



# Energy Trust of Oregon

## 2025 Annual Budget and Action Plan

### DRAFT

Presented to the Board of Directors  
October 9, 2024

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# DRAFT 2025 Annual Budget and Action Plan

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# MEMO

**Date:** October 2, 2024  
**To:** Board of Directors  
**From:** Michael Colgrove, Executive Director  
**Subject:** Draft 2025 Budget and Action Plan

I am pleased to present to you Energy Trust of Oregon's Draft 2025 Budget and Action Plan, which will be the focus of our October 9 budget workshop.

This one-year budget is our last annual budget before the organization creates its first multiyear plan in 2025 for 2026-2030. Multiyear planning enables a longer time horizon for managing investments and allows flexibility to achieve savings goals over multiple years. This is key to achieving additional energy efficiency to 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 incentives and programs that deliver cost-effective energy efficiency and renewable energy programs, including for customers with lower incomes, communities of color and rural communities. It also enables the capabilities, staffing and market support needed to deliver more savings and will maximize the impact of significant new complementary funding entering the market in 2025.

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, leveled costs, market intelligence, and new investments in trade ally and community-based organizations delivery partners 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 plus other contracted and grant-funded activities such as HOMES and HEAR. 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 2 through October 16, 2024. 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](http://www.energytrust.org/budget).

Feedback received will help us prepare a Final Proposed 2025 Budget and Action Plan to be reviewed by the board at the December 13 board meeting. I look forward to our discussion next week and welcome your comments and questions.

Thank you,



Michael T. Colgrove, Executive Director

# 2025 Organizational Goals



Customers will save and generate energy and reduce costs in 2025 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 funding, 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.



# Draft 2025 Budget Summary

- **Investing \$342.1 million**
- **Saving 59.0 aMW and 6.7 MMTh**
  - 86.7 MW of reduced demand during summer peak and 93.0 MW during winter peak
  - Includes 0.3 MMth gas transport and 0.2 MMth NW Natural WA
- **Delivering highly cost-effective energy**
  - 4.4 cents/kWh levelized
  - 73.9 cents/therm levelized OR, \$1.31 /therm levelized WA
- **Generating 5.6 aMW**
- **Distributing \$182.8 million in incentives; 53% of total expenditures**
- **Administrative costs at 5.8% of expenditures**

*Photo: Albany Water and Hydroelectric Plant, Albany, OR*

# Customer Benefits from 2025 Investments

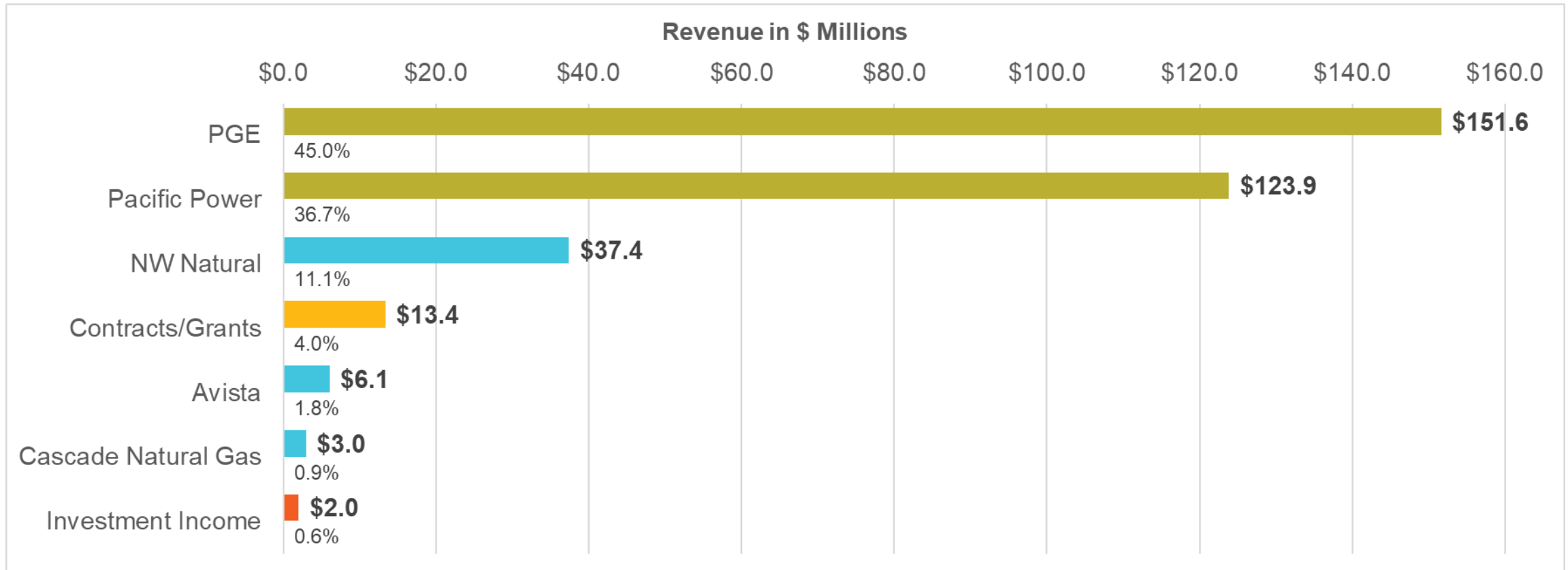
- **Lower energy bills and energy burden**—\$1.3 billion in future bill savings for participants
- **Opportunities for 1,600+ local businesses, greater support for community-based organizations** and investments in workforce development
- Local investments that **keep dollars in our communities**
- **Cleaner air** by avoiding 2.7 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**, including those in rural areas and people of color

*Photo: Waterfront Blues Festival, Portland, OR*



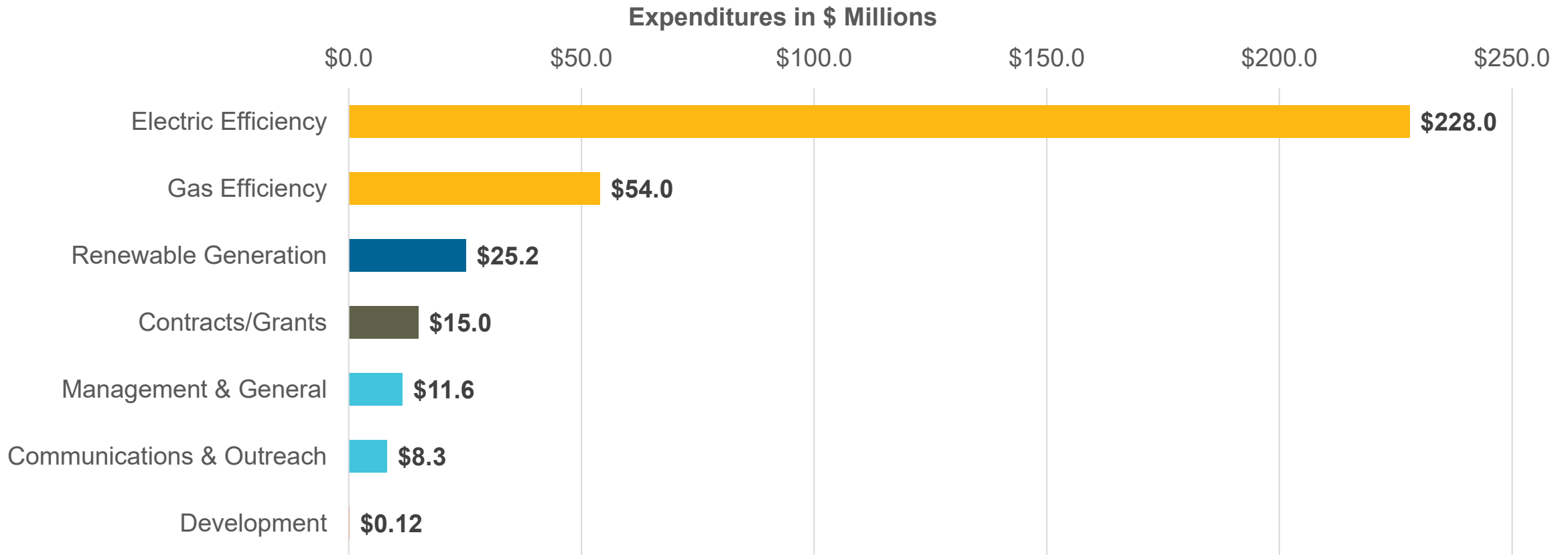
# 2025 Draft Budget Revenues

\$337.2 million, up 27% from 2024 budget



# 2025 Draft Budget Expenditures

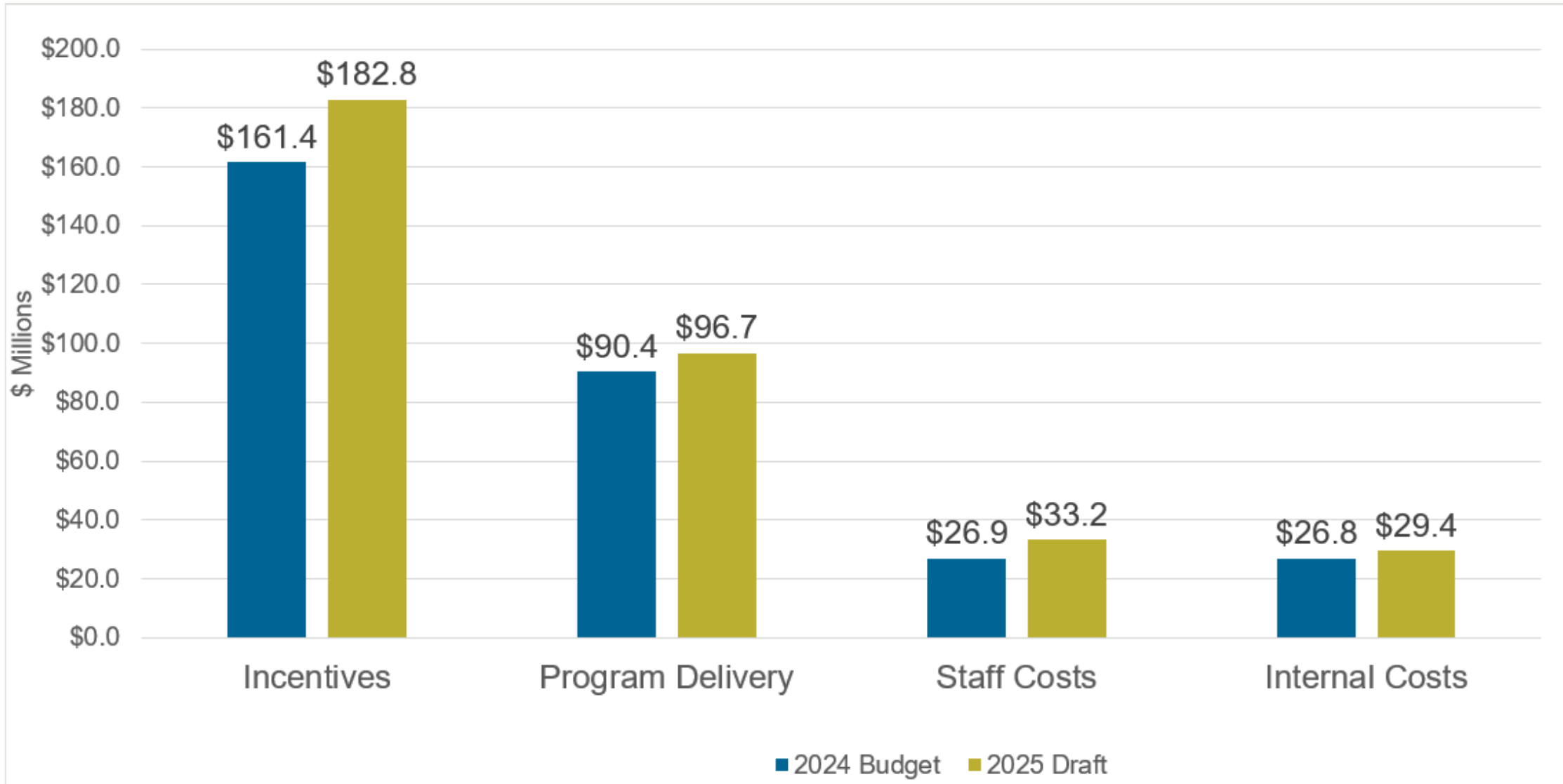
\$342.1 million, up 12% from 2024 budget



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

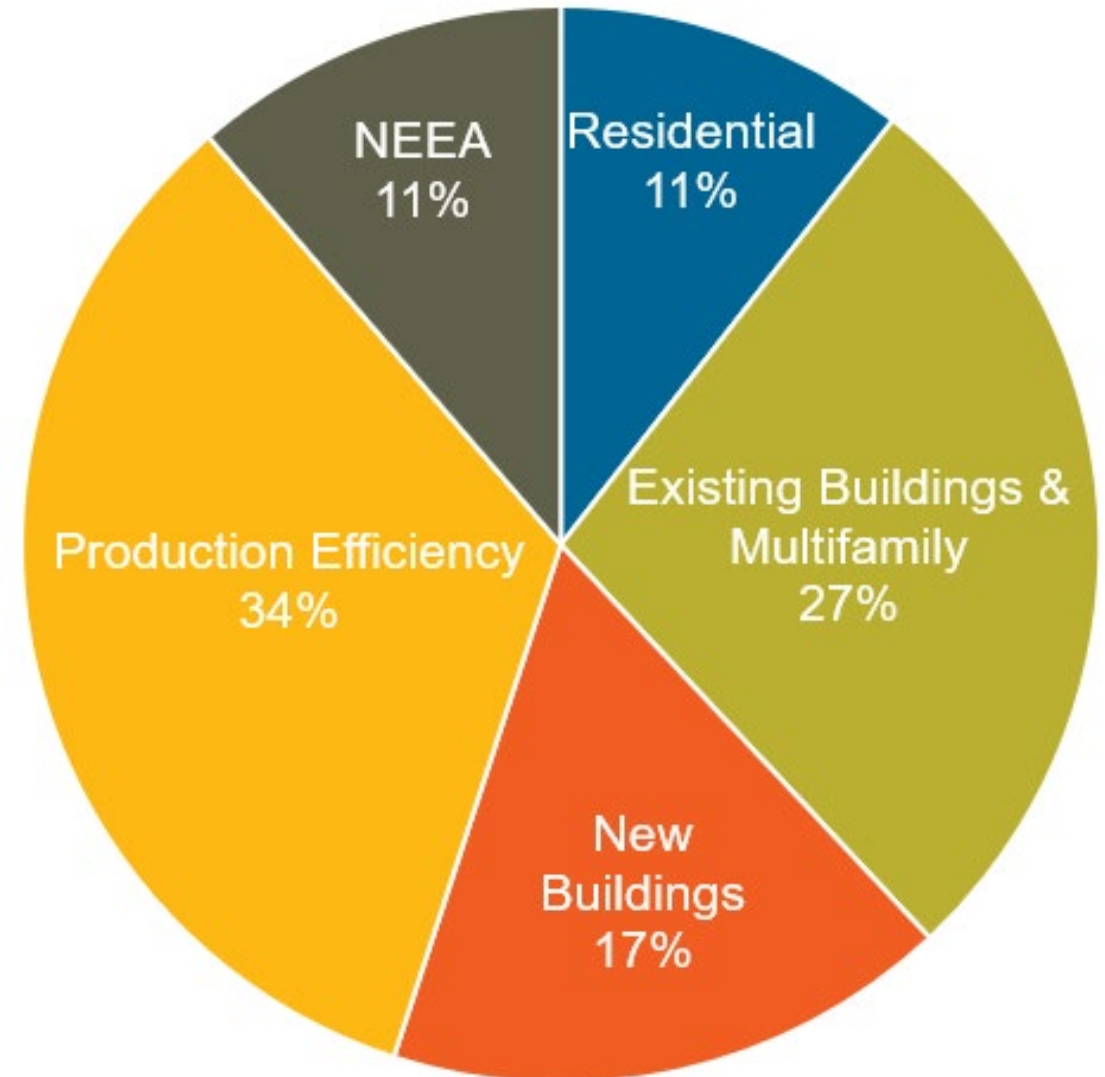


# 2025 Draft Expenses Compared to 2024 Budget



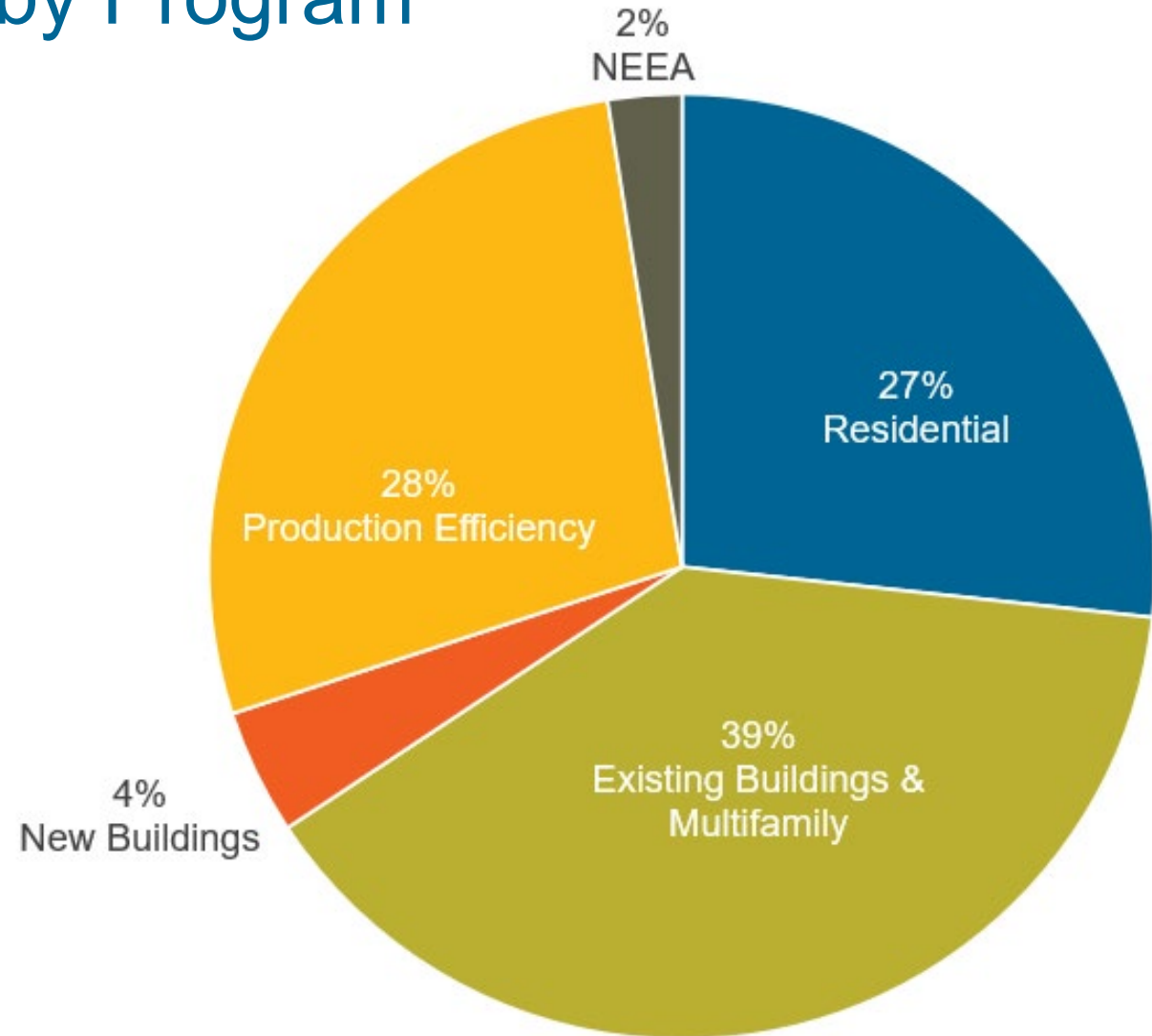
# 2025 Electric Savings by Program

- **59.1** aMW of electric savings, up **23.3%** from 2024 budget
- Equivalent to **1.8 million** metric tons of carbon avoided over time
- **\$242.8** million in total costs, including customer incentives, services and delivery



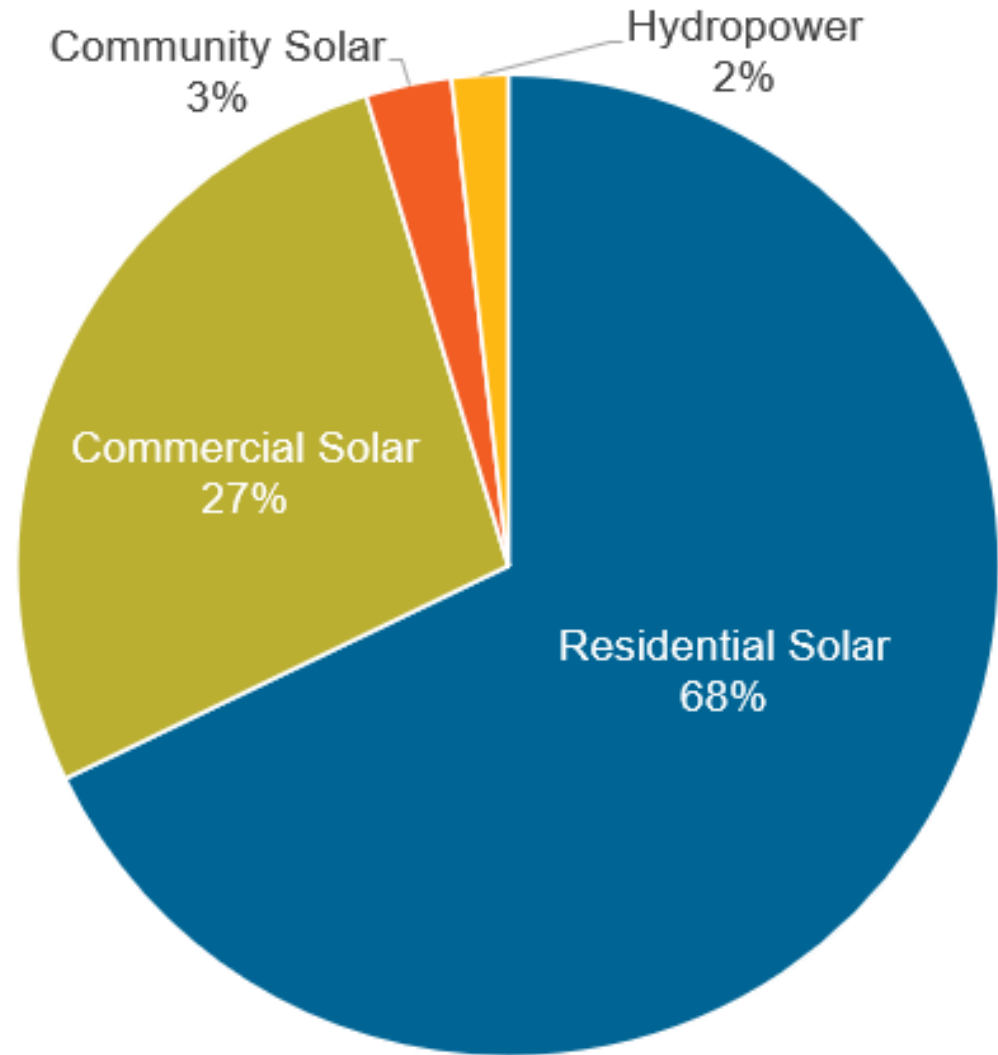
# 2025 Natural Gas Savings by Program

- **6.7** MMTh natural gas savings, down **4%** from 2024 budget
- Equivalent to **705,000** metric tons of carbon avoided over time
- **\$61.6** million in total costs, including customer incentives, services and delivery



# 2025 Renewable Generation

- **5.6 aMW** generation
- Equivalent to **176,000** metric tons of carbon avoided over time
- **\$26.7** million in total costs, including incentives, services and delivery
- Continue standard solar incentives to maintain market stability
- Focus on customers with low and moderate incomes and distribution system-connected technologies



## Frequently Asked Questions: Energy Trust Annual Budget and Action Plan

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### **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 stakeholders, the public, and our three advisory councils—the Conservation Advisory Council, Diversity Advisory Council and Renewable Energy Advisory Council.

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](http://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](http://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 invite's 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](http://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 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 manages contracts and grants 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 midyear 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.

# 2025 Budget Engagement Schedule

## Budget Process Overview

As a nonprofit organization investing utility customer funds, Energy Trust of Oregon develops an annual budget and 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.

As we developed our 2025-2030 Strategic Plan in 2024, we conducted extensive engagement with stakeholders throughout the year to seek information on market trends, customer and community needs, opportunities and strategic priorities. We leveraged these insights to inform our Draft 2025 Budget and Action Plan.

Over the summer, we began joint planning efforts with our five utility partners by previewing new opportunities, gathering input and identifying opportunities to collaborate. We leverage these insights to assemble a comprehensive draft budget action plan, which is posted 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

January, February, March, April

- **January - March, Strategic Planning Interviews and information gathering:** The strategic planning team interviewed community organizations, industry experts, and other stakeholders to inform the creation of our strategic plan. This information was used to inform our annual market intelligence and strategic guidance to staff.
- **January 10, Joint Advisory Council Strategic Planning Workshop:** Council members provided input on community and industry priorities and ways Energy Trust might support those from 2025-2030. This stakeholder engagement informed our Market Intelligence Memo.
- **January 24, Board of Directors – Public Meeting:** Energy Trust’s board kicked off its strategic planning process at a public workshop by hearing and discussing input gathered from a broad group of stakeholders including utilities, NW Energy Coalition, Citizens’ Utility Board, local and national businesses, and others.
- **February 21, Board of Directors – Public Meeting:** Energy Trust’s board heard and discussed additional input from stakeholders including the Oregon Public Utility Commission and Energy Trust trade allies. This information was used to inform our annual market intelligence and strategic guidance to staff
- Staff use market intelligence and strategic guidance to determine new activities for 2024 and identify significant changes from 2023 budget.

June, July, August

- **June 5-13, Joint budget planning meetings:** Met with PGE (6/6), Pacific Power (6/4), NW Natural (6/5), Cascade Natural Gas (6/11) and Avista (6/13).
- **July 29-Aug 1, Utility meetings:** Met with Pacific Power (7/29), Avista (7/29), PGE (7/30), Cascade Natural Gas (7/31), and NW Natural (8/1) to continue joint budget planning.
- **July 30, Board of Directors – Finance & Audit Committee Meeting:** Discussed the quarter two energy and incentives pipeline and year-end forecast.
- **August 2-30:** Funding models and draft action plans provided to each utility.
- **August 23-26, Electric utility meetings:** Met with Pacific Power and PGE to discuss how complementary funding will impact our 2025 budget and new cost-effective savings opportunities that will be included in the budget.
- **August 28, Draft Budget Meeting with OPUC staff:** Previewed draft budget and utility funding proposals.

- **August 29, Board of Directors – Finance & Audit Committee Meeting:** Provided draft budget expenditures, revenues, savings, generation and discuss 2024-2025 funding levels. Sent funding models to each utility.

#### September, October

- **September 4-9, Utility funding meetings:** Met with PGE (9/4), Avista (9/5), NW Natural (9/5), Pacific Power (9/6) and Cascade Natural Gas (9/11) to discuss proposed funding levels for 2025 as well as utility-specific action plans.
- **September 26, Board of Directors – Finance & Audit Committee meeting:** Reviewed draft budget report and provided budget process update.
- **October 2:** Draft budget posted on [www.energytrust.org/budget](http://www.energytrust.org/budget).
- **October 2-16:** Public comment period; stakeholders encouraged to submit written comments.
- **October 9, Board of Directors – Public meeting:** Present and discuss draft budget and annual goals, with time for public comment.
- **October 10, Joint meeting with Conservation Advisory Council, Diversity Advisory Council and Renewable Energy Advisory Council:** Share draft 2024 organizational goals and draft budget and action plan
- **October 13-20, Utility Specific Action Plans:** Update with stakeholder feedback, if any.
- **October 29, 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:** Send final utility-specific action plans to utilities for review.
- **November 5: 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 2025 funding levels and any related rate adjustments needed to reach savings targets. (PGE on 11/8, and Pacific Power on 11/9, Cascade Natural Gas and Avista on 11/11, NW Natural on 11/12.)
- **November 14, Board of Directors – Finance & Audit Committee meeting:** Review significant changes to draft budget, if any. Share outcomes of utility funding meetings.
- **November 13-21, Advisory council meetings:** Review significant changes to draft budget, if any, with Conservation Advisory Council (11/12) and Renewable Energy Advisory Council (11/21).

#### December

- **December 8:** Final proposed budget posted on [www.energytrust.org](http://www.energytrust.org).
- **December 13, Board of Directors – Public meeting:** Final proposed budget and action plan presented for board consideration and vote.
- **December 16-27:** Board-approved budget submitted to OPUC and posted on [www.energytrust.org](http://www.energytrust.org).



# MEMO

**Date:** October 2, 2024  
**To:** Board of Directors  
**From:** Michael Colgrove, Executive Director  
**Subject:** Summary of Market Intelligence

This memo summarizes input and insights gleaned from customers, community leaders, stakeholders and experts in recent years, including through surveys and interviews in the first half of 2024 to inform Energy Trust's strategic planning process and in 2023 to inform Energy Trust's budgeting process. The following groups 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
- Oregon Public Utility Commission
- Oregon Department of Energy
- Businesses and industry groups
- Community-based organizations
- Trade allies

Notes from their interviews are included in this memo in italics. Information about market conditions was sourced from the most recent versions of Oregon Office of Economic Analysis' Oregon Economic and Revenue Forecasts from March and June 2024.<sup>1</sup>

## What's happening in the market?

- **Increasing energy costs are putting a strain on customers.** Utility rates—nationally and here in the Northwest—are increasing for several reasons including market volatility, rising transmission costs, and costs related to wildfire mitigation, decarbonization and increased demand. Coupled with higher prices for goods and services since the pandemic, some customers are frustrated and feel powerless against rising costs. While Energy Trust investments can help customers lower their bills and help the system mitigate future rate increases, some customers conflate Energy Trust's work with utilities and blame Energy Trust for their raising rates. Energy efficiency is more valuable for customers than ever, but not everyone can see that.
  - *High costs will be a new normal. This makes energy efficiency essential. – Northwest Energy Coalition representatives*
- **New funding opportunities hitting the market require coordination to be effective.** Programs authorized by the federal Inflation Reduction Act (IRA) and other recent legislation are beginning to hit the market and creating significant new opportunities. But a lack of coordination and communication among public agencies, nonprofits and community-based organizations threatens to delay getting dollars into the hands of customers. This year in Portland, implementation of the Portland Clean Energy Community Benefits Fund's Climate Investment Plan is creating additional opportunities. Collaboration is needed to maximize these benefits and achieve timely results.
  - *Managing all the programs out there and maximizing what customers are getting is important. – Citizens' Utility Board representatives*
- **There is a lack of expertise and capacity at the community level to take advantage of new funding.** With new funds becoming available, some communities lack the skills and capacity to take

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<sup>1</sup> <https://www.oregon.gov/das/oea/Documents/OEA-Forecast-0324.pdf>  
<https://www.oregon.gov/das/oea/Documents/OEA-Forecast-0624.pdf>

advantage of time-sensitive grant opportunities. Rural and tribal communities and smaller cities and counties may not have the capacity to apply for funding or the understanding of how to administer funds. Community-based organizations lack the staff time and skills to be involved in program design and implementation. Energy Trust is receiving more and more inquiries from groups asking for help so they can be involved in these new offers.

- *Pursuing funding requires significant time and technical knowledge. This is a huge barrier for smaller communities, especially those without a community organization supporting them. – Wallowa Resources representative*

- **Customers need more information and resources to make sense of clean energy opportunities.** People are confused and overwhelmed about all the new technology and incentive programs becoming available; this is true for residential customers, businesses and communities. Customers need education and guidance through marketing and outreach that is relevant to them. This is especially true for renters, people of color, people living in rural areas and those experiencing lower incomes who are traditionally less aware of Energy Trust's programs.
  - *Make programs easier for customers to digest. – Business Oregon representatives*
- **The industry doesn't have enough workers to keep up with new opportunities.** Labor shortages remain a major issue for the clean energy industry, especially as new funding creates more opportunities and more demand. There are not enough qualified contractors to meet this growing demand, especially in rural areas, which can lead to project delays and higher prices for customers. While this has been a challenge for years on the residential side, it is now increasingly an issue on the commercial side. In a 2023 survey of Energy Trust trade allies, nearly half reported facing internal bottlenecks with projects and workflow due to challenges in hiring, while half said they expect demand to increase in the next year. Contractors need more training to understand how to install new technology and help customers choose the right equipment for their needs.
  - *The biggest issue has been hiring and finding people who are qualified and ready to work. – Energy Trust trade ally*
- **The economy is improving, but many people don't feel it.** The U.S. economy is in an inflationary economic boom, with strong growth as measured by real GDP and consumer spending and a lower risk of national recession. Oregonians have experienced strong income growth in recent years, and the share of working-age Oregonians with a job is at a record high, according to the Oregon Office of Economic Analysis. Inflation has cooled but lingering high costs—including higher energy costs—mean many people aren't feeling the healthy economy in their daily lives.
  - *Households report being pessimistic about the economy, and consumer confidence is low. – Oregon Economic and Revenue Forecast, June 2024*
- **Equity remains a top concern in the energy transition.** Energy Trust, its partners and the state have all made strides in prioritizing equity and service to historically underserved customers, including communities of color, rural and tribal communities, small business and people with low and moderate incomes. But major barriers to participation remain, including low awareness, unaffordable upfront costs and deferred home maintenance that makes further upgrades impossible. New federal funding offers are focused on serving many of these customer groups.
  - *There are major underserved communities who will require more work.... to serve these customers. It's critical that programs figure out how to reach those folks. – Northwest Energy Coalition representatives*
- **Climate change means people are using energy differently.** In recent years, Oregon has seen catastrophic wildfires, deadly heat waves and winter storms that knock out power for days. These events are changing the way people think about and consume energy. Air conditioning is now a necessity to stay cool in the summer and breathe clean air during wildfire season. Rural customers who experience frequent and prolonged electric outages need backup energy sources like solar plus storage. Resilience is a priority for communities seeking help with climate and energy planning.
  - *Climate variability, uncertain weather patterns and increased frequency in natural hazards will drive interest in decarbonization, clean tech, the energy system and personal energy use. – Joint meeting of CAC, DAC and RAC*

- **Utilities are challenged to balance decarbonization, reliability, resilience and affordability.** Utility partners and the OPUC are looking to energy efficiency to help meet decarbonization goals. Electrification, new technologies, increasing costs and peoples' changing relationship to energy present challenges and opportunities. Both electric and natural gas utilities say Energy Trust is a valued partner in their work to meet decarbonization goals, and there is potential to coordinate more and employ new methods to reach traditionally underserved customers.
  - *Energy Trust's partnership is foundational to meeting decarbonization and equity goals. – Natural gas utility representatives*
- **Electric utilities are focused on managing increased demand and peak load.** Projected load growth from electrification, data centers and other trends means electric utilities are looking for new ways to meet growing demand and manage peak loads cost effectively.
  - *Working interconnectedly, even co-deployment, ensures optimal success for programs such as small-scale community-based renewables, demand response and others. – Electric utility representatives*
- **Many are eager for more collaboration.** In addition to the utilities, state agencies, industry groups and community-based organizations want to work with Energy Trust to develop solutions and serve more customers.
  - *It's an era of unprecedented need for collaboration. We all need to work together and not step on each other's toes. – ODOE representatives*

## What should Energy Trust prioritize given these market factors?

- **Support collaboration and partnerships amid new opportunities.** 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. Energy Trust should play a larger role in convening and educating them.
- **Help customers navigate new offers and technology.** Similarly, customers need resources and support to find the best incentive offers and technology solutions to meet their needs. Energy Trust should design services and work with partners to eliminate barriers, removing jargon and streamlining the customer experience.
- **Support workforce development for contractors and capacity building for 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 for contractors as well as community-based organizations that deliver services.
- **Combine funding sources to help bridge gaps in funding.** Energy Trust needs to be creative and find ways to bridge the gaps for parts of a project that our funding may not cover; these gaps can be barriers to participation for priority customers. Federal, state and other funds can be combined with Energy Trust incentives to minimize customer costs.
- **Support equity- and resilience-focused outcomes.** In designing efficiency and renewable energy programs, Energy Trust should prioritize equity-based offers that serve priority customers and offers that promote resilience at the individual and community level.
- **Communicate in ways that resonate with all customers.** Some customers are motivated to save energy to combat climate change. Others want to save on their utility bills, or make their business work better, or make their home more comfortable or their communities more resilient. Energy Trust should communicate the benefits of its programs in ways that reflect this variety of needs.
- **Help customers save in the short and long term through energy efficiency.** As energy costs increase, energy efficiency becomes more valuable. Energy Trust should work to achieve as much energy efficiency as possible in the short term to lower customers' bills and in the long term to mitigate future utility rate increases.

- **Help utilities achieve their emissions reduction targets and manage demand.** This could include targeting locations facing grid constraints and population growth and exploring new offers that address peak demand.

# MEMO

**Date:** October 2, 2024  
**To:** Board of Directors  
**From:** Michael Colgrove, Executive Director  
**Subject:** Benefit Cost Ratios for Draft 2025 Budget

This memo provides Energy Trust’s analysis of forecast benefit cost ratios for our draft 2025 budget and demonstrates that all programs are expected to be cost-effective. Cost-effectiveness tests are commonly used by energy-efficiency programs to determine whether and how much to invest in a project that saves electricity or natural gas.

In Oregon, Energy Trust is required by legislation to invest in cost-effective energy efficiency. The Oregon Public Utility Commission (OPUC) oversees Energy Trust’s implementation of the cost-effectiveness requirement and determines what can be counted as a benefit and cost in the cost-effectiveness tests. 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.

Energy Trust is permitted to invest in some measures that are not cost-effective, if they meet the commission’s cost-effectiveness exception criteria and are approved by the OPUC. However, programs must still achieve overall cost-effectiveness when measured at the program and fuel level. See Measure Exceptions Memo for more information.

**The results of our benefit cost ratio analysis indicate that all program and fuel combinations are forecasted to be cost effective in the 2025 draft budget. All programs are also forecasted to be cost effective when measured at the individual utility level.**

## **Avoided Costs**

One of the main drivers of forecasted cost effectiveness in 2025 is updated avoided costs. For 2025, electric avoided costs increased by 37.6% and gas avoided costs increased by 13.0%, compared to 2024 avoided costs. These increases represent the increased value of energy savings for ratepayers and utilities.

## **Methodology**

To forecast benefit cost ratios based on the draft 2025 budget, Energy Trust assumed that 2025 savings will follow the same distribution of measure types and measure lives (i.e., measure mix) that was recorded in the 2023 program year, which is the most recent full year of program data available. The 2025 avoided costs were applied to 2023 program year savings to calculate the average avoided cost, incremental cost and non-energy benefits per unit of energy (kilowatt hours and therms). These averages were then applied to draft 2025 budget savings and expenditures to calculate forecasted benefit-cost ratios at the program, utility and fuel levels.

Use of the 2023 program year measure mix is necessary to forecast 2025 budget benefit-cost ratios because not all program budgets are developed at a measure level. So, a representative measure mix from a recently completed program year is assumed instead of using specific measure level budget build-ups. The assumed measure mix is a key determinant of forecasted benefit-cost ratios since the avoided cost of energy savings—which is the primary benefit in benefit-cost ratio calculations—varies significantly according to the timing of when measures save energy (i.e., the savings shape) and the useful life of measures. If the actual measure mix for 2025 savings ends up being dramatically different than the 2023 measure mix, or if incremental measure costs change significantly from 2023 to 2025, the forecasted benefit cost ratios presented here may not be representative of actual 2025 benefit-cost ratios.

Energy Trust uses two primary cost-effectiveness tests: the Total Resource Cost (TRC) test and Utility Cost Test (UCT). The TRC measures cost effectiveness from the total utility system perspective and includes costs and benefits incurred by both participants and non-participants. The UCT measures costs and benefits from the perspective of the utility only and does not consider the non-energy benefits or incremental measure costs experienced by program participants. The equations for these cost-effectiveness tests, and definitions of their individual components, are described below:

$$UCT = \frac{\text{Avoided Costs}}{\text{Incentives} + \text{Program Costs}}$$

$$TRC = \frac{\text{Avoided Costs} + \text{NEBs} + \text{PV (Unclaimed Savings)} + \text{PV(Interactive Effects)}}{\text{Incremental Costs} - \text{Cofunding Incentives} + \text{Program Costs} - \text{Tax Credits}}$$

**Avoided Costs** are the marginal value to a utility of saving one unit of energy consumption. Avoided costs vary by the timing of when measures save energy, as represented by their load shape, since measures that save more during times when the utility system is constrained are more valuable to the utility. The avoided cost of electric savings reflects costs savings for energy commodity purchases, generation capacity, transmission and distribution deferral, reduced price risk, and a 10% Power Act adder. The avoided cost of gas savings reflects cost savings for energy commodity purchases, supply and distribution capacity expansion/maintenance, state CO2 policy compliance, reduced price risk, and a 10% Northwest Power Act adder.

**Non-Energy Benefits (NEBs)** represent the additional benefit to program participants that install energy efficiency measures and can be either positive or negative. Non-energy benefits must be quantifiable to be included in Energy Trust’s benefit-cost ratio calculations. Common examples of non-energy benefits calculated for Energy Trust programs and measures include water savings, increased productivity, and reduced operations and maintenance costs.

**Incentives** are payments made directly to customers, installers, distributors, manufacturers or other participants to encourage an action or purchase that would not have been made otherwise.

**Program Costs** are the non-incentive costs of delivering Energy Trust’s programs and include administrative costs, staff salaries and program delivery contractor costs.

**Unclaimed Savings** are the result of a measure that saves both natural gas and electricity for a customer that has only gas or electric service with one of Energy Trust’s five funding utilities. Since Energy Trust serves customers of all three gas utilities operating in the state of Oregon, in practice, unclaimed savings are electric savings that are realized at a site in a non-investor owned electric utility service territory as a result of installing a measure that primarily saves natural gas. Since the typical electric avoided cost structure does not apply to these out-of-service area electric savings, the value of these kilowatt hours is included in the numerator of the TRC test as the present value of the lifetime bill savings, akin to how non-energy benefits are treated.

**Interactive Effects** are a side-effect of certain efficiency measures where increased energy usage of one fuel type is realized as a result of installing a measure that saves energy of a different fuel type. A common, although somewhat dated, example is LEDs replacing incandescent lighting, where the more efficient LEDs produce less waste heat than the replaced incandescent lighting, thereby increasing the heating needs of the space and requiring the heating system to run more frequently and consume more energy. Interactive effects are valued at the avoided cost rate when in-service area or at the retail rate of energy when out-of-service area.

**Co-funding Incentives, also referred to as Complementary Funding**, are funds Energy Trust receives from contracts and grants, as opposed to funding from ratepayers of Oregon’s investor-owned utilities through Energy Trust’s agreement with the OPUC. The OPUC has directed that Energy Trust may subtract the value of co-funding incentives from the incremental cost of measures used in cost-effectiveness testing. A common example of co-funding is HOMES and HEAR rebates from the Inflation Reduction Act.

Complementary funding from the Oregon Department of Energy Connected Communities Grant (SALMON), PGE Flexible Feeder, ODOE HOMES and HEAR, Community Heat Pump Deployment Programs was integrated into forecasted draft budget benefit-cost ratio calculations. The ratepayer contribution associated with delivering these sources of complementary funding was added to total program expenditures, for both the TRC and UCT tests, to capture the ratepayer cost of delivering incentives through complementary funding. Forecasted

complementary funding incentives were subtracted from incremental measure costs in the TRC calculations for the programs where those incentives will apply (Residential and Existing Buildings).

**Tax Credits**, both at the federal and state level, are deducted from the incremental cost of measures in the TRC test since they have the effect of reducing the cost of measure installation for program participants, like co-funding.

## Forecasted 2025 BCR Results

### Total Resource Cost Test (TRC)

Program	PGE	Pacific Power	NW Natural	Cascade	Avista	Total	Electric	Gas
Residential	1.1	1.0	2.6	2.7	2.6	1.4	1.1	2.6
Existing Buildings including multifamily	1.3	1.5	1.6	1.4	1.2	1.4	1.4	1.5
New Buildings	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Production Efficiency	2.7	2.1	4.3	3.7	3.2	2.5	2.4	4.0
<b>Total Portfolio*</b>	<b>2.1</b>	<b>1.9</b>	<b>2.5</b>	<b>2.3</b>	<b>2.2</b>	<b>1.7</b>	<b>1.6</b>	<b>2.2</b>

\*Total portfolio TRC values shown here exclude both benefits and costs from the New Buildings Program and NEEA. TRC benefit-cost ratios are not calculated for the New Buildings Program, per direction from the OPUC, due to the difficulty in accurately assessing the incremental cost of new commercial construction measures.

### Utility Cost Test (UCT)

Program	PGE	Pacific Power	NW Natural	Cascade	Avista	Total	Electric	Gas
Residential	1.3	1.2	2.5	2.2	2.2	1.6	1.2	2.4
Existing Buildings including multifamily	1.7	1.7	2.2	2.4	2.2	1.8	1.7	2.2
New Buildings	4.7	6.2	3.2	3.3	4.1	5.2	5.4	3.3
Production Efficiency	2.6	2.4	2.8	2.3	2.5	2.6	2.5	2.8
<b>Total Portfolio</b>	<b>2.1</b>	<b>2.1</b>	<b>2.5</b>	<b>2.4</b>	<b>2.3</b>	<b>2.2</b>	<b>2.1</b>	<b>2.4</b>

# MEMO

**Date:** October 2, 2024  
**To:** Board of Directors  
**From:** Michael Colgrove, Executive Director  
**Subject:** Complementary Funding in Draft 2025 Budget

This memo describes Energy Trust's approach to complementary funding in our draft 2025 budget. Complementary funding is defined as funds Energy Trust receives from contracts and grants, as opposed to funding from ratepayers of Oregon's investor-owned utilities through Energy Trust's agreement with the OPUC. Complementary funding helps us increase savings and generation, improve equitable access for customers and deliver greater value to ratepayers. Over the life of the contracts, complementary funding included in the draft 2025 budget will deliver an estimated 10 times return on ratepayer investment.

The organization's budget includes more complementary funding in 2025 than it has in the past. Energy Trust has administered a few small complementary funding contracts for several years, but the number and magnitude of these contracts will increase in 2025. However, complementary funding remains a relatively small part of our funding at less than 3% of overall budget revenue. (This memo focuses on a subset of contracts and grants; it excludes contracts for delivering services to NW Natural customers in Washington and serving transport customers of NW Natural and Avista because those are existing and established programs.)

A significant portion of the 2025 complementary funding will be used to develop and design several large programs that are expected to launch in 2026: Solar for All and the Home Energy Rebate programs (HOMES and HEAR). Due to this, program delivery and resulting savings and generation will be minor in 2025 and will increase more significantly starting in 2026.

The revenue, expenditures, savings and generation for complementary funding included in the budget are our best estimates at this time. For many complementary funding sources, details and timelines are still being worked out by the entity administering or overseeing the grants. Even though information may change, we think that including estimated information in our budget best prepares the organization to manage new contracts and grants and gives the board of directors, OPUC, utilities and stakeholders transparent information so they can offer guidance and make public comment.

## **Benefits of Complementary Funding**

Leveraging complementary funding enables us to acquire additional energy savings and generation and provide direct bill-reduction and other benefits to low-income customers without relying solely on ratepayers to pay the costs.

The vast majority of the complementary funds included in the 2025 budget will be directed to low-income customers. These customers can only participate through fully or mostly funded upgrades. To date, we have had great success engaging customers with limited no-cost measures that we support with ratepayer dollars under measure exceptions. Complementary funding allows us to scale up those no-cost offers and continue this momentum at a much larger scale.

Benefits of complementary funding over time include:

- Increased savings and generation through:
  - Increased participation by customers who require no- or nearly no-cost offers to participate
  - Acquiring savings that would otherwise be inaccessible without funding that pays for other non-energy improvements such as electrical upgrades, mold removal or roof repair
  - Addressing other gaps and unmet needs that prevent participation
- More equitable access to programs and services by overcoming barriers to participation for communities of color, customers experiencing low or moderate incomes and/or rural communities



- Reduced costs for ratepayers by serving more customers or acquiring more savings, generation or other benefits for the same or lower ratepayer cost than would otherwise be required
- Reduced energy burden for customers with low incomes by directly reducing their energy consumption

### Criteria for Including Complementary Funding in the 2025 Budget

Complementary funding is included in the 2025 budget if it was awarded prior to July 1, 2024, and we are under contract with the funding entity or have high confidence that we will be under contract and begin implementation in the coming year.

In the case of the U.S. EPA Climate Protection Pollution Reduction Grant, we received an award just after the July 1 cutoff date. As a result, revenue, expenditures and savings associated with this funding source are not included in the 2025 budget. However, we have included it in the contracts and grants action plan, budget presentations and charts included in this memo for awareness and transparency. For the Climate Pollution Reduction Grant, revenue of \$3.1 million is expected in 2025.

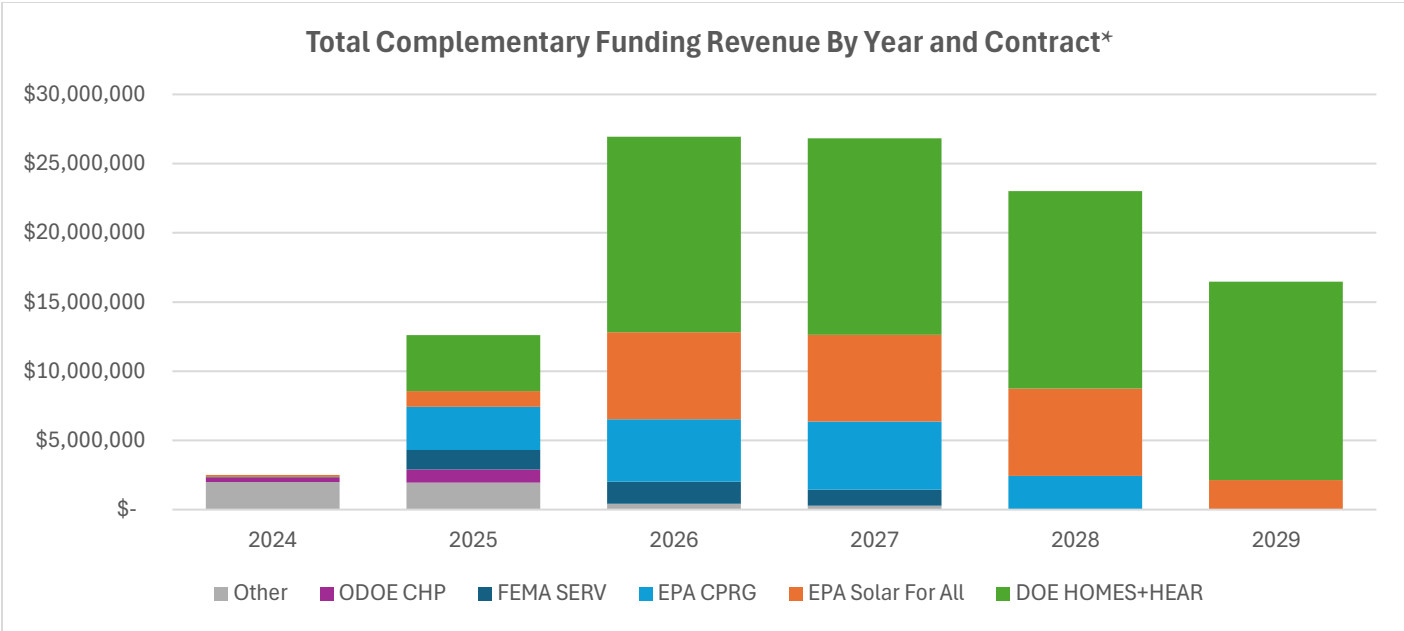
### Estimated Complementary Funding Included in 2025 Budget

The 2025 budget includes a total of \$9.3 million from the contracts and grants listed below, 2.8% of total organizational revenue. Descriptions of each contract and grant are included in the contracts and grants action plan.

Contract or Grant	Total Revenue (Life of Contract in millions)	Status	2025 Revenue (in millions)
ODOE HEAR	\$ 30.6	New - Contract Pending	\$ 3.2
ODOE HOMES	\$ 29.9	New - Contract Pending	\$ 0.9
Oregon Solar for All	\$ 23.0	New - Contract Pending	\$ 1.0
EPA Climate Pollution Reduction Grant	\$ 15.0	New - Award Announced	Not Included
FEMA Community Energy Resilience Grant	\$ 4.2	New - Contract Pending	\$ 1.4
Oregon Community Solar Program	\$ 3.0	Existing Contract	\$ 0.6
ODOE Landlord Provided Cooling Spaces	\$ 2.0	Existing Contract	\$ 0.8
Smart Grid Test Bed Collaboration (SALMON)	\$ 1.4	Existing Contract	\$ 0.4
PGE Smart Battery Pilot	\$ 1.0	Existing Contract	\$ 0.1
ODOE Community Heat Pump Deployment Program (Southern Oregon)	\$ 0.8	New - Active	\$ 0.6
PGE Flexible Feeder	\$ 0.8	Existing Contract	\$ 0.1
ODOE Community Heat Pump Deployment Program (South Coast)	\$ 0.4	New - Active	\$ 0.3
PGE Smart Solar Study	\$ 0.3	Existing Contract	\$ 0.0
<b>Total Contracts and Grants</b>			<b>\$ 9.3</b>

### Estimated Complementary Funding Revenue over the Lifetime of Contracts

In addition to what is included in the 2025 budget, we estimate the following revenues in future years:



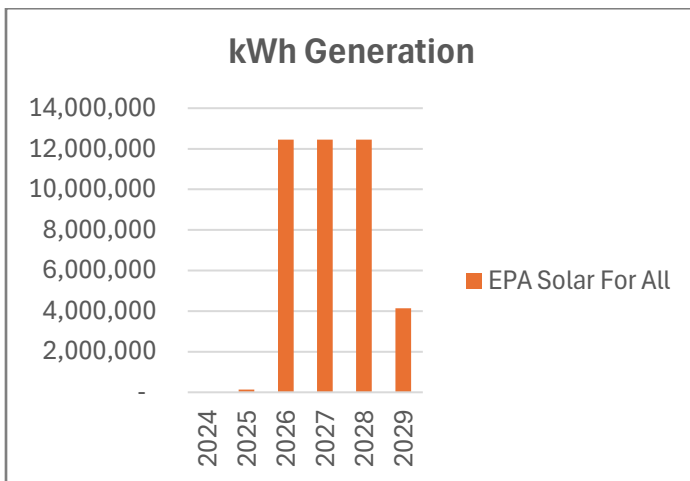
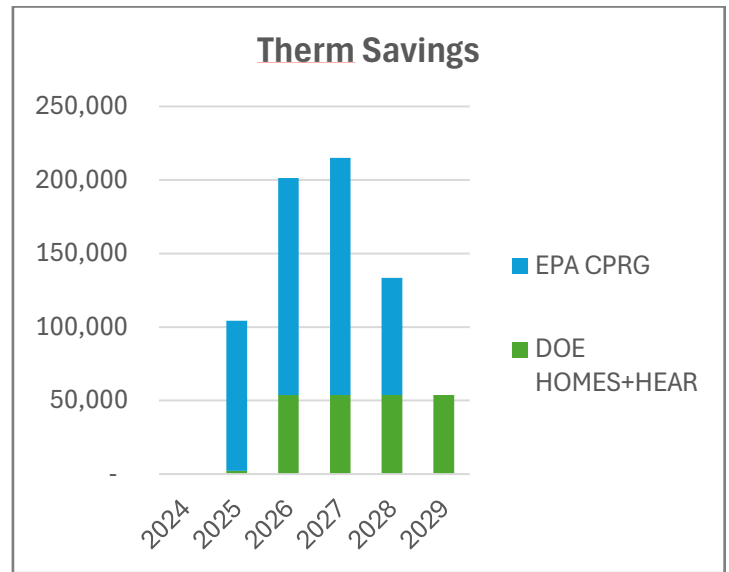
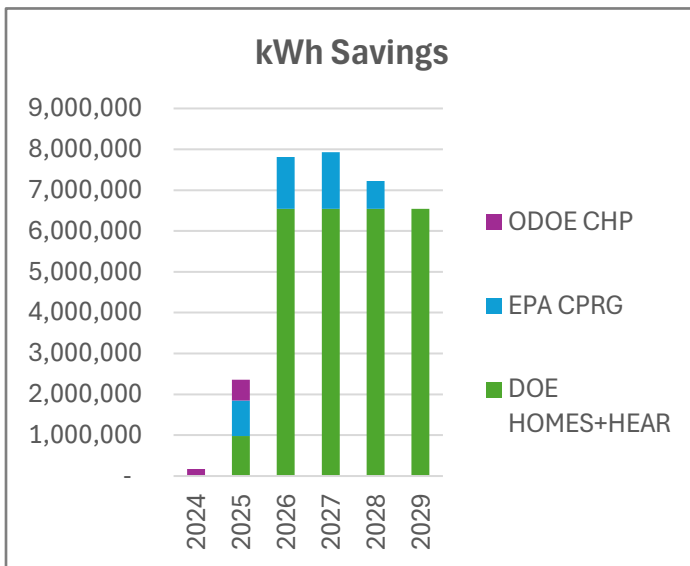
\*Includes funding for EPA Climate Pollution Reduction Grant which is not included in the table above or in the 2025 Draft Budget

**Estimated Results**

Over the life of these contracts, we expect to serve more than 20,000 priority customers, the majority of whom will be low-income households. This includes an estimated 5,800 natural gas customers.

Below are estimated energy savings and generation by year and contract. These are savings and generation made possible due to complementary funding but are not fully attributable to complementary funding. We lack the information to differentiate savings supported by co-funding (where ratepayer and complementary funding are stacked to pay for a measure) from savings uniquely enabled solely by complementary funding (because it paid for enabling repairs or exclusively paid for upgrades that result in savings). What we do know is that complementary funding will enable us to achieve more savings and generation and to reach customers, largely with low-income customers, who we wouldn't otherwise be able to serve.

## Estimated Energy Savings by Year and Contract (All Utilities)



## Multiple Ways Complementary Funding Can Be Applied

Complementary funding can be applied in two ways:

1. To secure additional savings and generation: In some cases, complementary funding will help secure additional energy savings or generation that would not be possible without these funds. Energy Trust intends to identify and claim incremental savings and generation.
2. To displace ratepayer dollars: In some cases, complementary funding can be used to reduce the ratepayer funds needed to achieve savings or generation from certain measures, allowing these funds to be conserved or redeployed to achieve more impact. Energy Trust is learning how to appropriately account for these impacts and will provide more details when these complementary funding sources are developed.

## Leveraging Ratepayer Dollars

For the largest complementary funding contracts, such as HOMES and HEAR and Solar for All, the funders require the funding to primarily be used for incentives paid directly to customers; more than 80% of the revenue from these new sources must be spent as incentives. The funders cap the funding available to support staffing costs, delivery and program administration; less than 20% of the revenue can be used for these costs. Due to these restrictions, and because the activities associated with the complementary funding are aligned with the scope of our ratepayer-funded

programs and will result in substantial benefit to ratepayers, we plan to leverage ratepayer funding to support the delivery of these programs.

In these cases, we are leveraging a relatively small amount of ratepayer funding to gain access to a much larger amount of project incentive dollars that will benefit ratepayers. **Over the life of the contracts, complementary funding will deliver an estimated 10 times return on ratepayer investment.**

Energy Trust will track costs separately for each funding source, and ratepayer contributions will be allocated according to the amount of benefit received from each complementary funding source. Gas ratepayer dollars will not be used to support programs that exclusively benefit electric customers.

# MEMO



**Date:** October 2, 2024  
**To:** Board of Directors  
**From:** Michael Colgrove, Executive Director  
**Subject:** Investments in Workforce and Community-based Organization Delivery Partners

In 2025, Energy Trust will continue efforts started in 2024 to support and expand the network of delivery partners needed to deliver on new complementary funding opportunities and achieve ambitious savings goals by 2030. From our early days of operation, Energy Trust has played a key role in market creation and this is a natural evolution of our work.

This memo provides an update on three major work areas underway in 2024, and summarizes how we will maintain momentum in 2025. The three focus areas are: building our Trade Ally Network of contractors; boosting workforce development opportunities to build a pipeline of new contractors who can install clean energy upgrades; and building partnerships and support for community-based organizations who can also deliver programs and services.

## **Investments to develop and expand the Trade Ally Network**

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. So far in 2024, we have added 171 trade allies, growing our network by more than 10% and bringing our total network of active trade allies to 1,757. (Active trade allies are defined as completing one or more projects per year.)

### **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 Certification Office for Business Inclusion and Diversity (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.

**Progress in 2024:** We launched the third cohort for Existing Buildings trade allies—our largest yet with 16 applicants. We also hired and onboarded a new Workforce Development Manager, who will develop and implement Energy Trust's trades workforce development strategy over the next few years. The strategy is focused on ensuring a strong pipeline of available trade professionals as well as helping existing trade ally contractors develop capacity.

**Plan for 2025:** We will expand our trade ally Contractor Development Pathway to provide training and support for residential and commercial contractors. In rural areas, often the trade allies serving residential customers are also serving multifamily and small commercial customers. This will be the first time we offer Contractor Development Pathway for residential trade allies and will help prepare those trade allies for complementary funding coming and new programs launching in the market in the next one to two years, such as HOMES and HEAR.

## **Contractor Mentorship Pathway**

In 2023, we launched our Contractor Mentorship Pathway for Residential and Existing Buildings trade allies, which matches new trade ally contractors with experienced ones to receive support to build capacity in their businesses.

**Progress in 2024:** So far in 2024, 11 contractors are receiving one-on-one mentorship from experienced trade allies. This is an increase from seven in 2023.

**Plan for 2025:** We will continue to offer the Contractor Mentorship Pathway in 2025.

## **Expansion of trainings**

**Progress in 2024:** We are offering an increasing variety of trainings, education, pre-apprenticeships and internships to help participants develop competency and skills in residential building science and HVAC concepts.

This includes a two-day introduction to green construction training for pre-apprenticeship programs across the state, including Heart of Oregon Corp, Oregon Tradeswomen and LatinoBuilt. Other examples include expansion of work with the Oregon Solar Education Fund, a 12-week pilot water heater academy for pre-apprenticeship program graduates, and expansion of work with Girls Build.

Energy Trust also delivered two contractor-facing virtual training courses in 2024. The first was an extended capacity heat pump training designed to expand trade ally awareness of the equipment and technical requirements. Outreach for the training focused on rural regions with lower rates of extended capacity heat pump installations. The second training was on ductless heat pump testing protocol. Each training had more than 60 participants, indicating high demand from trade ally contractors. Energy Trust will continue delivering equipment and training through multiple venues including annual in-person Trade Ally Forums and virtual engagements.

**Plan for 2025:** Energy Trust will continue to expand training and support for trade allies in 2025. The training content will focus on both technical information (such as equipment installation best practices) and business operations. This will support contractors in installing upgrades and in growing and strengthening their businesses.

We will also further expand trade ally awareness of extended capacity heat pump requirements through outreach and training, with a focus on regions with lower rates of participation and higher use of bulk fuels.

## **Investments in workforce development**

Investments in workforce development help build a pipeline of qualified contractors, home energy auditors, trades people, designers, architects and other professionals who can design and implement clean energy solutions to help meet Oregon's decarbonization goals. 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.

## **Workforce development training centers**

**Progress in 2024:** Through a series of conversations, Energy Trust is exploring partnerships with EnerCity Collaborative, National Association of Minority Contractors Oregon, and other organizations to support the potential creation of a clean energy workforce training center to address gaps in the workforce training currently available. We are also exploring opportunities for partnerships and potentially support additional training centers outside of the Portland metro area.

To support these efforts, Energy Trust also invested in EnerCity Collaborative's organizational capacity and curriculum development that centers Black, Indigenous, and People of Color (BIPOC) experiences and perspectives.

**Plan for 2025:** We plan to partner with EnerCity Collaborative to support a new home-based Building Performance Institute training center for residential energy contractors and professionals in the Portland metro area. The training center would educate contractors on the Building Performance Institute's rigorous standards and testing protocols, which require on-site performance testing. With support from Energy Trust, EnerCity Collaborative is now qualified as a Building Analyst Technician training and testing delivery partner, having developed their own curriculum for this course. We also plan to support funding for EnerCity Collaborative to hire a person of color as an additional Building Performance Institute trainer.

The new training center would be the first of its kind in Oregon focused on serving BIPOC professionals. Although it is an industry standard, there are very few locations in Oregon and Washington offering Building Performance Institute certifications, and no locations developed specifically for contractors of color. We anticipate this center being a hub for local contractors, plus a destination for contractors and professionals from rural areas.

### **Centralized workforce development website resource**

**Plan for 2025:** We plan to develop a centralized website resource for contractors featuring workforce development training and resources in Oregon. Energy Trust would convene partners, create a website with information on featured partners and training resources for all dimensions of workforce development, and promote the resource through marketing. Early conversations are happening in 2024 with EnerCity Collaborative and National Association of Minority Contractors.

### **Clean energy education with licensed pre-apprenticeship programs**

**Progress in 2024:** We collaborated with Earth Advantage and Oregon Solar Energy Education Fund to increase investments in clean energy training modules that can be incorporated into existing trainings delivered by licensed pre-apprenticeship programs such as Constructing Hope and Oregon Tradeswomen. Later in 2024, the pre-apprenticeship clean energy curriculum will be translated into Spanish and delivered by bi-lingual instructors from LatinoBuilt.

**Plan for 2025:** We will continue to expand and increase reach of clean energy training modules, with the goal of making the training accessible to pre-apprentice programs across the state. EnerCity Collaborative will become trained to deliver the Building Performance Institute Healthy Homes certification. They will also host a Community Block Party to connect community-based organizations and new professionals in the clean energy space. We plan to research regional workforce partners and clean energy training activities and convene a partner roundtable event to plan for effective programming and information sharing.

To further support mentorship and scholarship funding provided to new industry professionals, we plan to pilot payments to contractors who volunteer to host full- or half-day job shadows.

Other activities in 2025 will focus on exploring other training center opportunities, collaborating with others, prioritizing engagement with BIPOC and women, and ensuring access to these resources in rural communities.

### **Earth Advantage partnership**

**Progress in 2024:** In addition to partnering with Earth Advantage to develop the pre-apprenticeship clean energy training modules, we invested in the development and launch of Earth Advantage's new Residential Career Hub website, an online training and career resource for potential contractors.

**Plan for 2025:** We will support improvements to the Residential Career Hub website and sponsor the purchase of new hands-on engagement tools to support Earth Advantage's community event tabling and training opportunities.

## **Investments in partnerships with community-based organizations**

To increase participation of customers we have underserved, we need to reach and serve them through partners 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.

**Progress in 2024:** Through quarter two, Energy Trust has 21 partners enrolled to deliver incentives to residential and multifamily customers, up from 19 enrolled through quarter two 2023. Those partners delivered no- and low-cost offers to 5,000 customers through midyear. We expect the volume of projects and incentives delivered to grow over time.

One of those new partners is LatinoBuilt. To support their capacity as partners, we supported training and development for its member contractors and are providing funding for 4-6 members to take a sustainable homes development course.

In addition, Energy Trust 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. These organizations are providing in-home energy assessments and delivering offers to residents of Wallowa, Klamath and Lake counties.

**Plan for 2025:** We will expand the Community Partner Funding offer and increase support for new and existing partnerships with community-based organizations to help them build capacity. 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 will also provide tailored technical training opportunities for community-based organizations focused on whole-home approaches with follow-up support, continued education and certification opportunities. For LatinoBuilt, we plan to support them in hiring an additional staff person so they can scale their Community Partner Funding work to reach more contractors and customers.

### **Community Partner Network**

**Progress in 2024:** Energy Trust is developing a new Community Partner Network to expand the services and support available for community-based organizations who work with us through Community Partner Funding and other offers. Like our Trade Ally Network, the Community Partner Network will ensure a consistent and positive experience for partners and their customers.

**Plan for 2025:** We will launch some components of a new Community Partner Network. Through the network, all community-based organizations working with Energy Trust will receive information, benefits and training. In 2025, we plan to build out infrastructure to support these partners, including a website.

### **Working Together Grants**

Working Together Grants are 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.

**Progress in 2024:** We supported the third round of 12 grantees around the state who were awarded up to \$5,000 or up to \$10,000 each at the end of 2023. In the Portland Metro area, grantees included the Ethiopian and Eritrean Cultural Resource Center, Community Service Network, Catalyst Partnerships NW, Metropolitan Family Services and the Rebuilding Center. Grantees around the state were The Environmental Center in Bend, NeighborWorks Umpqua and Illinois Valley Community Development Organization in Southern Oregon, Seeds for the Sol in Corvallis and Common Connections in Grants Pass. Additional grantees were the Northwest Native Chamber and Small Business Utility Advocates that operate statewide.

**Plan for 2025:** In 2025, we plan to release a fourth round of grants with continued flexibility for funding at two levels. Grant funding will support organizational capacity building and community-based organization activities that help diverse customers and communities save energy or use clean, renewable energy. In addition to activities supported in previous rounds, costs related to energy specific training for community-based organization staff is expected to be a priority area for funding.

# MEMO

**Date:** October 2, 2024  
**To:** Board of Directors  
**From:** Michael Colgrove, Executive Director  
**Subject:** Staffing for 2025 Budget and Action Plan

This memo describes a staffing plan and budget to support the 2025 Budget and Action Plan. Energy Trust’s proposed staffing budget balances the cost of the staffing resources needed to accomplish 2025 goals and compliance with Oregon Public Utility Commission (OPUC) performance measures.

This memo provides background and information about staffing planning and considerations in 2025, staffing cost drivers, and compliance with the OPUC performance measure for applicable staffing costs.

## Background

The 2025 staffing budget is our final annual budget before transitioning into multiyear planning in 2026 which will contain a multiyear staffing plan to accomplish strategic plan goals. This 2025 budget reflects the staffing needed to develop a multiyear planning approach that maximizes clean energy acquisition, reduces the cost of ambitious utility decarbonization, accelerates energy savings, creates greater impact for priority customers, motivates next level customer participation, and supports community resilience by 2030. As articulated in our 2024 Budget and 2024-2025 Action Plan, the staffing levels reflected in the 2025 budget balance our current needs with the demands of an evolving strategy, with particular focus on expanding the market infrastructure for serving customers, adapting program design and delivery, and pursuing aggressive energy savings targets while staying within the projected budget. The 2025 budget reflects our ongoing efforts to align staffing levels with the increasing complexity of program design and infrastructure needed to meet savings and generation goals, addressing the persistent understaffing since inception that has contributed to staff burnout and unsustainable workloads.

Efficiency is a key solution to support utilities in meeting decarbonization goals, and the staffing levels in 2025 reflect the necessary resources to accelerate savings. Expanding our market reach to achieve increased savings goals and meet renewable energy investment requirements is a priority reflected in the budget. This includes a continued focus on underserved communities and supporting the adoption of clean energy by customers with low and moderate incomes, communities of color and rural communities through strategic investments in new delivery channels, expanding community outreach, workforce development, and growing our Trade Ally Network. Achieving these goals will require a cultural shift toward nimble, proactive action and aligning our staffing and resources accordingly. These factors contribute to the anticipated staffing costs as we evolve to meet both immediate and long-term objectives.

## Total Staffing Costs and Staffing Cost Drivers for the 2025 Budget

Staffing cost drivers include investments in personnel to manage Oregon ratepayer funded programs, as well as additional staffing required to support complementary funding opportunities anticipated in 2025, such as Solar for All and HOMES and HEAR. The table below illustrates the breakdown of staffing costs by funding source:

Program	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget
OPUC Programs	\$ 15,265,717	\$ 16,926,312	\$ 19,484,725	\$ 25,495,474	\$ 29,098,859
NWN Washington	\$ 392,518	\$ 427,319	\$ 527,838	\$ 540,814	\$ 616,778
Contracts/Grants	\$ 280,276	\$ 464,284	\$ 744,834	\$ 791,517	\$ 3,357,727
Development	\$ 13,577	\$ 20,574	\$ 214,441	\$ 38,515	\$ 102,928
Gas Transport	\$ -	\$ -	\$ -	\$ 69,563	\$ 47,636
<b>Total</b>	<b>\$ 15,952,088</b>	<b>\$ 17,838,489</b>	<b>\$ 20,971,839</b>	<b>\$ 26,935,883</b>	<b>\$ 33,223,928</b>

## Benefits and Healthcare Costs

We are anticipating no more than a 5% overall increase in benefits costs for 2025, though current projections show we may come in under that target. Specifically, we expect a 2.5% increase in medical costs, a 7.5% increase in dental costs, and minimal to no changes to all other benefits.

### Staff Compensation

Energy Trust reserves a pool of funds in our annual budget for performance-based compensation adjustments, promotions, and other adjustments to maintain pay equity compliance and market competitiveness. The final proposed 2025 staffing budget includes a pool of funds equivalent to 5% of employee salaries for these types of adjustments.

### New Staff

Energy Trust is proposing 35 new FTE staff in 2025, bringing the total staff to 235.1. Of the new staff, 25 support Oregon ratepayer-funded programs and 10 are funded by other, complementary funding sources. All proposed positions will help the organization successfully acquire additional energy savings and generation, accomplish strategic objectives, and continue to address persistent understaffing from inception. In the table below, new positions are listed by whether they are primarily supporting Oregon ratepayer-funded programs or complementary funding (contracts and grants). Position impacts and energy impacts are captured in the descriptions.

Functional Area	Staffing Allocation (FTE)		Description
	Oregon ratepayer-funded	Complementary funded	
Planning, program design, management, marketing and evaluation	12	5	These positions help Energy Trust create, market and deliver innovative programs that meet customer and community needs. The programs focus on existing, new and underserved customers across all sectors, aiming to accelerate energy efficiency and renewable energy to support policy goals. These roles also provide engineering support for developing new measures, designing pilots and addressing utility system priorities. Additionally, they enable us to tap into new funding from federal, state and local climate initiatives, helping utilities achieve their decarbonization and resource planning goals. Program operations roles support data management, targeting and reporting for all programs.
Community Outreach and Engagement	5	4	These positions contribute to long-term savings by expanding outreach to more regions in our service area, increasing awareness and access to program information for customers and community organizations, especially those we have yet to engage. They help create connections that lead to program delivery opportunities, link tribal entities to Energy Trust programs, and coordinate with workforce groups to strengthen the trade worker pipeline. Additionally, they support efforts to recruit and diversify trade allies,

			improve performance on OPUC Equity Metrics, and ensure stakeholder involvement in the organization's planning and budgeting processes.
Organizational and Systems Enhancements	8	1	These positions develop the human, systems and process infrastructure needed to achieve key priorities in Energy Trust's evolving and expanding organization. They enhance our capacity to focus on strategic initiatives, support contract development and RFP processes, invest in staff cultural competency, and provide project management for key initiatives. All these resources contribute to supporting and accelerating program acquisition over time.
<b>TOTAL</b>	25	10	

### Investments in Learning and Development

To achieve our long-term strategic objectives, in 2025 Energy Trust will increase our investment in learning and development for staff and prioritize training initiatives that will equip our staff to thrive in a culture of innovation, learning and development. Our management training will focus on leadership through the lens of innovation, while also ensuring managers are skilled in emotional intelligence-based coaching and feedback. These sessions will emphasize the importance of fostering an inclusive workplace, empowering our leaders to contribute to a culture that values diversity and equity.

Additionally, we will offer diversity, equity and inclusion and cultural competency training designed to help staff engage more effectively with the communities we serve. This training will provide practical tools for understanding different perspectives and will enable employees to better serve our communities.

To further develop a culture of nimbleness, agility and innovation needed to achieve goals in a more dynamic landscape, Energy Trust is introducing training that encourages staff to shift from a mindset of perfect planning to one more focused on rapid and iterative implementation. Supporting our staff to focus on the concept of minimum viable products where they will suffice will help employees prioritize learning over perfection, enabling Energy Trust to move forward faster and more iteratively. This approach accelerates decision-making and ensures that we can adapt to changing needs and conditions in real-time, ultimately providing more responsive and efficient services to ratepayers. Through this expanded investment in learning and development, Energy Trust will cultivate an environment where growth and adaptation are at the core of our work.

### Compliance with the OPUC Performance Metric

The current OPUC performance metric limits Energy Trust's OPUC staffing costs to 9.5% of OPUC expenditures. In 2025, OPUC staffing costs are budgeted to be 8.9% of expenditures.

<b>OPUC Staffing Costs in 2025 Budget</b>	<b>\$29,098,859</b>
<b>Total OPUC Expenditures in 2025 Budget</b>	<b>\$326,117,628</b>
<b>OPUC Staffing Costs as a Percent of Total OPUC Expenditures</b>	<b>8.9%</b>

	2025 Draft OPUC Programs OPUC	2025 Draft Total Company All Funding Sources
Salaries	22,250,348	25,368,669
Payroll Taxes	1,711,335	1,950,544
Benefits	3,637,785	4,206,531
401k Expense	1,335,021	1,522,120
Vacation Expense	54,710	61,064
Benefit Administrative Fees	90,588	95,000
Employee Recognition/Acknowledgment	19,071	20,000
Employee Salaries & Fringe Benefits	29,098,859	33,223,928

# MEMO



**Date:** October 2, 2024  
**To:** Board of Directors  
**From:** Michael Colgrove, Executive Director  
**Subject:** Program Delivery Efficiency and Administrative Costs for Draft 2025 Budget and Action Plan

This memo provides information about the nature and purpose of Energy Trust’s administrative and program support costs. As part of the Oregon Public Utility Commission’s oversight of Energy Trust, each year it sets an annual performance measure for program delivery efficiency related to administrative costs.

In Order No. 24-079, the Oregon Public Utility Commission (OPUC) adopted revised administrative cost performance measures for the Energy Trust of Oregon (Energy Trust) for 2024. The performance measures are:

- Administrative costs must be at or below 6.5% of expenditures
- Report the year-over-year increase in administrative costs in comparison with the increase in expenditures

These revised performance measures implemented two primary changes compared to the prior performance measures. First, they utilize the standard definition of administrative costs, according to generally accepted accounting principles for nonprofit entities, as opposed to a custom measure that included aspects of program costs. Second, they measure administrative costs as a percentage of total expenditures, as opposed to total revenues. As a result of these changes, Energy Trust’s organizational performance can be directly calculated from our audited financial statements and compared transparently to peer nonprofit entities.

What is considered to be a reasonable level of administrative costs as a percentage of total expenditures 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 budget level of 5.8% is within the performance measure and represents an increase of \$2.6 million or 15.4% over its 2024 budget. The composition of Energy Trust’s budgeted administrative costs, and the drivers of change from previous years, are discussed further below.

## Draft 2025 Budget Statement of Functional Expenses

	Total Programs	Fund Development	Total Administrative	Total Company
Incentives	\$ 182,797,035	\$ -		\$ 182,797,035
Program Delivery Contractors	\$ 96,660,208	\$ -		\$ 96,660,208
Employee Salaries & Fringe Benefits	\$ 20,155,164	\$ 102,928	\$ 12,965,836	\$ 33,223,928
Agency Contractor Services	\$ 446,413	\$ 977	\$ 1,107,015	\$ 1,554,405
Planning and Evaluation Services	\$ 4,486,697	\$ -	\$ 46,200	\$ 4,532,897
Advertising and Marketing Services	\$ 3,698,487	\$ -	\$ 2,188,000	\$ 5,886,487
Other Professional Services	\$ 9,940,453	\$ 1,869	\$ 1,462,607	\$ 11,404,928
Travel, Meetings, Trainings & Conferences	\$ 572,070	\$ 1,749	\$ 492,671	\$ 1,066,491
Dues, Licenses and Fees	\$ 634,079	\$ 16	\$ 109,054	\$ 743,149
Software and Hardware	\$ 1,060,080	\$ 3,134	\$ 399,862	\$ 1,463,076
Depreciation & Amortization	\$ 789,790	\$ 3,515	\$ 442,388	\$ 1,235,693
Office Rent and Equipment	\$ 851,901	\$ 4,364	\$ 549,682	\$ 1,405,947
Materials Postage and Telephone	\$ 79,148	\$ 379	\$ 57,275	\$ 136,802
Miscellaneous Expenses	\$ 2,123	\$ 11	\$ 5,416	\$ 7,550
<b>Expenditures</b>	<b>\$ 322,173,648</b>	<b>\$ 118,942</b>	<b>\$ 19,826,007</b>	<b>\$ 342,118,596</b>

## Historical View of Administrative Costs

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Total Expenditure	183,711,515	182,250,587	225,377,458	305,647,844	342,118,596
Administrative costs	9,180,770	10,961,677	12,727,035	17,180,235	19,826,007
As a percent of total expenditure	5.0%	6.0%	5.6%	5.6%	5.8%
Increase from prior year	510,115	1,780,907	1,765,358	4,453,200	2,645,772
Increase percentage	4.5%	19.4%	16.1%	35.0%	15.4%

To understand 2025 administrative expenditure levels, it is important to first understand the trajectory from prior years. 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 2022 to 2023 and 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 something that Energy Trust leadership is actively seeking to manage, since if left unchecked it can lead to staff burnout and attrition issues that we have experienced in the past. We rigorously prioritize 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 moves back towards our more typical trend line at 5.8% for 2025. This reflects some "catch up" after the earlier lag effect with regards to staffing and other administrative investments. As we prepare Energy Trust's first multiyear plan next year, additional administrative investments, including staffing, may be identified as necessary to achieve our future savings and generation targets. In developing our first multiyear plan, Energy Trust leadership will seek to achieve administrative economies of scale while ensuring that Energy Trust programs are sufficiently and sustainably supported by administrative staff, systems, facilities and processes.

# MEMO

**Date:** October 2, 2024  
**To:** Board of Directors  
**From:** Michael Colgrove, Executive Director  
**Subject:** Energy Efficiency Levelized Cost Trends and Managing Future Costs

Levelized cost of savings is defined by Energy Trust as a measure of the average net present value of the cost of the savings from an energy efficiency resource over the lifetime of the respective resource. Energy Trust’s 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.

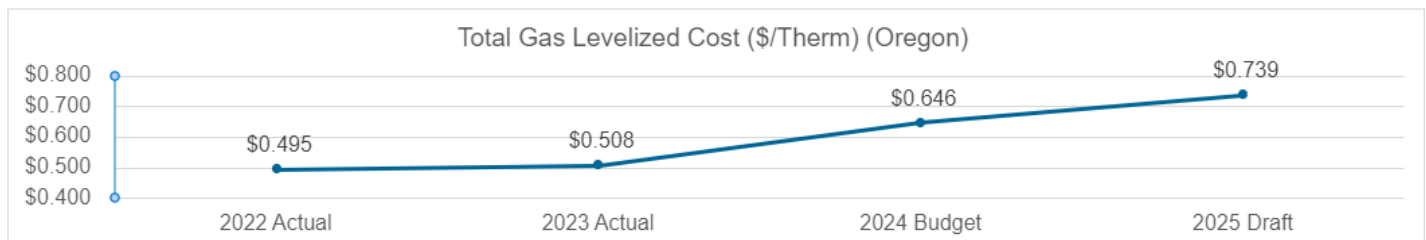
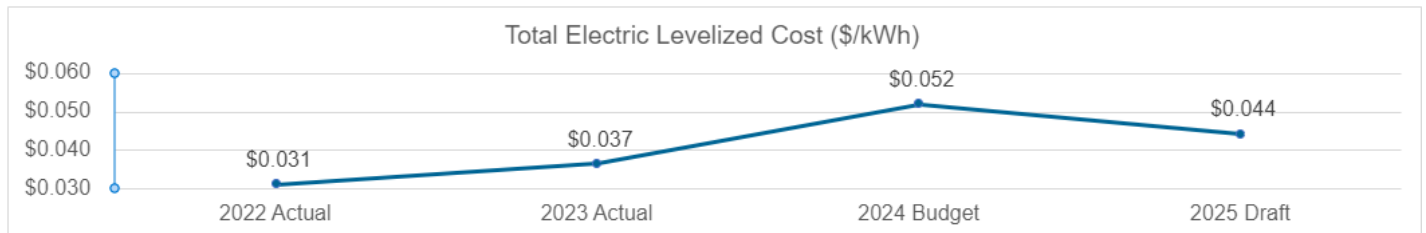
Levelized costs reflect the cost of acquiring energy efficiency normalized to a single unit of energy (kWh or therms) and account for the time value of money. Levelized cost is a useful indicator of cost trends which is of increasing interest to stakeholders as Energy Trust’s savings portfolio evolves and new strategies and approaches are developed.

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

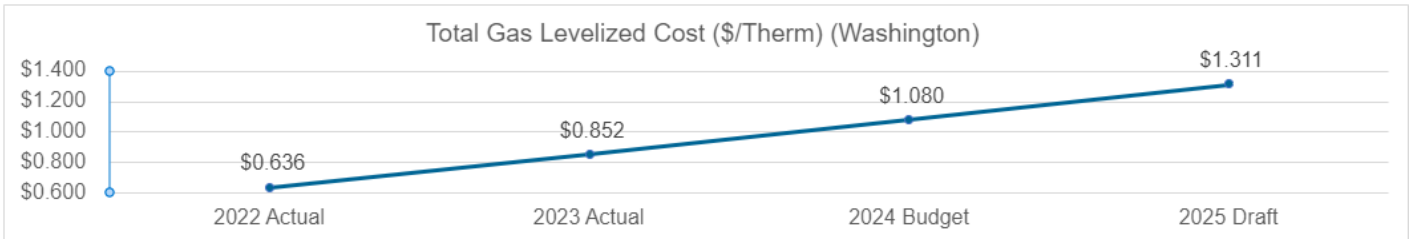
## Levelized Costs in 2025 Budget and 2025 Action Plan

The 2025 budget delivers electric savings at a cost of 4.4 cents per kilowatt hour (kWh) and gas savings at a cost of 73.9 cents per therm (Oregon only) levelized. This is an 18% decrease (0.8 cents/kWh) compared to 2024 budgeted electric levelized costs and a 14% increase (9.3 cents/therm) over 2024 budgeted gas levelized costs. Both electric and gas portfolios remain cost-effective.

Levelized cost for NW Natural Washington programs in 2025 is \$1.31 per therm, a 21% increase (23 cents/therm) over 2024 gas levelized costs. Nevertheless, the savings Energy Trust acquires for Southwest Washington natural gas customers in 2024 are expected to remain cost-effective.







**Electric Levelized Cost Drivers**

The decrease in budgeted electric levelized costs is primarily driven by an increase in highly cost-effective savings expected in 2025 from commercial and industrial programs, including business lighting projects and some large commercial projects. These are some of the lowest-cost savings across our portfolio of offers. NEEA savings, which are relatively inexpensive, are also expected to increase.

Our 2025 budget includes a modest increase in electric weighted average measure life across programs from 13.8 years to 14.1 years, which reflects more lifetime savings from measures and effectively decreases the levelized cost of programs, all else equal. In addition, Energy Trust’s discount rate, which reflects the time value of money, changed from 4.6% in 2024 to 4.1% for 2025. A decrease in the discount rate lowers the levelized cost of programs, since savings realized in the future from measures installed in 2025 will retain a higher value to the utility system. Energy Trust uses a single organization-wide blended discount rate. This is calculated using individual discount rates provided directly by each of the five funding utilities, blended according to each utility’s projected 2025 expenditures from the Final 2024 Budget and 2024/2025 Action Plan.

**Gas Levelized Cost Drivers**

The biggest driver of the increase in Oregon gas-levelized costs is a reduction in the amount of residential new construction market transformation savings that Energy Trust expects to claim for residential code compliance. This reduction is the result of fewer expected residential construction starts; a significant reduction in savings from these homes due to new Oregon residential building code that mandates more energy-efficient construction; and lower realization rates from the most recently completed New Homes evaluation. These evaluation findings were integrated into updated New Homes program assumptions for implementation on a forward-looking basis. Energy Trust also expects to claim less gas savings from commercial new construction projects due to general market trends of customers moving away from natural gas in favor of electricity to comply with carbon regulations.

In addition to a reduction in gas savings, the market requires more compelling offers and higher incentives to drive customer participation in Energy Trust programs. Anecdotal information from Program Management Contractors and trade allies indicates growing customer interest in electrification in pursuit of their own corporate carbon-reduction targets.

For programs serving NW Natural customers in Southwest Washington, the 2025 levelized costs increases significantly. Primary influences include a shrinking residential portfolio with the conclusion of the New Homes EPS offering following introduction of new Washington energy code; reduced demand for gas furnaces as customers choose to install heat pumps; and a decrease in commercial savings including a cyclical decrease in Strategic Energy Management. Commercial and residential incentive and delivery costs are also increasing, which exerts upward pressure on levelized costs. Energy Trust’s portfolio in Washington only serves residential and commercial customers, so levelized costs are not moderated by the relatively lower-cost savings from industrial customers as they are in Oregon. Lastly, per direction for NW Natural, Energy Trust updated the discount rate used for 2025 planning in Washington, from 3.4% to 3.85. A higher discount rate has the effect of increasing levelized costs, all else equal.

**Strategies to Manage Levelized Costs**

Managing levelized costs over time requires us to continuously 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 leveled costs in the long-term. While these investments may add cost per unit of savings in the short term, the resulting future measures are expected to 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 investing in and expanding partnerships with community-based organizations and other community entities, such as cities and counties, because they 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. The organization is also exploring unique marketing approaches such as micro market segmentation, behavioral science, and gamification to reach late adopters to the clean energy journey. Further, Energy Trust is investing in expanding its Trade Ally Network of qualified contractors who can install upgrades, which—like partnerships with community-based organizations—will result in additional long-term savings.
3. **Ensuring efficient and effective operations** enables us to continue processing a high volume 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.

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. See the Complementary Funding memo for more information.

Energy Trust also hopes to expand co-investment with utilities in programs that 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); a manufactured home replacement pilot and offer; PGE receiving a significant research grant with Energy Trust as a subcontractor; and coordination with PGE on the installation of smart thermostats in homes. Energy Trust also hopes to work with utilities to explore additional co-deployment opportunities to bring more clean energy solutions to the table where utilities, Energy Trust and customers have shared goals. This includes working with Income Qualified Bill Discount data or integrating utility demand response programs with Energy Trust’s energy efficiency and renewable energy offers.

# MEMO

**Date:** October 2, 2024  
**To:** Board of Directors  
**From:** Michael Colgrove, Executive Director  
**Subject:** Measure Cost-Effectiveness Exceptions Status as of August 28, 2024

In response to the Oregon Public Utility Commission's request 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 Offered in 2025

The OPUC has granted exceptions for 16 measures that will be offered in 2025 in Existing Buildings (including multifamily) and Residential programs. Six more exception requests are pending.

Exceptions that will be active in 2025 are summarized in Table 1.

Table 1 List of Measure Exceptions That Will Be Active in 2025

<b>Program</b>	<b>Measures</b>	<b>Order Number</b>	<b>Date Granted</b>	<b>Expiration Date</b>
All	Pilots	15-029	01/29/201	N/A
Residential	Clothes Washers (Gas Only Territory)	N/A	09/2/2015	N/A
Products	Manufactured Home Early Replacement	21-312	09/21/202	03/15/25
Residential	No Cost Ductless Heat Pump Pilot	22-024	01/25/202	03/31/25
Residential	Ductless Heat Pump With Supplement Fuels in Residential	22-024	01/25/202	03/31/25
Existing Buildings	Ductless Heat Pump Zonal Heat HZ1 in Multifamily	22-024	01/25/202	03/31/25
Residential	Ductless Heat Pumps Zonal Heat HZ1 in Residential	22-024	01/25/202	03/31/25
Existing Buildings	Windows in Multifamily Buildings Retrofitting from Double Pane	N/A	10/7/2022	1/31/2026
Residential	Windows In Residential Homes	22-482	12/13/202	3/31/2026
Residential	Windows In Small Multifamily Buildings	22-482	12/13/202	3/31/2026
Residential	All Residential Insulation	22-482	12/13/202	3/31/2028
Existing Buildings	All Multifamily Insulation	22-482	12/13/202	3/31/2028
Residential	Low Income Insulation	22-482	12/13/202	3/31/2028
Existing Buildings	Low Income Multifamily Insulation	22-482	12/13/202	3/31/2028
Residential	Fixed Price Promotion Of Heat Pump In Manufactured Homes	N/A	08/1/2023	12/31/2026
Residential	New Gas Heated Neem+ Manufactured Homes	N/A	09/19/202	12/31/2026
Existing Buildings	Ducted Heat Pumps In Small And Medium Businesses	pending	pending	pending
Existing Buildings	Ductless Heat Pumps In Small And Medium Businesses	pending	pending	pending
Residential	Manufactured Homes Early Replacement	pending	pending	pending
Residential	Ductless Heat Pumps In Residential All Configurations	pending	pending	pending
Existing Buildings	Ductless Heat Pumps In Multifamily All Configurations	pending	pending	pending
Existing Buildings	Ducted Heat Pumps In Large Multifamily	pending	pending	pending

## Portion of Energy Trust Savings from Measures with Exceptions in 2023 and 2024

The following table represents the portion of total Energy Trust savings from measures with exceptions for 2023 and 2024 (year-to-date through August 28, 2024).

*Table 2 Savings and Incentives from Measures with Exceptions in 2023 and 2024 Through August 28, 2024*

Program Year	Electric savings (kWh)	% of total electric savings	Gas savings (therms)	% of total gas savings	Incentives (\$)	% of total incentives
2023	13,98,054	2.93%	98,216	1.36%	\$5,817,770	6.15%
2024 year to date	9,793,455	4.38%	55,881	1.61%	\$5,531,970	9.02%

## Exception History

There are 142 granted measure exceptions on record granted by the OPUC since 2012 when counted per measure group and per program. Past memos reported this value differently.

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	48
B	28
C	64
D	55
E	9
F	8
G	16

# 2022-2025 OPUC Efficiency Sector Summary of Costs and Savings

2025 Draft

			Actual	Actual	Budget	Year-end Forecast	Budget		
			2022	2023	Approved Budget	2024	2025-25 Draft		
			2024	2025	2024	2025	2025		
<b>Fully Loaded Costs</b>	Electric	Commercial Sector	54,988,659	75,472,350	107,971,759	104,297,878	115,101,915		
		Industry and Agriculture Sector	31,400,734	41,812,884	53,959,372	58,543,015	66,437,846		
		Residential Sector	36,913,253	45,128,869	60,527,806	59,624,056	60,521,262		
		OPUC Efficiency	\$ 123,302,646	\$ 162,414,103	\$ 222,458,936	\$ 222,464,949	\$ 242,061,023		
	Natural Gas	Commercial Sector	12,629,934	15,644,184	19,480,018	18,800,361	23,538,013		
		Industry and Agriculture Sector	2,486,743	4,360,650	6,908,979	6,453,872	7,857,773		
		Residential Sector	20,404,628	20,769,059	24,800,208	24,954,716	25,950,207		
		OPUC Efficiency	\$ 35,521,305	\$ 40,773,894	\$ 51,189,206	\$ 50,208,948	\$ 57,345,994		
		<b>Reportable Energy</b>	Electric	Commercial Sector	142,467,350	217,526,128	186,878,038	204,516,146	249,397,117
				Industry and Agriculture Sector	178,361,407	168,001,410	150,057,420	224,620,756	180,086,432
Residential Sector	88,709,945			79,711,152	83,308,669	91,898,899	88,554,046		
OPUC Efficiency Division	409,538,702			465,238,690	420,244,126	521,035,801	518,037,594		
Natural Gas	Commercial Sector		2,247,520	2,641,773	2,932,956	2,892,747	2,928,692		
	Industry and Agriculture Sector		1,286,777	1,667,106	1,619,458	1,892,552	1,506,920		
	Residential Sector		2,408,548	2,231,888	1,973,736	2,054,217	1,684,064		
	OPUC Efficiency Division		5,942,844	6,540,767	6,526,151	6,839,516	6,119,676		
<b>Levelized Cost</b>	Electric (\$/kWh)	Commercial Sector	0.040	0.035	0.057	0.050	0.043		
		Industry and Agriculture Sector	0.018	0.029	0.039	0.029	0.039		
		Residential Sector	0.043	0.055	0.065	0.058	0.056		
		OPUC Efficiency Division	\$ 0.031	\$ 0.037	\$ 0.053	\$ 0.043	\$ 0.044		
	Natural Gas (\$/Therm)	Commercial Sector	0.56	0.62	0.68	0.68	0.76		
		Industry and Agriculture Sector	0.24	0.29	0.44	0.39	0.50		
		Residential Sector	0.56	0.58	0.79	0.77	0.91		
		OPUC Efficiency Division	\$ 0.495	\$ 0.508	\$ 0.646	\$ 0.626	\$ 0.739		
		<b>Reportable WAML</b>	Electric	Commercial Sector	13.05	13.27	13.94	13.95	14.22
				Industry and Agriculture Sector	12.92	11.33	12.26	12.02	12.30
Residential Sector	13.05			14.30	16.20	15.99	17.48		
OPUC Efficiency Division	13.00			12.74	13.79	13.48	14.11		
Natural Gas	Commercial Sector		13.67	12.65	13.29	12.77	14.10		
	Industry and Agriculture Sector		10.41	12.06	13.20	11.59	14.03		
	Residential Sector		26.21	29.45	29.47	28.72	29.28		
	OPUC Efficiency Division		18.05	18.23	18.16	17.23	18.26		
	<b>Discount Rate</b>		PGE PacificPower NW Natural Cascade Natural Gas Avista Gas	Efficiency General	2022	2023	2024	2024	2025
				Efficiency General	4.60%	4.50%	4.60%	4.60%	4.10%
Efficiency General		4.60%		4.50%	4.60%	4.60%	4.10%		
Efficiency General		4.60%		4.50%	4.60%	4.60%	4.10%		
Efficiency General		4.60%		4.50%	4.60%	4.60%	4.10%		
Efficiency General		4.60%		4.50%	4.60%	4.60%	4.10%		

## 2022-2025 Washington Efficiency Sector Summary of Costs and Savings

2025 Draft Budget

			Actual	Actual	Budget	Year-end Forecast	Budget
			2022	2023	Approved Budget	2024	2025-25 Draft
			2024	2024	2024	2024	2025
<b>Fully Loaded Costs</b>	Washington	NEEA Commercial Washington					
		Commercial Washington	1,530,537	1,428,257	1,346,925	1,286,247	1,575,067
		NEEA Residential Washington					
		Residential Washington	1,784,927	1,544,012	2,117,068	1,770,627	2,066,106
		<b>Washington</b>	<b>\$ 3,315,463</b>	<b>\$ 2,972,269</b>	<b>\$ 3,463,993</b>	<b>\$ 3,056,874</b>	<b>\$ 3,641,173</b>
<b>Reportable Energy</b>	Washington	NEEA Commercial Washington					
		Commercial Washington	244,841	183,197	133,179	145,444	122,123
		NEEA Residential Washington					
		Residential Washington	150,873	89,740	111,060	99,591	96,931
		<b>Washington Programs</b>	<b>395,714</b>	<b>272,936</b>	<b>244,239</b>	<b>245,035</b>	<b>219,054</b>
<b>Reportable WAML</b>		NEEA Commercial Washington					
		Commercial Washington	16.03	14.21	12.41	10.56	12.38
		NEEA Residential Washington					
		Residential Washington	22.83	25.18	23.97	22.78	24.46
		<b>Washington Programs</b>	<b>18.62</b>	<b>17.82</b>	<b>17.67</b>	<b>15.53</b>	<b>17.73</b>
<b>Levelized Cost</b>	Natural Gas (\$/Therm)	NEEA Commercial Washington	-	-	-	-	-
		Commercial Washington	0.528	0.720	1.012	1.010	1.329
		NEEA Residential Washington	-	-	-	-	-
		Residential Washington	0.784	1.073	1.174	1.133	1.361
			<b>Washington Programs</b>	<b>\$ 0.636</b>	<b>\$ 0.852</b>	<b>\$ 1.080</b>	<b>\$ 1.047</b>
<b>Discount Rate</b>	NWN Washington	Washington General	2022	2023	2024	2024	2025
			3.80%	3.80%	3.39%	3.39%	3.85%

Income Statement  
Q2 Forecast for the period ending 2024

	Oregon OPUC Efficiency Funders								Oregon OPUC Renewables							Washington	Grants and Contracts	Fund Development	Investments / Contingency	TOTAL
	PGE	PAC	NWN IND	NWN	CNG	AVI	AVI Int	Total Oregon OPUC Efficiency	PGE	PAC	Total Renewables	NWN T	CNG T	AVI T						
Net Assets Beginning of Year	26,314,101	7,952,189	3,303,684	10,610,922	3,452,582	1,254,246	278,144	53,165,868	12,550,933	8,420,425	20,971,358	-	-	174,550	587,590	384,429	573,673	10,787,654	86,645,121	
Revenue	103,665,794	75,922,334	9,331,587	27,184,972	3,417,311	3,304,186	360,550	223,186,735	12,371,484	8,241,783	20,613,267	700,000		121,996	3,433,935	2,229,748	6,296	3,996,752	254,288,729	
Incentives	68,198,577	53,788,925	5,735,667	14,653,005	2,094,136	2,685,205	399,957	147,555,471	7,478,200	5,129,826	12,608,026			196,783	1,269,428	635,181			162,264,889	
Program Delivery Contractors	40,233,526	27,967,554	3,586,603	10,388,161	1,627,921	1,776,119	52,021	85,631,906	1,200,191	759,874	1,960,065	111,907		50,046	963,446	165,604			88,882,974	
Employee Salaries & Fringe Benefits	9,827,897	7,297,798	784,988	2,314,473	327,987	412,877	41,578	21,007,599	2,551,452	1,631,318	4,182,769			(0)	513,292	891,534	37,998		26,633,193	
Internal Costs	8,609,362	6,541,310	696,585	1,970,251	283,372	344,221	33,820	18,478,921	1,964,202	1,308,978	3,273,180			(0)	310,708	414,861	6,597		22,484,267	
Expenditures	126,869,362	95,595,587	10,803,844	29,325,890	4,333,416	5,218,423	527,376	272,673,897	13,194,045	8,829,996	22,024,040	111,907		246,829	3,056,874	2,107,180	44,595		300,265,322	
Operating Net Income	(23,203,568)	(19,673,252)	(1,472,257)	(2,140,918)	(916,105)	(1,914,237)	(166,826)	(49,487,162)	(822,561)	(588,212)	(1,410,773)	588,093		(124,833)	377,061	122,568	(38,299)	3,996,752	(45,976,593)	
Interest Income Distribution	953,665	(122,151)	166,431	618,421	194,108	19,260	12,623	1,842,356	786,902	526,755	1,313,657	19,060	-	7,269	50,309	28,891	35,945	(3,297,487)	0	
Transfer Between FS																				
Net Assets	3,621,636	(11,576,258)	1,899,227	8,742,198	2,607,219	(641,519)	111,318	4,763,820	11,996,085	8,012,815	20,008,900	588,093	-	49,717	977,342	513,464	546,465	13,220,726	40,668,528	
less:Renewables Dedicated for future periods									-	-	-									
									11,996,085	8,012,815	20,008,900									
<b>Reportable Energy</b>	<b>317,256,324</b>	<b>203,779,477</b>	<b>2,610,727</b>	<b>3,111,588</b>	<b>538,259</b>	<b>491,260</b>	<b>87,682</b>		<b>25,552,783</b>	<b>16,317,034</b>	<b>41,869,817</b>			<b>236,860</b>	<b>245,035</b>					



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

	Oregon OPUC Efficiency Funders								Oregon OPUC Renewables Funders			Other Funding Sources				Grants & Contracts SubTotal	Fund Development	Investments / Contingency	TOTAL
	PGE	PAC	NWN IND	NWN	CNG	AVI	AVI Int	Total Oregon OPUC Efficiency	PGE	PAC	Total Renewables	NWN T	CNG T	AVI T	Washington				
Net Assets Beginning of Year	4,062,986	(11,843,059)	1,997,647	9,087,639	2,730,338	(640,755)	123,924	5,518,720	12,613,630	8,420,962	21,034,592	607,129	-	56,976	1,014,895	164,889	570,333	11,485,943	40,453,479
Revenue	139,619,738	114,945,616	12,444,141	24,933,361	2,967,823	5,786,178	264,845	300,961,702	12,000,000	8,910,221	20,910,221	769,283		296,850	2,965,014	9,335,628		2,000,000	337,238,698
Incentives	75,423,683	55,980,748	7,922,751	15,633,404	2,578,751	2,686,699	193,995	160,420,031	9,237,190	6,405,800	15,642,990	412,997		52,717	1,672,343	4,595,957			182,797,035
Program Delivery Contractors	42,247,296	30,433,396	3,891,967	11,742,420	1,857,984	1,810,631	85,613	92,069,307	1,104,565	761,705	1,866,270	14,463		6,907	915,997	1,787,264			96,660,208
Employee Salaries & Fringe Benefits	11,185,730	8,294,604	1,050,182	2,672,292	424,967	450,077	24,850	24,102,701	3,023,214	1,972,945	4,996,158	41,409		6,227	616,778	3,357,727	102,928		33,223,928
Internal Costs	10,596,914	7,898,652	936,294	2,540,691	397,125	422,682	22,421	22,814,978	2,498,943	1,706,250	4,205,193	35,236		5,729	436,054	1,924,220	16,014		29,437,424
Expenditures	139,453,623	102,607,400	13,801,194	32,588,807	5,258,826	5,370,289	326,878	299,407,017	15,863,911	10,846,700	26,710,611	504,104		71,581	3,641,173	11,665,168	118,942		342,118,596
Operating Net Income	166,115	12,338,216	(1,357,053)	(7,655,446)	(2,291,003)	415,889	(62,033)	1,554,685	(3,863,911)	(1,936,479)	(5,800,390)	265,179		225,269	(676,159)	(2,329,540)	(118,942)	2,000,000	(4,879,898)
Interest Income Distribution	224,029	(306,588)	71,278	284,216	85,636	(23,387)	5,020	340,203	577,177	402,703	979,879	39,970		9,165	36,571	(52,425)	27,732	(1,381,096)	(0)
Transfer Between FS	(180,509)	(59,340)						(239,849)	(104,609)		(104,609)					2,466,483	409,683		(0)
Net Assets	4,272,621	129,229	711,871	1,716,409	524,970	(248,252)	66,912	7,173,759	9,222,287	6,887,186	16,109,472	912,278	-	291,410	375,308	249,407	888,806	12,104,848	35,573,580
less: Renewables Dedicated									-	-	-								
Renewables funds yet to be dedicated for future periods									9,222,287	6,887,186	16,109,472								
<b>Reportable Energy</b>	290,748,973	227,288,621	2,252,770	2,918,383	512,541	394,270	41,712		27,447,300	21,816,000	49,263,300	299,517		30,430	219,054				

2023 - 2025 Detailed Income Statement

	2023		2024		2025
	Approved Budget	Actual	Approved Budget	Year-end Forecast	2025-25 Draft
(41000) Revenue from Utilities	204,877,279	217,999,859	261,373,443	248,055,933	325,903,070
(42000) Contract Revenue	2,563,044	1,473,654	2,403,804	1,862,128	9,335,628
(43000) Grant Revenue	6,366	9,336	6,000	2,298	
(45000) Contributed Income		6,023		655	
(48000) Investment Income	250,000	3,223,521	1,500,000	3,996,752	2,000,000
<b>(40000) Revenue</b>	<b>207,696,689</b>	<b>222,712,393</b>	<b>265,283,247</b>	<b>253,917,766</b>	<b>337,238,698</b>
(71000) Incentives	112,336,058	123,122,595	161,445,804	162,264,889	182,797,035
(7010) Program Management	4,463,939	5,435,403	8,455,018	8,407,688	10,119,761
(7034) PMC Performance Compensation	571,000	36,127	941,000	941,000	860,797
(7040) Program Delivery	61,435,523	57,168,004	75,090,145	73,804,565	80,076,681
(7044) PMC Marketing	4,600,447	4,795,202	5,941,734	5,729,721	5,602,968
<b>(72000) Program Delivery Contractors</b>	<b>71,070,909</b>	<b>67,434,736</b>	<b>90,427,897</b>	<b>88,882,974</b>	<b>96,660,208</b>
(72100) Salaries	16,157,107	15,964,603	20,153,486	20,113,727	25,368,669
(7220) Payroll Taxes	1,244,097	1,210,942	1,555,735	1,534,812	1,950,544
(7230) Benefits	2,988,857	2,703,362	3,387,380	3,130,897	4,206,531
(7231) 401k Expense	969,426	887,507	1,216,591	1,189,207	1,522,120
(7234) Benefit Administrative Fees	86,546	91,790	95,000	95,000	95,000
(7235) Vacation Expense	104,589	82,492	487,690	530,123	61,064
(7270) Employee Recognition/Acknowledgment	37,000	31,143	40,000	40,000	20,000
(73000) Employee Salaries & Fringe Benefits	21,587,623	20,971,839	26,935,883	26,633,766	33,223,928
(7260) Agency Contractor Services	2,097,171	1,054,114	2,127,692	1,606,853	1,554,405
(7450) Evaluation Services	3,378,573	1,580,045	3,539,288	3,204,078	3,910,000
(7455) Planning Services	571,302	490,783	622,000	551,750	622,897
<b>(78020) Planning and Evaluation Services</b>	<b>3,949,875</b>	<b>2,070,827</b>	<b>4,161,288</b>	<b>3,755,828</b>	<b>4,532,897</b>
(7560) Website Design & Maintenance	401,000	328,715	625,000	641,500	640,000
(7570) Public Relations	632,000	630,202	997,000	989,000	1,046,000
(7575) Creative Services	715,000	761,889	753,000	615,000	1,852,087
(7580) Media Advertising	1,549,000	1,214,083	1,400,000	1,142,500	1,130,000
(7582) Printed Collateral	151,000	184,589	240,000	231,000	209,000
(7585) Coop Marketing	165,000	137,871	165,000	145,000	165,000
(7590) Events Co-Sponsorship	393,000	337,829	561,000	445,000	634,400
(7600) Market Development/Research	150,000		155,000	160,000	210,000
(8410) Public Relations					
(8420) Special Events					
<b>(78030) Advertising and Marketing Services</b>	<b>4,156,000</b>	<b>3,595,178</b>	<b>4,896,000</b>	<b>4,369,500</b>	<b>5,886,487</b>
(7039) Community Grants	150,000	153,550	20,000		200,000
(7250) Hiring Expenses	161,155	113,153	322,100	222,600	215,000
(7460) Quality Assurance					104,469
(7510) Accounting Services	70,000	98,495	75,000	100,000	48,000
(7530) Legal Services	34,000	23,368	63,000	64,000	10,333,459
(7550) Other Professional Services	6,405,404	3,283,181	9,624,829	7,390,948	504,000
(8425) Call Center	328,400	273,116	430,000	430,400	11,404,928
<b>(78040) Other Professional Services</b>	<b>7,148,959</b>	<b>3,944,864</b>	<b>10,534,929</b>	<b>8,207,948</b>	<b>4,199,993</b>
(8310) Travel	288,398	189,845	446,990	322,732	21,434
(8510) Business Meetings	158,720	86,136	150,340	159,235	191,322
(8520) Conferences & Training	274,260	112,110	414,510	301,672	433,742
<b>(78050) Travel, Meetings, Trainings &amp; Conferences</b>	<b>721,378</b>	<b>407,504</b>	<b>1,033,756</b>	<b>800,955</b>	<b>1,066,491</b>
(8910) Subscriptions & Memberships	275,439	176,253	317,335	279,581	313,000
(8920) Licenses and Fees	60,575	57,755	168,825	158,750	430,149
<b>(78060) Dues, Licenses and Fees</b>	<b>336,014</b>	<b>234,008</b>	<b>486,160</b>	<b>438,331</b>	<b>743,149</b>
(8110) Computer Equipment	87,820	153,594	136,220	102,220	135,001
(8115) Software	705,753	608,565	963,937	869,810	1,033,583
(8116) Software maintenance	98,230	245,179	475,208	475,208	294,492
<b>(78070) Software and Hardware</b>	<b>891,803</b>	<b>1,007,338</b>	<b>1,575,365</b>	<b>1,447,238</b>	<b>1,463,076</b>
(8150) Depreciation Expense	279,944	343,489	459,373	302,235	1,235,693
<b>(78080) Depreciation &amp; Amortization</b>	<b>279,944</b>	<b>343,489</b>	<b>459,373</b>	<b>302,235</b>	<b>1,235,693</b>
(8010) Rent	1,106,000	899,092	1,136,707	1,136,707	1,169,160
(8020) Bldg Repair & Maintenance	20,000	21,783	30,000	30,000	30,000
(8030) Utilities	5,250	5,849	5,250	5,250	5,250
(8120) Equipment Maintenance	42,300	24,805	49,750	49,750	53,537
(8130) Office Equipment	11,000		11,000	11,000	15,000
(8710) Business Insurance	133,000	143,685	133,000	133,000	133,000
<b>(78090) Office Rent and Equipment</b>	<b>1,317,550</b>	<b>1,095,214</b>	<b>1,365,707</b>	<b>1,365,707</b>	<b>1,405,947</b>
(7710) Supplies	25,900	14,647	96,750	89,350	33,275
(7810) Telephone	27,400	21,279	31,400	31,000	32,627
(7830) Internet Services	29,000	20,104	30,400	30,400	34,200
(7910) Postage	27,500	9,478	14,870	10,870	23,900
(8210) Printing	14,050	8,349	12,800	12,100	12,800
<b>(78100) Materials Postage and Telephone</b>	<b>123,850</b>	<b>73,857</b>	<b>186,220</b>	<b>173,720</b>	<b>136,802</b>
(8610) Interest					
(8620) Bank Fees	10,500	11,170	7,750	4,000	4,050
(8830) Miscellaneous Project Expense	4,000	10,726	4,020	520	3,500
(78110) Miscellaneous Expenses	14,500	21,896	11,770	4,520	7,550
(78000) Internal Costs	21,037,044	13,848,288	26,838,260	22,472,835	29,437,424
<b>(70000) Expenditures</b>	<b>226,031,647</b>	<b>225,377,459</b>	<b>305,647,844</b>	<b>300,254,464</b>	<b>342,118,596</b>
<b>(40) Net Income</b>	<b>(18,334,958)</b>	<b>(2,665,066)</b>	<b>(40,364,597)</b>	<b>(46,336,698)</b>	<b>(4,879,898)</b>

2023 - 2025 Detailed Income Statement

	2023		2024		2025
	Approved Budget	Actual	Approved Budget	Year-end Forecast	2025-25 Draft
(41000) Revenue from Utilities	204,877,279	217,999,859	261,373,443	248,055,933	325,903,070
(42000) Contract Revenue	2,563,044	1,473,654	2,403,804	1,862,128	9,335,628
(43000) Grant Revenue	6,366	9,336	6,000	2,298	
(45000) Contributed Income		6,023		655	
(48000) Investment Income	250,000	3,223,521	1,500,000	3,996,752	2,000,000
<b>(40000) Revenue</b>	<b>207,696,689</b>	<b>222,712,393</b>	<b>265,283,247</b>	<b>253,917,766</b>	<b>337,238,698</b>
(71000) Incentives	112,336,058	123,122,595	161,445,804	162,264,889	182,797,035
(7101) Program Management	4,463,939	5,435,403	8,455,018	8,407,688	10,119,761
(7034) PMC Performance Compensation	571,000	36,127	941,000	941,000	860,797
(7040) Program Delivery	61,435,523	57,168,004	75,090,145	73,804,565	80,076,681
(7044) PMC Marketing	4,600,447	4,795,202	5,941,734	5,729,721	5,602,968
(72000) Program Delivery Contractors	71,070,909	67,434,736	90,427,897	88,882,974	96,660,208
(72100) Salaries	16,157,107	15,964,603	20,153,486	20,113,727	25,368,669
(7220) Payroll Taxes	1,244,097	1,210,942	1,555,735	1,534,812	1,950,544
(7230) Benefits	2,988,857	2,703,362	3,387,380	3,130,897	4,206,531
(7231) 401k Expense	969,426	887,507	1,216,591	1,189,207	1,522,120
(7234) Benefit Administrative Fees	86,546	91,790	95,000	95,000	95,000
(7235) Vacation Expense	104,589	82,492	487,690	530,123	61,064
(7270) Employee Recognition/Acknowledgment	37,000	31,143	40,000	40,000	20,000
(73000) Employee Salaries & Fringe Benefits	21,587,623	20,971,839	26,935,883	26,633,766	33,223,928
(7260) Agency Contractor Services	2,097,171	1,054,114	2,127,692	1,606,853	1,554,405
(7450) Evaluation Services	3,378,573	1,580,045	3,539,288	3,204,078	3,910,000
(7455) Planning Services	571,302	490,783	622,000	551,750	622,897
(78020) Planning and Evaluation Services	3,949,875	2,070,827	4,161,288	3,755,828	4,532,897
(7560) Website Design & Maintenance	401,000	328,715	625,000	641,500	640,000
(7570) Public Relations	632,000	630,202	997,000	989,000	1,046,000
(7575) Creative Services	715,000	761,889	753,000	615,000	1,852,087
(7580) Media Advertising	1,549,000	1,214,083	1,400,000	1,142,500	1,130,000
(7582) Printed Collateral	151,000	184,589	240,000	231,000	209,000
(7585) Coop Marketing	165,000	137,871	165,000	145,000	165,000
(7590) Events Co-Sponsorship	393,000	337,829	561,000	445,000	634,400
(7600) Market Development/Research	150,000		155,000	160,000	210,000
(8410) Public Relations					
(8420) Special Events					
(78030) Advertising and Marketing Services	4,156,000	3,595,178	4,896,000	4,369,500	5,886,487
(7039) Community Grants	150,000	153,550	20,000		200,000
(7250) Hiring Expenses	161,155	113,153	322,100	222,600	215,000
(7460) Quality Assurance					104,469
(7510) Accounting Services	70,000	98,495	75,000	100,000	48,000
(7530) Legal Services	34,000	23,368	63,000	64,000	10,333,459
(7550) Other Professional Services	6,405,404	3,283,181	9,624,829	7,390,948	504,000
(8425) Call Center	328,400	273,116	430,000	430,400	11,404,928
(78040) Other Professional Services	7,148,959	3,944,864	10,534,929	8,207,948	419,993
(8310) Travel	288,398	189,845	446,990	322,732	21,434
(8510) Business Meetings	158,720	86,136	150,340	159,235	191,322
(8520) Conferences & Training	274,260	112,110	414,510	301,672	433,742
(78050) Travel, Meetings, Trainings & Conferences	721,378	407,504	1,033,756	800,955	1,066,491
(8910) Subscriptions & Memberships	275,439	176,253	317,335	279,581	313,000
(8920) Licenses and Fees	60,575	57,755	168,825	158,750	430,149
(78060) Dues, Licenses and Fees	336,014	234,008	486,160	438,331	743,149
(8110) Computer Equipment	87,820	153,594	136,220	102,220	135,001
(8115) Software	705,753	608,565	963,937	869,810	1,033,583
(8116) Software maintenance	98,230	245,179	475,208	475,208	294,492
(78070) Software and Hardware	891,803	1,007,338	1,575,365	1,447,238	1,463,076
(8150) Depreciation Expense	279,944	343,489	459,373	302,235	1,235,693
(78080) Depreciation & Amortization	279,944	343,489	459,373	302,235	1,235,693
(8010) Rent	1,106,000	899,092	1,136,707	1,136,707	1,169,160
(8020) Bldg Repair & Maintenance	20,000	21,783	30,000	30,000	30,000
(8030) Utilities	5,250	5,849	5,250	5,250	5,250
(8120) Equipment Maintenance	42,300	24,805	49,750	49,750	53,537
(8130) Office Equipment	11,000		11,000	11,000	15,000
(8710) Business Insurance	133,000	143,685	133,000	133,000	133,000
(78090) Office Rent and Equipment	1,317,550	1,095,214	1,365,707	1,365,707	1,405,947
(7710) Supplies	25,900	14,647	96,750	89,350	33,275
(7810) Telephone	27,400	21,279	31,400	31,000	32,627
(7830) Internet Services	29,000	20,104	30,400	30,400	34,200
(7910) Postage	27,500	9,478	14,870	10,870	23,900
(8210) Printing	14,050	8,349	12,800	12,100	12,800
(78100) Materials Postage and Telephone	123,850	73,857	186,220	173,720	136,802
(8610) Interest					
(8620) Bank Fees	10,500	11,170	7,750	4,000	4,050
(8830) Miscellaneous Project Expense	4,000	10,726	4,020	520	3,500
(78110) Miscellaneous Expenses	14,500	21,896	11,770	4,520	7,550
(78000) Internal Costs	21,037,044	13,848,288	26,838,260	22,472,835	29,437,424
<b>(70000) Expenditures</b>	<b>226,031,647</b>	<b>225,377,459</b>	<b>305,647,844</b>	<b>300,254,464</b>	<b>342,118,596</b>
<b>(40) Net Income</b>	<b>(18,334,958)</b>	<b>(2,665,066)</b>	<b>(40,364,597)</b>	<b>(46,336,698)</b>	<b>(4,879,898)</b>

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

	2025 2025-25 Draft		2024 Year-end Forecast		2024 Approved Budget	
	OPUC Programs	Total Company	OPUC Programs	Total Company	OPUC Programs	Total Company
1 Incentives	176,063,021	182,797,035	160,163,497	162,264,889	158,539,274	161,445,804
2 Program Delivery Contractors	93,935,577	96,660,208	87,435,031	88,726,034	89,036,903	90,427,897
3 Employee Salaries & Fringe Benefits	13,987,133	16,941,484	12,139,454	13,168,534	12,581,927	13,580,312
4 Services	16,692,575	18,249,555	12,957,534	13,366,148	15,937,523	16,559,789
5 Total Program Direct Costs	300,678,306	314,648,283	272,695,516	277,525,605	276,095,628	282,013,802
6 Program Support (under GAAP, program / under OPUC, support)	6,534,009	7,644,307	5,641,831	6,095,532	6,007,342	6,453,807
7 Communications and General Outreach	7,868,189	8,251,372	6,271,462	6,381,224	6,656,786	6,805,909
8 Management & General	11,037,123	11,574,634	9,932,189	10,106,021	10,147,015	10,374,326
9 Total Administrative	18,905,312	19,826,007	16,203,651	16,487,246	16,803,801	17,180,235
10 Total Administrative and Program Support	25,439,322	27,470,314	21,845,482	22,582,778	22,811,144	23,634,042
11 Total Expenditures	326,117,628	342,118,596	294,540,998	300,108,382	298,906,772	305,647,844
12 Total Revenue	321,871,923	337,238,698	243,800,002	253,917,766	256,225,431	265,283,247
Programs (rows 5 + 6 )	307,212,316	322,292,590	278,337,347	283,621,137	282,102,970	288,467,609
Administration ( row 9 )	18,905,312	19,826,007	16,203,651	16,487,246	16,803,801	17,180,235
Administrative percent of total Expenditure	5.8%	5.8%	5.5%	5.5%	5.6%	5.6%

Expenditures by Major Program and Utility  
**2024 Q2 Forecast**  
**2024 Q2 Year-End Forecast**

	Electric	Natural Gas	PGE	PGE LMI	PacificPower	PAC LMI	NWN - Industrial	NW Natural	Cascade Natural Gas	Avista Gas	AVI Interruptible	OPUC	Washington	All Funding Sources
<b>Expenditures</b>														
Existing Buildings with MF	83,469,610	16,573,542	46,722,115	0	36,747,495	0	6,043,833	7,438,534	1,822,149	1,221,838	47,188	100,043,152		\$ 100,110,195
New Buildings	16,809,637	1,273,250	11,764,411		5,045,226		86,918	984,672	129,292	72,368		18,082,887		\$ 18,082,887
NEEA Commercial	4,018,631	953,569	2,330,806		1,687,825			752,493	97,495	103,582		4,972,200		\$ 4,972,200
Industry and Agriculture	58,462,495	6,453,872	33,767,686		24,694,809		4,673,093	634,188	400,913	265,489	480,188	64,916,367		\$ 65,208,059
NEEA - Industrial	80,520		46,702		33,819							80,520		\$ 80,520
Residential	55,874,976	24,115,942	30,063,176	0	25,811,800	0		18,854,099	1,797,808	3,464,034		79,990,918		\$ 79,990,918
NEEA Residential	3,749,080	838,774	2,174,466		1,574,613			661,904	85,758	91,112		4,587,853		\$ 4,587,853
<b>OPUC Efficiency</b>	<b>222,464,949</b>	<b>50,208,948</b>	<b>126,869,362</b>	<b>0</b>	<b>95,595,587</b>	<b>0</b>	<b>10,803,844</b>	<b>29,325,890</b>	<b>4,333,416</b>	<b>5,218,423</b>	<b>527,376</b>	<b>272,673,897</b>		\$ 273,032,633
Solar	19,809,351		6,562,152	5,585,549	3,486,243	4,175,408						19,809,351		\$ 19,809,351
Other Renewables	2,214,689		1,046,344		1,168,345							2,214,689		\$ 2,214,689
<b>OPUC Renewables</b>	<b>22,024,040</b>		<b>7,608,496</b>	<b>5,585,549</b>	<b>4,654,587</b>	<b>4,175,408</b>						<b>22,024,040</b>		\$ 22,024,040
Existing Buildings - WA													1,114,042	\$ 1,114,042
Residential Washington													1,770,627	\$ 1,770,627
<b>Washington</b>													<b>3,056,874</b>	\$ 3,056,874
LMI														\$ (0)
Community Solar														\$ 410,283
PGE Smart Battery														\$ 606,062
<b>Total Company</b>	<b>\$ 244,488,989</b>	<b>\$ 50,208,948</b>	<b>\$ 134,477,858</b>	<b>\$ 5,585,549</b>	<b>\$ 100,250,174</b>	<b>\$ 4,175,408</b>	<b>\$ 10,803,844</b>	<b>\$ 29,325,890</b>	<b>\$ 4,333,416</b>	<b>\$ 5,218,423</b>	<b>\$ 527,376</b>	<b>\$ 294,697,937</b>	<b>\$ 3,056,874</b>	<b>\$ 300,265,322</b>
<b>Incentives</b>														
Existing Buildings with MF	43,951,896	7,393,808	23,459,824		20,492,072		2,648,078	3,359,479	822,941	551,821	11,490	51,345,704		\$ 51,375,841
New Buildings	6,161,967	468,872	4,311,789		1,850,178		41,499	354,726	46,577	26,070		6,630,839		\$ 6,630,839
Industry and Agriculture	38,844,250	4,278,686	22,013,740		16,830,510		3,046,090	425,834	213,189	205,106	388,467	43,122,936		\$ 43,289,582
Residential	33,029,389	13,426,603	18,413,225		14,616,164			10,512,966	1,011,430	1,902,208		46,455,992		\$ 46,455,992
<b>OPUC Efficiency</b>	<b>121,987,502</b>	<b>25,567,969</b>	<b>68,198,577</b>		<b>53,788,925</b>		<b>5,735,667</b>	<b>14,653,005</b>	<b>2,094,136</b>	<b>2,685,205</b>	<b>399,957</b>	<b>147,555,471</b>		\$ 147,752,254
Solar	10,942,111		3,485,494	3,190,041	1,858,504	2,408,072						10,942,111		\$ 10,942,111
Other Renewables	1,665,915		802,664		863,251							1,665,915		\$ 1,665,915
<b>OPUC Renewables</b>	<b>12,608,026</b>		<b>4,288,159</b>	<b>3,190,041</b>	<b>2,721,755</b>	<b>2,408,072</b>						<b>12,608,026</b>		\$ 12,608,026
Existing Buildings - WA													258,679	\$ 258,679
Residential Washington													894,450	\$ 894,450
<b>Washington</b>													<b>1,269,428</b>	\$ 1,269,428
PGE Smart Battery														\$ 522,136
<b>Total Company</b>	<b>\$ 134,595,528</b>	<b>\$ 25,567,969</b>	<b>\$ 72,486,736</b>	<b>\$ 3,190,041</b>	<b>\$ 56,510,679</b>	<b>\$ 2,408,072</b>	<b>\$ 5,735,667</b>	<b>\$ 14,653,005</b>	<b>\$ 2,094,136</b>	<b>\$ 2,685,205</b>	<b>\$ 399,957</b>	<b>\$ 160,163,497</b>	<b>\$ 1,269,428</b>	<b>\$ 162,264,889</b>
<b>Program Delivery Contractors</b>														
Existing Buildings with MF	28,573,122	7,015,426	17,136,056	0	11,437,066	0	2,606,502	3,107,671	761,258	510,459	29,536	35,588,548		\$ 35,625,455
New Buildings	7,304,753	532,945	5,113,044		2,191,709		26,890	420,033	55,152	30,870		7,837,698		\$ 7,837,698
NEEA Commercial	3,737,792	886,930	2,167,920		1,569,873			699,905	90,682	96,343		4,624,722		\$ 4,624,722
Industry and Agriculture	11,119,263	1,244,631	6,844,971		4,274,292		953,210	116,913	129,919	22,104	22,485	12,363,895		\$ 12,488,941
NEEA - Industrial	76,098		44,137		31,961							76,098		\$ 76,098
Residential	13,907,674	6,971,788	6,907,619	0	7,000,055	0		5,428,822	511,254	1,031,713		20,879,462		\$ 20,879,462
NEEA Residential	3,482,377	779,105	2,019,779		1,462,599			614,817	79,657	84,631		4,261,482		\$ 4,261,482
<b>OPUC Efficiency</b>	<b>68,201,080</b>	<b>17,430,826</b>	<b>40,233,526</b>	<b>0</b>	<b>27,967,554</b>	<b>0</b>	<b>3,586,603</b>	<b>10,388,161</b>	<b>1,627,921</b>	<b>1,776,119</b>	<b>52,021</b>	<b>85,631,906</b>		\$ 85,793,859
Solar	1,655,065		687,514	361,925	358,470	247,157						1,655,065		\$ 1,655,065
Other Renewables	305,000		150,753		154,247							305,000		\$ 305,000
<b>OPUC Renewables</b>	<b>1,960,065</b>		<b>838,267</b>	<b>361,925</b>	<b>512,717</b>	<b>247,157</b>						<b>1,960,065</b>		\$ 1,960,065
Existing Buildings - WA													517,822	\$ 517,822
Residential Washington													389,716	\$ 389,716
<b>Washington</b>													<b>963,445</b>	\$ 963,445
PGE Smart Battery														\$ 21,512
<b>Total Company</b>	<b>\$ 70,161,145</b>	<b>\$ 17,430,826</b>	<b>\$ 41,071,792</b>	<b>\$ 361,925</b>	<b>\$ 28,480,271</b>	<b>\$ 247,157</b>	<b>\$ 3,586,603</b>	<b>\$ 10,388,161</b>	<b>\$ 1,627,921</b>	<b>\$ 1,776,119</b>	<b>\$ 52,021</b>	<b>\$ 87,591,971</b>	<b>\$ 963,445</b>	<b>\$ 88,882,974</b>

Expenditures by Major Program and Utility  
**2024 Q2 Forecast**  
**2024 Q2 Year-End Forecast**

	Electric	Natural Gas	PGE	PGE LMI	PacificPower	PAC LMI	NWN - Industrial	NW Natural	Cascade Natural Gas	Avista Gas	AVI Interruptible	OPUC	Washington	All Funding Sources
<b>Internal Costs</b>														
Existing Buildings with MF	5,399,211	1,062,914	3,022,209	0	2,377,003	0	387,610	477,057	116,860	78,360	3,026	6,462,126		\$ 6,462,126
New Buildings	1,535,919	136,199	1,074,930		460,989		9,298	105,330	13,830	7,741		1,672,117		\$ 1,672,117
NEEA Commercial	89,729	21,292	52,043		37,686			16,802	2,177	2,313		111,021		\$ 111,021
Industry and Agriculture	3,822,244	413,876	2,207,712		1,614,532		299,677	40,669	25,710	17,025	30,794	4,236,120		\$ 4,236,120
NEEA - Industrial	1,561		905		656							1,561		\$ 1,561
Residential	4,217,373	1,675,034	2,202,475	0	2,014,897	0		1,315,450	122,859	236,725		5,892,406		\$ 5,892,406
NEEA Residential	84,635	18,935	49,088		35,547			14,942	1,936	2,057		103,570		\$ 103,570
<b>OPUC Efficiency</b>	<b>15,150,672</b>	<b>3,328,249</b>	<b>8,609,362</b>	<b>0</b>	<b>6,541,310</b>	<b>0</b>	<b>696,585</b>	<b>1,970,251</b>	<b>283,372</b>	<b>344,221</b>	<b>33,820</b>	<b>18,478,921</b>		\$ 18,478,921
Solar	3,125,664		1,035,424	881,329	550,085	658,826						3,125,664		\$ 3,125,664
Other Renewables	147,516		47,449		100,067							147,516		\$ 147,516
<b>OPUC Renewables</b>	<b>3,273,180</b>		<b>1,082,873</b>	<b>881,329</b>	<b>650,151</b>	<b>658,826</b>						<b>3,273,180</b>		\$ 3,273,180
Existing Buildings - WA Residential Washington													116,967	\$ 116,967
													193,742	\$ 193,742
<b>Washington</b>													<b>310,708</b>	\$ 310,708
LMI														\$ (0)
Community Solar														\$ 113,521
PGE Smart Battery														\$ 18,772
<b>Total Company</b>	<b>\$ 18,423,852</b>	<b>\$ 3,328,249</b>	<b>\$ 9,692,235</b>	<b>\$ 881,329</b>	<b>\$ 7,191,461</b>	<b>\$ 658,826</b>	<b>\$ 696,585</b>	<b>\$ 1,970,251</b>	<b>\$ 283,372</b>	<b>\$ 344,221</b>	<b>\$ 33,820</b>	<b>\$ 21,752,101</b>	<b>\$ 310,708</b>	<b>\$ 22,484,267</b>
<b>Employee Salaries &amp; Fringe Benefits</b>														
Existing Buildings with MF	5,545,381	1,101,392	3,104,027	0	2,441,354	0	401,642	494,327	121,091	81,197	3,136	6,646,773		\$ 6,646,773
New Buildings	1,806,998	135,235	1,264,648		542,351		9,232	104,584	13,732	7,686		1,942,233		\$ 1,942,233
NEEA Commercial	191,109	45,348	110,843		80,266			35,785	4,636	4,926		236,457		\$ 236,457
Industry and Agriculture	4,676,738	516,679	2,701,264		1,975,474		374,115	50,771	32,096	21,254	38,443	5,193,416		\$ 5,193,416
NEEA - Industrial	2,861		1,659		1,202							2,861		\$ 2,861
Residential	4,720,541	2,042,517	2,539,857	0	2,180,684	0		1,596,861	152,267	293,389		6,763,058		\$ 6,763,058
NEEA Residential	182,067	40,734	105,599		76,468			32,144	4,165	4,425		222,801		\$ 222,801
<b>OPUC Efficiency</b>	<b>17,125,695</b>	<b>3,881,904</b>	<b>9,827,897</b>	<b>0</b>	<b>7,297,798</b>	<b>0</b>	<b>784,988</b>	<b>2,314,473</b>	<b>327,987</b>	<b>412,877</b>	<b>41,578</b>	<b>21,007,599</b>		\$ 21,007,599
Solar	4,086,511		1,353,720	1,152,254	719,184	861,353						4,086,511		\$ 4,086,511
Other Renewables	96,258		45,478		50,780							96,258		\$ 96,258
<b>OPUC Renewables</b>	<b>4,182,769</b>		<b>1,399,197</b>	<b>1,152,254</b>	<b>769,964</b>	<b>861,353</b>						<b>4,182,769</b>		\$ 4,182,769
Existing Buildings - WA Residential Washington													220,574	\$ 220,574
													292,719	\$ 292,719
<b>Washington</b>													<b>513,292</b>	\$ 513,292
LMI														\$ (0)
Community Solar														\$ 296,763
PGE Smart Battery														\$ 43,641
<b>Total Company</b>	<b>\$ 21,308,465</b>	<b>\$ 3,881,904</b>	<b>\$ 11,227,095</b>	<b>\$ 1,152,254</b>	<b>\$ 8,067,762</b>	<b>\$ 861,353</b>	<b>\$ 784,988</b>	<b>\$ 2,314,473</b>	<b>\$ 327,987</b>	<b>\$ 412,877</b>	<b>\$ 41,578</b>	<b>\$ 25,190,369</b>	<b>\$ 513,292</b>	<b>\$ 26,633,193</b>

Expenditures by Major Program and Utility  
**2025-25 Draft Budget**  
**2025**

		Electric	Natural Gas	PGE	PGE LMI	PacificPower	PAC LMI	NWN - Industrial	NW Natural	Cascade Natural Gas	Avista Gas	AVI Interruptible	OPUC	NWN Transport	AVI Transport	Washington	All Funding Sources	
<b>Expenditures</b>	Existing Buildings with MF	90,983,371	20,607,613	49,811,217	3,532,569	35,188,728	2,450,857	7,736,723	9,711,005	1,947,181	1,013,885	198,818	111,590,983				\$ 111,590,983	
	New Buildings	19,618,712	2,086,762	9,651,866	1,161,091	8,144,732	661,023	37,791	1,590,120	299,710	152,626	6,515	21,705,474		13,338		\$ 21,718,812	
	NEEA Commercial	4,499,832	843,638	2,609,044		1,890,788				84,171	86,523		5,343,470				\$ 5,343,470	
	Industry and Agriculture	66,330,592	7,857,773	39,878,614		26,451,978		6,026,680	851,466	625,862	232,220	121,545	74,188,366	504,104	58,243		\$ 74,750,713	
	NEEA - Industrial	107,254		62,187		45,067							107,254				\$ 107,254	
	Residential	56,780,895	24,553,203	21,325,704	9,252,631	9,721,351	16,481,209		18,648,924	2,162,521	3,741,758		81,334,098				\$ 81,334,098	
	NEEA Residential	3,740,367	1,397,004	2,168,700		1,571,668			1,114,347	139,382	143,276		5,137,371				\$ 5,137,371	
	<b>OPUC Efficiency</b>	<b>242,061,023</b>	<b>57,345,994</b>	<b>125,507,332</b>	<b>13,946,291</b>	<b>83,014,311</b>	<b>19,593,089</b>	<b>13,801,194</b>	<b>32,588,807</b>	<b>5,258,826</b>	<b>5,370,289</b>	<b>326,878</b>	<b>299,407,017</b>	<b>504,104</b>	<b>71,581</b>			<b>\$ 299,982,702</b>
	<b>OPUC Renewables</b>	<b>26,710,611</b>			<b>8,275,812</b>	<b>7,888,100</b>	<b>6,120,151</b>	<b>4,726,549</b>						<b>26,710,611</b>				<b>\$ 26,710,611</b>
	Commercial Washington																1,575,067	\$ 1,575,067
	Residential Washington																2,066,106	\$ 2,066,106
	<b>Washington</b>																<b>3,641,173</b>	<b>\$ 3,641,173</b>
	Community Solar																	\$ 407,189
	PGE Smart Battery																	\$ 74,533
	SALMON Program																	\$ 451,857
	FEMA Program																	\$ 1,492,316
	PGE Inverter																	\$ 1,694
	ODOE Cooling																	\$ 740,821
	FlexFeeder																	\$ 116,405
	Solar for All																	\$ 1,045,578
	DOE Homes																	\$ 1,956,797
	DOE HEAR																	\$ 4,354,359
	ODOE CHP – IVCandO																	\$ 670,988
ODOE CHP – NWU																	\$ 352,631	
<b>Programs</b>	<b>268,771,634</b>	<b>57,345,994</b>	<b>133,783,144</b>	<b>21,534,390</b>	<b>89,134,462</b>	<b>24,319,638</b>	<b>13,801,194</b>	<b>32,588,807</b>	<b>5,258,826</b>	<b>5,370,289</b>	<b>326,878</b>	<b>326,117,628</b>	<b>504,104</b>	<b>71,581</b>	<b>3,641,173</b>		<b>\$ 341,999,654</b>	
Functional Activities																	\$ 118,942	
<b>Total Company</b>	<b>\$ 268,771,634</b>	<b>\$ 57,345,994</b>	<b>\$ 133,783,144</b>	<b>\$ 21,534,390</b>	<b>\$ 89,134,462</b>	<b>\$ 24,319,638</b>	<b>\$ 13,801,194</b>	<b>\$ 32,588,807</b>	<b>\$ 5,258,826</b>	<b>\$ 5,370,289</b>	<b>\$ 326,878</b>	<b>\$ 326,117,628</b>	<b>\$ 504,104</b>	<b>\$ 71,581</b>	<b>\$ 3,641,173</b>		<b>\$ 342,118,596</b>	
<b>Incentives</b>	Existing Buildings with MF	48,990,975	9,868,159	26,150,811	1,766,403	19,784,817	1,288,944	3,740,925	4,611,965	924,758	481,516	108,995	58,859,134				\$ 58,859,134	
	New Buildings	8,107,956	799,672	3,632,526	902,317	3,059,413	513,700	29,004	596,098	112,354	57,216	5,000	8,907,628		5,000		\$ 8,912,628	
	Industry and Agriculture	43,118,522	5,388,446	25,883,356		17,235,166		4,152,822	589,061	401,182	165,381	80,000	48,506,968	412,997	47,717		\$ 48,967,682	
	Residential	31,186,978	12,959,323	12,214,358	4,873,911	5,417,076	8,681,633		9,836,280	1,140,457	1,982,586		44,146,301				\$ 44,146,301	
	<b>OPUC Efficiency</b>	<b>131,404,431</b>	<b>29,015,600</b>	<b>67,881,052</b>	<b>7,542,631</b>	<b>45,496,472</b>	<b>10,484,277</b>	<b>7,922,751</b>	<b>15,633,404</b>	<b>2,578,751</b>	<b>2,686,699</b>	<b>193,995</b>	<b>160,420,031</b>	<b>412,997</b>	<b>52,717</b>			<b>\$ 160,885,745</b>
	<b>OPUC Renewables</b>	<b>15,642,990</b>		<b>4,657,190</b>	<b>4,580,000</b>	<b>3,605,800</b>	<b>2,800,000</b>						<b>15,642,990</b>					<b>\$ 15,642,990</b>
	Commercial Washington																541,054	\$ 541,054
	Residential Washington																1,131,289	\$ 1,131,289
	<b>Washington</b>																<b>1,672,343</b>	<b>\$ 1,672,343</b>
	PGE Smart Battery																	\$ 50,220
	FEMA Program																	\$ 260,780
	ODOE Cooling																	\$ 363,300
	FlexFeeder																	\$ 109,042
	Solar for All																	\$ 46,957
	DOE Homes																	\$ 256,023
	DOE HEAR																	\$ 2,545,356
	ODOE CHP – IVCandO																	\$ 632,090
	ODOE CHP – NWU																	\$ 332,189
	<b>Programs</b>	<b>147,047,421</b>	<b>29,015,600</b>	<b>72,538,242</b>	<b>12,122,631</b>	<b>49,102,272</b>	<b>13,284,277</b>	<b>7,922,751</b>	<b>15,633,404</b>	<b>2,578,751</b>	<b>2,686,699</b>	<b>193,995</b>	<b>176,063,021</b>	<b>412,997</b>	<b>52,717</b>	<b>1,672,343</b>		<b>\$ 182,797,035</b>
	<b>Total Company</b>	<b>\$ 147,047,421</b>	<b>\$ 29,015,600</b>	<b>\$ 72,538,242</b>	<b>\$ 12,122,631</b>	<b>\$ 49,102,272</b>	<b>\$ 13,284,277</b>	<b>\$ 7,922,751</b>	<b>\$ 15,633,404</b>	<b>\$ 2,578,751</b>	<b>\$ 2,686,699</b>	<b>\$ 193,995</b>	<b>\$ 176,063,021</b>	<b>\$ 412,997</b>	<b>\$ 52,717</b>	<b>\$ 1,672,343</b>		<b>\$ 182,797,035</b>
	<b>Program Delivery Contractors</b>	Existing Buildings with MF	29,263,427	7,912,328	16,691,600	1,271,943	10,480,855	819,028	2,934,409	3,766,803	755,292	393,276	62,548	37,175,755				\$ 37,175,755
		New Buildings	7,138,304	801,881	3,868,214		3,270,090			624,291	117,668	59,922		7,940,185		5,236		\$ 7,945,421
		NEEA Commercial	4,159,663	779,863	2,411,812		1,747,852			622,072	77,808	79,982		4,939,528				\$ 4,939,528
Industry and Agriculture		13,073,732	1,274,627	7,899,988		5,173,744		957,558	132,947	129,524	31,532	23,065	14,348,359	14,463	1,671		\$ 14,364,493	
NEEA - Industrial		101,036		58,582		42,455							101,036				\$ 101,036	
Residential		15,489,563	7,329,509	5,301,768	2,740,167	2,566,717	4,880,911		5,566,988	648,946	1,113,575		22,819,072				\$ 22,819,072	
NEEA Residential		3,454,966	1,290,408	2,003,222		1,451,745			1,029,319	128,746	132,343		4,745,375				\$ 4,745,375	
<b>OPUC Efficiency</b>		<b>72,680,692</b>	<b>19,388,615</b>	<b>38,235,185</b>	<b>4,012,111</b>	<b>24,733,457</b>	<b>5,699,939</b>	<b>3,891,967</b>	<b>11,742,420</b>	<b>1,857,984</b>	<b>1,810,631</b>	<b>85,613</b>	<b>92,069,307</b>	<b>14,463</b>	<b>6,907</b>			<b>\$ 92,090,677</b>
<b>OPUC Renewables</b>		<b>1,866,270</b>		<b>802,738</b>	<b>301,828</b>	<b>520,865</b>	<b>240,840</b>						<b>1,866,270</b>					<b>\$ 1,866,270</b>
Commercial Washington																	585,165	\$ 585,165
Residential Washington																	330,832	\$ 330,832
<b>Washington</b>																	<b>915,997</b>	<b>\$ 915,997</b>
PGE Smart Battery																		\$ 7,200
ODOE Cooling																		\$ 120,000
DOE Homes																		\$ 830,032
DOE HEAR																		\$ 830,032
<b>Programs</b>		<b>74,546,962</b>	<b>19,388,615</b>	<b>39,037,922</b>	<b>4,313,938</b>	<b>25,254,322</b>	<b>5,940,779</b>	<b>3,891,967</b>	<b>11,742,420</b>	<b>1,857,984</b>	<b>1,810,631</b>	<b>85,613</b>	<b>93,935,577</b>	<b>14,463</b>	<b>6,907</b>	<b>915,997</b>		<b>\$ 96,660,208</b>
<b>Total Company</b>		<b>\$ 74,546,962</b>	<b>\$ 19,388,615</b>	<b>\$ 39,037,922</b>	<b>\$ 4,313,938</b>	<b>\$ 25,254,322</b>	<b>\$ 5,940,779</b>	<b>\$ 3,891,967</b>	<b>\$ 11,742,420</b>	<b>\$ 1,857,984</b>	<b>\$ 1,810,631</b>	<b>\$ 85,613</b>	<b>\$ 93,935,577</b>	<b>\$ 14,463</b>	<b>\$ 6,907</b>	<b>\$ 915,997</b>		<b>\$ 96,660,208</b>

Expenditures by Major Program and Utility  
 2025-25 Draft Budget  
 2025

		Electric	Natural Gas	PGE	PGE LMI	PacificPower	PAC LMI	NWN - Industrial	NW Natural	Cascade Natural Gas	Avista Gas	AVI Interruptible	OPUC	NWN Transport	AVI Transport	Washington	All Funding Sources
<b>Internal Costs</b>																	
Existing Buildings with MF		6,258,265	1,359,359	3,426,250	242,987	2,420,447	168,581	510,345	640,576	128,444	66,880	13,115	7,617,624				\$ 7,617,624
New Buildings		2,232,819	259,468	1,098,485	132,145	926,057	75,231	4,699	197,716	37,266	18,978	810	2,492,287		1,658		\$ 2,493,945
NEEA Commercial		111,982	20,995	64,928		47,054			16,747	2,095	2,153		132,977				\$ 132,977
Industry and Agriculture		4,692,525	549,239	2,821,193		1,871,332		421,250	59,515	43,746	16,232	8,496	5,241,764	35,236	4,071		\$ 5,281,071
NEEA - Industrial		2,151		1,247		904							2,151				\$ 2,151
Residential		5,104,018	2,095,314	1,931,558	823,732	881,460	1,467,268		1,598,190	182,079	315,046		7,199,332				\$ 7,199,332
NEEA Residential		93,806	35,036	54,390		39,417			27,947	3,496	3,593		128,842				\$ 128,842
<b>OPUC Efficiency</b>		<b>18,495,566</b>	<b>4,319,412</b>	<b>9,398,052</b>	<b>1,198,863</b>	<b>6,187,570</b>	<b>1,711,081</b>	<b>936,294</b>	<b>2,540,691</b>	<b>397,125</b>	<b>422,882</b>	<b>22,421</b>	<b>22,814,978</b>	<b>35,236</b>	<b>5,729</b>		<b>\$ 22,855,943</b>
<b>OPUC Renewables</b>		<b>4,205,193</b>		<b>1,303,195</b>	<b>1,195,748</b>	<b>961,431</b>	<b>744,819</b>										<b>\$ 4,205,193</b>
Commercial Washington																170,592	\$ 170,592
Residential Washington																265,462	\$ 265,462
<b>Washington</b>																<b>436,054</b>	<b>\$ 436,054</b>
Community Solar																	\$ 120,085
PGE Smart Battery																	\$ 2,991
SALMON Program																	\$ 116,897
FEMA Program																	\$ 835,300
PGE Inverter																	\$ 228
ODOE Cooling																	\$ 124,394
FlexFeeder																	\$ 2,434
Solar for All																	\$ 224,370
DOE Homes																	\$ 216,197
DOE HEAR																	\$ 260,793
ODOE CHP - IVCandO																	\$ 13,459
ODOE CHP - NWU																	\$ 7,073
<b>Programs</b>		<b>22,700,759</b>	<b>4,319,412</b>	<b>10,701,246</b>	<b>2,394,611</b>	<b>7,149,002</b>	<b>2,455,900</b>	<b>936,294</b>	<b>2,540,691</b>	<b>397,125</b>	<b>422,882</b>	<b>22,421</b>	<b>27,020,171</b>	<b>35,236</b>	<b>5,729</b>	<b>436,054</b>	<b>\$ 29,421,411</b>
Functional Activities																	\$ 16,014
<b>Total Company</b>		<b>\$ 22,700,759</b>	<b>\$ 4,319,412</b>	<b>\$ 10,701,246</b>	<b>\$ 2,394,611</b>	<b>\$ 7,149,002</b>	<b>\$ 2,455,900</b>	<b>\$ 936,294</b>	<b>\$ 2,540,691</b>	<b>\$ 397,125</b>	<b>\$ 422,882</b>	<b>\$ 22,421</b>	<b>\$ 27,020,171</b>	<b>\$ 35,236</b>	<b>\$ 5,729</b>	<b>\$ 436,054</b>	<b>\$ 29,437,424</b>
<b>Employee Salaries &amp; Fringe Benefits</b>																	
Existing Buildings with MF		6,470,704	1,467,767	3,542,555	251,235	2,502,609	174,304	551,044	691,661	138,687	72,213	14,161	7,938,470				\$ 7,938,470
New Buildings		2,139,633	225,741	1,052,641	126,630	888,271	72,092	4,088	172,016	32,422	16,511	705	2,365,374		1,443		\$ 2,366,817
NEEA Commercial		228,187	42,781	132,305		95,882			34,125	4,268	4,388		270,968				\$ 270,968
Industry and Agriculture		5,445,813	645,462	3,274,077		2,171,736		495,050	69,942	51,410	19,075	9,984	6,091,275	41,409	4,784		\$ 6,137,468
NEEA - Industrial		4,066		2,358		1,709							4,066				\$ 4,066
Residential		5,000,336	2,169,057	1,878,020	814,821	856,098	1,451,396		1,647,467	191,040	330,551		7,169,393				\$ 7,169,393
NEEA Residential		191,595	71,559	111,088		80,506			57,081	7,140	7,339		263,154				\$ 263,154
<b>OPUC Efficiency</b>		<b>19,480,333</b>	<b>4,622,367</b>	<b>9,993,044</b>	<b>1,192,685</b>	<b>6,596,811</b>	<b>1,697,792</b>	<b>1,050,182</b>	<b>2,672,292</b>	<b>424,967</b>	<b>450,077</b>	<b>24,850</b>	<b>24,102,701</b>	<b>41,409</b>	<b>6,227</b>		<b>\$ 24,150,336</b>
<b>OPUC Renewables</b>		<b>4,996,158</b>		<b>1,512,690</b>	<b>1,510,524</b>	<b>1,032,055</b>	<b>940,890</b>						<b>4,996,158</b>				<b>\$ 4,996,158</b>
Commercial Washington																278,256	\$ 278,256
Residential Washington																338,523	\$ 338,523
<b>Washington</b>																<b>616,778</b>	<b>\$ 616,778</b>
Community Solar																	\$ 287,104
PGE Smart Battery																	\$ 14,122
SALMON Program																	\$ 334,959
FEMA Program																	\$ 396,236
PGE Inverter																	\$ 1,467
ODOE Cooling																	\$ 133,127
FlexFeeder																	\$ 4,929
Solar for All																	\$ 774,251
DOE Homes																	\$ 854,545
DOE HEAR																	\$ 718,178
ODOE CHP - IVCandO																	\$ 25,438
ODOE CHP - NWU																	\$ 13,369
<b>Programs</b>		<b>24,476,492</b>	<b>4,622,367</b>	<b>11,505,734</b>	<b>2,703,209</b>	<b>7,628,866</b>	<b>2,638,682</b>	<b>1,050,182</b>	<b>2,672,292</b>	<b>424,967</b>	<b>450,077</b>	<b>24,850</b>	<b>29,098,859</b>	<b>41,409</b>	<b>6,227</b>	<b>616,778</b>	<b>\$ 33,121,000</b>
Functional Activities																	\$ 102,928
<b>Total Company</b>		<b>\$ 24,476,492</b>	<b>\$ 4,622,367</b>	<b>\$ 11,505,734</b>	<b>\$ 2,703,209</b>	<b>\$ 7,628,866</b>	<b>\$ 2,638,682</b>	<b>\$ 1,050,182</b>	<b>\$ 2,672,292</b>	<b>\$ 424,967</b>	<b>\$ 450,077</b>	<b>\$ 24,850</b>	<b>\$ 29,098,859</b>	<b>\$ 41,409</b>	<b>\$ 6,227</b>	<b>\$ 616,778</b>	<b>\$ 33,223,928</b>



Capital Expenditure Budget

Description	Useful Lives / Depreciation Policy	2024	2025
Information Systems			
Servers and Storage	3 Years	\$ 215,549.00	\$ 103,200.00
Computer Equipment	3 Years	\$ 170,328.60	\$ 262,000.00
Leasehold Improvements	Remaining term of the underlying lease	\$ 200,000.00	\$ 262,000.00
<b>TOTAL CAPITAL PURCHASES</b>		<b>\$ 585,877.60</b>	<b>\$ 627,200.00</b>

Energy Trust of Oregon  
Flash Report Income Statement Grid  
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Contracts and Grants																	
	LMI	Community Solar	PGE Smart Battery	NWN Geo TLM Phase 3	NREL Program	SALMON Program	FEMA Program	PGE Inverter	ODOE Cooling	FlexFeeder	Solar for All	DOE Homes	DOE HEAR	Other Funding	ODOE CHP – IVCanDO	ODOE CHP – NWU	Total Contracts and Grants
Net Assets Beginning of Year	(2,955)	194,374	(39,881)	0	(0)	(193,857)	6,018	7,362	192,020	36,651	(34,842)	-	-	-	-	-	164,889
Revenue		602,245	76,844			359,554	1,372,788	2,130	769,017	126,489	1,000,790	902,156	3,159,336		632,090	332,189	9,335,628
Incentives			50,220				260,780		363,300	109,042	46,957	256,023	2,545,356		632,090	332,189	4,595,957
Program Delivery Contractors			7,200						120,000			830,032	830,032				1,787,264
Employee Salaries & Fringe Benefits		287,104	14,122			334,959	396,236	1,467	133,127	4,929	774,251	654,545	718,178		25,438	13,369	3,357,727
Internal Costs		120,085	2,991			116,897	835,300	228	124,394	2,434	224,370	216,197	260,793		13,459	7,073	1,924,220
Expenditures		407,189	74,533			451,857	1,492,316	1,694	740,821	116,405	1,045,578	1,956,797	4,354,359		670,988	352,631	11,665,168
Operating Net Income		195,056	2,311			(92,303)	(119,528)	436	28,196	10,084	(44,788)	(1,054,641)	(1,195,023)		(38,898)	(20,442)	(2,329,540)
Interest Income Distribution	(160)	15,773	(2,092)	0	(0)	(12,969)	(2,904)	410	11,137	2,253	(3,093)	(28,493)	(32,286)				(52,425)
Transfer Between FS	3,160	(409,683)	40,257			302,812	117,239	(8,323)			83,602	1,091,228	1,236,479		38,898	20,442	2,466,483
Net Assets	45	(4,480)	595	0	(0)	3,683	825	(116)	231,353	(640)	879	8,093	9,170	-	0	(0)	249,407



### Executive Summary

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

1. Customers will save and generate energy and reduce costs in 2025 and beyond due to investments in clean energy programs, including those designed to meet the needs of customers the organization has historically underserved.
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.
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.
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.

### Context

Energy Trust’s 2025 Budget and Action Plan is the last annual budget before the organization shifts to five-year planning, with the first multiyear plan created in 2025 for 2026-2030. This budget prepares the organization to achieve aggressive energy savings goals during that five-year period.

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 2025. These continued investments, building on efforts in 2024, will result in much greater energy savings in future years.

Several new market dynamics emerged in 2024 that will shape budget and activity for 2025. That includes several new savings opportunities for business lighting, manufactured home replacements, and commercial and industrial megaprojects. Customer demand for some offers, such as commercial and industrial lighting upgrades, exceeded expectations in 2024 and is expected to contribute significant savings in 2025.

Significant utility rate increases that went into effect in 2024 and are expected to continue in future years, making energy more expensive for customers. Coupled with continued high inflation and rising cost of living, some customers are struggling to pay their utility bills and utility disconnections rose to their highest levels since tracking began in 2021. High utility costs are a strong motivator for many customers to make energy efficiency upgrades, which drove up participation in 2024 and is expected to drive participation in 2025.

Programs authorized by the federal Inflation Reduction Act and other recent legislation are beginning to hit the market and create new opportunities. A significant portion of the 2025 complementary funding will be used to develop and design several large programs that are expected to launch in 2026: Solar for All and the Home Energy Rebate programs (HOMES and HEAR). Due to this, program delivery and resulting savings and generation will be minor in 2025 and will increase starting in 2026. Most of the complementary funds included in the 2025 budget will be directed to customers with low incomes.

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#### Renewable Energy Sector

*Key Contact: Betsy Kauffman, Renewable Energy Sector Lead*

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*Key Contact: Alex Novie, Communities and New Initiatives Sector Lead*

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*Key Contact: Lizzie Rubado, Director of Innovation and Development*

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*Key Contact: Scott Clark, Director of Information and Technology Services*



### **Budgeted Expenditures**

	<b>2024 Budget</b>	<b>2025 Draft Budget</b>
Total Expenditures (millions)*	\$9.9	\$10.8

*\*Excludes Diversity, Equity, and Inclusion (DEI) spending. 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.

**2025 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.

**2025 Significant Activities**

- Establish and manage an Energy Trust Equity Plan as described in Energy Trust’s agreement with the OPUC. This plan provides a comprehensive, strategic framework for Energy Trust’s diversity, equity and inclusion initiative to better serve our historically underserved customers.
- Collaborate with People Services to develop and implement a training and development program for staff to support their growth in cultural awareness as we engage new customers. Focus areas include unconscious bias, cultural competence and inclusive leadership.
- Support People Services in design and implementation of inclusive leadership development programs aimed at helping leaders at all levels understand and champion DEI initiatives.
- Consult and advise People Services on developing and implementing policies that ensure diverse hiring panels and practices, ensuring that the performance review process is free from bias, and conducting regular audits to ensure equitable pay across gender, race, and other diversity categories.
- Support outreach activities with priority and environmental justice communities to support equity initiatives and promote energy efficient strategies.
- Collaborate with external organizations to bring in expertise and support for DEI efforts.
- Establish new and reinforce existing systems of accountability and measuring the progress of DEI efforts, including creating dashboards to track and report on key DEI metrics such as workforce diversity, community engagement and employee retention rates.
- Celebrate diversity by organizing events and activities that celebrate various cultural, racial, and identity-based milestones (e.g., Black History, AAPI, Hispanic Heritage, Women’s, Indigenous, Veteran, Disability and Pride Months).

- Provide platforms such as focus groups and surveys for employees to voice concerns, share experiences and suggest improvements related to DEI.
- Continue to expand the DEI Services team to support the increased needs of the organization by adding one additional full-time staff member.
- Continue building new capacity within the market by working with our internal workforce development working group to develop a strategy that strengthens DEI objectives in our workforce development efforts.
- Create additional support and structure for the Diversity Advisory Council to better develop the council's ability to advise the organization on working with customers we have historically underserved.

## 2025 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. DEI Services provides support for all of Energy Trust. These services tend to be broad and encompass a range of activities designed to promote DEI throughout the entire organization. There are utility-specific DEI activities planned with other groups within Energy Trust that are not necessarily coordinated through DEI Services, but DEI Services remains prepared to develop and coordinate activities with any utility that sees an opportunity in the activities described above.

## Budgeted Expenditures

	2024 Budget	2025 Draft Budget
Total Expenditures (millions)* DEI action plan activities only	\$0.5	\$0.8

*\* 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.*



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**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.

**2025 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 Multiyear Plan will require communications support and 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.

**2025 Significant 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.
- Continue developing 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 creative services contracting strategy through partnership with program marketing to coordinate awareness campaign strategy and delivery across all customer segments. Integration of marketing activities supports 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.
- Finalize Energy Trust’s trades workforce strategy that will help identify and guide investments in this space over the next 3-5 years. Continue implementing and evolving contractor development offers to help trade allies build their capacity and complete more projects.
- 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.

- Increase our ability to provide bi-lingual customer service across all programs by adding one new Spanish speaking representative to the main call center.

### **Budgeted Expenditures**

<b>Total Expenditures (millions)*</b>	<b>2024 Budget</b>	<b>2025 Draft Budget</b>
General Marketing and Communications	\$3.6	\$4.2
Customer Service/Trade Ally	\$1.5	\$1.6

*\* 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.*

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**Outreach and Policy Services**

Outreach and Policy Services staff serve and engage customers, communities, tribal communities, 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 regulatory proceedings at the state level and policy discussions at the federal, state and local levels, 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 their creation and implementation of community-specific energy, sustainability and resiliency plans while helping identify energy efficiency and renewable energy opportunities within those plans.

**2025 Context**

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

- Community-based organizations, municipalities and tribal governments remain critical in expanding awareness and participation in their communities. Many partners and communities remain concerned with increasing energy and other costs.
- The OPUC, partner utilities, stakeholders and policy makers will continue to explore the ways Energy Trust, energy efficiency, small-scale renewable energy and battery storage investments can contribute to their energy, resiliency and climate goals.
- State agencies, utilities and Energy Trust will continue their heightened focus on convening and gathering input from diverse community members and stakeholders on implementing, navigating and coordinating across multiple existing and new federal, state and local funding opportunities for energy efficiency, solar and resiliency programs.

**2025 Significant Activities**

- Adjust team priorities and activities in alignment with the 2025-2030 Strategic Plan and the organizational equity plan required by the OPUC.
- Expand relationships, regional coordination and community partnerships across Energy Trust service area with regionally based outreach staff in Eastern Oregon, Central Oregon, Southern Oregon, Willamette Valley/Coast and Portland Metro. These staff serve as managers for hundreds of existing relationships and develop new relationships from outreach engagements. Strengthen outreach and coordination across all regional and community-based outreach representatives.
- Expand relationship development with tribal governments and tribal communities in alignment with the tribal outreach plan, coordinate services for tribal members and facilitate a tribal working group. Develop an internal staff training plan in coordination with the DEI Services Team to enhance tribal cultural and historical understanding and inform engagement practices. Increase presence by attending tribal events and through memberships and sponsorships.
- Maintain support for nonprofit organizations through implementation of grants and additional support and resources so that more organizations can expand their capability to reach and serve diverse customers with clean energy solutions; determine approaches to sustain and further expand offers.

- Identify community-based organizations interested in serving as program delivery partners or as a central resource within their communities for energy-related programs, services and information 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 implementation, multiyear planning and program design.
- Engage stakeholders with information on Energy Trust, 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 2025 Oregon legislative session and monitor parallel policy trends at the Washington legislature. Support communities and partners engaging with the federal government with project information as requested.
- Centralize engagement with OPUC staff and liaisons with partner utilities, with a focus on implementation of utility-specific action plans, adherence to minimum OPUC performance measures, and ensuring efficient and effective coordination across the program portfolio.
- Monitor and participate as requested in OPUC dockets regarding Energy Trust performance measures; resource planning; programs and parameters; utility energy, emissions and distribution system planning; and energy burden reduction and low-income customer assistance.
- Participate in state agency rulemakings, workshops, planning and program development, including for the Oregon Energy Strategy, one-stop-shop energy efficiency resource for consumers, energy incentive and rebate programs, commercial building performance standards and Climate Protection Program (pending).
- Continue to develop the government relations team’s expertise and systems to effectively operate and share information in an expanded and dynamic policy landscape. Provide staff and stakeholders with information and background on past, current and future policy discussions.

## 2025 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.

### Budgeted Expenditures

Total Expenditures (millions)*	2024 Budget	2025 Draft Budget
Outreach and Policy Services	\$2.3	\$2.8
Community Services	\$0.4	\$0.5

\* 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.

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## Existing Buildings

The Existing Buildings program serves existing commercial and 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 installed by a contractor or sold through a vendor.
2. Custom incentives for system upgrades 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 (e.g. renters, small businesses, rural communities, tribal communities, Black, Indigenous, and People of Color, etc.) benefit from the program through various channels, including specialized offerings like Community Partner Funding, Savings by Design, and the Small Business offering.

The program also supports workforce development through the Contractor Development Pathway, building operator certification, and by offering opportunities for internships and education.

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

## 2025 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 and shortages, equipment price increases and long delivery times continue to present challenges and result in increased costs for customers.
- The following offers and initiatives to serve priority customers continue to mature and grow: Community Partner Funding, support for workforce development, small business outreach, the commercial heat pump pilot, and Oregon Department of Energy’s Home Efficiency Rebate Program and Home Electrification and Appliance Rebate Program.

## 2025 Significant Activities

- Seek additional co-funding sources to support customer energy upgrades and integrate them into program offerings to improve program participation. These are tailored to specific market segments, including but not limited to multifamily and small businesses.
- 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 retrocommissioning offerings.
- 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.
- 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).
- 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.
- Promote non-English offerings for multifamily SEM residents and SEM workforce development trainings.
- Leverage AMI and data analytics to increase savings at SEM organizations.
- Continue to use and develop the Energy Performance Platform for SEM offerings.

- Further integrate the PMC's engineering and EPM teams to develop additional no- and low-cost opportunities for customers.

## 2025 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.

## Budgeted Expenditures and Savings

	2024 Budget	2025 Draft Budget
Total Expenditures (millions)*	\$102.3	\$111.6
Gas Savings (therms)	2,474,853	2,447,623
Electric Savings (aMW)	13.8	16.2

\* 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 the design, construction and major renovation of high-performance commercial buildings of all sizes and 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.

New Buildings is a market transformation 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.

When project teams participate, early design assistance opens the door for them to establish energy goals and determine the team’s path to leveraging program resources. From there, teams can take either a whole-building approach or a prescriptive approach to savings. Whole-building savings are growing as prescriptive offers decline due to code and cost-effectiveness challenges. Whole building projects use energy modeling to consider integrated design and systems to achieve efficiencies significantly beyond code. These projects take advantage of technical assistance to help pay for energy modeling in addition to incentives for modeled savings.

Upstream from project participation, 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. New Buildings also supports net-zero research to address design, cost and construction barriers.

**2025 Context**

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

- The program will focus on whole building projects now that 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) 90.1-2022 informing the new code in late 2024 or early 2025.
- Interest rates have limited commercial development, and a potential downturn based on low vacancy rates could further reduce development.

**2025 Activities**

- The program will enter a new contract for program management services in 2025, which will result in a focus on whole-building strategies for all customers (in particular those we have not served well in the past), grid-interactive efficient buildings, and workforce development.
- The program will use the Express EDA tool from Willdan to provide greater access to whole-building energy modeling.
- Program staff will expand outreach efforts to enroll more multifamily projects and engage more customers in Eastern Oregon.

**2025 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.

**Budgeted Expenditures and Savings**

	<b>2024 Budget</b>	<b>2025 Draft Budget</b>
Total Expenditures (millions)*	\$20.4	\$21.7
Gas Savings (therms)	300,304	283,270
Electric Savings (aMW)	5.4	10.1

*\* 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.*



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## Commercial and Industrial Lighting Offers

Energy Trust delivers lighting offers to commercial and industrial businesses through a Program Delivery Contractor (PDC), as well as through the Existing Buildings Program Management Contractor (PMC) and the Production Efficiency PMC. In 2025, Energy Trust will have three commercial and industrial sector lighting 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 Existing Buildings and Production Efficiency PMCs and supported by the Business Lighting PDC.

## 2025 Context

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

- Lighting offers continue 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. HB 2531 changes the market baseline of lighting technology and triggers the sunset of some lighting incentives on June 30, 2025. With LEDs being the new market standard, fewer products will go above and beyond the market baseline for savings, meaning there will be fewer opportunities for Energy Trust to offer standard equipment incentives. Staff are currently seeking an exception from the OPUC to allow the program additional time to support Small Business Direct Install incentives through 2026.
- Customer response to HB2531 has significantly exceeded program expectations and allocated budget.
- Due to high market demand, the program paused acceptance of incentive applications for the downstream lighting track in August 2024. Incentive changes and program adjustments were also made to the midstream offer, and pipeline management strategies were implemented for the direct install offer.

## 2025 Activities

- Maintain outreach and delivery to customers to meet lighting savings goals in 2025. Efforts include maintaining outreach staff, particularly in rural areas, streamlining project processes and outreach focused on priority communities. Priority communities include small businesses, schools, rural communities, communities of color and other underserved customer segments.
- Reduce downstream lighting incentives and caps to control incentive budgets amid high demand for lighting resulting from HB2531. HB 2531 bans the sale or distribution of fluorescent bulbs and linear fluorescent lighting starting January 1, 2025. With approval of the Oregon Public Utility Commission, Energy Trust is supporting customers and trade allies during the market transition with incentives available until July 1, 2025.
- Adjust incentives and program design where needed to maximize savings and manage budgets in response to increased demand resulting from HB 2531 and savings acceleration strategies.
- Maintain 2024 midstream lighting activities in rural communities by enhancing program design, expanding the distributor network and providing targeted distributor support.
- Enhance diversity, equity and inclusion efforts through the small business no-cost lighting offer by increasing engagement with community-based organizations, community-led projects, rural main street projects, and expanding the number of installers in rural areas.
- Complete lighting measure development updates to reflect the impacts of HB2531 on lighting incentives.
- Evolve the program beyond the HB2531 compliance period. We anticipate this will include a focus on LED-to-LED replacements, process lighting for cannabis, exterior lighting, high bay lighting, and advanced controls.
- Support the Business Lighting Trade Ally Network with technical services and training delivered through the PDC.

## 2025 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.

### Budgeted Expenditures and Savings

	2024 Budget	2025 Draft Budget
Total Expenditures (millions)*	\$29.2	\$31.0
Electric Savings (aMW)	7.7	11.3

*\*Expenditure included in Existing Buildings and Industry and Agriculture programs. This detail includes lighting incentives and delivery for 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.*

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**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.

**2025 Context**

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

- The program is preparing for impacts to commercial customers with the Washington State’s Building Performance Standards that will go into effect in 2026.
- Washington commercial building code has banned gas in new buildings permitted after July 2023. The industry is pushing back on this code change. The program experienced a stop of custom new construction projects in 2024, which is anticipated to continue in 2025.

**2025 Significant 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 submission.
- 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.
- Continue increasing the 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.

**2025 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.

**How Stakeholder Feedback Was Incorporated**

- The Existing Buildings program hosted a series of facilitated focus groups to support refinement of program forms to increase accessibility and develop a pathway for in-language offerings with input from members of various cultural communities.

### **Budgeted Expenditures and Savings**

	<b>2024 Budget</b>	<b>2025 Draft Budget</b>
Total Expenditures (millions)*	\$1.3	\$1.6
Gas Savings (therms)	133,179	122,123

*\* 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.*

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## 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 two tracks:

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

## 2025 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, some industrial businesses are prioritizing decarbonization or “carbon efficiency” in their operations and are opting to implement energy efficiency projects to take advantage of our increased incentives and meet carbon reduction goals.

## 2025 Significant Activities

- Support higher levels of project activity resulting from the increased incentives and project caps for Custom, SEM and Standard calculated projects put in place in 2024 to motivate customers and incentivize larger projects.
- Explore and develop new program strategies to accelerate savings. Strategies will be informed by and prioritized based on interviews with large customers as well as ongoing engagement with vendors, trade allies and other market actors. Initial concepts include, but are not limited to:
  - 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.
- 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).
- Continually adapt program approaches to reach small industrial and agricultural businesses in rural areas and businesses that are owned by Black, Indigenous and/or persons of color and women, based on community input and lessons learned from prior activities.
- Continue to collaborate with community-based organizations and government agencies to leverage funding and support customer projects, especially in rural areas.

## 2025 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.

## How Stakeholder Feedback Was Incorporated

- 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 and resulted in development of culturally responsive engagement and communication strategies to better serve Spanish-speaking customers. In 2023 and 2024, the program met with priority customers through one-on-one outreach and in virtual workshop events. Through the various outreach approaches, we continue to learn from customers about their preferences and needs.

**Budgeted Expenditures and Savings**

	<b>2024 Budget</b>	<b>2025 Draft Budget</b>
Total Expenditures (millions)*	\$61.4	\$74.8
Gas Savings (therms)	1,619,458	1,506,920
Electric Savings (aMW)	16.4	19.9

*\* 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.*

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## 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.

### 2025 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. Manufacturers and distributors have indicated that equipment prices will increase by roughly 10%, influenced by new refrigerant requirements by the Environmental Protection Agency that reduce environmental impacts from greenhouse gases.
- 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.
- Inflation Reduction Act rebate programs may begin implementation during 2025. Timing and availability of these funds will determine the impact of these funding streams on program activity and savings in 2025.

### 2025 Significant Activities

- Drive higher volume of market-rate HVAC, water heating, and insulation improvements
  - Explore new midstream programs that utilize distributor partner’s ability to track project data, issue incentive payments directly to contractors, streamline participation and reduce contractor cost.
  - Enhance online Do-It-Yourself (DIY) content and connect DIY customers with related marketplace products.
  - Continue promotion of HVAC, water heating, and insulation measures that are supported by the enhanced federal tax credits.
- Trade Ally Network Development
  - Increase capacity for minority, women/veteran-owned, emerging, and small business owners in the trade ally network by providing targeted business development, technical training and mentorship programs and financial resources.
  - Expand trade ally awareness of extended capacity heat pump requirements through outreach and trainings; 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:
  - Integrate complementary funding sources into existing offers delivered by community partners and trade allies to expand participation, including no-cost offers for low-income customers.
  - Improve service to manufactured home customers by accelerating discounted heat pump promotions and expanding the manufactured home replacement program. Identify a new lending partner for manufactured homes and coordinate with state agencies on additional co-funding opportunities for these projects.

- 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.
- Increase production and improve experience for customers of In-Home Energy Services, the no-cost, whole-home retrofit offer 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. Leverage complementary funding sources to help support growth.
- Continue to expand the manufactured home replacement program by providing direct support to customers through customer navigators who support customers through the enrollment process. Identify a new lending partner for manufactured homes and coordinate with state agencies on additional co-funding opportunities for these projects.
- Expand the reach of special regional offers currently available in Eastern Oregon, Klamath and Lake Counties, and other parts of Southern Oregon.
- Grow CBO capacity to deliver Community Partner Funding (CPF) and Inflation Reduction Act offers to reduce energy burdens and advance DEI goals.
  - Continue facilitating direct funding agreements with partner organizations and expand access to qualified service providers to support CBO capacity.
  - Provide tailored technical training opportunities focused on whole-home approaches with follow-up support, continued education and certification opportunities.
  - Streamline recruiting, onboarding, and operation support with standardized toolkits, feedback loops, and mentorship and opportunities to leverage complementary funding sources.
  - Actively support referrals and host regular coordination events, including virtual options and thematic roundtables.
- Explore and test new ways to serve customers through research and innovation initiatives.
  - Execute program delivery pilots that evaluate the benefits of heat pump systems installed with gas furnaces in existing gas heated homes and evaluate the feasibility of offering duct sealing services to priority homes through a select group of contractors.
  - Explore service offerings to enhance the customer journey and decision process related to upgrading heating and cooling systems in homes.

## 2025 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.

## How Stakeholder Feedback Was Incorporated

- Program staff utilized feedback from 19 CBOs partners who participate in Community Partner Funding through a combination of surveys and in person interviews who requested support to enhance CPF offers by streamlining processes, securing additional funding sources, staffing capacity and training resources.

## Budgeted Expenditures and Savings

	2024 Budget	2025 Draft Budget
Total Expenditures (millions)*	\$80.7	\$81.3
Gas Savings (therms)	1,973,736	1,684,064
Electric Savings (aMW)	6.3	6.2

\* 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.



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## 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. This work ensures NW Natural has all the needed information requested by the Washington Utilities and Transportation Commissions.

### 2025 Context

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

- 2025 is the second 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.
- Due to a new Washington Residential Energy Buildings code, 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.

### 2025 Significant Activities

- Increase engagement with single-family and rural customers in Southwest Washington through expanded trade ally recruitment, targeted marketing initiatives and community events.
- Promote increased incentives for market rate gas furnaces first introduced in Q3 of 2024, while also encouraging wider trade ally participation in new Savings Within Reach gas furnace incentives for income qualified households. Provide marketing and outreach assistance to the trade ally network to maximize the potential of reinvigorated gas furnace incentives.
- Expand marketing investments and develop marketing campaigns to both reengage past participants and acquire new customers, as well as to support the continued success of key market segments including windows, gas furnaces in rentals and the launch of new Savings Within Reach WA incentives.
- Expand engagement and recruitment of insulation installers into the trade ally network to increase insulation project and savings volumes. Promote durable measures such as ceiling, wall and floor insulation.
- Continue collaboration with Clark County’s Planet Clark and Clark Public Utilities on trade ally education, recruitment and community events.

### 2025 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.

### Budgeted Expenditures and Savings

	2024 Budget	2025 Draft Budget
Total Expenditures (millions)*	\$2.1	\$2.1
Gas Savings (therms)	111,060	96,931

\* 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 opportunities that NEEA is testing and vetting as potential energy saving opportunities 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 is funded in five-year business cycles and NEEA's Board of Directors approved their 2025-2029 Business Plan (Cycle 7) in March of 2024. Therefore 2025 is the first year of this business plan with updated strategy and budget goals.

## 2025 – 2029 Goals and Strategies

- Starting in 2025, NEEA will begin work on the goals and strategies outlined in its 2025-2029 (Cycle 7) Business Plan. NEEA will pursue the following four Strategic Goals and strategies outlined in the Cycle 7 Business plan:
  - 1. Goal 1: Transform markets for energy efficiency.**
    - Key Strategy 1.1: Pursue energy efficiency Market Transformation through a portfolio of initiatives, emerging technology, and codes and standards development that enable energy efficiency to occur sooner, at lower costs and in larger amounts than otherwise expected.
    - Key Strategy 1.2: Leverage end-use energy efficiency as a tool to deliver broader regional benefits such as load flexibility, emissions reductions, resource adequacy, resilience and equity.
    - Key Strategy 1.3: Increase Northwest market leverage through collaboration and coordination with energy efficiency and Market Transformation organizations both inside and outside the Northwest.
  - 2. Goal 2: Accelerate the adoption of grid-enabled, end-use technologies through market transformation.**
    - Key Strategy 2.1: Support regional load flexibility by enabling electric-grid communications and connectivity of energy efficient products in NEEA's portfolio.
    - Key Strategy 2.2: Support regional need for electric load flexibility by undertaking projects that deliver load flexibility benefits in addition, or connected to, energy efficiency benefits (where load flexibility is the primary benefit, this work will be supported outside of NEEA's core funding).
    - Key Strategy 2.3: Advance industry-wide product standards and protocols that enable grid connectivity (e.g., open standards for in-home consumer products).
  - 3. Goal 3: Advance strategies to reduce greenhouse gas emissions through market transformation.**
    - Key Strategy 3.1: Advance energy efficiency as a strategy for reducing greenhouse gas emissions by providing data and analysis on the greenhouse gas emissions reduction benefits of efficient products, services, and practices.
    - Key Strategy 3.2: Provide support to anticipate and address the implications of regional decarbonization-related policies, where they exist, in program planning and technology road maps.
    - Key Strategy 3.3: Support funders in meeting their decarbonization goals, where applicable, by undertaking projects that deliver decarbonization benefits in addition, or connected to, energy

efficiency benefits. Where decarbonization is the primary benefit, this work will be funded outside of NEEA’s core funding.

- Key Strategy 3.4: Track and analyze how emerging electrified loads affect the energy system to inform and guide NEEA portfolio decision-making.

**4. Goal 4: Advance the equitable delivery of energy efficiency benefits to Northwest consumers through market transformation.**

- Key Strategy 4.1: Undertake research to understand how diffusion takes place within different consumer segments around the region and opportunities for Market Transformation to accelerate equitable delivery of energy efficiency benefits to Northwest consumers.
- Key Strategy 4.2: Identify and implement interventions that address shared regional priorities identified through research efforts.
- Key Strategy 4.3: Support funders in meeting their goals by undertaking efforts to better understand or address barriers to efficiency for targeted consumer segments (where priorities are not shared across the region, this work will be funded outside of NEEA’s core funding).

**2025 Electric and Gas Portfolios**

- The table below (taken from NEEA’s 2025-2029 Strategic and Business Pan) outlines NEEA’s starting electric portfolio for Cycle 7 organized by their product groups and which lifecycle phase the initiative will be in starting in 2025
- The table below (taken from NEEA’s 2025-2029 Strategic and Business Pan) outlines NEEA’s starting gas portfolio for Cycle 7 organized by their product groups and which lifecycle phase the initiative will be in starting in 2025

Product Group	Initiative Lifecycle Phase			
	Concept Development	Program Development	Market Development	Long-term Monitoring & Tracking
Building Envelope		<ul style="list-style-type: none"> <li>• High-Performance Windows (dual fuel)</li> </ul>		
Consumer Products			<ul style="list-style-type: none"> <li>• Retail Products Portfolio</li> </ul>	
HVAC	<ul style="list-style-type: none"> <li>• Next Generation Residential Heat Pumps</li> <li>• Rooftop Units with Heat Pumps</li> </ul>		<ul style="list-style-type: none"> <li>• High-Performance HVAC</li> <li>• Advanced Heat Pumps</li> </ul>	<ul style="list-style-type: none"> <li>• Ductless Heat Pumps</li> <li>• Manufactured Homes</li> </ul>
Lighting			<ul style="list-style-type: none"> <li>• Luminaire Level Lighting Controls</li> </ul>	
Motor-Driven Systems	<ul style="list-style-type: none"> <li>• Expansion to New Pump and Fan Applications</li> <li>• Efficient Motor-Drive Systems</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient Fans</li> </ul>	<ul style="list-style-type: none"> <li>• Extended Motor Products (pumps)</li> </ul>	
Water Heating	<ul style="list-style-type: none"> <li>• Commercial/ Multifamily Central Heat Pump Water Heater</li> <li>• Residential Heat Pump Water Heaters for All Applications</li> </ul>		<ul style="list-style-type: none"> <li>• Heat Pump Water Heaters</li> </ul>	

Initiative Lifecycle Phase				
Product Group	Concept Development	Program Development	Market Development	Long-term Monitoring & Tracking
Building Envelope		<ul style="list-style-type: none"> <li>High-Performance Windows (dual fuel)</li> </ul>		
Consumer Products	<ul style="list-style-type: none"> <li>Efficient Commercial Gas Dryers</li> <li>Hearths</li> </ul>			
HVAC	<ul style="list-style-type: none"> <li>Residential Gas Heat Pumps</li> <li>Rooftop Units with Heat Pumps (dual-fuel)</li> </ul>	<ul style="list-style-type: none"> <li>Commercial Gas Heat Pumps*</li> <li>Dual-fuel HVAC*</li> </ul>	<ul style="list-style-type: none"> <li>Efficient Rooftop Units</li> </ul>	
Water Heating	<ul style="list-style-type: none"> <li>Residential Gas Heat Pump Water Heaters</li> </ul>	<ul style="list-style-type: none"> <li>Commercial Gas Heat Pumps*</li> </ul>		

- NEEA will produce its 2025 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 last quarter of 2023.

### Budgeted Expenditures and Savings

	2024 Budget	2025 Draft Budget
Total Expenditures (millions)	\$9.7	\$10.6
Reportable Gas Savings (therms)	157,800	167,799
Reportable Electric Savings (aMW)	6.0	7.4

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## 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.

### 2025 Context

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

- Energy Trust continues to focus on priorities identified in 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.
- The program will continue to offer standard solar incentives, based reduced state funding to support standard solar and on the need identified in 2024 to support solar market stability and higher incentives.
- Energy Trust is a partner in Oregon’s Solar for All grant team, led by Oregon Department of Energy. In 2025, the grant partners will focus on planning the programs that will benefit people with low incomes, with incentives scheduled for launch in 2026.
- Energy Trust will continue its role on the Program Administration team for the Oregon Community Solar Program, a state-enabled initiative overseen by the Oregon Public Utility Commission through the end of the contract period in March 2025. Energy Trust intends to submit a proposal to continue its role on the Program Administration team.
- Continued high 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 federal funding sources, but Energy Trust incentives are still needed in the market.

### 2025 Significant Activities

- Develop plans for working with Oregon Department of Energy and Bonneville Environmental Foundation to implement the federal Solar for All grant to benefit residential and community solar customers with low incomes. Plans will cover incentive offerings, along with details on how we will leverage public purpose charge activities including Solar Within Reach incentives, verification, and administrative support.
- Deliver community solar development assistance and installation incentives to bolster development of public and nonprofit-led projects and projects with additional capacity for low-income households.
- Continue incentives for residential solar projects to maintain market stability, while expanding upstream support including increased marketing, customer education, customer leads and trade ally business development.
- Develop and begin to deploy a financing program for residential solar. Leverage new financing product to enhance consumer protection for solar customers.
- Expand participation in existing portfolio of residential and commercial battery storage offers through development assistance, design, and installation incentives. Build industry capacity to support Energy Trust’s resilience strategy

and expand installed battery stock capable of providing resilience and grid flexibility benefits, such as peak management.

- Deploy project development assistance and installation incentives to support biopower and hydropower projects and help municipalities plan future renewable and resilience projects.

### 2025 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.

### How Stakeholder Feedback Was Incorporated

- Trade allies provided feedback in 2024 about the importance of Energy Trust’s continuing to provide stability for the solar market amidst inflationary pressures and changes in state incentives. This feedback is reflected in continued incentive support for solar projects in the 2025 budget, along with advances in working with lenders to build transparent financing offers.

### Budgeted Expenditures and Savings

	2024 Budget	2025 Draft Budget
Total Expenditures (millions)*	\$25.3	\$26.7
Generation (aMW)	4.6	5.6

*\* 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

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, generation and storage goals in the residential, commercial, industrial and renewable energy sectors by providing overall strategic direction, supporting program planning and building capacity for clean energy planning and services in communities throughout the service area. The sector will not have discrete savings or generation goals in 2025. Energy savings and generation goals from geographically focused efforts like Targeted Load Management and Smart Grid Test Bed will be embedded with each specific program.

2025 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. 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.

2025 Significant 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, including existing ratepayer funds and new external funding opportunities.
• Work with community partners, programs and Energy Trust's Communications and Customer Service (CCS) outreach team to develop additional partnership models and explore additional ways of collaborating to build relationships and capacities across the service area (e.g., cohort models, partner network model). This model will help provide a framework and foundation for additional, non-ratepayer funded efforts that will be further support community partners in program design, outreach and delivery.
• 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 delivery partnerships with community partners 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.

2025 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.

### Budgeted Expenditures

	2024 Budget	2025 Draft Budget
Total Expenditures (millions)*	\$5.9	\$8.0

*\*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 has been extended to December of 2025. This extension allows additional time to refine the program design and distribute the allotted budget. The Revised Program Plan, which launched in Q2 of 2024, incorporated several program improvements, which Energy Trust anticipates will significantly increase uptake of the offer in 2025.

**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 current version of the pilot is expected to incorporate lessons learned and transition in 2025 to a new structure with the goal of creating a format that is more sustainable in the long term. Energy Trust’s current contract with PGE for the Smart Battery Pilot concludes in July 2025, and the role that Energy Trust will play in the new version of the Smart Battery Pilot will need to be determined as part of the transition planning.

**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 2025. Energy Trust intends to submit a proposal to continue its role on the Program Administration team.

**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, smart battery 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 has the goal of achieving at least 10% savings for the portfolio of participating sites, reducing customer bills and increasing comfort. The project will prioritize customers with high energy burdens, and Energy Trust will pass through additional incentive funding for flexible load measures 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.
- In early 2024, Energy Trust managed and launched a successful Solarize campaign, supported by Solar Oregon, in this area. There were 41 projects resulting in 187.7 kW of new solar and 60 smart battery storage systems. These solar + storage projects are expected to be completely installed and operational by the end of Q1 2025.
- Contractors have been selected to offer increased incentives on prioritized measures that support flexibility on the grid. To further improve adoption of heat pump water heaters and grid flexibility programming, additional contractor training has been developed by Earth Advantage. A pilot workforce development program will support two water heater installation trainees in a new 12-week, on-the-job training program in 2024 and 2025.
- PGE's demand response 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, multifamily 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 to evaluate success and share learnings with regional and national partners.

### **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.

### **ODOE Community Heat Pump Deployment Program**

- Energy Trust is supporting several community-based organizations to deliver the ODOE Community Heat Pump Deployment Program (CHPDP) in the Southern and South Coast regions. The CHPDP was initiated by the Oregon legislature in 2022 under SB1536 which allocated funding and established the parameters of the program. Energy Trust has subcontracts with Neighborworks Umpqua (NWU) and the Illinois Valley Community Development Corporation (IVCanDO), both of which are participating in the delivery of Energy Trust's Community Partner Funding.
- Energy Trust's role is to manage \$1.4M of incentive funding on behalf of NWU and IVCanDO and to support each organizations' reporting requirements to ODOE. This complementary funding will enable a greater volume of projects to be supported through the Community Partner Funding track and will result in the installation of higher efficiency heat pumps than would otherwise be installed.
- Implementation begins in September 2024 and will conclude by the end of 2025.

### **FEMA Community Energy Resilience Grant**

- This project is intended to accelerate the construction of solar + storage microgrids in vulnerable Oregon communities. Priority will be given to communities impacted by wildfires or subject to public safety power shutoffs.

The project can be split into three phases of work: 1) Community outreach and engagement; 2) Disaster vulnerability mapping and prioritization; and 3) Microgrid feasibility studies and grant writing. We anticipate working with at least 12 communities to conduct microgrid feasibility studies for up to 65 critical facilities or community resilience hubs. Funding for this project comes from the Federal Emergency Management Agency (FEMA) via Oregon’s Department of Emergency Management (OEM). Energy Trust will implement this program as a subrecipient under an agreement with OEM.

- With this additional funding, Energy Trust will be able to expand and accelerate existing ratepayer-funded work to support local community energy resilience planning and build a pipeline of resilient clean energy projects. This initiative will help acquire more renewable energy resources and smart battery storage systems for ratepayers while helping communities achieve resilience goals.
- Implementation is expected to begin in late 2024 and conclude in 2027.

**Solar for All (included in 2025 budget but contract pending)**

- Solar for All is a five-year federally funded program to increase the availability of rooftop and community solar for Oregonians with lower incomes. It is funded by Inflation Reduction Act dollars from the Environmental Protection Agency. Energy Trust, along with Bonneville Environmental Foundation, is a sub-awardee to the Oregon Department of Energy who will manage the program that has a total allocation for the state of \$86 million.
- Energy Trust’s \$26 million share of the grant will support project incentives and project development assistance for community solar projects, subawards to community organizations, and subcontracts with professional service providers such as solar verification and interconnection experts.

**Home Energy Rebates (HOMES and HEAR Programs) (included in 2025 budget but contract pending)**

- Home Energy Rebates consist of the HOMES and HEAR programs, created under the Inflation Reduction Act. \$114M is allocated on a formula basis to Oregon Department of Energy (ODOE) for the two programs. ODOE has allocated \$60.5M to Energy Trust to deliver HOMES and HEAR within investor-owned utility service territory.
- The HEAR program features prescriptive rebates for electric conservation and electrification measures. The HOMES program presents a “whole-home” fuel agnostic offer for projects achieving a minimum of 20% reduction of energy use from a customer-selected combination of measures.
- Energy Trust is supporting ODOE’s application process with USDOE, the timeline for executing a grant agreement between Energy Trust and ODOE is uncertain. The programs are generally expected to launch in late 2025, and Energy Trust is working with ODOE to clarify timelines.

**Climate Pollution Reduction Grant (not included in 2025 budget but selected for award and contract pending)**

- Oregon Department of Environmental Quality (DEQ) was awarded \$200M from the US EPA’s Climate Pollution Reduction Grant (CPRG) program in July 2024. Energy Trust was included in the proposal as a sub-recipient. EPA’s intent is to award funding to existing program channels to accelerate GHG reduction.
- Energy Trust’s role will be to deliver \$15M of funding through our Residential New Construction and Existing Homes weatherization programs. CPRG funding will be layered onto our existing offers and participation pathways to enable greater levels of incentives to affordable housing developers, projects in rural communities and low- to moderate- income households participating in the Existing Homes program.
- Energy Trust expects to be under contract to DEQ by early 2025 and to begin delivering incentives to customers by Q2 2025. The period of performance runs through December 2028.

**Budgeted Revenue (all contracts)**

	2024 Budget	2025 Draft Budget
Total Revenue (\$ Million)	\$2.4	\$9.3

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**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.

**2025 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.
- The value of energy savings as reflected in avoided costs is changing as the electric and gas utility systems evolve to meet the objectives of state carbon policies.
- 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.

**2025 Significant Activities**

- Support the Multiyear Planning process including providing input to set savings reduction targets.
- Support development of Oregon Public Utility Commission (OPUC) led approaches to better serve customers with low to medium incomes per OPUC docket UM 2211 rulemaking for HB 2475.
- Provide ongoing support for energy efficiency forecasts for utility Integrated Resource Plans.
- Finalize 2026 avoided cost updates in early 2025, incorporating modifications prescribed by the OPUC.
- Support the Oregon Department of Energy (ODOE) in development of the Oregon Energy Strategy
- Provide support for new activities being led by the Innovation and Development team with a focus on how new founding sources impact analysis, operational processes and tracking and reporting.
- Collaborate with utilities on programmatic approaches to help them address capacity needs during decarbonization efforts (e.g. Targeted Load Management).
- Improve the usefulness of evaluation results by moving to more timely impact evaluation of commercial and industrial programs.
- Support the business lighting team in assessing and responding to the impacts of and adjustments to the new state lighting efficiency standard (HB 2531).
- Conduct 2025 Customer Awareness and Participation Study, to assess changes to participation and benefits by demographic groups of interest since the last study in 2022. Continue evaluation of residential no-cost offers (ductless and ducted heat pumps, heat pump water heaters) to help refine program approaches.
- Continue evaluation of a hybrid HVAC (gas furnace and electric heat pump) pilot.

Collaborate with the OPUC and utilities to revise avoided costs, refine estimates of capacity value, and refine the value of carbon in avoided costs in light of new utility data. Incorporate updated estimates into measure development and results reporting.

- Support 2025-2030 Strategic Plan implementation 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.

## 2025 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.

### Budgeted Expenditures

	2024 Budget	2025 Draft Budget
Total Expenditures (millions)*	\$6.9	\$7.5

*\* 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 develops and delivers marketing that drives program participation, helps achieve savings and generation goals, and supports Energy Trust’s organizational goals. The team leads the development and execution of marketing plans for Production Efficiency, Renewables and new initiatives and provides strategic guidance for and manages Program Management Contractor (PMC) and Program Delivery Contractor (PDC) marketing. Program Marketing also sets strategic direction for and manages the work of public relations, creative agencies and other vendors to increase program awareness, leads utility cooperative marketing efforts, scopes and manages customer insights research and advises on program design.

**2025 Context**

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

- Increased savings goals will require new, innovative, fully integrated and customized marketing campaigns to reach and serve new customers and retain and deepend engagement with existing customers.
- Evolving ethnographic, social, behavioral, environmental, economic and marketing trends necessitate further investment in inclusive and multicultural marketing to better meet the needs of underserved customer segments.
- Customers across sectors increasingly require information, education and resources to help them navigate new programs and services from Energy Trust, utility partners, and other funding sources and make informed investments that meet their needs and priorities.

**2025 Significant Activities**

- Transition all strategic marketing planning and management for the industrial and agricultural sectors in-house, removing marketing from the scope of the Production Efficiency PMC. Program Marketing will outsource copywriting and design to outside creative agencies and vendors and internal staff will lead, resource and manage all annual and campaign-specific plans.
- Continue to evaluate existing Program Management Contractor marketing scopes and other program marketing contract structures to identify potential opportunities to reduce program marketing costs, while maximizing the value and effectiveness of marketing efforts.
- Continue to provide and expand upon utility-specific marketing collaborations.
- Develop and implement strategies to promote a “whole-home” approach to energy-efficient upgrades to help customers understand their options, make informed decisions, and invest in upgrades that best meet their specific needs for a an efficient, healthy home.
- Expand marketing for the Renewables sector to continue to grow market-wide adoption of solar, while also expanding delivery of solar and solar-related offers to customers experiencing low incomes.
- Expand and evolve current program marketing, public relations and community engagement campaigns for Latino/Hispanic, Black/African American, tribal and rural communities.
- Expand Do-It-Yourself (DIY), educational and informational content and campaigns for consumers and businesses, increasing customer access to no or low-cost resources.
- Expand marketing and communications strategies to 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.

**2025 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.

**Budgeted Expenditures**

	<b>2024 Budget</b>	<b>2025 Projection</b>
Total Expenditures (millions)*	\$4.1	\$4.9

*\* 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, 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 that resources, data and systems architecture, data quality and analysis capabilities are aligned to plan. 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).

**2025 Context**

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

- Energy Trust will transition from the annual budget process to a multiyear planning process and shift from current year forecasting to an 18-month rolling forecast.
- The team will expand and adapt to support changes to programs and structures driven by new complementary funding opportunities.
- 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.

**2025 Significant Activities**

- Lead enhancements to core systems necessary to process program activity associated with complementary funding and new streams of funding from existing utility.
- Lead changes to organizational reporting capabilities that are driven by policy changes, additional funders and new complementary funding sources that will require updates to current tools for budgeting, forecasting and organizational reporting.
- Lead procurement and development of new third-party software solutions required by new funding agreements. Adapt processes and workflows to be efficient and effective across multiple new tools, ensuring that new program and reporting requirements are met.
- Lead data systems enhancements for programs and support group staff to track targets and metrics related to new program activity and achievements.
- Standardize and streamline the program request for proposals and PMC contracting processes with a focus on developing best practices and flexible resources, in coordination with Legal.
- 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.

**2025 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.

**Budgeted Expenditures**

	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$1.8	\$2.2

*\*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.

**2025 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 support our growing workforce.
- New complementary funding sources will require updated systems.
- Program offers and delivery approaches are becoming more complex and changing significantly in response to acceleration and the integration of new funding sources. 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 and enhance flexibility.
- Oregon’s Consumer and Privacy act requires more security and privacy measures from our utility partners.
- Artificial intelligence (AI) tools and technologies are driving software improvements and innovations, but also privacy concerns. We will continue to evaluate potential uses and risks and adopt what makes sense for our organization.

**2025 Significant Activities**

- Enhance and develop systems to support new funding sources and related requirements. Solar for All and FEMA Community Energy Resilience Grant both require new system changes, ranging from simple enhancements to complex projects. So will the Climate Pollution Reduction Grant (CPRG), which will be added to Energy Trust’s final proposed budget.
- Support an 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.
- Support the new Oregon Consumer Privacy Act policies, procedures, and controls in collaboration with Legal Services.
- Use new technology like the Low Code/No Code application to accelerate internal efficiency efforts.
- Implement comprehensive AI policies and continued exploration and utilization of AI tools.
- Develop our first IT multiyear plan as part of the organization wide Multiyear Plan project.

**2025 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.

**Budgeted Expenditures**

	2024 Budget	2025 Projection
Total Expenditures (millions)*	\$5.4	\$6.7

*\* 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.*

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## Introduction

Energy Trust’s 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 content developed by Energy Trust, content developed by each utility partner and content that has 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 input:** Community and stakeholder representative insights and feedback were solicited during interactions that were utility-led, Energy Trust-led and jointly led. Energy Trust sought input on 2025 activities through extensive stakeholder engagements regarding development of its 2025-2030 Strategic Plan, beginning in January 2024.

**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.”<sup>1</sup>

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.”<sup>2</sup>

The five utility-specific action plans are appended to the Energy Trust Action Plan and published as part of the draft and final proposed annual budget and 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

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<sup>1</sup> Retrieved from: <https://olis.oregonlegislature.gov/liz/2021R1/Downloads/MeasureDocument/HB3141/Enrolled>

<sup>2</sup> Retrieved from: Budget Process Coordination and Action Plan Memorandum (the “HB 3141 Budget Coordination Memo”) (August 3, 2022)

that funder utility. Activities that benefit customers from multiple utilities will continue to be documented in the Energy Trust program action plans.

# Action Plan: 2025

## Portland General Electric

October 2, 2024



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.

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Informing the 2025 Portland General Electric Action Plan..... 1

Portland General Electric-specific 2025 Key Activities ..... 1

Portland General Electric-specific 2025 Budget ..... 5

## Informing the 2025 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 in 2023. Development of those action plans included six utility coordination meetings with utilities plus market intelligence gathering sessions with all five partner utilities and Energy Trust’s three public advisory councils. Energy Trust’s 2025 action plans build on and largely align with those 2024-2025 action plans and leverage those insights gathered in 2023.

In 2024, Energy Trust continued to engage utilities and stakeholders for input on the organization’s priorities and strategies for development of our 2025-2030 Strategic Plan, to be approved by our board of directors in December 2024. Energy Trust sought input from customers, communities, community-based organizations and Energy Trust’s three advisory councils. That input was collected and reviewed by staff to develop the 2025 Budget and Action Plan. 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. Community feedback was also invited during the budget public comment period from October 2 to 16, 2024.

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 energy burdened and income-qualified customers.

## Portland General Electric-specific 2025 Key Activities

The activities provided below are funded via the annual budget provided by PGE ratepayers and additional subcontracted work. Both are included to provide visibility into the depth of the partnership, and PGE and Energy Trust will work to establish workgroups with shared accountability that meet routinely to

advance these activities and their associated outcomes. For all subcontracted work, inclusive of the Smart Grid Test Bed (SGTB) Collaboration, Flexible Feeder and Smart Solar Study, PGE and Energy Trust set clear resource and reporting pathways including single points of contact which foster exceedance of the minimum reporting, performance and coordination requirements set in contracts as needed to achieve shared objectives.

### **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, including emerging tribal engagement activities.
- 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 Group (CBIAG), Distribution System Workshops, and other ongoing community events where education and awareness of Energy Trust's programs and services can support PGE and community goals.
- As PGE hosts forums to engage community members or design community efforts, such as the CBIAG or Tribal Work Groups, bring forward content and information that would be of value for participants.
- Track on community-led energy, sustainability or climate plan development to share information on activities and energy projects that may emerge from planning efforts.
- Continue to collaborate with PGE 838 outreach team on the small business no-cost lighting offer.

### **Marketing**

- Collaborate with PGE marketing and brand colleagues to:
  - Better align team members and understand respective organizational structures.
  - Streamline communications.
  - Establish a common understanding of processes, business objectives and plans across marketing teams assigned to different efforts (e.g., Business programs, Smart Grid Test Bed Collaboration, Residential programs, PGE Marketplace, etc.).
  - Ensure marketing teams on both sides have a complete and common understanding of PGE and Energy Trust program designs and processes.
  - Co-develop marketing and communications marketing approach to support PGE-Energy Trust co-deployment efforts to income-qualified customers.
  - Share campaign performance metrics, consumer and business insights from research projects, or other market intelligence that may inform marketing efforts.
- Coordinate and collaborate with PGE's smart commercial thermostat outreach efforts and Energy Partner on Demand program.

### **Program activities**

- Begin implementation steps toward the outcomes-based co-deployment framework PGE and Energy Trust developed in 2024 and included in UM 2141.:
- With respect to low-income program design and delivery, pursuing the design of a holistic approach that includes utility bill discounts and no-cost measures that help reduce energy burden to increase participation within the context of PGE's energy burden assessment, UM 2211<sup>1</sup> and funding through HB 2475.

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<sup>1</sup> UM 2211 in the OPUC Docket that will be used to implement a portion of Oregon HB 2475 which creates programs to reduce energy burden for households. UM 2211 key design elements treat holistically the level of relief, tracking and accounting, bundling, outreach, engagement, and marketing of

- Perform demographic and tracking analyses to support geographically targeted efficiency and renewable activities in alignment and within the context of UM 2211 and UM 2141 co-deployment.
- Provide support for energy efficiency potential forecast for Integrated Resource Plan.
- Collaborate to combine Inflation Reduction Act (IRA) funds maximizing program incentives when and how those funds are available to customers to optimize complementary programs, respectively, across PGE and Energy Trust to better meet needs of low-income customers.
- Jointly identify opportunities for PGE to complement and further the goals of the Oregon Department of Energy (ODOE) led Solar for All (SFA) grant planning and activities (2024 – 2029) with Energy Trust and the Bonneville Environmental Foundation (BEF).
- Collaborate with PGE on renewable energy projects and energy resilience studies at municipal infrastructure, including water and water resource recovery facilities.
- Collaborate in supporting data sharing and PowerClerk development of shared outcomes and objectives for collaboration on data and analysis, in support and alignment with UM 2111, in these areas for 2025.
- Collaborate with utilities on implementation of FEMA community energy resilience grant activities, including early engagement with communities.

**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 (non-wires solutions) to support utility’s grid needs as identified by its distribution systems planning analyses 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.
- Smart Grid Test Bed (SGTB) Collaboration (2022 – 2027)
  - 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 PGE.
  - Collaborate on continuous improvement of SGTB offers.
- Flexible Feeder Initiative (2022 – 2027)
  - Explore how we might deliver new measures developed via the Flex Feeder initiative in 2023-2024 in 2025 and beyond as part of the overall co-deployment framework between PGE and Energy Trust.
  - Jointly identify and build upon lessons learned from 2024 projects per the established U.S. Department of Energy requirements to meet all specified deliverables on time and on budget.
- PGE Smart Solar Study (previously Smart Inverter Demonstration Project) (2023 – 2025)
  - Energy Trust has a contract with PGE to support implementation, customer engagement and customer incentive payments. In 2025, as the project winds down, Energy Trust will participate in the evaluation and support gathering and sharing lessons learned from the demonstration project.
- PGE Smart Battery Pilot (2020 – 2025)
  - Per the Master Purchase Agreement and associated Statement of Work meet all specified deliverables on time and on budget.
  - Energy Trust has a contract with PGE to provide support for customer outreach, contractor training, quality management and incentive processing.
  - In 2025, the PGE Smart Battery Pilot will incorporate lessons learned and transition to a new structure with the goal of creating a format that is more sustainable long term. Energy Trust’s current contract with PGE for the Smart Battery Pilot concludes in July

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EE and income-qualified bill discount (IQBD). This docket is the appropriate venue for defining a holistic approach to alleviating energy burden in PGE’s service territory.

2025 and the role that Energy Trust will play in the new version of the Smart Battery Pilot will need to be determined as part of the transition planning in alignment with the goals of our co-deployment framework.

**Other**

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

## Portland General Electric-specific 2025 Budget

### 2025 Portfolio Level

Financial Overview	OPUC Efficiency	OPUC Renewables	Total for Portland General Electric
Beginning Net Assets	\$ 4,062,986	\$ 12,613,630	\$ 16,676,616
Revenue	\$ 139,619,738	\$ 12,000,000	\$ 151,619,738
Expenditures	\$ 139,453,623	\$ 15,863,911	\$ 155,317,534
Net Income	\$ 166,115	\$ (3,863,911)	\$ (3,697,796)
Interest Income Distribution	\$ 224,029	\$ 577,177	\$ 801,205
Transfers between FS	\$ (180,509)	\$ (104,609)	\$ (285,118)
<b>Ending Net Assets</b>	<b>\$ 4,272,621</b>	<b>\$ 9,222,287</b>	<b>\$ 13,494,907</b>
<i>Renewables Funds Dedicated</i>		\$ 50,000	
<i>Renewables Funds Yet To Be Dedicated</i>		\$ 9,172,287	

Electric Savings and Generation Overview	OPUC Efficiency	OPUC Renewables	Total for Portland General Electric
Electric Savings (kWh) Annual Goal	290,748,973	-	290,748,973
<i>Levelized Cost per kWh saved</i>	\$ 0.046	-	\$ 0.046
Renewables Generation (kWh) Annual Goal	-	27,447,300	27,447,300
<i>Levelized Cost per kWh generated</i>	-	\$ 0.043	\$ 0.043
Electric Savings (kWh) - IRP Target	290,748,973	-	2.26

### 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	TBD



## 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	\$ 75,423,683	\$ 4,534,843	\$ 27,917,214	\$ -	\$ 25,883,356	\$ -	\$ 17,088,269	\$ -	\$ 9,237,190	\$ 8,643,650	\$ 593,540
Program Delivery Contractors	\$ 42,247,296	\$ 3,868,214	\$ 17,963,544	\$ 2,411,812	\$ 7,899,988	\$ 58,582	\$ 8,041,935	\$ 2,003,222	\$ 1,104,565	\$ 1,004,565	\$ 100,000
Employee Salaries & Fringe Benefits	\$ 11,185,730	\$ 1,179,270	\$ 3,793,790	\$ 132,305	\$ 3,274,077	\$ 2,358	\$ 2,692,841	\$ 111,088	\$ 3,023,214	\$ 2,991,517	\$ 31,697
Agency Contractor Services	\$ 542,655	\$ 41,550	\$ 222,243	\$ 8,729	\$ 147,927	\$ 201	\$ 114,738	\$ 7,266	\$ 173,618	\$ 170,912	\$ 2,706
Planning and Evaluation Services	\$ 2,021,777	\$ 364,543	\$ 674,274	\$ 7,872	\$ 505,808	\$ 8	\$ 462,478	\$ 6,794	\$ 141,910	\$ 141,797	\$ 113
Advertising and Marketing Services	\$ 2,206,132	\$ 178,211	\$ 671,091	\$ 16,692	\$ 624,935	\$ 398	\$ 700,930	\$ 13,875	\$ 389,345	\$ 383,996	\$ 5,349
Other Professional Services	\$ 3,736,267	\$ 466,168	\$ 1,311,879	\$ 11,410	\$ 912,882	\$ 266	\$ 1,024,170	\$ 9,492	\$ 1,185,659	\$ 1,088,030	\$ 97,629
Travel, Meetings, Trainings & Conferences	\$ 392,007	\$ 37,727	\$ 151,571	\$ 4,157	\$ 97,581	\$ 90	\$ 97,414	\$ 3,468	\$ 93,445	\$ 92,241	\$ 1,204
Dues, Licenses and Fees	\$ 286,738	\$ 12,875	\$ 185,435	\$ 1,345	\$ 30,738	\$ 20	\$ 55,190	\$ 1,135	\$ 31,947	\$ 31,680	\$ 267
Software and Hardware	\$ 448,575	\$ 36,524	\$ 117,357	\$ 4,087	\$ 203,746	\$ 73	\$ 83,356	\$ 3,432	\$ 241,110	\$ 240,132	\$ 978
Depreciation & Amortization	\$ 442,170	\$ 38,409	\$ 158,682	\$ 4,435	\$ 144,870	\$ 80	\$ 91,972	\$ 3,722	\$ 97,399	\$ 96,318	\$ 1,081
Office Rent and Equipment	\$ 473,463	\$ 49,897	\$ 160,611	\$ 5,605	\$ 138,579	\$ 100	\$ 113,967	\$ 4,706	\$ 127,859	\$ 126,515	\$ 1,344
Materials Postage and Telephone	\$ 44,301	\$ 4,473	\$ 15,064	\$ 552	\$ 13,310	\$ 10	\$ 10,428	\$ 463	\$ 16,144	\$ 16,004	\$ 140
Miscellaneous Expenses	\$ 2,830	\$ 252	\$ 1,031	\$ 45	\$ 817	\$ 1	\$ 646	\$ 37	\$ 506	\$ 493	\$ 13
<b>Expenditures</b>	<b>\$ 139,453,623</b>	<b>\$ 10,812,957</b>	<b>\$ 53,343,786</b>	<b>\$ 2,609,044</b>	<b>\$ 39,878,614</b>	<b>\$ 62,187</b>	<b>\$ 30,578,335</b>	<b>\$ 2,168,700</b>	<b>\$ 15,863,911</b>	<b>\$ 15,027,851</b>	<b>\$ 836,060</b>

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	\$ 131,369,380	\$ 10,186,121	\$ 50,251,402	\$ 2,457,796	\$ 37,566,818	\$ 58,582	\$ 28,805,683	\$ 2,042,978	\$ 14,944,267	\$ 14,156,674	\$ 787,593
Administrative Costs	\$ 8,084,243	\$ 626,836	\$ 3,092,384	\$ 151,248	\$ 2,311,797	\$ 3,605	\$ 1,772,652	\$ 125,721	\$ 919,644	\$ 871,177	\$ 48,467
<i>Management + General</i>	\$ 4,719,668	\$ 365,954	\$ 1,805,367	\$ 88,300	\$ 1,349,652	\$ 2,105	\$ 1,034,893	\$ 73,397	\$ 536,898	\$ 508,603	\$ 28,296
<i>Communications + Outreach</i>	\$ 3,364,576	\$ 260,883	\$ 1,287,017	\$ 62,948	\$ 962,145	\$ 1,500	\$ 737,759	\$ 52,324	\$ 382,746	\$ 362,575	\$ 20,171
<b>Expenditures</b>	<b>\$ 139,453,623</b>	<b>\$ 10,812,957</b>	<b>\$ 53,343,786</b>	<b>\$ 2,609,044</b>	<b>\$ 39,878,614</b>	<b>\$ 62,187</b>	<b>\$ 30,578,335</b>	<b>\$ 2,168,700</b>	<b>\$ 15,863,911</b>	<b>\$ 15,027,851</b>	<b>\$ 836,060</b>

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	290,748,973	38,086,651	82,036,698	11,071,589	108,158,899	3,367,635	28,408,176	19,619,326	-	-	-
<i>Levelized Cost per kWh saved</i>	\$ 0.046	\$ 0.024	\$ 0.069	\$ 0.017	\$ 0.040	\$ 0.001	\$ 0.095	\$ 0.008	-	-	-
Renewables Generation (kWh) Annual Goal	-	-	-	-	-	-	-	-	27,447,300	27,167,300	280,000
<i>Levelized Cost per kWh generated</i>	-	-	-	-	-	-	-	-	\$ 0.043	\$ 0.041	\$ 0.222
Electric Savings (kWh) - IRP Target	290,748,973	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: 2025**  
**Pacific Power**  
October 2, 2024



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.

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**Informing the 2025 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 in 2023. Development of those action plans included six utility coordination meetings with utilities plus market intelligence gathering sessions with all five partner utilities and Energy Trust’s three public advisory councils. Energy Trust’s 2025 action plans build on and largely align with those 2024-2025 action plans and leverage those insights gathered in 2023.

In 2024, Energy Trust continued to engage utilities and stakeholders for input on the organization’s priorities and strategies for development of our 2025-2030 Strategic Plan, to be approved by our board of directors in December 2024. Energy Trust sought input from customers, communities, community-based organizations and Energy Trust’s three advisory councils. That input was collected and reviewed by staff to develop the 2025 Budget and Action Plan. 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. Community feedback was also invited during the budget public comment period from October 2 to 16, 2024.

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. 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 Pacific Power will also collaborate on co-developing marketing strategies to better reach and serve energy burdened and income-qualified customers.

## Pacific Power-specific 2025 Key Activities

### **Outreach and community engagement**

- Partner with Pacific Power staff in outreach and community relations to share information about activities and coordinate plans.
- Partner and collaborate with OHCS on how to better serve energy burdened and low-income qualified customers.
- Encourage the sharing of our respective diversity, equity and inclusion (DEI) efforts to learn from one another and increase the potential for success, including emerging tribal engagement activities.
- Explore opportunities to further collaborate with Pacific Power's Marketing and Outreach teams.
- Coordinate across programs on emerging community engagement activities, including Pacific Power's Community Benefits and Impact Advisory Group, local and state workshops related to Distribution System 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, Energy Trust staff will 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.
- The new Energy Trust tribal government relations manager will work in concert with Pacific Power Tribal Relations staff, Tribal Liaison Representative 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 resilience plans funded through the Oregon Department of Energy county energy resilience grant program.

### **Marketing**

- Expand and build on ongoing collaboration efforts to align and leverage energy efficiency and demand respond program marketing for connected technologies.
- Continue to coordinate on Oregon energy efficiency awareness advertising, customer newsletters, direct mail and email campaigns to reach a broader audience with information on low-cost products and special offers, as appropriate.
- Co-develop marketing strategies to better reach and serve energy burdened and 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.
- 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.

- Provide support for energy efficiency potential forecast for Integrated resource plan.

#### **Renewables, resilience activities**

- Collaborate with utilities on implementation of FEMA Community Energy Resilience grant activities, including early engagement with communities.
- Jointly identify opportunities for Pacific Power to complement and further the goals of the Oregon Department of Energy (ODOE) led Solar for All (SFA) grant planning and activities (2024 – 2029) with Energy Trust and the Bonneville Environmental Foundation (BEF).

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

- Develop Targeted Load Management offerings in Pacific Power identified areas, with locations in Prineville and Upper Rogue Valley already identified for potential implementation in 2026.
- Coordinate and collaborate with Pacific Power's distribution system planning team to analyze and review other areas that experience system constraints. By targeting energy efficiency geographically in these areas, we can achieve significant benefits that complement system-wide efficiency initiatives, helping to alleviate system pressure, lower utility costs, and improve overall reliability.
- Continue working with Pacific Power on projects related to electric vehicle charging.
- Coordinate and design marketing and educational materials related to Transportation Electrification activities; specifically continued education of customers who are on Time of Use rates, potential amplification of marketing campaigns, dealership engagement and coordinated key messages.
- Leverage workforce development initiatives between both entities; specifically investigate how to expand workforce development activities related to electric vehicle infrastructure and vehicle cohorts.
- Support Energy Trust existing EV Code Ready programs in both commercial and residential programs; expand support of early design assistance.
- Coordinate applications and concepts for grant funding to support targeted load management activities related to constrained areas within the service area and storage plus solar opportunities.
- Collaborate on new or expand on current cooperative marketing campaigns and activities for Targeted Load Management (TLM) projects (i.e., electric non-traditional solutions) that span energy efficiency, demand response, small-scale renewables, and battery storage.
- Leverage utility data on customers in potential TLM areas, including income-qualified bill discounts (Low Income Discount (LID)).

#### **Other**

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

## Pacific Power-specific 2025 Budget

### 2025 Portfolio Level

Financial Overview	OPUC Efficiency	OPUC Renewables	Total for PacifiCorp
Beginning Net Assets	\$ (11,843,059)	\$ 8,420,962	\$ (3,422,097)
Revenue	\$ 114,945,616	\$ 8,910,221	\$ 123,855,837
Expenditures	\$ 102,607,400	\$ 10,846,700	\$ 113,454,100
Net Income	\$ 12,338,216	\$ (1,936,479)	\$ 10,401,737
Interest Income Distribution	\$ (306,588)	\$ 402,703	\$ 96,115
Transfer Between FS	\$ (59,340)	\$ -	\$ (59,340)
<b>Ending Net Assets</b>	<b>\$ 129,229</b>	<b>\$ 6,887,186</b>	<b>\$ 7,016,415</b>
<i>Renewables Funds Dedicated</i>		\$ 100,000	
<i>Renewables Funds Yet To Be Dedicated</i>		\$ 6,787,186	

Electric Savings and Generation Overview	OPUC Efficiency	OPUC Renewables	Total for PacifiCorp
Electric Savings (kWh) Annual Goal	227,288,621	-	227,288,621
<i>Levelized Cost per kWh saved</i>	\$ 0.043	-	\$ 0.043
Renewables Generation (kWh) Annual Goal	-	21,816,000	21,816,000
<i>Levelized Cost per kWh generated</i>	-	\$ 0.037	\$ 0.037
Electric Savings (kWh) - IRP Target	227,288,621	-	1.81

### 2025 Pacific Power-invested Efficiency Funds [utility provided content]

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	TBD

## 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	\$ 55,980,748	\$ 3,573,113	\$ 21,073,761	\$ -	\$ 17,235,166	\$ -	\$ 14,098,709	\$ -	\$ 6,405,800	\$ 5,553,000	\$ 852,800
Program Delivery Contractors	\$ 30,433,396	\$ 3,270,090	\$ 11,299,883	\$ 1,747,852	\$ 5,173,744	\$ 42,455	\$ 7,447,628	\$ 1,451,745	\$ 761,705	\$ 661,705	\$ 100,000
Employee Salaries & Fringe Benefits	\$ 8,294,604	\$ 960,363	\$ 2,676,913	\$ 95,882	\$ 2,171,736	\$ 1,709	\$ 2,307,494	\$ 80,506	\$ 1,972,945	\$ 1,929,128	\$ 43,816
Agency Contractor Services	\$ 398,831	\$ 33,837	\$ 156,816	\$ 6,326	\$ 98,122	\$ 146	\$ 98,319	\$ 5,265	\$ 113,956	\$ 110,215	\$ 3,741
Planning and Evaluation Services	\$ 1,515,084	\$ 296,873	\$ 475,770	\$ 5,705	\$ 335,508	\$ 6	\$ 396,297	\$ 4,924	\$ 98,699	\$ 98,543	\$ 156
Advertising and Marketing Services	\$ 1,643,970	\$ 145,130	\$ 473,525	\$ 12,097	\$ 414,527	\$ 288	\$ 588,349	\$ 10,055	\$ 255,020	\$ 247,626	\$ 7,394
Other Professional Services	\$ 2,803,778	\$ 379,634	\$ 925,667	\$ 8,269	\$ 605,526	\$ 193	\$ 877,611	\$ 6,879	\$ 842,524	\$ 701,634	\$ 140,890
Travel, Meetings, Trainings & Conferences	\$ 291,464	\$ 30,724	\$ 106,949	\$ 3,012	\$ 64,727	\$ 65	\$ 83,474	\$ 2,514	\$ 61,148	\$ 59,483	\$ 1,665
Dues, Licenses and Fees	\$ 210,822	\$ 10,485	\$ 130,844	\$ 975	\$ 20,389	\$ 14	\$ 47,293	\$ 823	\$ 20,798	\$ 20,429	\$ 369
Software and Hardware	\$ 324,628	\$ 29,744	\$ 82,808	\$ 2,962	\$ 135,147	\$ 53	\$ 71,428	\$ 2,487	\$ 156,205	\$ 154,853	\$ 1,351
Depreciation & Amortization	\$ 324,120	\$ 31,279	\$ 111,967	\$ 3,214	\$ 96,094	\$ 58	\$ 78,811	\$ 2,697	\$ 63,607	\$ 62,112	\$ 1,495
Office Rent and Equipment	\$ 351,085	\$ 40,634	\$ 113,327	\$ 4,062	\$ 91,921	\$ 72	\$ 97,658	\$ 3,410	\$ 83,443	\$ 81,586	\$ 1,858
Materials Postage and Telephone	\$ 32,780	\$ 3,643	\$ 10,629	\$ 400	\$ 8,829	\$ 8	\$ 8,936	\$ 336	\$ 10,514	\$ 10,321	\$ 194
Miscellaneous Expenses	\$ 2,089	\$ 205	\$ 728	\$ 32	\$ 542	\$ 1	\$ 553	\$ 27	\$ 336	\$ 318	\$ 18

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	\$ 96,659,163	\$ 8,295,278	\$ 35,457,587	\$ 1,781,177	\$ 24,918,534	\$ 42,455	\$ 24,683,576	\$ 1,480,557	\$ 10,217,908	\$ 9,129,161	\$ 1,088,747
Administrative Costs	\$ 5,948,237	\$ 510,477	\$ 2,181,998	\$ 109,611	\$ 1,533,443	\$ 2,613	\$ 1,518,984	\$ 91,111	\$ 628,792	\$ 561,793	\$ 67,000
<i>Management + General</i>	\$ 3,472,644	\$ 298,022	\$ 1,273,874	\$ 63,992	\$ 895,241	\$ 1,525	\$ 886,799	\$ 53,192	\$ 367,096	\$ 327,981	\$ 39,115
<i>Communications + Outreach</i>	\$ 2,475,593	\$ 212,455	\$ 908,124	\$ 45,619	\$ 638,203	\$ 1,087	\$ 632,185	\$ 37,919	\$ 261,697	\$ 233,812	\$ 27,885
<b>Expenditures</b>	<b>\$ 102,607,400</b>	<b>\$ 8,805,755</b>	<b>\$ 37,639,585</b>	<b>\$ 1,890,788</b>	<b>\$ 26,451,978</b>	<b>\$ 45,067</b>	<b>\$ 26,202,560</b>	<b>\$ 1,571,668</b>	<b>\$ 10,846,700</b>	<b>\$ 9,690,953</b>	<b>\$ 1,155,747</b>

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	227,288,621	50,027,069	60,151,474	8,023,636	66,119,356	2,440,542	26,308,321	14,218,223	-	-	-
<i>Levelized Cost per kWh saved</i>	\$ 0.043	\$ 0.011	\$ 0.051	\$ 0.012	\$ 0.033	\$ 0.001	\$ 0.072	\$ 0.005	-	-	-
Renewables Generation (kWh) Annual Goal	-	-	-	-	-	-	-	-	21,816,000	21,186,000	630,000
<i>Levelized Cost per kWh generated</i>	-	-	-	-	-	-	-	-	\$ 0.037	\$ 0.023	\$ 0.092
Electric Savings (kWh) - IRP Target	227,288,621	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: 2025**  
**NW Natural**  
October 2, 2024



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.

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**Informing the 2025 NW Natural 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 in 2023. Development of those action plans included six utility coordination meetings with utilities plus market intelligence gathering sessions with all five partner utilities and Energy Trust’s three public advisory councils. Energy Trust’s 2025 action plans build on and largely align with those 2024-2025 action plans and leverage those insights gathered in 2023.

In 2024, Energy Trust continued to engage utilities and stakeholders for input on the organization’s priorities and strategies for development of our 2025-2030 Strategic Plan, to be approved by our board of directors in December 2024. Energy Trust sought input from customers, communities, community-based organizations and Energy Trust’s three advisory councils. That input was collected and reviewed by staff to develop the 2025 Budget and Action Plan. 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. Community feedback was also invited during the budget public comment period from October 2 to 16, 2024.

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. 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 NW Natural will also collaborate on co-developing marketing strategies to better reach and serve energy burdened and income-qualified customers.

## NW Natural-specific 2025 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, including emerging tribal engagement activities.
- 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.
- Co-develop marketing strategies to better reach and serve income-qualified customers.
- Meet regularly to provide greater visibility into and report progress on marketing campaigns and strategies to better reach customers in Oregon and SW Washington.
- Share customer success stories and information and educational content for incorporation in utility communication channels.

### **Energy efficiency activities**

- 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.
- Provide support for energy efficiency potential forecast for Integrated Resource Plan.
- Continue coordination with NW Natural on Hybrid Heating Pilot with regards to recruitment, customer communications, and evaluation.
- Coordinate with NW Natural to support delivery of Home Energy Reports to customers achieving behavioral energy efficiency savings through energy insights, behavioral tips, and informing them of opportunities to participate in program offers.

### **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, which NW Natural identifies as Geographically Targeted Energy Efficiency (GeoTEE), to support utility's system needs as identified by their distribution systems planning analyses.
- Leverage utility data on customers in potential TLM areas, including income-qualified bill discounts (IQBD).



**Other**

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

**NW Natural-specific 2025 Budget**

**2025 Portfolio Level**

<b>Financial Overview</b>	<b>OPUC Efficiency</b>	<b>Industrial DSM</b>	<b>Washington</b>	<b>Total for NW Natural</b>
Beginning Net Assets	\$ 9,087,639	\$ 1,997,647	\$ 1,014,895	\$ 12,100,181
Revenue	\$ 24,933,361	\$ 12,444,141	\$ 2,965,014	\$ 40,342,516
Expenditures	\$ 32,588,807	\$ 13,801,194	\$ 3,641,173	\$ 50,031,174
Net Income	\$ (7,655,446)	\$ (1,357,053)	\$ (676,159)	\$ (9,688,658)
Interest Income Distribution	\$ 284,216	\$ 71,278	\$ 36,571	\$ 392,065
Transfer Between FS	\$ -	\$ -	\$ -	\$ -
<b>Ending Net Assets</b>	<b>\$ 1,716,409</b>	<b>\$ 711,871</b>	<b>\$ 375,308</b>	<b>\$ 2,803,588</b>

<b>Gas Savings Overview</b>	<b>OPUC Efficiency</b>	<b>Industrial DSM</b>	<b>Total for NW Natural Oregon</b>	<b>Washington</b>
Gas Savings (therms) Annual Goal	2,918,383	2,252,770	5,171,153	219,054
<i>Levelized Cost per therm saved</i>	\$ 0.789	\$ -	\$ -	\$ -
Gas Savings (therms) - IRP Target	5,171,153	-	-	-

**2025 NW Natural-invested Efficiency Funds**

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

<b>Utility-invested Tariff Funds</b>	<b>OPUC Efficiency</b>
NW Natural Transport	TBD

## NW Natural-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential
Incentives	\$ 15,633,404	\$ 596,098	\$ 4,611,965	\$ -	\$ 589,061	\$ 9,836,280
Program Delivery Contractors	\$ 11,742,420	\$ 624,291	\$ 3,766,803	\$ 622,072	\$ 132,947	\$ 5,566,988
Employee Salaries & Fringe Benefits	\$ 2,672,292	\$ 172,016	\$ 691,661	\$ 34,125	\$ 69,942	\$ 1,647,467
Agency Contractor Services	\$ 125,758	\$ 6,098	\$ 40,487	\$ 2,252	\$ 3,159	\$ 70,029
Planning and Evaluation Services	\$ 368,418	\$ 71,539	\$ 94,245	\$ 2,030	\$ 10,690	\$ 186,422
Advertising and Marketing Services	\$ 610,099	\$ 26,008	\$ 122,359	\$ 4,305	\$ 13,351	\$ 436,946
Other Professional Services	\$ 961,544	\$ 67,787	\$ 239,445	\$ 2,943	\$ 18,864	\$ 627,629
Travel, Meetings, Trainings & Conferences	\$ 97,672	\$ 5,508	\$ 27,636	\$ 1,072	\$ 2,084	\$ 59,590
Dues, Licenses and Fees	\$ 71,130	\$ 1,876	\$ 33,854	\$ 347	\$ 657	\$ 33,813
Software and Hardware	\$ 84,892	\$ 5,327	\$ 21,396	\$ 1,054	\$ 4,353	\$ 50,997
Depreciation & Amortization	\$ 96,962	\$ 5,604	\$ 28,939	\$ 1,144	\$ 3,095	\$ 56,268
Office Rent and Equipment	\$ 113,108	\$ 7,278	\$ 29,281	\$ 1,446	\$ 2,960	\$ 69,724
Materials Postage and Telephone	\$ 10,441	\$ 653	\$ 2,746	\$ 143	\$ 284	\$ 6,378
Miscellaneous Expenses	\$ 667	\$ 37	\$ 188	\$ 12	\$ 17	\$ 394
<b>Expenditures</b>	<b>\$ 32,588,807</b>	<b>\$ 1,590,120</b>	<b>\$ 9,711,005</b>	<b>\$ 672,944</b>	<b>\$ 851,466</b>	<b>\$ 18,648,924</b>

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential
Program Costs	\$ 30,699,606	\$ 1,497,940	\$ 9,148,050	\$ 633,933	\$ 802,106	\$ 17,567,831
Administrative Costs	\$ 1,889,200	\$ 92,181	\$ 562,955	\$ 39,011	\$ 49,360	\$ 1,081,094
<i>Management + General</i>	\$ 1,102,935	\$ 53,816	\$ 328,659	\$ 22,775	\$ 28,817	\$ 631,154
<i>Communications + Outreach</i>	\$ 786,265	\$ 38,365	\$ 234,296	\$ 16,236	\$ 20,543	\$ 449,940
<b>Expenditures</b>	<b>\$ 32,588,807</b>	<b>\$ 1,590,120</b>	<b>\$ 9,711,005</b>	<b>\$ 672,944</b>	<b>\$ 851,466</b>	<b>\$ 18,648,924</b>

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential
Gas Savings (therms) Annual Goal	2,918,383	215,841	1,017,285	133,849	226,413	1,324,995
<i>Levelized Cost per therm saved</i>	\$ 0.789	\$ 0.582	\$ 0.874	\$ 0.386	\$ 0.361	\$ 0.839
Gas Savings (therms) - IRP Target	5,171,153	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency

**Action plan: 2025**  
**Cascade Natural Gas**  
October 2, 2024



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.

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**Informing the 2025 Cascade Natural Gas 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 in 2023. Development of those action plans included six utility coordination meetings with utilities plus market intelligence gathering sessions with all five partner utilities and Energy Trust’s three public advisory councils. Energy Trust’s 2025 action plans build on and largely align with those 2024-2025 action plans and leverage those insights gathered in 2023.

In 2024, Energy Trust continued to engage utilities and stakeholders for input on the organization’s priorities and strategies for development of our 2025-2030 Strategic Plan, to be approved by our board of directors in December 2024. Energy Trust sought input from customers, communities, community-based organizations and Energy Trust’s three advisory councils. That input was collected and reviewed by staff to develop the 2025 Budget and Action Plan. 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. Community feedback was also invited during the budget public comment period from October 2 to 16, 2024.

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 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 Cascade Natural Gas will also collaborate on co-developing marketing strategies to better reach and serve energy burdened and income-qualified customers.

## Cascade Natural Gas-specific 2025 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 learn from one another and increase the potential for success, including emerging tribal engagement activities.
- 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 potential marketing campaigns and activities for Targeted Load Management (TLM) projects (i.e., gas non-pipe solutions), as needed.
- Collaborate on new or expand current cooperative marketing strategies to maximize savings, support other special initiatives, and better reach underserved audiences.
- Continue to coordinate regularly on direct marketing campaigns to reach broader audiences.
- Hold ongoing check-ins to provide greater visibility into and updates on marketing strategies and campaigns to support gas and dual-fuel products and services across CNG territory.

### **Energy efficiency activities**

- Perform demographic and tracking analyses to support geographically targeted efficiency and renewable activities.
- Provide support for energy efficiency potential forecast for Integrated Resource Plan.
- 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.
- Leverage utility data on customers in potential TLM areas, including income-qualified bill discounts (IQBD).

### **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 to successfully plan, manage and achieve ambitious 2030 clean energy goals.

# Cascade Natural Gas-specific 2025 Budget

## 2025 Portfolio Level

Financial Overview	OPUC Efficiency	Total for Cascade Natural Gas
Beginning Net Assets	\$ 2,730,338	\$ 2,730,338
Revenue	\$ 2,967,823	\$ 2,967,823
Expenditures	\$ 5,258,826	\$ 5,258,826
Net Income	\$ (2,291,003)	\$ (2,291,003)
Interest Income Distribution	\$ 85,636	\$ 85,636
Transfer Between FS	\$ -	\$ -
<b>Ending Net Assets</b>	<b>\$ 524,970</b>	<b>\$ 524,970</b>

Gas Savings Overview	OPUC Efficiency	Total for Cascade Natural Gas
Gas Savings (therms) Annual Goal	512,541	512,541
<i>Levelized Cost per therm saved</i>	\$ 0.832	\$ -
Gas Savings (therms) - IRP Target	521,541	-

## 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*

Cascade Natural Gas does not have any planned efficiency efforts with public purpose funds outside of the Energy Trust and low-income programs in 2025.

Utility-invested Tariff Funds	OPUC Tariff
Cascade Natural Gas	TBD-

## Cascade Natural Gas-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential
Incentives	\$ 2,578,751	\$ 112,354	\$ 924,758	\$ -	\$ 401,182	\$ 1,140,457
Program Delivery Contractors	\$ 1,857,984	\$ 117,668	\$ 755,292	\$ 77,808	\$ 129,524	\$ 648,946
Employee Salaries & Fringe Benefits	\$ 424,967	\$ 32,422	\$ 138,687	\$ 4,268	\$ 51,410	\$ 191,040
Agency Contractor Services	\$ 20,459	\$ 1,149	\$ 8,118	\$ 282	\$ 2,322	\$ 8,120
Planning and Evaluation Services	\$ 62,547	\$ 13,484	\$ 18,897	\$ 254	\$ 7,858	\$ 21,617
Advertising and Marketing Services	\$ 88,101	\$ 4,902	\$ 24,535	\$ 538	\$ 9,813	\$ 47,421
Other Professional Services	\$ 148,412	\$ 12,777	\$ 48,012	\$ 368	\$ 13,866	\$ 72,780
Travel, Meetings, Trainings & Conferences	\$ 15,378	\$ 1,038	\$ 5,541	\$ 134	\$ 1,532	\$ 6,910
Dues, Licenses and Fees	\$ 11,662	\$ 354	\$ 6,788	\$ 43	\$ 483	\$ 3,921
Software and Hardware	\$ 14,760	\$ 1,004	\$ 4,290	\$ 132	\$ 3,200	\$ 5,914
Depreciation & Amortization	\$ 16,041	\$ 1,056	\$ 5,803	\$ 143	\$ 2,275	\$ 6,525
Office Rent and Equipment	\$ 17,988	\$ 1,372	\$ 5,871	\$ 181	\$ 2,176	\$ 8,085
Materials Postage and Telephone	\$ 1,670	\$ 123	\$ 551	\$ 18	\$ 209	\$ 740
Miscellaneous Expenses	\$ 107	\$ 7	\$ 38	\$ 1	\$ 13	\$ 46
<b>Expenditures</b>	<b>\$ 5,258,826</b>	<b>\$ 299,710</b>	<b>\$ 1,947,181</b>	<b>\$ 84,171</b>	<b>\$ 625,862</b>	<b>\$ 2,162,521</b>

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential
Program Costs	\$ 4,953,968	\$ 282,335	\$ 1,834,301	\$ 79,292	\$ 589,580	\$ 2,037,158
Administrative Costs	\$ 304,859	\$ 17,374	\$ 112,880	\$ 4,879	\$ 36,282	\$ 125,363
<i>Management + General</i>	\$ 177,980	\$ 10,143	\$ 65,900	\$ 2,849	\$ 21,182	\$ 73,188
<i>Communications + Outreach</i>	\$ 126,879	\$ 7,231	\$ 46,979	\$ 2,031	\$ 15,100	\$ 52,175
<b>Expenditures</b>	<b>\$ 5,258,826</b>	<b>\$ 299,710</b>	<b>\$ 1,947,181</b>	<b>\$ 84,171</b>	<b>\$ 625,862</b>	<b>\$ 2,162,521</b>

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential
Gas Savings (therms) Annual Goal	512,541	39,994	233,821	16,742	88,398	133,586
<i>Levelized Cost per therm saved</i>	\$ 0.832	\$ 0.598	\$ 0.851	\$ 0.386	\$ 0.715	\$ 0.971
Gas Savings (therms) - IRP Target	512,541	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency

# Action plan: 2025

## Avista

October 2, 2024



This document describes 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 the Action Plan section of the budget packet. Budget tables are inclusive of all revenues, expenditures and energy goals for Avista customers.

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## Informing the 2025 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 in 2023. Development of those action plans included six utility coordination meetings with utilities plus market intelligence gathering sessions with all five partner utilities and Energy Trust’s three public advisory councils. Energy Trust’s 2025 action plans build on and largely align with those 2024-2025 action plans and leverage those insights gathered in 2023.

In 2024, Energy Trust continued to engage utilities and stakeholders for input on the organization’s priorities and strategies for development of our 2025-2030 Strategic Plan, to be approved by our board of directors in December 2024. Energy Trust sought input from customers, communities, community-based organizations and Energy Trust’s three advisory councils. That input was collected and reviewed by staff to develop the 2025 Budget and Action Plan. 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. Community feedback was also invited during the budget public comment period from October 2 to 16, 2024.

Energy Trust and Avista will continue to engage in partnership on new areas of work that are supported by the Oregon Public Utility Commission to further increase savings to meet the state’s clean energy goals. Energy Trust and Avista will also collaborate on co-developing marketing strategies to better reach and serve energy burdened and income-qualified customers.

## Avista-specific 2025 Key Activities

### **Outreach and community engagement**

- Coordinate or inform of 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, including emerging tribal engagement activities.
- 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 with information and education on available income-qualified products and services, including supporting community-based organizations, as needed and appropriate.
- Coordinate with outreach and event teams to develop event marketing strategies that support program customer acquisition and educational goals.
- 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 relevant gas and dual-fuel Residential, Business, Industrial and Energy Trust Organizational marketing with Avista on an ongoing basis to create awareness or obtain feedback.

### **Energy efficiency activities**

- 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.
- Leverage utility data on customers in potential TLM areas, including income-qualified bill discounts (IQBD).
- 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 to successfully plan, manage and achieve ambitious 2030 clean energy goals.
- Participate as available in Avista low-income Equity Advisory Group and inform about Energy Trust activities as applicable.
- Enhance reporting capabilities for utility specific funded programs.

**Avista-specific 2025 Budget****2025 Portfolio Level**

<b>Financial Overview</b>	<b>OPUC Efficiency</b>	<b>Interruptible</b>	<b>Total for Avista</b>
Beginning Net Assets	\$ (640,755)	\$ 123,924	\$ (516,831)
Revenue	\$ 5,786,178	\$ 264,845	\$ 6,051,023
Expenditures	\$ 5,370,289	\$ 326,878	\$ 5,697,166
Net Income	\$ 415,889	\$ (62,033)	\$ 353,857
Interest Income Distribution	\$ (23,387)	\$ 5,020	\$ (18,366)
Transfer Between FS	\$ -	\$ -	\$ -
<b>Ending Net Assets</b>	<b>\$ (248,252)</b>	<b>\$ 66,912</b>	<b>\$ (181,341)</b>

<b>Gas Savings Overview</b>	<b>OPUC Efficiency</b>	<b>Interruptible</b>	<b>Total for Avista</b>
Gas Savings (therms) Annual Goal	394,270	41,712	435,982
<i>Levelized Cost per therm saved</i>	\$ 0.873	\$ -	\$ -
Gas Savings (therms) - IRP Target	435,982	-	-

**2025 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.*

<b>Utility-invested Tariff Funds</b>	<b>OPUC Tariff</b>
Avista transport	-TBD

## Avista-specific 2025 Program Level Details

Expenditures Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential
Incentives	\$ 2,686,699	\$ 57,216	\$ 481,516	\$ -	\$ 165,381	\$ 1,982,586
Program Delivery Contractors	\$ 1,810,631	\$ 59,922	\$ 393,276	\$ 79,982	\$ 31,532	\$ 1,113,575
Employee Salaries & Fringe Benefits	\$ 450,077	\$ 16,511	\$ 72,213	\$ 4,388	\$ 19,075	\$ 330,551
Agency Contractor Services	\$ 20,494	\$ 585	\$ 4,227	\$ 289	\$ 862	\$ 14,051
Planning and Evaluation Services	\$ 57,736	\$ 6,867	\$ 9,840	\$ 261	\$ 2,916	\$ 37,404
Advertising and Marketing Services	\$ 102,435	\$ 2,496	\$ 12,775	\$ 554	\$ 3,641	\$ 82,052
Other Professional Services	\$ 163,585	\$ 6,506	\$ 24,999	\$ 378	\$ 5,145	\$ 125,929
Travel, Meetings, Trainings & Conferences	\$ 16,306	\$ 529	\$ 2,885	\$ 138	\$ 568	\$ 11,956
Dues, Licenses and Fees	\$ 10,798	\$ 180	\$ 3,535	\$ 45	\$ 179	\$ 6,784
Software and Hardware	\$ 14,527	\$ 511	\$ 2,234	\$ 136	\$ 1,187	\$ 10,232
Depreciation & Amortization	\$ 16,086	\$ 538	\$ 3,021	\$ 147	\$ 844	\$ 11,290
Office Rent and Equipment	\$ 19,049	\$ 699	\$ 3,057	\$ 186	\$ 807	\$ 13,990
Materials Postage and Telephone	\$ 1,755	\$ 63	\$ 287	\$ 18	\$ 78	\$ 1,280
Miscellaneous Expenses	\$ 111	\$ 4	\$ 20	\$ 1	\$ 5	\$ 79
<b>Expenditures</b>	<b>\$ 5,370,289</b>	<b>\$ 152,626</b>	<b>\$ 1,013,885</b>	<b>\$ 86,523</b>	<b>\$ 232,220</b>	<b>\$ 3,741,758</b>

Expenditures Detail by Function	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential
Program Costs	\$ 5,058,969	\$ 143,779	\$ 955,110	\$ 81,507	\$ 218,758	\$ 3,524,845
Administrative Costs	\$ 311,320	\$ 8,848	\$ 58,776	\$ 5,016	\$ 13,462	\$ 216,913
<i>Management + General</i>	\$ 181,752	\$ 5,165	\$ 34,314	\$ 2,928	\$ 7,859	\$ 126,636
<i>Communications + Outreach</i>	\$ 129,568	\$ 3,682	\$ 24,462	\$ 2,088	\$ 5,603	\$ 90,277
<b>Expenditures</b>	<b>\$ 5,370,289</b>	<b>\$ 152,626</b>	<b>\$ 1,013,885</b>	<b>\$ 86,523</b>	<b>\$ 232,220</b>	<b>\$ 3,741,758</b>

Energy Savings Detail	OPUC Efficiency	New Buildings	Existing Buildings with MF	NEEA Commercial	Industry and Agriculture	Residential
Gas Savings (therms) Annual Goal	394,270	21,821	96,134	17,209	33,624	225,483
<i>Levelized Cost per therm saved</i>	\$ 0.873	\$ 0.391	\$ 0.624	\$ 0.265	\$ 0.395	\$ 0.528
Gas Savings (therms) - IRP Target	435,982	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency	Included in OPUC Efficiency

## Glossary of Key Terms

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**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.