

**2013 / 2014 Action Plan
2012 Forecast
2013 Budget
2014 Projections**

Approved Final

**Presented to the Board of Directors
December 14, 2012**

MEMO

Date: December 14, 2012
To: Board of Directors
From: Margie Harris, Executive Director
Subject: Proposed Final 2013-2014 Action Plan and 2013 Budget (Approved 12-14-2012)

Greetings! Enclosed please find our proposed final 2013-2014 action plan and 2013 budget, both of which will be the focus of our December board meeting. The binder material is organized as follows:

- **Staff Presentation:** summarizing the changes between the draft budget and action plan and the proposed final 2013-2014 budget and action plan.
- **2012 Forecast:** information detailing actual results through the third quarter and projecting year-end expenses by program and utility service territory.
- **Public Comment:** summary of the public comments received on the draft budget and action plan, and the corresponding staff responses along with copies of the original comments.
- **2013 Budget:** 2013 summary level information, including the 1-page re-cap, a quick reference look at program budgets, goals, costs, evaluation dates and program management contractor information with additional information on programs by utility service territory.
- **Action Plan and Programs:** the 2013-2014 action plan, including a narrative introduction about our operating environment, highlighted themes and detailed strategies, actions, comparisons, budgets and where applicable, projected savings/generation by program/department, 2013 projects and 2014 planned activities.
- **Staffing, Capital Budget and 2014 Projections** complete the binder.

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



Proposed Final 2013-2014 Action Plan and Budget

Board of Directors
December 14, 2012



2012 Forecasted Results



Efficiency Program Savings:

- Still projecting 50.3 aMW at 2.9 cents per kwh
- Oregon still 6.0 million annual therms at 34 cents per annual therm
- Washington still 228K annual therms at 44.6 cents per annual therm

Renewables Generation:

- Still 5.8 aMW of generation anticipated



2012 Carryover Changes



~\$4.3 M

Revenue reductions from September forecast based on actual receipts and corresponding re-forecast:

- PGE efficiency revenue down \$1 million
- Pacific Power efficiency revenue down \$1.6M
- Reflects recent board approved \$700k interest income allocation to Cascade to cover transition
- Renewable revenue down ~ \$300k

Activity based expenses increased to reflect additional commitments in renewables





Many small tweaks = little overall change

- Draft and Proposed Final Budget nearly the same
- Highlighted changes include:
 - Overall carryover from 2012 to 2013 reduced by \$2.7 million
 - PGE elected to front-load revenue in 2013 to eliminate rate increase potential in 2014
 - Pacific Power efficiency budget and savings reduced by \$1.5 and .6 aMW (net) respectively to match IRP target
 - Pacific Power 2013 revenue adjusted downward by \$2.5 million

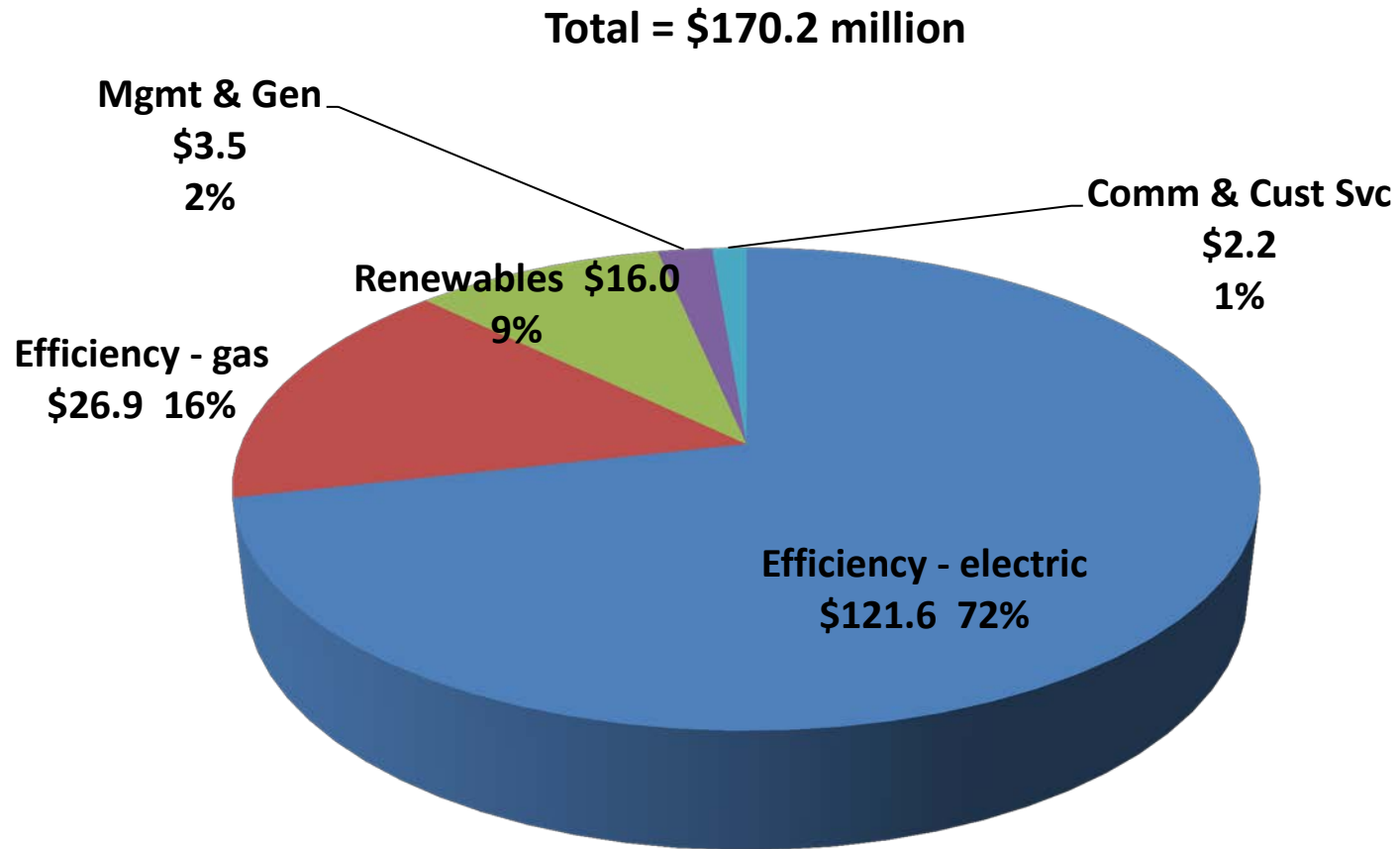


Changes from 2013 Draft Budget

	Carryover in Millions	Revenue in Millions	Expense	aMW Savings	Annual Therm Savings in Thousands	aMW Generation
Efficiency-PGE	\$ (1.0)	\$ 1.9	\$ 0.4	0.2		
Efficiency-Pacific Power	(1.6)	(2.5)	(1.5)	(0.6)		
Efficiency-NWN			0.5		90.3	
Efficiency-NWN Industrial		0.1	0.1		44.5	
Efficiency-Cascade	0.1	0.7			8.3	
Efficiency-NWN Washington					(3.8)	
Renewables-PGE	(0.1)					0.03
Renewables-Pacific Power	(0.2)		0.4			(0.08)
Total Change	\$ (2.7)	\$ 0.2	\$ 0.1	(0.4)	139.4	(0.05)

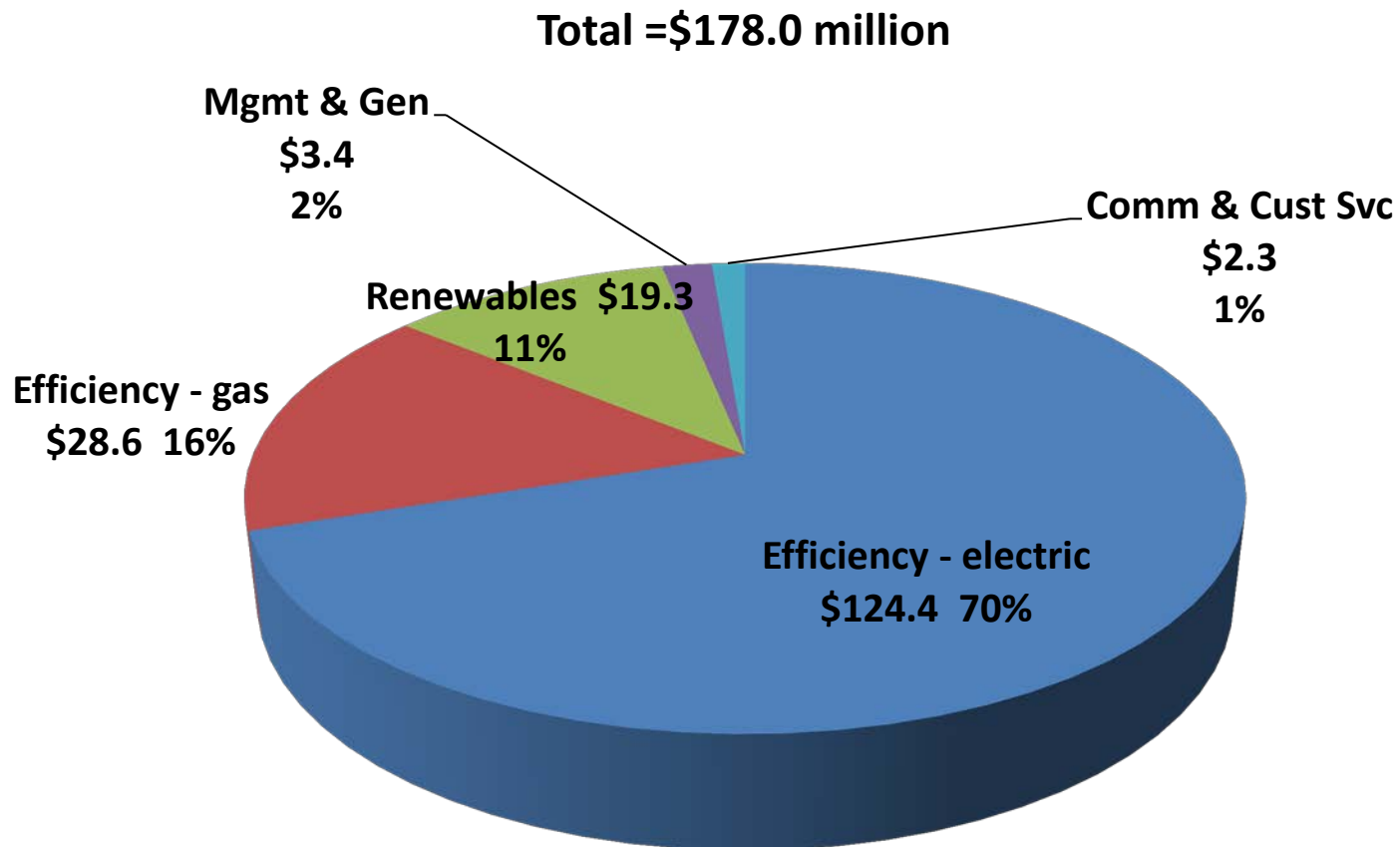


2013 Budget Overall





2014 Projection





Stakeholder Engagement



- Early engagement of utilities, advisory councils, and trade allies in program planning
 - Program concepts presented to individual utilities in July; valuable exchange of comments and iteration
 - Program concepts presented at CAC (July) and RAC (Sept)
 - Engagement of trade ally stakeholder group on incentive changes
- Additional outreach to customer groups
- Public comment invited via web site at:
www.energytrust.org
 - Direct links to all detailed budget and action plan documents



Common Feedback/Themes Heard

- Acknowledgement of strong 2012 forecasted results
- Refinement of goal terminology needed
- Cost management and minimizing rate impact remains a priority
- Collaboration and communication valued; more involvement, additional reporting sought
- Support for pilots and innovative approaches



Discussion and Recommendation

Questions/discussion?

Staff recommends Board approval of the 2013 Proposed Final Budget and 2013-2014 Action Plan





Thank you!



1-866-368-7878

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2012 Budget Recap - R3.1 : Re-forecast - Approved Final

PROGRAM	BUDGET (\$M)			ELECTRIC SAVINGS ¹				GAS SAVINGS ¹			
	ELECTRIC	GAS	TOTAL	GOALS		COST		GOALS		COST	
				Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal
ENERGY EFFICIENCY											
Commercial											
Business Energy Solutions – Existing Buildings	32.9	6.8	39.7	11.48	13.50	0.035	0.030	1, 568,530	1, 845,329	0.363	0.309
Business Energy Solutions – New Buildings	12.7	1.7	14.4	5.47	6.43	0.024	0.020	449, 856	529, 242	0.320	0.272
Mkt Transformation (Alliance)	2.8	0.0	2.8	1.58	1.86	0.045	0.038	NA			
Total Commercial	48.3	8.5	56.8	18.5	21.8	0.031	0.026	2, 018,386	2, 374,571	0.354	0.301
Industrial											
Production Efficiency	28.2	3.2	31.4	11.27	13.26	0.036	0.030	925, 880	1, 089,270	0.352	0.299
Mkt Transformation (Alliance)	1.4	0.0	1.4	0.40	0.47	0.058	0.049	NA			
Total Industrial	29.6	3.2	32.8	11.7	13.7	0.036	0.031	925, 880	1, 089,270	0.352	0.299
Residential											
Home Energy Solutions – Existing Homes	16.3	9.1	25.4	5.45	6.42	0.032	0.028	1, 464,663	1, 723,133	0.448	0.381
Home Energy Solutions – New Homes & Products	15.0	4.2	19.2	4.92	5.78	0.046	0.039	673, 360	792, 189	0.493	0.419
Mkt Transformation (Alliance)	4.5	0.0	4.5	2.16	2.54	0.037	0.032	NA			
Total Residential	35.8	13.3	49.1	12.5	14.7	0.037	0.032	2, 138,023	2, 515,322	0.460	0.391
Washington											
Business Energy Solutions – Existing Buildings	0.0	0.5	0.5					109, 510	128, 835	0.372	0.316
Home Energy Solutions – Existing Homes	0.0	0.5	0.5					54, 023	63, 556	0.708	0.601
Home Energy Solutions – New Homes & Products	0.0	0.3	0.3					29, 645	34, 876	0.739	0.628
Total Washington	0.0	1.3	1.3					193, 177	227, 267	0.523	0.445
Gas market transformation-applies to IRP								-	-		
Gas market transformation-does not apply to IRP								-	-		
Total Gas Market Transformation								-	-		
Total Energy Efficiency without Gas Market Transformation	\$113.7	\$26.3	\$140.1	42.7	50.3	0.034	0.029	5, 275,466	6, 206,430	0.399	0.339
Total Energy Efficiency with Gas Market Transformation	\$113.7	\$26.3	\$140.1	42.7	50.3	0.034	0.029	5, 275,466	6, 206,430	0.399	0.339
	BUDGET (\$M)			ELECTRIC GENERATION ¹							
	ELECTRIC	GAS	TOTAL	GOALS		COST					
				Conservative	Best Case	Conservative	Best Case	(\$/MWh)			
								aMW			
RENEWABLE RESOURCES											
Biopower	1.7		1.7	2.02	2.02	0.85	0.85				
Open Solicitation	1.7		1.7	0.44	0.44	3.83	3.83				
Solar Electric	20.4		20.4	3.28	3.30	6.21	6.17				
Total Renewable Resources	\$23.7		\$23.7	5.7	5.8	4.14	4.12				

¹ some columns may not add due to rounding

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

	ENERGY EFFICIENCY							Clark				RENEWABLE ENERGY			Other	TOTAL All Programs
	PGE	PacifiCorp	Total	NWN Ind	NW Natural	Cascade	Oregon Total	PUD WA	NWN WA	Total WA	ETO Total	PGE	PacifiCorp	Total		
REVENUES																
Public Purpose Funding	\$28,238,402	\$19,642,604	\$47,881,006		\$17,099,731	\$1,429,723	\$66,385,002				\$66,385,002	\$8,064,629	\$5,535,354	\$13,599,983		\$79,984,985
Incremental Funding	39,655,205	23,546,515	63,201,720	1,614,516			64,816,236		1,261,914	1,261,914	66,078,150					66,078,150
Consumer Owned Electric Funding Contributions								59,690		59,690	59,690					59,690
Special Projects					200		200				200					30,490
Revenue from Investments																140,914
TOTAL PROGRAM REVENUE	67,893,607	43,189,119	111,082,726	1,614,516	17,099,931	1,429,723	131,201,438	59,690	1,261,914	1,321,604	132,523,042	8,064,629	5,535,354	13,599,983	171,404	146,294,429
EXPENSES																
Program Management (Note 3)	2,389,247	1,357,257	3,746,504	77,349	812,778	94,020	4,730,651	3,519	132,659	136,178	4,866,829	334,186	466,936	801,122	1,544	5,669,495
Program Delivery	20,973,317	12,495,523	33,468,840	549,292	4,711,216	680,543	39,409,891	10,000	302,428	312,428	39,722,319	197,498	71,911	269,409		39,991,728
Incentives	39,066,619	22,692,246	61,758,865	1,863,073	10,915,863	1,097,108	75,634,909	37,000	559,374	596,374	76,231,283	15,273,143	5,394,562	20,667,705		96,898,988
Program Eval & Planning Svcs.	2,176,667	1,285,560	3,462,227	71,377	662,724	65,258	4,261,586	1,794	68,120	69,914	4,331,500	42,515	54,955	97,470		4,428,970
Program Marketing/Outreach	2,515,333	1,598,833	4,114,166	12,977	1,282,664	124,651	5,534,457	514	104,836	105,350	5,639,807	200,964	57,618	258,582		5,898,389
Program Legal Services																
Program Quality Assurance	99,593	64,267	163,860	617	58,494	4,687	227,657				227,657	1,079		1,079		228,736
Outsourced Services	571,449	326,151	897,600	11,264	249,898	20,088	1,178,850				1,178,850	271,495	139,841	411,336		1,590,186
Trade Allies & Cust. Svc. Mgmt.	432,642	286,263	718,905	3,848	270,772	20,842	1,014,367	1,115	24,706	25,821	1,040,188	35,105	9,265	44,370		1,084,558
IT Services	783,813	472,540	1,256,354	17,592	335,651	29,917	1,639,514	1,852	44,197	46,049	1,685,563	93,608	105,001	198,609		1,884,172
Other Program Expenses	298,250	175,270	473,520	14,224	90,648	10,142	588,534	1,647	37,981	39,628	628,162	104,764	93,219	197,983		826,145
TOTAL PROGRAM EXPENSES	69,306,930	40,753,909	110,060,840	2,621,613	19,390,707	2,147,257	134,220,416	57,441	1,274,301	1,331,742	135,552,158	16,554,357	6,393,308	22,947,665	1,544	158,501,367
ADMINISTRATIVE COSTS																
Management & General (Notes 1 & 2)	1,518,548	894,329	2,412,877	53,644	435,063	47,647	2,949,230	1,222	29,368	30,590	2,979,820	418,991	144,225	563,216		3,543,036
Communications & Cust Svc (Notes 1&2)	797,976	470,025	1,268,001	27,180	231,268	25,146	1,551,596	663	15,300	15,963	1,567,559	168,400	67,098	235,498		1,803,057
Total Administrative Costs	2,316,524	1,364,354	3,680,878	80,824	666,331	72,793	4,500,826	1,885	44,668	46,553	4,547,379	587,391	211,323	798,714		5,346,093
TOTAL PROG & ADMIN EXPENSES	71,623,454	42,118,262	113,741,716	2,702,435	20,057,035	2,220,049	138,721,235	59,326	1,318,969	1,378,295	140,099,530	17,141,747	6,604,632	23,746,379	1,544	163,847,450
TOTAL REVENUE LESS EXPENSES	(3,729,847)	1,070,857	(2,658,990)	(1,087,919)	(2,957,104)	(790,326)	(7,519,797)	364	(57,055)	(56,691)	(7,576,488)	(9,077,118)	(1,069,278)	(10,146,396)	169,860	(17,553,024)
Cumulative Carryover at 12/31/11 (Note 4)	10,744,010	18,682	10,762,692	1,389,821	6,895,922	150,877	19,224,770		247,772	247,772	19,472,542	16,410,883	8,267,775	24,678,658	10,514,019	54,665,219
Interest attributed	1,740,000	1,160,000	2,900,000		5,000,000	700,000	8,600,000				8,600,000	585,000	2,235,000	2,820,000	(3,520,000)	7,900,000
Interest re-attributed	(1,740,000)	(1,160,000)	(2,900,000)		(5,000,000)		(7,900,000)				(7,900,000)					(7,900,000)
TOTAL NET ASSETS CUMULATIVE	7,014,163	1,089,539	8,103,702	301,902	3,938,818	60,551	12,404,973	364	190,717	191,081	12,596,054	7,918,765	9,433,497	17,352,262	7,163,879	37,112,195

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

Note 2) Administrative costs are allocated for management reporting only. GAAP for Not for Profit organizations does not allow allocation of administrative costs to program expenses.

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

Note 4) Cumulative carryover at 12/31/2011 reflects audited results.

The Energy Trust of Oregon, Inc
Program Expense by Service Territory
For the Twelve Months Ending December 31, 2012
2012 Forecast Approved Final

	PGE	Pacific Power	Elec. Utilities	NWN Ind	NW Natural	Cascade	Gas Providers	Oregon Total	Clark PUD WA	NWN WA	Total WA	Consulting	ETO Total
Energy Efficiency													
Commercial													
Business Energy Solutions - Existing Buildings	21,451,011	11,412,816	32,863,827	446,048	5,792,687	548,373	6,787,108	39,650,935	59,326	518,080	577,406		40,228,341
Business Energy Solutions - New Buildings	8,464,989	4,211,069	12,676,058	167,844	1,284,298	227,135	1,679,277	14,355,335					14,355,335
Market Transformation (NEEA)	1,593,988	1,202,483	2,796,471					2,796,471					2,796,471
Total Commercial	31,509,988	16,826,368	48,336,356	613,892	7,076,985	775,508	8,466,385	56,802,741	59,326	518,080	577,406		57,380,147
Industrial													
Business Energy Solutions - Production Efficiency	18,043,347	10,172,536	28,215,883	2,088,543	727,198	370,527	3,186,268	31,402,151					31,402,151
Market Transformation (NEEA)	816,572	616,009	1,432,581					1,432,581					1,432,581
Total Industrial	18,859,919	10,788,545	29,648,464	2,088,543	727,198	370,527	3,186,268	32,834,732					32,834,732
Residential													
Home Energy Solutions - Existing Homes	9,231,967	7,031,635	16,263,602		8,637,908	496,470	9,134,378	25,397,980		487,898	487,898		25,885,878
Home Energy Solutions - New Homes/Products	9,444,594	5,527,672	14,972,266		3,614,944	577,544	4,192,488	19,164,754		312,991	312,991		19,477,745
Market Transformation (NEEA)	2,576,986	1,944,042	4,521,028					4,521,028					4,521,028
Total Residential	21,253,547	14,503,349	35,756,896		12,252,852	1,074,014	13,326,866	49,083,762		800,889	800,889		49,884,651
Energy Efficiency Program Costs	71,623,454	42,118,262	113,741,716	2,702,435	20,057,035	2,220,049	24,979,519	138,721,235	59,326	1,318,969	1,378,295		140,099,530
Renewables													
Biopower	288,668	1,424,502	1,713,170					1,713,170					1,713,170
Solar Electric (Photovoltaic)	16,554,620	3,800,331	20,354,951					20,354,951					20,354,951
Other Renewable	298,457	1,379,798	1,678,255					1,678,255					1,678,255
Renewables Program Costs	17,141,745	6,604,631	23,746,376					23,746,376					23,746,376
Consulting												1,544	1,544
Cost Grand Total	88,765,199	48,722,893	137,488,092	2,702,435	20,057,035	2,220,049	24,979,519	162,467,611	59,326	1,318,969	1,378,295	1,544	163,847,450

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

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total	Budget	Variance
Program Expenses									
Incentives/ Program Management & Deliv	122,912,801	20,937,113	143,849,914				143,849,914	149,175,438	5,325,524
Payroll and Related Expenses	2,394,432	801,122	3,195,554	1,861,028	807,871	2,668,899	5,864,453	6,536,781	672,328
Outsourced Services	4,733,585	670,996	5,404,581	263,042	693,000	956,042	6,360,623	9,248,763	2,888,140
Planning and Evaluation	2,157,424	97,470	2,254,894				2,254,894	2,554,743	299,849
Customer Service Management	676,931	27,945	704,876				704,876	682,898	(21,978)
Trade Allies Network	363,257	16,426	379,683				379,683	503,284	123,601
Total Program Expenses	133,238,429	22,551,071	155,789,500	2,124,070	1,500,871	3,624,941	159,414,441	168,701,907	9,287,466
Program Support Costs									
Supplies	17,324	5,303	22,627	14,943	6,769	21,712	44,339	53,956	9,617
Postage and Shipping Expenses	1,830	665	2,495	1,125	3,055	4,180	6,675	24,455	17,780
Telephone	13,426	1,404	14,830	2,723	475	3,198	18,028	6,929	(11,099)
Printing and Publications	93,900	24,445	118,345	1,468	25,576	27,044	145,389	185,252	39,863
Occupancy Expenses	193,584	70,357	263,941	119,032	58,723	177,755	441,696	437,069	(4,627)
Insurance	30,963	11,253	42,216	19,038	9,392	28,430	70,646	72,544	1,898
Equipment	10,873	3,952	14,825	738,189	3,298	741,487	756,312	26,486	(729,826)
Travel	66,750	24,919	91,669	35,504	4,000	39,504	131,173	179,106	47,933
Meetings, Trainings & Conferences	52,542	3,880	56,422	116,688	8,500	125,188	181,610	270,240	88,630
Interest Expense and Bank Fees			0			0	0	7,500	7,500
Depreciation & Amortization	45,284	16,458	61,742	27,844	13,737	41,581	103,323	157,576	54,253
Dues, Licenses and Fees	100,983	35,091	136,074	7,502	2,671	10,173	146,247	97,494	(48,753)
Miscellaneous Expenses	704	256	960	533	213	746	1,706	1,748	42
IT Services	1,685,562	198,609	1,884,171	335,922	165,777	501,699	2,385,870	3,522,226	1,136,356
Total Program Support Costs	2,313,724	396,592	2,710,316	1,420,511	302,187	1,722,698	4,433,014	5,042,581	609,567
TOTAL EXPENSES	135,552,153	22,947,663	158,499,816	3,544,580	1,803,058	5,347,638	163,847,450	173,744,483	9,897,033
OPUC Performance Measure	5.51%								

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2012 Forecast Approved Final

PGE

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	837,722	416,876	1,748	401,354	817	394,761	335,086	883	2,389,247
Program Delivery:	5,678,962	2,591,490	1,503,456	3,937,684	756,959	2,263,465	1,778,177	2,463,124	20,973,317
Incentives:	12,519,084	4,440,448		12,355,602		4,294,997	5,456,488		39,066,619
Program Eval & Planning Svcs.:	677,119	329,143	28,193	466,354	29,023	408,177	209,635	29,023	2,176,667
Program Marketing/Outreach:	436,264	155,662		66,068		835,551	1,021,789		2,515,333
Program Legal Services:									-
Program Quality Assurance:	1,437	29,468				48,992	19,696		99,593
Outsourced Services:	246,041	7,662		84,452		181,654	51,640		571,449
Trade Allies & Cust. Svc. Mgmt.:	66,843	29,366		16,160		224,125	96,148		432,642
IT Services:	239,606	122,479	1,110	87,726	555	218,985	111,685	1,666	783,813
Other Program Expenses	56,950	38,068	613	105,951	306	51,320	44,124	918	298,250
TOTAL PROGRAM EXPENSES	20,760,028	8,160,662	1,535,121	17,521,352	787,660	8,922,027	9,124,467	2,495,613	69,306,930
ADMINISTRATIVE COSTS									
Management & General	447,427	200,492	38,857	348,718	18,984	203,026	208,500	52,543	1,518,548
Communications & Customer Svc	243,557	103,835	20,011	173,275	9,927	106,915	111,627	28,831	797,976
Total Administrative Costs	690,984	304,327	58,868	521,993	28,912	309,940	320,127	81,373	2,316,524
Total Program & Admin Expenses	21,451,012	8,464,989	1,593,989	18,043,346	816,571	9,231,967	9,444,594	2,576,987	71,623,454

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2012 Forecast Approved Final

PAC

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	384,175	205,940	1,319	248,178	616	314,749	201,614	666	1,357,257
Program Delivery:	2,390,297	1,272,935	1,134,186	2,772,185	571,039	1,404,423	1,092,312	1,858,146	12,495,523
Incentives:	7,424,590	2,227,266		6,391,795		3,547,864	3,100,731		22,692,246
Program Eval & Planning Svcs.:	360,255	163,739	21,269	262,923	21,894	310,893	122,694	21,894	1,285,560
Program Marketing/Outreach:	175,161	76,849		37,248		680,310	629,265		1,598,833
Program Legal Services:									-
Program Quality Assurance:	765	14,659				37,315	11,527		64,267
Outsourced Services:	116,600	3,811		47,613		123,424	34,703		326,151
Trade Allies & Cust. Svc. Mgmt.:	35,563	14,609		9,111		170,707	56,273		286,263
IT Services:	127,480	60,930	838	49,459	419	166,793	65,366	1,256	472,540
Other Program Expenses	30,300	18,937	462	59,734	231	39,089	25,825	693	175,270
TOTAL PROGRAM EXPENSES	11,045,185	4,059,675	1,158,073	9,878,245	594,199	6,795,565	5,340,311	1,882,656	40,753,909
ADMINISTRATIVE COSTS									
Management & General	238,050	99,739	29,314	196,602	14,322	154,637	122,030	39,637	894,329
Communications & Customer Svc	129,582	51,655	15,096	97,690	7,489	81,433	65,332	21,749	470,025
Total Administrative Costs	367,632	151,393	44,410	294,291	21,810	236,070	187,362	61,387	1,364,354
Total Program & Admin Expenses	11,412,817	4,211,069	1,202,483	10,172,536	616,010	7,031,635	5,527,673	1,944,042	42,118,263

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NWN

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	Existing Homes	New Homes & Products	ETO Total
Program Management	177,258	58,106	25,061	381,959	170,395	812,778
Program Delivery:	1,150,936	333,874	148,144	1,867,282	1,210,980	4,711,216
Incentives:	3,858,022	745,601	497,608	4,251,676	1,562,956	10,915,863
Program Eval & Planning Svcs.:	187,533	44,429	17,803	346,076	66,884	662,724
Program Marketing/Outreach:	84,079	21,510	2,667	819,421	354,987	1,282,664
Program Legal Services:						-
Program Quality Assurance:	388	4,492		46,046	7,568	58,494
Outsourced Services:	49,733	1,168	6,409	170,757	21,831	249,898
Trade Allies & Cust. Svc. Mgmt.:	18,052	4,476	652	210,646	36,945	270,772
IT Services:	64,711	18,669	3,541	205,816	42,915	335,651
Other Program Expenses	15,381	5,802	4,276	48,234	16,955	90,648
TOTAL PROGRAM EXPENSES	5,606,093	1,238,126	706,160	8,347,913	3,492,415	19,390,707
ADMINISTRATIVE COSTS						
Management & General	120,824	30,418	14,054	189,961	79,804	435,063
Communications & Customer Svc	65,771	15,754	6,983	100,035	42,725	231,268
Total Administrative Costs	186,595	46,172	21,038	289,996	122,529	666,331
Total Program & Admin Expenses	5,792,688	1,284,298	727,198	8,637,909	3,614,945	20,057,038

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NWN Industrial

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	ETO Total
Program Management	5,786	8,307	63,255	77,349
Program Delivery:		51,647	497,645	549,292
Incentives:	400,328	88,426	1,374,319	1,863,073
Program Eval & Planning Svcs.:	14,440	5,806	51,130	71,377
Program Marketing/Outreach:	2,216	3,102	7,659	12,977
Program Legal Services:			-	-
Program Quality Assurance:	30	587		617
Outsourced Services:	1,322	153	9,790	11,264
Trade Allies & Cust. Svc. Mgmt.:	1,390	585	1,873	3,848
IT Services:	4,983	2,440	10,169	17,592
Other Program Expenses	1,184	758	12,282	14,224
TOTAL PROGRAM EXPENSES	431,680	161,811	2,028,122	2,621,613
ADMINISTRATIVE COSTS				
Management & General	9,304	3,975	40,365	53,644
Communications & Customer Svc	5,064	2,059	20,057	27,180
Total Administrative Costs	14,368	6,034	60,421	80,824
Total Program & Admin Expenses	446,048	167,846	2,088,543	2,702,436

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NWN WA

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	Existing Homes	New Homes and Products	ETO Total
Program Management	43,732	56,266	32,661	132,659
Program Delivery:	146,359	115,158	40,911	302,428
Incentives:	207,958	176,870	174,546	559,374
Program Eval & Planning Svcs.:	28,788	24,763	14,569	68,120
Program Marketing/Outreach:	34,486	54,557	15,793	104,836
Program Legal Services:				-
Program Quality Assurance:				-
Outsourced Services:				-
Trade Allies & Cust. Svc. Mgmt.:	9,735	11,954	3,017	24,706
IT Services:	16,178	17,251	10,768	44,197
Other Program Expenses	14,384	14,029	9,568	37,981
TOTAL PROGRAM EXPENSES	501,620	470,848	301,833	1,274,301
ADMINISTRATIVE COSTS				
Management & General	10,670	11,347	7,351	29,368
Communications & Customer Svc	5,789	5,703	3,808	15,300
Total Administrative Costs	16,459	17,050	11,159	44,668
Total Program & Admin Expenses	518,079	487,898	312,992	1,318,969

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Cascade

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	Existing Homes	New Homes & Products	ETO Total
Program Management	20,561	10,879	7,674	22,333	32,573	94,020
Program Delivery:	137,407	66,114	121,194	99,688	256,140	680,543
Incentives:	331,813	123,949	214,458	251,588	175,300	1,097,108
Program Eval & Planning Svcs.:	17,753	7,858	9,071	19,891	10,686	65,258
Program Marketing/Outreach:	8,793	4,049	1,359	48,283	62,167	124,651
Program Legal Services:						-
Program Quality Assurance:	37	794		2,647	1,209	4,687
Outsourced Services:	5,054	207	1,737	8,665	4,426	20,088
Trade Allies & Cust. Svc. Mgmt.:	1,709	792	332	12,107	5,903	20,842
IT Services:	6,126	3,302	1,804	11,829	6,856	29,917
Other Program Expenses	1,456	1,026	2,179	2,772	2,709	10,142
TOTAL PROGRAM EXPENSES	530,709	218,969	359,808	479,803	557,969	2,147,257
ADMINISTRATIVE COSTS						
Management & General	11,438	5,380	7,161	10,918	12,750	47,647
Communications & Customer Svc	6,226	2,786	3,558	5,750	6,826	25,146
Total Administrative Costs	17,664	8,166	10,719	16,668	19,576	72,793
Total Program & Admin Expenses	548,373	227,135	370,527	496,471	577,545	2,220,050

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PGE Renewables

RENEWABLE EFFICIENCY

EXPENSES	BioPower	Solar Electric	Open Solicitation	ETO Total
Program Management	24,313	275,801	34,072	334,186
Program Delivery:		191,625	5,873	197,498
Incentives:	190,415	14,911,026	171,702	15,273,143
Program Eval & Planning Svcs.:	3,432	35,495	3,588	42,515
Program Marketing/Outreach:	6,825	183,805	10,334	200,964
Program Legal Services:				-
Program Quality Assurance:			1,079	1,079
Outsourced Services:	27,389	206,333	37,773	271,495
Trade Allies & Cust. Svc. Mgmt.:		34,956	149	35,105
IT Services:	4,791	81,285	7,531	93,608
Other Program Expenses	25,046	59,055	20,662	104,764
TOTAL PROGRAM EXPENSES	282,212	15,979,381	292,764	16,554,357
ADMINISTRATIVE COSTS				
Management & General	4,058	411,357	3,576	418,991
Communications & Customer Svc	2,398	163,883	2,119	168,400
Total Administrative Costs	6,456	575,239	5,695	587,391
Total Program & Admin Expenses	288,668	16,554,620	298,458	17,141,747

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PAC Renewables

RENEWABLE EFFICIENCY

EXPENSES	BioPower	Solar Electric	Open Solicitation	ETO Total
Program Management	119,980	63,314	283,642	466,936
Program Delivery:		70,875	1,036	71,911
Incentives:	1,173,771	3,396,137	824,654	5,394,562
Program Eval & Planning Svcs.:	16,935	8,148	29,872	54,955
Program Marketing/Outreach:	4,100	42,195	11,323	57,618
Program Legal Services:				-
Program Quality Assurance:				-
Outsourced Services:	28,434	47,367	64,040	139,841
Trade Allies & Cust. Svc. Mgmt.:		8,024	1,241	9,265
IT Services:	23,645	18,660	62,697	105,001
Other Program Expenses	25,777	13,557	53,886	93,219
TOTAL PROGRAM EXPENSES	1,392,641	3,668,277	1,332,390	6,393,308
ADMINISTRATIVE COSTS				
Management & General	20,028	94,432	29,765	144,225
Communications & Customer Svc	11,833	37,621	17,644	67,098
Total Administrative Costs	31,861	132,054	47,409	211,323
Total Program & Admin Expenses	1,424,502	3,800,331	1,379,800	6,604,632

Summary of Outreach Activities and Comments Received on the Energy Trust of Oregon 2013-14 Draft Action Plan and 2013 Draft Budget

December 14, 2012

Outreach Activities: Every year, Energy Trust initiates its annual budget process and development of the two-year action plan in the summer. In addition to early presentations at advisory council meetings, a number of additional meetings were conducted this year. The first included July meetings with utilities. The second included expanded outreach to diverse trade organizations. Both of these and other outreach activities are summarized below. Written comments were invited from all parties engaged in outreach meetings, as well as the general public.

July 7/25: Presented 2013 efficiency program concepts in individual meetings with PGE, Pacific Power, NW Natural, and Cascade Natural Gas, and at Energy Trust's Conservation Advisory Council.

August/Sept. 9/12: Presented 2013 renewable energy program concepts at Renewable Advisory Council.

Received written detailed comments, suggestions and requests from utilities on 2013 energy efficiency and renewable energy program concepts. Program staff applied this feedback to adjust program plans and provided written responses with supporting data and clarification. Informal discussion continued throughout preparation of the draft budget and action plan. Concurrently, program staff sought input on potential 2013 incentive changes from a trade ally stakeholder group including representatives from Clean Energy Works Oregon, Home Performance Guild, Oregon Home Builders Association, Weatherization Industries Save Energy, Earth Advantage, Oregon Remodelers Association, Oregon Air Conditioning Contractors of America, and Bonneville Power Administration. Together these inputs shaped the materials included in our proposed final budget and action plan.

October 10/24: Presented draft budget and action plan materials to the Conservation Advisory Council (CAC) and Renewable Advisory Council (RAC).

November 11/6: Presented draft budget and action plan to the Oregon Public Utility Commission and staff at an informal public work session.

11/7: Presented draft budget and action plan to the Energy Trust Board.

11/8-14: Presented draft budget and action plan during individual meetings with PGE, Pacific Power, NW Natural and Cascade Natural Gas.

11/20: Presented draft budget and action plan during the OPUC public meeting.

Conducted two targeted outreach meetings for representative trade organizations, presenting Energy Trust results and a 2013-14 budget and action plan overview, specifically to engage customers and customer groups:

- 11/26: Included representatives from Oregon Home Builders Association, Marnella Homes, Associated General Contractors, Oregon Association of Hospitals and Health Systems, Portland General Electric, and Citizens' Utility Board.
- 11/27: Included representatives from Associated Oregon Industries, Industrial Customers of Northwest Utilities, Building Operations and Managers Association, Portland Business Alliance, Citizens' Utility Board, Northwest Energy Efficiency Alliance, Portland General Electric, Unico Properties, Gundersen, and Siltronic AG.

11/28: Presented the proposed final budget and action plan materials to the CAC and RAC.

Energy Trust posts its draft budget and action plan on the web site and invites public comment at www.energytrust.org/about/budget. Budget presentations and action plan documents are also included in the public meeting packets posted online for the October and November CAC and RAC meetings, and for the November and December Board of Directors meetings at: www.energytrust.org/About/public-meetings/

Respondent: Oregon Public Utility Commission (OPUC)	
Comment topics	Energy Trust staff responses
Commission adopted OPUC staff comments on Energy Trust's proposed budget and action plans, with comments and recommendations as summarized below.	Energy Trust appreciates the time and effort of OPUC staff and Commissioners review of our draft budget and action plan.
Continue streamlining processes to keep administrative costs low.	We recognize the importance of maintaining efficiencies and will continue streamlining efforts, even as we establish new processes to support data exchange and increased reporting and collaboration with utilities. Our objective remains to support an appropriate level of communication and information exchange to effectively collaborate with utilities and engage customers with minimal administrative cost.
Work to limit carryover to less than 10% for all utilities.	We plan to initiate discussion with our board and utilities regarding funding levels, use of carryover and reserves with the goal of determining if adjustments are warranted.
Supported five staff positions included in budget; work of three remaining temporary agency positions should be carefully evaluated and preferably covered without adding regular staff.	We acknowledge the OPUC's concern around staffing levels and will continue to carefully evaluate staffing needs and openly communicate about staffing levels.
Suggested additional discussion with utilities and OPUC about how to more clearly describe conservative and stretch goals.	We understand the need for more clarity around our goal descriptions and will work with interested parties, including the OPUC and utilities, to propose new terminology and parameters early in 2013.
Requested continued updates on the status and budget for computer system upgrades, noting cost reductions, increased savings and ratepayer benefits.	Agreed.
Requested coordination with the OPUC before evaluating grant opportunities and considering any business model changes.	To clarify, we note that planned exploration of grant opportunities is not tied to the consideration of business model changes. Rather, we seek to potentially fund activities that would augment our ability to capture savings or generation, and which also fall outside of our investment requirements. This may include funds for contractor training beyond what we would support with program funds that would also support longer-term program goals. Energy Trust will definitely coordinate with the OPUC before completing the scope of work for an assessment of our business model.
Would expect to work closely with the OPUC staff to expand deep retrofit pilot projects and report quarterly on these initiatives.	Agreed.
Suggested making concerted effort to promote the lender ally program aggressively, and provide quarterly updates to OPUC.	Agreed that lender ally development will continue and we will keep the OPUC updated on progress.
Supported Energy Trust's increased focus on early stage renewable project development and in continuing to support solar and other technologies. Staff is working with Energy Trust to identify 2013 performance measures for renewable energy.	We look forward to finalizing 2013 minimum performance measures for renewable energy investments made by Energy Trust.

Respondent: Pacific Power**Comment topics****Energy Trust staff responses**

Supported action plan and budget, noting agreement with 2013 funding levels. Noted stretch goal and funding level is 115% of Pacific Power's IRP goal.	Energy Trust appreciates the time and effort of Pacific Power staff review and discussion of our draft budget and action plan throughout the late summer and fall, and in our November 13 presentation.
Noted success with cost management in 2012 with forecasted results coming in under budget.	Pacific Power provided specific written comments early in the budget development process, and Energy Trust responded, inviting further conversation on proposed concepts and topics. The result of this exchange was refinement of program plans early in our budget and action plan process.
Noted confusion surrounding stretch and conservative goals. Strongly advocated that the IRP form the basis for goal calculations and that the stretch goal be established at 115% of the IRP goal.	Agreed. We understand the need for more clarity around our goal descriptions and will work with interested parties, including the OPUC and utilities, to propose new terminology and parameters early in 2013.
Seeks to work with Energy Trust to determine what future optimal funding levels should be; noted current practice is stretch plus a five percent reserve.	We agree to explore different strategies and approaches to get us all closer to budgeting what is needed to reach IRP goals and provide for appropriate reserve levels.
Supported pilots identified for 2013 and will review pilot evaluation and decision-making approach.	We appreciate Pacific Power support for 2013 pilots and will address Pacific Power's questions in further conversations.
Requested proactive collaboration and communication between Energy Trust staff, contractors and Pacific Power staff, especially when serving "managed" customer accounts.	We agree that collaboration and communication allow for high quality customer services. We are developing a document proposing communication practices for Pacific Power's managed customer accounts and will share that soon.
Appreciated opportunities for direct collaboration with staff and board members.	We appreciate Pacific Power's perspective and involvement in discussions with staff and board.
Noted commitment to continuous improvement in joint planning and program outreach collaboration to build upon successes to date.	We will continue work with Pacific Power to build upon and strengthen existing collaboration activities.

Respondent: NW Natural	
Comment topics	Energy Trust staff responses
<p>Noted Energy Trust’s forecasted results for 2012 are expected to equal 106% of NWN’s stretch goal for savings at 39 cents per therm levelized.</p> <p>Acknowledged Energy Trust effort to keep gas programs on track despite new challenges related to the cost-effectiveness of certain gas measures.</p>	<p>Energy Trust appreciates the time and effort of NW Natural staff review and discussion of our draft budget and action plan throughout the late summer and fall, and in our November 14 presentation.</p> <p>NW Natural provided written comments early in the budget development process, and Energy Trust responded, inviting further conversation on many topics. The result of this exchange was refinement of program plans early in our budget and action plan process.</p>
<p>Referenced two-year hiatus granted by OPUC on cost-effectiveness test for gas measures. Noted company’s current view is that gas prices will remain relatively low for years. Expects additional engagement with Energy Trust and OPUC for energy efficiency given low cost of gas.</p>	<p>We anticipate working very closely with both gas utilities, the OPUC and contractors to pursue strategies to lower management, delivery and other costs associated with certain gas measures. We will also coordinate options for examining the societal cost-effectiveness test. Natural gas avoided costs will be monitored during this two-year exception period granted by the OPUC for these purposes.</p>
<p>Observed low cost gas is driving new commercial and industrial customers to NW Natural. Supported use of Energy Trust incentives to help commercial and industrial customers overcome the larger front end costs of high efficiency equipment.</p>	<p>We look forward to increased collaboration with NW Natural and to serving new commercial and industrial gas customers.</p>
<p>Supported Energy Trust exploration of behavioral efforts through pilots. Observed potential for Energy Trust and NW Natural to partner on use of the online Aclara program to reach customers with incentive information; supported this and other communication partnerships. Noted NW Natural does not have access to supplemental funds to support utility outreach efforts as the electric utilities do.</p>	<p>We appreciate NW Natural’s support for behavioral pilots that we believe will yield cost-effective gas savings. We are pleased to explore opportunity to engage customers via the incentive module addition to NW Natural’s Aclara system. Our financial support for this project would be for the incentive module, in alignment with our support for the use of electric utility-retained supplemental funds to support the incentive module in PGE’s Aclara system.</p>
<p>Observed lack of innovation driving new efficient gas equipment and that NEEA may be able to play a role in driving innovation in the gas marketplace. Suggested further conversation in 2013 with Energy Trust, NW Natural and NEEA around a vision and potential next steps.</p>	<p>We will continue to participate in conversations with NW Natural and NEEA regarding potential investment in gas market transformation opportunities, including technology development and potential pilots if the parties agree this is an appropriate next step.</p>
<p>Stated low-income weatherization and efficiency programs are a priority for NW Natural and will be hit hard by federal cuts in low-income funding. Supported ongoing discussions on concepts to collaborate and serve low-income homes and multi-family buildings.</p>	<p>Energy Trust also supports ongoing discussions on concepts to collaborate and serve more multi-family residents. We would also like to explore ways to support programs for low income customers, recognizing there are dedicated current programs, delivery infrastructure and funding sources serving qualifying low-income customers. We welcome collaboration with all parties regarding how Energy Trust might supplement and extend services within our framework of cost-effective investment requirements.</p>
<p>Referenced Energy Trust exploration into new program areas and new gas savings strategies. Expects low costs of gas will require NW Natural and Energy Trust to expand efforts to acquire gas savings in new ways.</p>	<p>We agree on the importance of jointly developing new strategies and approaches to acquire gas savings in an environment of low gas prices. We value NW Natural’s engagement in these efforts.</p>

Respondent: Cascade Natural Gas**Comment topics****Energy Trust staff responses**

These comments were received prior to Energy Trust's budget presentation to Cascade Natural Gas on 11/8.

No additional budget comments were received thereafter.

Noted comments are based on early discussions and draft budget numbers.	Energy Trust appreciates the time and effort of Cascade Natural Gas staff review and discussion of our draft budget and action plan throughout the late summer and fall, and in our November 8 presentation. Cascade provided specific written comments early in the budget development process, and Energy Trust responded, inviting further conversation on many topics. The result of this exchange was better refinement of program plans earlier in our budget and action plan process.
Stated the draft 2013 budget figure is relatively stable and consistent with the energy efficiency budgets of the past couple years. It reflects a combination of factors including the relatively slow economic recovery in Cascade's service area.	Energy Trust acknowledges the challenges associated with the economic impacts experienced in Cascade service territory. Our strategies to reach diverse Cascade customers and deliver benefits to them are proving to be more successful over time.
Referenced Energy Trust involvement in the development of Cascade Natural Gas IRP targets, with an independent resource assessment conducted by Stellar. Stated expectation that Energy Trust is building 2013 savings and program budgets on the foundation provided by specific measures identified and quantified in the Stellar Processes analysis and listed in Cascade's approved 2011 Integrated Resource Plan.	To clarify, the resource assessment provides a guide to "what's possible" at an estimated cost. Energy Trust program and planning staff and our program management contractors then work through the details of specific measure creation based on much more refined data than is possible to assess in the resource assessment study. In the first few years, current program and market data play a more significant role in determining our savings targets than the resource assessment can.
Acknowledged exceptional results of Energy Trust programs in Cascade's service area as reported at the October CAC, estimated at 101 percent of the stretch goal.	We are also pleased with these forecasted results!
Observed that in 2012 the projected quarter four activity ("hockey stick") is significantly steeper than in years past, and asked if this steepening expense pattern is unique to 2012, why it occurred to such a degree and if there are any ramifications for 2013 that could be expected.	The hockey stick effect stems from a multitude of factors including: typical construction schedules, impacts of the tax code for businesses, and customer response to the first, large bills of the heating season. It is something that happens most years in the marketplace. Energy Trust could potentially influence a smaller portion of the seasonal demand by paying more for actions to occur earlier in the year. This approach would not result in extra annual savings though it could distribute those savings to different periods during the year at a higher price. This pattern is consistent across all four utilities and consistent with our history.
Acknowledged efforts to identify and report on program data of interest to Cascade. Noted Cascade's intent to track savings achievements for each measure identified in the resource assessment and to mark overall savings progress.	Our objective remains to support an appropriate level of communication and information exchange needed to work effectively with Cascade staff and engage customers with minimal administrative cost. We will continue to deliver quarterly activity summaries for Cascade Natural Gas and will expand data in those reports as our reporting resources and systems evolve and allow.

Respondent: Portland General Electric (PGE)

Comment topics

Energy Trust staff responses

Noted informal discussions were extensive, and referenced Energy Trust’s willingness to incorporate those discussions into its proposed final budget and action plan. Conveyed that as a result of these earlier conversations, PGE offered no additional comments.

Energy Trust appreciates the time and effort of PGE staff to review and discuss our draft budget and action plan throughout the late summer and fall, and into our November 8 presentation to PGE Officers. At PGE’s request, Energy Trust conducted two budget outreach sessions targeting commercial and industrial customers. Our presentation provided an overview of the 2013-14 budget and action plan, specifically highlighting the funding sources and rates supporting Energy Trust programs and services. PGE provided specific written comments early in the budget development process, and Energy Trust responded, inviting further conversation on many topics and concepts. The result of this exchange was better refinement of program plans early in our budget and action plan process.

Noted PGE submitted a tariff to increase its Schedule 110 (SB838) tariff by \$8 million to meet Energy Trust budget, IRP targets and goals for 2013 and 2014. If approved by the OPUC December 18, the tariff will go into effect January 1, 2013.

Noted and appreciated.

Respondent: Theo Anderson, Alliant Systems, Energy Trust Trade Ally

Comment topics

Energy Trust staff response

Appreciated the Kick Start bonus incentive provided by Energy Trust in early 2012; helped customers move forward with projects. Noted the added incentive to begin and order parts in a 90-day period increased project closing percentage.

Comments appreciated. We will continue to design cost-effective incentives and services to encourage customer investment in energy efficiency projects, while managing demand to ensure funds are available. We especially welcome specific trade ally feedback like this on what helps motivate customers.

Respondent: Ty Barker, Unico Properties

Comment topics

Energy Trust staff responses

Observed the challenges of communicating the complexity of the organization’s goals and structure, and noted the presentation was well done.

We appreciate Unico attending our overview, budget and action plan presentation, and value your feedback regarding Energy Trust’s role encouraging capital investment in commercial building energy efficiency upgrades. (P.S. You are a great property manager and congratulations on receiving LEED Gold CI for improvements made to Energy Trust office space!)

Observed Energy Trust helps make capital projects in commercial buildings affordable. “The built environment would not be as efficient as it is without ETO and we look forward to the continued efficiency gains.”

Comments appreciated.

Respondent: Jessica Hull, Hull Home Efficiency

Comment topics	Energy Trust staff responses
<p>Commented on Energy Trust’s elimination of duct sealing incentives and reduction of air sealing incentives, with limited eligibility, for 2013. Noted that elimination of the incentives will have an impact on the viability of her business, which focuses on air and duct sealing. Observed homeowners choose to seal ducts because of the incentives.</p>	<p>Energy Trust regrets that when incentive changes need to occur, trade allies can sometimes be negatively impacted. We understand that availability of incentives are important to both contractors and customers. Energy Trust plans to discontinue duct sealing incentives on January 1, 2013 and to continue reduced air sealing incentives only in very limited applications. This has been in discussion at CAC for over a year. The decision is based on the fact that average costs have risen for these measures while savings have on average declined, resulting in failure to pass cost-effectiveness requirements. Low avoided costs of natural gas have exacerbated this situation.</p>
<p>Suggested Energy Trust maintain reduced incentives for duct sealing to maintain customer awareness. Noted that her costs for providing duct sealing have not risen over the past two years.</p>	<p>In 2013, Energy Trust will conduct a pilot program to determine if duct sealing delivery and costs can be reduced using different installation methods. We will also look at ways to pre-screen and target those customers with high savings potential. These techniques may result in higher savings at a lower cost. In turn, this may lead to an opportunity to reintroduce duct sealing into the market on a limited basis in the future. To be successful, a combination of savings increases and cost decreases of 23% for electric homes and 63% for gas homes would need to occur over the life of the measure.</p> <p>Duct sealing measures still qualify for Oregon state tax credits to offset the cost to the customer. Energy Trust has agreed to work with the Oregon Department of Energy to assist them in qualifying eligible projects.</p>

Respondent: Steven Campbell, Home Comfort I&S

Comment topics	Energy Trust staff responses
<p>Commented on Energy Trust’s elimination of duct sealing incentives and reduction of air sealing incentives, with limited eligibility, for 2013. Conveyed that he believes it is a customer disservice to step back from duct and air sealing. Noted that customers may be sold HVAC systems when much of the problem can be solved by duct sealing. Noted California building code requires all ductwork be tested and sealed prior to any HVAC upgrade.</p>	<p>See above comments.</p>
<p>Suggested Oregon match or partly match California building code and that Energy Trust consider a two-tier HVAC incentive—one for HVAC only and a higher incentive for duct sealing combined. Suggested Energy Trust maintain reduced incentives for existing homes to create customer awareness of duct sealing.</p>	<p>These suggestions may prove worth considering as progress is made on the above-mentioned pilot.</p>

Acronyms	<p>aMW Average megawatt CAC..... Conservation Advisory Committee HVAC ... Heating, Ventilation, and Air Conditioning</p>	<p>IRP Integrated Resource Plan OPUC ... Oregon Public Utility Commission RAC..... Renewable Advisory Committee</p>
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Oregon

John A. Kitzhaber, MD, Governor

Public Utility Commission

550 Capitol St NE, Suite 215
Mailing Address: PO Box 2148
Salem, OR 97308-2148
Consumer Services
1-800-522-2404
Local: 503-378-6600
Administrative Services
503-373-7394

November 27, 2012

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

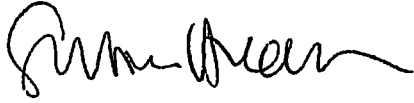
Dear Margie,

We appreciate the opportunity to work through your 2013 Budget and 2013-2014 Action Plan with you. We adopt the recommendations of the OPUC Staff, summarized below and described in more detail in the attached memo.

- Energy Trust continue to streamline processes to keep administrative costs low.
- Energy Trust work to limit carryover to less than 10% for all utilities for both efficiency and renewable energy programs.
- Energy Trust closely evaluate the three remaining temporary agency positions and propose a way that work can be covered without increasing number of permanent staff.
- Energy Trust initiate a discussion about how to more clearly describe conservative and stretch goals in terms of probability of meeting IRP targets.
- Energy Trust continue to provide updates to the PUC on the status and budget of computer system upgrades, including how the new system will reduce costs, increase savings, and benefit ratepayers.
- Energy Trust coordinate closely with the PUC before moving forward to evaluate grant opportunities. Energy Trust coordinate closely with the PUC on any proposed changes to their business model.
- PUC staff work with Energy Trust staff on expanding deep retrofit pilot projects; Energy Trust report to the PUC quarterly on deep retrofit pilot initiatives.
- Energy Trust make a concerted effort to promote the lender ally program more widely and aggressively; Energy Trust should provide updates on the lender allies at quarterly update meetings to the PUC.



We applaud the Energy Trust for results achieved for customers in 2012 and look forward to working with the Trust and stakeholders to achieve the targets in the budget.

A handwritten signature in black ink, appearing to read "Susan Ackerman". The signature is fluid and cursive, with a prominent initial "S" and a long, sweeping underline.

Susan Ackerman
Chair - Oregon Public Utility Commission

ITEM NO. 3

**PUBLIC UTILITY COMMISSION OF OREGON
STAFF REPORT
PUBLIC MEETING DATE: November 20, 2012**

REGULAR X CONSENT _____ EFFECTIVE DATE _____ N/A

DATE: November 13, 2012

TO: Public Utility Commission

FROM: Juliet Johnson

THROUGH: Jason Eisdorfer and Maury Galbraith

SUBJECT: OREGON PUBLIC UTILITY COMMISSION STAFF: Requests
Commission approval of comments on the Draft 2013 Budget and Draft
2013-14 Action Plan for the Energy Trust of Oregon.

STAFF RECOMMENDATION:

Staff recommends that the Commission adopt Staff's comments as Commission comments on the Draft 2013 Budget and Draft 2013-2014 Action Plan for the Energy Trust of Oregon.

DISCUSSION:

The Oregon Public Utility Commission (PUC or Commission) oversees the Energy Trust of Oregon (Trust or ETO) to ensure that it achieves high levels of conservation savings and renewable resource generation, keeps its administrative costs down, and provides a high level of customer satisfaction. As part of the oversight, the Commission reviews and provides comments on the Energy Trust's action plan and annual budget.

Energy Trust presented the Draft 2013 Budget and Draft 2013-2014 Action Plan to the Conservation and Renewable Energy Advisory Councils (CAC and RAC) on October 24, 2012, for initial review. These same plans and budgets were presented to the Commission on November 6, 2012, and to the Energy Trust Board on November 7, 2012. The public meeting scheduled for November 20, 2012, is the opportunity for the public and the Commission to consider and comment on Staff's assessment of the budget and action plan. A final review of the plans and budgets will be made by the CAC and RAC on November 28, 2012. The Energy Trust Board will adopt an action plan and budget on December 14, 2012.

Staff solicited comments from the public on this budget and plan on November 9, 2012, and did not receive any comments.

Generally, the budget and action plan for 2013 is similar to 2012. There are no major changes in direction or strategy. Energy Trust is proposing one new position, a Customer Relations Management (CRM) Business Systems Analyst, and four new employees that were previously either temporary staff or contractors to Energy Trust. Additional summary and comments are provided below.

Electric Savings

Energy Trust plans to grow electric savings by approximately 12 percent from 50.3 average megawatts (aMW) in 2012 to 56.1 aMW. The cost of electric savings is projected to be stable at 3 cents/kWh. Electric efficiency revenues are expected to rise by 8.9 percent to \$123.8 million. In 2012, the Trust is on track to surpass their conservative goals for all four utilities: Portland General Electric (PGE), PacifiCorp, Northwest Natural (NW Natural), and Cascade Natural Gas (Cascade). Conservative goals are aligned with utility Integrated Resource Plan (IRP) goals. Based on results to date and projected end of year results, Energy Trust is on track to exceed PUC performance measures for electric savings and levelized cost.

Gas Savings

For 2013, gas savings have been adjusted down by 11 percent from 2012. This downward adjustment is due to three primary factors:

- 1) Evaluations have revealed that gas measures have saved less than expected;
- 2) Evaluations have revealed that gas savings are costing more than expected; and
- 3) Gas avoided costs are going down due to low natural gas prices.

In 2013, the cost of gas savings is projected to increase from 40.6 to 46.3 cents/annual therm levelized, due to low avoided costs and elimination of some low cost measures. Energy Trust is on track to meet conservative/IRP goals for gas savings in 2012 and to exceed PUC minimum performance measures for savings and levelized cost.

In Docket UM 1622, Energy Trust sought Commission approval for a two-year exception to cost effectiveness requirements for a number of gas measures. In 2013 and 2014, Energy Trust will work to reduce measure costs, increase savings, and shift programs toward gas measures that are cost effective.

Carryover

The table below shows the percent of revenues by utility that were carried over from 2011 to 2012 and the projected carry over amounts from 2012 to 2013:

	Carryover from 2011 to 2012	Carryover from 2012 to 2013
PGE	15%	11%
PacifiCorp	2%	6%
NW Natural	21%	18%
NW Natural Industrial	22%	13%
Cascade	2%	-28%

Energy Efficiency carryover has been reduced as a percentage for PGE, NW Natural, NW Natural Industrial and Cascade. PacifiCorp's carryover percentage increased from 2 to 6 percent. Staff commends Energy Trust for reducing carryover for three of four utilities. Staff recommends Energy Trust target a carryover of less than 10 percent for all utilities.

The table below shows percent of renewable energy funds that were carried over from 2011 to 2012 and the percent that are expected to be carried over from 2012 to 2013 on an activity basis:

	Activity Carryover 2011-12	Activity Carryover 2012-13
PGE	27%	11%
PacifiCorp	3%	16%

As the above table shows, PGE's renewable carryover percentage was reduced, but PacifiCorp's was increased. Staff recommends Energy Trust be diligent in continuing to reduce carryover for renewable energy programs and target an activity carryover of less than 10 percent for both PGE and PacifiCorp.

Renewable Energy

For 2012 there is no PUC performance measure for renewable energy. PUC staff has been working with Energy Trust staff to develop appropriate performance measures for 2013. The current renewable energy market environment is challenging for developing projects, due to reduced availability of tax credits, and low QF rates among other factors. In 2013, Energy Trust is proposing to increase support for early stage project development across technologies and to issue a solar RFP in PGE service territory. Staff supports Energy Trust's increased focus on early stage development and in continuing to support solar and other technologies.

Staff is working with Energy Trust to develop a prioritization strategy for ratepayer renewable energy dollars paid through the public purpose charge. Stakeholders will be invited to provide input on the prioritization and strategy. Staff appreciates that Energy Trust is trying to reduce carryover and effectively leverage renewable energy dollars.

Administrative Costs

Energy Trust's draft 2013 budget shows a projected administrative and program support cost of 4.6 percent of total costs. The PUC performance measures require that administrative and program support costs be less than 9 percent. Last year's budget showed an estimate of 5 percent of total costs, so the percent of administrative costs is projected to be lower in 2013 than it was projected in 2012. Staff supports Energy Trust's continuing to streamline processes to keep administrative costs low.

Staffing

Energy Trust is proposing one new position and four conversions of temporary staff or contractors to full time staff. The new positions include:

- Customer Relations Management (CRM) Business Systems Analyst (a new position) - this person will lead integration of the new computer system into business functioning;
- Eastern Oregon Outreach Manager (currently a temporary staff) - will provide outreach to Morrow, Umatilla, Wallowa, Union, Malheur, and Baker counties;
- Commercial Program Specialist (currently an agency contractor) - will provide support to the commercial sector related to data quality, project processing, reporting and record keeping, and information analysis;
- Industrial Program Specialist (currently an agency contractor) - will support administration, managing project files, paying incentives, answering inquiries, and supporting project assignments for industrial programs; and
- Residential Program Specialist (currently an agency contractor) - will provide support to residential sector including new programs, the lender ally network, and assistance transitioning to a new computer system.

Of the five positions proposed to be added this year, only one, the Eastern Oregon Outreach manager, was included in the state Employment Department's recent employment audit of the Energy Trust. The other three conversions are employees from temporary agencies that have been working with the Energy Trust for several years. According to Energy Trust management, because the Trust directs the work of these employees and because their work is so closely integrated with the performance

of Energy Trust's work, from a technical perspective, those roles should be employee roles.

In addition to the five positions listed above, Energy Trust has three remaining positions currently filled by people from temporary services agencies. These employees are assisting with sector marketing activities and trade ally activities. Over the next few months, Energy Trust will be evaluating how much of the marketing activities being performed by the remaining three temporary agency employees can be moved out to the new Program Management Contractors (PMC's). In addition, the Trust's new computer system should provide automation for managing trade ally information and activity. That should impact workflow and workload, and may further reduce the need for the remaining three temporary agency employees.

Because the work of the three potential positions may not exist at all or in the same form in a year's time, the Energy Trust chose not to recommend their conversion to employee status at this time.

Staff supports the five new positions in the 2013 budget and action plan, but strongly recommends the three remaining temporary agency positions be evaluated closely and that the Trust propose a way that work can be covered without increasing number of permanent staff.

Stretch versus Conservative Goals

In this budget cycle there was some confusion about nomenclature of stretch versus conservative goals. Conservative goals are designed to correspond to utility IRP goals, while stretch goals are 15 percent above conservative goals. Energy Trust seeks funding to the stretch level so the likelihood of meeting the conservative/IRP goal is maximized. It was suggested that this concept could be more clearly communicated and that the nomenclature around conservative and stretch should be revisited. Energy Trust has indicated they are open to other ways to describe these two goals, yet they feel strongly that they should not be pegged only to a stretch or only to an IRP/conservative goal. Staff recommends Energy Trust initiate a discussion about ways to more clearly describe conservative and stretch goals in terms of probability of meeting IRP targets.

Computer System Upgrades

Energy Trust reports that their computer system upgrades are on time and below budget. They indicate that phase 1 is complete and phase 2 will be completed in 2013. Staff recommends the Energy Trust continue to provide updates to the PUC on the

status and budget of upgrades, including how the new system will reduce costs, increase savings, and benefit ratepayers.

Business Model

In Energy Trust's budget presentation they indicated in 2013 they will "assess current business model with eye toward efficiency and cost-saving gains." Staff understands this to mean they will have an assessment performed of the current competitive RFP process for PMCs to see how much time and money it costs to transition from one PMC to another. They will look for adjustments that could be made to timing or scope that would save money and smooth the transition between contractors.

Staff supports this assessment of current practices. Staff further recommends that previous assessments of the competitive process be reviewed closely and used to the extent possible to minimize duplication of efforts.

Also in the 2013 budget, there is a line item that says: "Evaluate grant opportunities for revenue diversification." It is crucial that if additional sources of funding are secured, new dollars and tasks be clearly delineated from ratepayer dollars and tasks. In addition, Staff does not support using ratepayer dollars to evaluate grant opportunities for functions not currently spelled out as functions of Energy Trust. Therefore, Energy Trust needs to coordinate closely with the PUC before moving forward to evaluate grant opportunities.

Deep Retrofits

Based on the 2013 budget and action plan, for existing commercial buildings Energy Trust will be modifying their trade ally approach to increase non-lighting project activity. Additionally, for commercial new buildings (and major retrofits) Energy Trust will focus on technical assistance and financial incentives. Staff supports Energy Trust in expanding their initiatives for deep retrofit projects, particularly in large commercial buildings. PUC staff will work with Energy Trust staff on developing deep retrofit pilot projects. Staff asks that Energy Trust report back to the PUC quarterly on progress with their deep retrofit pilot initiatives.

Lender Ally Network

PUC staff strongly supports Energy Trust in developing its lender ally initiative. Staff believes this is a promising new area that would effectively leverage ratepayer dollars and the expertise and experience Energy Trust has developed over the last ten years. In the 2013-2014 Draft Budget and Action Plan, the lender ally network is mentioned as

part of a) the existing homes residential 2013 strategies and activities, b) new buildings commercial, and c) in the NW Natural Washington program. Staff recommends Energy Trust make a concerted effort to promote the lender ally program more widely and aggressively. Lender allies could be particularly important to Energy Trust's commercial deep retrofit pilots. Energy Trust should provide updates on the lender ally initiative at quarterly update meetings to the PUC.

Recommendation

Overall, PUC staff supports Energy Trust's draft 2013 budget and 2013-14 action plan subject to the following conditions:

- Energy Trust continue to streamline processes to keep administrative costs low.
- Energy Trust work to limit carryover to less than 10% for all utilities for both efficiency and renewable energy programs.
- Energy Trust closely evaluate the three remaining temporary agency positions and propose a way that work can be covered without increasing number of permanent staff.
- Energy Trust initiate a discussion about how to more clearly describe conservative and stretch goals in terms of probability of meeting IRP targets.
- Energy Trust continue to provide updates to the PUC on the status and budget of computer system upgrades, including how the new system will reduce costs, increase savings, and benefit ratepayers.
- Energy Trust coordinate closely with the PUC before moving forward to evaluate grant opportunities. Energy Trust coordinate closely with the PUC on any proposed changes to their business model.
- PUC staff work with Energy Trust staff on expanding deep retrofit pilot projects; Energy Trust report to the PUC quarterly on deep retrofit pilot initiatives.
- Energy Trust make a concerted effort to promote the lender ally program more widely and aggressively; Energy Trust should provide updates on the lender allies at quarterly update meetings to the PUC.

PROPOSED COMMISSION MOTION:

Staff's comments be adopted as Commission comments on the Draft 2013 Budget and Draft 2013-14 Action Plan for the Energy Trust of Oregon.



Pat Egan
Vice President, Customer and
Community Affairs
825 NE Multnomah, Suite 2000
Portland, Oregon 97232
phone (503) 813-6165
fax (503) 813-6100

November 28, 2012

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

Dear Margie,

Thank you to you and your staff for presenting Energy Trust's 2013 draft action plan and budget. We also want to recognize the work Energy Trust and Pacific Power recently performed in agreeing to the 2013 funding levels including setting the stretch goal and funding at 115% of the IRP proxy goal. We absolutely support our customers accessing the best possible energy efficiency services through the Energy Trust while also recognizing the need to minimize the financial impacts on customers, particularly in this challenging economy.

We look forward to continuing to work together and believe both Energy Trust and Pacific Power have significant contributions to make in informing customers of the opportunities presented by your services and programs.

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

- We are pleased to see Energy Trust is forecasted to exceed Pacific Power's goal in 2012 for less than the forecasted 2012 budget. This shows how, by our organizations working together, we can continue our track record of success in providing these valuable savings and demonstrating a continued focus on cost management. As we both know, Pacific Power customers are interested and engaged in improving the energy efficiency of their homes and businesses.
- Pacific Power agrees with OPUC staff comments regarding confusion surrounding the stretch and conservative goals and expects to participate in discussions initiated by the Energy Trust. In addition, Pacific Power strongly advocates the IRP selections form the basis for goal calculations and the stretch goal be established at 115% of the IRP goal. The approach of establishing the stretch goal and then setting the IRP target at 85% of the stretch goal reduces the alignment between the goal calculated by the utility IRP model and necessary utility funding to acquire these resources. The latter approach was utilized during the majority of the 2013 Pacific Power funding process. The former approach was utilized during the final funding determination and changing the approach materially reduced the forecasted 2013 rate impact for our customers.

- Pacific Power's rate adjustment for 2013 is based on funding to the stretch goal and maintaining a five percent reserve. As outlined in our November 19, 2012 filing, we look forward to working with Energy Trust to determine if this combined reserve funding level is optimal or if another amount or approach would be more appropriate.
- As outlined in our program concepts comments provided in August, Pacific Power is generally supportive of the use of pilots in 2013 to better understand markets and opportunities. We will be reviewing pilots and results in 2013 to understand if they are date bound with success metrics, an evaluation plan and go forward decisions are based on evaluation results.
- As with Energy Trust, customer service delivery is a key driver of our business. Now that Oregon Administrative Rules have opened the door to a more open flow of information between Pacific Power and Energy Trust, we ask that Energy Trust staff and contractors work proactively with our Energy Trust liaison, corporate account managers and regional community managers, especially for those customer accounts that Pacific Power considers to be "managed". We regularly refer customers to these programs and appreciate our shared interest in making sure our customers, Pacific Power, Energy Trust, and contractors are all communicating, sharing best practices and fully aware of all the information necessary to make sure customers are taking full advantage of these services.
- I appreciate the recent opportunities to work directly with your board and staff on reviewing programs and processes and sharing Pacific Power experience at the Utility Roundtable meetings. We see opportunity to collaborate further on this level.

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

Pacific Power values the resource acquisitions and customer benefits delivered by Energy Trust on behalf of Pacific Power customers. Speaking on behalf our team, we're here to help Energy Trust meet and exceed their goals for 2013.

Sincerely,



Pat Egan
Vice President, Customer and Community Affairs
Pacific Power

Amber Cole

From: Edmonds, Bill
Sent: Wednesday, November 28, 2012 5:31 PM
To: Margie Harris; Amber Cole
Cc: Meyer, Holly
Subject: Comments from NWN: ETO 2013-14 Draft Action Plan and Budget

Margie:

On behalf of NW Natural (NWN) I want to thank you and your team for meeting with us to discuss ETO's 2013-14 Draft Action Plan and Budget on November 14th. I'm providing these comments to the plan for your consideration as you finalize your budget.

Overall: The company is pleased with ETO's results for 2012 that are expected to equal 106% of NWN's stretch goal for savings. ETO expects to achieve these impressive results at a levelized cost of 39 cents per therm. We also appreciate the time your team has taken to develop a 2013-14 budget that keeps us on target for the acquisition of cost-effective therms at a time when lower avoided cost has created new challenges related to the cost-effectiveness of certain gas measures.

1. Cost-Effectiveness Issue

NW Natural already provided supportive comments to the OPUC regarding the "cost-effectiveness hiatus" requested by ETO regarding several gas measures. We were pleased to see the OPUC grant the hiatus and we believe it is an appropriate approach to this difficult situation. The hiatus offers an opportunity to review our current methodology for testing gas measures – and to assess if the current system works best to ensure a steady and vibrant efficiency program for gas customers. While it is clear that gas prices have been volatile, it is our best guess that new shale discoveries will mean gas prices remain relatively low for years to come. Despite a low avoided cost for gas, it seems oddly out of synch with the region's priorities to allow energy efficiency measures as basic as home weatherization to come and go. We appreciate the hard work and analysis performed by Fred Gordon and his team in support of this effort and we look forward to engaging with ETO and the Commission on the important task of setting a course for energy efficiency through this environment of low cost gas.

2. New Gas Customers

A benefit of low cost gas is that new customers are joining our system – from asphalt plants that had temporarily moved off shore to schools that are converting from very old oil systems. In many cases, these new customers offer an opportunity for NW Natural and ETO to work together to ensure they join our system by putting in the most efficient systems available. Because low cost-natural gas makes it challenging for some customers to justify the expense of more efficient equipment, it is more important than ever to use ETO incentives to help commercial and industrial customers overcome the larger front end costs of high efficient equipment.

3. Behavioral Pilots

ETO has conducted a fair review of the OPower behavioral program and found, as I understand, that it did not deliver low cost savings for gas customers. We continue to support ETO's work in exploring behavioral efforts – and hope that we can work together to make these pilot efforts positive for our customers and successful in delivering savings. We have begun discussions regarding partnering together to effectively use the on line Aclara program – as another way to directly interact with customers and channel them towards appropriate ETO incentives and high efficiency equipment. Despite the abundance of gas heated homes, gas utilities face a bit of a gap in funding for outreach efforts that tie to ETO programs which is filled for the electric utilities by SB 838 funds. Our work to partner on programs like Aclara and others provides a useful mechanism for utility engagement with our customers on the topic of efficiency. I

know our communications departments are meeting next month to discuss details of this partnership and hope we can move forward with this and other communication partnerships in the coming year.

4. Equipment Innovation and NEEA

Gas efficiency efforts would benefit dramatically from more innovation that results in new efficient gas equipment coming to market. This lack of innovation is problem that is much bigger than ETO and NWN – of course -- and requires a regional and even national focus. It is particularly hard to drive efficiency innovation when avoided costs are low. Without it though, we face the real danger that the nation will install inefficient equipment that will be in place for a long, long time. While there is no easy path towards groundbreaking innovation, it is possible that having our own regional innovation lab, NEEA, play some role in the gas market may be one useful step. This is an idea that NEEA has studied as part of its strategic plan and that you Margie have strongly promoted. NEEA is currently an organization with only an electric focus, the board is primarily electric and the staff has strong electric expertise. For the organization to take up gas issues, it would need to develop a vision for including gas and then build capabilities to deliver on this vision. It may be that ETO, NWN and other stakeholders in the region should take up in 2013 a conversation with NEEA regarding what it might look like to fold gas into the organization's mission. Like many matters that are both complex and controversial, it may make sense to pilot something small with NEEA in the area of gas equipment to ensure such an effort can be supported by the organization and can be successful. While we have informally approach NEEA on this subject, we know that ETO generally—and you Margie specifically—have hoped this might work and for that reason we mention it here.

5. Low-Income

Low income weatherization and efficiency programs continue to be a priority for us and we know you share our concern that these customers remain underserved. We're proud to say that our company managed weatherization program in which we partner with the CAP agencies, weatherized 576 homes over the last program year. While collectively with the CAP agencies we're proud of this accomplishment, this is a very small number given the demand. We note that our program and others will be hit hard by federal cuts in low income funding. We have discussed a variety of ways to partner with ETO to reach these customers more effectively, with some of these ideas getting from the drawing board to the proposal stage. I look forward to continuing this work and to delivering more in the way of efficiency services to low income homes and multi-family buildings in the coming year.

6. New Program Areas

We have appreciated ETO's willingness to look into new areas to partner such as exploring District Systems and hope some of these new efforts grow to become fresh, new opportunities for energy savings. It seems reasonable to expect that low cost gas will reverberate through the energy economy in ways that are difficult now to predict. We expect this new world will require new things of local distribution companies, like NWN, and will also require our partners, like ETO, to broaden their efforts to meet these new challenges as well.

If you have questions about any of these suggestions, don't hesitate to give me a call.

Sincerely,
Bill Edmonds

Bill Edmonds | Director, Environmental Management & Sustainability | NW Natural 220 NW Second Avenue |
Portland, Oregon 97209 |

From: Abrahamson, Jim
Sent: Friday, November 02, 2012 3:15 PM
To: Peter West; Steve Lacey; Elaine Prause
Cc: Parvinen, Michael; Spector, Allison
Subject: Cascade Natural Gas Draft 2013 Budget Comments

Greetings,

Cascade Natural Gas appreciates this opportunity to comment on the Energy Trust of Oregon's 2013 draft budget of energy efficiency programs for Cascade's Oregon service area.

These comments are built upon information compiled from different sources and times in the 2013 budget process so there might not be total alignment on some of the figures. Specifically, some of this information comes from the September 17, 2012 discussion between Cascade and ETO and some comes from the October 24, 2012 meeting of the Conservation Advisory Council. The 2013 draft budget figures are still in flux, so any slight differences should be ignored.

The draft 2013 energy efficiency budget for Cascade is \$2,415,938 for total program expenses and \$2,501,506 when total administrative costs are included. These budgeted expense figures support a 2013 IRP goal of 405,844 therms and a stretch goal of 415,948 therms. The draft 2013 budget figure is relatively stable and consistent with the energy efficiency budgets of the past couple years and reflects a combination of factors including the relatively slow economic recovery in Cascade's service area.

At the CAC meeting we were presented with the detailed energy efficiency budgets for each of the five program areas that deliver energy efficiency services to Cascade's Oregon customers. We hope to learn more about the specific details that have been factored into the development of these program budgets at our upcoming budget meeting on November 8, 2012.

In the meantime, the following are some observations we have that are related to the 2013 budget and to our ongoing request for transparent information related to the reported energy efficiency program successes

- **Cascade's IRP Targets come from ETO and the Stellar Study**

Cascade's Oregon demand-side management potential and targets are developed by ETO through the use of resource assessments conducted by Stellar Processes. Cascades recently approved 2011 Integrated Resource Plan (OPUC Order 12-342, Docket number LC 54, September 12, 2012) notes that Cascade's cumulative "best case" therm savings target over the 20-year planning horizon is 10,718,950 therms. This achievable potential figure came from ETO and is broken down by sector in the following manner:

<u>Sector</u>	<u>Therms</u>
Industrial:	1,397,825
Commercial:	1,046,952
Residential:	<u>8,274,173</u>
Total:	10,718,950

By way of observation, we note that over 77 percent of the achievable potential has been identified in the residential sector.

- **ETO program alignment with IRP technical and achievable potential**

There are 79 specific measures identified and included in the resource assessment of the residential and commercial sectors. These 79 measures are listed in Cascade's IRP. While there is no specific measure listing

itemized for the industrial sector (for a variety of reasons we have agreed upon) there ARE specific measures identified in the resource assessment that can compile to the 20-year industrial achievable potential figure included in the IRP.

This is mentioned because it is Cascade's expectation that ETO is building the 2013 therm savings and program budgets for each sector and program on the foundation provided by specific measures identified and quantified in the Stellar Processes analysis and listed in CNG's approved 2011 Integrated Resource Plan.

- **Fourth quarter, 2012 expected achievements and relationship to 2013**

As noted above, there is a rough comparability between the draft 2013 energy efficiency budget and the 2012 budget for Cascade. At the last Conservation Advisory Council meeting (October 24, 2012) it was noted that that all five of ETO's programs were experiencing exceptional results in Cascade's service area. Estimates of therm savings for 2012 were reported to be in neighborhood of 101 percent of the stretch goal. This is excellent news from the standpoint of total therm savings.

However, this news raises a couple of questions that we might be able to explore in more detail at our upcoming meeting. We are all familiar with the "hockey stick" where a large proportion of annual program expenses occur, or are booked, in the fourth quarter of the program year. We note that in 2012 the projected hockey stick is significantly steeper than in years past – with as much as 62 percent of total 2012 program expenses expected to be incurred between October and December, 2012. Is this steepening expense pattern unique to 2012? Why has this occurred to such a degree? Is this a reflection of an ongoing uptick in activity in CNG's service territory or is it isolated to 2012? Are there any ramifications for 2013 that could be expected?

These issues will be easier to discuss once we see the measure details that underlie each of the five program budgets for 2013.

- **Cascade's expectations for specific reporting savings and accomplishments**

Cascade and ETO continue to work toward the identification and reporting of specific program energy efficiency achievements by ETO for the benefit of Cascade's Oregon customers. It is Cascade's intent to track savings achievements as much as possible in each relevant measure area identified in the resource assessment and to mark progress in achieving the overall achievable conservation potential in our Oregon service area. As I said at the CAC meeting last week, I look forward to seeing the specific program accomplishment details for 2012 when they become available. In the meantime, we will all continue working on the 2006-2011 data.

Thank you for this opportunity to comment on the draft 2013 budget. We look forward to our meeting on November 8, 2012 and to our opportunity to provide final comments to the ETO Board prior to the presentation of the final 2013 budget on December 14, 2012.

Jim Abrahamson
Senior Conservation Analyst
Cascade Natural Gas Corporation
<http://www.cngc.com>

Amber Cole

Subject: FW: ETO Budget Comments

From: Carol Dillin
Sent: Wednesday, November 28, 2012 1:50 PM
To: Margie Harris
Subject: ETO Budget Comments

Dear Margie,

Thanks to the extensive discussions PGE and Energy Trust have already had about Energy Trust's 2013 budget, and Energy Trust's willingness to incorporate our conversations into its plans, PGE has no further comments on the Energy Trust budget.

PGE has submitted a tariff to increase our Schedule 110 (SB838) tariff by \$8 million to meet Energy Trust budget for 2013 and 2014, and hope for OPUC approval December 18, with the tariff to go into effect January 1, 2013.

We look forward to working with you to meet our joint goals in the new year.

Carol A. Dillin | Vice President, Customer Strategies & Business Development | Portland General Electric

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Amber Cole

Subject: FW: BUDGET COMMENT: Energy Trust 2013-2014 Budget Comments

From: Theo Anderson

Sent: Monday, November 26, 2012 10:54 AM

To: info

Subject: Energy Trust 2013-2014 Budget Comments

As a Trade Ally we truly appreciated the Kick Start program as a bonus to having our customers move forward with projects. The added incentive to begin and order parts in a 90 day period increased our closing percentage greatly.

Please feel free to contact me if you have any questions.

Respectfully,
Theo Anderson

Theo Anderson | Energy Services | Alliant Systems, LLC |

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Amber Cole

Subject: FW: Thank you and request for comments

From: Ty Barker
Sent: Wednesday, November 28, 2012 2:28 PM
To: Margie Harris
Subject: RE: Thank you and request for comments

Margie

That was a very informative presentation – sorry I had to leave early.

I think the messaging is fairly presented – you have to digest and present complexities of legislation and actual achieved goals. Because so much of the benefit ETO brings is in “avoided” costs, presenting that information will always be difficult – especially when combined with measured savings based on completed infrastructure upgrades. I am also always impressed with how well you articulate the message.

Long and short: Thank you for all your support and assistance over the years. The ETO is instrumental in making capital projects in commercial buildings affordable. The built environment would not be as efficient as it is without ETO and we look forward to the continued efficiency gains.

Ty Barker





Please consider the impact to the environment before printing this email.

From: Margie Harris [<mailto:Margie.Harris@energytrust.org>]
Sent: Wednesday, November 28, 2012 11:54 AM
To: Amber Cole; Margie Harris
Subject: Thank you and request for comments

Good morning,

Special thanks to those of you who attended our draft budget and outreach meetings held this past Monday and Tuesday, November 26 and 27th. We had good turnout and discussion and we highly value your time and participation in these meetings.

As mentioned during our presentation, our draft budget and action plan were both designed to cost effectively meet PGE, Pacific Power, NW Natural and Cascade Natural Gas integrated resource plans targets for energy efficiency savings and to continue small scale renewable energy development for both PGE and Pacific Power customers. Specific details are included in the individual program descriptions and corresponding line item budgets, available here for your review: www.energytrust.org/about/budget

As a reminder, Energy Trust very much encourages and welcomes your written comments on our draft 2013-2014 budget and action plan. As previously referenced, the due date for receipt of your comments is 5:00 pm next Monday, December 3rd. Comments may be provided via email to me at margie@energytrust.org, with a copy to Amber Cole at amber.cole@energytrust.org, who is included in this mailing.

Every year, feedback received through a variety of forums enables us to solicit and listen to different perspectives that help us strengthen our strategies and approaches. All suggestions are considered as we prepare the final proposed budget and action plan, which will be presented for board action at the board of

directors meeting on Friday, December 14th. The board packet for this upcoming meeting also will include actual copies of written comments received along with a comment summary and staff responses. The board meeting begins at 12:15 pm in our offices and of course, is open to the public. You are welcome to attend and to provide comments there if you would like.

For those who would prefer to send or drop off written comments, our address is 421 SW Oak St., Suite 300, Portland, OR 97204.

We value your comments and do hope to hear from you by close of business next Monday. Thank you again for your time and thoughts.

Best,

Margie

Margie Harris
Executive Director

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

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This email is intended for its addressee(s) and may contain confidential information. If you receive this email in error, please notify me and delete it promptly. Thank you.

+ Please consider the environment before printing this email.

Amber Cole

Subject: FW: Duct Sealing Incentives

From: jthull

Sent: Thursday, November 15, 2012 10:23 AM

To: Peter West

Subject: Duct Sealing Incentives

I am a duct sealing and air sealing contractor. I was going over your minutes on 10/24/12. I see that it's proposed to end the duct sealing rebates. I am very concerned about this due to my entire business is duct and air sealing. I fear that if all rebates are ended that I will be out of business soon. From my experience home owners only choose to do duct sealing because there are incentives to help them out of pocket costs.

I propose that we still have some sort of rebates for duct sealing, even if it is way less than what is currently available. There are some people who do not even understand what duct sealing is, but if they see rebates for it on the Energy Trust website, then it peaks their interest.

My costs have not gone up over the past two years. We consistently try to make our costs as close to the rebate costs so customers are getting the most for their money. Instead of doing rebates by a 50% margin, why not make a solid figure like the other utility companies are doing in Oregon. Say for example you make the rebates at a flat fee of \$300. Then, all duct sealers will have to make their costs as close to that rebate amount as possible for them to be competitive. Also, you will have an exact dollar amount for budgets and can track it if, and when, it gets close to going over.

These are suggestions that I have to help save our business and also the entire duct sealing program. I believe in going green and saving the environment. How can we do that if all of our energy in our home is literally going right out the door? Why does it matter if a consumer purchases a 99% energy efficient furnace or heat pump if all the heat from it is getting pumped into non livable spaces? I believe we need to be smarter about the choices in program cuts and spending. If people do not see duct sealing on the list of Energy Trust measures, then some people won't even know what duct sealing is. A majority of our work is from people hearing about duct sealing and having their utility bills high during the winter time. It's not from people buying new furnaces and heat pumps.

Duct sealing is a way to help the environment by saving people energy and money. I believe we will lose a big step towards this if we delete these incentives.

Sincerely,

Jessica Hull
Hull Home Efficiency, Inc.

Amber Cole

Subject: FW: Residential Program changes

From:

To: marshall.johnson@energytrust.org

CC: tom.beverly@energytrust.org

Subject: Residential Program changes

Date: Thu, 8 Nov 2012 17:14:44 +0000

Hi Marshall,

It's been awhile since we last spoke. Trust all is well. Say...I missed the last CAC meeting in October. However, I just read through the notes and do have a concern. I also have a group of corrective suggestions to evaluate. To be direct, I think you are doing the customer wrong by stepping back from duct testing/sealing. Air sealing I can understand, but eliminating duct sealing....not good. **Too many homes (customers) are being sold new and improved HVAC systems by profit only CONTRACTORS when factually all or part of the actual solution is leaky ductwork.** I've seen it too many times as an Energy Rep for Pacific and I still see it today. To eliminate duct testing/sealing from any HVAC upgrade is no different from eliminating window incentives standard weatherization package. It might not always be cost effective, but necessary. **FYI - California building code actually requires all ductwork be tested and sealed prior to any HVAC upgrade.** Your proposal or (Market Transformation) is going in the opposite direction. Why?

As for solutions....one is to match or partly match California building code. Perhaps have a two-tier HVAC incentive. One for HVAC only and a higher incentive for duct sealing combined. This would encourage better performance and market transformation. As for existing homes and existing ductwork with no upgrade, the least you could offer is a reasonable incentive to have sealed and no test incentive. Reduce the incentive to 25% up to \$400, **but have something to create awareness in the customer.** Like past conversations....which is most important? Sealing/insulating the envelope (home) first or a hvac system upgrade. You know my answer. I trust that it still matches your (ETO) answer. I can't answer for the other contractors.

Please consider...

Steve Campbell
Home Comfort I & S
Roseburg, Oregon

FYI - When I meet with a customer, I provide a simple explanation with reference to their current HVAC system and possible improvements. I compare it to a three legged stool. One leg is the air handler (furnace); one is the hvac (outside unit) and one is the air supply system (ductwork). If either three are weak (not functioning to best performance) it will fall over (fail). The customer would usually provide the answer first (awareness). I'm sorry to say.... but your proposal is eliminating one leg of the total package and jeopardizing best home performance. It's also leaving more customer education in the hands of the salesman. Think about it.

2013 Budget Recap - R2: Final Approved

PROGRAM	BUDGET (\$M)			ELECTRIC SAVINGS ¹				GAS SAVINGS ¹			
	ELECTRIC	GAS	TOTAL	GOALS		COST		GOALS		COST	
				aMW		Levelized (\$/kW h)		Annual Therms		Levelized (\$/Therm)	
				Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal
ENERGY EFFICIENCY											
Commercial											
Business Energy Solutions – Existing Buildings	35.9	6.7	42.6	13.13	15.45	0.037	0.032	1, 444,984	1, 699,981	0.460	0.391
Business Energy Solutions – N ew Buildings	16.8	1.3	18.1	4.86	5.72	0.040	0.034	393, 405	462, 829	0.270	0.230
Mkt Transformation (Alliance)	3.0	0.0	3.0	1.93	2.27	0.018	0.015	NA			
Total Commercial	55.7	8.0	63.7	19.9	23.4	0.036	0.030	1,838,388	2,162,810	0.412	0.350
Industrial											
Production Efficiency	30.9	3.3	34.2	13.83	16.27	0.030	0.025	971, 159	1, 142,540	0.346	0.294
Mkt Transformation (Alliance)	1.6	0.0	1.6	0.56	0.66	0.041	0.035	NA			
Total Industrial	32.5	3.3	35.8	14.4	16.9	0.030	0.026	971, 159	1,142,540	0.346	0.294
Residential											
Home Energy Solutions – Existing Homes	16.0	11.4	27.4	5.23	6.15	0.038	0.033	1, 073,250	1, 262,647	0.813	0.691
Home Energy Solutions – N ew Homes & Products	16.7	4.3	21.0	5.66	6.66	0.046	0.039	748, 330	880, 388	0.489	0.416
Mkt Transformation (Alliance)	4.9	0.0	4.9	2.19	2.58	0.040	0.034	NA			
Total Residential	37.6	15.7	53.3	13.1	15.4	0.041	0.035	1,821,580	2,143,035	0.686	0.583
W ashington											
Business Energy Solutions – Existing Buildings	0.0	0.7	0.7					127, 500	150, 000	0.401	0.341
Home Energy Solutions – Existing Homes	0.0	0.5	0.5					62, 722	73, 791	0.540	0.459
Home Energy Solutions – N ew Homes & Products	0.0	0.3	0.3					36, 513	42, 956	0.693	0.589
Total W ashington	0.0	1.5	1.5					226, 735	266, 747	0.489	0.416
Total Energy Efficiency with Gas Market T ransformation	\$125.8	\$28.5	\$154.3	47.4	55.8	0.035	0.030	4,857,862	5,715,132	0.517	0.440
	BUDGET (\$M)			ELECTRIC GENERATION ¹							
	ELECTRIC	GAS	TOTAL	GOALS		COST					
aMW				(\$mils/ aMW)							
Conservative				Best Case	Conservative	Best Case					
REN EW ABLE RESOURCES											
Biopower	2.9		2.9	2.32	2.32	1.25	1.25				
Open Solicitation	3.6		3.6	0.96	0.99	3.73	3.61				
Solar Electric	9.5		9.5	0.73	1.12	13.01	8.48				
Total Renewable Resources	\$16.0		\$16.0	4.0	4.4	3.98	3.60				

¹ some columns may not add due to rounding

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Budget Approved Final

	ENERGY EFFICIENCY						RENEWABLE ENERGY			Other	TOTAL		
	PGE	PacifiCorp	Total	NWN Ind	NW Natural	Cascade	Oregon Total	NWN WA	ETO Total		PGE	PacifiCorp	Total
REVENUES													
Public Purpose Funding	\$26,449,746	\$19,893,195	\$46,342,941		\$21,996,075	\$3,293,912	\$71,632,928		\$71,632,928	\$7,569,342	\$5,579,296	\$13,148,638	\$84,781,566
Incremental Funding	50,850,000	25,881,600	76,731,600	2,391,083			79,122,683	1,291,102	80,413,785				80,413,785
Revenue from Investments													120,000
TOTAL PROGRAM REVENUE	77,299,746	45,774,795	123,074,541	2,391,083	21,996,075	3,293,912	150,755,611	1,291,102	152,046,713	7,569,342	5,579,296	13,148,638	165,315,351
EXPENSES													
Program Management (Note 3)	2,457,782	1,483,211	3,940,994	81,138	853,480	121,227	4,996,839	203,515	5,200,354	470,051	576,786	1,046,837	6,247,191
Program Delivery	21,504,818	13,520,004	35,024,822	726,502	5,162,867	610,357	41,524,548	286,819	41,811,367				41,811,367
Incentives	45,325,664	25,088,181	70,413,845	1,656,790	11,724,491	1,373,554	85,168,680	624,135	85,792,815	6,509,284	5,852,403	12,361,687	98,154,502
Program Eval & Planning Svcs.	2,581,869	1,600,065	4,181,934	65,018	797,585	85,214	5,129,751	61,136	5,190,887	91,674	93,161	184,835	5,375,722
Program Marketing/Outreach	2,261,532	1,302,379	3,563,910	18,210	1,176,838	105,065	4,864,024	105,712	4,969,736	127,645	76,355	204,000	5,173,736
Program Legal Services													0
Program Quality Assurance	116,953	75,556	192,509	659	56,561	5,272	255,000		255,000	7,500	7,500	15,000	270,000
Outsourced Services	664,897	488,524	1,153,422	25,270	252,717	23,641	1,455,050	500	1,455,550	633,492	441,008	1,074,500	2,530,050
Trade Allies & Cust. Svc. Mgmt.	429,126	258,163	687,290	3,743	283,317	25,990	1,000,341	29,194	1,029,535	28,952	15,198	44,150	1,073,685
IT Services	1,114,399	658,372	1,772,771	22,189	496,189	49,447	2,340,596	65,741	2,406,337	128,679	154,858	283,537	2,689,874
Other Program Expenses	423,146	255,260	678,406	11,065	242,522	23,523	955,516	41,567	997,083	138,396	122,691	261,087	1,258,170
TOTAL PROGRAM EXPENSES	76,880,187	44,729,716	121,609,902	2,610,585	21,046,567	2,423,291	147,690,345	1,418,319	149,108,664	8,135,672	7,339,961	15,475,633	164,584,297
ADMINISTRATIVE COSTS													
Management & General (Notes 1 & 2)	1,620,561	946,545	2,567,106	50,365	461,742	51,883	3,131,096	31,321	3,162,417	152,373	149,105	301,478	3,463,895
Communications & Cust Svc (Notes 1 & 2)	1,027,392	600,108	1,627,500	32,037	292,341	32,874	1,984,753	19,852	2,004,605	96,038	93,956	189,994	2,194,600
Total Administrative Costs	2,647,953	1,546,653	4,194,606	82,402	754,083	84,757	5,115,849	51,173	5,167,022	248,411	243,061	491,472	5,658,494
TOTAL PROG & ADMIN EXPENSES	79,528,139	46,276,369	125,804,508	2,692,987	21,800,651	2,508,048	152,806,194	1,469,492	154,275,686	8,384,083	7,583,022	15,967,105	170,242,790
TOTAL REVENUE LESS EXPENSES	(2,228,393)	(501,574)	(2,729,967)	(301,904)	195,424	785,864	(2,050,583)	(178,390)	(2,228,973)	(814,741)	(2,003,726)	(2,818,467)	120,000
Cumulative Carryover at 12/31/12 (Note 4)	7,014,161	1,089,539	8,103,700	301,902	3,938,817	(639,450)	11,704,969	178,390	11,883,359	7,333,768	7,198,497	14,532,265	10,654,933
Interest attributed	1,740,000	1,160,000	2,900,000		5,000,000	700,000	8,600,000		8,600,000	585,000	2,235,000	2,820,000	(3,520,000)
Interest re-attributed	(1,740,000)	(1,160,000)	(2,900,000)		(5,000,000)	(700,000)	(8,600,000)		(8,600,000)				700,000
TOTAL NET ASSETS CUMULATIVE	4,785,768	587,965	5,373,733	(1)	4,134,241	146,414	9,654,386	0	9,654,386	7,104,027	7,429,771	14,533,798	7,954,933

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

Note 2) Administrative costs are allocated for management reporting only. GAAP for Not for Profit organizations does not allow allocation of administrative costs to program expenses.

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

Note 4) Cumulative carryover at 12/31/2012 is from the 2012 Forecast.

The Energy Trust of Oregon, Inc
Program Expense by Service Territory
For the Twelve Months Ending December 31, 2013
2013 Budget Approved Final

	PGE 2013 Budget	Pacific Power 2013 Budget	Elec. Utilities 2013 Budget	NWN Industrial 2013 Budget	NW Natural Gas 2013 Budget	Cascade 2013 Budget	Gas Providers 2013 Budget	Oregon Total 2013 Budget	NWN WA 2013 Budget	ETO Total 2013 Budget
Energy Efficiency										
Commercial										
Business Energy Solutions - Existing Buildings	24,308,365	11,598,271	35,906,636	518,887	5,522,093	689,447	6,730,427	42,637,063	652,870	43,289,933
Business Energy Solutions - New Buildings	9,188,357	7,598,083	16,786,440	59,548	1,088,524	125,343	1,273,415	18,059,855		18,059,855
Market Transformation (NEEA)	1,786,935	1,241,768	3,028,703					3,028,703		3,028,703
Total Commercial	35,283,657	20,438,122	55,721,779	578,435	6,610,617	814,790	8,003,842	63,725,621	652,870	64,378,491
Industrial										
Business Energy Solutions - Production Efficiency	19,716,670	11,198,194	30,914,864	2,114,551	758,749	416,035	3,289,335	34,204,199		34,204,199
Market Transformation (NEEA)	918,439	638,237	1,556,676					1,556,676		1,556,676
Total Industrial	20,635,109	11,836,431	32,471,540	2,114,551	758,749	416,035	3,289,335	35,760,875		35,760,875
Residential										
Home Energy Solutions - Existing Homes	9,614,122	6,396,900	16,011,022		10,456,809	915,702	11,372,511	27,383,533	473,034	27,856,567
Home Energy Solutions - New Homes/Products	11,094,851	5,589,384	16,684,235		3,974,475	361,520	4,335,995	21,020,230	343,588	21,363,818
Market Transformation (NEEA)	2,900,397	2,015,531	4,915,928					4,915,928		4,915,928
Total Residential	23,609,370	14,001,815	37,611,185		14,431,284	1,277,222	15,708,506	53,319,691	816,622	54,136,313
Energy Efficiency Program Costs	79,528,136	46,276,368	125,804,504	2,692,986	21,800,650	2,508,047	27,001,683	152,806,187	1,469,492	154,275,679
Renewables										
Biopower	1,287,500	1,626,105	2,913,605					2,913,605		2,913,605
Solar Electric (Photovoltaic)	6,392,847	3,077,338	9,470,185					9,470,185		9,470,185
Other Renewable	703,736	2,879,581	3,583,317					3,583,317		3,583,317
Renewables Program Costs	8,384,083	7,583,024	15,967,107					15,967,107		15,967,107
Cost Grand Total	87,912,219	53,859,392	141,771,611	2,692,986	21,800,650	2,508,047	27,001,683	168,773,294	1,469,492	170,242,790

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

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total
Program Expenses							
Incentives/ Program Management & Delivery	133,391,671	12,411,686	145,803,357			0	145,803,357
Payroll and Related Expenses	2,885,598	996,837	3,882,435	1,995,834	832,871	2,828,705	6,711,140
Outsourced Services	5,856,628	1,363,500	7,220,128	532,350	930,000	1,462,350	8,682,478
Planning and Evaluation	2,541,809	114,836	2,656,645			0	2,656,645
Customer Service Management	1,008,358	26,469	1,034,827			0	1,034,827
Trade Allies Network	418,916	18,942	437,858			0	437,858
Total Program Expenses	146,102,979	14,932,270	161,035,249	2,528,184	1,762,871	4,291,055	165,326,304
Program Support Costs							
Supplies	33,174	10,767	43,941	24,515	9,986	34,501	78,442
Postage and Shipping Expenses	1,689	614	2,303	1,038	4,512	5,550	7,853
Telephone	3,086	1,249	4,335	2,182	208	2,390	6,725
Printing and Publications	117,681	22,293	139,974	1,941	55,662	57,603	197,577
Occupancy Expenses	196,697	71,489	268,186	120,946	59,668	180,614	448,800
Insurance	30,962	11,253	42,215	19,038	9,392	28,430	70,645
Equipment	10,049	3,652	13,701	6,179	4,048	10,227	23,928
Travel	56,750	53,200	109,950	47,334	7,000	54,334	164,284
Meetings, Trainings & Conferences	50,900	33,000	83,900	187,815	28,500	216,315	300,215
Interest Expense and Bank Fees			0	7,500		7,500	7,500
Depreciation & Amortization	45,175	16,419	61,594	27,778	13,704	41,482	103,076
Dues, Licenses and Fees	52,479	35,636	88,115	9,246	2,171	11,417	99,532
Miscellaneous Expenses	704	256	960	633	213	846	1,806
IT Services	2,406,335	283,537	2,689,872	479,567	236,665	716,232	3,406,104
Total Program Support Costs	3,005,681	543,364	3,549,045	935,712	431,730	1,367,442	4,916,487
TOTAL EXPENSES	149,108,660	15,475,634	164,584,294	3,463,896	2,194,600	5,658,496	170,242,790

OPUC Performance Measure 5.6%

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Budget Approved Final

PGE

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	682,736	470,820	7,216	496,621	3,995	435,640	349,931	10,823	2,457,782
Program Delivery:	6,083,820	2,127,704	1,677,844	4,072,148	844,758	2,211,670	1,738,050	2,748,824	21,504,818
Incentives:	15,129,126	5,377,879		13,511,247		4,619,326	6,688,086		45,325,664
Program Eval & Planning Svcs.:	749,976	388,714	34,382	467,628	35,394	455,696	414,687	35,394	2,581,869
Program Marketing/Outreach:	171,891	188,902		130,261		677,535	1,092,942		2,261,532
Program Legal Services:									-
Program Quality Assurance:	19,944	35,604				35,053	26,352		116,953
Outsourced Services:	178,407	75,023		214,989		149,150	47,328		664,897
Trade Allies & Cust. Svc. Mgmt.:	75,860	29,044		17,973		207,079	99,172		429,126
IT Services:	360,296	150,903	1,641	125,648	820	301,966	170,663	2,461	1,114,399
Other Program Expenses	66,558	25,367	670	88,241	335	183,288	57,683	1,004	423,146
TOTAL PROGRAM EXPENSES	23,518,613	8,869,960	1,721,753	19,124,756	885,302	9,276,403	10,684,893	2,798,506	76,880,187
ADMINISTRATIVE COSTS									
Management & General	483,452	194,858	39,938	361,620	20,290	206,790	251,239	62,372	1,620,561
Communications & Customer Svc	306,300	123,540	25,244	230,294	12,847	130,929	158,719	39,520	1,027,392
Total Administrative Costs	789,752	318,398	65,182	591,914	33,137	337,719	409,958	101,892	2,647,953
Total Program & Admin Expenses	24,308,366	9,188,358	1,786,935	19,716,670	918,439	9,614,122	11,094,851	2,900,398	79,528,139

**Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2013 Budget Approved Final**

PAC

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	286,601	381,297	5,015	312,738	2,777	301,299	185,965	7,521	1,483,211
Program Delivery:	2,847,361	1,703,924	1,165,959	2,876,514	587,036	1,418,388	1,010,622	1,910,200	13,520,004
Incentives:	7,232,236	4,494,049		7,079,396		3,066,093	3,216,407		25,088,181
Program Eval & Planning Svcs.:	357,837	341,437	23,893	265,592	24,595	353,204	208,912	24,595	1,600,065
Program Marketing/Outreach:	66,746	152,825		73,983		449,992	558,833		1,302,379
Program Legal Services:									-
Program Quality Assurance:	9,516	29,442				23,323	13,276		75,556
Outsourced Services:	181,299	62,038		122,104		99,239	23,843		488,524
Trade Allies & Cust. Svc. Mgmt.:	36,195	24,017		10,208		137,783	49,961		258,163
IT Services:	171,909	124,786	1,140	71,363	570	200,918	85,977	1,710	658,372
Other Program Expenses	31,757	20,977	465	50,117	233	121,954	29,060	698	255,260
TOTAL PROGRAM EXPENSES	11,221,456	7,334,791	1,196,472	10,862,014	615,211	6,172,193	5,382,854	1,944,724	44,729,716
ADMINISTRATIVE COSTS									
Management & General	230,670	161,133	27,754	205,384	14,100	137,591	126,570	43,344	946,545
Communications & Customer Svc	146,145	102,158	17,542	130,797	8,927	87,115	79,959	27,463	600,108
Total Administrative Costs	376,815	263,292	45,296	336,181	23,027	224,706	206,529	70,807	1,546,653
Total Program & Admin Expenses	11,598,271	7,598,083	1,241,768	11,198,195	638,238	6,396,899	5,589,383	2,015,531	46,276,369

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NWN

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	Existing Homes	New Homes & Products	ETO Total
Program Management	130,372	51,411	25,536	472,673	173,488	853,480
Program Delivery:	1,300,048	221,368	185,137	2,093,597	1,362,717	5,162,867
Incentives:	3,548,097	677,868	485,873	5,327,137	1,685,516	11,724,491
Program Eval & Planning Svcs.:	157,565	42,042	17,192	458,613	122,172	797,585
Program Marketing/Outreach:	31,886	20,537	5,018	780,423	338,974	1,176,838
Program Legal Services:						-
Program Quality Assurance:	4,546	4,235		38,273	9,508	56,561
Outsourced Services:	55,586	8,923	8,283	162,850	17,076	252,717
Trade Allies & Cust. Svc. Mgmt.:	17,291	3,454	692	226,099	35,781	283,317
IT Services:	82,124	17,948	4,841	329,701	61,575	496,189
Other Program Expenses	15,171	3,017	3,400	200,123	20,812	242,522
TOTAL PROGRAM EXPENSES	5,342,685	1,050,804	735,972	10,089,488	3,827,617	21,046,567
ADMINISTRATIVE COSTS						
Management & General	109,825	23,084	13,916	224,916	90,001	461,742
Communications & Customer Svc	69,582	14,636	8,862	142,405	56,857	292,341
Total Administrative Costs	179,407	37,720	22,778	367,320	146,858	754,083
Total Program & Admin Expenses	5,522,092	1,088,524	758,751	10,456,809	3,974,475	21,800,651

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NWN Industrial

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	ETO Total
Program Management	10,097	3,063	67,978	81,138
Program Delivery:	128,025	13,838	584,639	726,502
Incentives:	333,212	35,000	1,288,578	1,656,790
Program Eval & Planning Svcs.:	14,806	2,300	47,913	65,018
Program Marketing/Outreach:	2,996	1,229	13,986	18,210
Program Legal Services:				-
Program Quality Assurance:	427	232		659
Outsourced Services:	1,699	488	23,083	25,270
Trade Allies & Cust. Svc. Mgmt.:	1,625	189	1,930	3,743
IT Services:	7,717	982	13,490	22,189
Other Program Expenses	1,426	165	9,474	11,065
TOTAL PROGRAM EXPENSES	502,029	57,485	2,051,071	2,610,585
ADMINISTRATIVE COSTS				
Management & General	10,320	1,263	38,783	50,365
Communications & Customer Svc	6,538	801	24,698	32,037
Total Administrative Costs	16,858	2,064	63,481	82,402
Total Program & Admin Expenses	518,887	59,549	2,114,552	2,692,987

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NWN WA

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	Existing Homes	New Homes and Products	ETO Total
Program Management	106,302	59,608	37,605	203,515
Program Delivery:	102,959	119,517	64,343	286,819
Incentives:	291,565	159,282	173,288	624,135
Program Eval & Planning Svcs.:	30,568	23,712	6,856	61,136
Program Marketing/Outreach:	42,472	43,031	20,209	105,712
Program Legal Services:				-
Program Quality Assurance:				-
Outsourced Services:	500			500
Trade Allies & Cust. Svc. Mgmt.:	12,485	13,258	3,451	29,194
IT Services:	25,740	24,628	15,373	65,741
Other Program Expenses	18,287	13,400	9,880	41,567
TOTAL PROGRAM EXPENSES	630,878	456,436	331,005	1,418,319
ADMINISTRATIVE COSTS				
Management & General	13,462	10,152	7,707	31,321
Communications & Customer Svc	8,531	6,445	4,876	19,852
Total Administrative Costs	21,993	16,597	12,583	51,173
Total Program & Admin Expenses	652,871	473,033	343,588	1,469,492

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Cascade

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	Existing Homes	New Homes & Products	ETO Total
Program Management	14,817	6,177	20,341	63,790	16,102	121,227
Program Delivery:	154,827	27,267	124,586	174,455	129,222	610,357
Incentives:	456,619	75,915	237,000	455,092	148,928	1,373,554
Program Eval & Planning Svcs.:	19,672	4,841	9,427	40,161	11,113	85,214
Program Marketing/Outreach:	3,981	2,473	2,752	66,230	29,629	105,065
Program Legal Services:						-
Program Quality Assurance:	568	488		3,352	865	5,272
Outsourced Services:	2,258	1,028	4,541	14,261	1,553	23,641
Trade Allies & Cust. Svc. Mgmt.:	2,159	398	380	19,799	3,255	25,990
IT Services:	10,253	2,067	2,654	28,872	5,601	49,447
Other Program Expenses	1,894	347	1,864	17,525	1,893	23,523
TOTAL PROGRAM EXPENSES	667,048	121,000	403,545	883,536	348,161	2,423,291
ADMINISTRATIVE COSTS						
Management & General	13,712	2,658	7,630	19,696	8,186	51,883
Communications & Customer Svc	8,687	1,685	4,859	12,470	5,172	32,874
Total Administrative Costs	22,399	4,343	12,490	32,166	13,358	84,757
Total Program & Admin Expenses	689,448	125,343	416,035	915,703	361,519	2,508,048

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PGE Renewables

RENEWABLE EFFICIENCY

EXPENSES	BioPower	Solar Electric	Open Solicitation	ETO Total
Program Management	67886.60943	348260.8899	53903.30856	470,051
Program Delivery:				-
Incentives:	1010415	5070746	428123	6,509,284
Program Eval & Planning Svcs.:	16853.20903	56649.51467	18170.84499	91,674
Program Marketing/Outreach:	8750	98894.81403	20000	127,645
Program Legal Services:				-
Program Quality Assurance:			7500	7,500
Outsourced Services:	109250	419491.8248	104750	633,492
Trade Allies & Cust. Svc. Mgmt.:		28721.34917	230.5970047	28,952
IT Services:	17939.06537	96317.47342	14422.59831	128,679
Other Program Expenses	20270.39011	78900.5103	39225.04271	138,396
TOTAL PROGRAM EXPENSES	1,251,364	6,197,982	686,325	8,135,672
ADMINISTRATIVE COSTS				
Management & General	22141.90434	119545.9413	10685.28691	152,373
Communications & Customer Svc	13993.4078	75318.6954	6725.434287	96,038
Total Administrative Costs	36,135	194,865	17,411	248,411
Total Program & Admin Expenses	1,287,500	6,392,847	703,736	8,384,083

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PAC Renewables

RENEWABLE EFFICIENCY

EXPENSES	BioPower	Solar Electric	Open Solicitation	ETO Total
Program Management	85740.39057	170239.1101	320806.6914	576,786
Program Delivery:				-
Incentives:	1361081	2422742	2068580	5,852,403
Program Eval & Planning Svcs.:	19641.79097	27269.48533	46250.15501	93,161
Program Marketing/Outreach:	8750	47605.18597	20000	76,355
Program Legal Services:				-
Program Quality Assurance:			7500	7,500
Outsourced Services:	66250	217508.1752	157250	441,008
Trade Allies & Cust. Svc. Mgmt.:		13825.65083	1372.402995	15,198
IT Services:	22656.93463	46364.52658	85836.40169	154,858
Other Program Expenses	16345.60989	37980.4897	68364.95729	122,691
TOTAL PROGRAM EXPENSES	1,580,466	2,983,535	2,775,961	7,339,961
ADMINISTRATIVE COSTS				
Management & General	27965.09566	57546.05866	63593.71309	149,105
Communications & Customer Svc	17673.5922	36256.3046	40026.56571	93,956
Total Administrative Costs	45,639	93,802	103,620	243,061
Total Program & Admin Expenses	1,626,104	3,077,337	2,879,581	7,583,022

2013-2014 Approved Action Plan

December 14, 2012

I. INTRODUCTION

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

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

- Between 2010 and 2014, save 256 average megawatts of electricity, contingent on adequate funding, through efficiency and conservation; and
- Between 2010 and 2014, save 22.5 million annual therms of natural gas, contingent on adequate funding, through efficiency and conservation.

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

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

Current OPUC minimum performance measures are listed below, with the understanding that some may be revisited and updated for the final Action Plan:

- Save at least 41 average megawatts of electricity, computed on a three-year rolling average basis at a levelized cost of no more than 4.4 cents per kilowatt hour;
- Save at least 4,500,000 annual therms of gas, computed on a three-year rolling average basis at a levelized cost of no more than 52 cents per therm;
- There is no renewable energy metric this year; the appropriate measure is still under discussion with the OPUC;
- Earn an unqualified audit opinion;
- Keep administrative and program support costs below 9-11 percent of annual revenues;
- Maintain greater than 85 percent customer satisfaction rates for both interaction with program representatives and overall satisfaction;
- Report the benefit/cost ratio for conservation acquisition programs based on the utility system perspective and societal perspective annually; report any significant changes in benefit/cost performance mid-year.

In 2012, Energy Trust program results continued to be impacted by the poor economy, limited new construction activity, limited available capital for customers to invest and changes to the

state of Oregon's long-established energy tax credit programs. Energy Trust commercial and industrial programs quickly implemented mitigation strategies, such as the "Kick Start Bonus" to partially close the gap while also attracting new projects during this period of uncertainty about new and more limited tax credit offerings.

Overall, 2012 Energy Trust programs performed well under these challenging circumstances: Energy efficiency programs are projected to deliver 50.3 average megawatts in electric savings, 3 percent above the electric stretch-case goal; 5.5 million therms in gas efficiency, 1 percent above the gas stretch-case goal; and 4.5 average megawatts of renewable generation, exceeding the renewable energy conservative goal of 3.9 average megawatts.

Looking ahead to 2013-2014, Energy Trust identified a number of working assumptions to guide design, development and implementation of programs and activities. These include:

- Meet utility IRP targets with minimum rate impact
- Manage overall costs and cost effectiveness
- Incorporate low avoided natural gas costs and lower savings results into programs
- Maintain renewable program offerings with limited funds
- Maintain customer focus and serve a diverse market
- Meet or exceed OPUC minimum performance measures
- Acknowledge a slowly improving economy

II. 2013-2014 ACTION PLAN HIGHLIGHTS

To achieve Energy Trust goals and OPUC performance measures, the 2013-2014 budget and action plan is designed to implement consistent with the following strategies:

Industry and Agriculture

Industry and Agriculture serves industrial and agricultural customers through a single program. The dominant portion of the program is Production Efficiency, which provides a diverse set of custom and streamlined offerings designed to help energy intensive and complex organizations achieve ongoing cost-effective savings.

Program volume has quadrupled over the past 5 years by expanding tracks and introducing new initiatives. For 2013, the sector's strategies include:

- Retain successful approaches
- Further develop and deploy Strategic Energy Management
- Utilize Program Delivery Contractors (PDC's) as energy efficiency "account managers" for industrial customers
- Foster confident decision-making and investments by engaging the expertise and services of third-parties
- Provide centralized program management and direction of effort
- Cultivate a learning community of industrial energy champions
- Coordinate with the actions of existing and emerging market players

Commercial

The Commercial Sector provides energy efficiency services and incentives to commercial customers, institutional customers and multifamily properties. The program focuses on services which enable customers to invest in energy efficiency projects within their cost constraints. The program is delivered with the assistance of two Program Management Contractors (PMC's), one for Existing Buildings and one for New Buildings. Small commercial is a particularly hard-to-reach customer base. Consistent with resource potential studies and interests from utilities, small commercial is targeted within this action plan.

For 2013, the sector's strategies include:

- Accelerate efficiency investments by providing customers with incentives, technical assistance and business case development
- Enhance operations and maintenance (O&M) based offerings
- Help customers identify future capital projects and funding sources
- Continue development of Strategic Energy Management program to address retrofit, new construction and renewable opportunities
- Introduce new program offerings requiring minimal up-front investment by the customer
- Develop tools to help customers with decision-making

Residential

The Residential Sector provides energy efficiency and some renewable energy services to residential customers, homebuilders, installation (trades) and program (retail) allies. Primary sector activity is delivered through two Program Management Contractors (PMC's), one for Existing Homes and one for New Homes and Products. Additionally, the sector supports behavioral savings efforts, trade ally and customer engagement strategies and other initiatives.

Among the sector's 2013 strategies are:

- Develop audience-centric targeted messaging
- Further streamline incentive processing
- Reduce dependency upon instant savings measures such as CFLs and showerheads
- Develop pilots and targeted initiatives to test innovation
- Enhance outreach and training to new retailers to increase store participation
- Eliminate complex energy modeling where unnecessary to reduce costs
- Assess financing opportunities to increase participation

Renewable Energy

Energy Trust's renewable energy program provides a wide range of cash incentives and technical assistance for businesses and facilities interested in generating renewable energy. The sector includes five technologies including Solar, Biopower, Small Wind, Hydro and Geothermal.

The program strategies for 2013 include:

- Acknowledging and addressing challenging markets focusing on smaller projects which are able to offset retail rates
- Transition from a technology focus to two program tracks: Custom and Standard
- Continue a portfolio management approach encompassing all five technologies
- Complete the transition to a relatively fixed funding level with limited state and federal incentives available
- Implement expanded development assistance funding to build pipeline of projects
- Expanding marketing for small wind
- Continue with competitive RFP approach to obtain projects
- Utilize financing tools where appropriate

III. 2013-2014 PROGRAM SUMMARIES

Details of individual program strategies and descriptions and corresponding line item budgets for 2013-2014 plans appear in the next tab (“one-pagers.”) Four program sectors are represented: 1) Business; 2) Industrial/Agricultural; 3) Homes and 4) Renewable Energy. These sections include individual program statements of purpose, detailed 2013 strategies and activities, new initiatives and focus areas, and projected activities planned for 2014.

It is anticipated that both 2013 and 2014 activities may be affected by changing policies and potential outcomes resulting from Governor Kitzhaber’s Final 10-year Energy Plan, which has not yet been released.

IV. PROJECTED 2014 HIGHLIGHTS AND CONTINGENCIES

Many of the activities identified within the individual program descriptions will either continue in 2014 or will help to shape and inform new activities in 2014.

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.

2013 Strategies & Activities

1. Deliver program to commercial entities through Program Management Contractor (ICF), subcontractors and a statewide comprehensive network of trade allies.
2. Continue to focus on delivering tailored program services to the entire value chain of target markets from business owners, property owners, tenants, property management companies, service providers, electrical/mechanical contractors, distributors, manufacturer representatives and manufacturers.
3. Provide offerings and services that appeal to a wide-range of participants, including 16 key market sectors.
4. Maintain the state-wide program reach, while looking for opportunities to reach customers in under-participating areas.
5. Modify Trade Ally approach to increase non-lighting 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 Avoided Costs to provide cost-effective gas savings measures, providing more services as necessary to aid the customer's decision making and redefining recommendations to limit measures on the margin.
8. Increase operations-based savings and low-cost/no-cost approaches to save energy as a means to expand the ways to engage customers or provide energy savings options for the capital constrained customer.
9. Build and leverage long-term relationships to help customers implement energy savings strategies over time.
10. Explore options to streamline certain program requirements including compressing processes and paperwork in order to speed participation and provide more direct access to program experts via a dedicated call center.
11. Increase awareness and visibility throughout the state by expanding geographic presence with statewide field staff to promote program with Customers and Trade Allies.
12. Develop marketing strategies to address key barriers to action, including but not limited to customer success stories, demonstration of the business case for energy efficiency.

2013 New Initiatives & Focus Areas

1. Expand market education on the pending Federal 2014 lighting ballast standard and provide incentives to encourage participants to convert T12s to T8s.
2. Review results of the Comprehensive Lighting Pilot to see if the market is becoming educated on better lighting design and, if appropriate incorporate into steady-state program offerings.
3. Review results of Building Performance Tracking and Control Systems pilot to review efficacy of using building information systems to encourage operational improvements and if appropriate modify to be a regular program offering.
4. Provide incentives for technically sound and cost-effective LED applications.
5. Expand both aspects of the Strategic Energy Management pilot by: 1) Enrolling 15 participants in the commercial energy improvement approach 2) Enrolling 3 large chain customers to the individual integrated energy management track.
6. Work with other efficiency organizations to achieve regional economies to reduce product costs and ensure supply.
7. Use incentives, services and sales techniques to encourage customers to install more measures in a shorter time frame.
8. Manage Roof-top Tune-up projects to deliver cost-effective electric and gas savings.
9. Continue to coordinate with ODOE to identify and study Cool Schools projects in Energy Trust service territory.
10. Coordinate with NEEA and other NEEA utility funders to leverage regional lighting coordination opportunities like upstream buy-downs and contractor training.
11. Coordinate with electric utility field and outreach representatives and marketing efforts to recruit and screen new leads.
12. Multifamily Strategies and Activities and New Initiatives and Focus Areas presented in a separate Action Plan.

2014 Planned Activities

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

Targets											
Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)		Goal Therms		Levelized Cost (\$/therm)	
	Electric	Gas	Total	Conserv	Stretch	v	Stretch	Conserv	Stretch	Conserv	Stretch
2012 Forecast	\$32.9	\$6.8	\$39.7	13.50		\$0.030		1,845,329		\$0.309	
2013 Budget	\$35.9	\$6.7	\$42.6	13.13	15.45	\$0.037	\$0.032	1,444,984	1,699,981	\$0.460	\$0.391
2014 Projection	\$36.9	\$7.2	\$44.0	13.55	15.94	\$0.038	\$0.032	1,548,796	1,822,113	\$0.458	\$0.389

The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
Existing Buildings

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$24,533,837	\$26,699,290	\$28,428,608
Delivery Costs			
Program Management	602,731	261,763	269,616
Program Delivery	9,357,602	10,514,081	10,302,161
Marketing-PMC	497,012		
Performance Comp	308,500	215,000	219,200
Total Delivery Costs	10,765,844	10,990,844	10,790,977
ETO expenses			
Staffing	514,271	647,858	718,796
Marketing	189,500	247,500	265,600
Other Services	1,222,797	1,223,640	1,010,000
General	41,256	49,182	48,682
Allocations	1,106,186	1,393,518	1,413,778
Sub-Total before Admin Costs	38,373,691	41,251,832	42,676,442
Administrative Costs	1,277,243	1,385,232	1,368,829
TOTAL EXPENSE	39,650,934	42,637,064	44,045,271

**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) facilities.

2013 Strategies & Activities

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

2013 New Initiatives & Focus Areas

1. Extend the program offerings and the "single point of contact" outreach approach to small multifamily properties and campus living facilities through 2013 integration of these building types into Existing Multifamily.
2. Work with the affordable housing community to innovate how the program can serve their tenants through partnership in a financing pilot, behavioral opportunities and capital investments.
3. Continue implementation of the Memory Care Comprehensive Lighting Pilot to develop a cost and savings baseline for this facility type, test the effectiveness of a template approach on meeting the Oregon regulations for Memory Care Communities, characterize the non-energy benefits of advanced lighting design and, if appropriate incorporate into steady-state program offerings.
4. Implement a comprehensive overhaul of existing website structure and content to provide a "one-stop shop" for all multifamily properties in order to eliminate mixed messaging and confusion as a result of previous program design.
5. Integrate enhanced sales approach and benchmarking tools in order to provide comprehensive and actionable information on opportunities within customer portfolios
6. Consider a test that embeds a Resource Conservation Manager in affordable multifamily property management organizations to assess and implement energy efficiency resources in public institutions.
7. Collaborate with other energy efficiency implementation organizations to achieve regional economies to ensure satisfactory customer service, support pilot initiatives, reduce project costs and gain organizational efficiencies.
8. Coordinate with electric utility and water utility field and outreach representatives on marketing efforts to recruit and screen new leads and promote energy efficiency.

2013-2014 APPROVED FINAL ACTION PLAN

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



9. Expand market education on the pending Federal 2014 lighting ballast standard and provide incentives to encourage participants to convert T12s to T8s.

2014 Planned Activities

1. Evaluate progress and lessons learned from Phase I and II of MPower Oregon Pilot and move forward on tenant metered properties only if appropriate.
2. Revise lighting program to account for new baseline from Federal 2014 lighting ballast 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

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.

2013 Strategies & Activities

1. New Buildings will continue to position itself as a technical and educational resource in the market, focus on influencing market transformation.
 - a. Expand 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.
 - b. Enhance engineering support for modeled projects in development with the objective of identifying opportunities to design beyond code and influence decisions.
 - c. Maximize market transformation savings expected to result from the shift in 2007 code to 2010 code by helping projects to comply with code and claim a portion of savings in collaboration with NEEA's work. Implement tiered incentives to reward whole-building, cost-effective efficiency.
 - d. Develop new educational resources to increase the market's ability to identify and achieve savings.
2. Target the small commercial market with simple solutions.
 - a. Deploy new offers – called Market Solutions – that are building type-specific and offer projects simpler, pre-calculate, packaged options to drive quick decision making. This stems from results of the successful Small Commercial Efficiency Pilot launched in 2009.
 - b. Continue providing a broad array of over 100 standard measures that are trade ally driven.
3. Build on an effective strategy to create 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. Launch a formal training series to bridge practical strategies for designing energy savings to implementation and getting buy-in from building owners.
4. Prepare for the 2013 code cycle and the Reach code, currently a voluntary code expected to be adopted into the next code cycle by the state Building Codes Division.
 - a. Adopt any measure changes related to the 2013 Oregon Energy Efficiency Code expected to be published in Q2 or Q3 of 2013.
 - b. Collaborate with NEEA to support the Oregon Reach Code.
5. Streamline efforts to increasing the number of solar installations in New Buildings projects, and support the launch of a Solar Ready design option to build a pipeline of future projects.

2013 New Initiatives & Focus Areas

1. Continued focus on small commercial market opportunities.
 - a. Expand the packaged approaches for target market segments that face challenges with exceeding code, including small commercial and multifamily.
2. Continue to innovate and build on the success with the Path to Net Zero pilot.
 - a. Fine tune program design to remove barriers experienced by far-reaching projects.
 - b. Encourage projects to pursue leading edge design strategies or technologies where risk perceptions are a barrier to achieving deep energy savings.
 - c. Continue to engage potential net zero and net zero ready projects through targeted outreach, goal-setting, and directed participation.
3. Simplify the program process using a variety of tools including web-based capabilities to support processing.
4. Connect customers with additional financial resources and the Lending Ally network to push innovative financing approaches forward that could reduce financial barriers to participation and boost aggressive savings targets.
5. Position New Buildings to capture additional market transformation savings and adjust to the new code.
6. Engage trade allies to improve code compliance in preparation for the new 2013 code, which may align with the Reach.

2014 Planned Activities

1. Continue building the pipeline and support for 2013 Oregon Energy Efficiency Specialty Code in addition to adoption of the Reach code.
2. Offer incentives and engineering support to reward increasing energy efficiency in excess of 2010 code update.
3. Leverage our emerging delivery network of New Buildings Program Allies to drive projects that exceed code.

(See budget detail on reverse side)

2013-2014 APPROVED FINAL BUDGET & ACTION PLAN

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

Targets

Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)		Goal Therms		Levelized Cost (\$/therm)	
	Electric	Gas	Total	Conserv	Stretch	v	Stretch	Conserv	Stretch	Conserv	Stretch
2012 Forecast	\$12.7	\$1.7	\$14.4	6.43		\$0.020		529,242		\$0.272	
2013 Budget	\$16.8	\$1.3	\$18.1	4.86	5.72	\$0.040	\$0.034	393,405	462,829	\$0.270	\$0.230
2014 Projection	\$15.5	\$1.3	\$16.8	4.57	5.38	\$0.039	\$0.033	450,456	529,948	\$0.237	\$0.201

**The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
New Buildings**

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$7,625,691	\$10,660,711	\$9,991,236
Delivery Costs			
Program Management	180,827	472,494	222,494
Program Delivery	4,316,059	4,094,101	4,124,101
Marketing-PMC	149,173	249,465	289,465
Performance Comp	185,000	120,000	
Total Delivery Costs	4,831,059	4,936,060	4,636,060
ETO expenses			
Staffing	334,280	320,274	330,907
Marketing	102,000	112,500	120,000
Other Services	369,390	700,890	437,500
General	31,642	15,065	10,065
Allocations	545,182	688,539	702,932
Sub-Total before Admin Costs	13,839,244	17,434,039	16,228,700
Administrative Costs	516,092	625,817	556,158
TOTAL EXPENSE	14,355,336	18,059,856	16,784,857

Commercial

Market Transformation Northwest Energy Efficiency Alliance (NEEA)

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

2013 Strategies & Activities

1. It continues to be our primary goal to ensure that investing in energy efficiency is a high return option for building owners/operators/ investors and supply chain partners
2. Commercial Real Estate will focus on SEM by facility owners and managers. Initiative will be modified to improve savings measurement. New programs initiated in Boise, Portland and Lloyd Eco District (Portland)
3. Continue transitioning Hospitals initiative to Energy Trust.
4. Complete the commercial lighting initiative as currently defined and define specifics of regional coordination.
5. Existing Building renewal will focus only on pilot acquisition and integrated measure package implementation and testing.
6. Builder Operators Certification will continue to expand the capabilities of our trade allies through certified training programs as well as curriculum, and delivery channel enhancements.
7. Focus on creating capable and integrated supply chain trade allies in each initiative

2013 New Initiatives & Focus Areas

1. Begin 2-3 Existing Building Renewal pilots to test and enhance the accuracy of the integrated measure packages
2. Luminaire level lighting controls introduced as an initiative
3. LED street lighting with controls introduced as an initiative
4. Redefine the competitions and market partner's components of the Commercial Real Estate initiative to expand the impact of these SEM efforts and improve initiative savings measurability. Add Portland, Boise and Lloyd Eco district
5. Expand building Operators certification in existing and new target audiences. Complete introduction of new curriculum and channels.
6. Redefine the commercial lighting initiative to include components of a regional coordination effort which will include training and upstream programs
7. Complete a comprehensive market strategy for the commercial market
8. Review all initiatives currently in scanning and determine resolution

2014 Planned Activities

1. Expansion of the Existing Building Renewal initiative to include market facing activities to broaden the reach and range of technical planning tools and pilots
2. Exit hospital market and initiative
3. Expansion of an integrated SEM approach to market transformation
4. Expansion of commercial lighting regional coordination components including upstream activities
5. Introduction of any initiatives identified in 2013 scanning review process
6. Move all initiatives through appropriate Initiative life cycle stage gates

Targets

Year	Annual Expense			Electric Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)	
	Electric	Gas	Total	Conserv	Stretch	v	Stretch
2012 Forecast	\$2.8		\$2.8	1.86		\$0.038	
2013 Budget	\$3.0		\$3.0	1.93	2.27	\$0.018	\$0.015
2014 Projection	\$3.0		\$3.0	1.95	2.29	\$0.017	\$0.015

2013-2014 APPROVED FINAL BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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**The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
NEEA Commercial**

	2012 Forecast	2013 Budget	2014 Projection
Delivery Costs			
Program Delivery	\$2,637,642	\$2,843,803	\$2,843,803
Total Delivery Costs	2,637,642	2,843,803	2,843,803
ETO expenses			
Staffing	3,067	12,231	12,636
Allocations	52,484	62,190	69,039
Sub-Total before Admin Costs	2,693,194	2,918,225	2,925,478
Administrative Costs	103,278	110,478	104,908
TOTAL EXPENSE	2,796,472	3,028,703	3,030,386

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.

2013 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 engineers to work with medium to large sites, to facilitate program participation. The Custom track approach is relationship based and designed to reap the unique, ongoing efficiency opportunities in industry. Custom PDCs are geographically assigned territories with the exception of a single PDC dedicated to food processing and pulp and paper strategic markets.
2. Lighting Trade Ally Network, shared with the Commercial programs, remains a highly cost-effective element of the PE program and will continue to accelerate savings.
3. Small Industrial and Agricultural Initiative relies on Trade Allies to serve smaller manufacturers, farmers, nurseries, and wineries, many in rural areas. Small Industry and Ag PDC will develop additional prescriptive and semi-prescriptive measures. This initiative will increase awareness by focusing on marketing and trade ally development.
4. Industrial gas efficiency is fully integrated into the delivery of both the Custom track for larger projects and the prescriptive track for small industrial and agricultural participants. Industrial customers who purchase their gas from a 3rd party (i.e., Transport customers) are not eligible for incentives. The program also identifies, analyzes and incents industrial solar thermal opportunities as gas efficiency projects
5. Increase depth and persistence of savings 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
6. Drive customer adoption of industrial strategic energy management (SEM) and support their continuous improvement, including a new cohort of Industrial Energy Improvement (IEI) for 10 plants, SEM Maintenance services to past participants, corporate SEM for individual sites, SEM to the ISO 50001 energy management standard for 2 plants, and a new cohort of Refrigeration Operator Coaching (ROC) for 5 food processing or cold storage facilities.

2013 New Initiatives & Focus Areas

1. Hold steady on most program offerings, channels to market, strategies, and base incentive levels for projects. Primary focus is on helping Industrial customers participate easily and continue to achieve even deeper savings by consistently providing the high quality services and incentives that have proven effective in recent years.
2. Further develop Energy Trust's Strategic Energy Management offerings for all sizes of industrial customers. Synthesize best practices and lessons learned in 2009-2012 SEM initiatives and standardize SEM offerings for highest impact. Continue to test the scalability of SEM and provide more comprehensive services to motivated small industrial customers by completing the first cohort (begun in 2012) of 12 companies participating in the CORE pilot. Tune the design based on findings and launch a 2nd cohort of CORE.
3. Increase O&M project volume by tuning and re-launching technical services designed to identify and analyze deep, comprehensive O&M savings opportunities in complex industrial systems.
4. Continue to support and learn from emerging industrial lighting measures and applications, including comprehensive lighting design approaches and LED measures.

2014 Planned Activities

1. Finalize design, integrate cost-effective small industrial SEM into program based on CORE pilot results.

2013-2014 APPROVED FINAL BUDGET & ACTION PLAN

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

Targets												
Year	Annual Expense			Electric Savings				Gas Savings				
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)		Goal Therms		Levelized Cost (\$/therm)		
	Electric	Gas	Total	Conserv	Stretch	v	Stretch	Conserv	Stretch	Conserv	Stretch	
2012 Forecast	\$28.2	\$3.2	\$31.4	13.26		\$0.030		1,089,270		\$0.299		
2013 Budget	\$30.9	\$3.3	\$34.2	13.83	16.27	\$0.030	\$0.025	971,159	1,142,540	\$0.346	\$0.294	
2014 Projection	\$34.5	\$3.4	\$37.9	15.53	18.27	\$0.030	\$0.025	1,021,753	1,202,062	\$0.344	\$0.292	

The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
Production Efficiency

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$20,833,782	\$22,602,093	\$25,348,842
Delivery Costs			
Program Delivery	7,476,852	7,843,022	8,750,466
Performance Comp	96,000	156,000	156,000
Total Delivery Costs	7,572,852	7,999,022	8,906,466
ETO expenses			
Staffing	649,522	767,215	792,303
Marketing	105,000	196,000	189,000
Other Services	734,517	936,517	828,000
General	100,210	64,136	65,136
Allocations	497,804	612,372	629,839
Sub-Total before Admin Costs	30,493,687	33,177,355	36,759,586
Administrative Costs	908,464	1,026,844	1,125,465
TOTAL EXPENSE	31,402,150	34,204,199	37,885,051

Industrial

Market Transformation Northwest Energy Efficiency Alliance (NEEA)

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

2013 Strategies & Activities

1. The Small to Medium Industrial (SMI) initiative applies key learnings from the food processing industry to accelerate adoption of Strategic Energy Management (SEM) by the SMI market. The initiative is piloting an online version of Continuous Energy Improvement (CEI) designed to allow resource-constrained SMIs to manage energy as their schedules allow. Focusing on Strategy Development in 2013, field trials will be deployed of online CEI as a reliable methodology for SMIs to achieve energy savings, and leverage utilities and market actors to recruit and deploy online CEI to end users and cohorts of end users.
2. Develop an easy-to-use, integrated agricultural irrigation decision support solution leveraging existing equipment components (irrigation hardware, controls, moisture sensing, soil mapping, weather information, pump controls, user interfaces, and services). Influence the agriculture industry to engage, define, and adopt protocols, and develop standards for data collection and management to enable 20 percent energy and water reduction by 2020.
3. The Food Processing (FP) initiative comprises an SEM whole product that leverages the Northwest Food Processors Association (NWFPA) energy intensity reduction goal to increase adoption of SEM. In 2013, plans to transition the FP initiative to completion and long-term monitoring phase will continue by monitoring CEI-engaged companies in self-sustaining mode to ensure persistence of savings, and promote relationships among food processors and their serving utilities to ensure end users look first to their utilities to begin energy efficiency efforts. The transition will be complete by end of 2013.
4. The Certified Refrigeration Energy Specialist (CRES) initiative is a coordinated effort among associations and other market players to fund, develop, market and launch a certification effort. CRES includes the creation of a project data base, learning objectives, prequalification exam, partnership with RETA, and assuring ANSI accreditation. Refrigeration System Operators (RSO) will be encouraged to obtain certification; owners to require certification; and training orgs to help RSOs prepare for certification.

2013 New Initiatives & Focus Areas

1. Development of Industrial Market Strategy for Strategic Energy Management
2. Development of Industrial Market Strategy for Refrigeration

2014 Planned Activities

1. Achieve Product Release for Precision Irrigation
2. Develop third Industrial Market Strategy for Pumping Systems

Targets

Year	Annual Expense			Electric Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)	
	Electric	Gas	Total	Conserv	Stretch	v	Stretch
2012 Forecast	\$1.4		\$1.4	0.47		\$0.049	
2013 Budget	\$1.6		\$1.6	0.56	0.66	\$0.041	\$0.035
2014 Projection	\$1.6		\$1.6	0.52	0.61	\$0.045	\$0.038

The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
NEEA Industrial

	2012 Forecast	2013 Budget	2014 Projection
Delivery Costs			
Program Delivery	\$1,327,998	\$1,431,794	\$1,431,794
Total Delivery Costs	1,327,998	1,431,794	1,431,794
ETO expenses			
Staffing	1,433	6,772	6,994
Allocations	52,428	61,947	69,106
Sub-Total before Admin Costs	1,381,859	1,500,512	1,507,894
Administrative Costs	50,722	56,164	53,512
TOTAL EXPENSE	1,432,581	1,556,676	1,561,407

Residential Existing Homes

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

2013 Strategies & Activities

1. Transition to a new PMC, ensuring a high level of customer service and maintaining aggressive savings goals.
2. Utilize the new CRM system and enhance customer experience through the energy efficiency journey to maximize customer participation and investments in energy efficiency.
3. Implement savings portfolio adjustments to provide reliable, long-term savings and replace transforming measures.
4. Adjust measure and program requirements with a goal of reducing installation cost and improving savings performance of weatherization measures.
5. Guide customers to relevant resources and support, based upon customer disposition, utility consumption, and housing characterization criteria.
6. Provide a seamless path for connecting customers to access Trade Allies through referral options.
7. Identify, promote and facilitate consumer awareness and education of energy efficiency actions through online, phone, and in-home Home Energy Reviews and provide education on measure payback.
8. Reduce dependence on Instant Savings Measures (ISM) while transitioning to Program-and Trade Ally- direct installations, integration with the online audit tool, and advancement of relationships with customer-owned utilities.
9. Expand market-based support and responsibility of the Home Performance with ENERGY STAR track by focusing Program resources on industry collaboration and empowerment of trade allies and market actors.
10. Develop promotion and delivery of water heater savings strategies, including ENERGY STAR Gas tank, heat pump, and solar thermal installations through outreach and in collaboration with NEEA, supply chain, and trade allies.
11. Expand lender ally participation and increase promotion of financing products.
12. Integrate Trade Ally participation requirements into the rating system to further distinguish high-performing allies.
13. Provide simplified solutions for trade allies, including web forms for all program tracks, contractor referral codes and development of tools to increase trade ally visibility into their program activities and customers.
14. Manage partnerships with community action programs to support Quality Control verifications in remote regions and to support program referrals to saving within reach and existing mobile homes track.
15. As a pilot, extend delivery of Energy Performance Scores from the new home market to existing homes which participate in deep retrofits.
16. Continue to explore behavioral savings strategies, including a test to measure the persistence of savings related to the 2011-12 Opower pilot with NW Natural and PGE customers; and expand Opower efforts to a small set of Pacific Power electric heating customers.

2013 New Initiatives & Focus Areas

1. Develop and integrate a market-oriented quality control process by training trade allies to develop internal processes for quality assurance.
2. Create avenues to expand program delivery functions, such as Home Energy Reviews and ISMs, to be provided by trade allies.
3. Implement gas weatherization pilots aimed at testing alternative delivery approaches for installation of air and duct sealing measures.
4. Transition school-based approach from Living Wise Kit education program (delivered through Resource Action Programs) to outreach and education services delivered through Community Action Partnership of Oregon (CAPO).
5. Create an EEAST compliant financing product targeted to accommodate the needs of Savings Within Reach customers.

2014 Planned Activities

1. Increase percentage of Home Energy Reviews delivered by trade allies.

2013-2014 APPROVED FINAL BUDGET & ACTION PLAN

*Acquire cost-effective energy, accelerate investment, innovate,
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Targets											
Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)		Goal Therms		Levelized Cost (\$/therm)	
	Electric	Gas	Total	Conserv	Stretch	v	Stretch	Conserv	Stretch	Conserv	Stretch
2012 Forecast	\$16.3	\$9.1	\$25.4	6.42		\$0.028		1,723,133		\$0.381	
2013 Budget	\$16.0	\$11.4	\$27.4	5.23	6.15	\$0.038	\$0.033	1,073,250	1,262,647	\$0.813	\$0.691
2014 Projection	\$15.5	\$11.6	\$27.2	4.71	5.54	\$0.036	\$0.031	1,243,669	1,463,140	\$0.665	\$0.565

**The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
Existing Homes**

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$12,346,125	\$13,467,648	\$13,839,245
Delivery Costs			
Program Management	427,848	466,297	466,297
Program Delivery	5,634,857	5,898,110	5,370,610
Marketing-PMC	1,958,563	1,456,680	1,456,680
Performance Comp	200,020	140,000	140,000
Total Delivery Costs	8,221,287	7,961,087	7,433,587
ETO expenses			
Staffing	485,935	667,105	651,321
Marketing	380,000	477,500	517,000
Other Services	1,094,890	1,101,890	1,050,500
General	70,750	448,241	455,241
Allocations	1,946,319	2,298,149	2,321,993
Sub-Total before Admin Costs	24,545,307	26,421,622	26,268,888
Administrative Costs	852,674	961,913	903,561
TOTAL EXPENSE	25,397,981	27,383,534	27,172,449

Residential New Homes & Products

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

2013 Strategies & Activities

1. Secure 18 percent market share of EPS homes built within Energy Trust territory up from a goal of 13 percent in 2012. As the market continues to rebound this translates to 900 new homes in 2013, down from a projected 1,000 in 2012.
2. Increase homebuyer awareness, understanding, and purchase of EPS homes (Energy Trust's energy performance scoring tool) through home tour support, web content, Smart Homebuyer campaign, and identifying homes striving to reach net zero.
3. Leverage residential market actors (NEEA, real estate community and home builders associations) to reach the largest portion of the market possible.
4. Increase market awareness and uptake of EPS and energy-efficient building practices within the building community (i.e. builders, architects, lenders and appraisers.)
5. Continue to improve trade ally's engagement in the program through paperless processes, enhanced on-line information, and supporting the integration of current modeling with NEEA's online ENERGY STAR New Homes database.
6. Educate customers on energy-efficiency and drive them to purchase the most energy-efficient products at retail.
7. Identify ways to motivate customers to make energy-efficient product choices beyond financial incentives.
8. Build and leverage relationships with retailers and manufacturers to increase availability of energy efficient products and strengthen engagement with the program.
9. Further expand measure portfolio to diversify savings opportunities (clothes washer recycling, LEDs) and develop new innovative program designs.
10. Encourage repeat participation with the program and other Energy Trust residential offerings by analyzing products program data to model future participation behavior.
11. Coordinate retail programs with NEEA, NW utilities, and Western Regional Utility Network (WRUN) to streamline regional energy efficiency efforts.
12. Expand savings within a shrinking manufactured homes market by focusing on new advanced regional specifications, leveraging manufactured home retailers and industry stakeholders to educate consumers.

2013 New Initiatives & Focus Areas

1. Support builders through Oregon code and ENERGY STAR specification increases to encourage continued program participation.
2. Leverage independent training organizations to bring new technical support to our trade allies.
3. Offer stand-alone measures to subcontractors including ENERGY STAR water heaters, air sealing, and others.
4. Continue to work with NEEA, OHBA, and other industry stakeholders to identify cost effective strategies to reduce the energy consumption of new homes.
5. Offer tiered product incentives to consumers at retail to continue pushing a good, better, best approach.
6. Promote LED technology through specific, targeted channels, also gather and analyze feedback on customer experience.
7. Explore cost effectiveness improvement of refrigerator recycling and incent clothes washer recycling (retirement).
8. Pilot a market lift approach at retail for CFLs with BPA and D&R Intl. Work with the Existing Homes program staff to leverage predictive modeling and data analysis to help support market engagement efforts.
9. Offer new manufactured homes retailer incentives to support higher standards beyond ENERGY STAR.
10. Research and develop opportunities to increase the assortment of cost effective product to receive incentives.

2014 Planned Activities

1. Continue established activities with available funds, employing flexibility to meet savings and funding expectations.
2. Transition more of the New Homes activities to the marketplace and leverage NEEA's New Homes program.
3. Expand LED lighting offerings while continuing to focus on consumer education and specialty CFLs.
4. Move toward alternative retail models for appliances - market lift, instant incentives, and midstream buy downs.
5. Increase the assortment of products to offer cost-effective incentives - based on 2013 research and development.

2013-2014 APPROVED FINAL BUDGET & ACTION PLAN

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

Targets											
Year	Annual Expense			Electric Savings				Gas Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)		Goal Therms		Levelized Cost (\$/therm)	
	Electric	Gas	Total	Conserv	Stretch	v	Stretch	Conserv	Stretch	Conserv	Stretch
2012 Forecast	\$15.0	\$4.2	\$19.2	5.78		\$0.039		792,189		\$0.419	
2013 Budget	\$16.7	\$4.3	\$21.0	5.66	6.66	\$0.046	\$0.039	748,330	880,388	\$0.489	\$0.416
2014 Projection	\$16.6	\$4.6	\$21.2	5.91	6.95	\$0.042	\$0.036	623,407	733,420	\$0.571	\$0.486

The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
New Homes & Products

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$10,295,474	\$11,738,937	\$12,154,597
Delivery Costs			
Program Management	227,858	263,693	263,693
Program Delivery	4,337,609	4,240,612	3,993,699
Marketing-PMC	1,786,708	1,693,380	1,753,288
Performance Comp	200,000	115,000	115,000
Total Delivery Costs	6,552,175	6,312,684	6,125,680
ETO expenses			
Staffing	311,810	346,792	334,955
Marketing	276,500	297,000	300,000
Other Services	213,990	510,190	474,800
General	54,750	72,620	78,620
Allocations	810,462	965,305	990,020
Sub-Total before Admin Costs	18,515,161	20,243,527	20,458,672
Administrative Costs	649,594	776,703	740,734
TOTAL EXPENSE	19,164,755	21,020,230	21,199,406

Residential

Market Transformation Northwest Energy Efficiency Alliance (NEEA)

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

2013 Strategies & Activities

1. Provide technical and marketing support for the Northwest ENERGY STAR Homes while transitioning program elements to the market (i.e. Support open providership model). This transition allows the program to diversify focus and develop an implementation strategy for an advanced performance home leveraging learnings from the 12 test homes built in 2012.
2. Capitalize on relationships with retailers established in 2009-2012 to continue to gain market share for efficient televisions. Leverage retail relationships to explore additional regional retail strategies leveraging the NW Regional Retail collaborative. Opportunities may include leveraging experience with television initiative to diversify retailer stocking practices across several categories.
3. Continue to build contractor and distributor infrastructure for ductless heat pumps. Support continued advancement of DHPS in retail channel and explore alternative installation practices to support trades outside of traditional HVAC channel. Explore barriers and opportunities of DIY installations.
4. Complete heat pump water heater market test and transition to full scale implementation. Explore additional opportunities to drive demand for Tier 1 HPWH products and leverage NEEA’s relationship with retailers to influence increased customer adoption of this technology.
5. Track and report on market transformation savings from new homes, compact fluorescent light bulbs, and consumer appliances.

2013 New Initiatives & Focus Areas

1. Support the region in implementing an integrated, regionally coordinated retail strategy that leverages strengths of NEEA, ETO, BPA, and NW utilities. The retail strategy will utilize the market power of NW, potentially in concert with California utilities, to provide platform for coordinated utility acquisition programs incenting retailers to carry the most energy-efficient products.
2. Support launch of Super-Efficient dryer initiative.
3. Support advancement and field test of high performance home.
4. Develop transition strategy for Television initiative.
5. Continue to identify opportunities to commercialize emerging technologies, utilizing a regional advisory group to help set priorities and scope projects.
6. Increase participation in Federal and regional proceedings to create and improve equipment efficiency standards; bring information on NW successes in market adoption of efficient products to that process.

2014 Planned Activities

1. Similar to 2013.
2. As funding progressively increases, expand work on emerging technologies and select other new initiatives.

Targets

Year	Annual Expense			Electric Savings			
	(\$M)			Goal aMW		Levelized Cost (\$/kWh)	
	Electric	Gas	Total	Conserv	Stretch	v	Stretch
2012 Forecast	\$4.5		\$ 4.5	2.54		\$0.032	
2013 Budget	\$4.9		\$ 4.9	2.19	2.58	\$0.040	\$0.034
2014 Projection	\$4.9		\$ 4.9	1.98	2.33	\$0.044	\$0.038

The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
NEEA Residential

	2012 Forecast	2013 Budget	2014 Projection
Delivery Costs			
Program Delivery	\$4,321,270	\$4,659,024	\$4,659,024
Total Delivery Costs	4,321,270	4,659,024	4,659,024
ETO expenses			
Staffing	1,549	18,344	18,951
Allocations	55,450	65,862	72,814
Sub-Total before Admin Costs	4,378,269	4,743,229	4,750,789
Administrative Costs	142,759	172,699	164,464
TOTAL EXPENSE	4,521,028	4,915,928	4,915,253

NW Natural Washington

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

2013 Strategies & Activities

Residential (Existing & New Homes):

- Further efforts to increase the profile of energy efficiency in the consumer market, build Energy Trust program awareness and motivate homeowners and builders to perform energy efficiency measures.
- Evaluate research, including analysis of customer disposition, utility consumption, and housing characterization criteria, to refine market potential and target specific neighborhoods for high-impact measure approaches.
- Continue to leverage Oregon initiatives applicable to the Washington market including, but not limited to, the use of online forms, contractor referrals and a market-oriented quality control process.
- Collaborate with industry stakeholders, including Clark Public Utilities, Planet Clark, Clark County, NWN, BPA, NEEA, BIA, the verifier network and other market partners, to promote incentive offerings, leveraging their existing communication channels and events.
- In collaboration with regional groups and partners, participate in community events, employer fairs and other public channels that offer access to high potential customers within NWN WA territory.
- Provide education and product-specific collateral to retail product distributors and installers.
- Provide direct support and assistance to current trade allies to increase number of projects submitted to the program, as well as recruiting new trade allies to the network.
- Help to transform the market to increase consumer demand for energy efficient construction and positively affect energy code cycles.

Existing Buildings:

- Drive deeper savings per customer by bolstering portfolio of measures and more heavily promoting custom incentive program.
 - Increase outreach efforts to mid-stream and up-stream supply houses and equipment manufacturers.
 - Increase marketing activities to improve awareness of services available to Clark County businesses.
 - Maintain direct sales efforts slightly below 2012 FTE levels, focusing greater attention toward trade ally recruitment and engagement in order to diversify project channels coming into the program.
 - Maintain focus on K-12 Schools, particularly given upcoming WA State funding awards for energy projects.
 - Leverage relationships with national lodging and food service chains to boost program participation in this sector (food service equipment, dish washing, pool and water heating projects).
-

2013 New Initiatives & Focus Areas

Residential (Existing & New Homes):

- Expand participation of lending institutions as lender allies and increase integration and promotion of lending ally products in the WA marketplace.
- Continue to develop plumber direct install initiative of showerheads, showerwands and aerators.
- Continue roll out of low-income energy saver kits through Clark County food pantries.
- Explore possibility of providing incentives for additional efficient building tiers beyond ENERGY STAR.

Existing Buildings:

- Pending analysis of 2012 performance, continue collaborative rooftop unit tune-up (RTU) incentive offerings with Clark Public Utilities.
 - Amend WA custom process to allow for up-front study payment to boost program participation. Potentially, WA may closely match the OR custom approach by utilizing ATACs, walk-through assessments and/or site evaluations.
 - Explore opportunities for joint funding of custom project studies with Clark Public Utilities.
-

2014 Planned Activities

- Implement strategies to achieve IRP efficiency savings goals despite termination of furnace incentives after 2013.
- Begin shifting delivery of Home Energy Reviews to the marketplace.

2013-2014 APPROVED FINAL BUDGET & ACTION PLAN

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



Targets							
Year	Annual Expense			Gas Savings			
	(\$M)			Goal Therms		Levelized Cost (\$/therm)	
	Electric	Gas	Total	Conserv	Stretch	Conser v	Stretch
2012 Forecast		\$ 1.3	\$ 1.3	227,267		\$0.445	
2013 Budget		\$ 1.5	\$ 1.5	226,735	266,747	\$0.489	\$0.416
2014 Projection		\$ 1.5	\$ 1.5	224,642	264,285	\$0.506	\$0.430

**The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
Washington**

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$596,374	\$624,135	\$644,341
Delivery Costs			
Program Management	35,713	84,507	88,732
Program Delivery	312,428	286,819	287,510
Marketing-PMC	95,350	73,212	76,873
Performance Comp	7,900	20,000	21,000
Total Delivery Costs	451,391	464,538	474,115
ETO expenses			
Staffing	92,565	99,008	102,386
Marketing	10,000	31,500	31,500
Other Services	35,000	21,500	21,500
General	28,214	29,510	31,341
Allocations	118,198	148,127	148,590
Sub-Total before Admin Costs	1,331,742	1,418,318	1,453,773
Administrative Costs	46,553	51,174	49,663
TOTAL EXPENSE	1,378,296	1,469,493	1,503,436
Washington Programs:			
Existing Buildings	577,406	652,871	674,760
Existing Homes	487,898	473,034	474,265
New Homes	312,992	343,588	354,411
TOTAL Washington	1,378,296	1,469,493	1,503,436

Renewable Energy - Biopower

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

2013 Strategies & Activities

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

2013 New Initiatives & Focus Areas

1. Conduct a review of identified co-digestion projects at wastewater treatment plants and document their performance.
2. Conduct a review of identified biogas plants in the agriculture sector and develop a roadmap for third party ownership for project hosts.
3. Provide targeted support to promote and fund the state's Combined Heat and Power initiative.
4. Work with Bonneville Power Administration and the consumer-owned electric utility industry to document common criteria for interconnection and wheeling requirements for projects developed in BPA balancing authority and delivered to PGE or PAC.
5. Support the continuing development of the Biogas Working Group.
6. Participate in the development of a project selection process to address possible budget limitations for custom projects
7. Transition Energy Management training program for wastewater treatment to Production Efficiency
8. Establish the levelized cost for biomass projects installed in 2012 and 2013.

2014 Planned Activities

1. Support development of projects that integrate energy recovery from organic residues recovered from the municipal solid waste on a state wide basis.

Targets

Year	Annual Electric Activity \$M	Energy Generation						
		aMW			MWh		\$M/aMW	
2012 Forecast	\$1.4	0.69			6,042		\$2.01	
2013 Budget	\$4.5	1.08	-	1.70	9,421	-	14,882	\$4.15 - \$2.63
2014 Projection	\$2.3	0.59	-	0.93	5,141	-	8,162	\$3.92 - \$2.47

The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
Biopower

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$1,364,186	\$2,371,496	\$5,395,830
ETO expenses			
Staffing	144,293	153,627	158,795
Marketing	10,925	15,500	15,500
Other Services	55,823	190,000	190,000
General	35,141	20,050	25,800
Allocations	64,485	81,158	81,037
Sub-Total before Admin Costs	1,674,853	2,831,831	5,866,962
Administrative Costs	38,317	81,774	180,801
TOTAL EXPENSE, Accounting	1,713,170	2,913,605	6,047,763
Plus/minus Incentives committed for future yrs	(324,193)	1,553,503	(3,745,830)
TOTAL EXPENSE, Action Plan	1,388,977	4,467,108	2,301,933

Renewable Energy – Other Renewables

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

2013 Strategies & Activities

1. Shift focus to finding smaller projects that are able to offset retail rates.
2. Increase focus on development assistance funding, working with the other custom programs to develop a competitive process for larger amounts of development assistance.
3. Reinstigate marketing and outreach for small wind program.
4. Work toward integrating hydro, geothermal, and non-standard wind into an overall custom RE offering.
5. Provide grant-writing assistance to potential projects to uncover new funding sources to replace dwindling federal and state resources.
6. Increased outreach for all technologies as viable projects will be more difficult to find.

2013 New Initiatives & Focus Areas

1. Wind workshops and outreach targeted at specific geographic areas.
2. Market research to better understand the small wind customer.
3. Targeted outreach effort to municipal water purveyors and irrigation districts.
4. Targeted outreach effort to owners of existing geothermal wells.

2014 Planned Activities

1. Evaluation of small wind initiative.
2. Implementation of custom renewables budget structure and competitive distribution of funds for both utilities.
3. Evaluation of competitive larger project development assistance.

Targets

Year	Annual Electric Activity \$M	Energy Generation						
		aMW			MWh		\$M/aMW	
2012 Forecast	\$3.0	0.99			8,641		\$3.01	
2013 Budget	\$5.3	0.38	-	0.70	3,310	-	6,169	\$14.14 - \$7.59
2014 Projection	\$2.8	0.12	-	0.20	1,017	-	1,795	\$24.32 - \$13.78

**The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
Open Solicitation**

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$996,356	\$2,496,703	\$4,667,287
Program Delivery Costs	6,909		
ETO expenses			
Staffing	317,714	374,710	387,331
Marketing	21,656	33,000	28,000
Other Services	102,891	309,000	177,000
General	35,821	66,681	61,681
Allocations	143,805	182,193	179,527
Sub-Total before Admin Costs	1,625,152	3,462,287	5,500,826
Administrative Costs	53,103	121,031	166,452
TOTAL EXPENSE, Accounting	1,678,255	3,583,318	5,667,278
Plus/minus Incentives committed for future yrs	1,295,250	1,758,296	(2,844,287)
TOTAL EXPENSE, Action Plan	2,973,505	5,341,614	2,822,991

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.

2013 Strategies & Activities

1. Foster strong residential market, leveraging the state Residential Energy Tax Credit and third party ownership models.
2. Maintain steady incentive levels; decrease gradually only if demand threatens to exhaust the budget.
3. Build pipeline for solar in all sectors through education, advertising, promotion and targeted marketing.
4. Support the Oregon Public Utility Commission’s evaluation of the solar feed-in tariff pilot program vis-à-vis Energy Trust and state tax credit programs.
5. Track potential legislation that affects the solar market; support implementation of successful legislation.
6. Support innovations in the delivery channel (codes, permitting, equipment, installation practices) to reduce installed cost.
7. Maintain high quality installation standards that deliver consistent generation and build trust in the technology.
8. If sufficient funding is available, solicit a large-scale solar project(s) through a competitive process.

2013 New Initiatives & Focus Areas

1. Offer solar ready incentives to homebuilders and commercial property developers to reduce cost of retrofitting solar later; encourage property buyers to add solar.
2. Establish a network of qualified designers that design solar into new commercial buildings and can apply for incentives early in the design/construction process.
3. Support local efforts to develop a cooperatively owned solar project, which would broaden the market to residents who lack good solar resource or don’t own property.

2014 Planned Activities

1. Continue to emphasize residential sector, leveraging state and federal credits available through 2016.
2. Continue to lower incentives as demand increases, in coordination with state tax credits, in order to manage annual incentive budget.

Targets

Year	Annual Electric Activity \$M	Energy Generation						
		aMW			MWh			\$M/aMW
2012 Forecast	\$15.6	2.81			24,638			\$5.56
2013 Budget	\$9.3	0.62	-	1.06	5,470	-	9,253	\$14.91 - \$8.82
2014 Projection	\$8.0	0.50	-	0.81	4,372	-	7,123	\$16.03 - \$9.84

**The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
Solar Electric (Photovoltaic)**

	2012 Forecast	2013 Budget	2014 Projection
Incentives	\$18,307,163	\$7,493,488	\$6,245,313
Program Delivery Costs	262,500	50,000	70,000
ETO expenses			
Staffing	339,115	468,500	484,520
Marketing	221,000	138,500	138,500
Other Services	258,700	677,500	657,500
General	17,500	58,662	62,662
Allocations	241,680	294,867	290,511
Sub-Total before Admin Costs	19,647,658	9,181,517	7,949,006
Administrative Costs	707,293	288,668	242,984
TOTAL EXPENSE, Accounting	20,354,951	9,470,185	8,191,990
Plus/minus Incentives committed for future yrs	(4,726,375)	(158,487)	(193,313)
TOTAL EXPENSE, Action Plan	15,628,576	9,311,698	7,998,677

Planning and Evaluation (P&E)

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

2013 Strategies & Activities

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

2013 New Initiatives & Focus Areas

1. Update forecasts of gas and electric avoided costs. Work with PUC to consider cost-effectiveness exceptions and revised policies where appropriate. Develop tools to budget to targeted societal benefit/cost ratios.
2. Help programs develop strategies and measures to improve cost-effectiveness. Assess impact of cost-effectiveness limitations, and exceptions, on Energy Trust's annual program savings volume.
3. Advise the Oregon PUC and governor's office regarding how to align and integrate the goals of the governor's energy plan with the role of the Energy Trust. Develop initiatives stemming from this effort.
4. Implement a C&I lighting controls savings and persistence study.
5. Evaluate pilots testing streamlined customer referrals and follow-up approaches homes.
6. Work with programs to identify the best ways to use the new access to data under the utility data sharing agreement, and other data sets to target program marketing to those consumers most likely to act and achieve large savings.
7. Upgrade estimates of residential savings using the recently completed Residential Building Stock Assessment.
8. Working with finance, develop strategic principles and guidelines for Energy Trust's growing and multiplying initiatives to encourage broader availability and use of efficiency and renewable energy financing.
9. Update and expand forecasts and reporting of market transformation savings based on efficient equipment standards and building codes (e.g., commercial lighting). Refine program strategies to support codes and standards.
10. Support high-priority initiatives to regionally and nationally coordinate programs to increase market impact. High priorities for 2013 include residential appliances and commercial lighting.
11. With Oregon PUC to develop a revised system of performance metrics for Energy Trust's renewable energy programs.

2014 Planned Activities

1. 2014 will see many of the same evaluation, resource planning and reporting activities.
2. In 2014, we will develop a revised strategic plan, which will reflect elements of the Governor's energy plan, any changes to cost-effectiveness policy, deliver a refined vision of the role and intended outcomes from Energy Trust's renewable and energy efficiency programs, and consider the increasing importance of technical innovation in sustaining the stream of efficiency savings.
3. We will report to the Oregon PUC on our efforts to improve gas program cost-effectiveness, and develop 2015 plans.

based on our results in this area and any changes to state policy.

Targets

Year	Annual Expense (\$M)
2012 Forecast	\$ 4.4
2013 Budget	\$ 5.4
2014 Projection	\$ 5.0

**The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
Planning & Evaluation**

	2012 Forecast	2013 Budget	2014 Projection
Program Specific P&E			
Evaluation Services	\$1,783,000	\$2,126,000	\$1,830,000
Planning Services	391,077	593,077	230,000
Total Program Specific P&E	2,174,078	2,719,077	2,060,000
Non Program Specific P&E			
Evaluation Services	128,000	222,000	242,000
Planning Services	457,000	342,000	649,077
Staffing	1,151,926	1,401,669	1,449,297
Other Services		3,000	
General	77,750	117,600	97,750
Allocations	440,217	570,376	540,181
Total Non Program Specific P&E	2,254,893	2,656,645	2,978,305
GRAND TOTAL	4,428,971	5,375,722	5,038,305

General Communications

Purpose: Provides staff, services and resources necessary for organizational communications, general outreach and marketing, utility collaboration, and program support activities. These functions generate awareness of Energy Trust programs and services in all service territories; position Energy Trust as a trusted energy resource for customers and the public; communicate the value of Energy Trust investments; demonstrate organizational transparency and accountability; and provide 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 are reflected in program budgets and action plans. Customer Service and Trade Ally Network activities are reflected in the specific budgets and action plans for those activities.

2013 Strategies & Activities

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

2013 New Initiatives & Focus Areas

1. Organize targeted regional outreach events in five to six communities; engage local business and civic leaders, city, county and state officials, utilities, potential customers, and news-media.
2. Explore alternative mechanisms, platforms and reward systems to engage and motivate customers. Collaborate with residential program to develop a social rewards system for engagement activities, explore the mobile platform as an in-store information source, and develop promotional "rewards" marketing with local energy and sustainability businesses.
3. Develop on-demand, self-paced, web-based trainings on communication and marketing processes and topics to support new staff and PMC staff onboarding. Assist other groups in converting trainings to online format.
4. Implement customer service, marketing, communications, and reporting processes aligned with new utility information sharing agreements.
5. Support deeper knowledge of customers and effective engagement by mining customer activity and feedback sources, analyzing marketing results, conducting market research, and synthesizing/sharing learnings.
6. Develop info-graphic and presentation tools, leveraging GIS, available data, video and other assets, to enhance customer-engagement and outreach opportunities, and further public relations, communication, and marketing objectives.
7. Begin development of online account system (portal) for customers to provide visibility to recommendations and track projects and incentives; further support trade ally portal tool development.
8. Support grantwriting to seek additional resources for activities aligning with program and organizational objectives.

2014 Planned Activities

1. Organize 8 to 10 regional outreach events, covering all utility service territories, to collect public input informing Energy Trust's 2015-2019 strategic plan.

Targets

Year	Annual Expense (\$M)
2012 Forecast	\$ 1.8
2013 Budget	\$ 2.2
2014 Projection	\$ 2.3

The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
Communications & Customer Service

	2012 Forecast	2013 Budget	2014 Projection
Staffing	\$807,871	\$832,871	\$861,115
Marketing			
Public Rel/Creative	20,000	25,000	25,000
Creative Services	120,000	118,000	155,000
Media Advertising	292,500	397,500	457,500
Events Co-Sponsor	20,000	32,000	32,000
Total Marketing	452,500	572,500	669,500
Services			
Website Design & Maintenance	205,500	257,500	277,500
Other Professional Services	35,000	100,000	105,000
Total Other Services	240,500	357,500	382,500
General			
General Program Support Costs	45,000	98,500	38,500
Shared	91,411	96,565	97,666
IT Services	165,777	236,665	217,924
Total General	302,187	431,730	354,089
TOTAL EXPENSE (Note 1)	1,803,058	2,194,600	2,267,205

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

Customer Service & Trade Ally Management

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

2013 Customer Service Strategies & Activities

1. Establish standards for customer service and offer access through call center and email response.
2. Enable excellent customer experience through information sharing and training for customer service representatives.
3. Work with utilities to provide seamless routing of customers, continued training and materials.
4. Respond to customer complaints in a timely manner; utilize customer feedback to improve programs and processes.
5. Support the design and use of CRM to facilitate a 360 degree view of customers.
6. Apply best practices and customer-friendly designs to forms to gain processing efficiencies and minimize user administrative burden; align paper form processes with online form development and vet form changes.

2013 Trade Ally Strategies & Activities

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

2013 Customer Service New Initiatives & Focus Areas

1. Establish Customer Experience framework and initiate efforts that enhance the customer's experience.
2. Support the establishment of the CRM and participate in the prioritization of future enhancements to offer greater visibility into customers and enhanced usability; gather and share customer data through customer dashboards.
3. Support the PMC transition to ensure that customers receive the same high level of customer service and that our messaging and brand reflect what is available to customers.
4. Standardize and implement a common form template with customer-friendly design, and apply streamlining approaches to forms.
5. Offer on-demand and webinar training for staff and representatives related to customer experience.

2013 Trade Ally New Initiatives & Focus Areas

1. Gather trade ally input to improve the value and usability of the website, online portal, online training and other web-based tools. Support the transition to online forms for trade ally enrollment and posting of customer applications.
2. Provide expertise as trade ally tracking and enrollment processes transition to CRM and SharePoint; plan to migrate insurance tracking in-house using the new CRM.
3. Support efforts to utilize trade allies as a sales force through advertising campaigns, training, development of new collateral and optimization of the contractor search.
4. Remain knowledgeable of active trade ally and non-trade ally contractors in the market offering energy services; monitor communication and marketing approaches.
5. Ensure quality service to customers and remove trade allies in violation of agreements.
6. Support program design changes by offering guidance and expertise; utilize feedback and communication mechanisms to ensure success and keep trade allies informed.
7. Lead recruitment and development of lending allies and support efforts to develop new ally groups.
8. Provide training and support for new PMCs during transition period, and assist them with new initiatives and related communications.
9. Enhance roundtable venues, format and timing to meet trade ally, PMC, and program needs.
10. Develop key trade ally feedback groups in regional markets. Work with these groups to tailor training, communications and roundtables to better meet local needs.
11. Increase visibility and use of Energy Trust's trade ally hotline to ensure trade allies have a dedicated means of reaching trade ally staff during PMC transitions.

2013-2014 APPROVED FINAL BUDGET & ACTION PLAN

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

2014 Planned Activities

1.

Targets

Year	Annual Expense (\$M)	
2012 Forecast	\$	1.1
2013 Budget	\$	1.1
2014 Projection	\$	1.1

**The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
Customer Service and Trady Ally**

	2012 Forecast	2013 Budget	2014 Projection
Staffing	\$464,063	\$559,849	\$579,062
Marketing			
Events Co-Sponsor		5,000	5,000
Total Marketing		5,000	5,000
Services			
Website Design & Maintenance	25,000	5,000	20,000
Other Professional Services	175,900	84,800	75,800
Total Other Services	200,900	89,800	95,800
General			
General Program Support Costs	244,600	192,300	180,450
Shared	62,195	65,702	66,451
IT Services	112,799	161,034	148,282
Total General	419,594	419,036	395,183
TOTAL EXPENSE (Note 1)	1,084,558	1,073,685	1,075,045

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

Management & General

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

2013 Strategies & Activities

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

2013 New Initiatives & Focus Areas

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

2014 Planned Activities

1. Implement Health Care Reform in full

Targets

Year	Annual Expense (\$M)	
2012 Forecast	\$	3.5
2013 Budget	\$	3.5
2014 Projection	\$	3.4

2013-2014 APPROVED FINAL BUDGET & ACTION PLAN

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



**The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
Management & General Administration**

	2012 Forecast	2013 Budget	2014 Projection
Staffing	\$1,861,028	\$1,995,834	\$2,063,887
Services			
Legal Services	15,000	90,000	75,000
Accounting Services	45,495	47,500	63,925
Other Professional Services	202,547	394,850	237,441
Total Services	263,042	532,350	376,366
General			
General Program Support Costs	899,300	260,409	310,514
Shared	185,289	195,736	197,968
IT Services	335,922	479,567	441,590
Total General	1,420,511	935,712	950,071
TOTAL EXPENSE (Note 1)	3,544,580	3,463,896	3,390,324

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

Information Technology

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

2013 Strategies & Activities

1. Continue building relationships throughout the organization to ensure that IT is responding with appropriate technology solutions that meet business needs.
2. Strengthen the quality and improve the functionality and usability of applications.
3. Enhance data quality and increase accessibility to information.
4. Ensure system stability and performance by building on existing infrastructure architecture.

2013 New Initiatives & Focus Areas

Build partnerships

1. Work with sector leads and program managers through the Integrated Solutions Implementation Project (ISIP) to connect key business requirements to technology solutions.
2. Re-establish IT steering committee as centerpiece of IT governance in prioritizing technology solutions to business problems and opportunities.
3. 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 analysis and selection for phase 2 of ISIP, leveraging foundational work completed in ISIP phase 1.
2. Hire programming resources to establish internal skills for continuous improvement of applications.
3. Conduct a broad assessment of application architecture, create and implement development standards and processes, and complete projects focused on continuous improvement.

Enhance data quality

1. Create new business intelligence platform based on comprehensive data model created as part of ISIP phase 1.
2. Implement data governance processes to enforce the integrity of the data model as part of on-going business process and systems development work.
3. Hire CRM data analyst to provide a dedicated resource to leverage our investment in CRM and marketing data.
4. Continue Business Intelligence tools development, targeting increased user self-service for information needs.

Ensure system stability

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

2014 Planned Activities

1. Complete implementation of ISIP phase 2 and add new functionality and continue making on-going improvements to all enterprise solutions.
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.

Targets

Year	Annual Expense (\$M)	
2012 Forecast	\$	2.8
2013 Budget	\$	4.0
2014 Projection	\$	3.7

**The Energy Trust of Oregon, Inc
2013 Proposed Final Budget
Informational Technology**

	2012 Forecast	2013 Budget	2014 Projection
Staffing	\$1,267,514	\$1,952,639	\$1,584,477
Services			
Other Professional Services	678,700	947,500	700,000
Total Services	678,700	947,500	700,000
General			
Supplies and Equipment	149,160	207,890	190,000
Software	304,435	274,730	320,000
Depreciation	81,667	270,556	537,601
Other General Expenses	136,600	145,300	150,000
Allocations	164,344	173,610	175,589
Total General	836,206	1,072,086	1,373,190
TOTAL EXPENSE (Note 1)	2,782,420	3,972,225	3,657,667

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

MEMO

Date:December 14, 2012

To:Board of Directors

From:Margie Harris

Subject:Proposed Staffing for 2013 Budget (Approved 12/14/2012)

The proposed final 2013-2014 budget endorses funding one brand new FTE and converting four other existing temporary and agency positions to regular employee status. This memorandum provides background information leading to these recommended changes. Summarized job descriptions and justifications for each position follow.

Background

The Energy Trust proposed final action plan and budget projects over 10% growth in annual electric savings in 2012. Annual funding requirements are expected to also increase while levelized costs and administrative costs will be kept as low as possible. To target new energy efficiency resources identified as achievable, program strategies continue to diversify. The result is a broader set of program offers and customer engagement approaches to accomplish savings goals in a cost-effective manner.

The impact of the continued poor economy combined with changes to state tax credit programs will continue to require more diverse program strategies. In addition, there is greater opportunity to utilize data collection and analysis as a way to target particular customer markets and segments. Three of the five proposed positions are intended to fill needs within program sectors created by this diversification, and, together with a fourth proposed position, to maximize new capabilities with the Customer Relationship Management (CRM) system to inform program strategies and initiatives. More labor-intensive efforts including working directly with customers and market actors to serve outlying geographic areas are also an assumed part of Energy Trust strategies to achieve goals throughout our service territory.

Part of the recommendation to retain additional employee capacity in these areas results from lower costs and savings associated with hiring employees as compared to paying higher prices for Program Management Contractor services. This becomes a cost savings approach and measure while at the same time, allows capabilities to be built and tapped within the organization. With these positions included, Energy Trust has reduced program delivery costs by almost 1% over 2012's budget.

Energy Trust expects to fulfill these and other related efforts with the addition of the following positions:

1. CRM Business Systems Analyst (new position)
2. Eastern Oregon Outreach Manager (currently temporary employee)
3. Residential Coordinator/Specialist (currently agency contractor)

4. Commercial Program Assistant/Specialist (currently agency contractor)
5. Industrial Program Assistant/Specialist (currently agency contractor)

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

Customer Relationship Management (CRM) Business Systems Analyst

POSITION SUMMARY:

This position would be responsible for working closely with IT resources to drive development phases of the CRM and to ensure that the CRM enables Energy Trust to meet its customer focus goals. The oversight of the CRM application is a collaborative effort between IT functionality maintenance and enhancement, and Program and Communications and Customer Service (CCS) groups' application requirements. It will serve as the facilitator with program owners as new business rules need to be considered and adopted and our customer needs evolve. The CRM Business Systems Analyst will have market analysis skills to respond to program and customer services staff marketing data analysis requests by using CRM sourced data, and by coordinating the usage of customer data gained through information transfer agreement and other program and marketing data sources for targeting purposes. The CRM Business Systems Analyst will also have the ability to analyze CRM data to identify trends, analyze where we are successful in meeting customer needs and bring that intelligence to programs and CCS to develop new approaches.

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

A newly implemented CRM application requires a system "owner" to care, feed, and enhance the system. At the same time we will be given greater latitude to perform more targeted, direct marketing to prospective customers through new OPUC data sharing rules and Energy Trust policy changes. This will require resource expertise to take existing data and new data coming from the utilities, synthesize it in a common location and then, through analysis, work with program staff to design effective targeted program offers, strategies, and outreach activities. Given the cross-cutting nature of the CRM application, it requires a collaborative approach between IT's traditional software support role and operations functionality requirements.

BENEFITS TO ENERGY TRUST:

CRM will be an important tool moving forward for programs, trade ally management, customer service and the organization. Development to date has focused on the replacement of the previous CRM system. Continued and ongoing development of the CRM is needed to realize the full potential of the tool we invested in, particularly for marketing management functionality. Current staff resources devoted to the first phase of the CRM replacement as part of the Integrated Solutions Implementation project need to return to their core functions. This position will allow for CRM application oversight and customer-data analysis to be transferred to a dedicated expert resource.

Eastern Oregon Outreach Manager

POSITION SUMMARY:

This position will deliver Energy Trust outreach and public relations services in Morrow, Umatilla, Wallowa, Union, Malheur and Baker Counties to generate awareness across all Energy Trust programs and services, establish contractor and supplier channels and facilitate customer engagement with our offerings. By establishing and maintaining relationships with Energy Trust stakeholders, local governments, utility representatives, community partners and local media this position will serve as Energy Trust's strategic outreach and relationship arm in eastern Oregon. With a strong understanding of the offers, tactics and communication channels that will be most effective in this market, this position will offer expert advice and a point of coordination to program managers, marketing managers, contractors, and utility representatives in outreach and implementation activities.

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

A 2011 employment audit determined that the work in the contract with Susan Badger Jones for outreach services in Eastern Oregon was too integrated with Energy Trust's operations to be filled by a contractor. Energy Trust staff believe Susan's physical residence and office location in Eastern Oregon, and her knowledge of how to establish and maintain relationships in rural communities, bring us value and enable us to better serve the region as a whole. Based on a recommendation from the legal group, Management Team approved the conversion of Susan Badger Jones to temporary staff through the end of 2012.

Eastern Oregon continues to represent a unique challenge for Energy Trust:

- The region lags in energy efficiency awareness and contractor base. It has limited sources of energy efficiency and renewable energy information
- Its largely rural demographic and location far from centers of state power mean residents typically experience a lack of service, have to "travel to the west side for service," or access resources through conference calls. Residents in the region highly value services and staff that are based within the region.
- Sparse population and mixed utility areas challenge typical program messaging and service but do create opportunities for micro- initiatives or one off campaigns that can be more successful if driven from within the region.
- The Oregonian is not delivered to most of the region and cable TV services often deliver Washington or Idaho news rather than Oregon, limiting effectiveness of some state-wide messaging. (Malheur County is in a different time zone.)
- Significant portions of the area are Cascade Natural Gas-only.

- Other regions of the state are adequately covered through a combination of Program Management Contractor (PMC) and Program Delivery Contractor (PDC) field representation and Energy Trust staff. Due to the travel distance required to serve Eastern Oregon, and the reduced savings potential in these areas, most PMCs and PDCs do not maintain a consistent field presence beyond Central Oregon. Only the Existing Homes PMC has maintained a regional representative in Eastern Oregon over the past year. It is not likely that PMC and PDC representatives can provide enough coverage to adequately represent all programs and serve general outreach needs across Eastern Oregon without adding significant program delivery costs. Concurrently, program and general outreach strategy recognizes the growing importance of developing and maintaining business and public sector customer relationships in-house. Staff therefore recommends that the Eastern Oregon Outreach position be established as an ongoing staff position.

BENEFITS TO ENERGY TRUST:

This position will:

- Retain a single point of contact to represent all Energy Trust programs and services in the region, and provide continuity when there are transitions in contracted program representatives.
- Support operational and cost-efficiencies by providing a local resource all programs can leverage for greater effectiveness in customer engagement efforts
- Allow on-the-ground observations and support for improving program performance
- Demonstrate Energy Trust's commitment to serving customers in rural and sparsely populated areas
- Expand opportunities for local earned media throughout region
- Allow staff to regularly visit/participate in community civic groups, leadership roles, steering committees, special events and initiatives
- Support regional Energy Trust events such as roundtables, trainings and tours
- Provide local presence with existing community/business relationships and provide additional support for complex or longer-term customer needs and opportunities.

Residential Coordinator/Specialist

POSITION SUMMARY:

The residential coordinator/specialist will provide coordination and administrative support to the residential sector, including systems support for tracking and documenting progress towards program deliverables, assisting in the development of program budgets, supporting new pilots and initiatives, and providing data analysis support for program and market analyses. The coordinator will also assist with residential engagement strategies.

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

The residential sector has been successful in accelerating and transforming many market elements. The program is currently operating 7 pilots and 6 new market initiatives. Some of these will phase out and be absorbed into the program as standard offers or regular targeted approaches. However, to continue realizing the level of success necessary to meet goals in upcoming years the homes programs will need to initiate more new strategies and adapt some program elements to address the many changes the residential market will likely undergo. Along these lines we are proposing 7 new pilots and 4 new targeted initiatives in 2013. These will replace some of the ending efforts, but overall the residential sector will be managing about ten pilots and 7 new initiatives in 2013.

- In accordance with the market, the Homes Programs are also entering a time of significant change in direction. The anticipated changes over the next several years will require that program managers and staff are able to spend significant time working closely with the PMC and other stakeholders.
- In 2013 new program strategies will include added engagement with schools, targeted customer engagement approaches, innovative retail strategies, and the continued development of Energy Performance Score (EPS) for existing homes. The coordinator position would provide administrative and coordination support to enable the residential team to oversee these added contracts and deliverables. The transition to a new PMC for the existing homes program and potentially putting up all or parts the New Homes and Products program for re-bid in 2013 will also require significant internal resources in order to ensure any transitions are seamless.
- The coordinator will work with the Operations Analyst to provide additional business analytics support and will also support program managers throughout the budgeting and forecasting process.
- This position will coordinate and guide further development and expansion of the Lender Ally network. The provision of loan product options to Trade Allies and customers is important to stimulate the market and increase project volume. Coordination between Clean Energy Works Oregon (CEWO) staff working on recruiting options for Energy Trust's Lender Ally network will need monitoring to ensure Energy Trust goals are being met in this endeavor.
- As Energy Trust deploys the new CRM and Integrated Solutions Implementation (ISI) functionalities, we see this position as instrumental to guiding the program in the effective use of data to inform program decisions. This position would become a Business Intelligence (BI) power user, and provide backfill capabilities for the Operations Analyst.
- This position will develop systems to document and monitor progress to tasks and timelines across programs, as well as revise and maintain the Homes sector Sharepoint site to facilitate efficient access to documents and resources.

- This position will continue the library engagement efforts, including outreach and ongoing communications with participating libraries, updating materials as necessary, and facilitating annual surveys to monitor the effort.
- This position will update tracking for and analyze customer inquiries associated with the Personal Energy Reports, and develop and update tracking and analysis of customer feedback on other added customer engagement pilots, such as Aclara reports.
- This position will support the initial development of programs budgets according to budget calendars. This position will be uniquely positioned to do this as they will be coordinating across sector and departments for this process.

BENEFITS TO ENERGY TRUST:

This support role will enable the residential sector to more effectively deliver programs:

- It will enable more direct oversight over residential program activities and support in the management of an increasing number of contracts that are managed in house. These include contracts with OPower, Ideas 42, Home Performance Guild, New Homes' and Existing Homes' quality assurance, school engagement, and other contracts as they arise.
- This support role will also drive better residential programs through improved data analytics
- This position will allow program managers additional time to focus on developing strategic directions of the programs while maintaining oversight of each PMC contract.

Commercial Program Assistant/Specialist

POSITION SUMMARY:

The Commercial Program Assistant/Specialist assumes a supporting role for Energy Trust's data quality, project processing, reporting and record keeping functions for the commercial group, and the development of improved tools for information management and analysis. He/she also provides technical business systems support; supports data mining efforts for improved project and program management, implementation and marketing; and oversees/supports program tasks as identified by the commercial operations analyst.

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

In recent years the Commercial Sector has consistently increased its goals and expanded program offerings as well as increasing the number of projects served. In this time the data tracking and reporting needs of the sector have grown more complex while sector has also expanded capabilities in program analysis, program development, and continuous improvement. To meet these growing needs, daily data management and

reporting functions have been assigned to a temporary Backfill Operations Analyst position.

Without this additional position, the existing staff would be required to take on the bulk of the project assistance and reporting functions work when the temporary position expires. Program management, program development, and continuous improvement tasks would not get the attention they require to ensure the ongoing success of the program.

Following is a chart of the projects completed within the Commercial group in the recent past:

Projects Completed				
	2010	2011	2012	
			(Completed through Nov. 1)	(Forecast, Nov. 2- Dec. 31)
BE	2,070	2,903	2,031	1,335
BEM	306	524	545	67
SLB	11	16	3	0
NBE	217	255	170	355
NBM	22	23	28	36
SLN	5	17	2	0
Total	2,631	3,738	4,572	
SEM*				24

Regular activities to be performed by the new position will include:

- Payment Approvals – coordinate payment approvals in FastTrack for the commercial programs. Coordinate payment corrections & notify PMCs of approval status.
- Project Audits – coordinate commercial sector FastTrack concurrent and quarterly audits, leading efforts to resolve identified problems.
- Reversals – execute project, measure and payment reversals and resets in FastTrack, leading efforts to resolve associated issues.
- Periodic Reports – produce and improve periodic reports such as dashboards, PGE referral reports, Pacific Power Referral reports, and End-of-year Reports
- Ad Hoc Data Analysis & Reporting – as requested, mainly for commercial programs. Produce Business Intelligence reports and SQL queries for program activity and other reporting.
- Data Quality and Record Keeping – support commercial sector data quality and record keeping. Facilitate or deliver technical assistance and training to program

staff and contractors to ensure data systems are being used to maximize efficiency and capture project detail accurately.

- Business Systems Support – for the commercial (and industrial, when there is overlap) sector: create, change, and maintain FastTrack measures. Manage user accounts and groups for sector team and PMC staff and contracts in FastTrack & SharePoint. Coordinate GL code updates, program code addition/deactivation, project sub-type additions/updates. Proactively work with IT staff to ensure tools & solutions are available and effective, representing sector needs.
- Continuous Improvement – define and implement tools that increase productivity for self and program staff; expand the sector’s abilities to strategically analyze and use information. Manage data-related quality assurance and quality control improvements by proactively defining, initiating and implementing sector process improvements to overcome data variances and improve documentation.
- Accounting Transaction Support – support the accounting department with commercial program transaction maintenance in FastTrack & CRM
- Lighting Tool Support – support documentation, tracking and new releases of the lighting tool.

BENEFITS TO ENERGY TRUST:

- Maintain a high level of quality in program data and files and high customer satisfaction with quick and accurate incentive processing by making this a permanent full time position and reducing the high turnover that should be expected from interns or temporary agency contractors.
- Better utilization of existing Operations Analyst time to support continuous improvement of program and systems, thereby improving realization rates, program effectiveness and customer satisfaction.
- Higher realization rates, higher volume and better customer service due to better management of data.
- High quality reports and presentations for CAC, Board, utilities and other stakeholders.
- Better utilization of Sector Lead and Program Managers time to focus on strategic issues and delivery of goals.

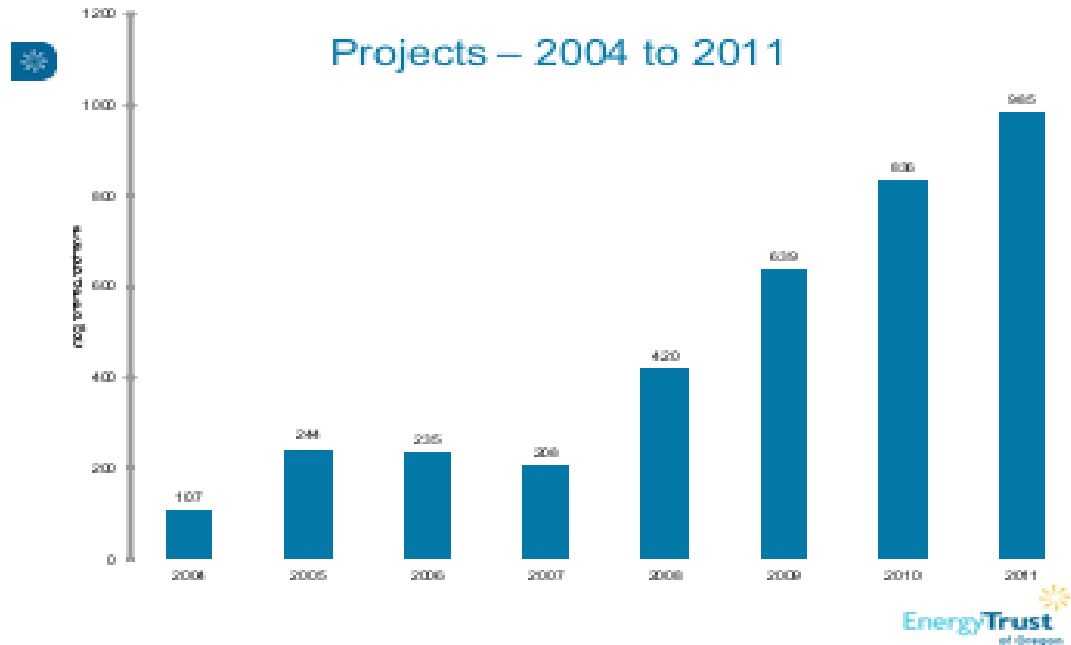
Industrial Assistant/Specialist

POSITION SUMMARY:

The Industrial Program Assistant/Specialist does the majority of the administrative tasks needed to maintain up-to-date physical and electronic project files and projects in the project tracking system; queues and mails payments for project incentives and contractor invoices to ensure prompt payments; performs internal document retention and audits to ensure program compliance; requests utility data to assist with project studies; answers general inquiries; and assists in other project assignments from team members and other sectors.

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

- Although not originally budgeted or planned for when the decision was made, the position of Program Assistant/Specialist has been recognized as an essential role in the Production Efficiency program since the program was taken in house in 2008. Since there is no PMC to handle program management and delivery tasks within the sector, Energy Trust staff in the industrial sector perform all data entry, file management and incentive processing for all projects, in house.
- In 2009 and 2010, this work was performed by a half time intern. The Energy Trust five-year strategic plan published in 2009 and increasing annual goals since then drove a massive increase in project volume and savings in the sector. In late 2010, it was apparent that the doubling of project volume was directly affecting this role's workload and ability to maintain the high level of data quality and perfect audit scores expected, and that this had become a full time job. In 2011 and 2012, the position was filled on a 40 hour/ week basis through a contract agency. A single individual has been performing these functions successfully throughout that time. At this time, since it is known that this is an essential full time position in order for the program to operate, we propose a full time staff person for this position.



BENEFITS TO ENERGY TRUST:

- Manage the continued growth in program project activity.
- Ability to run the industrial program – without this essential position for project data entry, file management and incentive processing, we cannot operate effectively at the current project volume.
- Maintain a high level of quality in program data and files and high customer satisfaction with quick and accurate incentive processing by reducing the turnover from interns or temporary agency contractors.

Complete job descriptions will be available once the budget and action plan are approved by the Board of Directors at their meeting on December 14, 2012.

Energy Trust of Oregon
Capital Purchases Approved

	2013	2013	2013	2013	2013
	Q1	Q2	Q3	Q4	budget
Capital Items - non ISP					
Server Replacements			90,000		90,000
10G Switches			30,000		30,000
Backup Hardware - Tape library + software			30,000		30,000
	-	-	150,000	-	150,000
Capital Items - ISP					
ISI Phase 2 implementation project management			300,000		300,000
ISI Implementation vendor			300,000		300,000
FastTrack replacement			500,000		500,000
	-	-	1,100,000	-	1,100,000
Total capital purchases - 2013 budget	-	-	1,250,000	-	1,250,000

2014 Budget Recap - R2: Final Approved

PROGRAM	BUDGET (\$M)			ELECTRIC SAVINGS ¹				GAS SAVINGS ¹			
	ELECTRIC	GAS	TOTAL	GOALS		COST		GOALS		COST	
				aMW		Levelized (\$/kW h)		Annual Therms		Levelized (\$/Therm)	
				Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal	Conservative	Stretch Goal
ENERGY EFFICIENCY											
Commercial											
Business Energy Solutions – Existing Buildings	36.9	7.2	44.0	13.55	15.94	0.038	0.032	1, 548,796	1, 822,113	0.458	0.389
Business Energy Solutions – N ew Buildings	15.5	1.3	16.8	4.57	5.38	0.039	0.033	450, 456	529, 948	0.237	0.201
Mkt Transformation (Alliance)	3.0	0.0	3.0	1.95	2.29	0.017	0.015	NA			
Total Commercial	55.4	8.4	63.9	20.1	23.6	0.036	0.030	1,999,252	2,352,061	0.400	0.340
Industrial											
Production Efficiency	34.5	3.4	37.9	15.53	18.27	0.030	0.025	1, 021,753	1, 202,062	0.344	0.292
Mkt Transformation (Alliance)	1.6	0.0	1.6	0.52	0.61	0.045	0.038	NA			
Total Industrial	36.0	3.4	39.4	16.0	18.9	0.030	0.026	1,021,753	1,202,062	0.344	0.292
Residential											
Home Energy Solutions – Existing Homes	15.5	11.6	27.2	4.71	5.54	0.036	0.031	1, 243,669	1, 463,140	0.665	0.565
Home Energy Solutions – N ew Homes & Products	16.6	4.6	21.2	5.91	6.95	0.042	0.036	623, 407	733, 420	0.571	0.486
Mkt Transformation (Alliance)	4.9	0.0	4.9	1.98	2.33	0.044	0.038	NA			
Total Residential	37.1	16.2	53.3	12.6	14.8	0.039	0.033	1,867,076	2,196,560	0.634	0.539
W ashington											
Business Energy Solutions – Existing Buildings	0.0	0.7	0.7					133, 875	157, 500	0.393	0.334
Home Energy Solutions – Existing Homes	0.0	0.5	0.5					52, 429	61, 681	0.648	0.551
Home Energy Solutions – N ew Homes & Products	0.0	0.4	0.4					38, 338	45, 104	0.681	0.579
Total W ashington	0.0	1.5	1.5					224,642	264,285	0.506	0.430
Total Energy Efficiency with Gas Market T ransformation	\$128.5	\$29.6	\$158.1	48.7	57.3	0.035	0.030	5,112,723	6,014,968	0.487	0.414
	BUDGET (\$M)			ELECTRIC GENERATION ¹							
	ELECTRIC	GAS	TOTAL	GOALS		COST					
aMW				(\$mils/ aMW)							
Conservative				Best Case	Conservative	Best Case					
REN EW ABLE RESOURCES											
Biopower	6.0		6.0	1.08	1.70	5.62	3.56				
Open Solicitation	5.7		5.7	0.76	1.06	7.47	5.36				
Solar Electric	8.2		8.2	0.51	0.83	16.12	9.88				
Total Renewable Resources	\$19.9		\$19.9	2.3	3.6	8.50	5.55				

¹ some columns may not add due to rounding

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory - joint costs allocated at program level
Projection for the Twelve Months Ending December 31, 2014
Approved

	ENERGY EFFICIENCY						RENEWABLE ENERGY			Other	TOTAL		
	PGE	PacifiCorp	Total	NWN Ind	NW Natural	Cascade	Oregon Total	NWN WA	ETO Total		PGE	PacifiCorp	Total
REVENUES													
Public Purpose Funding	\$26,449,746	\$19,893,195	\$46,342,941		\$21,996,075	\$2,536,524	\$70,875,540		\$70,875,540	\$7,569,342	\$5,579,296	\$13,148,638	\$84,024,178
Incremental Funding	53,545,942	30,219,674	83,765,616	2,726,309			86,491,925	1,503,436	87,995,361				87,995,361
Revenue from Investments													120,000
TOTAL PROGRAM REVENUE	79,995,688	50,112,869	130,108,557	2,726,309	21,996,075	2,536,524	157,367,465	1,503,436	158,870,901	7,569,342	5,579,296	13,148,638	172,139,539
EXPENSES													
Program Management (Note 3)	2,253,589	1,412,848	3,666,437	77,385	857,031	118,309	4,719,162	212,118	4,931,280	520,401	580,245	1,100,646	6,031,926
Program Delivery	21,046,775	14,151,909	35,198,684	747,484	4,948,562	580,930	41,475,660	287,510	41,763,170				41,763,170
Incentives	46,058,761	27,784,357	73,843,118	1,691,520	12,773,812	1,454,078	89,762,528	644,341	90,406,869	8,386,015	7,922,415	16,308,430	106,715,299
Program Eval & Planning Svcs.	2,320,523	1,463,457	3,783,980	53,305	868,650	87,516	4,793,450	66,116	4,859,566	88,089	90,651	178,740	5,038,306
Program Marketing/Outreach	2,302,652	1,387,469	3,690,121	15,890	1,236,334	106,689	5,049,033	109,373	5,158,406	121,064	74,936	196,000	5,354,406
Program Legal Services													0
Program Quality Assurance	78,995	46,691	125,686	417	53,994	4,903	185,000	0	185,000	7,500	7,500	15,000	200,000
Outsourced Services	667,432	483,474	1,150,905	26,128	266,665	24,103	1,467,801	500	1,468,301	571,304	374,196	945,500	2,413,801
Trade Allies & Cust. Svc. Mgmt.	415,293	264,031	679,324	3,449	292,079	26,211	1,001,062	29,746	1,030,808	28,265	15,972	44,237	1,075,045
IT Services	994,099	623,504	1,617,603	18,606	473,520	45,516	2,155,245	60,535	2,215,780	123,529	137,555	261,084	2,476,864
Other Program Expenses	410,937	267,887	678,823	10,413	254,440	23,832	967,509	43,536	1,011,045	140,850	126,307	267,157	1,278,202
TOTAL PROGRAM EXPENSES	76,549,056	47,885,625	124,434,681	2,644,597	22,025,085	2,472,087	151,576,450	1,453,775	153,030,225	9,987,017	9,329,777	19,316,794	172,347,019
ADMINISTRATIVE COSTS													
Management & General (Notes 1 & 2)	1,512,063	946,610	2,458,673	48,928	448,329	49,507	3,005,437	29,745	3,035,182	177,255	177,888	355,143	3,390,325
Communications & Cust Svc (Notes 1 & 2)	1,012,303	633,844	1,646,147	32,781	300,124	33,143	2,012,194	19,918	2,032,112	117,950	117,144	235,094	2,267,206
Total Administrative Costs	2,524,366	1,580,454	4,104,819	81,709	748,453	82,650	5,017,631	49,663	5,067,294	295,204	295,033	590,237	5,657,531
TOTAL PROG & ADMIN EXPENSES	79,073,422	49,466,079	128,539,500	2,726,306	22,773,538	2,554,737	156,594,081	1,503,438	158,097,519	10,282,221	9,624,810	19,907,031	178,004,550
TOTAL REVENUE LESS EXPENSES	922,266	646,790	1,569,057	3	(777,463)	(18,213)	773,384	0	773,382	(2,712,879)	(4,045,514)	(6,758,393)	120,000
Cumulative Carryover at 12/31/13 (Note 4)	4,785,769	587,964	5,373,733	(1)	4,134,243	146,415	9,654,390		9,654,386	6,519,026	5,194,768	11,713,794	10,774,933
Interest attributed	1,740,000	1,160,000	2,900,000		5,000,000	700,000	8,600,000		8,600,000	585,000	2,235,000	2,820,000	(3,520,000)
Interest re-attributed	(1,740,000)	(1,160,000)	(2,900,000)		(5,000,000)	(700,000)	(8,600,000)		(8,600,000)				700,000
TOTAL NET ASSETS CUMULATIVE	5,708,035	1,234,754	6,942,790	2	3,356,780	128,202	10,427,774	0	10,427,772	4,391,147	3,384,254	7,775,401	8,074,933

Note 1) Both Management & General and Communications & Customer Service Expenses (Administrative) have been allocated based on total expenses.
Note 2) Administrative costs are allocated for management reporting only. GAAP for Not for Profit organizations does not allow allocation of administrative costs to program expenses.
Note 3) Program Management costs include both outsourced and internal staff.
Note 4) Cumulative carryover at 12/31/2013 is from the 2013 Budget.

The Energy Trust of Oregon, Inc
Program Expense by Service Territory
For the Twelve Months Ending December 31, 2014
Approved

	PGE 2014 Projection	Pacific Power 2014 Projection	Elec. Utilities 2014 Projection	NWN Ind 2014 Projection	NW Natural 2014 Projection	Cascade 2014 Projection	Gas Providers 2014 Projection	Oregon Total 2014 Projection	NWN WA 2014 Projection	ETO Total 2014 Projection
Energy Efficiency										
Commercial										
Business Energy Solutions - Existing Buildings	24,994,621	11,896,938	36,891,559	523,434	5,925,990	704,288	7,153,712	44,045,271	674,760	44,720,031
Business Energy Solutions - New Buildings	8,168,378	7,339,719	15,508,097		1,182,784	93,977	1,276,761	16,784,858		16,784,858
Market Transformation (NEEA)	1,787,928	1,242,458	3,030,386				0	3,030,386		3,030,386
Total Commercial	34,950,927	20,479,115	55,430,042	523,434	7,108,774	798,265	8,430,473	63,860,515	674,760	64,535,275
Industrial										
Business Energy Solutions - Production Efficiency	20,323,338	14,146,895	34,470,233	2,202,874	790,973	420,972	3,414,819	37,885,052		37,885,052
Market Transformation (NEEA)	921,229	640,177	1,561,406				0	1,561,406		1,561,406
Total Industrial	21,244,567	14,787,072	36,031,639	2,202,874	790,973	420,972	3,414,819	39,446,458		39,446,458
Residential										
Home Energy Solutions - Existing Homes	9,106,048	6,438,366	15,544,414		10,726,906	901,130	11,628,036	27,172,450	474,266	27,646,716
Home Energy Solutions - New Homes/Products	10,871,878	5,746,272	16,618,150		4,146,886	434,369	4,581,255	21,199,405	354,411	21,553,816
Market Transformation (NEEA)	2,900,000	2,015,254	4,915,254				0	4,915,254		4,915,254
Total Residential	22,877,926	14,199,892	37,077,818		14,873,792	1,335,499	16,209,291	53,287,109	828,677	54,115,786
Energy Efficiency Program Costs	79,073,420	49,466,079	128,539,499	2,726,308	22,773,539	2,554,736	28,054,583	156,594,082	1,503,437	158,097,519
Renewables										
Biopower	3,651,590	2,396,173	6,047,763					6,047,763		6,047,763
Solar Electric (Photovoltaic)	5,385,669	2,806,321	8,191,990					8,191,990		8,191,990
Other Renewable	1,244,963	4,422,317	5,667,280					5,667,280		5,667,280
Renewables Program Costs	10,282,222	9,624,811	19,907,033					19,907,033		19,907,033
Cost Grand Total	89,355,642	59,090,890	148,446,532	2,726,308	22,773,539	2,554,736	28,054,583	176,501,115	1,503,437	178,004,550

Energy Trust of Oregon, Inc
Statement of Functional Expenses
2014 Projection Approved

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total
Program Expenses							
Incentives/ Program Management & Delivery	137,708,377	16,378,430	154,086,807				154,086,807
Payroll and Related Expenses	2,969,249	1,030,646	3,999,895	2,063,887	861,115	2,925,002	6,924,897
Outsourced Services	5,245,400	1,206,500	6,451,900	376,366	1,052,000	1,428,366	7,880,266
Planning and Evaluation	2,849,566	128,740	2,978,306				2,978,306
Customer Service Management	1,000,697	26,153	1,026,850				1,026,850
Trade Allies Network	427,848	19,346	447,194				447,194
Total Program Expenses	150,201,138	18,789,815	168,990,953	2,440,253	1,913,115	4,353,368	173,344,321
Program Support Costs							
Supplies	29,868	9,565	39,433	22,483	8,983	31,466	70,899
Postage and Shipping Expenses	3,603	1,309	4,912	2,215	5,093	7,308	12,220
Telephone	5,215	2,023	7,238	3,533	854	4,387	11,625
Printing and Publications	134,970	26,216	161,186	1,830	15,598	17,428	178,614
Occupancy Expenses	198,104	72,000	270,104	121,811	60,094	181,905	452,009
Insurance	34,059	12,379	46,438	20,942	10,332	31,274	77,712
Equipment	9,979	3,627	13,606	6,136	4,027	10,163	23,769
Travel	53,363	48,300	101,663	48,337	5,000	53,337	155,000
Meetings, Trainings & Conferences	48,550	33,000	81,550	236,847	10,500	247,347	328,897
Interest Expense and Bank Fees			0	7,500		7,500	7,500
Depreciation & Amortization	43,844	15,935	59,779	26,959	13,300	40,259	100,038
Dues, Licenses and Fees	51,047	41,286	92,333	9,249	2,171	11,420	103,753
Miscellaneous Expenses	704	256	960	639	213	852	1,812
IT Services	2,215,779	261,084	2,476,863	441,590	217,924	659,514	3,136,377
Total Program Support Costs	2,829,085	526,980	3,356,065	950,071	354,089	1,304,160	4,660,225
TOTAL EXPENSES	153,030,223	19,316,795	172,347,018	3,390,324	2,267,205	5,657,529	178,004,550

OPUC Performance Measure 5.24%

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2014 Projection Approved

PGE

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	729,319	269,313	7,455	479,444	4,126	413,895	338,855	11,181	2,253,589
Program Delivery:	5,972,542	2,006,994	1,677,844	4,220,555	844,758	1,880,992	1,694,266	2,748,824	21,046,775
Incentives:	15,972,522	4,862,258		14,101,202		4,571,262	6,551,517		46,058,761
Program Eval & Planning Svcs.:	703,372	299,904	38,545	363,410	39,679	445,546	390,389	39,679	2,320,523
Program Marketing/Outreach:	183,918	201,699		117,482		667,803	1,131,749		2,302,652
Program Legal Services:									-
Program Quality Assurance:	19,853					33,512	25,630		78,995
Outsourced Services:	163,164	74,214		229,599		149,296	51,157		667,432
Trade Allies & Cust. Svc. Mgmt.:	76,481	28,360		17,002		197,247	96,203		415,293
IT Services:	330,263	132,949	1,510	107,683	755	265,831	152,842	2,266	994,099
Other Program Expenses	66,410	22,031	677	83,208	339	177,863	59,393	1,016	410,937
TOTAL PROGRAM EXPENSES	24,217,845	7,897,723	1,726,032	19,719,585	889,657	8,803,246	10,492,001	2,802,966	76,549,056
ADMINISTRATIVE COSTS									
Management & General	465,341	162,068	37,091	361,492	18,905	181,315	227,763	58,088	1,512,063
Communications & Customer Svc	311,436	108,588	24,804	242,261	12,667	121,487	152,114	38,946	1,012,303
Total Administrative Costs	776,777	270,655	61,895	603,753	31,573	302,802	379,877	97,034	2,524,366
Total Program & Admin Expenses	24,994,622	8,168,378	1,787,927	20,323,338	921,230	9,106,048	10,871,878	2,900,000	79,073,422

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

PAC

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	NEEA Commercial	Production Efficiency	NEEA Industrial	Existing Homes	New Homes & Products	NEEA Residential	ETO Total
Program Management	310,518	241,992	5,181	357,444	2,868	302,440	184,636	7,770	1,412,848
Program Delivery:	2,806,319	1,803,387	1,165,959	3,578,493	587,036	1,331,258	969,257	1,910,200	14,151,909
Incentives:	7,645,002	4,369,000		9,151,412		3,219,397	3,399,546		27,784,357
Program Eval & Planning Svcs.:	334,791	269,480	26,786	252,966	27,573	317,950	206,338	27,573	1,463,457
Program Marketing/Outreach:	71,549	181,237		81,778		470,802	582,103		1,387,469
Program Legal Services:									-
Program Quality Assurance:	9,450					23,694	13,547		46,691
Outsourced Services:	124,368	66,686		159,822		105,559	27,039		483,474
Trade Allies & Cust. Svc. Mgmt.:	36,403	25,483		11,835		139,462	50,848		264,031
IT Services:	157,198	119,462	1,050	74,957	525	187,954	80,784	1,575	623,504
Other Program Expenses	31,610	19,796	471	57,921	235	125,756	31,392	706	267,887
TOTAL PROGRAM EXPENSES	11,527,208	7,096,521	1,199,446	13,726,628	618,237	6,224,272	5,545,489	1,947,824	47,885,625
ADMINISTRATIVE COSTS									
Management & General	221,493	145,626	25,775	251,631	13,138	128,197	120,383	40,366	946,610
Communications & Customer Svc	148,237	97,572	17,237	168,636	8,803	85,897	80,399	27,064	633,844
Total Administrative Costs	369,730	243,198	43,012	420,267	21,940	214,094	200,782	67,430	1,580,454
Total Program & Admin Expenses	11,896,938	7,339,719	1,242,458	14,146,895	640,177	6,438,366	5,746,271	2,015,254	49,466,079

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2014 Projection Approved

NWN

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	Existing Homes	New Homes & Products	ETO Total
Program Management	141,130	38,997	25,042	478,684	173,178	857,031
Program Delivery:	1,248,633	290,625	198,024	1,995,903	1,215,377	4,948,562
Incentives:	3,990,059	704,043	508,666	5,593,494	1,977,550	12,773,812
Program Eval & Planning Svcs.:	157,528	43,426	14,144	513,072	140,480	868,650
Program Marketing/Outreach:	35,731	29,207	4,572	818,678	348,146	1,236,334
Program Legal Services:						-
Program Quality Assurance:	4,719			39,477	9,797	53,994
Outsourced Services:	51,556	10,746	8,936	175,871	19,556	266,665
Trade Allies & Cust. Svc. Mgmt.:	18,179	4,107	662	232,356	36,775	292,079
IT Services:	78,503	19,251	4,191	313,148	58,427	473,520
Other Program Expenses	15,786	3,190	3,238	209,522	22,704	254,440
TOTAL PROGRAM EXPENSES	5,741,824	1,143,593	767,475	10,370,204	4,001,989	22,025,085
ADMINISTRATIVE COSTS						
Management & General	110,328	23,467	14,069	213,588	86,876	448,329
Communications & Customer Svc	73,839	15,724	9,429	143,112	58,021	300,124
Total Administrative Costs	184,167	39,191	23,498	356,700	144,897	748,453
Total Program & Admin Expenses	5,925,991	1,182,784	790,973	10,726,904	4,146,887	22,773,538

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2014 Projection Approved

NWN Industrial

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	Production Efficiency	ETO Total
Program Management	10,816	66,569	77,385
Program Delivery:	124,479	623,005	747,484
Incentives:	343,208	1,348,312	1,691,520
Program Eval & Planning Svcs.:	13,914	39,390	53,305
Program Marketing/Outreach:	3,156	12,734	15,890
Program Legal Services:			-
Program Quality Assurance:	417		417
Outsourced Services:	1,242	24,887	26,128
Trade Allies & Cust. Svc. Mgmt.:	1,606	1,843	3,449
IT Services:	6,934	11,672	18,606
Other Program Expenses	1,394	9,019	10,413
TOTAL PROGRAM EXPENSES	507,166	2,137,431	2,644,597
ADMINISTRATIVE COSTS			
Management & General	9,745	39,183	48,928
Communications & Customer Svc	6,522	26,259	32,781
Total Administrative Costs	16,267	65,442	81,709
Total Program & Admin Expenses	523,433	2,202,873	2,726,306

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2014 Projection Approved

NWN WA

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	Existing Homes	New Homes and Products	ETO Total
Program Management	111,016	61,987	39,115	212,118
Program Delivery:	102,857	120,243	64,410	287,510
Incentives:	306,143	156,246	181,952	644,341
Program Eval & Planning Svcs.:	33,058	25,372	7,686	66,116
Program Marketing/Outreach:	43,746	44,583	21,044	109,373
Program Legal Services:				-
Program Quality Assurance:				-
Outsourced Services:	500			500
Trade Allies & Cust. Svc. Mgmt.:	12,748	13,477	3,521	29,746
IT Services:	23,702	22,678	14,155	60,535
Other Program Expenses	19,390	13,883	10,263	43,536
TOTAL PROGRAM EXPENSES	653,160	458,469	342,146	1,453,775
ADMINISTRATIVE COSTS				
Management & General	12,938	9,461	7,346	29,745
Communications & Customer Svc	8,663	6,337	4,918	19,918
Total Administrative Costs	21,601	15,798	12,264	49,663
Total Program & Admin Expenses	674,761	474,267	354,410	1,503,438

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2014 Projection Approved

Cascade

ENERGY EFFICIENCY

EXPENSES	Existing Buildings	New Buildings	Production Efficiency	Existing Homes	New Homes & Products	ETO Total
Program Management	15,828	3,099	19,804	62,599	16,979	118,309
Program Delivery:	150,189	23,095	130,389	162,458	114,799	580,930
Incentives:	477,817	55,935	239,250	455,092	225,984	1,454,078
Program Eval & Planning Svcs.:	18,722	3,450	7,528	43,101	14,715	87,516
Program Marketing/Outreach:	4,246	2,321	2,433	66,397	31,291	106,689
Program Legal Services:						-
Program Quality Assurance:	561			3,316	1,026	4,903
Outsourced Services:	1,671	854	4,756	14,774	2,048	24,103
Trade Allies & Cust. Svc. Mgmt.:	2,161	326	352	19,519	3,852	26,211
IT Services:	9,330	1,530	2,231	26,306	6,120	45,516
Other Program Expenses	1,876	253	1,724	17,601	2,378	23,832
TOTAL PROGRAM EXPENSES	682,400	90,863	408,466	871,165	419,192	2,472,087
ADMINISTRATIVE COSTS						
Management & General	13,112	1,865	7,488	17,943	9,100	49,507
Communications & Customer Svc	8,776	1,249	5,018	12,022	6,077	33,143
Total Administrative Costs	21,888	3,114	12,506	29,965	15,177	82,650
Total Program & Admin Expenses	704,288	93,977	420,972	901,130	434,370	2,554,737

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

PGE Renewables

RENEWABLE EFFICIENCY

EXPENSES	BioPower	Solar Electric	Open Solicitation	ETO Total
Program Management	95,879	363,339	61,183	520,401
Program Delivery:				-
Incentives:	3,260,415	4,112,313	1,013,287	8,386,015
Program Eval & Planning Svcs.:	22,493	46,116	19,481	88,089
Program Marketing/Outreach:	8,250	96,314	16,500	121,064
Program Legal Services:				-
Program Quality Assurance:			7,500	7,500
Outsourced Services:	109,250	413,554	48,500	571,304
Trade Allies & Cust. Svc. Mgmt.:		28,007	259	28,265
IT Services:	22,570	86,375	14,583	123,529
Other Program Expenses	23,567	79,907	37,376	140,850
TOTAL PROGRAM EXPENSES	3,542,424	5,225,924	1,218,669	9,987,017
ADMINISTRATIVE COSTS				
Management & General	65,307	96,000	15,947	177,255
Communications & Customer Svc	43,859	63,745	10,345	117,950
Total Administrative Costs	109,166	159,745	26,293	295,204
Total Program & Admin Expenses	3,651,590	5,385,670	1,244,962	10,282,221

Energy Trust of Oregon, Inc
Year to Date by Program/Service Territory
2014 Projection Approved

PAC Renewables

RENEWABLE EFFICIENCY

EXPENSES	BioPower	Solar Electric	Open Solicitation	ETO Total
Program Management	62,916	191,181	326,148	580,245
Program Delivery:				-
Incentives:	2,135,415	2,133,000	3,654,000	7,922,415
Program Eval & Planning Svcs.:	16,908	24,029	49,713	90,651
Program Marketing/Outreach:	8,250	50,186	16,500	74,936
Program Legal Services:				-
Program Quality Assurance:			7,500	7,500
Outsourced Services:	67,250	223,446	83,500	374,196
Trade Allies & Cust. Svc. Mgmt.:		14,593	1,378	15,972
IT Services:	14,811	45,008	77,737	137,555
Other Program Expenses	18,988	41,638	65,681	126,307
TOTAL PROGRAM EXPENSES	2,324,538	2,723,082	4,282,157	9,329,777
ADMINISTRATIVE COSTS				
Management & General	42,855	50,023	85,011	177,888
Communications & Customer Svc	28,780	33,216	55,149	117,144
Total Administrative Costs	71,635	83,239	140,159	295,033
Total Program & Admin Expenses	2,396,173	2,806,320	4,422,316	9,624,810