



Energy Trust of Oregon

2015 Annual Budget and 2015-2016 Action Plan

DRAFT

**Presented to the Board of Directors
November 5, 2014**

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MEMO



Date: October 30, 2014
To: Board of Directors
From: Margie Harris, Executive Director
Subject: Draft 2015 Budget and Draft 2015-2016 Action Plan

I am very pleased to present Energy Trust of Oregon's Draft 2015 Budget and Draft 2015-2016 Action Plan. These two documents will be the focus of our November 5, 2014 board meeting.

In the following pages of this binder you will find a table of contents, overview materials summarizing the draft budget and action plan in both handout and slide presentation formats, and a summary of outreach activities. Subsequent sections provide draft budget and staffing details, and one-page action plan summaries by program and support group for 2015-2016 planned activities. Finally, 2016 forecast information and a financial glossary are provided for your consideration and reference. Throughout the documents, we have highlighted linkages between planned activities and our newly adopted 2015-2019 Strategic Plan and the recently completed 2014 Management Review.

These important source documents guide Energy Trust delivery of the lowest-cost energy resources for utilities and their customers, and describe diverse small-scale renewable energy resource investments. Outcomes and benefits from our activities reduce participant utility bills, lower carbon emissions and help strengthen our economy.

Public comment on our draft budget and action plan is open from October 31 through November 19, 2014. Throughout the next month, we will present this draft budget and two-year action plan to our four affiliated utilities, two advisory councils, the Citizens' Utility Board of Oregon (CUB), the board of directors and the Oregon Public Utility Commission. In addition, I will lead a public webinar presentation on November 12. The draft budget, action plan and key dates for public input are on our website: www.energytrust.org/about/budget.

Feedback and comments received through our outreach will be incorporated into a final proposed 2015 Annual Budget and final proposed 2015-2016 Action Plan to be considered by the board of directors at the board meeting on December 12.

I look forward to our discussion next week and as always, welcome your comments and questions.

Thank you very much.

Draft 2015 Annual Budget and 2015-16 Action Plan Highlights

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

The 2015 budget and 2015-2016 action plan will implement program strategies recently adopted in the 2015-2019 Strategic Plan. By meeting the annual energy-saving goals, we will be delivering the lowest-cost energy—energy efficiency—for customers of Portland General Electric, Pacific Power, NW Natural and Cascade Natural Gas. The budget will also support development of small-scale renewable energy generation for PGE and Pacific Power—diversifying Oregon’s future energy resource mix. Projects and actions resulting from our plans save money on participant utility bills, reduce carbon emissions and improve local economies.

2015 Areas of Emphasis

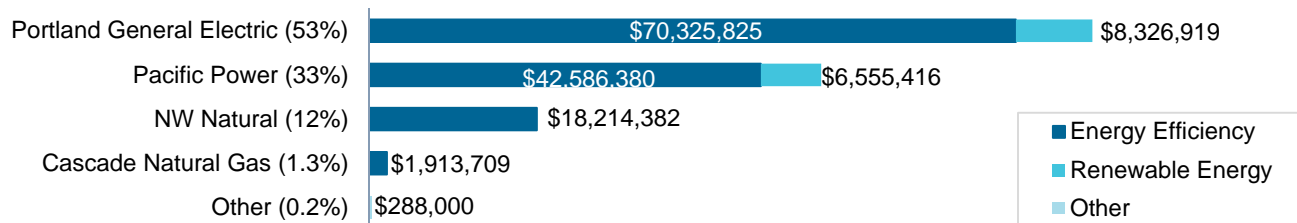
Emerging technologies—Continue pilots to test new program delivery approaches and capitalize on past years’ investments before bringing innovations to scale. Invest in Northwest Energy Efficiency Alliance activities benefiting Oregon customers, including a pilot gas market transformation initiative. Expand project support for renewable energy technologies.

Expanding participation—Use data, research and targeting to efficiently reach customers with tailored opportunities while increasing visibility, access and participation statewide. Further invest in relationships to reach and serve all customers, including rural and small business customers.

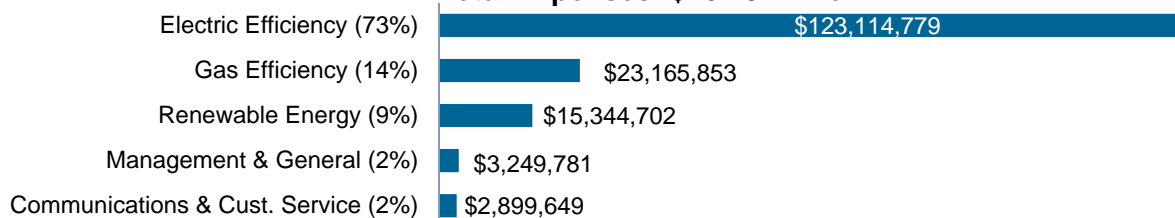
Improving operations—Develop systems and continuous improvement processes supporting operational and program efficiencies, positive customer experiences, transparency and accountability. Continue low staffing costs, realizing savings from active benefit management and related expense reductions.

Revenue and Expenses

Total Revenue: \$148.2 million



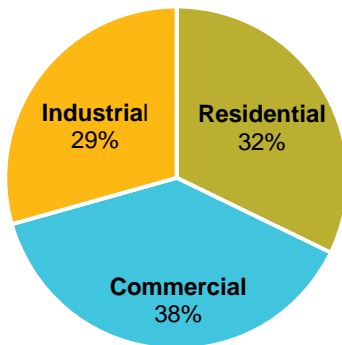
Total Expenses: \$167.8 million



In agreement with our affiliated utilities, the budget draws down reserves in 2015 to cover planned expenses in excess of anticipated revenue.

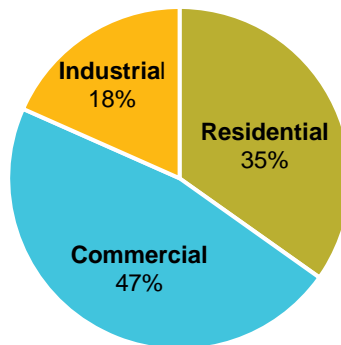
Savings, Generation and Levelized Costs

Electric savings 52.9 aMW



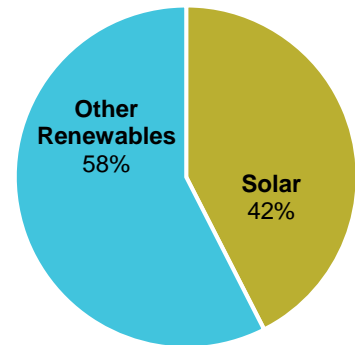
Residential
17.0 aMW; 3.0 cents/kWh
Commercial
20.3 aMW; 3.4 cents/kWh
Industrial
15.5 aMW; 2.6 cents/kWh

Natural gas savings 5.8 million annual therms



Residential
2.03 million annual therms; 37 cents/therm
Commercial
2.73 million annual therms; 35 cents/therm
Industrial
1.07 million annual therms; 28 cents/therm

Renewable energy generation 3.46 aMW



Solar
1.47 aMW; 6.7 cents/kWh
Other Renewables
1.99 aMW; 2.1 cents/kWh

Summary of Planned Activities by Customer Type:

Homeowners and renters: online Home Energy Reviews; referrals to qualified trade ally contractors; incentives for equipment, weatherization, lighting, appliances and solar; EPS™, an energy performance score for new and existing homes; on-bill repayment through Savings Within Reach and Clean Energy Works

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

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

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

View detailed 2015-2016 action plans at www.energytrust.org/about/budget.

2015 Energy Trust investment of \$167.8 million will buy these benefits:

- Future utility bill savings of \$525 million for 2015 participants
- Affordable energy at 3.1 cents/kWh and 34.4 cents/therm, the lowest cost energy utilities can buy
- Increased visibility, access and participation throughout Oregon and southwest Washington to support improvements at homes and businesses
- Jobs, wages and business income from bill savings recirculating in our local economy
- Enough clean energy to power 43,700 homes and heat 11,400 homes with natural gas for a year
- Improved air quality by avoiding 222,000 tons of carbon dioxide—equivalent to removing 39,000 cars from our roads for a year
- Continued high customer satisfaction rates and continued public accountability
- Training and support for 2,700 local businesses, many of them small companies employing 14,400 people to work on Energy Trust projects (self reported)

DRAFT 2015 Annual Budget & Draft 2015-2016 Action Plan

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Draft 2015 Annual Budget & 2015-16 Action Plan

November 5, 2014


EnergyTrust
of Oregon

Today's presentation

Brief Energy Trust
Overview

Investment Strategy
and Approach

Budget Highlights

Action Plan Highlights

Next Steps



Overview

Energy Trust of Oregon

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

Acquire affordable cost-effective conservation and energy efficiency by investing in customer-focused programs, services and incentives

Support new renewable energy development through project assistance and incentives

Support local contractors and businesses to reach and serve customers

Bring high-efficiency products, practices, codes and standards to market



How we work

Driven by performance-based and measurable goals

Accountable to our independent Board of Directors, the Oregon Public Utility Commission, utilities and ultimately customers

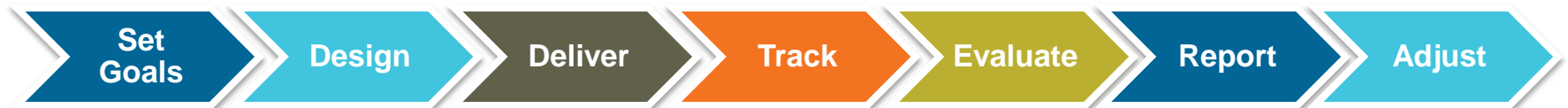
Welcome stakeholder input and industry expertise through advisory councils

Complete independent, third-party evaluations for programs and address recommendations

Remain transparent in how programs and budgets are created

Engage and coordinate with partner utilities

Publicly share results



Programs for all customers



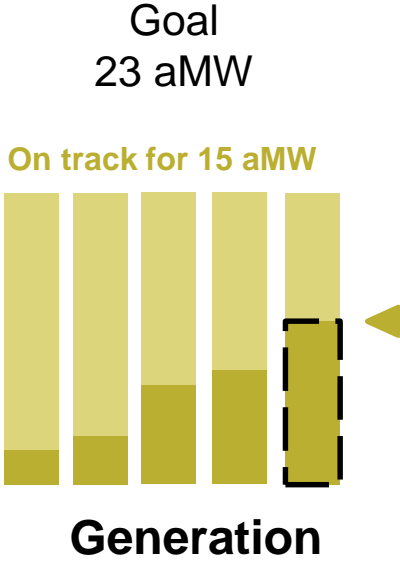
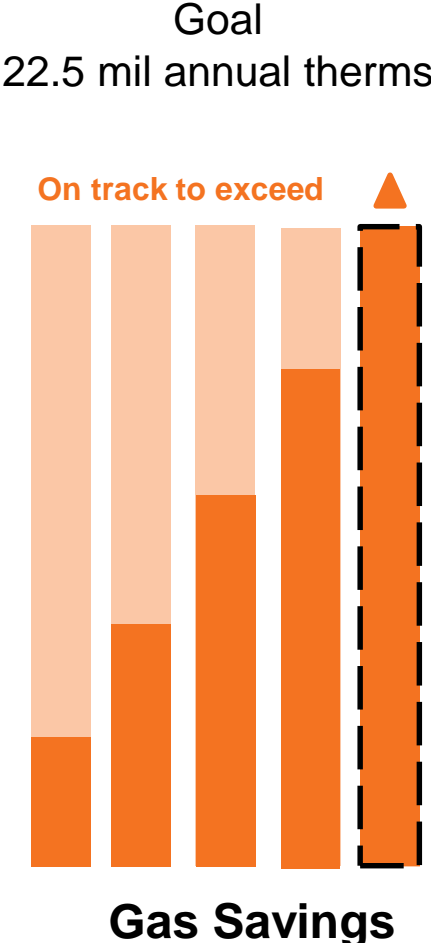
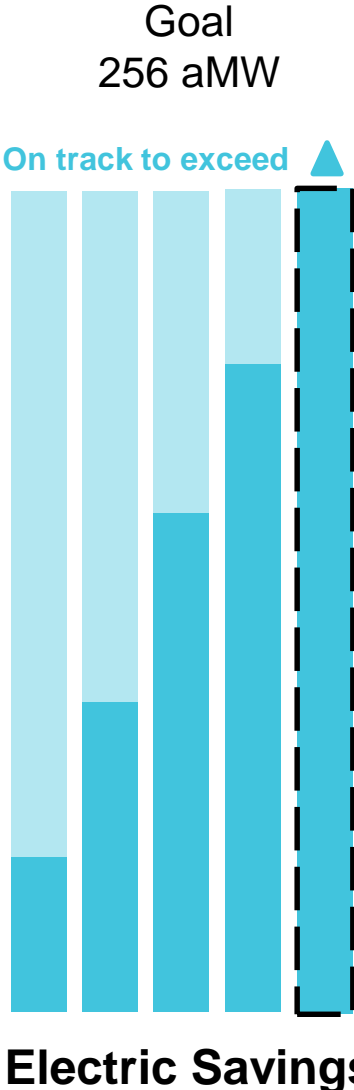
Projected 2014 Results

	2014 Budget Savings (Net)	2014 Budget (Levelized Cost)	2014 Savings Forecast (Net)	Forecasted % of 2014 goal	2014 Forecast (Levelized Cost)
PGE (Efficiency)	37.62 aMW	2.8¢	35.92 aMW	96%	2.6¢/kWh
Pacific Power (Efficiency)	20.08 aMW	3.2¢	19.86 aMW	99%	3.0¢/kWh
NW Natural (Oregon)	5.33 MMth	39.7¢	5.23 MMth	98%	33.1¢/therm
NW Natural (Washington)	0.26 MMTh	40.4¢	0.25 MMTh	95%	37.2¢/therm
Cascade Natural Gas	0.47 MMTh	45.2¢	0.53 MMTh	113%	34.3¢/therm
PGE (Renewable Energy)	0.85 aMW	9.2¢	0.73 aMW	86%	9.0¢/kWh
Pacific Power (Renewable Energy)	3.64 aMW	2.2¢	1.65 aMW	45%	4.0¢/kWh

MMTh: million annual therms

aMW: average megawatts

Progress to 2010-2014 Strategic Plan Goals



A clean energy power plant

- 436 average megawatts saved and 112 aMW generated
- 33 million annual therms saved
- Enough energy to power 425,000 homes and heat 65,000 homes for a year



Return on \$968 million invested (2002-2013)

\$1.7 billion

**Saved on
customer
utility bills**

\$3.1 billion

**Added to
Oregon
economy**

\$2.80

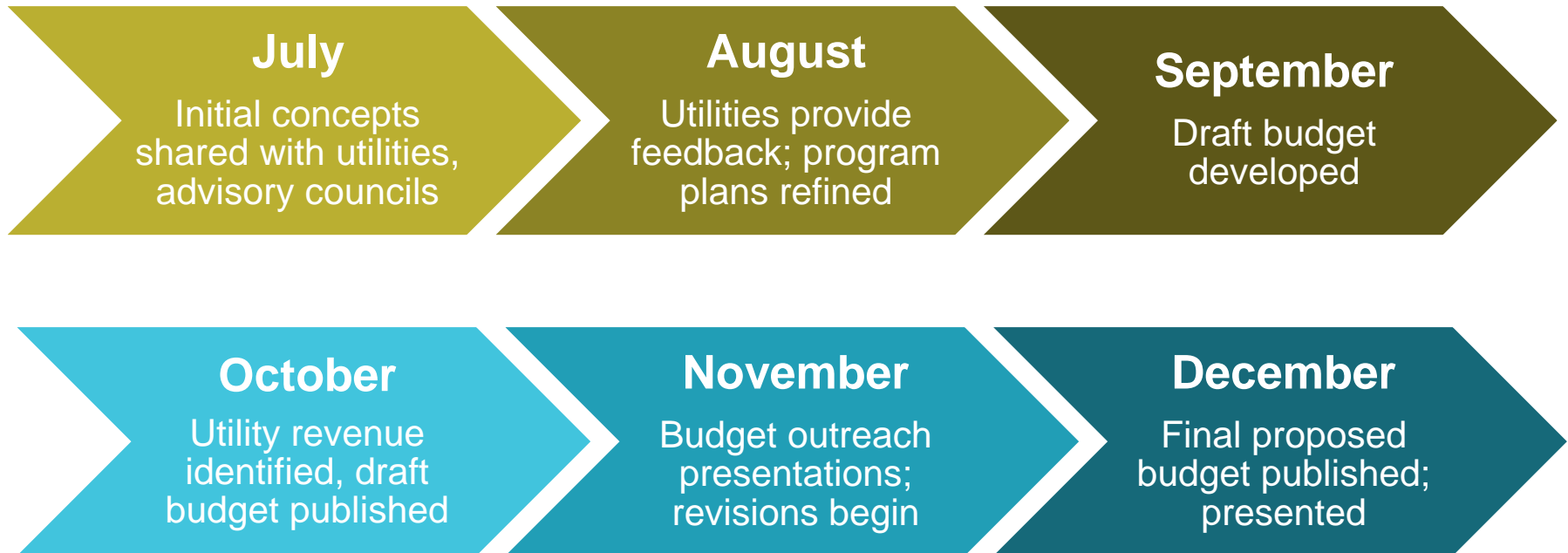
**saved in
deferred utility
investment
for each \$1
invested**

10 million

**Tons of CO₂
prevented**

2015 Budget and
Action Plan
Building Blocks

Budget and action plan development process



Four building blocks for budget & action plan

1

**2015-2019
Strategic
Plan
Goals**

2

**Utility
Integrated
Resource
Plans (IRP)**

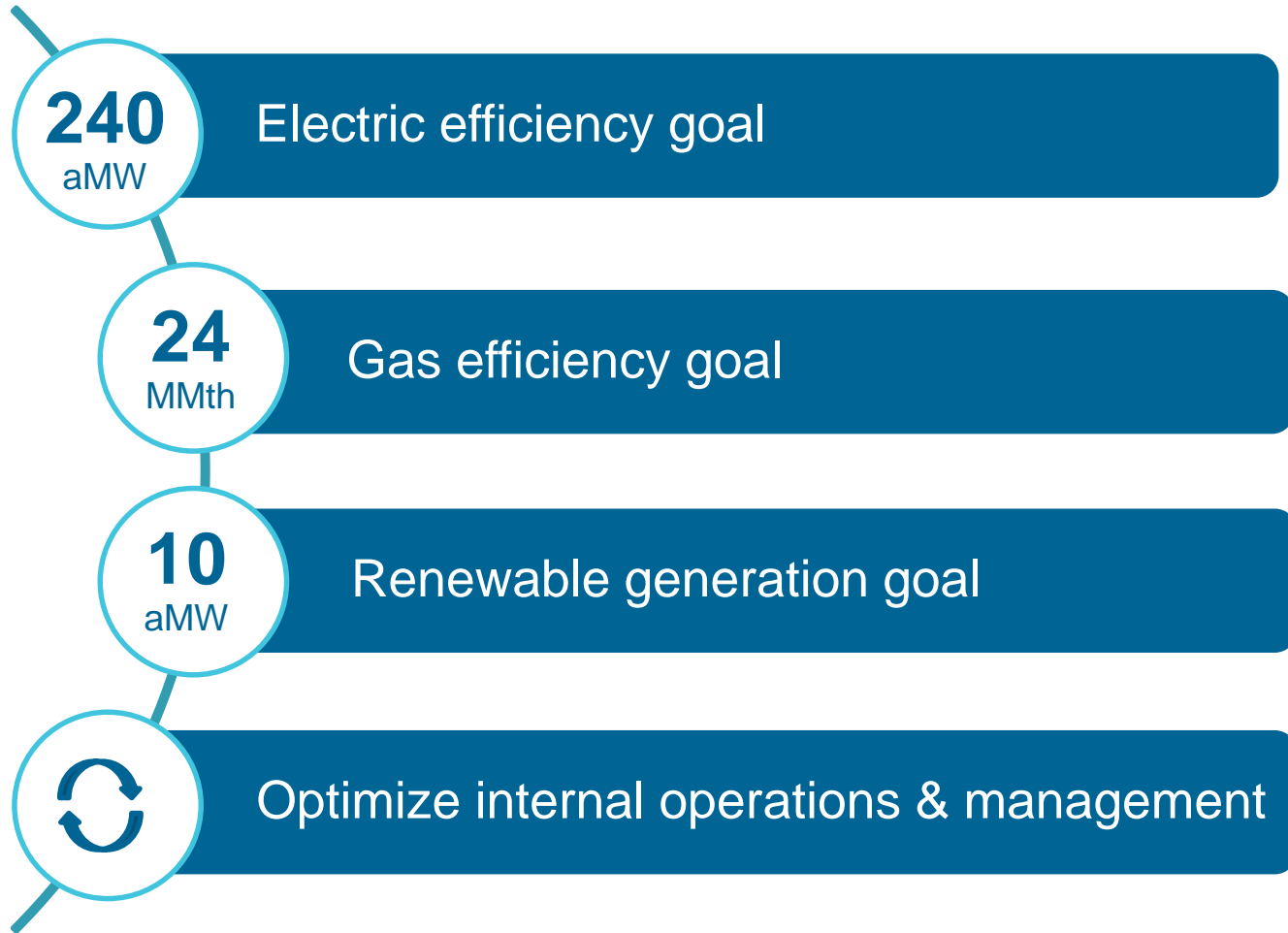
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**Market
knowledge
and context**

4

**Areas of
emphasis**

2015-2019 Strategic Plan Goals

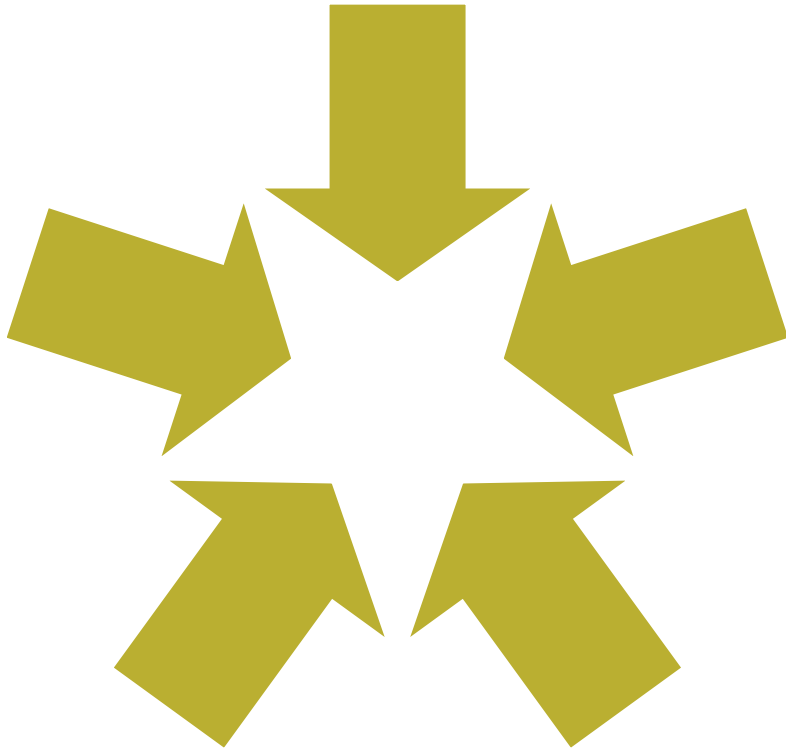


Goals derived from utility IRP targets



- Single Energy Trust annual energy efficiency goal for each utility; approximates individual Integrated Resource Plan (IRP) target
- Utilities file tariffs for OPUC consideration to collect funding necessary for Energy Trust to meet goal
- The OPUC will hold us accountable for acquiring a minimum of 85% of the Energy Trust annual goal by utility

Market knowledge and context



- Uneven economic recovery
- Cost-effectiveness ruling and resulting program changes
- Market maturation/saturation
- Greater complexity and challenges to reach and serve smaller markets with more challenging circumstances
- Phase out from fewer and lower state tax credits complete
- Lower avoided costs affecting all programs

Areas of Emphasis

Energy Efficiency

- Continuously improve programs to meet customer needs
- Manage total cost of efficiency
- Expand and diversify participation
- Replenish portfolio with new resources

Renewable Energy

- Help develop and change the market
- Provide technical and financial assistance for all five eligible technologies

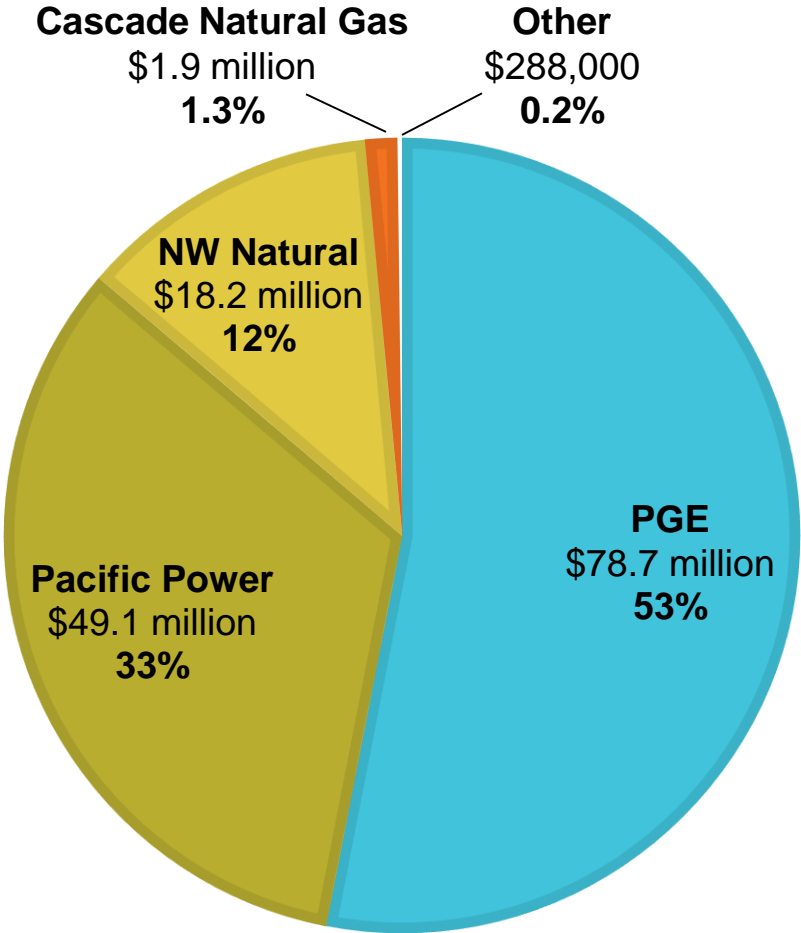
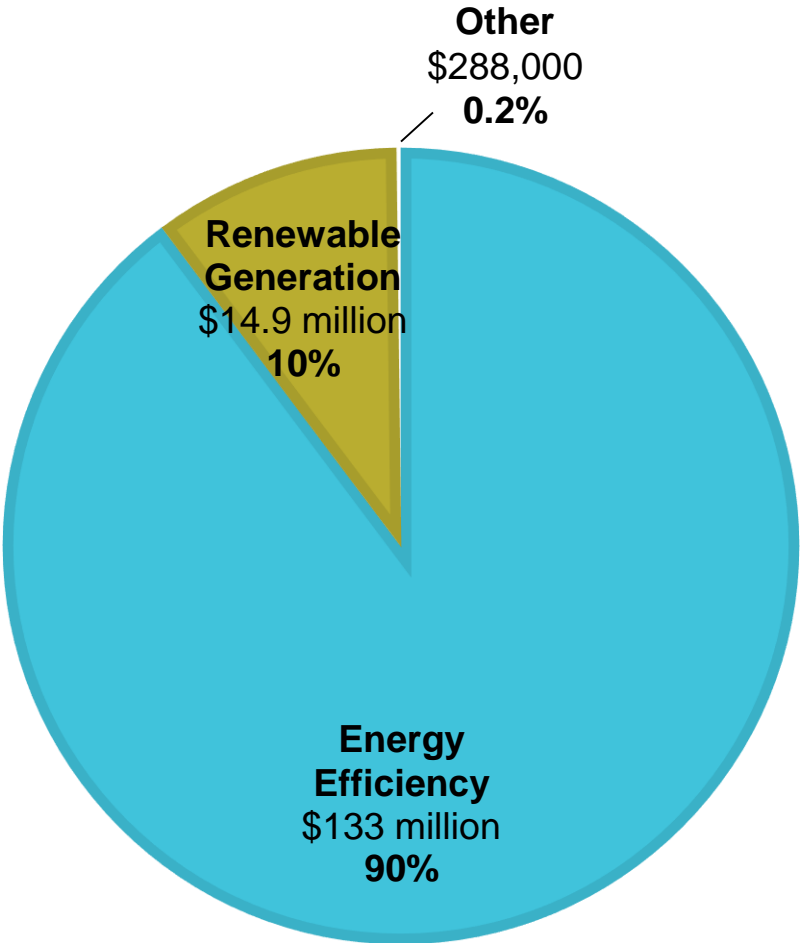
Operations Improvements

- Maintain and pursue effective partnerships and support, including utilities
- Remain open and ready to new opportunities from policy changes
- Implement management review recommendations
- Continue to be open, transparent, accountable



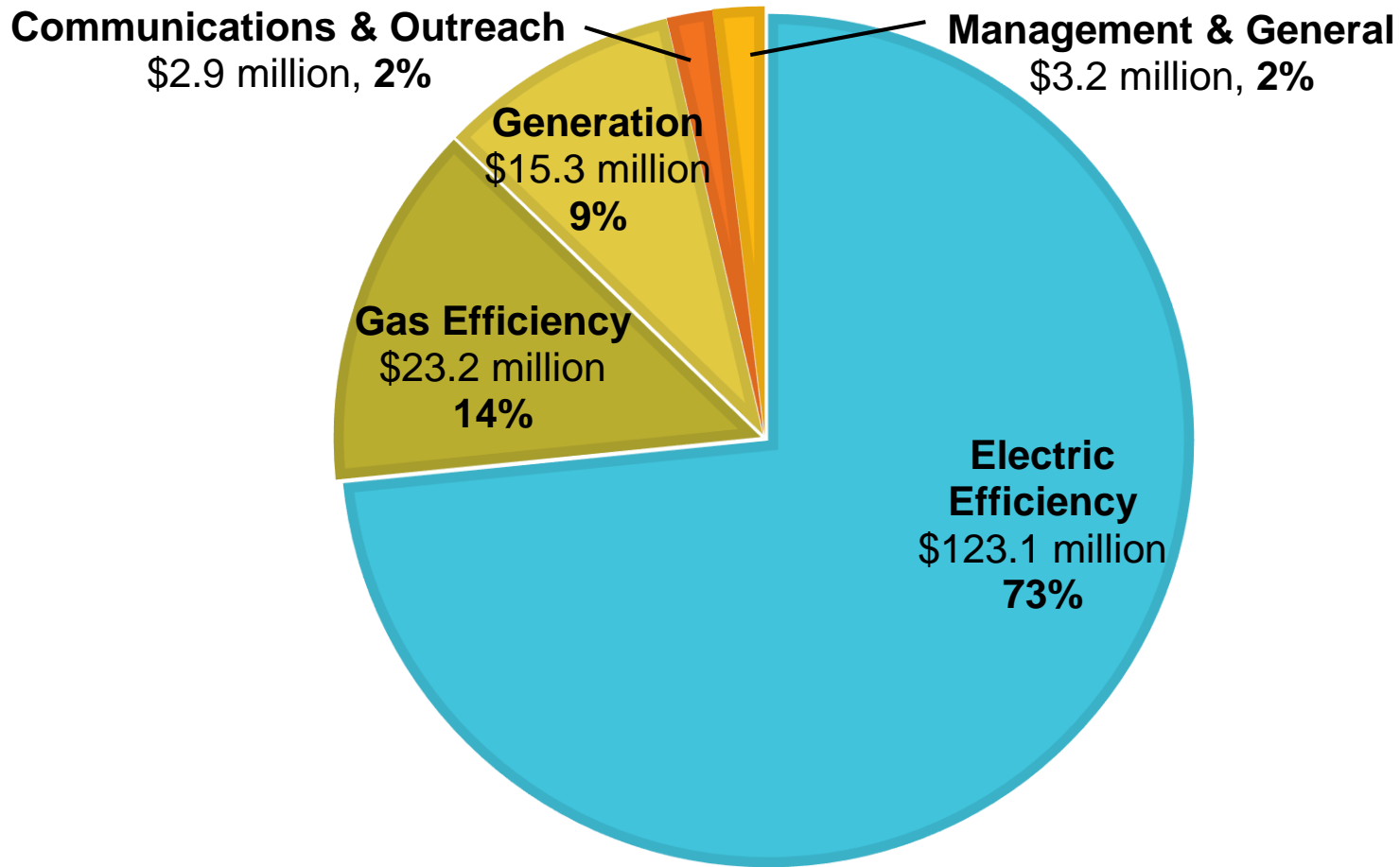
Draft 2015 Annual Budget

Budgeted revenues at a glance



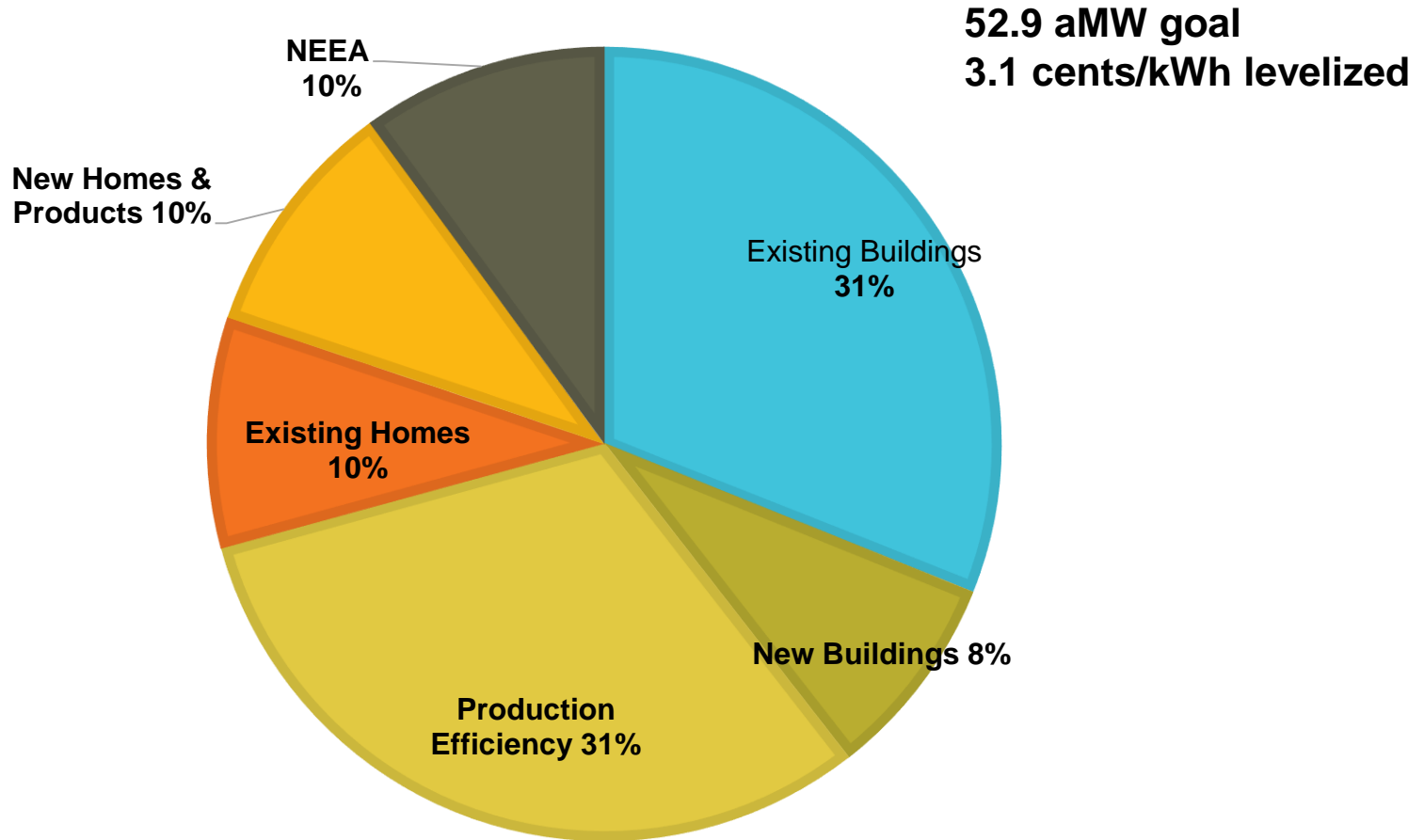
Total 2015 revenue \$148.2 million
 Decrease of **\$20 million** (-12%) from 2014 Forecast

2015 budget at a glance



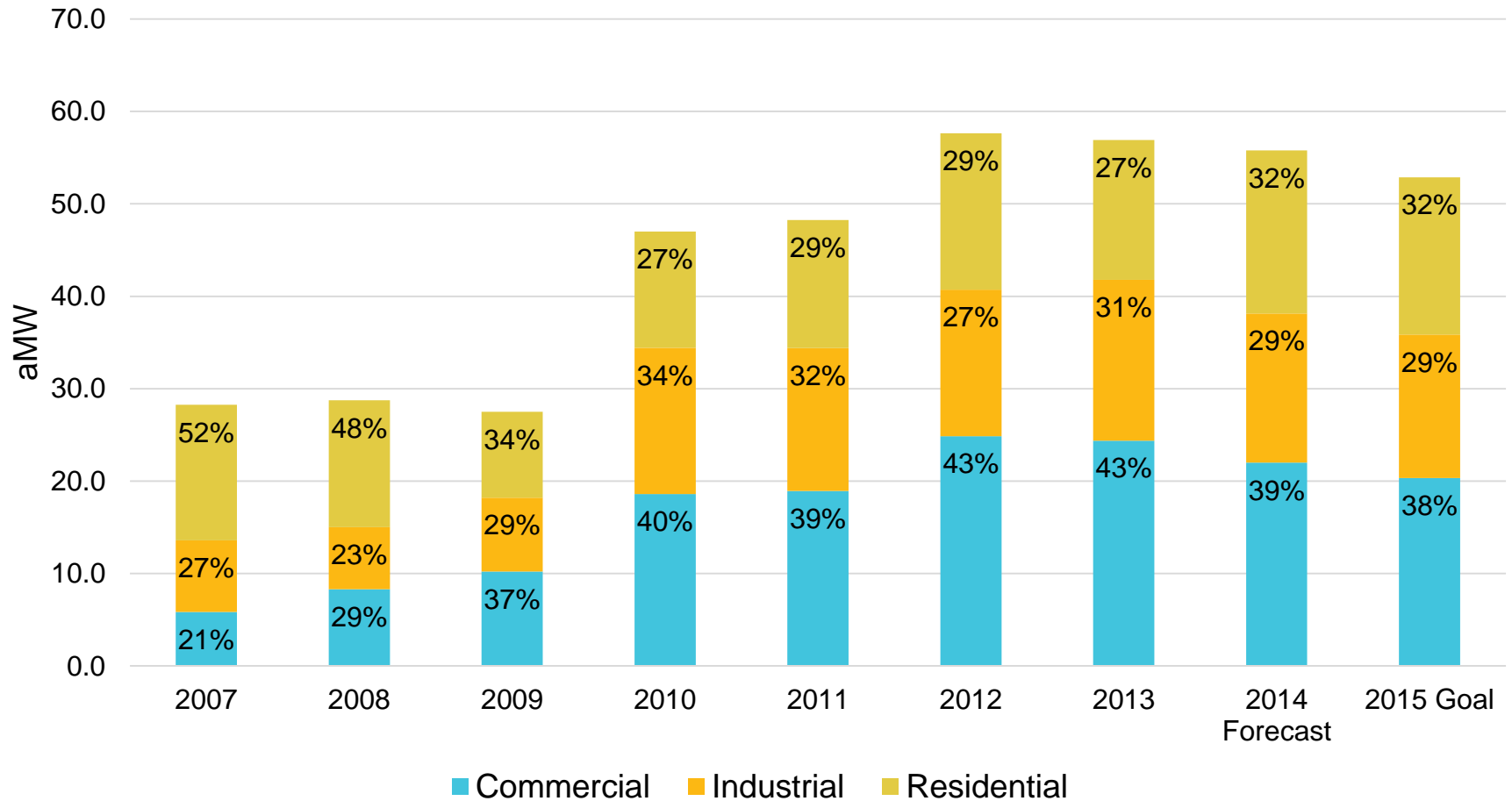
Budgeted expenditures to decrease from \$176.2 million in 2014 budget to \$167.8 million, down 4.8%

2015 electric savings by program



- A 8.4% decrease in total electric savings over 2014 budget
- Investing approximately \$128 million in incentives, services and program delivery for residential, commercial, industrial, agricultural and public sector customers

2015 electric savings by sector (aMW, net)



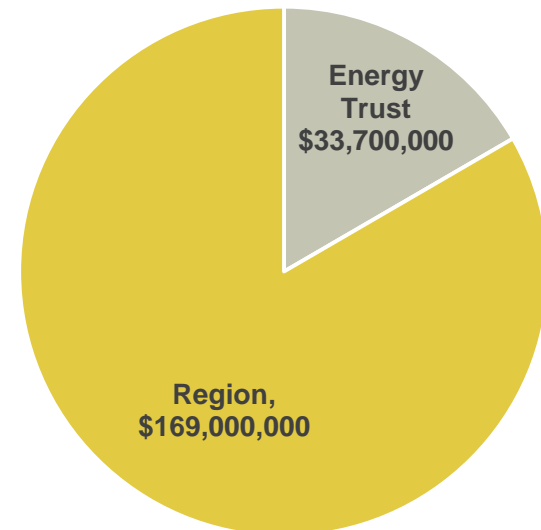
Northwest Energy Efficiency Alliance (NEEA)

Energy Trust 2015 Budget	2015 Savings	Total Resource Cost
\$6.5 million	4.84aMW	< 3.5 cents/ kWh

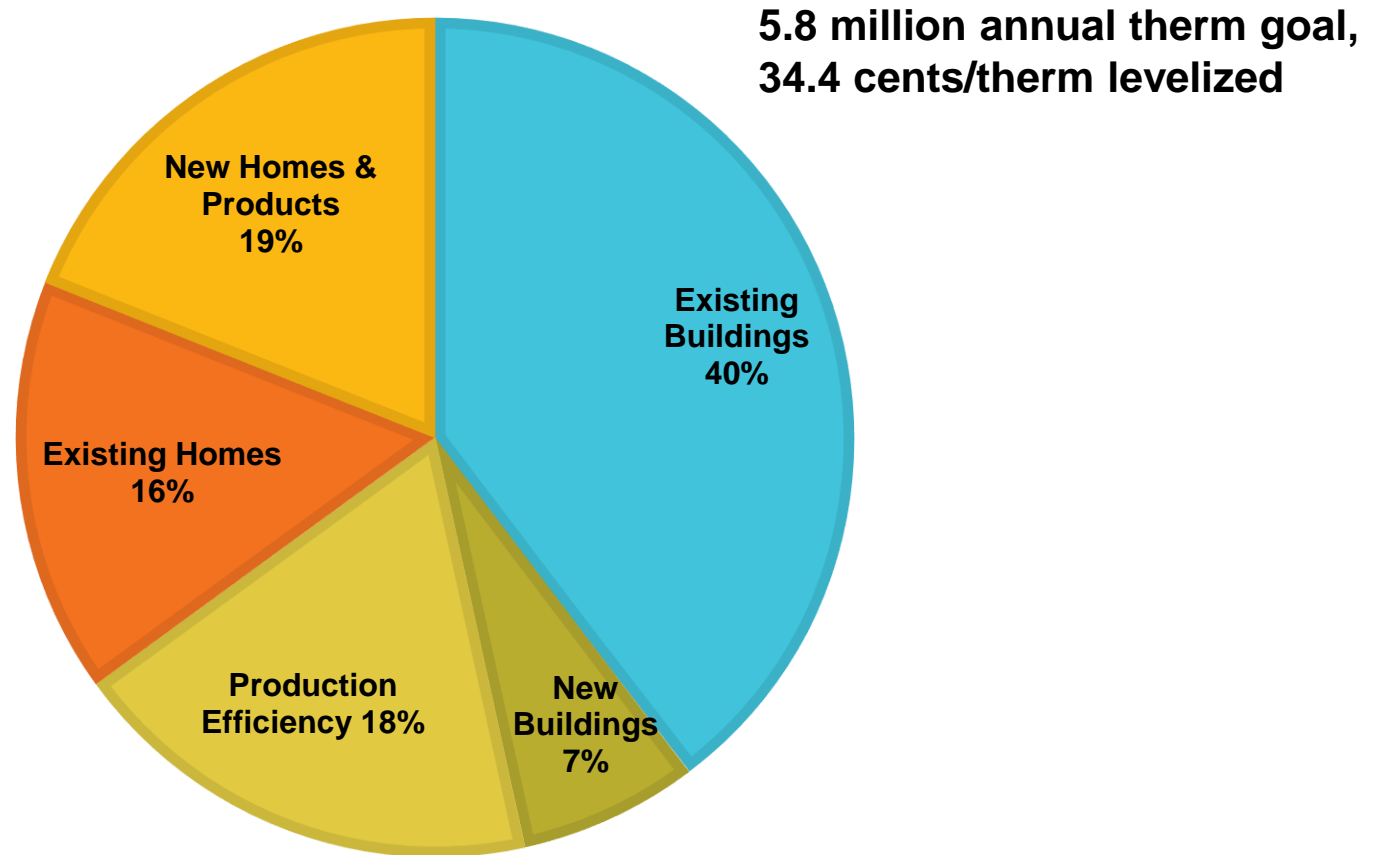
NEEA Savings



NEEA 5-year Budget

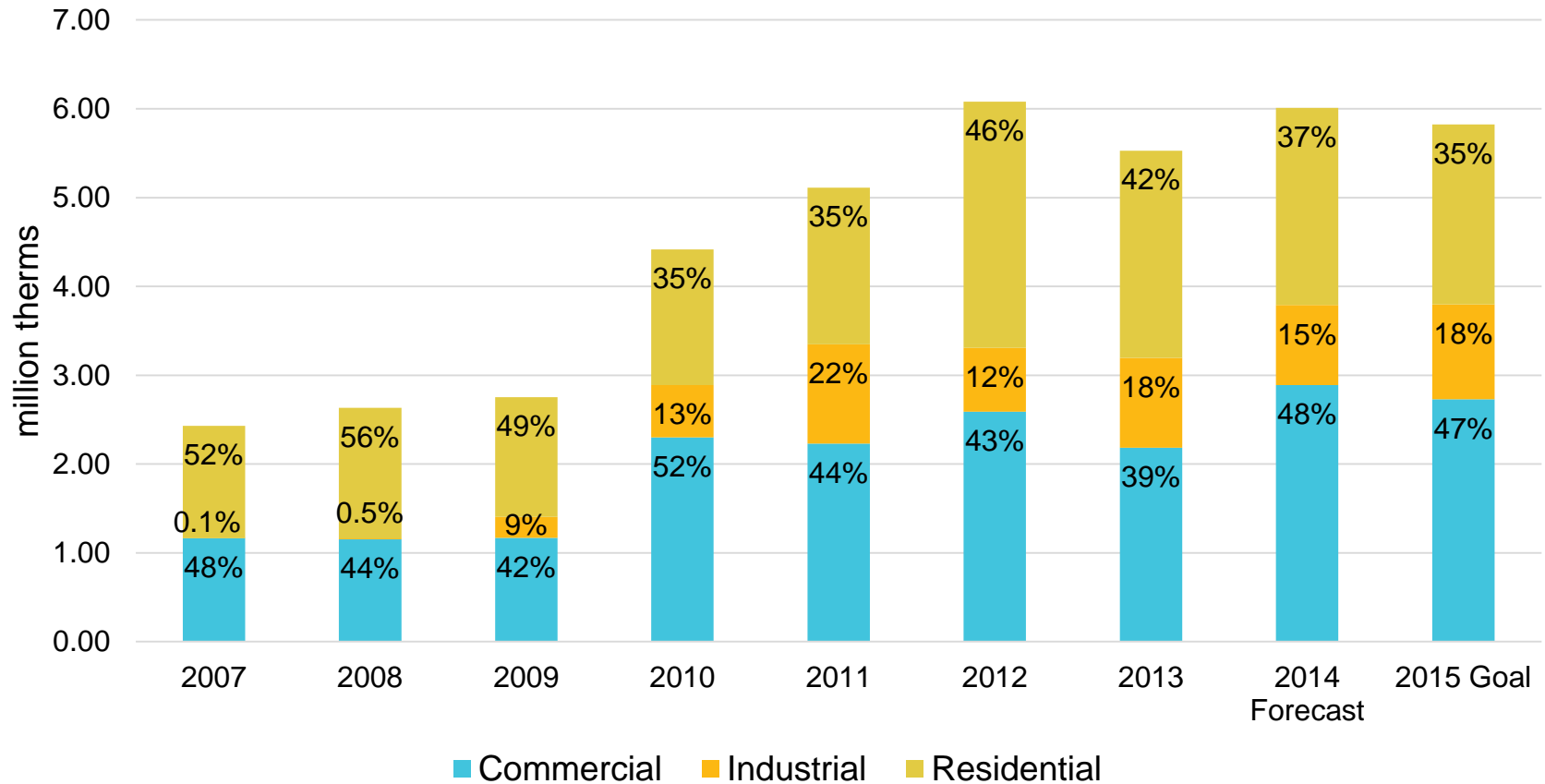


2015 natural gas savings by program



- A 3.9% decrease in natural gas savings over 2014 budget
- Investing more than \$24 million in incentives, services and program delivery for residential, commercial, industrial, agricultural and public sector customers

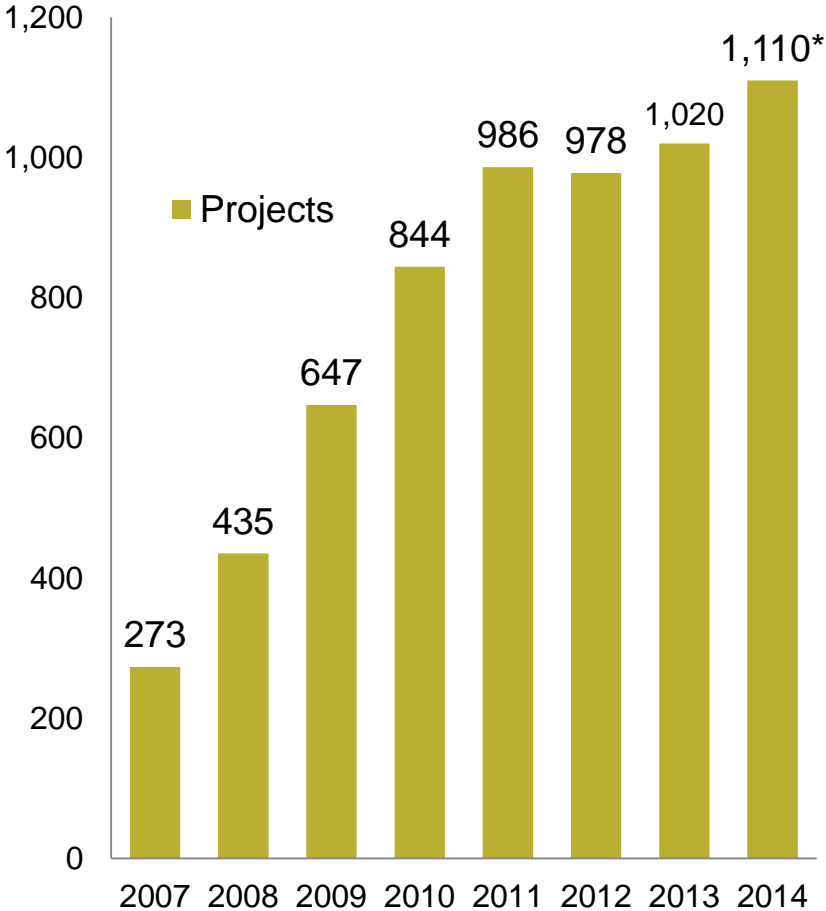
2015 gas savings by sector (million therms)



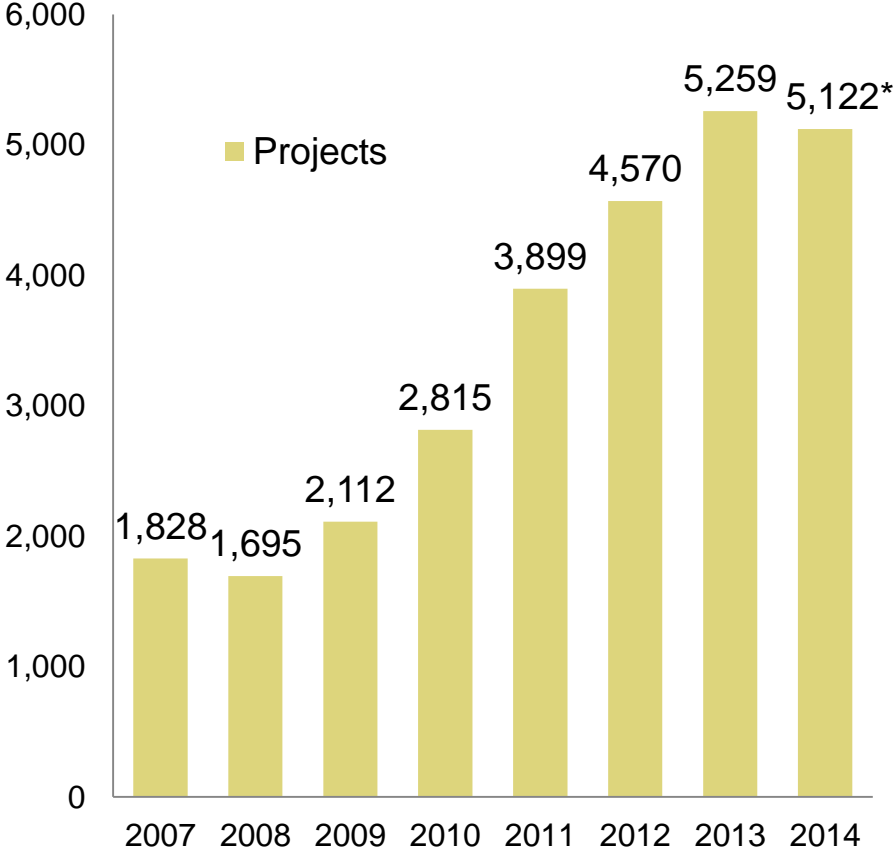
*Includes NW Natural-Washington savings

Higher volume, lower savings, labor intensive

Industrial



Commercial



*Forecast

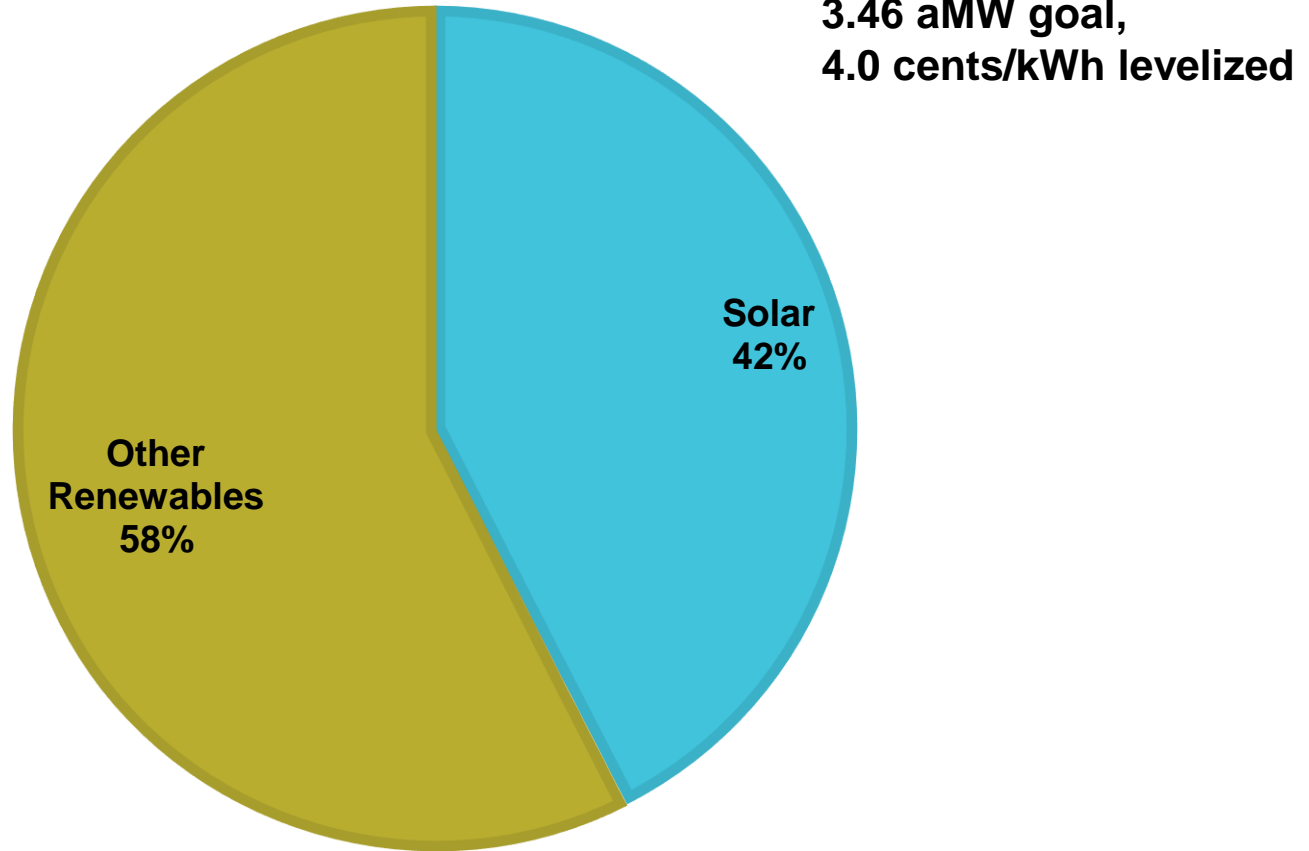
Utility summary

	2014 Budget Savings (Net)	2015 Goal (Net)	2015 IRP target (Net)	2015 Budget (\$ Million)	2015 Budget (Levelized Cost)
PGE (Efficiency)	37.62 aMW	33.02 aMW	33.78 aMW	\$79.9	3.1¢/kWh
Pacific Power (Efficiency)	20.08 aMW	19.85 aMW	14.62 aMW	\$47.9	3.1¢/kWh
NW Natural (Oregon)	5.33 MMth	5.15 MMTh	4.62 MMTh	\$20.5	33.5¢/therm
NW Natural (Washington)	0.26 MMTh	0.26 MMTh	0.26 MMTh	\$1.5	44.4¢/therm
Cascade Natural Gas	0.47 MMTh	0.42 MMTh	0.42 MMTh	\$2.0	37.9¢/therm
PGE (Renewable Energy)	0.85 aMW	2.69 aMW	N/A	\$10.6	3.5¢/kWh
Pacific Power (Renewable Energy)	3.64 aMW	0.77 aMW	N/A	\$5.4	6.1¢/kWh

MMTh: million annual therms

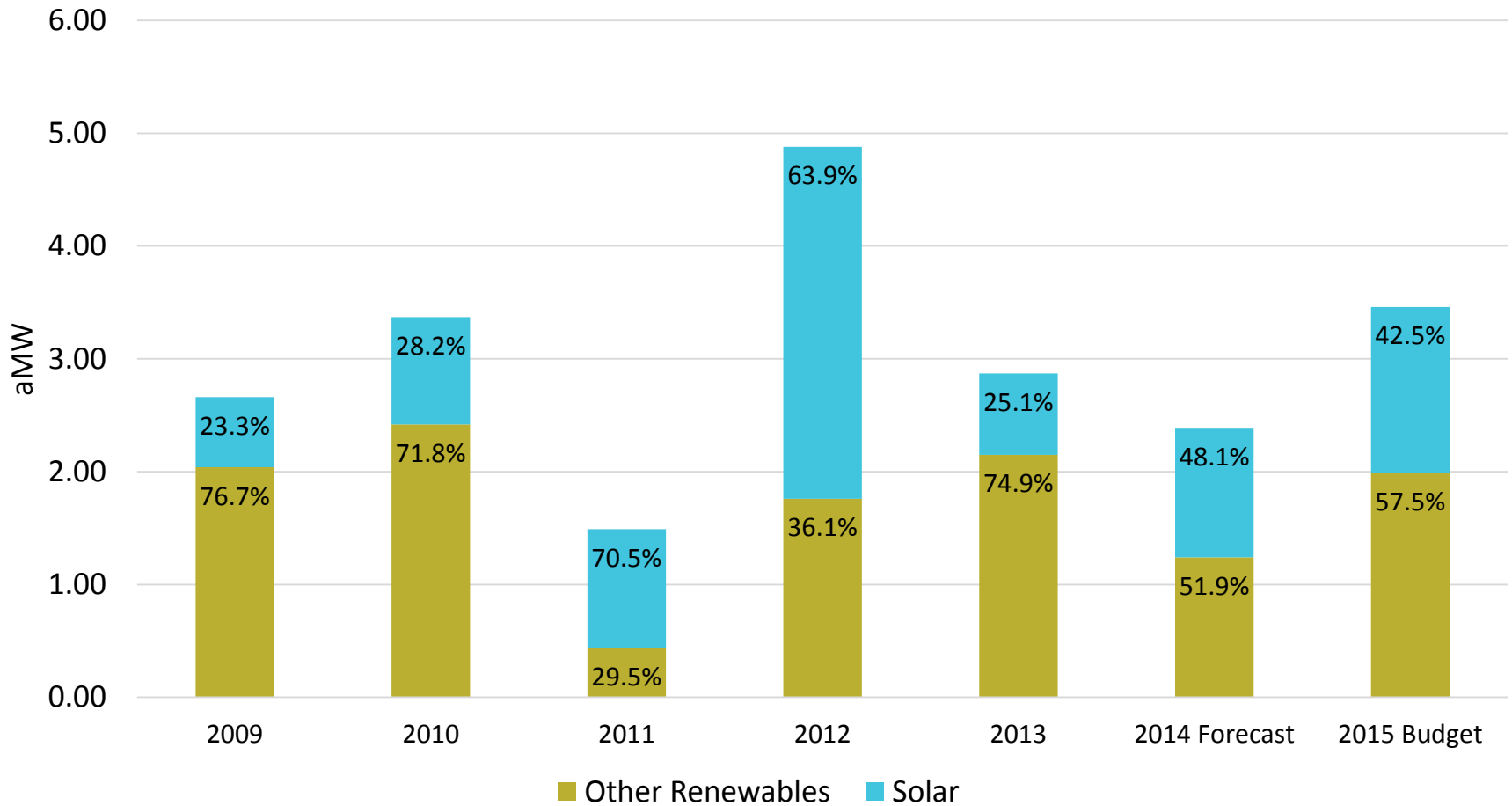
aMW: average megawatts

2015 renewable energy programs

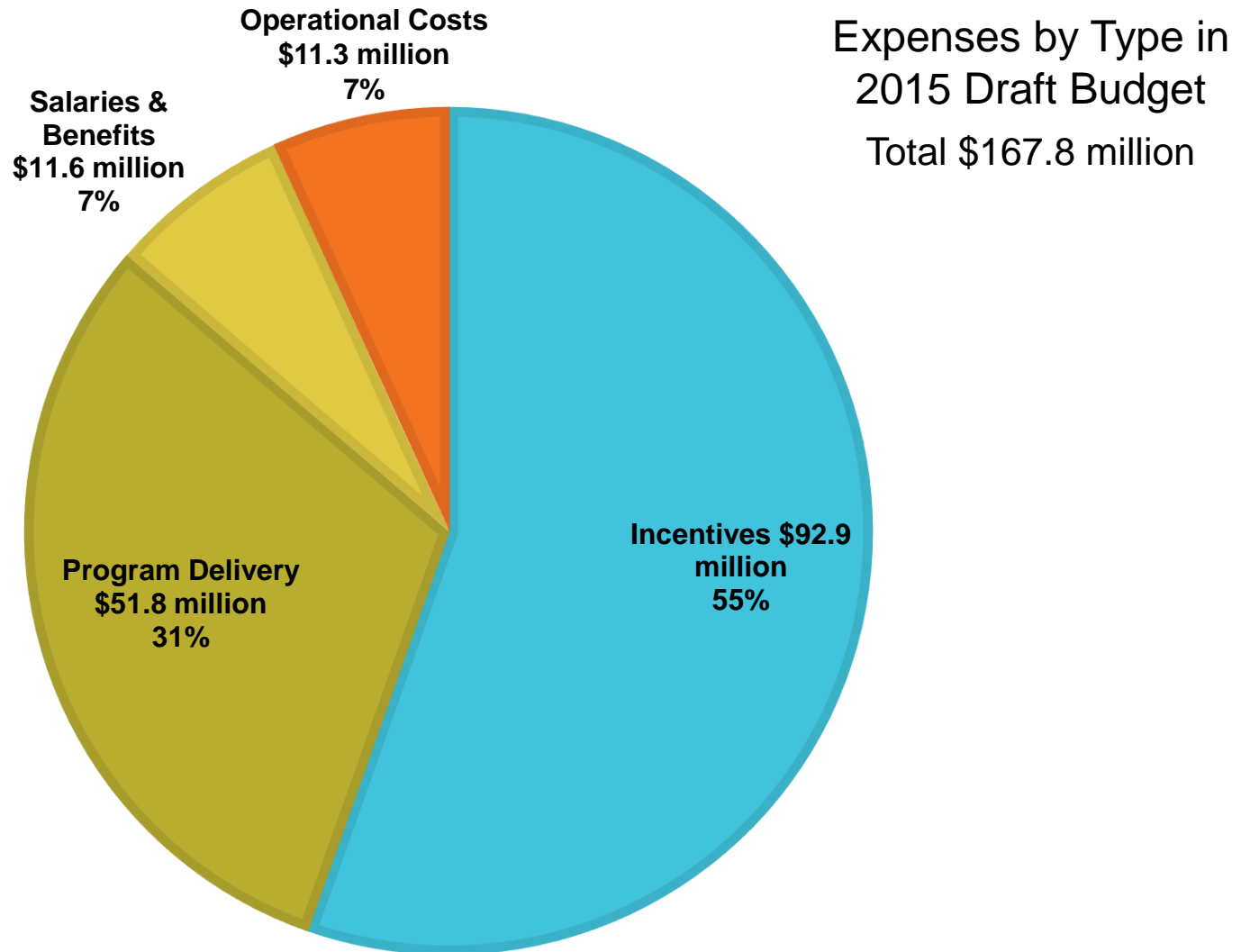


- 23% less generation than 2014 budget of 4.49 aMW
- Investing \$16 million in incentives, services and program delivery for clean, renewable power

Renewable energy generation



Incentives, delivery and other costs



2015-2016 Action Plan Highlights

Focus Area: Emerging Technologies

- Northwest Energy Efficiency Alliance investment
- Pilot programs and test bed/demonstrations
- Validation
- Expanded project support for renewable technologies

- ✓ Initial NEEA work on gas
- ✓ Gas heat condo packages
- ✓ Efficient manufactured homes
- ✓ Lower-cost, high reliability building performance metering
- ✓ Advanced Roof-Top Units and Controls
- ✓ Dual purpose ductless heat pumps
- ✓ Advanced heat pump water heaters
- ✓ Super efficient dryers
- ✓ Luminaire Level Lighting Controls



Focus Area: Expanding participation

- Data, research and targeting
- Moderate and low income, including renters
- Small businesses (both industrial and commercial)
- Presence in rural and outlying areas

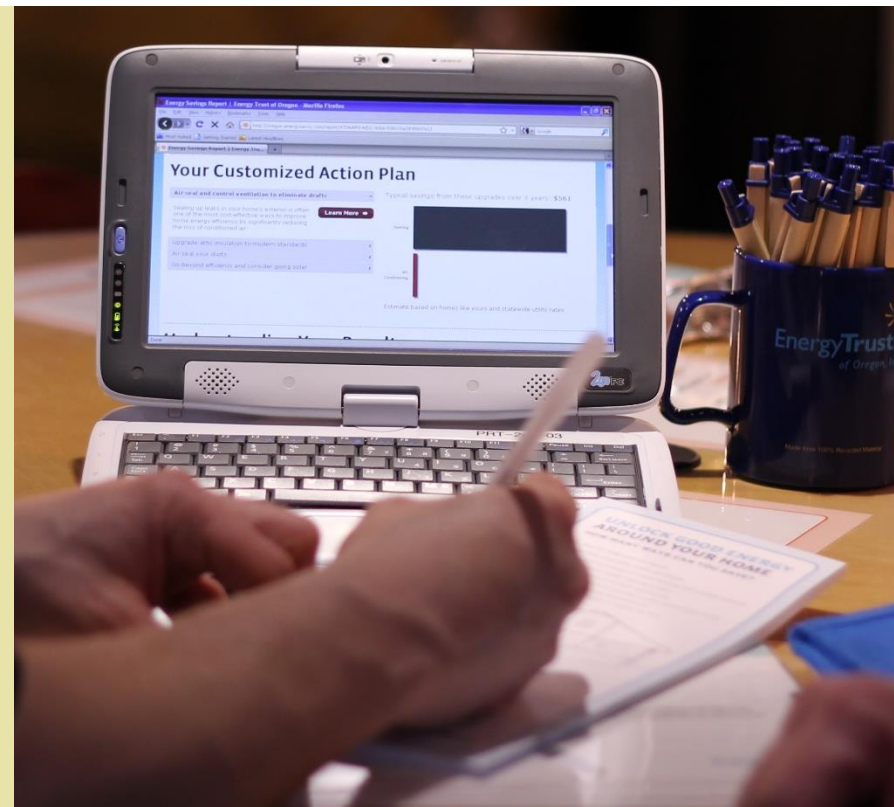
- ✓ Utility and new partnerships
- ✓ Expanded reliance upon trade ally network
- ✓ More direct install
- ✓ More pre-packaged solutions
- ✓ Broaden upstream stocking and distribution
- ✓ Financing/voluntary on-bill repayment
- ✓ Strategic Energy Management for small businesses
- ✓ Benchmarking for commercial and multifamily buildings
- ✓ Pay for Performance pilot
- ✓ Pump System Operator Certification
- ✓ Broad-based availability of residential EPS



Focus Area: Operations

- Cost management / efficiency gains
- Continuous improvement pilots
- Benchmarking
- Plan for the future

- ✓ Existing Homes program redesign and delivery cost reductions
- ✓ Web forms/automation
- ✓ Web forms process improvements
- ✓ Solar soft cost reduction strategies
- ✓ Establish metrics to quantify some productivity gains
- ✓ IT system improvements
- ✓ More use of data for analysis and targeted marketing
- ✓ Administrative staffing assessment
- ✓ Succession planning



Holding the Line on Staffing Costs

- Total staffing budget increases under 1%
- Total staffing costs remain under 7% of total budgeted expenditures
- 2015 cost savings :
 - Medical expenses reduced by 14% through prudent plan utilization and competitive bidding
 - About \$50,000 expected savings for unemployment insurance
 - Significant reduction in agency staffing costs with conversion of two contractors to full time staff
- Cost reductions offset cost of new planned positions and compensation for existing staff to large degree
- Total full time staffing of 104 positions



Proposed Staffing

Add two new full-time positions

- Planning Engineering Manager
- Technical Manager – Industrial

Convert two existing agency contractors to full time staff

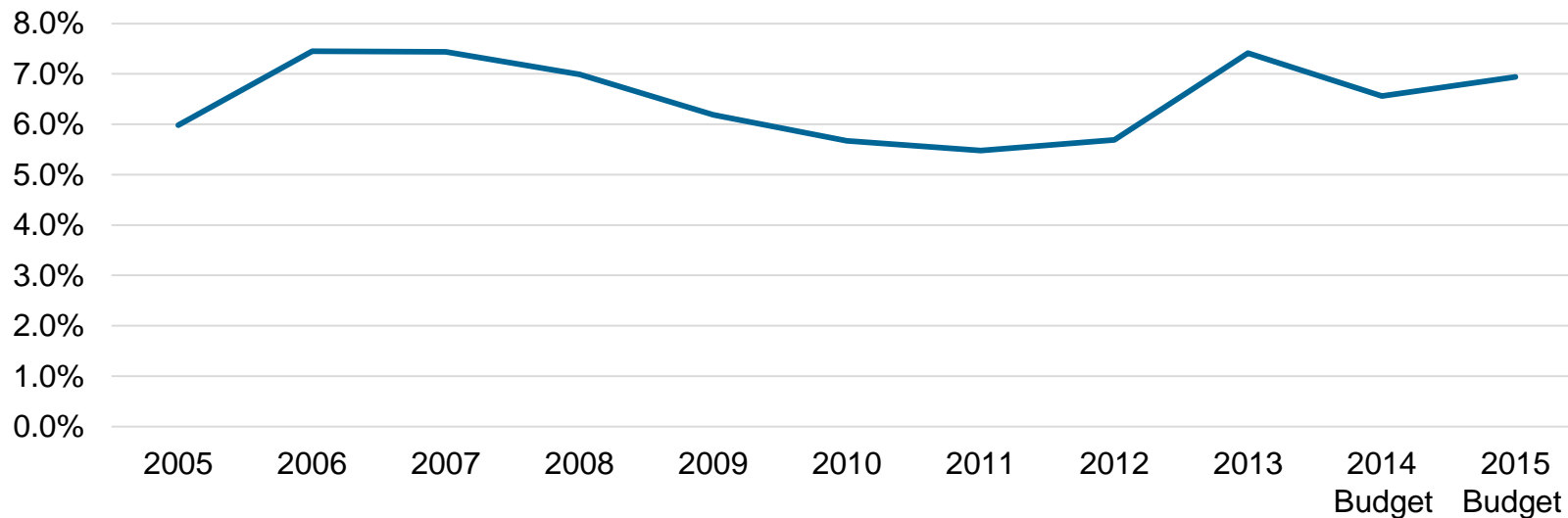
- Industrial Program Coordinator
- Communications and Customer Service Coordinator / Analyst

Outcomes:

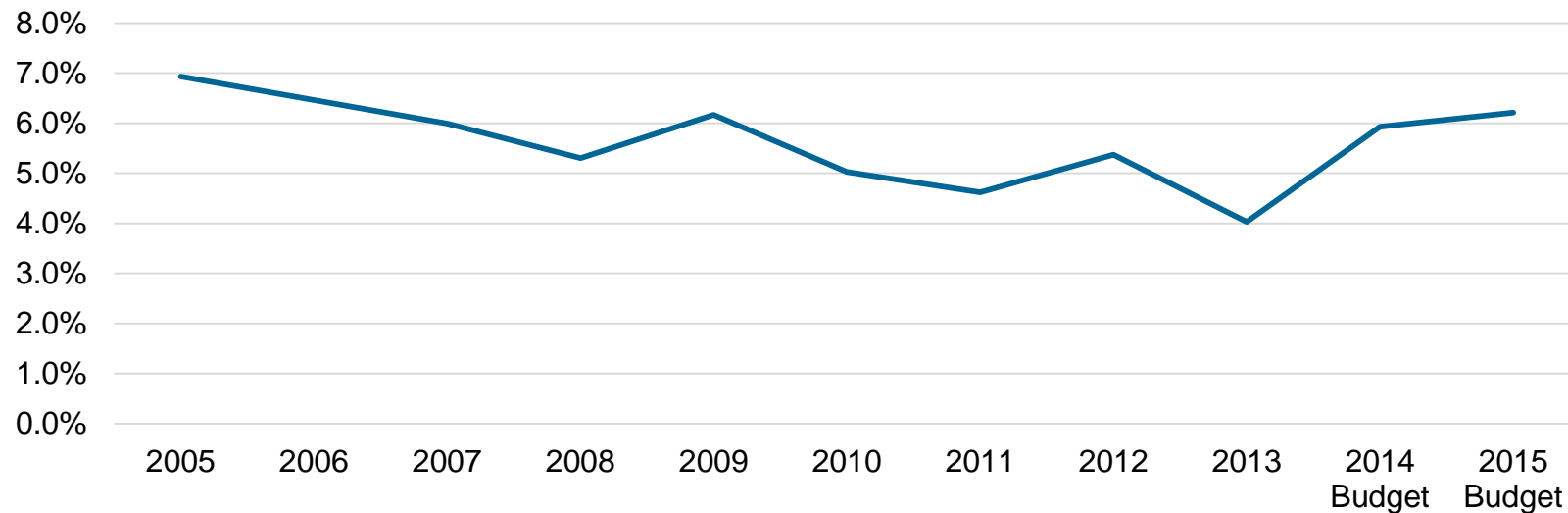
- Expanded engineering resource needed to identify new technology
- Increased regional coordination for emerging technology issues
- Support for increased industrial project volume
- Manage growth in web forms development and maintenance
- Support expanded outreach with data; enable program ops analyst resource to focus on program and system needs
- Maintain excellent customer service

Staffing costs remain stable

Staffing costs as a percentage of total expenditures



OPUC administrative costs as a percentage of revenue



Wrap Up

Recap

1. Investing \$167.8 million to acquire **56.4 aMW** and **5.8 MMth** of clean energy
2. Delivering least-cost energy at **3.1 cents/kWh** and **34.4 cents/therm**
- 3. Lower spending - 4.8%** reduction compared to current year budget
4. Modest reduction in savings and generation
5. Lower revenue collections— budgeted **revenue down 12%** from 2014 forecast
6. Planned reduction in utility program reserves
7. Ongoing investments in **operational efficiencies**
8. Total **staffing costs flat** – up less than 1%
9. Continued **low administrative and program support costs**

Additional Benefits from 2015 investments

- **\$525 million in future bill savings** from energy improvements made in 2015 with help from Energy Trust
- Enough clean **energy to power 43,700 homes** and **heat 11,400 homes**
- **Improved air quality** by avoiding **222,000 tons** of carbon dioxide
- Continued **high customer satisfaction**
- **Expanded access and participation** statewide
- Training and **support for nearly 2,700 local businesses**



Budget outreach schedule

October & November

December

RAC/CAC presentations Oct. 22

Draft budget online, Oct. 31

Board of Directors, Nov. 5

OPUC workshop, Nov. 12

Utility presentations, Oct. 29
Nov. 6, 11, 13

Live webinar, Nov. 12

Public comments due Nov. 19

RAC/CAC updates, Nov. 21

OPUC public meeting, Dec. 2

Comments reviewed

Final adjustments, if needed

Final proposed budget online, **Dec. 4**

Board of Directors, **Dec. 12**

Action on Final Proposed
2015-16 Budget and Action Plan

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

Discussion and feedback

- What questions do you have?
- What information needs clarification?
- Other feedback?

+ www.energytrust.org/about/budget

Send comments to info@energytrust.org; comments due Nov. 19





Thank you

1.866.368.7878

www.energytrust.org



2015 Annual Budget and 2015-16 Action Plan Outreach

Key dates

Wednesday, October 22—Presentation to the Energy Trust Conservation Advisory Council and Renewable Energy Advisory Council

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

Wednesday, November 5—Presentation on the draft budget and action plan to the Energy Trust Board of Directors

Wednesday, November 12—Live webinar; Executive Director Margie Harris will present on the draft budget and action plan

Wednesday, November 19—Public comment period closes

Friday, November 21—Review of any recent changes to the draft materials with the Energy Trust Renewable Energy Advisory Council and Conservation Advisory Council

Tuesday, December 2—Presentation on the draft budget and action plan at a public hearing of the Oregon Public Utility Commission held at the OPUC Main Hearing Room, 3930 Fairview Industrial Dr. SE, Salem

Thursday, December 4—Budget documents are revised and posted online

Friday, December 12—Presentation to the Energy Trust board on the final proposed budget and action plan, along with a summary of public comments; after making any final changes, the board votes on the budget

Submitting comments, attending public meetings

Written public comments are due to Energy Trust by 5 p.m., Wednesday, November 19, 2014. Comments may be emailed to info@energytrust.org, mailed or submitted in person to Energy Trust of Oregon, 421 SW Oak St., Suite 300, Portland, Oregon 97204.

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

Resources

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

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

Draft 2015 Budget Recap

ENERGY EFFICIENCY

	BUDGET (\$M)			ELECTRIC		GAS	
	ELECTRIC	GAS	TOTAL	ELECTRIC SAVINGS GOAL (aMW)	Levelized Cost per kWh (in cents)	Annual Therms	Levelized Cost per Therm (in cents)
Commercial							
Business Energy Solutions – Existing Buildings	42.8	8.1	50.9	15.22	3.5	2,184,762	35.97
Business Energy Solutions – New Buildings	11.3	1.2	12.5	4.14	3.0	396,086	26.09
Mkt Transformation (Alliance)	2.6	0.3	2.9	0.97	5.3		
Total Commercial	56.7	9.6	66.3	20.33	3.4	2,580,847	35.10
Industrial							
Production Efficiency	29.3	3.0	32.3	15.34	2.6	1,065,576	27.67
Mkt Transformation (Alliance)	0.2	0.0	0.2	0.17	1.7		
Total Industrial	29.5	3.0	32.5	15.51	2.6	1,065,576	27.67
Residential							
Home Energy Solutions – Existing Homes	17.0	4.8	21.8	4.64	3.8	878,323	41.68
Home Energy Solutions – New Homes & Products	20.3	4.8	25.1	8.69	3.4	1,039,705	30.53
Mkt Transformation (Alliance)	4.3	0.3	4.6	3.70	1.4		
Total Residential	41.6	10.0	51.6	17.03	3.0	1,918,028	36.27
Washington							
Business Energy Solutions – Existing Buildings		0.7	0.7			150,000	36.79
Home Energy Solutions – Existing Homes		0.5	0.5			53,901	57.94
Home Energy Solutions – New Homes & Products		0.4	0.4			55,994	50.02
Total Washington		1.5	1.5			259,895	44.40
Total Energy Efficiency	\$127.8	\$24.1	\$151.8	52.88	3.1	5,824,346	34.35

RENEWABLE RESOURCES

	ACTIVITY BASIS		ACCOUNTING BASIS	ACTIVITY BASIS		ACCOUNTING BASIS	
	BUDGET (\$M)		BUDGET (\$M)	ELECTRIC GENERATION GOAL (aMW)	(\$mils/ aMW)	ELECTRIC GENERATION GOAL (aMW)	(\$mils/ aMW)
Other Renewables	11.6		4.7	1.82	6.41	1.99	2.34
Solar Electric	11.4		11.3	1.35	8.44	1.47	7.67
Total Renewable Resources	\$23.0		\$16.0	3.16	7.27	3.46	4.61

TOTAL BUDGET - ALL

\$167.8

¹ some columns may not add due to rounding

ENERGY TRUST OF OREGON
Income Statement by Service Territory
Draft 2015 Budget

	ENERGY EFFICIENCY						Oregon Total	NWN WA	ETO Total
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade			
REVENUES									
Public Purpose Funding	\$28,325,825	\$21,736,380	\$50,062,205		\$13,805,611	\$1,913,709	\$65,781,525		\$65,781,525
Incremental Funding	42,000,000	20,850,000	62,850,000	2,997,419			65,847,419	1,411,352	67,258,771
Consumer Owned Electric Funding Contributions									
Special Projects									
Revenue from Investments									
Gain or Loss on Investments									
TOTAL PROGRAM REVENUE	70,325,825	42,586,380	112,912,205	2,997,419	13,805,611	1,913,709	131,628,944	1,411,352	133,040,296
EXPENSES									
Program Management (Note 3)	3,200,511	2,047,124	5,247,635	148,216	746,143	118,702	6,260,697	232,729	6,493,426
Program Delivery	23,537,938	14,547,906	38,085,846	929,583	4,711,818	555,270	44,282,517	319,168	44,601,685
Incentives	42,862,589	24,712,629	67,575,219	2,215,963	8,764,730	1,104,311	79,660,223	643,061	80,303,284
Program Eval & Planning Svcs.	2,453,850	1,510,993	3,964,843	91,957	477,213	54,058	4,588,070	59,768	4,647,838
Program Marketing/Outreach	2,550,311	1,667,346	4,217,658	38,477	817,848	77,156	5,151,139	80,152	5,231,291
Program Quality Assurance	31,383	26,976	58,359	0	15,819	822	75,000	0	75,000
Outsourced Services	743,361	484,354	1,227,715	49,022	213,271	16,493	1,506,500	550	1,507,050
Trade Allies & Cust. Svc. Mgmt.	399,870	290,946	690,818	5,250	150,484	12,254	858,806	27,659	886,465
IT Services	900,498	604,809	1,505,306	27,158	254,329	25,178	1,811,971	40,898	1,852,869
Other Program Expenses - all	338,482	202,897	541,380	17,286	71,927	8,148	638,741	42,982	681,723
TOTAL PROGRAM EXPENSES	77,018,793	46,095,980	123,114,779	3,522,912	16,223,582	1,972,392	144,833,664	1,446,967	146,280,631
ADMINISTRATIVE COSTS									
Management & General (Notes 1 & 2)	1,526,492	924,265	2,450,758	65,527	331,725	39,893	2,887,903	31,145	2,919,048
Communications & Customer Svc (Notes 1 & 2)	1,362,142	824,760	2,186,902	58,470	295,999	35,596	2,576,969	27,773	2,604,742
Total Administrative Costs	2,888,634	1,749,025	4,637,660	123,997	627,724	75,489	5,464,872	58,918	5,523,790
TOTAL PROG & ADMIN EXPENSES	79,907,427	47,845,005	127,752,439	3,646,909	16,851,306	2,047,881	150,298,536	1,505,885	151,804,421
TOTAL REVENUE LESS EXPENSES	(9,581,602)	(5,258,625)	(14,840,234)	(649,487)	(3,045,695)	(134,172)	(18,669,592)	(94,534)	(18,764,125)
NET ASSETS - RESERVES									
Cumulative Carryover at 12/31/14 (Forecasted)	30,661,293	13,844,477	44,505,770	849,487	9,314,102	1,385,620	56,054,979	194,534	56,249,513
Change in net assets this year	(9,581,602)	(5,258,625)	(14,840,234)	(649,487)	(3,045,695)	(134,172)	(18,669,592)	(94,534)	(18,764,125)
Ending Net Assets - Reserves	21,079,691	8,585,852	29,665,536	200,000	6,268,407	1,251,448	37,385,387	100,000	37,485,388
Ending Reserve by Category									
Program Reserves (Efficiency and Renewables)	21,079,691	8,585,852	29,665,536	200,000	6,268,407	1,251,448	37,385,387	100,000	37,485,388
Assets Released for General Purpose									
Emergency Contingency Pool									
TOTAL NET ASSETS CUMULATIVE	21,079,691	8,585,852	29,665,536	200,000	6,268,407	1,251,448	37,385,387	100,000	37,485,388

Note 1) Mgmt & General and Communications & Customer Service Expenses (Admin) have been
Note 2) Admin costs are allocated for mgmt reporting only. GAAP for Not for Profits does not allow
Note 3) Program Management costs include both outsourced and internal staff.

ENERGY TRUST OF OREGON
Income Statement by Service Territory
Draft 2015 Budget

	RENEWABLE ENERGY			Other	TOTAL
	PGE	PacifiCorp	Total		All Programs
REVENUES					
Public Purpose Funding	\$8,326,919	\$6,555,416	\$14,882,335		\$80,663,860
Incremental Funding					67,258,771
Consumer Owned Electric Funding Contributions					
Special Projects					
Revenue from Investments				288,000	288,000
Gain or Loss on Investments					
TOTAL PROGRAM REVENUE	8,326,919	6,555,416	14,882,335	288,000	148,210,631
EXPENSES					
Program Management (Note 3)	637,696	383,041	1,020,736		7,514,162
Program Delivery	196,700	93,300	290,000		44,891,685
Incentives	8,522,063	4,124,110	12,646,173		92,949,457
Program Eval & Planning Svcs.	122,018	64,700	186,718		4,834,556
Program Marketing/Outreach	151,178	61,322	212,500		5,443,791
Program Quality Assurance	0	0	0		75,000
Outsourced Services	203,483	226,517	430,000		1,937,050
Trade Allies & Cust. Svc. Mgmt.	39,661	17,111	56,772		943,237
IT Services	153,720	88,135	241,856		2,094,725
Other Program Expenses - all	171,211	88,736	259,946		941,669
TOTAL PROGRAM EXPENSES	10,197,730	5,146,972	15,344,701		161,625,332
ADMINISTRATIVE COSTS					
Management & General (Notes 1 & 2)	217,545	113,188	330,732		3,249,780
Communications & Customer Svc (Notes 1 & 2)	194,029	100,879	294,907		2,899,649
Total Administrative Costs	411,574	214,067	625,639		6,149,429
TOTAL PROG & ADMIN EXPENSES	10,609,304	5,361,039	15,970,340		167,774,761
TOTAL REVENUE LESS EXPENSES	(2,282,385)	1,194,377	(1,088,005)	288,000	(19,564,130)
NET ASSETS - RESERVES					
Cumulative Carryover at 12/31/14 (Forecasted)	13,445,003	10,978,418	24,423,421	8,239,453	88,912,387
Change in net assets this year	(2,282,385)	1,194,377	(1,088,005)	288,000	(19,564,130)
Ending Net Assets - Reserves	11,162,618	12,172,795	23,335,416	8,527,453	69,348,257
Ending Reserve by Category					
Program Reserves (Efficiency and Renewables)	11,162,618	12,172,795	23,335,416	3,527,453	64,348,257
Assets Released for General Purpose					
Emergency Contingency Pool				5,000,000	5,000,000
TOTAL NET ASSETS CUMULATIVE	11,162,618	12,172,795	23,335,416	8,527,453	69,348,257

Note 1) Mgmt & General and Communications & Customer Service Expenses (Admin) have been allocated on total expenses.

Note 2) Admin costs are allocated for mgmt reporting only. GAAP for Not for Profits does not allow allocation of admin to program.

Note 3) Program Management costs include both outsourced and internal staff.

Energy Trust of Oregon
Statement of Functional Expenses
Draft 2015 Budget

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total
Program Expenses							
Incentives/ Program Management & Delivery	\$131,828,778	\$12,956,173	\$144,784,951				\$144,784,951
Payroll and Related Expenses	3,277,657	1,000,737	4,278,393	2,065,515	1,331,543	3,397,059	7,675,452
Outsourced Services	5,475,200	753,500	6,228,700	379,688	1,097,500	1,477,188	7,705,888
Planning and Evaluation	2,277,938	75,718	2,353,656	1,683		1,683	2,355,339
Customer Service Management	502,647	39,417	542,064				542,064
Trade Allies Network	383,817	17,355	401,173				401,173
Total Program Expenses	143,746,037	14,842,900	158,588,937	2,446,886	2,429,043	4,875,930	163,464,866
Program Support Costs							
Supplies	11,990	3,578	15,568	10,425	5,216	15,641	31,208
Postage and Shipping Expenses	3,585	1,167	4,752	1,998	1,375	3,373	8,125
Telephone	4,526	2,148	6,674	1,965	1,353	3,318	9,992
Printing and Publications	106,910	13,122	120,032	1,414	5,733	7,147	127,179
Occupancy Expenses	216,923	70,621	287,544	120,898	83,218	204,116	491,660
Insurance	32,323	10,523	42,846	18,015	12,400	30,414	73,260
Equipment	13,171	109,288	122,458	7,340	5,053	12,393	134,852
Travel	68,250	18,000	86,250	49,550	25,000	74,550	160,800
Meetings, Trainings & Conferences	95,588	12,191	107,779	143,368	20,225	163,593	271,372
Interest Expense and Bank Fees				2,500		2,500	2,500
Depreciation & Amortization	45,717	14,884	60,601	25,480	17,538	43,018	103,619
Dues, Licenses and Fees	82,740	4,425	87,165	5,905	8,500	14,405	101,570
Miscellaneous Expenses							
IT Services	1,852,869	241,856	2,094,725	414,037	284,995	699,032	2,793,757
Total Program Support Costs	2,534,591	501,803	3,036,393	802,895	470,606	1,273,501	4,309,895
TOTAL EXPENSES	146,280,628	15,344,702	161,625,330	3,249,781	2,899,649	6,149,431	167,774,761

OPUC Measure vs. 9% **6.2%**

Energy Trust of Oregon
Summary by Service Territory and Program
Draft 2015 Budget

	PGE	Pacific Power	Subtotal Elec.	NWN Industrial	NW Natural Gas	Cascade	Subtotal Gas	Oregon Total	NWN WA	ETO Total
Energy Efficiency										
Commercial										
Existing Buildings	28,208,007	14,593,887	42,801,894	1,430,757	5,761,281	872,522	8,064,560	50,866,454	685,392	51,551,846
New Buildings	6,636,094	4,614,446	11,250,540	64,353	904,629	275,709	1,244,691	12,495,231		12,495,231
NEEA	1,557,589	1,082,392	2,639,981		227,360	25,262	252,623	2,892,604		2,892,604
Total Commercial	36,401,689	20,290,726	56,692,415	1,495,110	6,893,270	1,173,494	9,561,874	66,254,289	685,392	66,939,681
Industrial										
Production Efficiency	19,347,164	9,954,141	29,301,305	2,151,798	753,355	106,661	3,011,814	32,313,119		32,313,119
NEEA	98,788	68,650	167,438					167,438		167,438
Total Industrial	19,445,952	10,022,791	29,468,743	2,151,798	753,355	106,661	3,011,814	32,480,557		32,480,557
Residential										
Existing Homes	9,127,358	7,845,731	16,973,088		4,598,372	238,960	4,837,333	21,810,421	467,462	22,277,883
New Homes/Products	12,389,004	7,918,300	20,307,304		4,318,451	496,789	4,815,240	25,122,544	353,031	25,475,575
NEEA	2,543,421	1,767,463	4,310,884		287,853	31,984	319,837	4,630,721		4,630,721
Total Residential	24,059,783	17,531,493	41,591,276		9,204,676	767,733	9,972,410	51,563,686	820,493	52,384,179
Energy Efficiency Program	79,907,424	47,845,010	127,752,434	3,646,908	16,851,301	2,047,889	22,546,098	150,298,532	1,505,885	151,804,417
Renewables										
Solar Electric (Photovoltaic)	8,137,354	3,169,325	11,306,679					11,306,679		11,306,679
Other Renewable	2,471,948	2,191,715	4,663,663					4,663,663		4,663,663
Renewables Program Cost:	10,609,301	5,361,041	15,970,342					15,970,342		15,970,342
Cost Grand Total	90,516,725	53,206,051	143,722,776	3,646,908	16,851,301	2,047,889	22,546,098	166,268,874	1,505,885	167,774,759

**Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Draft 2015 Budget**

ENERGY EFFICIENCY

PGE

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	996,118	340,446	25,287	758,386	3,559	410,337	639,783	26,595	3,200,511
Program Delivery:	7,371,159	2,276,399	1,425,771	5,580,618	81,746	2,147,814	2,277,384	2,377,047	23,537,938
Incentives:	16,761,472	2,965,153		11,192,910		4,448,134	7,494,920		42,862,589
Program Eval & Planning Svcs.:	745,904	313,376	36,862	598,378	8,549	353,946	365,370	31,465	2,453,850
Program Marketing/Outreach:	773,033	243,810		141,862		734,875	656,731		2,550,311
Program Quality Assurance:						31,383			31,383
Outsourced Services:	258,885	60,226		146,650		123,439	154,161		743,361
Trade Allies & Cust. Svc. Mgmt.:	63,549	27,774		15,591		197,302	95,654		399,870
IT Services:	171,888	128,208	4,766	153,667	681	278,968	156,192	6,128	900,498
Other Program Expenses	104,332	21,389	2,109	105,409	301	49,515	52,716	2,711	338,482
TOTAL PROGRAM EXPENSES	27,246,340	6,376,781	1,494,795	18,693,471	94,836	8,775,713	11,892,911	2,443,946	77,018,793
ADMINISTRATIVE COSTS									
Management & General	508,190	137,015	33,187	345,441	2,089	185,837	262,187	52,542	1,526,488
Communications & Customer Svc	453,457	122,297	29,607	308,243	1,864	165,830	233,908	46,930	1,362,136
Total Administrative Costs	961,647	259,312	62,794	653,684	3,953	351,667	496,095	99,472	2,888,624
Total Program & Admin Expenses	28,207,987	6,636,093	1,557,589	19,347,155	98,789	9,127,380	12,389,006	2,543,418	79,907,417
Energy Savings (kwh)	88,256,303	19,136,437	5,003,011	89,200,691	876,561	23,194,579	44,445,410	19,147,777	289,260,769

**Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Draft 2015 Budget**

ENERGY EFFICIENCY

PacificPower

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	512,984	235,948	17,572	463,963	2,473	377,050	418,653	18,481	2,047,124
Program Delivery:	3,996,945	1,572,892	990,790	3,049,529	56,807	1,844,837	1,384,259	1,651,847	14,547,906
Incentives:	8,468,216	2,060,402		5,516,990		3,822,648	4,844,373		24,712,629
Program Eval & Planning Svcs.:	385,906	230,908	25,616	297,576	5,941	304,246	238,935	21,865	1,510,993
Program Marketing/Outreach:	394,130	168,767		72,988		609,642	421,819		1,667,346
Program Quality Assurance:						26,976			26,976
Outsourced Services:	162,386	41,878		75,452		106,107	98,531		484,354
Trade Allies & Cust. Svc. Mgmt.:	32,878	19,313		8,021		169,598	61,136		290,946
IT Services:	88,929	89,150	3,312	79,062	473	239,796	99,829	4,258	604,809
Other Program Expenses	53,978	14,873	1,465	54,233	209	42,562	33,693	1,884	202,897
TOTAL PROGRAM EXPENSES	14,096,352	4,434,131	1,038,755	9,617,814	65,903	7,543,462	7,601,228	1,698,335	46,095,980
ADMINISTRATIVE COSTS									
Management & General	262,920	95,274	23,062	177,730	1,452	159,742	167,574	36,512	924,266
Communications & Customer Svc	234,604	85,040	20,574	158,591	1,295	142,545	149,500	32,613	824,762
Total Administrative Costs	497,524	180,314	43,636	336,321	2,747	302,287	317,074	69,125	1,749,028
Total Program & Admin Expenses	14,593,876	4,614,445	1,082,391	9,954,135	68,650	7,845,749	7,918,302	1,767,460	47,845,008
Energy Savings (kwh)	45,099,200	17,117,683	3,476,669	45,219,287	609,135	17,427,534	31,668,927	13,306,082	173,924,518

**Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Draft 2015 Budget**

ENERGY EFFICIENCY

Northwest Natural DSM

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	32,677	1,590		113,949					148,216
Program Delivery:	248,951	8,000		672,632					929,583
Incentives:	997,817	46,729		1,171,417					2,215,963
Program Eval & Planning Svcs.:	31,168	2,518		58,271					91,957
Program Marketing/Outreach:	21,975	677		15,825					38,477
Program Quality Assurance:									-
Outsourced Services:	32,073	589		16,360					49,022
Trade Allies & Cust. Svc. Mgmt.:	3,239	272		1,739					5,250
IT Services:	8,762	1,254		17,142					27,158
Other Program Expenses	5,318	209		11,759					17,286
TOTAL PROGRAM EXPENSES	1,381,980	61,838	-	2,079,094	-	-	-	-	3,522,912
ADMINISTRATIVE COSTS									
Management & General	25,776	1,329		38,420					65,525
Communications & Customer Svc	23,000	1,186		34,283					58,469
Total Administrative Costs	48,776	2,515	-	72,703	-	-	-	-	123,994
Total Program & Admin Expenses	1,430,756	64,353	-	2,151,797	-	-	-	-	3,646,906
Energy Savings (therms)	530,145	11,180	-	741,504	-	-	-	-	1,282,830

**Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Draft 2015 Budget**

ENERGY EFFICIENCY

Northwest Natural Gas

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	197,939	46,506		98,227		213,630	189,841		746,143
Program Delivery:	1,610,774	309,039	218,194	172,810		1,102,607	1,021,799	276,595	4,711,818
Incentives:	3,324,487	412,446		414,467		2,165,174	2,448,156		8,764,730
Program Eval & Planning Svcs.:	125,504	35,391		20,401		199,965	95,952		477,213
Program Marketing/Outreach:	153,470	33,222		5,541		396,773	228,842		817,848
Program Quality Assurance:						15,819			15,819
Outsourced Services:	82,953	8,283		5,728		62,221	54,086		213,271
Trade Allies & Cust. Svc. Mgmt.:	13,044	3,820		609		99,452	33,559		150,484
IT Services:	35,281	17,632		6,002		140,616	54,798		254,329
Other Program Expenses	21,415	2,942		4,117		24,958	18,495		71,927
TOTAL PROGRAM EXPENSES	5,564,867	869,281	218,194	727,902	-	4,421,215	4,145,528	276,595	16,223,582
ADMINISTRATIVE COSTS									
Management & General	103,794	18,678	4,844	13,451		93,625	91,391	5,946	331,729
Communications & Customer Svc	92,615	16,671	4,322	12,003		83,546	81,534	5,311	296,002
Total Administrative Costs	196,409	35,349	9,166	25,454	-	177,171	172,925	11,257	627,731
Total Program & Admin Expenses	5,761,276	904,630	227,360	753,356	-	4,598,386	4,318,453	287,852	16,851,313
Energy Savings (therms)	1,480,940	314,741	-	289,057	-	839,780	941,956	-	3,866,473

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Draft 2015 Budget

ENERGY EFFICIENCY

Cascade Natural Gas

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	27,985	14,321		6,678		48,280	21,438		118,702
Program Delivery:	202,008	96,064	24,244	37,566		44,339	120,316	30,733	555,270
Incentives:	555,539	123,536		52,811		92,537	279,888		1,104,311
Program Eval & Planning Svcs.:	19,007	10,786		2,888		10,339	11,038		54,058
Program Marketing/Outreach:	23,971	10,269		784		16,431	25,701		77,156
Program Quality Assurance:						822			822
Outsourced Services:	3,703	2,524		811		3,233	6,222		16,493
Trade Allies & Cust. Svc. Mgmt.:	1,975	1,164		86		5,168	3,861		12,254
IT Services:	5,343	5,374		850		7,307	6,304		25,178
Other Program Expenses	3,243	897		583		1,297	2,128		8,148
TOTAL PROGRAM EXPENSES	842,774	264,935	24,244	103,057	-	229,753	476,896	30,733	1,972,392
ADMINISTRATIVE COSTS									
Management & General	15,719	5,693	538	1,904		4,865	10,513	661	39,893
Communications & Customer Svc	14,026	5,081	480	1,699		4,342	9,380	590	35,598
Total Administrative Costs	29,745	10,774	1,018	3,603	-	9,207	19,893	1,251	75,491
Total Program & Admin Expenses	872,519	275,709	25,262	106,660	-	238,960	496,789	31,984	2,047,883
Energy Savings (therms)	173,677	70,165	-	35,015	-	38,543	97,749	-	415,149

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Draft 2015 Budget

ENERGY EFFICIENCY

Northwest Natural Gas WA

EXPENSES	Existing Buildings	Existing Homes	New Homes & Products	ETO Total
Program Management	75,758	73,359	83,612	232,729
Program Delivery:	141,464	92,882	84,822	319,168
Incentives:	321,000	196,977	125,084	643,061
Program Eval & Planning Svcs.:	22,560	18,263	18,945	59,768
Program Marketing/Outreach:	44,070	32,682	3,400	80,152
Outsourced Services:			550	550
Trade Allies & Cust. Svc. Mgmt.:	11,671	12,756	3,232	27,659
IT Services:	22,479	9,787	8,632	40,898
Other Program Expenses	18,563	13,047	11,372	42,982
TOTAL PROGRAM EXPENSES	657,565	449,753	339,649	1,446,967
ADMINISTRATIVE COSTS				
Management & General	14711	9363	7071	31,145
Communications & Customer Svc	13116	8347	6310	27,773
Total Administrative Costs	27,827	17,710	13,381	58,918
Total Program & Admin Expenses	685,392	467,463	353,030	1,505,885
Savings	150,000	53,901	55,994	259,895
Energy Savings (therms)				

**Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Draft 2015 Budget**

RENEWABLE EFFICIENCY

PGE Renewables

EXPENSES	Standard Solar	Custom Projects	ETO Total
Program Management	372,942	264,754	637,696
Program Delivery:	196,700	-	196,700
Incentives:	6,573,500	1,948,563	8,522,063
Program Eval & Planning Svcs.:	89,977	32,041	122,018
Program Marketing/Outreach:	147,178	4,000	151,178
Program Quality Assurance:			-
Outsourced Services:	182,083	21,400	203,483
Trade Allies & Cust. Svc. Mgmt.:	36,314	3,347	39,661
IT Services:	96,868	56,852	153,720
Other Program Expenses	138,368	32,843	171,211
TOTAL PROGRAM EXPENSES	7,833,930	2,363,800	10,197,730
ADMINISTRATIVE COSTS			
Management & General	160,304	57,243	217,547
Communications & Customer Svc	143,123	50,907	194,030
Total Administrative Costs	303,427	108,150	411,577
Total Program & Admin Expenses	8,137,357	2,471,950	10,609,307
Energy Generation (kwh)	8,267,600	15,333,960	23,601,560

**Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Draft 2015 Budget**

RENEWABLE EFFICIENCY

PacificPower Renewables

EXPENSES	Standard Solar	Custom Projects	ETO Total
Program Management	148,301	234,740	383,041
Program Delivery:	93,300	-	93,300
Incentives:	2,540,500	1,583,610	4,124,110
Program Eval & Planning Svcs.:	35,044	29,656	64,700
Program Marketing/Outreach:	57,322	4,000	61,322
Program Quality Assurance:		-	-
Outsourced Services:	70,917	155,600	226,517
Trade Allies & Cust. Svc. Mgmt.:	14,143	2,968	17,111
IT Services:	37,728	50,407	88,135
Other Program Expenses	53,891	34,845	88,736
TOTAL PROGRAM EXPENSES	3,051,146	2,095,826	5,146,972
ADMINISTRATIVE COSTS			
Management & General	62,435	50,754	113,189
Communications & Customer Svc	55,743	45,136	100,879
Total Administrative Costs	118,178	95,890	214,068
Total Program & Admin Expenses	3,169,324	2,191,716	5,361,040
Energy Generation (kwh)	4,642,000	2,107,650	6,749,650

MEMO



Date: October 22, 2014
To: Board of Directors
From: Margie Harris
Subject: Proposed Staffing for the Draft 2015 Budget and Draft 2015-2016 Action Plan

Through a combination of reduced expenses and management improvements, Energy Trust will hold the line on staffing costs in 2015. Total staffing costs are budgeted to increase from \$11.56m to \$11.64m, or less than one percent. Staffing costs as a percent of total budgeted expenditures remain under seven percent. Full time staffing is budgeted to increase from 100 to 104 to address ongoing needs, increased project volume and to align with strategic direction. However, the incremental costs related to new positions and routine salary adjustments for existing staff are largely offset by other efficiency gains, as follows:

- Medical expenses will be reduced by 14 percent through prudent plan utilization and competitive bidding
- Costs related to unemployment insurance are expected to be reduced by approximately \$50,000, the result of switching to a self-insured approach to managing this risk instead of paying a more expensive standard insurance rate
- Significant reductions in agency staffing costs will occur by converting two current contractors to full time staff who will address increased project volume related to savings acquisition and other ongoing needs.

In addition to the conversion of two current contractor positions to regular full-time employee status, the draft 2015 budget and draft 2015-2016 action plan include funding for two new staff positions who will:

- Focus critical attention on regional and national emerging technology opportunities, a key element of the strategic plan, and improve management of an increased engineering workload.
- Bolster Production Efficiency program capability to capture increased savings acquisition stemming from significant growth in project volume while supporting the overall, internally-managed Production Efficiency program.

In the interest of full transparency, the following section summarizes our analysis and thought process for each of the positions and provides corresponding justifications and benefits.

1. Engineering Manager, Planning and Evaluation (new)

POSITION SUMMARY: The Engineering Manager will work with the planning manager and together assume lead responsibility for Energy Trust program portfolio action planning, cost and savings forecasting, review of emerging technologies, and planning for pilot programs. This staff position incorporates evaluation findings and programmatic and engineering lessons learned into forecasts and reports of efficiency program savings and renewable generation. The forecasts, plans and reports developed under this manager's supervision determine Energy Trust budgets and business plans, which are the major elements of how Energy Trust estimates funding levels and sets individual utility goals. The position will be responsible for defining, prioritizing,

coordinating, and assuring quality for a wide array of plans, studies, and reports that set a successful strategic direction for the Energy Trust, and meets Energy Trust obligations and requirements as set forth by the Oregon Public Utilities Commission and state legislative mandates.

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

1. Increased engineering workload due to expanded emphasis on new technology. Includes five new NEEA gas projects, two BPA coordinated field tests and an increased portfolio of NEEA and regional emerging tech work; an increased pace of technology changes in the field and related volume increases of measure changes; new and more complex program approaches; and, increased program engagement in cost/benefit analysis.
2. Increased needs for regional and national coordination on emerging tech as the needs exceed our current capabilities, and there are now more active and useful players to coordinate with. NEEA is a fine hub, and we need to be a more active spoke.
3. Decreased tolerances for cost-effectiveness are forcing more detailed analysis and more sensitivity analysis as part of measure analyses. The frequency of measure updates needs to increase as well.
4. Planning engineers currently only have time to respond reactively to PMCs and program managers, without time for personal growth, development, and full engagement that comes with offering new ideas and approaches. Additional engineering staff will help spread the workload and provide opportunities and benefits associated with cross-training and back-up capabilities.
5. Span of control for planning manager has proven over several years and two managers to be problematic for staff development and inter-group coordination and planning.
6. Current system where Director provides technical oversight and planning manager provides supervision for engineering staff is marginally working, but creating issues for workflow, quality of review, staff development, and staff supervision.
7. Interface with Program Management needs more manager time to efficiently create the processes and keep them working smoothly.

BENEFITS TO ENERGY TRUST:

1. Increased engineering labor hours for measure analysis to serve program development and address work load.
2. Improved development of engineering and planning staff due to more focus on each individual.
3. Better coordination with Energy Trust program staff and also with NEEA, BPA and other regional new tech efforts.
4. A more detailed quality control of the engineering analyses in internal "blessing" (approval) memos, leading to a lower correction rate.
5. Improved documentation and selective sensitivity analysis in blessing memos.

2. Industry Technical Manager, Production Efficiency Program (new)

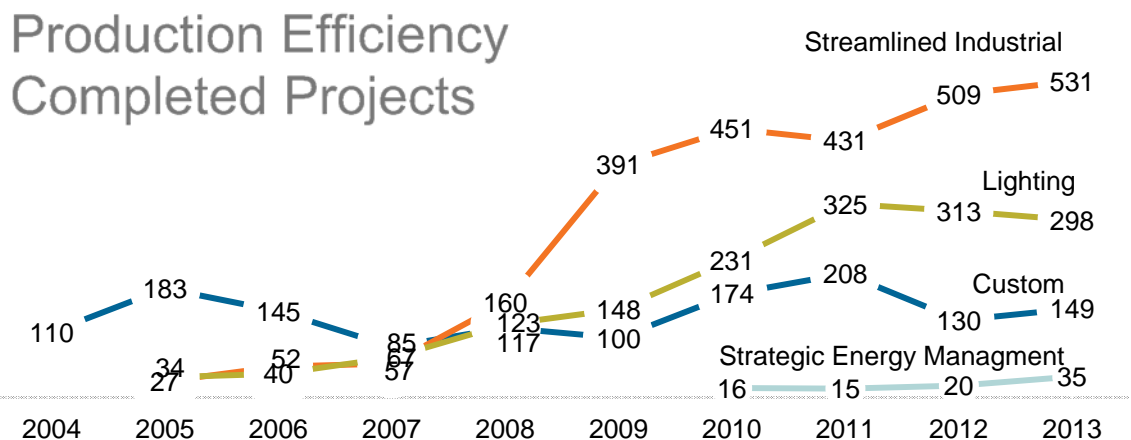
POSITION SUMMARY: This position will work on all technical aspects of Energy Trust's Production Efficiency program offered for industrial customers throughout state. Major responsibilities include:

1. Work directly with industrial participants as needed to address issues and facilitate successful implementation of projects.

2. Oversee program financial and service incentive budget.
3. Oversee contract conformance of program delivery contractors.
4. Facilitate energy studies and negotiate work orders with technical analysis contractors (ATACs).
5. Develop and implement quality control procedures for the industrial custom track including technical requirements, standardized process flows and program policy guidelines.
6. Monitor project progress and operate program tracking system as required to process incentive payments and to generate program tracking reports.
7. Maintain close working relationships with program delivery contractors (PDCs), ATACs, vendors, and other program stakeholders.
8. Maintain high realization of savings by helping to develop and improve technical capabilities of PDC field engineers, ATACs and others.

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

Project volume has tripled in the sector since taking the program in house in 2008 (from 300 to over 1,000 per year). See chart below:



BENEFITS TO ENERGY TRUST:

1. Accurate and timely technical management of streamlined track projects (ie, calculated and prescriptive measures). Includes review of proposed projects, approval of incentive offers, review of completed projects and authorization to begin payment approval process. (30% of FTE)
2. Accurate and timely technical management of custom projects. Includes all items named above, plus contracting with ATACs for studies, coordinating PDC and ATAC interactions during studies, providing detailed technical review and approval of scoping studies, detailed technical analysis, and verification reports. (60% FTE)
3. Maintain impeccable technical management processes and ensure that all projects, incentives, and other elements are in compliance with organizational and program policies, procedures and standard practices.

4. Interact with customers, ATACs and PDC field engineers to clear issues both proactively and reactively. Promote greater adoption of energy efficiency by creating a seamless, positive customer experience during studies or other technical services.
5. Apply and leverage broad experience to a high volume of projects, provide value-added energy engineering input to PDC and ATAC work, inquire and help them to recognize and identify possibilities in the scoping stages and address issues with analysis.

3. Industrial Coordinator, Production Efficiency Program (conversion from contractor to FTE)

POSITION SUMMARY:

The Coordinator position fulfills key, ongoing program and internal functions including:

1. Serving as the call center and communications hub for the internally-managed Production Efficiency program
2. Leading the sector's Sharepoint usage for key processes and electronic documentation and serving as site owner
3. Championing the sector's continuous improvement efforts and leading team compliance/administrative processes, including identifying forms changes, updating the implementation manual, and otherwise ensuring good record-keeping practices
4. Planning and coordinating PDC Quarterly meetings
5. Facilitating and maintaining effective communications among and between the sector staff, dozens of contractors, and internal and external stakeholders who comprise the Production Efficiency program, enabling smooth operation and excellent customer service.

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

The position need was created when the prior coordinator was shifted to project lead in order to meet greatly increasing strategic energy management (SEM) program demands. All duties of the coordinator role are required, not optional, with the possible exception of the continuous improvement work. If the position is not filled, program managers will need to do this work. These same program managers are currently fully loaded, so any increase in administrative work will reduce the time they have available for more strategic efforts that lead directly to acquiring more savings.

BENEFITS TO ENERGY TRUST:

1. Maintain customer service in the form of accurate, timely and value-added responses to customers, contractors and staff requests for information.
2. Maintain Communications: Develop Sharepoint as functioning Communications framework for the sector and promote usage/adoption.
3. Compliance/ Administration: Coordinate regular updates of forms and the implementation manual.
4. Host: plan and coordinate PDC Quarterlies and similar meetings; facilitate conversations that matter.

5. Improve: Champion the Sector's continuous improvement efforts, including leading regular updates to the "Big Things" Calendar and Opportunity Register.
- 4. Communications and Customer Service Coordinator/Analyst, Communications and Customer Service (conversion from contractor to FTE; eliminates temporary position and intern)**

POSITION SUMMARY:

This coordinator/analyst position consolidates analytical skills needed to produce reports and communicate with different audiences on a regular and ongoing basis within the Communications and Customer Service (CCS) Group, where the work is completed. It also provides increased capacity to manage expanded customer forms development and maintenance processes in CCS as programs seek to reduce costs related to incentive application processing through web forms development, and will serve as a process coordinator for customer service call monitoring procedures implemented across programs for continuous improvement purposes.

Currently, CCS depends upon 4 program operations analysts, IT and other staff to provide the data, analysis, and information necessary to support communications and outreach functions. This approach and process is time consuming and inefficient, especially as public interest in Energy Trust and energy topics has grown. Housing this capability within CCS is a far more direct and efficient way to collect and analyze data to produce these documents. This approach has the added benefits of preserving limited program staff time for trend and other data analyses needed for program implementation and management and for helping support follow-up actions stemming from increased outreach activities. It will enable CCS staff to fully utilize IT systems and capabilities to independently produce information, and to support and contribute to ongoing IT systems improvements to meet outreach, communications and reporting needs.

With regard to web forms development and forms process management, CCS workload grew significantly in volume and complexity in 2014 as the group absorbed responsibility for process management of web forms development and maintenance. This added workload has required ongoing temporary staffing support to meet program deadlines for forms changes and to support completion and enhancement of new program web forms. As programs increasingly seek web forms, tools and calculators to manage delivery costs and improve customer experience, the additional staffing support engaged throughout 2014 is now an ongoing need.

Finally, as a result of program transitions and continuous improvement efforts, programs expanded customer service call monitoring processes last year for program management contractors (PMCs) handling customer calls and contracted call centers. CCS and programs collaboratively manage these efforts to ensure improvements are identified, feedback is provided, and service levels and expectations are met. This position will provide coordination support to ensure this work continues.

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

1. Program operations analysts and IT staff have limited time to serve current CCS needs for extracting and compiling information, data and results needed for reporting, communications and outreach needs; their own workloads have increased and their capability to support CCS requirements has diminished.

2. Ad hoc information requests are increasing as media, legislator and public interest in Energy Trust and energy topics continues to grow.
3. Just as programs are looking to relieve operations analyst workload, IT is also looking to diminish the resource dedicated to extracting Business Intelligence data for OPUC reports.
4. Energy Trust has expanded general outreach activity significantly over the past year, with two new outreach positions, and outreach managers are seeking data to inform their efforts.
5. CCS has had to take a piecemeal approach to identifying the staff most suited to represent communications, customer service, and outreach needs in IT development work.
6. Web forms growth and new management responsibility for web forms development process is requiring ongoing temporary support in CCS for forms manager
7. Program management contractor and subcontractor transitions, along with a faster pace of program changes that is expected to continue, have resulted in an ongoing need to ensure customer service representatives at program and contracted call centers are able to convey accurate knowledge of offers, support customer needs, and meet expectations for customer call handling. CCS and programs developed a call monitoring process to support this needed continuous improvement work, relying on temporary staffing to meet the immediate need for improvement while assessing long term need and resourcing strategies. There remains a need for call center monitoring coordination to continue, and CCS is unable to absorb it with current staff.

BENEFITS TO ENERGY TRUST:

1. Improved responsiveness to requests including pulling data for communications, reporting and outreach needs.
2. Efficiently aligns data, reporting and outreach tasks within CCS, relieving workload pressure for program operations analysts and preserving their time for essential program related trend and data analyses needed for program management purposes.
3. Strengthens understanding and use of technology by serving as a Business Intelligence power user and system specialist for CCS, supporting data linked in all standard reports and creating new reports to directly fulfill communications, customer service and outreach needs.
4. Provides system and process improvement project support by serving as a contributor to IT systems development projects for stakeholder management and outreach tracking and other CCS needs, and by identifying enhancements needed for Customer Relationship Management and project tracking systems.
5. Enhanced capability to improve web/electronic forms, tools and calculators, improving process and project management, stakeholder communication, testing and quality control
6. Ensures call center monitoring process and supports quality assurance across all programs and call centers.

**Energy Trust of Oregon
Capital Purchase Budget
Final Proposed Budget 2015 - 2016**

2015 Capital Acquisitions

	Q1	Q2	Q3	Q4	budget
Capital Items - infrastructure					
Servers	30,000	30,000	30,000	-	90,000
					-
	30,000	30,000	30,000	-	90,000
Capital Items - Software Development					
Business Intelligence 2.0	-	350,000	-	-	350,000
ISI (Fastrack Replacement), phase 1-2	400,000	1,200,000	-	-	1,600,000
Procurement & AP automation project	-	-	50,000	-	50,000
	400,000	1,550,000	50,000	-	2,000,000
Total capital purchases - 2015 budget	430,000	1,580,000	80,000	-	2,090,000
<u>Depreciation in 2015:</u>					
Depreciation on assets in service 2013 and prior	36,356	35,440	31,879	6,427	110,103
Depreciation on assets in service 2014	22,658	22,658	22,658	22,658	90,633
Depreciation on assets in service 2015	2,500	38,333	174,167	174,167	389,167
Total Depreciation	61,514	96,432	228,704	203,252	589,902

Commercial Existing Buildings

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

2015 Strategies & Activities

1. Deliver program to commercial entities through Program Management Contractor (ICF), subcontractors and a statewide comprehensive network of trade allies.
2. Continue to focus on delivering tailored program services to the entire value chain of target markets from business owners, property owners, tenants, property management companies, service providers, electrical/mechanical contractors, distributors, manufacturer representatives and manufacturers.
3. Provide offerings and services that appeal to a wide-range of participants.
4. Maintain statewide program reach, while looking for opportunities to reach customers in under-participating areas.
5. Continue approach to increase non-lighting trade ally project activity in addition to historical lighting focus. Develop approaches for trade allies to sell lighting and non-lighting measures concurrently.
6. Evolve lighting program offerings to adapt to changing lighting baselines associated with market transformation effects and federal lighting standards.
7. Adapt to reduced gas and electric avoided costs to provide cost-effective measures, providing more services as necessary to aid the customer's decision making and redefining recommendations to limit marginally cost-effective measures.
8. Increase operations-based savings and low-cost/no-cost approaches to saving energy as a means to expand opportunities for customer engagement and to provide energy savings options for the capital constrained customer.
9. Build and leverage long-term relationships to help customers implement energy savings strategies over time.
10. Explore options to streamline certain program requirements including compressing processes and paperwork in order to speed participation and provide more direct access to program experts via a dedicated call center.
11. Increase awareness and visibility throughout the state by expanding geographic presence with statewide field staff to promote program with customers and trade allies.
12. Develop marketing strategies to address key barriers to action, including customer success stories and demonstration of the business case for energy efficiency. A cross-sector marketing campaign will promote advanced lighting solutions, including LEDs and controls, and other services for commercial and industrial businesses.

2015 New Initiatives & Focus Areas

Initiatives and focus areas for 2015 incorporate elements of the Strategic Plan including; expanding customer participation, replenishing energy efficiency resources through development of new measures and approaches, and continuously improving program design and services.

1. Continue to provide direct outreach and technical services to help key customers maximize their energy savings.
2. Evolve Comprehensive Lighting Pilot offering to continue to educate the market on better lighting design and, if appropriate, incorporate into steady-state program offerings.
3. Provide incentives for technically sound and cost-effective LED lighting applications.
4. Develop and roll-out an offering to provide streamlined measure installation services for small commercial customers.
5. Expand market education on the pending Federal 2014 lighting ballast standard and provide incentives to encourage participants to convert remaining T12s to low wattage T8s or other energy-efficient lighting options.
6. Serve small commercial customers through a direct install approach for lighting and possibly other measures.
7. Expand Strategic Energy Management (SEM): 1) Enrolling more participants in the SEM Cohort approach; 2) Offering a continuation of SEM services to select participants; 3) Expanding contractor base and standardizing market approach through development of training materials; and 4) Finding ways to deliver to customer subsets categorized by market, size, geography, etc.
8. Work with other efficiency organizations to achieve regional economies to reduce product costs and ensure supply.
9. Use incentives, services and sales techniques to encourage customers to install more measures in a shorter time frame.
10. Continue to coordinate with Oregon Department of Energy to identify and study schools projects in Energy Trust service territory.
11. Coordinate with NEEA and other NEEA utility funders to leverage regional lighting coordination opportunities like upstream buy-downs and contractor training.
12. Continue to promote Building Operator Certification by providing incentives for customers to enroll in the course.
13. Coordinate with electric utility field and outreach representatives and marketing efforts to recruit and screen new leads.
14. Support Pay for Performance pilot to determine viability of paying incentives over time.

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.



**Commercial
Existing Buildings**

15. Multifamily Strategies and Activities and New Initiatives and Focus Areas presented in a separate Action Plan.

2016 Planned Activities

1. Continue to expand program reach by doing more with existing customers and serving new customers.
2. Continue to expand the emphasis on operations and strategic energy planning.

Targets

Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (cents / KWh)	Savings therms	levelized cost (cents / therm)
2014 Forecast	\$37.4	\$6.3	\$43.8	15.6	3.1	2,095,274	31.2
2015 Budget	\$42.8	\$8.1	\$50.9	15.2	3.5	2,184,762	36.0
2016 Projection	\$43.7	\$8.3	\$52.0	15.2	4.2	2,184,762	41.3

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Incentives	\$33,407,178	\$26,273,192	\$30,107,532	\$30,843,922
Delivery Costs				
Program Management	729,288	611,758	702,000	713,642
Program Delivery	10,529,452	11,144,731	13,429,837	13,824,928
Marketing-PMC	936,166	936,166	994,580	1,016,076
Performance Comp	355,000	175,000	400,000	407,350
Total Delivery Costs	12,549,905	12,867,655	15,526,417	15,961,996
ETO expenses				
Staffing	738,221	652,093	665,703	710,496
Marketing	246,500	266,000	321,000	322,200
Other Services	1,359,447	1,078,747	1,325,012	1,147,762
General	116,500	93,500	122,500	122,123
Allocations	1,348,450	1,099,051	1,064,152	1,178,694
Sub-Total before Admin Costs	49,766,202	42,330,237	49,132,316	50,287,192
Administrative Costs	1,776,708	1,431,238	1,734,102	1,688,230
TOTAL COST	51,542,910	43,761,475	50,866,419	51,975,422

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

**Commercial
Existing Multifamily**

Program Purpose: Acquire cost-effective electric and natural gas savings by providing technical assistance and financial incentives for high-efficiency equipment and energy efficient operating practices in existing multifamily (2+ attached units, retirement and campus living) and condominium and townhome buildings.

2015 Strategies & Activities

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

2015 New Initiatives & Focus Areas

1. Initiatives and focus areas for 2015 incorporate elements of the Strategic Plan including; expanding customer participation, replenishing energy efficiency resources through development of new measures and approaches, and continuously improving program design and services.
2. Extend the program offerings and the "single point of contact" outreach approach to multifamily customers and trade allies in Central, East and Southern Oregon.
3. Complete work with the affordable housing community to innovate how the program can serve their tenants through partnership in a financing pilot, behavioral opportunities and capital investments.
4. Convert to LED Direct Install in place of compact fluorescents that were used by the program for the past decade.
5. Continue to produce and refine an email newsletter specific to multifamily owners and decision makers in order to foster meaningful engagement with the program and its staff.
6. Expand and integrate enhanced sales approach through tablet-based walkthrough survey, project analysis and benchmarking tools in order to provide comprehensive and actionable information on opportunities within customer portfolios.
7. Collaborate with other energy efficiency implementation organizations to achieve economies in supporting pilot initiatives, reducing project costs and gaining organizational efficiencies.
8. Coordinate with electric utility and water utility field and outreach representatives on marketing and outreach efforts to recruit and screen new leads and promote energy efficiency.
9. Research, develop and test new measure opportunities for upgrades to electrically heated units, including pilots related to high efficient zonal heating alternatives and water sub-metering opportunities.

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.



Commercial Existing Multifamily

2016 Planned Activities

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

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

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

Commercial New Buildings

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

2015 Strategies & Activities

1. Deliver program through Program Management Contractor (CLEAResult) and a statewide comprehensive network of program allies.
2. New Buildings will continue to drive significant changes to how buildings are designed and constructed, resulting in sustained market practices that promote high-performance buildings.
 - a. Position as a technical and educational resource in the market, provide trainings.
 - b. Continue support of early design meetings with project teams to identify energy saving strategies and make the business case for achieving efficiency goals directly to owners.
3. Deploy a robust regional outreach strategy serving six regions statewide: North Coast and Columbia River Corridor, Eastern Oregon, Central Oregon, Southern Oregon and Southern Oregon Coast, Willamette Valley and Central Coast, and Portland Metro areas.
 - a. Allies will receive enhanced regional support with project reviews for design-build projects and trainings on tools and workbooks with support from an Energy Analyst.
 - b. Lighting design support for allies will be expanded and a local resource in Eastern Oregon will be provided.
 - c. Over 125 regional owner accounts will be leveraged along with over 100 regional architecture, engineering and design-build accounts.
4. Target the small commercial market with simple solutions.
 - a. Market new offers launched under the 'Hey Building' campaign to six market sectors, and develop two new packages to further reach and measure saturation. Packages are building type-specific and offer projects simpler, pre-calculate, packaged options to drive quick decision making. Add two new packages for office tenant improvement, and high-rise multifamily. Continue providing standard measures, and identifying new gas saving technologies. A cross-sector marketing campaign focused on lighting and other measures will also launched.
5. Continue to build a market position for New Building Allies that actively support efficiency and are critical to New Buildings' success in transforming the market.
 - a. Focus on the allies' influence on practical elements of integrated design, system selection and critical decisions that affect the efficiency of a project.
 - b. Provide trainings in collaboration with AIA Portland and Cascadia Chapters.
6. Launch Net Zero solutions by creating an approachable concept for early design and getting net zero on the drawing board for owners and design teams to consider, and begin to prepare for future changes in energy codes expected to ratchet up baselines quickly. Continue innovation through collaboration among stakeholders and the market.
 - a. Implement changes from the most recent code update that took effect Q3-2014 and will phase in stepped increases in HVAC, impacting standard measures, in addition to some lighting power density reductions.
 - b. Collaborate with stakeholders to develop a strategy to address future codes and standards.
7. Increase the number of Solar Ready buildings eligible to receive incentives for solar PV installations by leveraging early design in New Buildings to include solar
 - a. Promote Solar Ready design options and build a pipeline of future solar projects.
 - b. Strengthen the Solar Design Ally network through training and education.

2015 New Initiatives & Focus Areas

1. Initiatives and focus areas for 2015 incorporate elements of the Strategic Plan including; expanding customer participation, replenishing energy efficiency resources through development of new measures and approaches, and continuously improving program design and services
2. Drive small commercial market opportunities – target business owners, allies and designers.
3. Position New Buildings to capture additional market transformation savings and adjust to the 2014 code. Engage trade allies to improve code compliance in advance of the 2017 code. Expand regional outreach and ally focused delivery statewide.
4. Continue to engage potential net zero and net zero ready projects through targeted outreach and goal-setting by building on the success with Net Zero.
 - a. Fine tune program design to remove barriers experienced by far-reaching projects.

2016 Planned Activities

1. Continue building the pipeline and support for 2014 Oregon Energy Efficiency Specialty Code in addition to adoption of the Reach code.
2. Offer incentives and engineering support to reward increasing energy efficiency in excess of the energy code.
3. Leverage our emerging delivery network of New Buildings Program Allies to drive projects that exceed code.

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.



**Commercial
New Buildings**

Targets

Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings	levelized cost	Savings	levelized cost
				aMW	(cents / KWh)	therms	(cents / therm)
2014 Forecast	\$12.5	\$1.7	\$14.2	5.1	2.8	657,639	21.8
2015 Budget	\$11.3	\$1.2	\$12.5	4.1	3.0	396,086	26.1
2016 Projection	\$14.1	\$1.5	\$15.7	5.9	2.2	540,441	27.0

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Incentives	\$7,922,707	\$7,507,011	\$5,608,266	\$8,621,966
Delivery Costs				
Program Management	205,000	205,000	212,540	225,000
Program Delivery	4,123,000	4,123,000	4,262,395	4,165,000
Marketing-PMC	252,000	252,000	326,245	325,000
Performance Comp	125,000	125,000	120,000	110,000
Total Delivery Costs	4,705,000	4,705,000	4,921,180	4,825,000
ETO expenses				
Staffing	275,251	305,134	306,270	326,394
Marketing	118,000	106,000	129,500	112,000
Other Services	546,947	497,947	412,512	529,512
General	18,000	18,000	11,000	5,000
Allocations	661,875	532,906	618,236	670,996
Sub-Total before Admin Costs	14,247,780	13,671,997	12,006,965	15,090,868
Administrative Costs	593,081	488,996	488,263	573,284
TOTAL COST	14,840,860	14,160,993	12,495,228	15,664,152

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

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

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

2015 Strategies & Activities

1. Commercial Real Estate (CRE): Establish and execute to a regionally supported program roadmap of tools and best practices that deliver value to utility and CRE market partners.
 - a. Develop a program roadmap and deliver at least three additional market resources in support of adopting energy efficiency best practices.
 - b. Launch pilot of building renewal business case tool with utility and market partners.
 - c. Leverage market research to support broadening program interventions in warehouse and big-box retail.
2. Building Operator Certification (BOC): Accelerate market adoption of high performance operations and maintenance of commercial buildings by building market demand for certified building operators while continuing to increase market knowledge and capabilities.
 - a. Target market demand creation in government, commercial office building and healthcare market sectors
 - b. Further remove cost and time barrier by offering blended online courses.
 - c. Transition BOC initiative to market by ensuring BOC providers are on a path to self-sufficiency at a higher market penetration
3. Commercial Lighting Upstream: Build an upstream platform by expanding strategic relationships, tools, and infrastructure for the region and shift the market share towards low-wattage lamps in maintenance market through this platform
 - a. Maintain and expand relationships with electrical distributors and lamp manufacturers.
 - b. Continue with broader annual data collection activities and sales data to inform the region on their energy efficiency decision making
 - c. Develop a process with Utility partners for targeting another technology through this platform
4. Top Tier Trade Ally (TTTA) and Commercial Lighting Infrastructure: Foster an advanced commercial lighting retrofit community that generates projects with deep energy savings for NEEA's partner utility programs.
 - a. Engage stakeholders to incorporate basic lighting e-learning training into trade ally network requirements
 - b. Launch a market test pilot of the Top Tier Trade Ally training with a few partner utilities
5. Luminaire Level Lighting Controls (LLLC): Accelerate adoption of embedded LLLCs
 - a. Identify a utility-accepted savings method for Luminaires with embedded controls.
 - b. Document non-energy benefits for each key market segment to build compelling business case for these advanced lighting controls.
6. New Construction: Innovate and advance the practices of integrated design to create opportunities for further energy reduction in the future.
7. Gas Initiatives: Begin the groundwork for market transformation of gas-fired heat pump water heaters, gas-fired heat pumps for combined space and water heat, efficient rooftop HVAC, as well as codes and standards work and scanning for other market transformation activities.

2015 New Initiatives & Focus Areas

1. Introduce a regional knowledge center of Commercial Strategic Energy Management tools and resources to enable the regional utilities and market actors to further expand their SEM offerings.
2. Introduce new initiatives identified in 2014 scanning review process, as appropriate per NEEA's Initiative Lifecycle stage-gate process
3. Build upon the strategic market work to leverage and maximize common market intervention points across initiatives.

2016 Planned Activities

1. Support the New Construction Strategic market by launching a new Market transformation New Construction program.
2. Continue refining and enhancing current portfolio of market transformation programs.

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.



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

Targets

Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (cents / KWh)	Savings therms	levelized cost (\$ / therm)
2014 Forecast	\$2.7	\$0.1	\$2.8	1.3	2.4		
2015 Budget	\$2.6	\$0.3	\$2.9	1.0	5.3		
2016 Projection	\$2.8	\$0.3	\$3.1	1.2	4.7		

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Delivery Costs				
Program Management				
Program Delivery	2,680,448	2,641,687	2,658,999	2,816,119
Marketing-PMC				
Performance Comp				
Total Delivery Costs	2,680,448	2,641,687	2,658,999	2,816,119
ETO expenses				
Staffing	19,062	6,926	42,859	45,675
Marketing				
Other Services				
General				
Allocations	54,404	47,617	74,129	82,220
Sub-Total before Admin Costs	2,753,915	2,696,230	2,775,986	2,944,013
Administrative Costs	120,256	105,067	116,614	115,951
TOTAL COST	2,874,170	2,801,297	2,892,600	3,059,964

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

Industry and Agriculture Production Efficiency (PE)

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

2015 Strategies & Activities

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

2015 New Initiatives & Focus Areas

- Broaden Participation by Underserved Customers
 - Increase PDC outreach and provide custom services to small industries in all areas of Energy Trust service territory.
 - Expand the trade ally and vendor network for effective delivery of irrigation, compressed air and other streamlined industrial measures, especially in rural areas.
- Develop new measures and approaches to save energy
 - Promote and support trade ally and vendor deployment of newer streamlined measures/technologies including LEDs, Performance Plus Lighting, and direct install of small compressed air leak reduction through a variety of channels, including a cross-sector marketing campaign focused on lighting and other measures.
 - Bring Industrial Strategic Energy Management (SEM) to scale in the market. Optimize and standardize offerings for all sizes of industries, expand the number of participants enrolled in SEM offerings, and develop approaches to help participants harvest even more savings from their SEM program, long term.
- Continuously improve program design and services
 - Leverage and cross-promote within all Production Efficiency delivery channels to increase savings, provide additional value to Trade Allies and create seamless customer experience.
 - Work with PDCs to develop tools and approaches that reduce the cost of providing Custom services to small industries around the state.

2016 Planned Activities

1. Launch Continuous SEM offering targeted at > 100 industries that have completed introductory SEM offerings.
2. Re-compete Streamlined Track Delivery contracts.

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

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

Targets

Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (cents / KWh)	Savings therms	levelized cost (cents / therm)
2014 Forecast	\$27.8	\$2.1	\$30.0	15.9	2.2	900,345	26.9
2015 Budget	\$29.3	\$3.0	\$32.3	15.3	2.6	1,065,576	27.7
2016 Projection	\$30.2	\$3.0	\$33.2	18.1	2.2	1,065,576	26.6

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Incentives	\$21,085,070	\$17,613,923	\$18,348,595	\$19,246,295
Delivery Costs				
Program Management				
Program Delivery	8,825,161	8,805,161	9,513,155	9,575,505
Marketing-PMC				
Performance Comp	330,000	225,000	330,000	330,000
Total Delivery Costs	9,155,161	9,030,161	9,843,155	9,905,505
ETO expenses				
Staffing	850,843	875,965	1,111,204	1,121,247
Marketing	182,500	132,500	234,000	234,000
Other Services	1,008,213	895,213	952,852	849,852
General	69,560	37,860	62,500	62,500
Allocations	561,560	461,976	669,032	738,298
Sub-Total before Admin Costs	32,912,907	29,047,598	31,221,338	32,157,697
Administrative Costs	1,158,042	924,654	1,091,766	1,064,736
TOTAL COST	34,070,949	29,972,252	32,313,104	33,222,433

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

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

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

2015 Strategies & Activities

1. Certified Refrigeration Energy Specialist (CRES): Market *test* and validate CRES *certification*, and build the strategy to expand the capabilities of northwest refrigeration operators through CRES
 - a. Create the business case for CRES.
 - b. Develop and implement a strategy to leverage market partners to enable CRES adoption.

2015 New Initiatives & Focus Areas

1. Introduce new initiatives identified in 2015 scanning review process, as appropriate per NEEA's Initiative Lifecycle stage-gate process.
2. Introduce a regional knowledge center of Industrial Strategic Energy Management tools and resources to enable the regional utilities and market actors to further expand their SEM offerings.

2016 Planned Activities

1. Continue 2015 planned activities
-

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

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

Targets

Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (cents / KWh)	Savings therms	levelized cost (cents / therm)
2014 Forecast	\$1.0	\$0.0	\$1.0	0.3	5.4		
2015 Budget	\$0.2	\$0.0	\$0.2	0.2	1.7		
2016 Projection	\$0.2	\$0.0	\$0.2	0.1	4.8		

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Delivery Costs				
Program Management				
Program Delivery	1,318,082	930,840	138,553	145,851
Marketing-PMC				
Performance Comp				
Total Delivery Costs	1,318,082	930,840	138,553	145,851
ETO expenses				
Staffing	12,306	14,195	6,031	6,447
Marketing				
Other Services				
General				
Allocations	56,045	49,316	16,155	17,957
Sub-Total before Admin Costs	1,386,432	994,351	160,739	170,255
Administrative Costs	59,941	39,564	6,699	6,656
TOTAL COST	1,446,373	1,033,916	167,438	176,910

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

Residential Existing Homes

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

2015 Strategies & Activities

1. Deliver program through Program Management Contractor (CLEAResult), subcontractors and a statewide comprehensive network of trade allies.
2. Redesign program elements to further cost effective delivery approaches and maximize returns for individual customers and the utility customer base as a whole.
3. Develop processes and program design strategies with attention to maintaining value to all customers with attention to maintaining services and incentives benefitting all customers while specifically targeting customers with highest savings potential.
4. Improve customer and trade ally experiences through a focus on ease in participation and offering instant incentives.
5. Expand trade ally use of quality installation checklists and streamline program-delivered quality assurance (QA) processes to increase cost effectiveness of quality management delivery.
6. Adapt program measures and savings to respond to outcomes of OPUC Docket UM 1622 and UM 1696, including cessation of wall, floor, and duct insulation in gas heated homes by the end of the 2014-2015 heating season.
7. Manage to established thresholds of portfolio savings achieved through Instant Savings Measures (ISMs).
8. Streamline program touch points and guide customers to relevant resources and support, based on customer disposition, utility consumption, and housing characteristics.
9. Leverage savings opportunities through support or collaboration with NEEA, supply chain, industry stakeholders, and trade allies.
10. Develop program design strategies to accelerate equipment installations (gas water heat, gas hearths, heat pumps, ductless heat pumps, and heat pump water heaters).
11. Grow moderate income participation in installing energy-efficiency improvements through financing options.
12. Explore opportunities to expand financing options to homeowners outside of the moderate income track.
13. Support consumer awareness and education through the LivingWise Kit curriculum in schools.
14. Leverage 2014 IT investments to support efficiencies in program delivery and increased communication and transparency with trade allies.
15. Implement targeted and cross-sector marketing strategies to support equipment installations and promote offerings for residential customers, ensuring that as program design changes eligible customers continue to see incentives and offers available to them.

2015 New Initiatives & Focus Areas

1. Develop and implement pilots that aim to discover cost-effective electric savings in anticipation of reduced savings from compact fluorescent light bulbs (CFLs) and lower electric avoided costs.
2. Implement administrative cost reductions and program design approaches that address program delivery cost effectiveness, as measured by the program utility cost test (UCT).
3. Explore program designs intended to promote specific measures or services to achieve cost-effectiveness and/or drive better costs through competitive solicitation(s), as measured by the total resource cost test (TRC).
4. Drive customer education and awareness around home energy use through supporting market delivery and expansion of EPS, an energy performance score developed by Energy Trust, in alignment with ODOE rules.
5. Develop strategies designed to increase market share of efficient heating and water heating equipment through mid-stream market engagements.
6. Build strategies to claim verifiable savings through new behavior change initiatives.
7. Expand upon 2014 pilot efforts to achieve savings through web-based programmable thermostats.

2016 Planned Activities

1. Plan for updates to gas avoided costs
2. Manage program level cost effectiveness
3. Expand behavior-based savings strategies

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

**Residential
Existing Homes**

Targets

Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (cents / KWh)	Savings therms	levelized cost (cents / therm)
2014 Forecast	\$14.9	\$7.3	\$22.2	5.0	3.1	1,089,040	50.0
2015 Budget	\$17.0	\$4.8	\$21.8	4.6	3.8	878,323	41.7
2016 Projection	\$16.7	\$4.7	\$21.4	4.2	4.0	787,443	43.9

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Incentives	\$12,666,827	\$9,895,788	\$10,528,493	\$10,192,447
Delivery Costs				
Program Management	446,500	446,500	408,090	408,090
Program Delivery	5,779,089	5,579,089	5,139,598	5,003,598
Marketing-PMC	1,642,895	1,642,895	1,341,471	1,341,471
Performance Comp	200,000	200,000	200,000	200,000
Total Delivery Costs	8,068,484	7,868,484	7,089,159	6,953,159
ETO expenses				
Staffing	618,750	507,755	441,207	470,312
Marketing	537,500	507,500	393,250	393,250
Other Services	1,141,447	778,188	681,512	699,012
General	92,000	77,000	73,500	73,500
Allocations	2,180,318	1,782,014	1,763,023	1,865,765
Sub-Total before Admin Costs	25,305,326	21,416,729	20,970,144	20,647,444
Administrative Costs	998,745	748,693	840,332	783,749
TOTAL COST	26,304,072	22,165,421	21,810,476	21,431,193

Residential Products

Program Purpose: Acquire cost-effective electric and gas savings by supporting customer selection of energy-efficient home products. Implement program efficiencies, targeted outreach, innovative program offerings and marketing, as well as expand focus on retailers and the retail channel, to engage consumers and deliver cost effective energy savings. Leverage data analytics and flexible incentive levels in tandem with increased retailer and consumer education to maximize uptake of energy efficient products and sustained energy savings. Introduce innovative pilot programs to explore new avenues for energy savings and customer service.

2015 Strategies & Activities

1. Deliver program through a new Program Management Contractor (Ecova) and an expanded, statewide network of retailers.
2. Accelerate transformation of the lighting and showerhead markets with a sophisticated lighting and showerhead promotions strategy.
3. Achieve significant energy savings by removing inefficient refrigerators from the grid and ensuring they are safely decommissioned and recycled.
4. Continue the existing downstream appliance incentive model while testing alternative approaches to improve retailer participation and support.
5. Educate retailers and consumers in the benefits and features of energy efficient lighting, showerheads and appliances to drive uptake of the most energy efficient products.
6. Provide EPS scores on new manufactured homes to drive the customer choice to most efficient models.
7. Pursue potential new savings opportunities to expand program portfolio.
8. Implement delivery improvements which will gain program efficiencies and reduce costs, including transitioning field services to PMC staff, soliciting an increased number of retailers through a competitive RFP, subcontracting with a new recycling vendor and utilizing market data and analytics to drive targeted marketing strategies.
9. Broaden participation by underserved customers through ensuring participation by a wide range of retail types, increased presence in rural communities and customized incentives by region.
10. Continue to foster regional collaboration by partnering with key industry partners such as Northwest Energy Efficiency Alliance (NEEA), Regional Technical Forum (RTF) and Bonneville Power Administration (BPA).
11. Implement targeted and cross-sector marketing strategies to support specific Products offerings and promote incentives and offerings for residential customers, ensuring that as program design changes eligible customers continue to see incentives and offers available to them.

2015 New Initiatives & Focus Areas

1. Implement new lighting and showerhead program design that uses data analytics and incentive amount flexibility to maximize energy savings potential across the entire territory.
2. Implement EPS, Energy Trust's energy performance scoring tool, for new manufactured homes to increase consumer awareness and drive sales of energy efficient models and heat pumps in manufactured homes.
3. Collaborate with NEEA to explore pilots or initiatives in consumer electronics and/or heat pump dryers.
4. Propose a pilot to evaluate the effectiveness of mid-stream incentive model(s).
5. Explore options to improve participation and customer satisfaction with the recycling program through innovative incentive fulfillment options and coordinating point-of-purchase and bulk recycling opportunities.
6. Explore the possibility of expanding appliance recycling to include clothes washers
7. Identify strategies to encourage stocking of low-cost qualifying refrigerators, such as increased incentives for lower price-point models.
8. Use Customer Engagement Mapping to identify opportunities to cross-promote appliance incentives with other Energy Trust programs to increase uptake of energy efficient appliances.
9. Introduce pop-up promotions with a companion online product portal to increase availability of energy efficient products in rural communities.

2016 Planned Activities

1. Explore retailer-subsidized gift cards in place of incentive checks (pilot program)
2. Enhance efficiency of retail point of sale data submission for lighting and showerheads
3. Incorporate new measures into the program portfolio based on 2015 evaluation results

Targets

1. 72,734,895 kWh and 254,935 therms of energy savings in 2015
2. 74,804,758 kWh and 254,934 therms of energy savings in 2016

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

**Residential
Products**

New Homes and Products – Combined**Targets**

	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (cents / KWh)	Savings therms	levelized cost (cents / therm)
2014 Forecast	\$19.1	\$4.5	\$23.6	8.6	3.5	1,020,343	31.2
2015 Budget	\$20.3	\$4.8	\$25.1	8.7	3.4	1,039,705	30.5
2016 Projection	\$20.5	\$5.1	\$25.5	9.0	3.2	1,220,821	27.1

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Incentives	\$11,699,796	\$12,723,473	\$15,067,337	\$15,808,753
Delivery Costs				
Program Management	256,443	256,443	580,874	614,047
Program Delivery	5,515,989	6,142,080	4,803,758	4,454,621
Marketing-PMC	1,373,040	1,373,040	997,593	940,732
Performance Comp	155,000	155,000	155,000	155,000
Total Delivery Costs	7,300,472	7,926,563	6,537,224	6,164,400
ETO expenses				
Staffing	386,585	424,692	533,842	566,541
Marketing	290,000	280,000	320,500	320,500
Other Services	473,447	501,632	661,512	629,012
General	49,000	44,000	53,500	53,500
Allocations	1,001,251	827,880	942,649	1,040,532
Sub-Total before Admin Costs	21,200,552	22,728,239	24,116,563	24,583,239
Administrative Costs	787,435	831,515	1,005,985	945,773
TOTAL COST	21,987,986	23,559,754	25,122,548	25,529,011

Residential New Homes Program

Program Purpose:

The New Homes program focuses on acquiring cost-effective electric and gas savings by engaging builders to build energy efficient homes that extend above code requirements. Through incentives, educational opportunities, trade and program ally support and quality assurance the program offers builders the resources necessary to improve their building practices and increase the energy efficiency of the homes they build. In 2015, the program will focus on expanding program reach by introducing new standalone measures, engaging new market segments and expanding into underserved markets.

2015 Strategies & Activities

1. Deliver program through Program Management Contractor (CLEAResult), subcontractors and a statewide comprehensive network of trade allies.
2. Capture 26 percent of Energy Trust service territory new construction market by completing 2,195 EPS™ new home projects. EPS is Energy Trust's energy performance scoring tool.
3. Expand program reach to capture savings in new product and market segments. This includes: pushing standalone measures, working with affordable housing organizations, targeting accessory dwelling units, small homes and major remodels
4. Expand and diversify engagement with market actors including: developers, real estate allies and multifamily builders
5. Continue to drive builders to the next level of efficiency upwards towards Live Net Zero while also supporting code builders through standalone measures
6. Streamline overall program processes and delivery to support operational efficiencies and positive contractor and customer experience, including support for implementation of House Bill 2801
7. Increase trade and program ally engagement in the field, emphasizing trainings and technical resources
8. Provide continued improvement of the Axis tool to streamline delivery while maintaining data integrity
9. Provide new technical and solar field training to support verifiers and subcontractors
10. Coordinate with regional organizations and other programs, such as NEEA, Oregon Home Builders Association, and Existing Homes, across various program opportunities
11. Implement targeted and cross-sector marketing strategies to increase market share and awareness for EPS homes and promote offerings for residential customers, ensuring that as program design changes eligible customers continue to see incentives and offers available to them.

2015 New Initiatives & Focus Areas

1. Create multifamily incentive structure and recruit new builders into the program
2. Add standalone measures including: furnaces with variable speed motors, ERVs, showerheads and central air conditioners
3. Evaluate Pilot measures including: Home Energy Monitoring Systems (HEMS) and measures that support code and reach code
4. Expand engagement with affordable housing organizations such as Habitat for Humanity and community action programs
5. Create a developer incentive that motivates developers to include EPS as a part of neighborhood developments
6. Partner with Earth Advantage to further engage with the real estate ally community, diving deeper with appraisers and lenders
7. Work with market actors to prepare the market for the upcoming building code change in 2017
8. Expand program reach into rural and underserved markets
9. Launch a five year solar strategy that results in an increase in solar projects and overall solar awareness
10. Maximize cooperative marketing opportunities for events, home tour sponsorships and to highlight EPS and Energy Trust as well as recognize builders to draw attention to the benefits of being an Energy Trust trade or program ally
11. Develop training and education for homeowners and real estate trade allies who are interested in accessory dwelling units and small homes

2016 Planned Activities

1. Continue established activities and implement new opportunities with available funds, employing flexibility to meet savings, funding expectations and customer engagement goals
2. Work with NEEA and other regional players to support advancement and alignment in the new homes market
3. Implement and expand on developer incentives and promote early design assistance to recognize savings and work with new communities
4. Position the program to support allies and builders through the 2017 building code change

The combined New Homes and Products budget and savings can be found in the Products one pager.

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

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

2015 Strategies & Activities

1. Heat Pump Water Heaters (HPWH): Build regional uptake and market demand while accelerating consumer and supply chain adoption of northern climate heat pump water heaters to influence the passage of a federal standard requiring heat pump water heaters for all electric storage tanks greater than 45 gallons by 2025.
 - a. Support the introduction of a new Tier 2 or 3 product into retail and wholesale market.
 - b. Leverage market research to enhance marketing tools.
 - c. Ensure 50 utilities offer incentives that reference the Northern Climate Specification.
 - d. Drive product sales through 6 supply chain partnerships and promotions.
 - e. Laboratory test 4 Heat Pump Water Heaters
2. Residential New Construction: Accelerate market adoption of energy-efficient residential building practices and technologies to pave the way for future code adoption.
 - a. Begin data collection and analysis on Phase II projects to inform savings estimates and best practice pathways.
 - b. Outreach to 5 green building programs to potentially adopt Next Step Home Specification
 - c. Align Northwest performance path homes with national oversight
 - d. Develop Northwest ENERGY STAR specification for states that adopt 2012 IECC (WA completed)
 - e. Establish an RTF-approved performance rating based energy savings methodology
3. Retail Product Portfolio (RPP): Increase the sale and presence of energy-efficient products in the retail channel by leveraging mid-stream incentives to influence retail stocking practices, ultimately driving manufacturing and standards for a portfolio of energy-efficient products sold through the retail channel.
 - a. Develop product roadmap for market transformation portfolio development.
 - b. Launch automated data processing solution.
 - c. Expand extra-regional partnerships to increase initiative scale.
 - d. Manage and strengthen retailer engagement; adding one additional retailer in 2015.
4. Ductless Heat Pumps (DHP): Build and increase market and consumer demand, adoption and availability of ductless heat pump technology to accelerate adoption of inverter-driven ductless heat pumps in electrically heated homes.
 - a. Develop retail channel product road map.
 - b. Leverage market research to enhance marketing tools and activities.
 - c. Partner with manufacturers to develop 3 DHP promotions.
 - d. Complete DIY testing research (includes field testing, research into DIY products and processes).
 - e. Achieve 20% increase in residential ductless heat pumps sold in Northwest region.
5. Super-Efficient Dryers: Validate energy savings and product potential for super-efficient dryers to pave the way for enactment of more stringent federal efficiency standards for clothes dryers.
 - a. Support super-efficient dryer placement in one big-box retailer.
 - b. Support heat pump dryer product launch with 2 major manufacturers.
 - c. Two utilities offer incentives on super-efficient dryers meeting NEEA specification, supporting early manufacturer launch.
 - d. Complete performance baseline, research plan and lab testing results to inform RTF provisional unit energy savings.
6. Standards: Participate in Federal and regional proceedings to create and improve equipment efficiency standards; bring information on NW successes in market adoption of efficient products to that process.
7. Previously Funded Initiatives: Track and report on market transformation savings from previously funded initiatives including

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Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

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

new homes, compact fluorescent light bulbs, televisions, and consumer appliances.

8. Gas Initiatives: Begin the groundwork for market transformation of gas-fired heat pump water heaters, gas-fired heat pumps for combined space and water heat, hearth products, and efficient dryers as well as codes and standards work and scanning for other market transformation activities.

2015 New Initiatives & Focus Areas

1. Evaluating new initiative opportunities in coordination with NEEA's Emerging Technology Team.

2016 Planned Activities

1. Similar to 2015.

Targets

Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (cents / KWh)	Savings therms	levelized cost (cents / therm)
2014 Forecast	\$4.7	\$0.1	\$4.7	3.9	2.1		
2015 Budget	\$4.3	\$0.3	\$4.6	3.7	1.4		
2016 Projection	\$4.5	\$0.7	\$5.2	4.2	1.3		

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Delivery Costs				
Program Management				
Program Delivery	4,351,503	4,502,717	4,336,222	4,892,121
Marketing-PMC				
Performance Comp				
Total Delivery Costs	4,351,503	4,502,717	4,336,222	4,892,121
ETO expenses				
Staffing	22,245	829	45,077	48,037
Marketing				
Other Services				
General				
Allocations	53,516	46,711	68,312	75,577
Sub-Total before Admin Costs	4,427,265	4,550,257	4,449,610	5,015,735
Administrative Costs	187,175	171,222	181,106	192,075
TOTAL COST	4,614,440	4,721,479	4,630,716	5,207,810

NW Natural Washington

Program Purpose: Sustain, and potentially increase acquisition of cost-effective natural gas savings for residential and commercial Southwest Washington customers of NW Natural. Effectively manage program in an environment of low avoided costs, diminished potential for retrofit measures, and the implementation of the region's most aggressive residential energy code.

2015 Strategies & Activities

Residential (Existing & New Homes):

- Effectively address first-cost barriers for retrofit customers through program-integrated financing
- Enhance coordination with NW Natural's marketing department
- Broaden eligibility requirements for weatherization measures
- Pilot cost effectiveness framework utilizing the Utility Cost Test (UCT) as the primary cost-effectiveness screening tool.
- Leverage UCT first cost effectiveness framework to introduce a tiered, high efficiency furnace incentive
- Streamline program touch points with consumers by simplifying eligibility requirements, utilizing contractor paid incentives, and further deploying online forms
- Collaborate with industry stakeholders, including Clark Public Utilities, Planet Clark, Clark County, NW Natural, Bonneville Power Administration, NEEA, Building Industry Association, the verifier network and other market partners, to promote incentive offerings, leveraging their existing communication channels and events
- Retain and recruit top builders in Southwest Washington into the program
- Expand use of new construction stand-alone incentives for both program and "code" builders

Existing Buildings:

- Drive increased program participation among Southwest Washington commercial customers
- Develop project acquisition strategies for unique market segments, including assisted living facilities and multifamily buildings
- Prioritize recruitment of custom-path projects, recognizing custom-path's larger role
- Ensure strong management of Washington program with dedicated Account Manager and Trade Ally Coordinator

2015 New Initiatives & Focus Areas

Residential (Existing & New Homes):

- Launch of On Bill Repayment financing for all qualifying existing homes residential customers
- Introduction of high-efficiency hearths stand-alone measure for New Homes, which may be used in tandem with builder incentives awarded to projects meeting Northwest Energy STAR Homes performance criteria
- Assess viability of introducing EPS, an energy performance score developed by Energy Trust, to Washington market, developing scalable performance-based incentive structure for new homes
- Increase program performance of "core measures" including water heaters, furnaces and weatherization through broadened eligibility requirements and increased incentives for higher efficiency tiers
- Pilot advanced controls as a gas savings measure for existing homes
- Work with Clean Energy Works to coordinate offerings, and provide support as needed

Existing Buildings:

- Deployment of targeted campaign to assisted living facilities and multifamily housing, both previously underserved segments by both NW Natural and Clark Public Utilities District
- Expanded agricultural prescriptive offerings
- Continue to identify new opportunities for incentive offerings, either from new technologies or successful offerings in the Oregon Existing Buildings program

2016 Planned Activities

- Work with Energy Efficiency Advisory Group to assess impact of changing cost effectiveness standards

(See targets and budget detail on reverse side)

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Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

NW Natural Washington**Targets**

Year	Annual Expense			Electric		Gas	
	Electric	Gas	Total	Savings aMW	levelized cost (\$ / KWh)	Savings therms	levelized cost (cents / therm)
2014 Forecast		\$1.3	\$1.3			246,876	37.2
2015 Budget		\$1.5	\$1.5			259,895	44.4
2016 Projection		\$1.5	\$1.5			259,895	45.4

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Incentives	\$693,806	\$575,215	\$643,062	\$643,062
Delivery Costs				
Program Management	54,800	67,345	87,264	406,432
Program Delivery	319,338	324,893	319,168	
Marketing-PMC	75,000	56,900	48,152	48,152
Performance Comp	20,000	20,000	20,000	20,000
Total Delivery Costs	469,138	469,138	474,584	474,584
ETO expenses				
Staffing	95,555	71,081	125,465	133,926
Marketing	19,000	16,000	32,000	32,000
Other Services	21,050	12,353	11,550	15,550
General	27,117	27,117	29,990	29,990
Allocations	140,924	115,565	130,316	152,778
Sub-Total before Admin Costs	1,466,590	1,286,469	1,446,967	1,481,890
Administrative Costs	61,491	47,028	58,919	57,219
TOTAL COST	1,528,082	1,333,497	1,505,885	1,539,109

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Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

Renewable Energy – Solar Electric (Photovoltaic)

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

2015 Strategies & Activities

1. Install 1.4 aMW of small and mid-scale residential and commercial solar. *In support of Renewable Energy strategic goals to sustain a vibrant small and mid-scale renewable generation market that produces continual growth in project installations; and between 2015 and 2019, install 10 aMW of renewable energy.*
 - a. Maintain predictable standard incentive levels for residential and business solar projects (up to 250 kW);
 - b. Support a variety of project types and sizes.
 - c. Step down incentives gradually as installation costs come down to allow for growth.
2. Build a pipeline of solar projects in all sectors through education, advertising, promotion and targeted marketing. *In support of Renewable Energy strategic goal to sustain a vibrant small and mid-scale renewable generation market that produces continual growth in project installations*
 - a. Launch a more proactive and stable marketing presence for solar.
 - b. Continue to promote solar-ready for New Homes and New Buildings
3. Collaborate with regional stakeholders to reduce the non-hardware “soft” costs of solar. *In support of Renewable Energy Strategy 2 to emphasize market and project development support for renewable energy projects*
 - a. Build awareness and understanding of “soft” costs in the solar industry
 - b. Publish the results of our soft-cost benchmarking survey, and develop a roadmap for soft-cost reduction in Oregon, noted below.
 - c. Focus early soft-cost reduction efforts on customer acquisition costs.
4. As funds are available, use competitive processes to allocate incentives to larger solar projects. *In support of Renewable Energy Strategy 3 to use competitive approaches for projects receiving non-standard incentives.*
 - a. Evaluate incorporating solar into the Other Renewables competitive processes, and as funds are available, competitively select and support larger solar projects.

2015 New Initiatives & Focus Areas

1. Develop a roadmap for continued soft cost-reduction in Oregon. Building on our soft-cost benchmarking survey and work by the National Renewable Energy Lab and others, develop a five-year plan that prioritizes opportunities for reducing cost drivers in our region.
2. Streamline the solar incentive application process with electronic signatures and document routing and direct integration with Oregon Department of Energy’s Residential Energy Tax Credit application.
3. Support trade allies in developing their individual customer acquisition strategies. Provide tools and training to help solar contractors generate customer interest and increase sales conversion rates.
4. Evaluate the test launch of the Mapdwell online solar resource assessment and lead generation tools. If deemed successful, expand coverage to additional regions in Oregon.
5. Support an impact evaluation of the solar electric program to verify our generation estimation methodology and true-up historic generation reporting.

2016 Planned Activities

1. Continue to emphasize residential and small commercial solar markets, leveraging state and federal credits available through 2016.
2. Continue implementing the soft-cost reduction plan developed in 2015.
3. Lower incentives incrementally as costs decrease to allow fixed budgets to support industry growth.

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Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

Renewable Energy – Solar Electric (Photovoltaic)**Targets**

	ACTIVITY BASIS			ACCOUNTING BASIS		
	BUDGET	GOAL	COST	BUDGET	GOAL	COST
Year	(\$ millions)	aMW	(\$ mils / aMW)	(\$ millions)	aMW	(\$ mils / aMW)
2014 Forecast	\$14.2	3.28	\$4.3	\$9.0	1.15	\$7.9
2015 Budget	\$11.4	1.35	\$8.4	\$11.3	1.47	\$7.7
2016 Projection	\$11.2	1.35	\$8.3	\$13.9	3.52	\$4.0

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Incentives	\$8,139,982	\$7,245,253	\$9,114,000	\$11,730,000
Program Delivery	240,000	230,000	290,000	290,000
Performance Comp	40,000	23,000	20,000	20,000
Total Delivery Costs	280,000	253,000	310,000	310,000
ETO expenses				
Staffing	514,951	452,775	501,243	534,532
Marketing	143,000	148,000	190,500	190,500
Other Services	494,000	343,135	356,000	197,000
General	52,950	42,200	132,700	142,700
Allocations	295,584	237,143	280,634	309,490
Sub-Total before Admin Costs	9,920,467	8,721,506	10,885,078	13,414,223
Administrative Costs	420,846	310,018	421,605	534,202
TOTAL COST	10,341,314	9,031,523	11,306,682	13,948,425
Plus / minus incentives committed for future (timing)	(124,006)	5,197,121	51,000	(2,710,001)
Total Expense, Activity Basis	10,217,308	14,228,644	11,357,682	11,238,424

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Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

Renewable Energy – Other Renewables

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

2015 Strategies & Activities

1. Complete projects currently under contract. *In support of Element 1 of Energy Trust's strategic plan: Support all eligible renewable technologies.*
 - a. Two hydro and two biopower projects are forecast to begin operating in 2015, – a total of 1.89 aMW.
2. Build the pipeline of projects through deployment of project development assistance, collaboration with other organizations, and outreach. *In support of Element 2 in Energy Trust's strategic plan: Emphasize market and project development support.*
 - a. Deploy up to \$400,000, or more if needed, in project development assistance incentives accounting to existing program structures.
 - b. Evaluate the utilization of competitive processes in deploying development assistance incentives greater than \$150,000.
 - c. Perform outreach activities to strategic targets: wastewater treatment plant biogas projects and irrigation district hydro projects.
3. Improve the performance of existing projects and share lessons learned. *In support of Element 2 in Energy Trust's strategic plan: Utilize experience gained and lessons learned from completed projects to help future projects.*
 - a. Gather and analyze operations and maintenance costs for biopower projects to understand cost drivers and best practices for current and future projects.
 - b. Develop new incentive offering to assist previously incentivized commercially operating projects that have the potential to operate more efficiently, improve technical performance, and/or reduce yearly expenses after achieving commercial operation.
4. Continue to use competitive approaches for deploying larger project installation incentives. *In support of Element 3 in Energy Trust's strategic plan: Use competitive approaches to fund new projects and market solutions for projects receiving non-standard incentives.*
 - a. Continue utilizing two-tiered structure for distributing incentives. Installation incentives under \$150,000 are distributed on a non-competitive first-come, first-served basis. Incentives larger than this are distributed using a competitive approach.
 - b. Evaluate including large-scale solar in at least one of the two planned competitive solicitations to expedite the process of shifting dollars if no non-solar projects are available.
 - c. If funds are not distributed fully following the first competitive solicitation, examine alternatives to the competitive process for the remainder of the year to more quickly deploy funds.
 - d. Coordinate the scheduling of competitive processes with other funders to the extent practical.

2015 New Initiatives & Focus Areas**1. Execute the first year of a hydropower initiative**

One of the key parts of our outreach efforts in 2015 will be a hydropower initiative involving work with irrigation districts, irrigators, and collaborating organizations. We anticipate helping irrigation districts develop long-term water management plans identifying water conservation, energy conservation, and energy generation opportunities.

2. Gather, analyze and share project performance information, including operations and maintenance costs.

Enough projects are operating in Oregon to provide useful information about typical costs and best practices. Staff will gather and analyze this information, looking for opportunities to better understand the drivers of these costs and learn and apply lessons.

3. Develop a new offering to assist existing projects in optimizing performance.

Staff will roll out a new offering to assist previously incentivized commercially operating projects that have the potential to operate more efficiently, improve technical performance, and/or reduce yearly expenses.

4. Build on existing relationships in the wastewater sector, and develop relationships and market understanding in forest biomass and food processing sectors

We will continue to build on our strong relationships with wastewater utilities because there is good potential for additional

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Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

Renewable Energy – Other Renewables

projects. Staff will step up outreach and relationship-building in woody biomass and food processing to better understand the market actors, economics, and potential role for Energy Trust.

5. Implement results of REC study to be completed in 2014

Staff will analyze the implications of our current REC study and make recommendations for program design and potentially, policy changes.

2016 Planned Activities

1. Continue to focus on pipeline-building.
2. Continue outreach initiatives in hydro and bio, using results from 2015 to adjust tactics.
3. Evaluate project applications that result from 2015 pipeline-building efforts.
4. Support a portfolio of technologies with custom incentives and project development assistance.

Targets

	ACTIVITY BASIS			ACCOUNTING BASIS		
	BUDGET (\$ millions)	GOAL aMW	COST (\$ mils / aMW)	BUDGET (\$ millions)	GOAL aMW	COST (\$ mils / aMW)
2014 Forecast	\$1.3	0.00	\$0.0	\$5.1	1.24	\$4.1
2015 Budget	\$11.6	1.82	\$6.4	\$4.7	1.99	\$2.3
2016 Projection	\$6.7	0.90	\$7.5	\$9.3	1.07	\$8.7

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Incentives	\$5,335,459	\$4,137,023	\$3,532,173	\$8,014,321
ETO expenses				
Staffing	544,584	496,779	499,493	532,273
Marketing	55,000	7,000	8,000	8,000
Other Services	197,000	83,815	199,000	139,000
General	38,400	13,968	20,225	20,225
Allocations	219,627	172,929	200,733	217,075
Sub-Total before Admin Costs	6,390,070	4,911,514	4,459,625	8,930,894
Administrative Costs	254,779	153,536	204,040	350,367
TOTAL COST	6,644,849	5,065,050	4,663,665	9,281,261
Plus / minus incentives committed for future (timing)	1,145,068	(3,736,322)	6,972,826	(2,539,321)
Total Expense, Activity Basis	7,789,917	1,328,728	11,636,491	6,741,940

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Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

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

Purpose: Provides strategic and quantitative planning, reporting and evaluation for energy efficiency programs, renewable energy programs and organizational initiatives. Contributes to all Energy Trust strategic goals, including energy savings and generation acquisition and demonstrating organizational transparency and accountability. Supports and enhances accelerated acquisition capabilities for program and support staff. Energy Trust lead for new technology development.

2015 Strategies & Activities

1. Provide reliable estimates of program savings and generation through impact evaluations, and constructive feedback to programs through process evaluations. Major evaluations in 2015 include process and impact evaluations for Production Efficiency, Existing Buildings, Existing Homes and New Homes programs.
2. Continue to work with programs on the development and evaluation of new and existing pilots and program initiatives.
3. Develop a continuous improvement process for energy efficiency resource estimates to keep up with acceleration of codes and standards, market changes and new technology, as well as avoided cost updates.
4. Provide support for annual utility funding level agreements.
5. Continue surveying customers about their satisfaction and investment decision-making process through Fast Feedback survey tool. Continue to field the annual Residential Awareness survey. Residential impact evaluations will continue being done in-house with an outside expert review team.
6. Evaluation will continue to work with programs on developing and evaluating pilots.
7. Continue working with the Northwest Energy Efficiency Alliance (NEEA) on its commercial and industrial stock assessments, and other regional research projects and market data collection.
8. Help business sector programs to develop technically solid and cost-effective bundles of measures and streamlined calculation procedures to reduce transaction costs and encourage deeper savings.
9. Assure reliable, consistent and high-quality reporting of savings and generation through the annual and quarterly reports to the Oregon Public Utility Commission (OPUC) and board, the biennial legislative report, the annual summary of economic impacts and other reports.
10. Work with NEEA, Portland State University and others to encourage and test highest-priority emerging technologies for gas and electric efficiency. Focus is on efficient manufactured homes, efficient dryers, absorption heat pump water heaters, window coverings and rooftop HVAC controls.
11. Refine forecasts and reporting of market transformation savings based on efficient equipment standards and building codes (e.g., commercial lighting). Refine program strategies to support codes and standards.

2015 New Initiatives & Focus Areas

1. Develop an implementation strategy for the Energy Trust 2015-2019 Strategic Plan.
2. Assist programs in adapting to changes in gas and electric avoided costs that take effect for programs January 1, 2015.
3. Assess potential to work with Pacific Power and Portland General Electric to help Bonneville Power Administration address a transmission constraint with a mix of demand-side approaches.
4. Explore possible Energy Trust role to assist natural gas utilities in running programs to reduce carbon emissions.
5. Assist the OPUC in commenting on draft Environmental Protection Agency power plant carbon regulations, which may employ energy efficiency and renewable energy as a tool to mitigate carbon releases from power plants.
6. Help programs develop strategies and measures to improve cost-effectiveness.
7. Improve integration between Energy Trust incentives and state tax credits.
8. Develop and maintain databases that link utility customer information, FastTrack, Customer Relationship Management and third-party databases to facilitate program analysis and evaluation.
9. Develop at least one additional targeted marketing approach utilizing utility billing data for identifying the target market.
10. Incorporate Commercial Buildings Stock Assessment into Energy Trust conservation supply estimates.
11. Assist the Northwest Power and Conservation Council in developing its seventh regional power plan. Leverage the council's analysis to improve and check on Energy Trust plans.
12. Work with the OPUC to develop specific performance measures for NEEA emerging technology work and for Energy Trust pilot programs.

2016 Planned Activities

1. 2016 will see many of the same evaluation, resource planning and reporting activities.
2. By 2016, as new manufacturing standards for lighting, water heating and other equipment take full effect in the market, and as some new technology options mature, focus will increasingly be on technology market introduction.

2015-2016 DRAFT BUDGET & ACTION PLAN

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

Year	Annual Expense (\$M)	
2014 Forecast	\$	4.7
2015 Budget	\$	4.8
2016 Projection	\$	4.7

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
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Program Specific Planning and Eval

Evaluation Services	\$2,071,000	\$1,996,479	\$2,071,000	\$1,660,000
Planning Services	448,001	318,001	409,900	365,900
Total Program Specific P&E	2,519,001	2,314,480	2,480,900	2,025,900

General Planning and Evaluation

Evaluation Services	71,000	135,000	131,000	191,000
Planning Services	468,000	373,000	109,000	207,300
Staffing	1,468,961	1,333,240	1,565,230	1,669,393
General	101,750	101,750	56,050	32,000
Allocations	548,468	417,490	494,058	529,317
Total General P&E	2,658,179	2,360,480	2,355,339	2,629,010

GRAND TOTAL

GRAND TOTAL	5,177,180	4,674,960	4,836,239	4,654,910
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General Communications

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

2015 Strategies & Activities

1. Produce and distribute public annual report and results information; quarterly, annual and joint utility marketing reports to the Oregon Public Utility Commission; public presentations, fact sheets, case studies and other general communications.
2. Develop and distribute public relations content and materials, such as press releases, board and committee notes, and Synergy e-newsletter/blog, highlighting customer success stories, results information and collaborations.
3. Respond to media, legislative and stakeholder inquiries about energy issues, Energy Trust programs and associated data.
4. Support communications and public engagement for 2016-2017 budget and action plan development.
5. Ensure consistent Energy Trust representation in all territories through coordination with regional outreach representatives, program-specific outreach and utility outreach efforts, where applicable.
6. Lead outreach initiatives with external groups to engage customers through membership and community organizations.
7. Invest sponsorship dollars in alignment with guidelines, program marketing and general awareness objectives.
8. Develop and maintain energytrust.org, social media pages, email management systems, mobile site and other online properties; provide content, tools, online incentive applications and other functionality to support customer awareness and drive engagement in Energy Trust offers.
9. Provide coordinated media planning, buying and creative services for Energy Trust program and general advertising. Collaborate with utilities on co-branded advertising and marketing efforts, looking for opportunities to expand efforts in this area.
10. Provide coordinated creative and production services for programs and the organization, including writing, graphic design, photography, videography, presentations, on-demand webinars and grant writing, utilizing contracted and in-house resources.
11. Lead cross-sector marketing initiatives and guide program-based marketing activities with systems and tools; ensure alignment with Energy Trust strategic goals, objectives and legal requirements. Reinforce brand, accuracy, consistency and customer-focused tone through brand guidelines reinforcement. Coordinate with utilities.
12. Support the acquisition of deeper knowledge of customers and effective engagement by mining customer activity and feedback sources, analyzing marketing results, conducting market research and synthesizing/sharing learnings.
13. Provide communications and marketing support for Other Renewables program, and for program initiatives with significant new customer or stakeholder engagement elements or reporting requirements.
14. Support continued development of Customer Relationship Management (CRM) and integrated marketing management information systems and advise on program targeted marketing activities.
15. Provide subject matter expertise and project support for ongoing Integrated Solutions Implementation Projects, Business Intelligence reporting and web integration developments.
16. Support effective internal/employee communications through internal newsletter (Pit Stop), SharePoint home page (Staff Net) content development and staff meeting content.

2015 New Initiatives & Focus Areas

1. Leverage expanded general outreach resources hired in 2014 to support customer awareness, develop relationships and to reach and serve customers; support deeper engagement with local business and civic leaders, city, county and state officials, utilities, customers, associations and news-media. Build and reinforce coordination and communication with program-based outreach resources, looking for opportunities to reduce program-specific outreach costs. Support further development of relationship management database to facilitate tracking of leads and opportunities, and stakeholder relations.
2. Continue work to evolve marketing and brand strategy in response to program design changes and strategic plan priorities, new target marketing capabilities and other factors.
3. Continue general program awareness advertising developed in 2014 to support customer awareness of Energy Trust programs and services; collaborate with business programs on a joint campaign to highlight services for businesses.
4. Develop a shared digital strategy and roadmap for Energy Trust's online and interactive activities, informed by program, marketing, communications, customer service, finance/human resources, legal and IT needs, resources and expertise.
5. Complete comprehensive website user experience review to inform future website improvements in alignment with program strategies for expanding participation and cost management. Continue development of priority online tools and web forms to support program delivery cost savings.
6. Develop accessible online educational resources for customers to assist decision making as Energy Trust removes or modifies incentives and support for some measures; refer customers to alternate resources and programs as appropriate.
7. Respond to Management Review suggestion to reduce reporting content for one or more OPUC reports, alleviating reporting workload for program managers, in collaboration with the OPUC.
8. Respond to Management Review suggestion to identify streamlining opportunities in marketing, taking steps to consolidate

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

General Communications

marketing activities that create cost savings and can be supported by existing staff. First steps include centralizing media buying, shifting advertising concept development and strategy from PMCs to in-house marketing managers with support from Energy Trust's contracted advertising agency, and shifting PMC marketing focus to measure-specific tactics.

9. Be accessible and responsive to OPUC, Legislature, Governor's office, state agencies and the public during 2015 legislative session; track on proposed legislation affecting energy efficiency and renewable energy and serve as technical and information resource in coordination with OPUC; provide communications support for Energy Trust input into OPUC large customer funding docket, and for program changes resulting from public policy.

2016 Planned Activities

Continue activities that support Energy Trust goals and meet emerging needs.

Targets

Year	Annual Expense (\$M)
2014 Forecast	\$ 2.3
2015 Budget	\$ 2.9
2016 Projection	\$ 3.0

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
ETO expenses				
Staffing	1,194,059	979,405	1,331,543	1,420,016
Marketing	703,700	696,700	720,500	720,500
Other Services	357,500	282,500	377,000	377,000
General	73,240	43,240	59,500	53,500
Allocations	421,205	320,613	411,106	440,445
Total	2,749,704	2,322,458	2,899,649	3,011,461

Customer Service & Trade Ally Management

Purpose: Ensures a positive customer experience through leadership on customer experience values, customer service protocols and policies; leadership and support for Customer Relationship Management (CRM) systems, customer data and reporting; management of call center services, forms development, online customer access tools and training of Energy Trust representatives; response to customer inquiries; complaint resolution; and process improvement activities.

Provides a network of approved skilled trade contractors and allied professionals to engage customers in all areas of the state through general communication, strategy and systems support. Activities include developing new ally definitions and groups based on program need, managing requirements and benefits, enrolling new allies, verifying insurance requirements are met, guiding programs in improving contractor participation in the network, maintaining a central communication channel for all allies, and helping develop information systems that support network management needs.

2015 Customer Service Strategies & Activities

- Establish and reinforce standards for customer service utilized by general and program-based call centers; perform regular quality assurance activities with each call center.
- Maintain information sharing systems and provide training for customer service representatives so they are prepared to assist customers with current offers and incentives information.
- Work with utility, Oregon Department of Energy, and Oregon Public Utility Commission call centers to share customer triage strategies depending on needs; provide training and materials to support effective routing of calls.
- Respond to customer complaints in a timely manner; share customer feedback to improve programs and processes; report to the OPUC.
- Support ongoing development and use of CRM to ensure customer information tracking needed for program delivery, customer service, marketing and reporting functions, and to inform/enhance future program and outreach strategy.
- Manage customer-friendly paper and web forms development and implementation processes; facilitate communication between IT and programs, vetting and prioritizing forms changes to meet program requirements and support energy savings needs; apply best practices to gain processing efficiencies.

2015 Customer Service New Initiatives & Focus Areas

1. Evolve customer experience strategy in response to cost management efforts; provide the customer perspective as trade-offs in service levels are considered and prioritized; sustain a positive experience for customers.
2. Sustain quality customer service through Products Program Management Contract transition and Existing Homes program redesign and transition; ensure Program Management Contractor representatives are trained and able to support Energy Trust expectations.
3. Streamline service level agreements and program call monitoring processes to establish consistency across programs so metrics can be established to measure program performance in call quality.
4. Identify requirements and priorities for new web forms; work with IT and programs to ensure effective, user-friendly forms.
5. Collaborate with marketing and programs to build strategies that push customers and contractors to web forms.
6. Continue application of customer-friendly paper form template as forms are revised; track on process improvements.
7. Support expanded participation by mapping out traditional and future, technology-based communication channels and cross referencing with program priorities; identify priorities for optimizing existing channels and developing new channels to engage diverse customers and contractors.
8. Prioritize CRM enhancements that offer greater visibility into customers and enhanced usability; champion CRM governance to ensure process efficiency and continuous improvement; develop customer data dashboard to inform customer service, marketing, program design and reporting efforts.

2015 Trade Ally Strategies & Activities

- Maintain network of trade and program allies to reach diverse customer segments and deliver energy savings; oversee enrollment, termination, retention of records and CRM systems; support new ally group development and targeted trade ally strategies as driven by program needs; identify gaps in network and strategies to address; identify and mitigate risks.
- Update trade allies on program offers, changes, and opportunities via the website, online calendars, roundtables, surveys, distance learning and through the Insider e-newsletter.
- Manage the systems supporting enrollment and network management, insurance verification and other requirements. Remove trade allies in violation of agreements. Use escalation procedures and additional reporting capabilities to manage network growth or reductions. Support ongoing CRM and SharePoint development as the foundation for trade ally management activities.
- Support efforts to engage trade allies and customers cost-effectively with online tools; implement online enrollment, further enhance the online trade ally search tool, trade ally web content and online project tracking portal for trade allies.
- Provide training for program- and PMC-based trade ally staff and for trade allies to increase understanding of network requirements; ensure trade allies have knowledge of Energy Trust programs and customer services.
- Support adoption of trade ally rating systems as driven by program strategy; maintain and evaluate systems in

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

Customer Service & Trade Ally Management

existence.

- Track and resolve customer complaints about trade allies and trade ally complaints about program processes; share information with programs to ensure continuous improvement.
- Manage trade ally survey and evaluations; share trade ally feedback and learnings; advise and support program design and continuous improvement efforts based on evaluation and feedback.
- Remain knowledgeable of active trade ally and non-trade ally contractors in the market offering energy services; monitor communication and marketing approaches.

2015 Trade Ally New Initiatives & Focus Areas

1. Implement and improve online enrollment and ally management systems completed in late 2014, track on time savings and process efficiencies; assign staff resources to other system development projects.
2. Adjust roundtables approach based on program design changes; reduce frequency and target according to strategies for expanding participation. Develop key trade ally feedback groups in regional markets.
3. Gather trade ally input to improve usability of the website, online portal, online training and other web-based tools.
4. Develop orientation for program-based trade ally coordinators to equip them with information they need to engage with allies effectively, particularly for new PMCs and call center staff during transitions.
5. Based on trade ally evaluation recommendations, explore changes to Trade Ally Network requirements to reduce barriers for non-trade ally contractors and trade allies; prioritize requirements changes that align with program strategies, appropriately manage risk and reduce administrative work.
6. Support and supplement programs' sales training initiatives to utilize trade allies as a sales force.

2016 Planned Activities

Continue activities that support Energy Trust's ability to meet customer service performance metrics, ensure trade ally engagement in savings acquisition and meet emerging needs.

Year	Annual Expense (\$M)
2014 Forecast	\$ 1.0
2015 Budget	\$ 0.9
2016 Projection	\$ 1.0

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Staffing	609,734	619,562	537,513	573,680
Marketing	5,000	5,000	3,500	3,500
Website	5,000	5,000	3,000	3,000
Other Services	77,000	67,000	37,000	36,000
General	219,700	163,700	180,800	180,800
Allocations	216,406	164,723	181,423	194,371
GRAND TOTAL	1,132,840	1,024,985	943,236	991,351

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

Management & General

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

2015 Strategies & Activities

1. Seek continued improvements in program and administrative efficiencies, identifying metrics to measure productivity gains where practical and worthwhile
2. Expand and leverage relationships with utilities, key stakeholders, energy efficiency and renewable energy affiliates and other organizations who can help increase access to geographically and demographically diverse customers
3. Support ongoing program improvements that make it easy for participants to engage with Energy Trust and participate in its programs
4. Manage risk, corporate compliance, human resources, financial reporting, audit, and facilities
5. Support the board of directors

2015 – 2016 New Initiatives & Focus Areas

1. Begin implementation of 2015-2019 Strategic Plan
2. Initiate focus to ensure Energy Trust reaches geographically as well as demographically diverse populations
3. Begin implementation of 2014 Management Review
4. Engage in LEAN process improvements
5. Fully automate procurement process
6. Complete administrative staffing assessment
7. Develop internal operating metrics to better capture, measure and monitor productivity gains
8. Finalize succession strategies for Executive Director and Management Team members while creating clearer pathways for career development for all employees. Implement human resources initiatives to improve workforce efficiency and engagement.
9. Complete the electronic document retention strategy to ensure compliance and security
10. Continue to enhance financial forecasting, budgeting methods and monitoring

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

Management & General

Year	Annual Expense (\$M)	
2014 Forecast	\$	2.9
2015 Budget	\$	3.2
2016 Projection	\$	3.3

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Staffing	2,120,253	1,901,659	2,065,515	2,241,650
Other Services	679,070	409,200	379,688	214,759
General	244,340	142,152	205,645	202,620
Allocations	625,131	476,062	598,933	641,751
Total	3,668,795	2,929,073	3,249,781	3,300,780

Information Technology

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

2015 Strategies & Activities

1. Continue building prioritization and work processes involving staff, PMC staff and external stakeholders to ensure that IT is effectively meeting highest value program and support group needs and contributing to continuous improvement initiatives.
2. Strengthen the quality and improve the functionality and usability of applications for financial, project and savings tracking, Customer Relationship Management and Business Intelligence reporting.
3. Enhance data quality and increase accessibility to information.
4. Ensure system stability and performance by building on existing infrastructure architecture.

2015 New Initiatives & Focus Areas**Building prioritization & work processes**

1. Continue work with Business Systems Prioritization team and IT Steering Committee in prioritizing technology solutions to business problems and opportunities.
2. Provide increased availability of IT resources for ongoing systems enhancements in support of increased productivity across the organization.
3. Implement mechanism to track value of systems enhancements to create visibility to return on investment for systems improvements.
4. Enhance engagement with programs and external stakeholders in delivering functionality through the Integrated Solutions Implementation Project (ISIP).
5. Focus on continued high level of responsiveness to immediate, as well as longer-term needs, of users as internal customers of IT.

Strengthen applications

1. Complete systems development and implementation for phase 2 of the ISIP.
2. Continue extending functionality of Microsoft Dynamics Customer Relationship Management application to enhance customer experience and enable execution of marketing campaigns.
3. Assess potential new solutions for planning, budgeting and forecasting.
4. Implement system to automate procurement activities across the organization.

Enhance data quality

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

Ensure system stability

1. Conduct a broad assessment of systems architecture including web architecture and create improvement plan based on that assessment.
2. Assess cloud-based solution as a platform for some areas of systems functionality and potentially for disaster recovery and implement a subset as a proof of concept.
3. Continue replacement of servers and other backbone hardware as part of regular schedule to ensure availability and performance improvements.

2016 Planned Activities

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

2015-2016 DRAFT BUDGET & ACTION PLAN

Acquire cost-effective energy efficiency, accelerate renewable energy investment, expand participation, continuously improve operations, be accessible, communicate.

Information Technology**Targets**

Year	Annual Expense (\$M)	
2014 Forecast	\$	2.4
2015 Budget	\$	3.3
2016 Projection	\$	3.6

	2014 Budget	2014 Forecast	2015 Budget	2016 Projection
Staffing	2,083,855	1,449,336	1,862,442	1,932,745
Other Services	437,500	214,000	251,000	230,000
General				
Supplies and Equipment	160,440	88,440	89,700	95,000
Software	269,330	188,330	196,340	220,000
Depreciation	335,013	197,816	589,902	798,773
General	163,200	96,200	106,200	105,000
Allocations	172,800	170,988	166,443	171,599
Total General	1,100,783	741,774	1,148,585	1,390,372
GRAND TOTAL	3,622,138	2,405,110	3,262,027	3,553,117

2014 Forecast Recap

ENERGY EFFICIENCY

	BUDGET (\$M)			ELECTRIC		GAS	
	ELECTRIC	GAS	TOTAL	ELECTRIC SAVINGS GOAL (aMW)	Levelized Cost per kWh (in cents)	Annual Therms	Levelized Cost per Therm (in cents)
Commercial							
Business Energy Solutions – Existing Buildings	37.4	6.3	43.8	15.6	3.1	2,095,274	31.18
Business Energy Solutions – New Buildings	12.5	1.7	14.2	5.1	2.8	657,639	21.77
Mkt Transformation (Alliance)	2.7	0.1	2.8	1.3	2.4		
Total Commercial	52.6	8.1	60.7	22.0	3.0	2,752,913	28.66
Industrial							
Production Efficiency	27.8	2.1	30.0	15.9	2.2	900,345	26.87
Mkt Transformation (Alliance)	1.0	0.0	1.0	0.3	5.4		
Total Industrial	28.9	2.1	31.0	16.2	2.3	900,345	26.87
Residential							
Home Energy Solutions – Existing Homes	14.9	7.3	22.2	5.0	3.1	1,089,040	50.00
Home Energy Solutions – New Homes & Products	19.1	4.5	23.6	8.6	3.5	1,020,343	31.24
Mkt Transformation (Alliance)	4.7	0.1	4.7	3.9	2.1		
Total Residential	38.6	11.8	50.4	17.6	3.0	2,109,383	40.92
Washington							
Business Energy Solutions – Existing Buildings		0.6	0.6			137,031	28.59
Home Energy Solutions – Existing Homes		0.4	0.4			57,185	49.97
Home Energy Solutions – New Homes & Products		0.3	0.3			52,660	48.33
Total Washington		1.3	1.3			246,876	37.20
Total Energy Efficiency	\$120.1	\$23.4	\$143.5	55.781	2.8	6,009,518	33.28

RENEWABLE RESOURCES

	ACTIVITY BASIS		ACCOUNTING BASIS	ACTIVITY BASIS		ACCOUNTING BASIS	
	BUDGET (\$M)		BUDGET (\$M)	ELECTRIC GENERATION GOAL (aMW)	(\$mils/ aMW)	ELECTRIC GENERATION GOAL (aMW)	(\$mils/ aMW)
Other Renewables	1.3		5.1	0.00	0.00	1.24	4.09
Solar Electric	14.2		9.0	3.28	4.33	1.15	7.88
Total Renewable Resources	\$15.6		\$14.1	3.28	4.74	2.38	5.91

TOTAL BUDGET - ALL

\$157.6

† some columns may not add due to rounding

ENERGY TRUST OF OREGON
Income Statement by Service Territory
2014 Forecast

	ENERGY EFFICIENCY						Oregon Total	NWN WA	Efficiency Total
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade			
REVENUES									
Public Purpose Funding	\$28,373,279	\$21,746,304	\$50,119,583		\$18,311,245	\$2,660,569	\$71,091,397		\$71,091,397
Incremental Funding	51,647,545	26,791,562	78,439,107	3,073,052			81,512,159	1,054,354	82,566,513
Consumer Owned Electric Funding Contributions									
Special Projects									
Revenue from Investments									
Gain or Loss on Investments									
TOTAL PROGRAM REVENUE	80,020,824	48,537,866	128,558,690	3,073,052	18,311,245	2,660,569	152,603,556	1,054,354	153,657,910
EXPENSES									
Program Management (Note 3)	2,548,657	1,620,236	4,168,893	143,962	750,339	124,093	5,187,291	158,424	5,345,715
Program Delivery	22,524,969	15,265,896	37,790,864	932,318	4,604,163	541,958	43,869,305	324,893	44,194,198
Incentives	39,275,954	23,358,999	62,634,953	1,255,525	9,128,826	994,082	74,013,387	575,216	74,588,603
Program Eval & Planning Svcs.	2,282,779	1,465,070	3,747,850	65,495	596,086	56,519	4,465,946	56,829	4,522,775
Program Marketing/Outreach	2,666,049	1,660,929	4,326,979	44,872	1,084,425	82,827	5,539,101	72,900	5,612,001
Program Quality Assurance	80,602	55,047	135,649	466	45,833	3,052	185,000	0	185,000
Outsourced Services	642,209	403,730	1,045,939	24,007	201,359	21,243	1,292,550	1,050	1,293,600
Trade Allies & Cust. Svc. Mgmt.	421,639	285,026	706,665	4,896	227,946	15,508	955,015	27,826	982,841
IT Services	650,141	417,184	1,067,324	15,899	248,966	20,828	1,353,019	32,277	1,385,296
Other Program Expenses - all	288,208	183,719	471,929	10,312	84,573	8,215	575,028	37,054	612,082
TOTAL PROGRAM EXPENSES	71,381,207	44,715,836	116,097,045	2,497,752	16,972,516	1,868,325	137,435,642	1,286,469	138,722,111
ADMINISTRATIVE COSTS									
Management & General (Notes 1 & 2)	1,372,687	858,011	2,230,697	45,704	331,561	36,182	2,644,144	26,300	2,670,444
Communications & Customer Svc (Notes 1 & 2)	1,088,668	680,357	1,769,025	36,343	262,739	28,700	2,096,807	20,729	2,117,536
Total Administrative Costs	2,461,355	1,538,368	3,999,722	82,047	594,300	64,882	4,740,951	47,029	4,787,980
TOTAL PROG & ADMIN EXPENSES	73,842,562	46,254,204	120,096,767	2,579,799	17,566,816	1,933,207	142,176,593	1,333,498	143,510,091
TOTAL REVENUE LESS EXPENSES	6,178,262	2,283,662	8,461,923	493,253	744,429	727,362	10,426,963	(279,144)	10,147,819
NET ASSETS - RESERVES									
Cumulative Carryover at 12/31/13 (Note 4)	24,483,032	11,560,814	36,043,846	356,235	8,569,670	658,260	45,628,011	473,674	46,101,685
Change in net assets this year	6,178,262	2,283,662	8,461,923	493,253	744,429	727,362	10,426,963	(279,144)	10,147,819
Ending Net Assets - Reserves	30,661,294	13,844,476	44,505,769	849,488	9,314,099	1,385,622	56,054,974	194,530	56,249,504
Ending Reserve by Category									
Program Reserves (Efficiency and Renewables)	30,661,294	13,844,476	44,505,769	849,488	9,314,099	1,385,622	56,054,974	194,530	56,249,504
Assets Released for General Purpose									
Emergency Contingency Pool									
TOTAL NET ASSETS CUMULATIVE	30,661,294	13,844,476	44,505,769	849,488	9,314,099	1,385,622	56,054,974	194,530	56,249,504

Note 1) Management & General and Communications & Customer Service Expenses (Administrative) have been allocated based on total expenses.

Note 2) Admin costs are allocated for mgmt reporting only. GAAP for Not for Profits does not allow allocation of admin costs to program expenses.

Note 3) Program Management costs include both outsourced and internal staff.

Note 4) Cumulative carryover at 12/31/2013 reflects audited results.

ENERGY TRUST OF OREGON
Income Statement by Service Territory
2014 Forecast

	RENEWABLE ENERGY			Other	TOTAL
	PGE	PacifiCorp	Total		All Programs
REVENUES					
Public Purpose Funding	\$8,457,013	\$6,227,804	\$14,684,817		\$85,776,213
Incremental Funding					82,566,513
Consumer Owned Electric Funding Contributions					
Special Projects					
Revenue from Investments				245,743	245,743
Gain or Loss on Investments					
TOTAL PROGRAM REVENUE	8,457,013	6,227,804	14,684,817	245,743	168,588,469
EXPENSES					
Program Management (Note 3)	416,485	556,069	972,554		6,318,269
Program Delivery	130,800	99,200	230,000		44,424,198
Incentives	5,645,076	5,737,200	11,382,276		85,970,879
Program Eval & Planning Svcs.	82,917	67,695	150,612		4,673,387
Program Marketing/Outreach	113,332	57,668	171,000		5,783,001
Program Quality Assurance	0	851	851		185,851
Outsourced Services	231,417	106,682	338,099		1,631,699
Trade Allies & Cust. Svc. Mgmt.	27,748	14,396	42,144		1,024,985
IT Services	79,971	97,069	177,041		1,562,337
Other Program Expenses - all	87,405	81,038	168,444		780,526
TOTAL PROGRAM EXPENSES	6,815,151	6,817,868	13,633,021		152,355,132
ADMINISTRATIVE COSTS					
Management & General (Notes 1 & 2)	133,325	125,305	258,630		2,929,074
Communications & Customer Svc (Notes 1 & 2)	104,995	99,929	204,924		2,322,460
Total Administrative Costs	238,320	225,234	463,554		5,251,534
TOTAL PROG & ADMIN EXPENSES	7,053,471	7,043,102	14,096,575		157,606,666
TOTAL REVENUE LESS EXPENSES	1,403,542	(815,298)	588,242	245,743	10,981,803
NET ASSETS - RESERVES					
Cumulative Carryover at 12/31/13 (Note 4)	12,041,462	11,793,715	23,835,177	7,993,710	77,930,572
Change in net assets this year	1,403,542	(815,298)	588,242	245,743	10,981,803
Ending Net Assets - Reserves	13,445,004	10,978,417	24,423,419	8,239,453	88,912,375
Ending Reserve by Category					
Program Reserves (Efficiency and Renewables)	13,445,004	10,978,417	24,423,419	3,239,453	83,912,375
Assets Released for General Purpose					
Emergency Contingency Pool				5,000,000	5,000,000
TOTAL NET ASSETS CUMULATIVE	13,445,004	10,978,417	24,423,419	8,239,453	88,912,375

Note 1) Management & General and Communications & Customer Service Expenses (Administrative) have been allocated based on total expenses.

Note 2) Admin costs are allocated for mgmt reporting only. GAAP for Not for Profits does not allow allocation of admin costs to program expenses.

Note 3) Program Management costs include both outsourced and internal staff.

Note 4) Cumulative carryover at 12/31/2013 reflects audited results.

Energy Trust of Oregon
Statement of Functional Expenses
2014 Forecast

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total
Program Expenses							
Incentives/ Program Management & Delivery	\$125,530,847	\$11,635,276	\$137,166,122				\$137,166,122
Payroll and Related Expenses	2,858,666	949,554	3,808,220	1,901,659	979,405	2,881,064	6,689,284
Outsourced Services	5,072,080	581,950	5,654,030	409,200	979,200	1,388,400	7,042,430
Planning and Evaluation	2,280,295	78,612	2,358,907	1,574		1,574	2,360,480
Customer Service Management	583,652	24,094	607,746				607,746
Trade Allies Network	399,189	18,050	417,239				417,239
Total Program Expenses	136,724,728	13,287,536	150,012,264	2,312,433	1,958,605	4,271,037	154,283,301
Program Support Costs							
Supplies	10,890	3,530	14,420	10,089	4,872	14,961	29,381
Postage and Shipping Expenses	3,112	1,110	4,222	1,821	1,231	3,052	7,274
Telephone	4,575	1,419	5,994	3,207	2,698	5,905	11,899
Printing and Publications	77,528	16,045	93,573	1,194	4,604	5,799	99,372
Occupancy Expenses	209,559	74,787	284,345	122,658	82,882	205,540	489,886
Insurance	30,560	10,906	41,466	17,887	12,087	29,974	71,440
Equipment	11,238	4,011	15,249	6,578	4,445	11,023	26,272
Travel	67,850	6,000	73,850	48,823	23,000	71,823	145,673
Meetings, Trainings & Conferences	75,617	12,149	87,765	78,084	12,165	90,249	178,014
Interest Expense and Bank Fees				2,500		2,500	2,500
Depreciation & Amortization	44,476	15,873	60,349	26,033	17,591	43,623	103,972
Dues, Licenses and Fees	75,983	22,366	98,349	6,294	1,820	8,114	106,463
Miscellaneous Expenses	695	248	942	1,127	275	1,401	2,344
IT Services	1,385,295	177,040	1,562,335	290,345	196,185	486,530	2,048,865
Total Program Support Costs	1,997,377	345,484	2,342,861	616,640	363,853	980,494	3,323,354
TOTAL EXPENSES	138,722,104	13,633,020	152,355,124	2,929,073	2,322,458	5,251,531	157,606,655

OPUC Measure vs. 9% **4.5%**

Energy Trust of Oregon
Summary by Service Territory and Program
2014 Forecast

	PGE	Pacific Power	Subtotal Elec.	NWN Industrial	NW Natural Gas	Cascade	Subtotal Gas	Oregon Total	NWN WA	ETO Total
Energy Efficiency										
Commercial										
Existing Buildings	24,446,313	12,973,807	37,420,120	891,157	4,727,443	722,755	6,341,356	43,761,476	588,806	44,350,282
New Buildings	7,940,989	4,524,389	12,465,378	218,955	1,261,220	215,440	1,695,615	14,160,993		14,160,993
NEEA	1,614,454	1,121,909	2,736,362		61,039	3,896	64,936	2,801,298		2,801,298
Total Commercial	34,001,757	18,620,104	52,621,861	1,110,111	6,049,703	942,092	8,101,906	60,723,767	588,806	61,312,573
Industrial										
Production Efficiency	15,961,159	11,880,590	27,841,749	1,469,688	480,735	180,079	2,130,503	29,972,252		29,972,252
NEEA	610,010	423,905	1,033,915					1,033,915		1,033,915
Total Industrial	16,571,169	12,304,495	28,875,664	1,469,688	480,735	180,079	2,130,503	31,006,167		31,006,167
Residential										
Existing Homes	8,329,210	6,524,935	14,854,145		6,964,665	346,612	7,311,277	22,165,422	405,919	22,571,341
New Homes/Products	12,193,017	6,895,451	19,088,468		4,010,750	460,536	4,471,286	23,559,754	338,770	23,898,524
NEEA	2,747,409	1,909,217	4,656,626		60,961	3,891	64,852	4,721,478		4,721,478
Total Residential	23,269,636	15,329,603	38,599,239		11,036,375	811,039	11,847,415	50,446,654	744,689	51,191,343
Energy Efficiency Program Costs	73,842,562	46,254,202	120,096,765	2,579,800	17,566,814	1,933,210	22,079,823	142,176,588	1,333,495	143,510,083
Renewables										
Solar Electric (Photovoltaic)	6,106,689	2,924,835	9,031,524					9,031,524		9,031,524
Other Renewable	946,783	4,118,267	5,065,050					5,065,050		5,065,050
Renewables Program Costs	7,053,472	7,043,102	14,096,574					14,096,574		14,096,574
Cost Grand Total	80,896,035	53,297,304	134,193,339	2,579,800	17,566,814	1,933,210	22,079,823	156,273,162	1,333,495	157,606,657

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
2014 Forecast

ENERGY EFFICIENCY

PGE

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	816,635	361,398	4,086	517,185	8,375	418,472	422,017	489	2,548,657
Program Delivery:	6,222,281	2,374,355	1,521,721	4,027,785	549,196	2,059,454	3,150,449	2,619,728	22,524,969
Incentives:	14,662,035	4,144,886		10,095,902		3,777,793	6,595,338		39,275,954
Program Eval & Planning Svcs.:	667,588	361,635	25,639	451,200	27,496	370,952	353,587	24,682	2,282,779
Program Marketing/Outreach:	691,573	207,045		70,554		815,602	881,275		2,666,049
Program Quality Assurance:		16,811				43,119	20,672		80,602
Outsourced Services:	242,080	46,231		151,757		104,985	97,156		642,209
Trade Allies & Cust. Svc. Mgmt.:	70,898	30,494		15,829		211,551	92,867		421,639
IT Services:	178,672	97,079	1,504	72,435	979	191,973	105,739	1,760	650,141
Other Program Expenses	95,024	26,846	950	66,104	621	53,968	43,578	1,117	288,208
TOTAL PROGRAM EXPENSES	23,646,786	7,666,780	1,553,900	15,468,751	586,667	8,047,869	11,762,678	2,647,776	71,381,207
ADMINISTRATIVE COSTS									
Management & General	445,164	152,878	33,949	274,341	13,119	157,054	240,429	55,753	1,372,687
Communications & Customer Svc	354,364	121,334	26,604	218,066	10,224	124,286	189,909	43,881	1,088,668
Total Administrative Costs	799,528	274,212	60,553	492,407	23,343	281,340	430,338	99,634	2,461,355
Total Program & Admin Expenses	24,446,314	7,940,992	1,614,453	15,961,158	610,010	8,329,209	12,193,016	2,747,410	73,842,562
Energy Savings (kwh)	89,453,496	30,039,980	6,504,161	95,084,300	1,490,469	25,839,806	45,815,669	20,403,489	314,631,369

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
2014 Forecast

ENERGY EFFICIENCY

PacificPower

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	412,558	202,295	2,840	426,438	5,820	334,146	235,799	340	1,620,236
Program Delivery:	3,386,855	1,307,747	1,057,467	3,820,115	381,644	1,718,486	1,773,093	1,820,489	15,265,896
Incentives:	7,703,920	2,390,818		6,669,785		2,863,849	3,730,627		23,358,999
Program Eval & Planning Svcs.:	368,372	228,193	17,817	317,353	19,108	290,596	206,479	17,152	1,465,070
Program Marketing/Outreach:	364,996	115,205		52,516		623,051	505,161		1,660,929
Program Quality Assurance:		9,578				33,778	11,691		55,047
Outsourced Services:	129,914	26,340		112,960		82,243	52,273		403,730
Trade Allies & Cust. Svc. Mgmt.:	37,626	17,374		11,782		165,725	52,519		285,026
IT Services:	94,822	55,311	1,045	53,917	680	150,388	59,798	1,223	417,184
Other Program Expenses	50,430	15,295	660	49,204	432	42,277	24,644	777	183,719
TOTAL PROGRAM EXPENSES	12,549,493	4,368,156	1,079,829	11,514,070	407,684	6,304,539	6,652,084	1,839,981	44,715,836
ADMINISTRATIVE COSTS									
Management & General	236,251	87,102	23,592	204,204	9,117	123,033	135,969	38,743	858,011
Communications & Customer Svc	188,063	69,130	18,488	162,316	7,105	97,363	107,398	30,494	680,357
Total Administrative Costs	424,314	156,232	42,080	366,520	16,222	220,396	243,367	69,237	1,538,368
Total Program & Admin Expenses	12,973,807	4,524,388	1,121,909	11,880,590	423,906	6,524,935	6,895,451	1,909,218	46,254,204
Energy Savings (kwh)	47,150,287	15,009,510	4,519,841	43,864,561	1,035,749	18,392,871	29,855,586	14,178,695	174,007,100

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
2014 Forecast

ENERGY EFFICIENCY

Northwest Natural Gas DSM

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	36,215	4,742		103,005					143,962
Program Delivery:	305,838	8,000		618,480					932,318
Incentives:	440,718	182,264		632,543					1,255,525
Program Eval & Planning Svcs.:	21,258	8,647		35,590					65,495
Program Marketing/Outreach:	36,657	1,710		6,505					44,872
Program Quality Assurance:		466							466
Outsourced Services:	8,733	1,282		13,992					24,007
Trade Allies & Cust. Svc. Mgmt.:	2,591	846		1,459					4,896
IT Services:	6,529	2,692		6,678					15,899
Other Program Expenses	3,472	745		6,095					10,312
TOTAL PROGRAM EXPENSES	862,011	211,394	-	1,424,347	-	-	-	-	2,497,752
ADMINISTRATIVE COSTS									
Management & General	16,228	4,215		25,261					45,704
Communications & Customer Svc	12,918	3,346		20,079					36,343
Total Administrative Costs	29,146	7,561	-	45,340	-	-	-	-	82,047
Total Program & Admin Expenses	891,157	218,955	-	1,469,687					2,579,799
Energy Savings (therms)	523,368	110,375	-	612,014					1,245,758

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
2014 Forecast

ENERGY EFFICIENCY

Northwest Natural Gas

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	151,964	57,149		34,067		347,279	159,880		750,339
Program Delivery:	1,058,387	371,996	58,750	235,000		1,728,560	1,092,720	58,750	4,604,163
Incentives:	3,014,492	671,348		173,836		3,118,779	2,150,371		9,128,826
Program Eval & Planning Svcs.:	112,769	49,806		11,642		338,650	83,219		596,086
Program Marketing/Outreach:	119,024	32,628		2,128		686,374	244,271		1,084,425
Program Quality Assurance:		2,686				36,296	6,851		45,833
Outsourced Services:	49,399	7,386		4,577		88,373	51,624		201,359
Trade Allies & Cust. Svc. Mgmt.:	13,743	4,872		477		178,078	30,776		227,946
IT Services:	34,633	15,509		2,185		161,597	35,042		248,966
Other Program Expenses	18,419	4,289		1,994		45,429	14,442		84,573
TOTAL PROGRAM EXPENSES	4,572,830	1,217,669	58,750	465,906	-	6,729,415	3,869,196	58,750	16,972,516
ADMINISTRATIVE COSTS									
Management & General	86,086	24,281	1,284	8,263		131,324	79,086	1,237	331,561
Communications & Customer Svc	68,527	19,271	1,006	6,568		103,925	62,468	974	262,739
Total Administrative Costs	154,613	43,552	2,290	14,831	-	235,249	141,554	2,211	594,300
Total Program & Admin Expenses	4,727,443	1,261,221	61,040	480,737	-	6,964,664	4,010,750	60,961	17,566,816
Energy Savings (therms)	1,262,577	489,427	-	262,292	-	1,047,925	921,487	-	3,983,708

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
2014 Forecast

ENERGY EFFICIENCY

Cascade Natural Gas

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	21,478	9,550		20,269		54,357	18,439		124,093
Program Delivery:	171,369	60,902	3,750	103,781		72,589	125,817	3,750	541,958
Incentives:	452,027	117,694		41,857		135,367	247,137		994,082
Program Eval & Planning Svcs.:	17,241	8,508		4,361		16,853	9,556		56,519
Program Marketing/Outreach:	18,917	5,412		797		30,368	27,333		82,827
Program Quality Assurance:		459				1,806	787		3,052
Outsourced Services:	7,873	1,262		1,714		4,398	5,996		21,243
Trade Allies & Cust. Svc. Mgmt.:	2,101	832		179		8,862	3,534		15,508
IT Services:	5,295	2,649		818		8,042	4,024		20,828
Other Program Expenses	2,816	733		747		2,261	1,658		8,215
TOTAL PROGRAM EXPENSES	699,117	208,001	3,750	174,523	-	334,903	444,281	3,750	1,868,325
ADMINISTRATIVE COSTS									
Management & General	13,161	4,148	82	3,095		6,536	9,081	79	36,182
Communications & Customer Svc	10,477	3,292	64	2,460		5,172	7,173	62	28,700
Total Administrative Costs	23,638	7,440	146	5,555	-	11,708	16,254	141	64,882
Total Program & Admin Expenses	722,755	215,441	3,896	180,078	-	346,611	460,535	3,891	1,933,207
Energy Savings (therms)	309,329	57,837	-	26,039	-	41,115	98,856	-	533,176

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
2014 Forecast

ENERGY EFFICIENCY

Northwest Natural Gas WA

EXPENSES	Existing Buildings	Existing Homes	New Homes & Products	ETO Total
Program Management	65,034	50,721	42,669	158,424
Program Delivery:	122,538	110,000	92,355	324,893
Incentives:	270,650	143,910	160,656	575,216
Program Eval & Planning Svcs.:	24,076	21,295	11,458	56,829
Program Marketing/Outreach:	40,000	29,800	3,100	72,900
Outsourced Services:	500		550	1,050
Trade Allies & Cust. Svc. Mgmt.:	11,897	12,640	3,289	27,826
IT Services:	16,259	12,579	3,439	32,277
Other Program Expenses	18,022	10,264	8,768	37,054
TOTAL PROGRAM EXPENSES	568,976	391,209	326,284	1,286,469
ADMINISTRATIVE COSTS				
Management & General	11067	8245	6988	26,300
Communications & Customer Svc	8763	6467	5499	20,729
Total Administrative Costs	19,830	14,712	12,487	47,029
Total Program & Admin Expenses	588,806	405,921	338,771	1,333,498
Savings	137,031	57,185	52,660	246,876
Energy Savings (therms)				

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
2014 Forecast

RENEWABLE GENERATION

PGE Renewables

EXPENSES	Standard Solar	Custom Projects	ETO Total
Program Management	323,625	92,860	416,485
Program Delivery:	130,800	-	130,800
Incentives:	4,908,676	736,400	5,645,076
Program Eval & Planning Svcs.:	75,688	7,229	82,917
Program Marketing/Outreach:	106,832	6,500	113,332
Program Quality Assurance:			-
Outsourced Services:	189,575	41,842	231,417
Trade Allies & Cust. Svc. Mgmt.:	27,463	285	27,748
IT Services:	64,789	15,182	79,971
Other Program Expenses	69,621	17,784	87,405
TOTAL PROGRAM EXPENSES	5,897,069	918,082	6,815,151
ADMINISTRATIVE COSTS			
Management & General	117,450	15,875	133,325
Communications & Customer Svc	92,170	12,825	104,995
Total Administrative Costs	209,620	28,700	238,320
Total Program & Admin Expenses	6,106,689	946,782	7,053,471
Energy Generation (kwh)	6,425,591	-	6,425,591

**Energy Trust of Oregon, Inc
Detail by Service Territory and Program
2014 Forecast**

RENEWABLE GENERATION

PacificPower Renewables

EXPENSES	Standard Solar	Custom Projects	ETO Total
Program Management	152,150	403,919	556,069
Program Delivery:	99,200	-	99,200
Incentives:	2,336,577	3,400,623	5,737,200
Program Eval & Planning Svcs.:	36,251	31,444	67,695
Program Marketing/Outreach:	51,168	6,500	57,668
Program Quality Assurance:		851	851
Outsourced Services:	71,560	35,122	106,682
Trade Allies & Cust. Svc. Mgmt.:	13,154	1,242	14,396
IT Services:	31,031	66,038	97,069
Other Program Expenses	33,346	47,692	81,038
TOTAL PROGRAM EXPENSES	2,824,437	3,993,431	6,817,868
ADMINISTRATIVE COSTS			
Management & General	56,253	69,052	125,305
Communications & Customer Svc	44,145	55,784	99,929
Total Administrative Costs	100,398	124,836	225,234
Total Program & Admin Expenses	2,924,835	4,118,267	7,043,102
Energy Generation (kwh)	3,612,883	10,840,527	14,453,410

2016 Draft Projection Recap

ENERGY EFFICIENCY

	BUDGET (\$M)			ELECTRIC		GAS	
	ELECTRIC	GAS	TOTAL	ELECTRIC SAVINGS GOAL (aMW)	Levelized Cost per kWh (in cents)	Annual Therms	Levelized Cost per Therm (in cents)
Commercial							
Business Energy Solutions – Existing Buildings	43.7	8.3	52.0	15.2	4.2	2,184,762	41.3
Business Energy Solutions – New Buildings	14.1	1.5	15.7	5.9	2.2	540,441	27.0
Mkt Transformation (Alliance)	2.8	0.3	3.1	1.2	4.7		
Total Commercial	60.6	10.1	70.7	22.3	3.4	2,725,202	39.2
Industrial							
Production Efficiency	30.2	3.0	33.2	18.1	2.2	1,065,576	26.6
Mkt Transformation (Alliance)	0.2	0.0	0.2	0.1	4.8		
Total Industrial	30.4	3.0	33.4	18.1	2.2	1,065,576	26.6
Residential							
Home Energy Solutions – Existing Homes	16.7	4.7	21.4	4.2	4.0	787,443	43.9
Home Energy Solutions – New Homes & Products	20.5	5.1	25.5	9.0	3.2	1,220,821	27.1
Mkt Transformation (Alliance)	4.5	0.7	5.2	4.2	1.3		
Total Residential	41.7	10.5	52.2	17.4	2.9	2,008,264	35.5
Washington							
Business Energy Solutions – Existing Buildings		0.7	0.7			150,000	37.3
Home Energy Solutions – Existing Homes		0.5	0.5			53,901	59.8
Home Energy Solutions – New Homes & Products		0.4	0.4			55,994	51.2
Total Washington		1.5	1.5			259,895	45.4
Total Energy Efficiency	\$132.7	\$25.1	\$157.8	57.8	2.9	6,058,937	35.0

RENEWABLE RESOURCES

	ACTIVITY BASIS		ACCOUNTING BASIS	ACTIVITY BASIS		ACCOUNTING BASIS	
	BUDGET (\$M)		BUDGET (\$M)	ELECTRIC GENERATION GOAL (aMW)	(\$mils/ aMW)	ELECTRIC GENERATION GOAL (aMW)	(\$mils/ aMW)
Other Renewables	6.7		9.3	0.90	7.51	1.07	8.66
Solar Electric	11.2		13.9	1.35	8.35	3.52	3.97
Total Renewable Resources	\$18.0		\$23.2	2.24	8.01	4.59	5.07

TOTAL BUDGET - ALL

\$181.0

1 some columns may not add due to rounding

ENERGY TRUST OF OREGON
Income Statement by Service Territory
2016 Projection

	ENERGY EFFICIENCY							Oregon Total	NWN WA	Efficiency Total
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade				
REVENUES										
Public Purpose Funding	\$28,325,825	\$21,736,380	\$50,062,205		\$13,805,611	\$1,913,709	\$65,781,525		\$65,781,525	
Incremental Funding	42,000,000	20,850,000	62,850,000	3,707,012			66,557,012	1,536,003	68,093,015	
Consumer Owned Electric Funding Contributions										
Special Projects										
Revenue from Investments										
Gain or Loss on Investments										
TOTAL PROGRAM REVENUE	70,325,825	42,586,380	112,912,205	3,707,012	13,805,611	1,913,709	132,338,537	1,536,003	133,874,540	
EXPENSES										
Program Management (Note 3)	3,343,077	2,078,675	5,421,752	147,626	768,987	119,911	6,458,278	560,359	7,018,637	
Program Delivery	23,843,071	14,515,748	38,358,820	929,052	5,009,420	580,452	44,877,743	0	44,877,743	
Incentives	46,231,243	25,773,000	72,004,243	2,239,496	9,274,002	1,195,642	84,713,383	643,061	85,356,444	
Program Eval & Planning Svcs.	2,406,802	1,454,182	3,860,983	84,382	478,751	54,964	4,479,082	69,434	4,548,516	
Program Marketing/Outreach	2,545,968	1,624,082	4,170,050	38,051	814,209	75,919	5,098,229	80,152	5,178,381	
Program Quality Assurance	31,213	27,117	58,330	0	15,841	829	75,000	0	75,000	
Outsourced Services	859,487	537,040	1,396,527	54,364	226,568	18,790	1,696,250	550	1,696,800	
Trade Allies & Cust. Svc. Mgmt.	417,019	293,854	710,873	6,318	152,604	12,880	882,675	40,402	923,077	
IT Services	993,113	645,665	1,638,778	28,442	279,338	27,104	1,973,664	44,548	2,018,212	
Other Program Expenses - all	342,868	201,092	543,960	17,100	72,933	8,150	642,143	43,384	685,527	
TOTAL PROGRAM EXPENSES	81,013,861	47,150,455	128,164,316	3,544,831	17,092,653	2,094,641	150,896,447	1,481,890	152,378,337	
ADMINISTRATIVE COSTS										
Management & General (Notes 1 & 2)	1,499,993	881,355	2,381,347	61,860	325,780	39,501	2,808,490	29,918	2,838,408	
Communications & Customer Svc (Notes 1 & 2)	1,368,235	804,035	2,172,269	56,386	297,270	36,038	2,561,965	27,300	2,589,265	
Total Administrative Costs	2,868,228	1,685,390	4,553,616	118,246	623,050	75,539	5,370,455	57,218	5,427,673	
TOTAL PROG & ADMIN EXPENSES	83,882,089	48,835,845	132,717,932	3,663,077	17,715,703	2,170,180	156,266,902	1,539,108	157,806,010	
TOTAL REVENUE LESS EXPENSES	(13,556,264)	(6,249,465)	(19,805,727)	43,935	(3,910,092)	(256,471)	(23,928,365)	(3,105)	(23,931,470)	
NET ASSETS - RESERVES										
Cumulative Carryover at 12/31/15 (Budget)	21,079,704	8,585,847	29,665,551	200,000	6,268,405	1,251,443	37,385,400	100,000	37,485,399	
Change in net assets this year	(13,556,264)	(6,249,465)	(19,805,727)	43,935	(3,910,092)	(256,471)	(23,928,365)	(3,105)	(23,931,470)	
Ending Net Assets - Reserves	7,523,440	2,336,382	9,859,824	243,935	2,358,313	994,972	13,457,035	96,895	13,553,929	
Ending Reserve by Category										
Program Reserves (Efficiency and Renewables)	7,523,440	2,336,382	9,859,824	243,935	2,358,313	994,972	13,457,035	96,895	13,553,929	
Assets Released for General Purpose										
Emergency Contingency Pool										
TOTAL NET ASSETS CUMULATIVE	7,523,440	2,336,382	9,859,824	243,935	2,358,313	994,972	13,457,035	96,895	13,553,929	

Note 1) Mgmt & General and Communications & Customer Service Expenses (Admin) have been allocated on total expenses
Note 2) Admin costs are allocated for mgmt reporting only. GAAP for Not for Profits does not allow allocation of admin to program
Note 3) Program Management costs include both outsourced and internal staff

ENERGY TRUST OF OREGON
Income Statement by Service Territory
2016 Projection

	RENEWABLE ENERGY			Other	TOTAL
	PGE	PacifiCorp	Total		All Programs
REVENUES					
Public Purpose Funding	\$8,326,919	\$6,555,147	\$14,882,066		\$80,663,591
Incremental Funding					68,093,015
Consumer Owned Electric Funding					
Contributions					
Special Projects					
Revenue from Investments				288,000	288,000
Gain or Loss on Investments					
TOTAL PROGRAM REVENUE	8,326,919	6,555,147	14,882,066	288,000	149,044,606
EXPENSES					
Program Management (Note 3)	581,745	505,060	1,086,805		8,105,442
Program Delivery	196,700	93,300	290,000		45,167,743
Incentives	11,105,000	8,639,321	19,744,321		105,100,765
Program Eval & Planning Svcs.	55,396	49,121	104,515		4,653,031
Program Marketing/Outreach	143,429	69,071	212,500		5,390,881
Program Quality Assurance	0	0	0		75,000
Outsourced Services	149,761	152,239	302,000		1,998,800
Trade Allies & Cust. Svc. Mgmt.	44,473	23,801	68,274		991,351
IT Services	144,975	118,462	263,437		2,281,649
Other Program Expenses - all	165,700	107,563	273,263		958,790
TOTAL PROGRAM EXPENSES	12,587,179	9,757,938	22,345,115		174,723,452
ADMINISTRATIVE COSTS					
Management & General (Notes 1 & 2)	261,031	201,342	462,373		3,300,781
Communications & Customer Svc (Notes 1 & 2)	238,195	184,001	422,196		3,011,461
Total Administrative Costs	499,226	385,343	884,569		6,312,242
TOTAL PROG & ADMIN EXPENSES	13,086,405	10,143,281	23,229,684		181,035,694
TOTAL REVENUE LESS EXPENSES	(4,759,486)	(3,588,134)	(8,347,618)	288,000	(31,991,088)
NET ASSETS - RESERVES					
Cumulative Carryover at 12/31/15 (Budget)	11,162,618	12,172,791	23,335,409	8,527,453	69,348,261
Change in net assets this year	(4,759,486)	(3,588,134)	(8,347,618)	288,000	(31,991,088)
Ending Net Assets - Reserves	6,403,132	8,584,657	14,987,791	8,815,453	37,357,173
Ending Reserve by Category					
Program Reserves (Efficiency and Renewables)	6,403,132	8,584,657	14,987,791	3,815,453	32,357,173
Assets Released for General Purpose					
Emergency Contingency Pool				5,000,000	5,000,000
TOTAL NET ASSETS CUMULATIVE	6,403,132	8,584,657	14,987,791	8,815,453	37,357,173

Note 1) Mgmt & General and Communications & Cust
Note 2) Admin costs are allocated for mgmt reporting c
Note 3) Program Management costs include both outs

Energy Trust of Oregon
Statement of Functional Expenses
Projected 2016 Budget

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total
Program Expenses							
Incentives/ Program Management & Delivery	\$137,495,179	\$20,054,321	\$157,549,500				\$157,549,500
Payroll and Related Expenses	3,429,074	1,066,805	4,495,879	2,241,650	1,420,016	3,661,666	8,157,545
Outsourced Services	5,284,650	534,500	5,819,150	214,759	1,097,500	1,312,259	7,131,409
Planning and Evaluation	2,542,616	84,516	2,627,131	1,878		1,878	2,629,010
Customer Service Management	526,065	41,253	567,319				567,319
Trade Allies Network	397,011	27,021	424,032				424,032
Total Program Expenses	149,674,595	21,808,416	171,483,011	2,458,288	2,517,516	4,975,804	176,458,814
Program Support Costs							
Supplies	12,754	3,827	16,580	10,851	5,509	16,360	32,940
Postage and Shipping Expenses	3,657	1,190	4,847	2,038	1,403	3,441	8,288
Telephone	3,526	2,148	5,674	1,965	1,353	3,318	8,992
Printing and Publications	107,204	13,217	120,421	1,588	5,845	7,433	127,855
Occupancy Expenses	224,075	72,950	297,025	124,885	85,962	210,846	507,872
Insurance	36,730	11,958	48,688	20,471	14,091	34,562	83,250
Equipment	10,664	118,472	129,136	5,943	4,091	10,035	139,171
Travel	65,400	18,500	83,900	49,115	25,000	74,115	158,015
Meetings, Trainings & Conferences	95,725	12,191	107,917	140,768	20,225	160,993	268,910
Interest Expense and Bank Fees				2,500		2,500	2,500
Depreciation & Amortization	45,717	14,884	60,601	25,480	17,538	43,018	103,619
Dues, Licenses and Fees	80,075	3,925	84,000	5,905	2,500	8,405	92,405
Miscellaneous Expenses							
IT Services	2,018,211	263,438	2,281,649	450,984	310,427	761,411	3,043,060
Total Program Support Costs	2,703,739	536,700	3,240,439	842,493	493,945	1,336,437	4,576,876
TOTAL EXPENSES	152,378,333	22,345,116	174,723,450	3,300,780	3,011,461	6,312,241	181,035,691

OPUC Measure vs. 9% **6.4%**

Energy Trust of Oregon
Summary by Service Territory and Program
Projected 2016 Budget

	PGE	Pacific Power	Subtotal Elec.	NWN Industrial	NW Natural Gas	Cascade	Subtotal Gas	Oregon Total	NWN WA	ETO Total
Energy Efficiency										
Commercial										
Existing Buildings	28,803,910	14,899,549	43,703,460	1,471,953	5,903,421	896,589	8,271,962	51,975,422	695,536	52,670,958
New Buildings	9,045,503	5,102,387	14,147,890	46,740	1,170,208	299,316	1,516,263	15,664,153		15,664,153
NEEA	1,638,398	1,138,548	2,776,947		254,716	28,301	283,017	3,059,964		3,059,964
Total Commercial	39,487,811	21,140,485	60,628,296	1,518,693	7,328,344	1,224,206	10,071,243	70,699,539	695,536	71,395,075
Industrial										
Production Efficiency	20,113,829	10,107,167	30,220,996	2,144,384	750,759	106,294	3,001,437	33,222,433		33,222,433
NEEA	104,377	72,534	176,911					176,911		176,911
Total Industrial	20,218,206	10,179,700	30,397,907	2,144,384	750,759	106,294	3,001,437	33,399,344		33,399,344
Residential										
Existing Homes	8,928,359	7,756,879	16,685,238		4,509,874	236,083	4,745,956	21,431,194	482,455	21,913,649
New Homes/Products	12,573,931	7,900,737	20,474,668		4,518,341	536,002	5,054,344	25,529,012	361,117	25,890,129
NEEA	2,673,777	1,858,048	4,531,825		608,387	67,598	675,985	5,207,810		5,207,810
Total Residential	24,176,067	17,515,664	41,691,731		9,636,601	839,683	10,476,285	52,168,016	843,572	53,011,588
Energy Efficiency Program Costs	83,882,084	48,835,850	132,717,934	3,663,077	17,715,705	2,170,183	23,548,965	156,266,899	1,539,108	157,806,007
Renewables										
Solar Electric (Photovoltaic)	9,510,069	4,438,356	13,948,425					13,948,425		13,948,425
Other Renewable	3,576,338	5,704,923	9,281,261					9,281,261		9,281,261
Renewables Program Costs	13,086,407	10,143,279	23,229,686					23,229,686		23,229,686
Cost Grand Total	96,968,491	58,979,129	155,947,620	3,663,077	17,715,705	2,170,183	23,548,965	179,496,585	1,539,108	181,035,693

**Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Projected 2016 Budget**

ENERGY EFFICIENCY

PGE

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	1,031,593	382,307	26,948	772,008	3,804	421,447	676,628	28,342	3,343,077
Program Delivery:	7,587,801	2,411,077	1,500,857	5,561,178	86,052	2,087,814	2,106,062	2,502,230	23,843,071
Incentives:	17,168,273	4,967,798		11,992,910		4,261,150	7,841,112		46,231,243
Program Eval & Planning Svcs.:	662,356	377,136	41,145	505,391	9,542	405,809	370,302	35,121	2,406,802
Program Marketing/Outreach:	785,870	253,357		143,470		733,998	629,273		2,545,968
Program Quality Assurance:						31,213			31,213
Outsourced Services:	266,382	122,645		193,715		122,770	153,975		859,487
Trade Allies & Cust. Svc. Mgmt.:	73,616	27,912		22,522		185,608	107,361		417,019
IT Services:	187,196	151,894	5,191	169,278	742	302,213	169,925	6,674	993,113
Other Program Expenses	105,235	20,326	2,174	108,735	311	49,824	53,468	2,795	342,868
TOTAL PROGRAM EXPENSES	27,868,322	8,714,452	1,576,315	19,469,207	100,451	8,601,846	12,108,106	2,575,162	81,013,861
ADMINISTRATIVE COSTS									
Management & General	489,475	173,068	32,454	337,229	2,053	170,684	243,483	51,547	1,499,993
Communications & Customer Svc	446,114	157,983	29,629	307,393	1,874	155,831	222,344	47,067	1,368,235
Total Administrative Costs	935,589	331,051	62,083	644,622	3,927	326,515	465,827	98,614	2,868,228
Total Program & Admin Expenses	28,803,911	9,045,503	1,638,398	20,113,829	104,378	8,928,361	12,573,933	2,673,776	83,882,089
Energy Savings (kwh)	88,256,303	33,273,739	5,969,502	111,200,691	328,710	20,834,252	46,308,357	21,478,725	327,650,279

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Projected 2016 Budget

ENERGY EFFICIENCY

PacificPower

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	531,059	215,652	18,727	462,825	2,643	388,402	439,672	19,695	2,078,675
Program Delivery:	4,114,434	1,360,039	1,042,969	3,131,319	59,799	1,808,837	1,259,513	1,738,838	14,515,748
Incentives:	8,670,547	2,802,236		5,614,690		3,712,155	4,973,372		25,773,000
Program Eval & Planning Svcs.:	342,620	212,735	28,592	253,958	6,631	352,563	232,677	24,406	1,454,182
Program Marketing/Outreach:	400,477	142,914		72,094		610,368	398,229		1,624,082
Program Quality Assurance:						27,117			27,117
Outsourced Services:	167,107	69,181		97,342		106,661	96,749		537,040
Trade Allies & Cust. Svc. Mgmt.:	38,080	15,744		11,317		161,254	67,459		293,854
IT Services:	96,832	85,680	3,607	85,062	515	262,560	106,771	4,638	645,665
Other Program Expenses	54,435	11,466	1,511	54,639	216	43,286	33,596	1,943	201,092
TOTAL PROGRAM EXPENSES	14,415,591	4,915,647	1,095,406	9,783,246	69,804	7,473,203	7,608,038	1,789,520	47,150,455
ADMINISTRATIVE COSTS									
Management & General	253,193	97,624	22,553	169,457	1,427	148,289	152,991	35,821	881,355
Communications & Customer Svc	230,764	89,115	20,590	154,464	1,302	135,384	139,708	32,708	804,035
Total Administrative Costs	483,957	186,739	43,143	323,921	2,729	283,673	292,699	68,529	1,685,390
Total Program & Admin Expenses	14,899,548	5,102,386	1,138,549	10,107,167	72,533	7,756,876	7,900,737	1,858,049	48,835,845
Energy Savings (kwh)	45,099,200	18,538,337	4,148,298	47,062,627	228,426	16,004,972	32,935,290	14,925,893	178,943,043

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Projected 2016 Budget

ENERGY EFFICIENCY

Northwest Natural Gas DSM

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	34,442	979		112,205					147,626
Program Delivery:	256,420			672,632					929,052
Incentives:	1,027,752	40,327		1,171,417					2,239,496
Program Eval & Planning Svcs.:	31,344	1,707		51,331					84,382
Program Marketing/Outreach:	22,397	339		15,315					38,051
Program Quality Assurance:									-
Outsourced Services:	33,048	637		20,679					54,364
Trade Allies & Cust. Svc. Mgmt.:	3,769	145		2,404					6,318
IT Services:	9,583	789		18,070					28,442
Other Program Expenses	5,387	106		11,607					17,100
TOTAL PROGRAM EXPENSES	1,424,142	45,029	-	2,075,660	-	-	-	-	3,544,831
ADMINISTRATIVE COSTS									
Management & General	25,013	894		35,953					61,860
Communications & Customer Svc	22,798	816		32,772					56,386
Total Administrative Costs	47,811	1,710	-	68,725	-	-	-	-	118,246
Total Program & Admin Expenses	1,471,953	46,739	-	2,144,385	-	-	-	-	3,663,077
Energy Savings (therms)	530,145	6,755	-	741,504	-	-	-	-	1,278,404

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Projected 2016 Budget

ENERGY EFFICIENCY

Northwest Natural Gas

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	205,173	49,736		97,617		219,907	196,554		768,987
Program Delivery:	1,658,243	313,666	245,064	172,810		1,062,607	971,082	585,948	5,009,420
Incentives:	3,405,958	646,285		414,467		2,129,220	2,678,072		9,274,002
Program Eval & Planning Svcs.:	125,710	42,741		17,971		185,312	107,017		478,751
Program Marketing/Outreach:	156,035	32,960		5,362		396,886	222,966		814,209
Program Quality Assurance:						15,841			15,841
Outsourced Services:	85,394	15,955		7,240		62,308	55,671		226,568
Trade Allies & Cust. Svc. Mgmt.:	15,115	3,631		842		94,199	38,817		152,604
IT Services:	38,435	19,761		6,326		153,378	61,438		279,338
Other Program Expenses	21,607	2,644		4,064		25,286	19,332		72,933
TOTAL PROGRAM EXPENSES	5,711,670	1,127,379	245,064	726,699	-	4,344,944	4,350,949	585,948	17,092,653
ADMINISTRATIVE COSTS									
Management & General	100,319	22,390	5,046	12,587		86,215	87,494	11,729	325,780
Communications & Customer Svc	91,432	20,438	4,606	11,474		78,713	79,897	10,710	297,270
Total Administrative Costs	191,751	42,828	9,652	24,061	-	164,928	167,391	22,439	623,050
Total Program & Admin Expenses	5,903,421	1,170,207	254,716	750,760	-	4,509,872	4,518,340	608,387	17,715,703
Energy Savings (therms)	1,480,940	447,584	-	289,057	-	751,811	1,103,968	-	4,073,358

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Projected 2016 Budget

ENERGY EFFICIENCY

Cascade Natural Gas

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	29,220	12,721		6,591		48,645	22,734		119,911
Program Delivery:	208,031	80,218	27,229	37,566		44,339	117,964	65,105	580,452
Incentives:	571,392	165,320		52,811		89,922	316,197		1,195,642
Program Eval & Planning Svcs.:	19,092	10,932		2,544		9,701	12,695		54,964
Program Marketing/Outreach:	24,498	8,430		759		16,468	25,764		75,919
Program Quality Assurance:						829			829
Outsourced Services:	3,818	4,081		1,025		3,262	6,604		18,790
Trade Allies & Cust. Svc. Mgmt.:	2,296	929		119		4,931	4,605		12,880
IT Services:	5,837	5,054		896		8,029	7,288		27,104
Other Program Expenses	3,282	676		575		1,324	2,293		8,150
TOTAL PROGRAM EXPENSES	867,466	288,361	27,229	102,886	-	227,450	516,144	65,105	2,094,641
ADMINISTRATIVE COSTS									
Management & General	15,236	5,727	561	1,782		4,513	10,379	1,303	39,501
Communications & Customer Svc	13,886	5,228	512	1,624		4,120	9,478	1,190	36,038
Total Administrative Costs	29,122	10,955	1,073	3,406	-	8,633	19,857	2,493	75,539
Total Program & Admin Expenses	896,588	299,316	28,302	106,292	-	236,083	536,001	67,598	2,170,180
Energy Savings (therms)	173,677	86,102	-	35,015	-	35,632	116,853	-	447,280

**Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Projected 2016 Budget**

ENERGY EFFICIENCY

Northwest Natural Gas WA

EXPENSES	Existing Buildings	Existing Homes	New Homes & Products	ETO Total
Program Management	220,613	169,112	170,634	560,359
Program Delivery:				-
Incentives:	321,000	196,977	125,084	643,061
Program Eval & Planning Svcs.:	24,600	24,268	20,566	69,434
Program Marketing/Outreach:	44,070	32,682	3,400	80,152
Program Quality Assurance:				-
Outsourced Services:			550	550
Trade Allies & Cust. Svc. Mgmt.:	15,393	18,085	6,924	40,402
IT Services:	24,485	10,660	9,403	44,548
Other Program Expenses	18,713	13,181	11,490	43,384
TOTAL PROGRAM EXPENSES	668,874	464,965	348,051	1,481,890
ADMINISTRATIVE COSTS				
Management & General	13,939	9,147	6,832	29,918
Communications & Customer Svc	12,723	8,343	6,234	27,300
Total Administrative Costs	26,662	17,490	13,066	57,218
Total Program & Admin Expenses	695,536	482,455	361,117	1,539,108
Energy Savings (therms)	150,000	53,901	55,994	259,895

Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Projected 2016 Budget

PGE Renewables	Generation		ETO Total
	Solar	Other	
EXPENSES			
Program Management	376,645	205,100	581,745
Program Delivery:	196,700		196,700
Incentives:	8,000,000	3,105,000	11,105,000
Program Eval & Planning Svcs.:	30,822	24,574	55,396
Program Marketing/Outreach:	139,429	4,000	143,429
Program Quality Assurance:			-
Outsourced Services:	121,361	28,400	149,761
Trade Allies & Cust. Svc. Mgmt.:	41,775	2,698	44,473
IT Services:	99,957	45,018	144,975
Other Program Expenses	139,159	26,541	165,700
TOTAL PROGRAM EXPENSES	9,145,848	3,441,331	12,587,179
ADMINISTRATIVE COSTS			
Management & General	190,567	70,464	261,031
Communications & Customer Svc	173,653	64,542	238,195
Total Administrative Costs	364,220	135,006	499,226
Total Program & Admin Expenses	9,510,068	3,576,337	13,086,405
Energy Generation (kwh)	11,159,000	1,885,246	13,044,246

**Energy Trust of Oregon, Inc
Detail by Service Territory and Program
Projected 2016 Budget**

Generation

PacificPower Renewables

EXPENSES	Solar	Other	ETO Total
Program Management	177,887	327,173	505,060
Program Delivery:	93,300		93,300
Incentives:	3,730,000	4,909,321	8,639,321
Program Eval & Planning Svcs.:	14,385	34,736	49,121
Program Marketing/Outreach:	65,071	4,000	69,071
Program Quality Assurance:			-
Outsourced Services:	56,639	95,600	152,239
Trade Allies & Cust. Svc. Mgmt.:	19,497	4,304	23,801
IT Services:	46,650	71,812	118,462
Other Program Expenses	64,946	42,617	107,563
TOTAL PROGRAM EXPENSES	4,268,375	5,489,563	9,757,938
ADMINISTRATIVE COSTS			
Management & General	88,938	112,404	201,342
Communications & Customer Svc	81,044	102,957	184,001
Total Administrative Costs	169,982	215,361	385,343
Total Program & Admin Expenses	4,438,357	5,704,924	10,143,281
Energy Generation (kwh)	19,633,000	7,498,042	27,131,042

Financial Glossary

(for internal use) - updated April 16, 2014

Administrative Costs

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

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

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

Allocation

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

Allocation Cost Pools

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

Auditor's Opinion

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

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

Board-approved Annual Budget

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

Reserves

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

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 agreed upon time frame, committed funds return to incentive pool. Reapplication would then be required.
- Funds are expensed when the project is completed.
- Funds may be held in the operating cash account, or in escrow accounts.

Contract obligations

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

Cost-Effectiveness Calculation

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

Dedicated Funds

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

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

Direct Program Costs

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

Direct Program Evaluation & Planning Services

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

Escrowed Program (Incentive) Funds

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

Expenditures/Expenses

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

FastTrack Projects Forecasting

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

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

Incentives**I. Residential Incentives**

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

II. Business Incentives

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

III. Service Incentives

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

Indirect Costs

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

IT Support Services

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

Outsourced Services

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

Program Costs

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

Program Delivery Expense

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

Program Legal Services

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

Program Management Expense

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

Program Marketing/Outreach

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

Program Quality Assurance

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

Program Reserves

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

Program Support Costs

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

subscriptions and fees; miscellaneous expense; and an allocation of information technology department cost.

Project Specific Costs (for Renewable Energy)

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

Savings Types

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

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

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

Total Program Expenses (line item on income statement)

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

Trade Ally Programs & Customer Service Management

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

True Up

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