	-	$ 0.041	$ 0.041
Electric Savings (kWh) - IRP Target	21.95	-	21.95

2024 Combined Efficiency and Renewable Carbon Targets	Combined Savings and Generation Goal (kWh)	First Year Carbon (Metric Tons CO2e)	Lifetime Carbon (Metric Tons CO2e)
Pacific Power	190,063,593	79,240	549,088

Capacity Targets	Summer MW Based on 2022 Measure Mix	Winter MW Based on 2022 Measure Mix
Pacific Power	29.14	37.23

2024 Pacific Power-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Utility-invested Tariff Funds	OPUC Efficiency
Pacific Power	$

Pacific Power-specific 2024 Program Level Detail

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar
Incentives	$ 49,298,891	$ 2,605,230	$ 19,149,893	$ -	$ 15,032,359	$ -	$ 12,511,409	$ -	$ 4,983,250	$ 4,088,250
Program Delivery Contractors	$ 28,486,426	$ 2,269,541	$ 12,480,036	$ 325,731	$ 4,466,871	$ 912,823	$ 6,288,762	$ 1,742,662	$ 678,012	$ 556,012
Employee Salaries & Fringe Benefits	$ 7,198,088	$ 615,594	$ 2,521,848	$ 23,532	$ 1,915,954	$ 33,591	$ 1,997,379	$ 90,190	$ 1,565,030	$ 1,501,704
Agency Contractor Services	$ 452,878	$ 27,849	$ 176,992	$ 1,453	$ 118,248	$ 3,611	$ 117,459	$ 7,265	$ 198,281	$ 193,735
Planning and Evaluation Services	$ 1,368,749	$ 110,900	$ 495,172	$ 1,193	$ 363,814	$ 61	$ 394,849	$ 2,760	$ 33,513	$ 10,981
Advertising and Marketing Services	$ 1,420,935	$ 96,852	$ 500,711	$ 2,206	$ 302,621	$ 5,925	$ 501,102	$ 11,518	$ 227,333	$ 195,653
Other Professional Services	$ 2,928,481	$ 317,589	$ 1,045,481	$ 2,549	$ 700,679	$ 6,085	$ 843,628	$ 12,469	$ 768,990	$ 761,121
Travel, Meetings, Trainings & Conferences	$ 278,486	$ 22,419	$ 113,973	$ 637	$ 59,813	$ 1,317	$ 77,436	$ 2,892	$ 48,308	$ 46,425
Dues, Licenses and Fees	$ 250,599	$ 7,035	$ 106,384	$ 338	$ 87,074	$ 324	$ 48,323	$ 1,121	$ 26,165	$ 25,321
Software and Hardware	$ 250,844	$ 20,853	$ 89,641	$ 835	$ 65,649	$ 1,247	$ 69,356	$ 3,262	$ 158,040	$ 155,770
Depreciation & Amortization	$ 118,902	$ 7,452	$ 44,823	$ 300	$ 36,431	$ 457	$ 28,258	$ 1,182	$ 19,375	$ 18,556
Office Rent and Equipment	$ 357,881	$ 30,035	$ 127,522	$ 1,177	$ 93,565	$ 1,718	$ 99,311	$ 4,553	$ 78,671	$ 75,487
Materials Postage and Telephone	$ 36,751	$ 2,449	$ 14,031	$ 105	$ 11,253	$ 183	$ 8,293	$ 438	$ 6,259	$ 5,964
Miscellaneous Expenses	$ 3,426	$ 243	$ 1,327	$ 13	$ 871	$ 31	$ 878	$ 63	$ 440	$ 401
Expenditures	**$ 92,451,337**	**$ 6,134,041**	**$ 36,867,834**	**$ 360,069**	**$ 23,255,202**	**$ 967,373**	**$ 22,986,444**	**$ 1,880,374**	**$ 8,791,667**	**$ 7,635,379**

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar
Program Costs	$ 87,237,988	$ 5,788,141	$ 34,788,849	$ 339,765	$ 21,943,837	$ 912,823	$ 21,690,234	$ 1,774,340	$ 8,295,903	$ 7,204,818
Administrative Costs	$ 5,213,349	$ 345,900	$ 2,078,984	$ 20,304	$ 1,311,365	$ 54,550	$ 1,296,210	$ 106,035	$ 495,764	$ 430,561
Management + General	$ 3,110,521	$ 206,380	$ 1,240,417	$ 12,115	$ 782,420	$ 32,547	$ 773,378	$ 63,265	$ 295,795	$ 256,892
Communications + Outreach	$ 2,102,828	$ 139,520	$ 838,568	$ 8,190	$ 528,945	$ 22,003	$ 522,832	$ 42,770	$ 199,969	$ 173,669
Expenditures	**$ 92,451,337**	**$ 6,134,041**	**$ 36,867,834**	**$ 360,069**	**$ 23,255,202**	**$ 967,373**	**$ 22,986,444**	**$ 1,880,374**	**$ 8,791,667**	**$ 7,635,379**

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar
Electric Savings (kWh) Annual Goal	173,548,143	13,298,891	55,204,110	2,669,112	59,003,507	6,437,956	22,921,726	14,012,840	-	-
Levelized Cost per kWh saved	$ 0.053	$ 0.028	$ 0.054	$ 0.007	$ 0.034	$ 0.008	$ 0.077	$ 0.006	-	-
Renewables Generation (kWh) Annual Goal	-	-	-	-	-	-	-	-	16,515,450	16,515,450
Levelized Cost per kWh generated	-	-	-	-	-	-	-	-	$ 0.041	$ 0.023
Electric Savings (kWh) - IRP Target	21,950,040	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	-	-

Pacific Power-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency	OPUC Renewables	Total for Pacific Power
Beginning Net Assets	$ 3,013,030	$ 5,738,162	$ 7,077,631
Revenue	$ 95,640,481	$ 8,051,622	$ 102,018,542
Expenditures	$ 94,399,817	$ 10,827,048	$ 105,226,866
Net Income	$ 1,240,664	$ (2,775,426)	$ (3,208,324)
Interest Income Distribution	$ 136,747	$ 69,255	$ 206,003
Transfer Between FS	$ -	$ -	$ -
Ending Net Assets	**$ 4,390,441**	**$ 3,031,991**	**$ 4,075,310**
Renewables Funds Dedicated		*$ 200,000*	
Renewables Funds Yet To Be Dedicated		*$ 2,831,991*	

Electric Savings and Generation Overview	OPUC Efficiency	OPUC Renewables	Total for Pacific Power
Electric Savings (kWh) Annual Goal	195,469,516	-	195,469,516
Levelized Cost per kWh saved	$ 0.047	-	$ 0.047
Renewables Generation (kWh) Annual Goal	-	11,199,150	11,199,150
Levelized Cost per kWh generated	-	$ 0.075	$ 0.075
Electric Savings (kWh) - IRP Target	21.54	-	21.54

2025 Pacific Power-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Utility-invested Efficiency Funds	OPUC Efficiency
Pacific Power	$

Pacific Power-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Incentives	$ 48,663,519	$ 2,841,333	$ 16,356,106	$ -	$ 15,933,316	$ -	$ 13,532,764	$ -	$ 6,618,250	$ 4,763,250	$ 1,855,000
Program Delivery Contractors	$ 30,265,537	$ 2,479,818	$ 12,079,139	$ 381,367	$ 5,159,707	$ 943,817	$ 7,306,295	$ 1,915,394	$ 629,949	$ 557,949	$ 72,000
Employee Salaries & Fringe Benefits	$ 8,146,262	$ 690,318	$ 2,616,145	$ 29,220	$ 2,177,799	$ 39,847	$ 2,482,884	$ 110,050	$ 1,893,052	$ 1,775,314	$ 117,737
Agency Contractor Services	$ 357,669	$ 23,607	$ 127,235	$ 1,281	$ 99,447	$ 2,545	$ 97,828	$ 5,726	$ 89,449	$ 83,478	$ 5,971
Planning and Evaluation Services	$ 1,382,073	$ 178,596	$ 367,140	$ 4,084	$ 311,621	$ 200	$ 511,121	$ 9,311	$ 93,394	$ 72,594	$ 20,801
Advertising and Marketing Services	$ 1,513,683	$ 100,824	$ 481,837	$ 2,940	$ 312,836	$ 6,948	$ 593,901	$ 14,396	$ 272,945	$ 228,138	$ 44,807
Other Professional Services	$ 2,793,793	$ 275,689	$ 877,607	$ 2,135	$ 685,685	$ 4,885	$ 937,521	$ 10,272	$ 827,708	$ 817,103	$ 10,605
Travel, Meetings, Trainings & Conferences	$ 282,003	$ 22,387	$ 106,003	$ 705	$ 61,925	$ 1,314	$ 86,616	$ 3,053	$ 55,083	$ 51,885	$ 3,198
Dues, Licenses and Fees	$ 230,314	$ 7,220	$ 92,832	$ 359	$ 75,177	$ 327	$ 53,231	$ 1,167	$ 28,418	$ 27,138	$ 1,281
Software and Hardware	$ 278,482	$ 23,141	$ 90,963	$ 1,025	$ 73,858	$ 1,450	$ 84,125	$ 3,920	$ 214,332	$ 210,149	$ 4,184
Depreciation & Amortization	$ 91,783	$ 5,512	$ 33,353	$ 246	$ 29,785	$ 354	$ 21,584	$ 948	$ 15,143	$ 14,133	$ 1,010
Office Rent and Equipment	$ 356,438	$ 29,881	$ 116,211	$ 1,291	$ 94,241	$ 1,788	$ 108,133	$ 4,893	$ 82,519	$ 77,290	$ 5,229
Materials Postage and Telephone	$ 34,890	$ 2,367	$ 12,282	$ 111	$ 10,838	$ 176	$ 8,671	$ 445	$ 6,314	$ 5,843	$ 471
Miscellaneous Expenses	$ 3,370	$ 250	$ 1,167	$ 14	$ 893	$ 31	$ 949	$ 67	$ 491	$ 421	$ 69
Expenditures	**$ 94,399,817**	**$ 6,680,944**	**$ 33,358,018**	**$ 424,776**	**$ 25,027,128**	**$ 1,003,683**	**$ 25,825,625**	**$ 2,079,642**	**$ 10,827,048**	**$ 8,684,685**	**$ 2,142,363**

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Program Costs	$ 88,769,227	$ 6,282,451	$ 31,368,339	$ 399,440	$ 23,534,355	$ 943,817	$ 24,285,225	$ 1,955,600	$ 10,181,256	$ 8,166,677	$ 2,014,579
Administrative Costs	$ 5,630,590	$ 398,493	$ 1,989,679	$ 25,336	$ 1,492,773	$ 59,866	$ 1,540,400	$ 124,043	$ 645,792	$ 518,008	$ 127,784
Management + General	$ 3,245,649	$ 229,704	$ 1,146,913	$ 14,605	$ 860,481	$ 34,509	$ 887,935	$ 71,502	$ 372,255	$ 298,596	$ 73,659
Communications + Outreach	$ 2,384,941	$ 168,789	$ 842,766	$ 10,732	$ 632,292	$ 25,357	$ 652,465	$ 52,541	$ 273,537	$ 219,412	$ 54,125
Expenditures	**$ 94,399,817**	**$ 6,680,944**	**$ 33,358,018**	**$ 424,776**	**$ 25,027,128**	**$ 1,003,683**	**$ 25,825,625**	**$ 2,079,642**	**$ 10,827,048**	**$ 8,684,685**	**$ 2,142,363**

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	NEEA - Industrial	Residential	NEEA Residential	OPUC Renewables	Solar	Other Renewables
Electric Savings (kWh) Annual Goal	195,469,516	44,457,064	45,744,853	3,113,965	57,500,489	6,633,046	22,672,703	15,347,396	-	-	-
Levelized Cost per kWh saved	$ 0.047	$ 0.009	$ 0.057	$ 0.007	$ 0.037	$ 0.008	$ 0.085	$ 0.006	-	-	-
Renewables Generation (kWh) Annual Goal	-	-	-	-	-	-	-	-	11,199,150	10,213,150	986,000
Levelized Cost per kWh generated	-	-	-	-	-	-	-	-	$ 0.075	$ 0.043	$ 0.109
Electric Savings (kWh) - IRP Target	21,540,000	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	-	-	-

Action plan: 2024-2025
NW Natural
October 4, 2023

The following information details key activities planned for NW Natural customers, including joint activities with Energy Trust and NW Natural. The information is not comprehensive of all activities serving NW Natural customers. Activities directed to customers of all gas funding utilities can be found in Energy Trust action plans found in the Action Plan section of the budget packet. Budget tables are inclusive of all revenues, expenditures and energy goals for NW Natural customers.

Contents

Informing the 2024 NW Natural Action Plan

In alignment with HB 3141, Energy Trust and its utility partners collaborated to co-produce the 2024-2025 Utility-Specific Action Plans. Energy Trust and NW Natural engaged in six utility coordination meetings over the course of the budget and action plan development cycle to discuss activities planned that directly benefit NW Natural customers, including work occurring in subgroup meetings. In April, Energy Trust conducted market intelligence gathering sessions with all five partner utilities and Energy Trust's three public advisory councils. In June, July and August, Energy Trust and NW Natural staff met to discuss NW Natural priorities for 2024-2025 and surface any topics that were not previously covered in market intelligence gathering or subgroup work.

Energy Trust and NW Natural will continue to engage in partnership on new areas of work that are supported by the Oregon Public Utility Commission. New work areas include exploring opportunities to collaborate on a pilot program focused on behavioral energy efficiency, supporting NW Natural on identifying and implementing Targeted Load Management projects, serving gas transport customers and exploring a hybrid HVAC pilot. Energy Trust and NW Natural will also collaborate on strategies to increase outreach presence and implementation staff outside of the Portland Metro area through community-led efforts.

Community feedback

Energy Trust sought community input from customers, utilities, communities, community-based organizations and Energy Trust's three advisory councils. Community feedback was also invited during the budget public comment period from October 4 to 18, 2023. Supplementary community insights were gleaned from Energy Trust program and outreach staff and market research. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

NW Natural seeks direct feedback and recommendations from customers, and customer representatives, through their Community & Equity Advisory Group to ensure underrepresented voices and perspectives are being considered in utility planning. Insights from this group will be shared with Energy Trust as both

organizations work to understand barriers to equitable participation and formulate strategies to address those barriers.

Stakeholder feedback

Throughout 2023, Energy Trust staff consulted with key stakeholders including its three advisory councils, board, Oregon Public Utility Commission and utility partners for information and input to inform its annual business planning, budgeting and action planning process. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

NW Natural-specific 2024 Key Activities

Outreach and community engagement

- Partner and coordinate with NW Natural staff in outreach and community relations to share information about activities, and Cross promote programs by sharing marketing materials and providing lists of planned outreach events.
- Encourage the sharing of our respective diversity, equity and inclusion (DEI) efforts to learn from one another and increase the potential for success.
- Work with Energy Trust's Communications and Customer Service outreach team to coordinate with utilities on emerging community engagement activities and other ongoing community events where education and awareness of Energy Trust's programs and services can support utility and community goals.
- At the frequency desired by NW Natural, convene Energy Trust and utility staff for regular coordination regarding joint customer awareness building, program coordination, utility planning, community relationships, initiatives and grants, and to align on opportunities to deliver greater community benefit together.
- Meet with Clark Public Utilities' Commercial Account Manager(s) quarterly to discuss customer trends, needs and leads for potential project acquisition and partnership.
- Serve as point of contact for communities and for regional utility outreach managers sharing information about community needs and insights and jointly attend community events.
- Track on community-led energy sustainability or climate plan development to share information on activities and energy projects that may emerge from planning efforts.

Marketing

- Expand lead generation and communications to support NW Natural's Major Account Managers
- Continue offering gas furnace incentives for rental properties.
- Collaborate on new or expand on current cooperative marketing campaigns and activities for Targeted Load Management (TLM) projects (i.e., gas non-pipe solutions).
- Co-develop marketing strategies to better reach and serve income-qualified customers.

Energy efficiency activities

- Launch full outreach to NW Natural transport customers at midyear and explore launching Strategic Energy Management in advance to jumpstart the 2024 savings and project pipeline.
- Create systems enhancements to incorporate data and processing of program offers for transport gas customers of NW Natural.
- Increase Strategic Energy Management (SEM) program participation in Washington through the existing partnership with Clark Public Utilities and Energy Trust SW Washington customer sites. This effort includes an increased effort to offer the Building Operator Certificate training.
- Perform demographic and tracking analyses to support geographically targeted efficiency activities.
- Produce energy efficiency potential forecasts for Integrated Resource Plans.
- Continue coordination with NW Natural on Hybrid Heating Pilot with regards to recruitment, customer communications, and evaluation.

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

- Continue collaboration with NW Natural on opportunities for Targeted Load Management (TLM) projects to support utility's system needs as identified by their distribution systems planning analyses.

Other

- Collaborate with NW Natural to incorporate Utility-Specific Action Planning (USAP) into the multi-year business planning approach that Energy Trust is exploring in order to successfully plan, manage and achieve ambitious 2030 clean energy goals.

Expected changes for 2025

- Explore additional opportunities to partner with NW Natural to develop locational clean energy solutions to meet grid and community needs and support climate resilience.
- Conduct focused research and development to address the needs of expiring measures, support small businesses, adapt to code changes, develop new ways of identifying savings opportunities with customers, and research the ability to develop packages of measures tailored to specific market segments.
- Continually adapt program approaches to reach small businesses, rural areas, businesses owned by priority community populations, and workforce development based on community engagement and lessons learned from prior program activities (i.e., small business focus groups).
- The 2025 program year will be the first where a whole-home new homes offering is not available in Washington.
- Coordinate with utilities as new sources of funding become available to maximize support to customers experiencing low- and moderate-incomes and ensure that utility savings and decarbonization goals are achieved.

NW Natural-specific 2024 Budget

2024 Portfolio Level

Financial Overview	OPUC Efficiency	Industrial DSM	Washington	Total for NW Natural
Beginning Net Assets	$ 13,058,972	$ 4,604,543	$ 294,660	$ 17,958,175
Revenue	$ 27,832,920	$ 9,231,588	$ 3,810,185	$ 40,874,693
Expenditures	$ 29,557,472	$ 11,719,032	$ 3,621,058	$ 44,897,562
Net Income	$ (1,724,552)	$ (2,487,444)	$ 189,127	$ (4,022,869)
Interest Income Distribution	$ 253,480	$ 76,085	$ 8,812	$ 338,376
Transfer Between FS	$ -	$ -	$ -	$ -
Ending Net Assets	**$ 11,587,899**	**$ 2,193,184**	**$ 492,598**	**$ 14,273,681**

Gas Savings Overview	OPUC Efficiency	Industrial DSM	Total for NW Natural Oregon	Washington
Gas Savings (therms) Annual Goal	3,352,453	2,276,553	5,629,006	235,361
Levelized Cost per therm saved	$ 0.631	$ 0.571	$ 0.599	$ 1.115
Gas Savings (therms) - IRP Target	7,702,680	-	7,702,680	-

2024 Carbon Targets	First Year Carbon (Metric Tons CO2)	Lifetime Carbon (Metric Tons CO2)
NW Natural (OR, DSM, Transport, WA)	31,626	556,611

2024 NW Natural-invested Efficiency Funds

NW Natural does not intend to use public purpose funding through Schedule 350 on energy efficiency programs outside of Energy Trust.

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Utility-invested Tariff Funds	OPUC Efficiency
NW Natural Transport	1,417,227

NW Natural-specific 2024 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Industrial DSM	Washington
Incentives	$ 14,752,569	$ 511,807	$ 2,883,808	$ -	$ 474,690	$ 10,882,264	$ -	$ 6,309,162	$ 1,583,524
Program Delivery Contractors	$ 9,896,635	$ 439,284	$ 2,753,873	$ 793,572	$ 130,423	$ 5,722,428	$ 57,054	$ 3,657,391	$ 963,446
Employee Salaries & Fringe Benefits	$ 2,446,359	$ 120,676	$ 449,158	$ 57,331	$ 59,362	$ 1,756,880	$ 2,953	$ 881,311	$ 601,488
Agency Contractor Services	$ 147,495	$ 5,495	$ 31,511	$ 3,540	$ 3,659	$ 103,052	$ 238	$ 57,785	$ 19,588
Planning and Evaluation Services	$ 299,827	$ 37,149	$ 79,202	$ 2,907	$ 10,480	$ 169,999	$ 90	$ 157,013	$ 18,156
Advertising and Marketing Services	$ 578,244	$ 18,997	$ 89,187	$ 5,373	$ 9,374	$ 454,935	$ 377	$ 156,570	$ 24,865
Other Professional Services	$ 1,018,265	$ 62,067	$ 186,285	$ 6,209	$ 19,938	$ 743,358	$ 408	$ 331,826	$ 267,603
Travel, Meetings, Trainings & Conferences	$ 96,307	$ 4,396	$ 20,301	$ 1,552	$ 1,852	$ 68,109	$ 95	$ 33,552	$ 23,630
Dues, Licenses and Fees	$ 66,482	$ 1,378	$ 18,959	$ 824	$ 2,701	$ 42,583	$ 37	$ 38,300	$ 57,067
Software and Hardware	$ 85,222	$ 4,090	$ 15,965	$ 2,035	$ 2,034	$ 60,992	$ 107	$ 30,739	$ 21,236
Depreciation & Amortization	$ 36,204	$ 1,462	$ 7,985	$ 732	$ 1,129	$ 24,858	$ 39	$ 16,152	$ 7,521
Office Rent and Equipment	$ 121,863	$ 5,889	$ 22,712	$ 2,868	$ 2,899	$ 87,346	$ 149	$ 43,778	$ 30,437
Materials Postage and Telephone	$ 10,886	$ 481	$ 2,499	$ 255	$ 349	$ 7,288	$ 14	$ 5,022	$ 2,322
Miscellaneous Expenses	$ 1,114	$ 48	$ 236	$ 31	$ 27	$ 770	$ 2	$ 430	$ 176
Expenditures	**$ 29,557,472**	**$ 1,213,218**	**$ 6,561,682**	**$ 877,228**	**$ 718,917**	**$ 20,124,864**	**$ 61,563**	**$ 11,719,032**	**$ 3,621,058**

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Industrial DSM	Washington
Program Costs	$ 27,890,721	$ 1,144,805	$ 6,191,667	$ 827,761	$ 678,377	$ 18,990,019	$ 58,091	$ 11,058,193	$ 3,416,866
Administrative Costs	$ 1,666,752	$ 68,414	$ 370,015	$ 49,467	$ 40,540	$ 1,134,845	$ 3,472	$ 660,839	$ 204,192
Management + General	$ 994,460	$ 40,819	$ 220,767	$ 29,514	$ 24,188	$ 677,100	$ 2,071	$ 394,286	$ 121,830
Communications + Outreach	$ 672,292	$ 27,595	$ 149,247	$ 19,953	$ 16,352	$ 457,745	$ 1,400	$ 266,552	$ 82,362
Expenditures	**$ 29,557,472**	**$ 1,213,218**	**$ 6,561,682**	**$ 877,228**	**$ 718,917**	**$ 20,124,864**	**$ 61,563**	**$ 11,719,032**	**$ 3,621,058**

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Industrial DSM	Washington
Gas Savings (therms) Annual Goal	3,352,453	310,198	901,621	120,737	174,865	1,836,352	8,680	2,276,553	235,361
Levelized Cost per therm saved	$ 0.631	$ 0.217	$ 0.514	$ 0.382	$ 0.296	$ 0.377	$ 0.401	$ 0.571	$ 1.115
Gas Savings (therms) - IRP Target	7,702,680	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	-	-

NW Natural-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency	Industrial DSM	Washington	Total for NW Natural
Beginning Net Assets	$ 11,587,899	$ 2,193,184	$ 492,598	$ 14,273,681
Revenue	$ 27,832,920	$ 11,331,588	$ 4,010,185	$ 43,174,693
Expenditures	$ 31,167,866	$ 12,305,607	$ 3,844,394	$ 47,317,868
Net Income	$ (3,334,946)	$ (974,019)	$ 165,791	$ (4,143,175)
Interest Income Distribution	$ 260,461	$ 64,215	$ 21,660	$ 346,335
Transfer Between FS	$ -	$ -	$ -	$ -
Ending Net Assets	**$ 8,513,414**	**$ 1,283,379**	**$ 680,049**	**$ 10,476,842**

Gas Savings Overview	OPUC Efficiency	Industrial DSM	Total for NW Natural Oregon	Washington
Gas Savings (therms) Annual Goal	3,717,481	2,047,423	5,764,904	262,138
Levelized Cost per therm saved	$ 0.593	$ 0.629	$ 0.591	$ 1.086
Gas Savings (therms) - IRP Target	8,321,760	-	8,321,760	-

2025 NW Natural-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Utility-invested Tariff Funds	OPUC Efficiency
NW Natural Transport	2,667,227

NW Natural-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Industrial DSM	Washington
Incentives	$ 15,300,488	$ 571,892	$ 3,019,968	$ -	$ 524,079	$ 11,184,549	$ -	$ 6,552,150	$ 1,693,006
Program Delivery Contractors	$ 10,423,460	$ 492,369	$ 3,002,518	$ 908,969	$ 136,779	$ 5,811,659	$ 71,165	$ 3,889,753	$ 912,836
Employee Salaries & Fringe Benefits	$ 2,853,423	$ 138,757	$ 553,751	$ 69,644	$ 68,187	$ 2,018,995	$ 4,089	$ 1,017,786	$ 704,561
Agency Contractor Services	$ 117,429	$ 4,766	$ 26,926	$ 3,052	$ 3,113	$ 79,359	$ 213	$ 47,863	$ 19,146
Planning and Evaluation Services	$ 374,492	$ 52,047	$ 69,728	$ 9,734	$ 10,426	$ 232,211	$ 346	$ 143,919	$ 43,967
Advertising and Marketing Services	$ 638,000	$ 20,286	$ 101,992	$ 7,009	$ 9,794	$ 498,385	$ 535	$ 166,566	$ 29,835
Other Professional Services	$ 1,030,629	$ 55,224	$ 185,832	$ 5,088	$ 19,752	$ 764,351	$ 382	$ 318,777	$ 293,342
Travel, Meetings, Trainings & Conferences	$ 101,120	$ 4,500	$ 22,440	$ 1,680	$ 1,939	$ 70,448	$ 113	$ 35,042	$ 25,606
Dues, Licenses and Fees	$ 67,751	$ 1,450	$ 19,659	$ 855	$ 2,355	$ 43,389	$ 43	$ 35,436	$ 57,679
Software and Hardware	$ 97,196	$ 4,653	$ 19,253	$ 2,443	$ 2,312	$ 68,388	$ 146	$ 34,943	$ 24,573
Depreciation & Amortization	$ 27,274	$ 1,109	$ 7,061	$ 586	$ 933	$ 17,550	$ 35	$ 13,410	$ 5,792
Office Rent and Equipment	$ 124,733	$ 6,007	$ 24,598	$ 3,076	$ 2,951	$ 87,920	$ 182	$ 44,619	$ 31,529
Materials Postage and Telephone	$ 10,740	$ 477	$ 2,600	$ 264	$ 339	$ 7,044	$ 17	$ 4,911	$ 2,342
Miscellaneous Expenses	$ 1,130	$ 51	$ 247	$ 34	$ 28	$ 768	$ 2	$ 435	$ 180
Expenditures	**$ 31,167,866**	**$ 1,353,587**	**$ 7,056,574**	**$ 1,012,434**	**$ 782,986**	**$ 20,885,017**	**$ 77,267**	**$ 12,305,607**	**$ 3,844,394**

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Industrial DSM	Washington
Program Costs	$ 29,308,822	$ 1,272,850	$ 6,635,677	$ 952,046	$ 736,284	$ 19,639,306	$ 72,659	$ 11,571,625	$ 3,615,091
Administrative Costs	$ 1,859,045	$ 80,736	$ 420,898	$ 60,388	$ 46,702	$ 1,245,712	$ 4,609	$ 733,983	$ 229,303
Management + General	$ 1,071,612	$ 46,539	$ 242,619	$ 34,809	$ 26,921	$ 718,067	$ 2,657	$ 423,091	$ 132,178
Communications + Outreach	$ 787,433	$ 34,197	$ 178,279	$ 25,578	$ 19,782	$ 527,644	$ 1,952	$ 310,892	$ 97,126
Expenditures	**$ 31,167,866**	**$ 1,353,587**	**$ 7,056,574**	**$ 1,012,434**	**$ 782,986**	**$ 20,885,017**	**$ 77,267**	**$ 12,305,607**	**$ 3,844,394**

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Industrial DSM	Washington
Gas Savings (therms) Annual Goal	3,717,481	313,826	930,130	110,873	189,978	2,163,994	8,680	2,047,423	262,138
Levelized Cost per therm saved	$ 0.593	$ 0.240	$ 0.531	$ 0.481	$ 0.297	$ 0.331	$ 0.503	$ 0.629	$ 1.086
Gas Savings (therms) - IRP Target	8,321,760	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	-	-

Action plan: 2024-2025
Cascade Natural Gas
October 4, 2023

The following information details key activities planned for Cascade Natural Gas customers, including joint activities with Energy Trust and Cascade Natural Gas. The information is not comprehensive of all activities serving Cascade Natural Gas customers. Activities directed to customers of all gas funding utilities can be found in Energy Trust action plans found in the Action Plan section of the budget packet. Budget tables are inclusive of all revenues, expenditures and energy goals for Cascade Natural Gas customers.

Contents

Informing the 2024 Cascade Natural Gas Action Plan

In alignment with HB 3141, Energy Trust and its utility partners collaborated to co-produce the 2024-2025 Utility-Specific Action Plans. Energy Trust and Cascade Natural Gas engaged in six utility coordination meetings over the course of the budget and action plan development cycle to discuss activities planned that directly benefit Cascade Natural Gas customers, including work occurring in subgroup meetings. In April, Energy Trust conducted market intelligence gathering sessions with all five partner utilities and Energy Trust's three public advisory councils. In June, July and August, Energy Trust and Cascade Natural Gas staff met to discuss Cascade Natural Gas priorities for 2024-2025 and surface any topics that were not previously covered in market intelligence gathering or subgroup work.

Energy Trust and Cascade Natural Gas will continue to engage in partnership on new areas of work that are supported by the Oregon Public Utility Commission. Work areas include collaboration on targeted load management projects and continued exploration of serving interruptible and gas transport customers. Energy Trust and Cascade Natural Gas will also collaborate on strategies to increase outreach to communities in the Cascade Natural Gas service area to better reach and serve income-qualified customers.

Community feedback

Energy Trust sought community input from customers, utilities, communities, community-based organizations and Energy Trust's three advisory councils. Community feedback was also invited during the budget public comment period from October 4 to 18, 2023. Supplementary community insights were gleaned from Energy Trust program and outreach staff and market research. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Stakeholder feedback

Throughout 2023, Energy Trust staff consulted with key stakeholders including its three advisory councils, board, Oregon Public Utility Commission and utility partners for information and input to inform its annual

business planning, budgeting and action planning process. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Cascade Natural Gas-specific 2024 Key Activities

Outreach and community engagement

- Partner with Cascade Natural Gas staff in outreach and community relations to share information about activities and coordinate plans.
- Encourage the sharing of our respective diversity, equity and inclusion (DEI) efforts to t learn from one another and increase the potential for success.
- Work with Energy Trust's Communications and Customer Service outreach team to coordinate with utilities on emerging community engagement activities and ongoing community events where education and awareness of Energy Trust's programs and services can support utility and community goals.
- At the frequency desired by Cascade Natural Gas, convene Energy Trust and utility staff for regular coordination regarding joint customer awareness building, program coordination, utility planning, community relationships, initiatives and grants, and to align on opportunities to deliver greater community benefit together.
- Serve as point of contact for communities and for regional utility outreach managers sharing information about community needs and insights and jointly attend community events.
- Track on community-led energy sustainability or climate plan development to share information on activities and energy projects that may emerge from planning efforts.

Marketing

- Collaborate on new or expand on current cooperative marketing campaigns and activities for Targeted Load Management (TLM) projects (i.e., gas non-pipe solutions).
- Co-develop marketing strategies to better reach and serve income-qualified customers with a focus on coordination with EUVALCREE.
- Collaborate on new or expand current cooperative marketing strategies to maximize savings, support targeted load management projects or other special initiatives, and better reach underserved audiences.

Energy efficiency activities

- Perform demographic and tracking analyses to support geographically targeted efficiency and renewable activities.
- Produce energy efficiency potential forecasts for Integrated Resource Plans.
- Explore opportunities for serving Cascade Natural Gas transport customers.

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

- Continue collaboration with Cascade Natural Gas on opportunities for Targeted Load Management (TLM) projects – Non-Pipe Solutions – to support utility system needs as identified by their distribution systems planning analyses.

Other

- Collaborate with Cascade Natural Gas to incorporate Utility-Specific Action Planning (USAP) into the multi-year business planning approach that Energy Trust is exploring in order to successfully plan, manage and achieve ambitious 2030 clean energy goals.

Expected changes for 2025

- Explore additional opportunities to partner to develop locational clean energy solutions to meet grid and community needs and support climate resilience.

- Coordinate with utilities as new sources of funding become available to maximize support to customers experiencing low- and moderate-incomes and ensure that utility savings and decarbonization goals are achieved.

Cascade Natural Gas-specific 2024 Budget

2024 Portfolio Level

Financial Overview	OPUC Efficiency	Total for Cascade Natural Gas
Beginning Net Assets	$ 3,298,239	$ 3,298,239
Revenue	$ 3,220,276	$ 3,220,276
Expenditures	$ 4,469,393	$ 4,469,393
Net Income	$ (1,249,117)	$ (1,249,117)
Interest Income Distribution	$ 60,529	$ 60,529
Transfer Between FS	$ -	$ -
Ending Net Assets	**$ 2,109,650**	**$ 2,109,650**

Gas Savings Overview	OPUC Efficiency	Total for Cascade Natural Gas
Gas Savings (therms) Annual Goal	576,443	576,443
Levelized Cost per therm saved	$ 0.641	$ 0.641
Gas Savings (therms) - IRP Target	923,520	923,520

2024 Carbon Targets	First Year Carbon (Metric Tons CO2)	Lifetime Carbon (Metric Tons CO2)
Cascade Natural Gas	3,059	59,410

2024 Cascade Natural Gas-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Cascade Natural Gas does not have any planned efficiency efforts with public purpose funds outside of the Energy Trust and low-income programs in 2024.

Utility-invested Tariff Funds	OPUC Efficiency
Cascade Natural Gas	-

Cascade Natural Gas-specific 2024 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Incentives	$ 2,173,813	$ 76,183	$ 742,082	$ -	$ 302,980	$ 1,052,568	$ -
Program Delivery Contractors	$ 1,585,212	$ 65,388	$ 708,646	$ 102,817	$ 142,095	$ 558,873	$ 7,392
Employee Salaries & Fringe Benefits	$ 355,239	$ 17,963	$ 115,581	$ 7,428	$ 43,662	$ 170,224	$ 383
Agency Contractor Services	$ 22,092	$ 818	$ 8,109	$ 459	$ 2,691	$ 9,985	$ 31
Planning and Evaluation Services	$ 50,478	$ 5,530	$ 20,381	$ 377	$ 7,708	$ 16,471	$ 12
Advertising and Marketing Services	$ 74,881	$ 2,828	$ 22,950	$ 696	$ 6,895	$ 41,463	$ 49
Other Professional Services	$ 144,721	$ 9,239	$ 47,936	$ 804	$ 14,665	$ 72,024	$ 53
Travel, Meetings, Trainings & Conferences	$ 14,053	$ 654	$ 5,224	$ 201	$ 1,362	$ 6,599	$ 12
Dues, Licenses and Fees	$ 11,308	$ 205	$ 4,879	$ 107	$ 1,987	$ 4,126	$ 5
Software and Hardware	$ 12,400	$ 609	$ 4,108	$ 264	$ 1,496	$ 5,909	$ 14
Depreciation & Amortization	$ 5,611	$ 218	$ 2,055	$ 95	$ 831	$ 2,408	$ 5
Office Rent and Equipment	$ 17,707	$ 877	$ 5,844	$ 372	$ 2,132	$ 8,463	$ 19
Materials Postage and Telephone	$ 1,712	$ 72	$ 643	$ 33	$ 256	$ 706	$ 2
Miscellaneous Expenses	$ 167	$ 7	$ 61	$ 4	$ 20	$ 75	$ -
Expenditures	**$ 4,469,393**	**$ 180,589**	**$ 1,688,499**	**$ 113,656**	**$ 528,780**	**$ 1,949,893**	**$ 7,976**

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Program Costs	$ 4,217,363	$ 170,405	$ 1,593,284	$ 107,247	$ 498,962	$ 1,839,938	$ 7,526
Administrative Costs	$ 252,030	$ 10,183	$ 95,215	$ 6,409	$ 29,818	$ 109,955	$ 450
Management + General	$ 150,373	$ 6,076	$ 56,809	$ 3,824	$ 17,791	$ 65,604	$ 268
Communications + Outreach	$ 101,657	$ 4,108	$ 38,405	$ 2,585	$ 12,027	$ 44,351	$ 181
Expenditures	**$ 4,469,393**	**$ 180,589**	**$ 1,688,499**	**$ 113,656**	**$ 528,780**	**$ 1,949,893**	**$ 7,976**

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Gas Savings (therms) Annual Goal	576,443	39,362	254,865	15,643	82,835	182,613	1,125
Levelized Cost per therm saved	$ 0.641	$ 0.237	$ 0.633	$ 0.382	$ 0.427	$ 0.359	$ 0.401
Gas Savings (therms) - IRP Target	923,520	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency

Cascade Natural Gas-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency	Total for Cascade Natural Gas
Beginning Net Assets	$ 2,109,650	$ 2,109,650
Revenue	$ 3,220,275	$ 3,220,275
Expenditures	$ 4,319,066	$ 4,319,066
Net Income	$ (1,098,791)	$ (1,098,791)
Interest Income Distribution	$ 58,723	$ 58,723
Transfer Between FS	$ -	$ -
Ending Net Assets	**$ 1,069,581**	**$ 1,069,581**

Gas Savings Overview	OPUC Efficiency	Total for Cascade Natural Gas
Gas Savings (therms) Annual Goal	583,202	583,202
Levelized Cost per therm saved	$ 0.596	$ 0.596
Gas Savings (therms) - IRP Target	976,680	976,680

2025 Cascade Natural Gas-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust

Utility-invested Tariff Funds	OPUC Efficiency
Cascade Natural Gas	$

Cascade Natural Gas-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Incentives	$ 2,050,734	$ 99,239	$ 755,946	$ -	$ 346,198	$ 849,351	$ -
Program Delivery Contractors	$ 1,559,523	$ 85,440	$ 751,578	$ 117,769	$ 145,129	$ 450,388	$ 9,220
Employee Salaries & Fringe Benefits	$ 377,082	$ 24,078	$ 138,613	$ 9,023	$ 50,695	$ 154,143	$ 530
Agency Contractor Services	$ 16,363	$ 827	$ 6,740	$ 395	$ 2,314	$ 6,059	$ 28
Planning and Evaluation Services	$ 53,272	$ 9,032	$ 17,454	$ 1,261	$ 7,752	$ 17,729	$ 45
Advertising and Marketing Services	$ 73,221	$ 3,520	$ 25,530	$ 908	$ 7,281	$ 35,912	$ 69
Other Professional Services	$ 129,849	$ 9,583	$ 46,517	$ 659	$ 14,685	$ 58,356	$ 49
Travel, Meetings, Trainings & Conferences	$ 13,450	$ 781	$ 5,617	$ 218	$ 1,441	$ 5,378	$ 15
Dues, Licenses and Fees	$ 10,352	$ 252	$ 4,921	$ 111	$ 1,751	$ 3,313	$ 6
Software and Hardware	$ 12,903	$ 807	$ 4,819	$ 317	$ 1,719	$ 5,221	$ 19
Depreciation & Amortization	$ 4,074	$ 192	$ 1,768	$ 76	$ 694	$ 1,340	$ 5
Office Rent and Equipment	$ 16,528	$ 1,042	$ 6,157	$ 399	$ 2,194	$ 6,712	$ 24
Materials Postage and Telephone	$ 1,560	$ 83	$ 651	$ 34	$ 252	$ 538	$ 2
Miscellaneous Expenses	$ 155	$ 9	$ 62	$ 4	$ 21	$ 59	$ -
Expenditures	**$ 4,319,066**	**$ 234,885**	**$ 1,766,373**	**$ 131,174**	**$ 582,126**	**$ 1,594,498**	**$ 10,011**

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Program Costs	$ 4,061,450	$ 220,875	$ 1,661,015	$ 123,350	$ 547,405	$ 1,499,392	$ 9,414
Administrative Costs	$ 257,616	$ 14,010	$ 105,357	$ 7,824	$ 34,722	$ 95,106	$ 597
Management + General	$ 148,498	$ 8,076	$ 60,731	$ 4,510	$ 20,015	$ 54,822	$ 344
Communications + Outreach	$ 109,118	$ 5,934	$ 44,626	$ 3,314	$ 14,707	$ 40,284	$ 253
Expenditures	**$ 4,319,066**	**$ 234,885**	**$ 1,766,373**	**$ 131,174**	**$ 582,126**	**$ 1,594,498**	**$ 10,011**

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential
Gas Savings (therms) Annual Goal	583,202	47,924	236,466	14,365	84,625	198,698	1,125
Levelized Cost per therm saved	$ 0.596	$ 0.254	$ 0.668	$ 0.481	$ 0.461	$ 0.271	$ 0.503
Gas Savings (therms) - IRP Target	976,680	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency

Action plan: 2024-2025
Avista
October 4, 2023

The following information details key activities planned for Avista customers, including joint activities with Energy Trust and Avista. The information is not comprehensive of all activities serving Avista customers. Activities directed to customers of all gas funding utilities can be found in Energy Trust action plans found in the Action Plan section of the budget packet. Budget tables are inclusive of all revenues, expenditures and energy goals for Avista customers.

Contents

Informing the 2024 Avista Action Plan

Engagement approach

In alignment with HB 3141, Energy Trust and its utility partners collaborated to co-produce the 2024-2025 Utility-Specific Action Plans. Energy Trust and Avista engaged in six utility coordination meetings over the course of the budget and action plan development cycle to discuss activities planned that directly benefit Avista customers, including work occurring in subgroup meetings. In April, Energy Trust conducted market intelligence gathering sessions with all five partner utilities and Energy Trust's three public advisory councils. In June, July and August, Energy Trust and Avista staff met to discuss Avista priorities for 2024-2025 and surface any topics that were not previously covered in market intelligence gathering or subgroup work.

Energy Trust and Avista will continue to engage in partnership on new areas of work that are supported by the Oregon Public Utility Commission. New work areas include exploring a targeted load management energy efficiency program, developing low-income efficiency program offerings and serving gas transport customers. Energy Trust and Avista will also collaborate on strategies to increase outreach to diverse communities in the Avista service area to increase participation in energy efficiency programs and offerings.

Community feedback

Energy Trust sought community input from customers, utilities, communities, community-based organizations and Energy Trust's three advisory councils. Community feedback was also invited during the budget public comment period from October 4 to 18, 2023. Supplementary community insights were gleaned from Energy Trust program and outreach staff and market research. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Stakeholder feedback

Throughout 2023, Energy Trust staff consulted with key stakeholders including its three advisory councils, board, Oregon Public Utility Commission and utility partners for information and input to inform its annual business planning, budgeting and action planning process. Themes from community and stakeholder feedback are summarized in the Market Intelligence Memo.

Avista-specific 2024 Key Activities

Outreach and community engagement

- Partner with Avista staff in outreach and community relations to share information about activities and coordinate plans.
- Coordinate on emerging community engagement activities and ongoing community events where education and awareness of Energy Trust's programs and services can support utility and community goals.
- At the frequency desired by Avista, convene Energy Trust and utility staff for regular coordination regarding joint customer awareness building, program coordination, utility planning, community relationships, initiatives and grants, and to align on opportunities to deliver greater community benefit together.
- Serve as point of contact for communities and for regional Avista outreach managers sharing information about community needs and insights and jointly attend community events.
- Track on community-led energy sustainability or climate plan development to share information on activities and energy projects that may emerge from planning efforts.

Marketing

- Co-develop marketing strategies to better reach and serve income-qualified customers.
- Collaborate on new or expand current cooperative marketing strategies to maximize savings, support targeted load management projects or other special initiatives, and better reach underserved audiences.
- Communicate strategies and tactics for Residential, Business, Industrial and Energy Trust Organizational marketing with utility on an ongoing basis to create awareness or obtain feedback.

Energy efficiency activities

- Ramp up program engagement with Avista transport customers.
- Communicate with Avista on progress of program pipelines and opportunities for interruptible and transport gas customers.
- Perform demographic and tracking analyses to support geographically targeted efficiency and activities.
- Produce energy efficiency potential forecasts for Integrated Resource Plans.

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

- Continue collaboration with Avista on opportunities for Targeted Load Management (TLM) projects to support Avista's utility system needs as identified by their distribution systems planning analyses.
- Coordinate and communicate progress of hybrid heating pilot with utility and inform about NEEA aligned work.
- Develop Low-Income Co-funding with Avista with a focus on coordination with Lake County Resources Initiatives (LCRI) and others as opportunities evolve.

Other

- Collaborate with Avista to incorporate Utility-Specific Action Planning (USAP) into the multi-year business planning approach that Energy Trust is exploring in order to successfully plan, manage and achieve ambitious 2030 clean energy goals.

Expected changes for 2025

- Explore additional opportunities to partner with utilities to develop locational clean energy solutions to meet distribution and community needs and support climate resilience.
- Coordinate with Avista as new sources of funding become available to maximize support to customers experiencing low- and moderate-incomes and ensure that utility savings and decarbonization goals are achieved.
- Collaborate with NEEA, utility, and others to accelerate natural gas emerging technology and market transformation activities.

Avista-specific 2024 Budget

2024 Portfolio Level

Financial Overview	OPUC Efficiency	Interruptible	Total for Avista
Beginning Net Assets	$ 548,426	$ 176,997	$ 725,424
Revenue	$ 4,843,292	$ 320,000	$ 5,043,292
Expenditures	$ 4,893,964	$ 412,000	$ 5,305,964
Net Income	$ (50,672)	$ (92,000)	$ (262,672)
Interest Income Distribution	$ 10,144	$ 3,305	$ 13,449
Transfer Between FS	$ -	$ -	$ -
Ending Net Assets	**$ 507,898**	**$ 88,303**	**$ 476,201**

Gas Savings Overview	OPUC Efficiency	Interruptible	Total for Avista
Gas Savings (therms) Annual Goal	457,804	89,214	547,018
Levelized Cost per therm saved	$ 0.745	$ 0.446	$ 0.714
Gas Savings (therms) - IRP Target	653,880	-	653,880

2024 Gas Utility Carbon Targets	First Year Carbon (Metric Tons CO2)	Lifetime Carbon (Metric Tons CO2)
Avista	3,450	81,479

2024 Avista-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust.

Utility-invested Tariff Funds	OPUC Tariff
Avista transport	$550,000

Avista-specific 2024 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Incentives	$ 2,300,400	$ 50,716	$ 373,759	$ -	$ 71,985	$ 1,803,940	$ -	$ 225,503
Program Delivery Contractors	$ 1,783,420	$ 43,530	$ 478,789	$ 109,236	$ 18,051	$ 1,125,960	$ 7,854	$ 124,492
Employee Salaries & Fringe Benefits	$ 406,510	$ 11,958	$ 67,923	$ 7,892	$ 8,833	$ 309,498	$ 406	$ 31,309
Agency Contractor Services	$ 24,528	$ 544	$ 4,765	$ 487	$ 544	$ 18,154	$ 33	$ 2,038
Planning and Evaluation Services	$ 47,578	$ 3,681	$ 11,977	$ 400	$ 1,559	$ 29,948	$ 12	$ 5,575
Advertising and Marketing Services	$ 92,943	$ 1,882	$ 13,487	$ 740	$ 1,395	$ 75,387	$ 52	$ 5,491
Other Professional Services	$ 169,151	$ 6,150	$ 28,171	$ 855	$ 2,967	$ 130,953	$ 56	$ 11,645
Travel, Meetings, Trainings & Conferences	$ 16,006	$ 436	$ 3,070	$ 214	$ 276	$ 11,998	$ 13	$ 1,167
Dues, Licenses and Fees	$ 11,026	$ 137	$ 2,867	$ 113	$ 402	$ 7,502	$ 5	$ 1,367
Software and Hardware	$ 14,162	$ 405	$ 2,414	$ 280	$ 303	$ 10,745	$ 15	$ 1,090
Depreciation & Amortization	$ 6,005	$ 145	$ 1,207	$ 101	$ 168	$ 4,379	$ 5	$ 576
Office Rent and Equipment	$ 20,252	$ 584	$ 3,435	$ 395	$ 431	$ 15,387	$ 21	$ 1,552
Materials Postage and Telephone	$ 1,798	$ 48	$ 378	$ 35	$ 52	$ 1,284	$ 2	$ 179
Miscellaneous Expenses	$ 185	$ 5	$ 36	$ 4	$ 4	$ 136	$ -	$ 15
Expenditures	**$ 4,893,964**	**$ 120,220**	**$ 992,278**	**$ 120,752**	**$ 106,970**	**$ 3,545,270**	**$ 8,474**	**$ 412,000**

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Program Costs	$ 4,617,993	$ 113,441	$ 936,323	$ 113,943	$ 100,938	$ 3,345,352	$ 7,996	$ 388,767
Administrative Costs	$ 275,972	$ 6,779	$ 55,955	$ 6,809	$ 6,032	$ 199,918	$ 478	$ 23,233
Management + General	$ 164,657	$ 4,045	$ 33,385	$ 4,063	$ 3,599	$ 119,280	$ 285	$ 13,862
Communications + Outreach	$ 111,314	$ 2,734	$ 22,570	$ 2,747	$ 2,433	$ 80,638	$ 193	$ 9,371
Expenditures	**$ 4,893,964**	**$ 120,220**	**$ 992,278**	**$ 120,752**	**$ 106,970**	**$ 3,545,270**	**$ 8,474**	**$ 412,000**

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Gas Savings (therms) Annual Goal	457,804	28,022	121,061	16,620	14,820	276,086	1,195	89,214
Levelized Cost per therm saved	$ 0.745	$ 0.240	$ 0.475	$ 0.382	$ 0.417	$ 0.454	$ 0.401	$ 0.446
Gas Savings (therms) - IRP Target	653,880	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	-

Avista-specific 2025 Budget

2025 Portfolio Level

Financial Overview	OPUC Efficiency	Interruptible	Total for Avista
Beginning Net Assets	$ 507,898	$ 88,303	$ 476,201
Revenue	$ 5,093,292	$ 425,000	$ 5,088,293
Expenditures	$ 5,070,455	$ 427,614	$ 5,498,069
Net Income	$ 22,837	$ (2,614)	$ (409,776)
Interest Income Distribution	$ 6,373	$ 3,839	$ 10,211
Transfer Between FS	$ -	$ -	$ -
Ending Net Assets	**$ 537,107**	**$ 89,528**	**$ 76,636**

Gas Savings Overview	OPUC Efficiency	Interruptible	Total for Avista
Gas Savings (therms) Annual Goal	525,391	86,366	611,756
Levelized Cost per therm saved	$ 0.666	$ 0.465	$ 0.650
Gas Savings (therms) - IRP Target	677,280	-	677,280

2025 Utility-invested Efficiency Funds

Reflects planned investments of a portion of efficiency tariff funds collected by the utility that are in addition to funds received by Energy Trust.

Utility-invested Tariff Funds	OPUC Efficiency
Avista transport	$590,000

Avista-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Incentives	$ 2,347,407	$ 56,353	$ 404,928	$ -	$ 80,923	$ 1,805,203	$ -	$ 233,375
Program Delivery Contractors	$ 1,839,860	$ 48,517	$ 529,333	$ 125,121	$ 18,366	$ 1,108,727	$ 9,796	$ 129,157
Employee Salaries & Fringe Benefits	$ 465,549	$ 13,673	$ 85,903	$ 9,587	$ 10,245	$ 345,579	$ 563	$ 35,526
Agency Contractor Services	$ 19,147	$ 470	$ 4,177	$ 420	$ 468	$ 13,583	$ 29	$ 1,664
Planning and Evaluation Services	$ 58,646	$ 5,129	$ 10,817	$ 1,340	$ 1,566	$ 39,746	$ 48	$ 5,132
Advertising and Marketing Services	$ 100,844	$ 1,999	$ 15,822	$ 965	$ 1,471	$ 80,513	$ 74	$ 5,773
Other Professional Services	$ 168,819	$ 5,442	$ 28,828	$ 700	$ 2,968	$ 130,829	$ 53	$ 11,119
Travel, Meetings, Trainings & Conferences	$ 16,521	$ 443	$ 3,481	$ 231	$ 291	$ 12,058	$ 16	$ 1,212
Dues, Licenses and Fees	$ 11,097	$ 143	$ 3,050	$ 118	$ 354	$ 7,427	$ 6	$ 1,227
Software and Hardware	$ 15,855	$ 459	$ 2,987	$ 336	$ 347	$ 11,705	$ 20	$ 1,219
Depreciation & Amortization	$ 4,434	$ 109	$ 1,095	$ 81	$ 140	$ 3,004	$ 5	$ 467
Office Rent and Equipment	$ 20,348	$ 592	$ 3,816	$ 423	$ 443	$ 15,049	$ 25	$ 1,556
Materials Postage and Telephone	$ 1,745	$ 47	$ 403	$ 36	$ 51	$ 1,206	$ 2	$ 171
Miscellaneous Expenses	$ 184	$ 5	$ 38	$ 5	$ 4	$ 132	$ -	$ 15
Expenditures	**$ 5,070,455**	**$ 133,380**	**$ 1,094,678**	**$ 139,363**	**$ 117,638**	**$ 3,574,760**	**$ 10,636**	**$ 427,614**

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Program Costs	$ 4,768,022	$ 125,424	$ 1,029,385	$ 131,051	$ 110,622	$ 3,361,540	$ 10,002	$ 402,108
Administrative Costs	$ 302,433	$ 7,956	$ 65,293	$ 8,312	$ 7,017	$ 213,221	$ 634	$ 25,506
Management + General	$ 174,332	$ 4,586	$ 37,637	$ 4,792	$ 4,045	$ 122,907	$ 366	$ 14,702
Communications + Outreach	$ 128,101	$ 3,370	$ 27,656	$ 3,521	$ 2,972	$ 90,314	$ 269	$ 10,803
Expenditures	**$ 5,070,455**	**$ 133,380**	**$ 1,094,678**	**$ 139,363**	**$ 117,638**	**$ 3,574,760**	**$ 10,636**	**$ 427,614**

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential	NEEA Residential	Interruptible
Gas Savings (therms) Annual Goal	525,391	29,371	128,720	15,262	16,997	333,846	1,195	86,366
Levelized Cost per therm saved	$ 0.666	$ 0.255	$ 0.504	$ 0.481	$ 0.417	$ 0.374	$ 0.503	$ 0.465
Gas Savings (therms) - IRP Target	677,280	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	-

Glossary of Key Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Energy Trust funding:
The majority of our funding comes from customers of PGE, Pacific Power, NW Natural, Cascade Natural Gas and Avista in Oregon, and NW Natural customers in Washington. Energy Trust also contracts with governments, utilities and other entities to deliver programs and services that align with our mission, advance our strategic plan focus areas and support our core energy savings and generation work.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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