

Board Meeting Minutes—162nd

December 14, 2018

Board members present: Melissa Cribbins, Roger Hamilton, Eric Hayes, Elee Jen, Mark Kendall, Debbie Kitchin, Henry Lorenzen, Alan Meyer, Anne Root, Roland Risser, Steve Bloom (OPUC ex officio), Janine Benner (Oregon Department of Energy special advisor, by phone), Ruchi Sadhir (Oregon Department of Energy special advisor, by phone)

Board members absent: Lindsey Hardy, Susan Brodahl, Ernesto Fonseca

Staff attending: Mike Bailey, Wendy Bredemeyer, Justin Buttles, Shelly Carlton, Scott Clark, Amber Cole, Michael Colgrove, Ryan Crews, Chris Crockett, Hannah Cruz, Cheryle Easton, Sue Fletcher, Fred Gordon, Brigid Gormley, Andy Griguhn, Kate Hanson, Steve Lacey, Jed Jorgensen, Betsy Kauffman, Oliver Kesting, Jessica Kramer, Dave McClelland, Debbie Menashe, Spencer Moersfelder, Dave Moldal, Alex Novie, Pati Presnail, Thad Roth, Dan Rubado, Lizzie Rubado, Kenji Spielman, Cameron Starr, Julianne Thacher, Katie Wallace, Jay Ward, Peter West, Whitney Winsor, Robert Wylie, Amanda Zuniga

Others attending: Eric Anderson (Pacific Power), Aaron Frenchette (Cascade Energy), Kari Greer (Pacific Power), Anna Kim (OPUC), Brendan McCarthy (Portland General Electric), Anusha Neelan (Cascade Policy Institute), Elaine Prause (OPUC)

Business Meeting

Roger Hamilton called the meeting to order at 10:34 a.m. Reminder that consent agenda items can be changed to regular agenda items at any time.

General Public Comments

Eric Anderson, strategic manager for renewable energy and emerging tech at Pacific Power and member of Energy Trust's Renewable Energy Advisory Council, provided comments on Energy Trust's proposed changes to its Renewable Energy Certificate (REC) policy on behalf of Pacific Power.

This policy change was discussed at the Renewable Energy Advisory Council, but there was not an opportunity to provide feedback on the current proposal. Pacific Power requested to be brought in for input earlier in the process.

Pacific Power also had concerns that the policy could establish a precedent of divesting ratepayers of value prior to knowing about any potential changes that could come about in the 2019 state legislative session. Pacific Power strongly suggests that this policy change not be deemed a precedent for all projects under 360 kW. Pacific Power also asked that this policy be re-evaluated outside of the three-year review cycle if context changes. In addition, Pacific Power recommends the board delay the decision until after the 2019 legislative session.

Steve Bloom noted that the community solar statute mandates that RECs only go to participants, not the utility.

Brendan McCarthy, government affairs analyst at PGE, expressed concern that community solar projects should not receive Energy Trust incentives. Community solar participants will already receive significant incentive to complete projects through the program.

The board asked if concerns were brought directly to the OPUC, and they were not because the utilities learned about the proposed policy changes very recently.

The board acknowledged written public comment provided through a letter from John Charles at Cascade Policy Institute, which urged the board to adopt option #4 outlined in the policy proposal to not take title to any RECs. The board expressed disagreement with the statement in the letter that “for industrial solar and wind, there is no ‘greening’; there is only a ‘browning’ associated with the required spinning reserves.”

Consent Agenda

The consent agenda may be approved by a single motion, second and vote of the board. Any item on the consent agenda will be moved to the regular agenda upon the request from any member of the board.

MOTION: Approve consent agenda

Consent agenda includes:

- November 14 board meeting minutes
- Board Committee Assignments (R860-(replaces R852) Updated)
- Consent Agenda Procedure 2.01.0001-A (R864)
- Diversity, Equity and Inclusion Policy 4.08.000-P (R862)

Moved by: Roland Risser

Seconded by: Melissa Cribbins

Vote: In favor: 10

Abstained: 0

Opposed: 0

**RESOLUTION 860
BOARD COMMITTEE APPOINTMENTS
(REPLACES RESOLUTION 852)**

WHEREAS:

1. Energy Trust of Oregon, Inc. Board of Directors are authorized to appoint by resolution committees to carry out the Board's business.
2. The Board President has nominated new directors to serve on the following committees.

It is therefore RESOLVED:

1. This resolution replaces Resolution 852, adopted by the board at its October 17, 2018, meeting.
2. That the Board of Directors hereby appoints the following directors to the following committees for terms that will continue until a subsequent resolution changing committee appointments is adopted:

Audit Committee
Anne Root, Chair
Melissa Cribbins
Mark Kendall
Karen Ward, outside expert
Roger Hamilton (ex officio)
Pati Presnail, staff liaison
Board Nominating Committee
Debbie Kitchin, Chair
Alan Meyer
Anne Root
Melissa Cribbins
Steve Bloom, OPUC (ex officio)
Roger Hamilton (ex officio)
Greg Stokes, staff liaison
Compensation Committee (formerly 401(k) Committee)
Melissa Cribbins, Chair
Mark Kendall
Roland Risser
Roger Hamilton (ex officio)
Debbie Goldberg Menashe, staff liaison
Executive Director Review Committee
Melissa Cribbins, Chair
Debbie Kitchin
Elee Jen
Roger Hamilton (ex officio)
Amanda Sales, staff liaison
Finance Committee
Susan Brodahl, Chair
Ernesto Fonseca
Debbie Kitchin

Anne Root
Roger Hamilton (ex officio)
Pati Presnail, staff liaison
Policy Committee
Alan Meyer, Chair
Eric Hayes
Ernesto Fonseca
Henry Lorenzen
Anne Root
Elaine Prause (ex officio)
Roger Hamilton (ex officio)
Debbie Goldberg Menashe, staff liaison
Program Evaluation Committee
Lindsey Hardy, Chair
Susan Brodahl
Eric Hayes
Alan Meyer
Jennifer Light, expert outside reviewer
Dulane Moran, expert outside reviewer
Jamie Woods, expert outside reviewer
Warren Cook, ODOE (ex officio)
Roger Hamilton (ex officio)
Sarah Castor, staff liaison
Strategic Planning Committee
Mark Kendall, Chair
Susan Brodahl
Lindsey Hardy
Roland Risser
Ruchi Sadhir, ODOE (ex officio)
Elaine Prause, OPUC (ex officio)
Roger Hamilton (ex officio)
Debbie Goldberg Menashe, staff liaison

3. **The executive director, chief legal officer or director of finance are authorized to sign routine 401(k) administrative documents on behalf of the board, or other documents if authorized by the Compensation Committee.**

The board also acknowledges that the following board members have committed to attend advisory council meetings:

- a. **Conservation Advisory Council: Lindsey Hardy, Alan Meyer and Elee Jen**
- b. **Renewable Energy Advisory Council: Ernesto Fonseca and Henry Lorenzen**

Moved by: Roland Risser

Seconded by: Melissa Cribbins

Vote: In favor: 10
Opposed: 0

Abstained: 0

Resolution 864

Amend Consent Agenda Procedure

December 14, 2018

Discussion and Recommendation

First approved and adopted by the Energy Trust board in 2003, the Consent Agenda Procedure was adopted to provide a streamline process for routine and non-controversial board resolutions. The process has worked well and is flexible. Staff presented some editorial clarifications to the Policy Committee on November 15, 2018, and the Policy Committee recommended approval by the full board.

RESOLUTION 864 AMEND CONSENT AGENDA PROCEDURE

WHEREAS:

1. In 2003, the board established a policy directing staff to identify non-controversial and routine items for inclusion in a consent agenda.
2. Staff was directed to err on the side of caution in that determination and has continued to recommend use of the consent agenda judiciously.
3. This policy, up for its regular three-year review, was reviewed by the Policy Committee and is recommended for approval by the full Energy Trust board through the consent agenda at its next full board meeting.

It is therefore **RESOLVED** that the Board of Directors hereby amends the Energy Trust Consent Agenda Procedure as shown below.

Moved by: Roland Risser

Seconded by: Melissa Cribbins

Vote: In favor: 10

Abstained: 0

Opposed: 0

Marked Version

2.01.001-A Consent Agenda Procedure

History			
Source	Date	Action/Notes	Next Review Date
Board Decision	November 5, 2003	Approved (R221)	11/2006
Policy Committee	October 19, 2006	Reviewed-no changes	11/2009
Policy Committee	October 23, 2012	Reviewed-no changes	10/2015
Board Decision	November 4, 2015	Approved (R756)	11/2018
Board Decision	December 14, 2018	Approved (R864)	12/2021

POLICY

That Energy Trust of Oregon, Inc., Board of Directors hereby approves the option of placing Board action items may be placed on a consent agenda, according to the following guidelines:

- Written decision documents on consent agenda items will follow the same format and contain the same information as provided for regular agenda items.
- Where appropriate, consent agenda items will meet the following criteria:
 - Involve routine and non-controversial matters

- Conform with a previously adopted board policy or implement a project previously approved by the board in a formal resolution
- If an energy efficiency matter, involves a cost-effective action as documented by pertinent financial information, energy savings/production, or other outcomes
- If a renewable energy matter, involve items that will follow the process approved by the board specifically for that program, if any
- Can be accomplished within the board-approved budget with clearly specified budget authority
- No board or public comment is anticipated regarding the proposed action.
- If the consent agenda item authorizes an increase in expenditures under a previously existing contract, the resolution must include but not be limited to:
 - The original amount of the contract
 - The number and amount of prior increases
 - The amount of the current proposed increase
 - The reason for the increase, and
 - The resulting total contract amount.
- The existing conflict of interest rules apply to votes of all items on the consent agenda.
- Any item on the consent agenda will be moved to the regular agenda upon request from any board member.

Clean Version

2.01.001-A Consent Agenda Procedure

History			
Source	Date	Action/Notes	Next Review Date
Board Decision	November 5, 2003	Approved (R221)	11/2006
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- The number and amount of prior increases
- The amount of the current proposed increase
- The reason for the increase, and
- The resulting total contract amount.
- The existing conflict of interest rules apply to votes of all items on the consent agenda.
- Any item on the consent agenda will be moved to the regular agenda upon request from any board member.

**RESOLUTION 862
DIVERSITY, EQUITY AND INCLUSION POLICY**

WHEREAS:

1. Energy Trust's board of directors adopted its Diversity, Equity and Inclusion Policy in 2017 following an extensive revision of its existing Equity Policy.
2. Acknowledging the breadth of revisions to the board's Equity Policy that the Diversity, Equity and Inclusion Policy represents, the board directed the Policy Committee to review the policy on an annual cycle for the first three years of the policy to permit the Policy Committee and the board to more frequently monitor the application and impact of the policy, and to take in and consider stakeholder and community comment on a more frequent basis.
3. Energy Trust's board Policy Committee has reviewed the policy revision at its committee meeting on November 15, 2018, and recommends slight revisions to the policy language to clarify and reflect the current status of the diversity, equity and inclusion work underway.

It is therefore **RESOLVED** that the Energy Trust Diversity, Equity and Inclusion Policy is revised as shown below.

Marked Version

4.08.000-P Diversity, Equity, and Inclusion Policy

History			
Source	Date	Action/Notes	Next Review Date
Board Decision	May 22, 2002	Approved (R104)	May 2005
Policy Committee	March 5, 2005	Postpone review	11/05
Board Decision	September 7, 2005	Revised (R352)	September 2008
Policy Committee	December 2, 2008	Replaced references to numerical electric and gas goals	September 2011
Board Decision	October 5, 2011	Revised (R595)	October 2014
Board Decision	October 1, 2014	Revised (R714)	October 2017
Board Decision	December 15, 2017	Revised (R828) Name updated from Equity Policy to Diversity, Equity and Inclusion Policy	October 2018
<u>Board Decision</u>	<u>December 14, 2018</u>	<u>Revised (862)</u>	<u>December 2021</u>

Introduction

Energy Trust envisions a high quality of life, a vibrant economy and a healthy environment and climate for generations to come, built with renewable energy, efficient energy use and conservation. Energy Trust recognizes that to achieve this vision, all utility customers must benefit from our programs, but certain customers are underserved by our programs such as communities of color, rural communities, and low income customers.

Energy Trust commits to enhancing diversity, equity and inclusion in our programs and in internal operations in order to work to serve all communities and reach critical Energy Trust goals. We will advance diversity, equity and inclusion in our programs and internal operations through meaningful collaboration with our utility funders, trade allies, program allies, and customers and with geographic and culturally specific communities, organizations and businesses.

Policy

- Energy Trust will make programs available to all eligible electricity and gas customer classes by implementing programs in the residential, commercial, and industrial sectors.
- Energy Trust will monitor participation rates for all programs and adjust them as needed to ensure that all investor-owned utility electricity and gas customer classes in Energy Trust territory are being served.
- In addition to providing programs to reach all customer groups, Energy Trust will design and implement program strategies specifically to reach customers who have been underserved by Energy Trust programs, [such as including](#) rural customers, communities of color, and low-income communities in Energy Trust service territory.
- Energy Trust will use a diversity, equity and inclusion lens through which to:
 - a. strategize and plan for Energy Trust program delivery
 - b. deliver programs and services
 - c. partner and collaborate
 - d. allocate resources
 - e. communicate and market
 - f. build our workforce
 - g. evaluate our work
- Energy Trust will [develop-maintain](#) a diversity, equity and inclusion operations plan that:
 - includes goals, objectives and activities
 - assesses and measures progress
 - learns from mistakes and successes
 - shares progress publicly on no less than an annual basis
- Energy Trust will establish a Diversity Advisory Council to provide advice and resources to the board of directors to support Energy Trust's diversity, equity and inclusion operations plan and to advise the board of directors on assessing and measuring progress toward goals of such plan.
- Energy Trust will enhance diversity, equity and inclusion on the board of directors. In order to enhance diversity, equity and inclusion on the board of directors, the board of directors shall appoint an ad hoc committee to identify goals and objectives for achieving this objective.
- For the first three years after adoption of these 2017 changes, the Energy Trust Policy Committee will review this policy annually to take account of new information and experience.

Clean Version

4.08.000-P Diversity, Equity, and Inclusion Policy

History			
Source	Date	Action/Notes	Next Review Date
Board Decision	May 22, 2002	Approved (R104)	May 2005
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Board Decision	December 15, 2017	Revised (R828) Name updated from Equity Policy to Diversity, Equity and Inclusion Policy	October 2018
Board Decision	December 14, 2018	Revised (862)	December 2021

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- Energy Trust will monitor participation rates for all programs and adjust them as needed to ensure that all investor-owned utility electricity and gas customer classes in Energy Trust territory are being served.
- In addition to providing programs to reach all customer groups, Energy Trust will design and implement program strategies specifically to reach customers who have been underserved by Energy Trust programs, including rural customers, communities of color, and low-income communities in Energy Trust service territory.
- Energy Trust will use a diversity, equity and inclusion lens through which to:
 - h. strategize and plan for Energy Trust program delivery
 - i. deliver programs and services
 - j. partner and collaborate
 - k. allocate resources

- l. communicate and market
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- n. evaluate our work

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- Energy Trust will enhance diversity, equity and inclusion on the board of directors. In order to enhance diversity, equity and inclusion on the board of directors, the board of directors shall appoint an ad hoc committee to identify goals and objectives for achieving this objective.
- For the first three years after adoption of these 2017 changes, the Energy Trust Policy Committee will review this policy annually to take account of new information and experience.
-

Moved by: Roland Risser

Seconded by: Melissa Cribbins

Vote: In favor: 10

Abstained: 0

Opposed: 0

President's Report

Roger Hamilton summarized the *National Assessment of the State of the Climate* report, which states that the impact of human carbon emissions will reach critical impact on global average temperature sooner than expected. One of the impacts will be increasing sea level, which could go up 2.4 meters by 2100, directly impacting the Oregon coast. This could cause a global recession or even depression.

The latest Intergovernmental Panel on Climate Change *Global Warming of 1.5 Degrees Celsius* report indicates that global carbon emissions must be reduced to zero by 2050 to avoid climate chaos with temperature increases above 2 degrees Celsius. Technology is available to do this with renewable energy and energy efficiency. The U.S. projects to increase carbon emissions by 2.7 percent in 2018. The U.S. is the biggest emissions producer per capita of all countries. Hundreds of companies and 90 cities have committed to 100 percent renewable consumption.

Janine Benner added that Governor Kate Brown has taken two notable recent actions. She released her Oregon climate agenda, which highlights eight strategies to achieve the state's climate and economic goals, including to strengthen investment in energy efficiency. She also released a state budget that creates a state Oregon Climate Authority agency.

Roger noted that impacts of climate change in Oregon include drought, forest fires, asthma and tropical diseases moving north.

Final Proposed 2019 Budget and 2019-2020 Action Plan

Mike Colgrove presented Energy Trust's Final Proposed 2019 Budget and 2019-2020 Action Plan for the board's consideration and approval. He summarized the forecast for the remainder of 2018, where the organization expects to exceed gas efficiency goals, come close to electric efficiency goals and exceed its renewable energy generation goal. Lower electric savings are attributed to delay of a megaproject in PGE territory and delay of some large Existing Buildings custom projects.

In 2019, Energy Trust plans to invest \$201.7 million to save 53.2 average megawatts of electricity, save 6.4 million annual therms of natural gas and generate 2.25 aMW of renewable energy. The savings goal levels are a modest decline from 2018. The organization expects to deliver savings at levelized costs of 3.11 cents/kWh and 39.37 cents/therm. For renewables, generation is expected to increase compared to 2018. The organization will also expand outreach, create operational efficiencies and develop a 2020-2024 strategic plan.

Spending in 2019 will increase 1.4 percent largely due to more small projects, outreach and technical services. Administrative and program support costs will be up slightly at 7.4 percent and staffing costs will be 6.97 percent, both below the caps specified in the OPUC's annual performance metrics.

Key budget takeaways include a focus on underserved markets, increasing cost per unit of savings from smaller projects, completion of residential lighting transition in 2020 as LEDs become standard and no longer need Energy Trust support, declining savings per project, transition of solar market after expiration of Oregon's Residential Energy Tax Credit, challenging project economics for hydropower and biopower projects, increasing resource demands on the organization, and investing in key internal projects to enhance adaptability and operational efficiency.

The board discussed the typical percent of expenditures for incentives in annual budgets, which is generally in the range of 50 to 60 percent overall and roughly 80 percent for renewable energy. Incentives include funds provided to customers, and do not include other services such as technical assistance and inspections. The board discussed how activities are categorized as incentives.

Mike described public comments received about the draft budget, which were largely supportive but included concerns about cost and savings trends and progress on diversity, equity and inclusion efforts.

The board discussed why revenue went down and asked about adjustments to public purpose charge rates on utility bills. Mike clarified that funds are expected to carry over from 2018 to 2019, so less revenue is needed from utilities, and noted PGE rates are being adjusted downward. He referenced rate information for all utilities later in the presentation.

Mike reminded the board of Energy Trust's six annual goal areas, all of which include diversity, equity and inclusion considerations and actions.

Mike addressed OPUC staff feedback on managing costs, and summarized activities planned for 2019 that will help manage levelized costs in the long-term. Efforts include several pilots, existing multifamily program redesign, valuing peak savings, and system and process enhancements.

Debbie Kitchin arrived at 11:49 a.m.

Mike continued that levelized costs are increasing largely due to loss of lowest-cost savings sources, such as LEDs. Energy Trust will continue careful cost management strategies to deliver this least-cost energy resource for ratepayers.

The board discussed levelized costs for other utility programs. Energy Trust's levelized costs are in the middle of the pack compared to other programs. Energy Trust's levelized costs for Washington customers of NW Natural are higher due to greater economy of scale in Oregon, the Washington Utilities and Transportation Commission's approach to measuring cost-effectiveness, and challenges of serving single-fuel customers.

The board discussed a decline in savings from Northwest Energy Efficiency Alliance, which is due to no longer claiming savings from battery charger technology that is now baseline.

Mike shared administrative and program support cost trends, which are capped at 8 percent of revenue based on the OPUC performance measure. Increases in 2019 are due to organization and budget review implementation, and cost of living and healthcare increases for those staff who categorized as administrative. In 2020, Energy Trust projects administrative and program support drops back slightly to 7.2 percent of revenue.

The board cautioned that administrative expenses will likely continue to increase after 2019. Steve Bloom added that OPUC is responsible for overseeing expense of ratepayer dollars, and it appreciates the challenges acknowledged. Energy Trust is doing a great job. Mike added that the budget binder includes a memo describing factors impacting administrative and staffing costs.

The board discussed the 2020 budget, which includes a slight reduction in costs due to 2019 investments in organizational development that may not carry through to 2020.

Mike described staffing costs, which will be 7 percent of the 2019 budget and are expected to go up to 7.4 percent in 2020. This performance measure is a three-year rolling average with a cap of 7.25 percent. Staffing costs are driven by increases in healthcare costs, compensation adjustments and compliance with Oregon's pay equity law. Energy Trust did not request additional staff.

The board discussed consideration of vacancies as a percentage of staffing costs, which are not currently included in the calculation. However, Energy Trust expects final staffing expenditures to be lower than budgeted for this reason. Compliance with performance metrics is based both on budgeted and actual expenditures.

Mike clarified that Energy Trust is projecting not to be in compliance with the staffing costs performance metric in 2020. Energy Trust is talking regularly with the OPUC about this and will work with OPUC staff to explore staffing scenarios that would bring the organization into compliance with the performance metric in the next few months.

RESOLUTION 861 ADOPT 2019 BUDGET, 2020 PROJECTION AND 2019-2020 ACTION PLAN

BE IT RESOLVED that Energy Trust of Oregon, Inc. Board of Directors approves the Energy Trust 2019 Budget, 2020 Projection and 2019-2020 Action Plan as presented to the board at its meeting on December 14, 2018.

Moved by: Melissa Cribbins
Vote: In favor: 10
Opposed: 0

Seconded by: Debbie Kitchin
Abstained: 0

The board took a break for lunch at 12:18 p.m. and reconvened at 12:33 p.m.

Communications and Customer Service

Shelly Carlton, senior marketing manager, and Denise Olsen, marketing services project manager, presented a resolution to approve a media buying contract with Coates Kokes.

The role of advertising is to raise awareness of Energy Trust offerings and motivate customers to act. Advertising is increasingly complex to manage, given the organization's need to reach deeper into communities. Energy Trust manages up to 75 media buying contracts.

This contract includes a new process where the agency would negotiate and manage contracts and invoices, reducing Energy Trust's staff resourcing for this work so the resources can be devoted to other priority work. Agencies have systems to more efficiently do this work, and expertise and relationships that Energy Trust can leverage get more out of its advertising investments. Shelly described how Energy Trust conducted an RFP for a media buying and received 12 responses.

The board discussed the proposed contract, asking questions regarding the expertise of Coates Kokes in media buying, metrics for success of advertising, cost and scope of the contract, and types of media consumption across the state. The board noted economies of scale for advertising firms with the ability to leverage media buying power across all clients.

**RESOLUTION 865
AUTHORIZING A CONTRACT WITH COATES KOKES FOR ADVERTISING PURCHASES AND
PURCHASING SERVICES**

WHEREAS:

- 1. Media buying at Energy Trust allows programs to advertise in print, radio, TV, outdoor and online, creating program awareness, and promoting services, programs, and products.**
- 2. Advertising is the most common answer to how participating customers first hear of us, and there is a clear connection between advertising and customer awareness and engagement, leading to savings and generation.**
- 3. Increased advertising reach, using a professional media buyer with constant media contact and significant media data, would allow Energy Trust to expand customer participation by increasing the number of times people see our message.**
- 4. Media planning and buying is currently done on an annual basis, requiring staff time in Communications & Customer Service and Finance over several months to plan and process invoices for roughly 75 contracts. Most of this time can now be reallocated to other priority activities in the 2019 business plan.**
- 5. Following a review of proposals received through a request for qualification competitive bidding process for advertising purchasing services, staff proposes to execute a contract with Coates Kokes to purchase up to \$1.2 million in advertising on behalf of Energy Trust through multiple media contracts, consistent with the 2019 board approved budget, for the purchase of broadcast radio, TV, print and non-programmatic online media in 2019.**
- 6. Based on scoring of proposals, staff believe Coates Kokes is uniquely suited to do this work and has demonstrated skill, expertise, and competitive pricing.**

It is therefore **RESOLVED**, that the board of directors of Energy Trust of Oregon, Inc. authorizes the executive director to:

- **Sign a contract with Coates Kokes for advertising purchasing services with terms and conditions that include, but are not limited to, the following:**
 - **Authorizing payments of up to a total of \$1.2 million for the purchase and reporting of broadcast radio, TV, print and non-programmatic online media on behalf of Energy Trust, with up to \$157,500 of the total authorized contract amount payable to Coates Kokes for advertising purchasing services and up to \$1,042,500 for advertising purchases made on behalf of Energy Trust and payable to Coates Kokes under contract terms and conditions;**
 - **providing for a contract term to cover advertising and advertising purchasing services through 2019;**
 - **providing for monthly reporting on purchased media reach and copy; and**

- **other terms and conditions to ensure Coates Kokes services and media purchases are designed and executed to further Energy Trust's advertising strategy.**

Moved by: Anne Root

Seconded by: Alan Meyer

Vote: In favor: 10

Abstained: 0

Opposed: 0

Diversity, Equity and Inclusion Annual Operations Plan Update

Debbie Menashe, director of legal and human resources, gave an update about Energy Trusts diversity, equity and inclusion work in 2018, and acknowledged staff and an organizational consultant, Dani Ledezma.

Today the board approved a diversity, equity and inclusion policy, which instructs Energy Trust to engage in diversity, equity and inclusion activities. In 2018, staff began planning for a Diversity Advisory Council to guide the board, including preparations for convening a foundational group of eight community advisors to help Energy Trust form the council. The foundational group, staff, Susan Brodahl and Ernesto Fonseca will meet for the first time in January. Staff also conducted an in-depth data, baseline and participation analysis, which the board learned about in November. Energy Trust also completed a diversity, equity and inclusion operations plan in early 2018, which includes 10 goals.

The board was pleased to see diversity, equity and inclusion data metrics show up in program and project presentations. It's helpful to see how DEI becomes part of the fabric of the organization's work.

Jessica Kramer, senior industrial and agricultural program manager, presented the two goals relating to programs. The first goal, energy efficiency programs, is broken up into sectors.

The residential sector plans to increase the residential participation rate by 20 percent in communities of color by the end of 2020, which would be an increase from 50,000 to 60,000 households. An example of this work is partnering with community-based organizations to deliver offerings.

The board recommended that the definition of residential include multifamily. Staff clarified that Energy Trust's residential diversity, equity and inclusion goal includes single-family and people who live in small multifamily buildings, with units of five or fewer. Residents of large multifamily buildings are served by the commercial program. Residential and commercial teams will coordinate to achieve goals.

The board clarified the goals are about participants in diverse census tracts, not participants who are diverse.

The commercial goal is for the Existing Buildings program and focuses on small and medium businesses and rural businesses. The goal is to increase participation from both groups by 20 percent by 2020. To serve these customers, the Existing Buildings program will collaborate with industrial sector. In 2019, staff will test methods for reaching these customers and make recommendations for 2020. Roughly 80 percent of customers are large or located in urban areas.

The industrial goal is to increase participation from small and medium businesses in rural territories by 20 percent by the end of 2020. Through the custom track, Energy Trust will work directly with customers through outreach. Through the standard track, Energy Trust will work with vendors and trade allies. The first step for standard track is to do research to identify specific target areas and strategies. One specific focus area will be Southern Oregon. The Industrial team will also be assessing marketing

methods used in 2018 to apply learnings in 2019. Cannabis grow operations are served by the industrial program, but they are not a specific target of the sector's diversity, equity and inclusion goal.

Goal two, the renewable energy goal, was established using a composite of all diversity, equity and inclusion focus areas—including low income, rural and racially diverse customers—with focus on areas of greatest need throughout the state. The goal is to increase the number of projects sited in these communities. Activities include providing solar innovation grants for communities and developing a Solar Within Reach incentive, similar to the residential Savings Within Reach incentive.

Sue Fletcher, communications and customer service senior manager, provided an update on two goals regarding the trade ally network. Goal three is to increase participation in the Trade Ally Network by minority-owned and women-owned businesses by 50 percent each by the end of 2020. There are currently 27 minority-owned and 15 women-owned businesses in the network, representing two percent and one percent of all trade allies, respectively. Businesses that are both minority-owned and women-owned are counted once.

An increase of 50 trade allies would mean 14 new minority-owned contractors and eight new women-owned contractors. This goal requires work to cultivate relationships with these underrepresented businesses. Energy Trust will work with trade and culturally specific organizations to build relationships with local businesses, such as Oregon Association of Minority Entrepreneurs.

Goal four is to increase the number of projects completed by minority-owned and women-owned business by 15 percent by the end of 2020. Projects are marked completed in Energy Trust's systems once an incentive is paid. To achieve this goal, Energy Trust will increase engagement with current minority-owned and women-owned business allies to support them and remove barriers. The organization will also seek to enroll diverse contractors in specific initiatives, such an offer targeted to a particular community.

Goal six is to increase market awareness by developing and deepening relationships with up to 50 organizations by the end of 2020. Energy Trust identified 80 existing relationships with organizations that could be considered as part of this goal. It plans to deepen 25 currently existing relationships and create new relationships with 25 organizations. It's key that the relationships benefit both organizations. Energy Trust aims to achieve savings and generation goals by collaborating with organizations to better reach and serve their communities. Organizations include community-based organizations, tribes, municipalities and others. Relationships could range from sponsorships to contracts to exchange of information.

The board asked about activities targeting low-income customers. Energy Trust has not been able to figure out how to identify commercial entities as low-income or racially diverse. For the residential goal, the goal is on racial diversity, and Energy Trust will try to reach low-income customers in those areas. Energy Trust has many existing offers for low-income customers, and the residential sector decided to focus on racial diversity because there are more opportunities for improvement. The board stated that Energy Trust should have goals for all three diversity focus areas: low-income, racial diversity and rural/urban location.

Mike added that other agencies serve low-income customers, and staff are doing work to understand that landscape of organizations and services. Serving these customers is a coordinated conversation with other agencies.

The board asked if Energy Trust will take a linear approach to achieving these goals. This work is a continuous effort over the two years. For the community-based organization goal, these will be long-term relationships that go beyond the two-year timeframe and will be acquired over the two year period.

Debbie Menashe described goal five, which is to increase the number of contracts with minority-owned and women-owned business by 15 percent by the end of 2020. Energy Trust currently has 48 contracts

with contractors identified as diverse compared to an annual total of roughly 500 contracts. Staff examined and coded current contracts, and developed a new tracking tool to monitor the number diversity, equity and inclusion of contracts and funds spent. Energy Trust will learn more from community-based organizations about service providers. Staff plan to focus first on catering and other professional services contracts.

The board suggested also tracking spending on diversity, equity and inclusion contracts. This is best practice in the construction industry. The board discussed challenges and opportunities for tracking contracting spending, including the challenge of several very large Program Management Contractor and Program Delivery Contractor contracts. Debbie Menashe expressed willingness to consider this option, and reiterated that the goal is to increase participation in programs.

Goal seven is to increase the diversity of Energy Trust's applicant pool and hires by 25 percent. This goal is critical to achieve all other diversity, equity and inclusion goals. Reflecting communities will help the organization better serve these customers, and the organization's credibility in this work depends on achieving this goal.

The board discussed annual staff turnover, which has been roughly 11 percent over the last two years, and noted that this goal is relatively small as it represents only three diverse hires.

Debbie Menashe continued that Energy Trust is partnering with staffing agencies that emphasize diversity, and the organization is tracking on diversity of applicants through a third party. It's just as important to retain diverse employees as it is to hire them, and Energy Trust needs to build leadership that reflects the community and indicates growth opportunities for all employees.

The board observed that employee turnover is very low, and it noted that management have been here for a long time and there's little opportunity for upward mobility. Debbie explained that Energy Trust is focusing on succession planning, which was encouraged in the Secretary of State's audit recommendation. Mike added that Energy Trust may not be able to fill all vacant positions in future years to manage staffing costs. The organization needs to revisit this goal through a different lens as it understands more about our staffing planning.

Goal nine is to increase organizational cultural responsiveness. Cultural responsiveness means increasing the ability of an organization to work with different kinds of people, including building awareness, empathy and sensitivity. In 2015, staff and board completed an Intercultural Effectiveness Scale survey, and Energy Trust plans to conduct this survey again to assess progress. The organization plans to offer cultural responsiveness training and to bring guest speakers representing communities. The board recommended providing information to staff about rural communities, and noted that Energy Trust will hold its July 2019 board meeting in Pendleton.

The final goal is to increase transparency about diversity, equity and inclusion. Energy Trust plans to publish its DEI operations plan and progress toward goals, provide updates in quarterly and annual reports to OPUC, and provide additional reporting for stakeholders and the public. This goal is important to hold ourselves accountable.

The board discussed how Energy Trust defines customer types according to its programs, which may not make sense for customers or communities. For example, the residential goal excludes a large number of multifamily customers. That's a barrier to communication with customers. Energy Trust needs to blend our data and program strategies better. Debbie Menashe acknowledged that this work has highlighted some of those inconsistencies and sparked discussion, and agreed on the need to be clearer in communications and think differently about collaborating across programs.

The board also advised that data based on census tracts is not accurate enough to guide Energy Trust's diversity, equity and inclusion efforts. Mike described a recent open house with community-

based organizations who recommended that Energy Trust collect demographic information on applications. A pilot to collect demographic data on applications is likely next year.

The board took a break from 2:08 to 2:13 p.m.

Energy Trust E3 Sustainability Report

Katie Wallace, marketing project manager, and Robert Wylie, renewable energy program coordinator, presented a 2016 and 2017 E3 Sustainability Report from Energy Trust's E3 team, a group of staff that volunteer their time to improve the organization's sustainability practices. E3 stands for energy, environment and engagement. E3 reviews and improves business practices and educates employees about sustainability practices.

The E3 Sustainability Report is created every two years and highlights activities and accomplishments, such as promoting sustainability commuting, promoting recycling, volunteering at the Oregon Food Bank, improving efficiency in office operations and hosting a sustainability goal. Goals for the future are to continue hosting a sustainability fair, provide opportunities to recycle non-curb-side items and household appliances, and enhance employee volunteer opportunities and increase employee engagement.

Strategic Planning Unique Role of Value

As chair of the Strategic Planning Committee, Mark described recent work to plan for Energy Trust's 2020-2024 Strategic Plan.

Debbie Menashe and Hannah Cruz, senior communications manager, presented strategic planning progress and acknowledged the board strategic planning committee, staff and consultant Holly Valkama.

Hannah provided an overview of strategic planning work to date. The committee is currently developing five strategic planning building blocks, including a strengths and capabilities map, unique role of value statement, key drivers, scenarios and opportunities. A draft plan will be available in Spring 2019 and a final proposed plan will be available October 2019 for board consideration.

In May 2018, the board worked on developing a strengths and capabilities map. Since then, staff engaged Conservation Advisory Council and Renewable Energy Advisory Council for input on what Energy Trust does in the market that nobody else does or nobody else does as well as Energy Trust. Energy Trust's current unique role of value is what differentiates it from other organizations. Value can be what it delivers, where it is delivered and to whom it is delivered.

The strategic planning committee and staff identified the policy environment and available energy resource as key drivers for scenario planning. Staff, Conservation Advisory Council and Renewable Energy Advisory Council members were asked if the policy environment and available resource will be better or worse in the next five years and what's the likelihood of that outcome. Based on that input, staff derived three scenarios: "incremental evolution," "resiliency now" and "hungry for action" for 2020-2024.

The committee selected a modified version of "incremental evolution," with more of an emphasis on resilience, as the most likely scenario. This scenario envisions that new clean energy policies will be passed, but implementation will take time. It anticipates declining cost-effective electric energy efficiency resource, with an uptick at the end of the five years. A single technology is not expected to bring large amounts of savings, like LEDs have in the past. Instead, the scenario expects technology to optimize energy use (such as through controls and "smart" devices) that will support grid management (such as peak management and demand response). Climate change is expected to impact rural and coastal communities more than other communities. Oregon will continue to face affordability

challenges, such as with housing, and an economic recession is likely. Yet innovative policies, such as Portland Clean Energy Fund, will continue to emerge in some areas.

With Conservation Advisory Council, Renewable Energy Advisory Council, some board members and staff, the team explored opportunities in clean energy this scenario would present. They identified opportunities included linking renewable energy and storage to address resilience, unlocking and deploying financing innovations to scale investments, and advancing partnerships with private and public entities to increase funding streams for energy efficiency.

Mike described an interactive activity to elicit input from board members on Energy Trust's unique role of value and potential opportunities for the organization during the five-year timeframe. Mike posed four questions to ask when considering each opportunity. Do you think this opportunity is of interest for Energy Trust? Are there other organizations that are better positioned to serve? Would serving the opportunity impact our ability to administer the public purpose charge? Do you believe that this opportunity could be served under our current role?

The board discussed the opportunities and voted to identify opportunities that could be a good fit for Energy Trust.

Steve Bloom left at 3:28 pm. The board took a break from 3:30 - 3:36 p.m.

Hannah described upcoming outreach for strategic plan development, including early engagement in February through April, a draft available in May, and external outreach, engagement and public comment from June to July. The plan will be revised in September and a final proposed plan will go to the board in October for consideration and approval. Additional engagement is planned with staff, Conservation Advisory Council, Renewable Energy Advisory Council and the Board Strategic Planning Committee.

The board asked about the timeframe for board feedback, and Mike said that staff will send specific feedback requests and deadlines to the board.

The board noted that the strategic planning documents provided are useful. The board also suggested that Energy Trust consider contracting its role as a contrast to thinking about expanding its role and as a way to identify the organization's greatest strengths.

Renewable Energy Certificate Policy

Betsy Kauffman and Jed Jorgensen presented changes to Energy Trust's Renewable Energy Certificate (REC) policy. All policies can be reviewed and changed if the market changes, and this policy can be reviewed at any time outside of the formal review cycle.

The current policy requires Energy Trust to take ownership of RECs from all projects that receive an installation incentive. The recommendation is for Energy Trust to stop taking title to RECs from all net-metered and onsite use projects under 360 kw. These project owners are prohibited from selling their RECs. Betsy noted a change to the recommendation, informed by public comment.

Betsy described the market conditions that led to the recommendation, including the impossibility of cost-effective delivery of RECs from small net-metered projects to the utilities and the state's upcoming community solar program. Energy Trust cannot provide an incentive for community solar projects if it claims the RECs. Community solar projects that could receive Energy Trust incentives are small community projects serving low-income and diverse communities, and Energy Trust's incentives could help make these projects viable.

The policy change is recommended because it will align with Energy Trust's actual REC practice, enable Energy Trust to provide incentives to small community solar projects and remove impediments to participation by entities wishing to achieve climate goals. This change is supported by the OPUC

staff, majority of Renewable Energy Advisory Council, the board Policy Committee and staff. Staff also propose to report to the board once a year on REC prices and whether it is cost-effective to register projects in Western Renewable Energy Generation Information System, and also following legislative sessions on any changes that could impact REC prices.

The board discussed the public comment received earlier from utilities and considered giving Renewable Energy Advisory Council an additional opportunity to review the policy. Betsy clarified that the Renewable Energy Advisory Council supported eliminating REC policy altogether, and she noted that taking the policy back to Renewable Energy Advisory Council would delay the board's policy decision to April 2019.

The board clarified that it is not requesting a procedural change for policy decisions. Mike asked the board if it would like for a procedural change going forward.

The board discussed the risks of waiting to approve the policy, and Alan moved to postpone a decision until at least the next board meeting. The board invited the utility representatives to provide additional input.

Brendan explained that PGE's concern is regarding Energy Trust's REC policy as it relates to community solar, and the board suggested that Brendan bring his concerns to the OPUC.

Eric noted that Renewable Energy Advisory Council decision was not unanimous, and he would not expect a unanimous decision if this issue went back to the Renewable Energy Advisory Council. Jed clarified that a memo describing the policy change was presented to Renewable Energy Advisory Council for review, and Eric noted that the memo did not include the 360-kw threshold.

Jed cautioned the board against waiting to vote on the policy until April. Energy Trust is a major market influencer, and not changing the policy would have a negative impact on the market. Dave McClelland, solar program manager, explained that Energy Trust's participation in the state's community solar program is a separate discussion from Energy Trust's REC policy. Dave added that with this policy change, Energy Trust wants to give the value of RECs to customers, and noted that community groups have stated that they don't understand the REC transaction.

The board continued to discuss the impacts of delaying a vote on the REC policy.

Elaine Prause, OPUC, stated that the OPUC wants Energy Trust to continue taking RECs from larger projects and applying them to the Renewable Portfolio Standard. However, it's not possible for Energy Trust to register RECS in Western Renewable Energy Generation Information System, and it's reasonable to allow customers to keep RECs since Energy Trust can't register them in WREGIS. This policy change is not impacted by community solar.

The board discussed the value RECs have for customers and asked, if we give RECs to a customer, what can they do with them? Staff said if Energy Trust owns the REC, the customer can't say they're using solar power in their house.

Alan motioned to modify the policy to require review annually instead of every three years, and board members noted that review can occur at any time outside of the annual review. Roland seconded the motion to modify the resolution to provide for the change to an annual review of the policy. Nine board members voted yes, with Melissa opposed. The board then proceeded to a vote on the policy as revised to include a required annual review in addition to the other proposed policy revisions.

Moved by: Mark Kendall

Seconded by: Eric Hayes

Vote: In favor: 10

Abstained: 0

Opposed: 0

The board requested an update following the 2019 legislative session.

Marked Version

4.15.000-P Renewable Energy Certificate (REC) Policy

History			
Source	Date	Action/Notes	Next Review Date
Board Decision	March 3, 2004	Approved (R256)	February 2005
Board Decision	February 16, 2005 (residential tags)	Amended (R313)	
Board Decision	April 6, 2005	Rescind (R313)	February 2008
Board Decision	March 28, 2007	Amended (R433)	February 2010
Policy Committee	October 12, 2010	Reviewed, no changes	October 2013
Board Decision	May 4, 2011	Amended (R584)	May 2014
Board Decision	November 4, 2015	Amended (R759)	November 2018
Board Decision	December 14, 2018	Amended (R863)	December 2024-2019

PRINCIPLES

The following principles should guide Energy Trust's ownership of renewable energy certificates (RECs) generated by renewable resources:

- RECs generated by renewable energy are one of the multiple values for Oregonians provided through investing in renewable resources.
- Energy Trust RECs should be used for the long-term benefit of customers of Pacific Power and Portland General Electric, as long as the effort and expense associated with registering them is not disproportionate to their value.
- The disposition (retention, transfer) of RECs will coordinate with and further the goals of Energy Trust, state policies and regulatory requirements.
- Where Energy Trust takes ownership of RECs, its ownership should reflect both the REC value and the support provided by Energy Trust.
- Energy Trust should coordinate its REC policy with utility green power programs and rate processes.
- Energy Trust ownership of RECs and the mode of delivery of RECs to Energy Trust should be flexible over time, while reinforcing incentives for long-term project performance.

POLICY

1. Annual Board Review [and Two-Year REC Cost Review](#)

- [The Energy Trust Policy Committee will review this policy annually to take into account new market information.](#)
- Energy Trust will ascertain market values and forward price curves for relevant types of RECs and update them periodically.
- In order to ascertain market values and forward prices curves for relevant types of RECs, Energy Trust will consult with PGE, Pacific Power and the OPUC staff and will give consideration to federal and state policies that may affect such values and forward price curves.

- Energy Trust will track the cost and effort involved in registering RECs and report it to the RAC and the board at least every two years, and where the market value of any given REC category is less than the cost of registering them, recommend whether to continue to register them in WREGIS.
- Where the board determines, after RAC review, that the cost and effort entailed in registering RECs of a given type is disproportionate to the market and other values associated with RECs, the board may authorize staff to take title to the RECs without registering them in WREGIS and shall effectuate such authority by board resolution.

2. Ownership

- For all physically or virtually net-metered projects, or other projects that use energy on-site, that are less than 360kW in nameplate AC capacity REC ownership will remain with the project owner. Project owners must agree to maintain ownership of RECs over the operational life of the renewable energy system unless Energy Trust incentives are repaid.
- For all Qualifying Facility projects and all other projects greater than or equal to 360kW in nameplate AC capacity, where the board determines that Energy Trust should secure RECs for the benefit of ratepayers, the quantity of RECs for which Energy Trust will take ownership rights will be based on the ratio between Energy Trust's incentive and above-market cost, with an adjustment in cases where the REC market value exceeds the per-REC value of the incentive, determined as follows:
 - Step 1: Multiply the number of RECs that would be generated by a project over the term of the funding agreement with Energy Trust by the percentage of the above-market cost represented by Energy Trust's incentive.
 - Step 2: Divide the incentive amount by the quantity of RECs calculated in Step 1.
 - Step 3: Compare the per-REC value of Energy Trust's incentive to the REC market value ascertained in Section 1 of this policy.
 - Step 4: If the per-REC value of the incentive exceeds the per-REC market value, Energy Trust will take the full amount of RECs calculated in Step 1. If, however, the per-REC market value exceeds the per-REC incentive value, Energy Trust will reduce its REC ownership so that the per-REC incentive value is equivalent to the per-REC market value.
- Energy Trust will reduce its ownership of RECs to the extent that a utility retains RECs for the benefit of its ratepayers pursuant to the utility's green power program or power purchase agreements.

3. Delivery of RECs

- Unless the Energy Trust board determines under Section 1 that a type of REC need not be registered in WREGIS, RECs should be delivered to a utility WREGIS account specified by Energy Trust.
- Energy Trust may agree to up-front retention of RECs by a developer or project owner if there are contractual assurances that future RECs will revert to Energy Trust.

Committee Reports

Policy Committee (Alan Meyer)

The Policy Committee reviewed Energy Trust's diversity, equity and inclusion policy, REC policy and a potential executive committee. It also reviewed bylaws to remove a requirement that Energy Trust must have a chief operating officer. Concerns were raised about risk to Energy Trust by removing that role, and the decision was delayed to when Moss Adams can be present for guidance.

Audit Committee (Anne Root)

Energy Trust's five-year management review is expected in 2020.

Evaluation Committee (Phil Degens for Lindsey Hardy)

The Evaluation Committee reviewed research on solar trade allies, new building market research and ENERGY STAR® windows market research.

Alan Meyer left at 4:23 p.m.

Strategic Planning Committee (Mark Kendall)

Ruchi Sadhir, Oregon Department of Energy, will take Janine Benner's role on Strategic Planning Committee.

Conservation Advisory Council (Hannah Cruz for Lindsey Hardy, Alan Meyer)

Recent Conservation Advisory Council topics included Energy Trust's budget, a trade ally survey and a PGE guest speaker on the utility's smart grid test bed. Tim Hendricks joined the council and represents Building Owners and Managers Association.

Renewable Energy Advisory Council (Jed Jorgensen for Alan Meyer, Ernesto Fonseca)

November Renewable Energy Advisory Council topics included Energy Trust's budget, irrigation hydropower projects, a presentation from Oregon Department of Energy on its Biennial Energy Report, strategic planning and low- and moderate-income solar innovation grants.

Adjourn

The meeting adjourned at 4:29 p.m.

The next regular meeting of the Energy Trust Board of Directors will be held Wednesday, February 20, at 9:30 a.m. at Energy Trust of Oregon, Inc., 421 SW Oak Street, Suite 300, Portland, Oregon.

/k/ Mark Kendall
Signed: Mark Kendall, Secretary

02/20/2019
Date