

**Energy Trust of Oregon
Board of Directors' Meeting**
Hybrid on Zoom and at
421 SW Oak St., Ste 300, Portland, OR 97204

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EXECUTIVE SESSION:

The board will adjourn to Executive Session from approximately 3:50 to 4:05 p.m., pursuant to bylaw section 3.19.3 regarding the discussion of trade secrets, proprietary or other confidential commercial or financial information. **The Executive Session is not open to the public.**

PUBLIC COMMENT:

There will be opportunities for PUBLIC COMMENT during the meeting at 9:00 a.m. and 12:45 p.m. To request to speak, email meeting host in advance of the meeting at danielle.rhodes@energytrust.org with contact information and interested agenda topic.

The next regular meeting of the Energy Trust of Oregon Board of Directors will be held January 29, 2025, hybrid on Zoom and at 421 SW Oak St., Suite 300, Portland, OR 97204

231st Board Meeting

December 13, 2024



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Agenda	Tab	Purpose
9:00 a.m. Board Meeting Call to Order (Henry Lorenzen) General Public Comment (5 minutes) <i>The president may defer specific public comment to the appropriate agenda topic.</i>		Info
9:05 a.m. President’s Report and Consent Agenda (R1051) (Henry Lorenzen, 5 minutes) <i>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 of any member of the board.</i>		
<ul style="list-style-type: none">October 9, 2024, Board Meeting MinutesR1052: C&C Contract Extension for PR Services	Tab 1 Tab 1	Action Action
9:10 a.m. NEEA Annual Report (Becca Yates, 35 minutes)	Tab 10	Info
9:45 a.m. R1056: Approve NEEA 2025-2026 Whole Building Special Project Funding Agreement (10 minutes)	Tab 3	Action
9:55 a.m. Strategic Plan Retrospective: Review (Greg Stokes, 30 minutes)		Info
10:25 a.m. Strategic Planning: Overview of Revised Strategic Plan (Holly Valkama, 25 minutes)	Tab 6	Info
10:50 a.m. Break (15 minutes)		
11:05 a.m. Strategic Planning: Revisions to “Our Role” (Holly Valkama, 40 minutes)	Tab 6	Info
11:45 a.m. Lunch (60 minutes)		
12:45 p.m. Board Meeting Call to Order (Henry Lorenzen) General Public Comment (5 minutes) <i>The president may defer specific public comment to the appropriate agenda topic.</i>		Info
12:50 p.m. Strategic Planning: “Empowering Customers to Navigate” (Holly Valkama, 60 minutes)	Tab 6	Info
1:50 p.m. Strategic Planning: Focus Area Metrics (Holly Valkama, 30 minutes)	Tab 6	Info
2:20 p.m. Strategic Planning: The Path to Closure in 2025 (Holly Valkama, 15 minutes) <ul style="list-style-type: none">R1053: Adopt Final 2025-2030 Energy Trust Strategic Plan	Tab 6	Action

**Agenda,
Continued**

- 2:35 p.m. Break** (10 minutes)
- 2:45 p.m. Final Proposed Budget** (Michael Colgrove, 60 minutes) Info
- **Proposed Final 2025 Budget and 2026 Forecast** (Michael Colgrove, 60 Minutes) Info
 - 2025-2026 Action Plans
 - R1054: Adopt Final Proposed 2025 Budget and 2025-2026 Action Plan (5 minutes) **Tab 3** Action
- 3:45 p.m. Committee Reports** (40 minutes)
- Compensation & Human Resources Committee (Eric Hayes) **Tab 2** Info
 - Finance & Audit Committee (Thelma Fleming) **Tab 3** Info
- 3:50 p.m. The board will adjourn to Executive Session, pursuant to bylaw section 3.19.3 regarding the discussion of trade secrets, proprietary or other confidential commercial or financial information.**
- 4:05 p.m. Reconvene Regular Meeting**
- R1055: Approve Media Buying and Marketing Creative Services Contract **Tab 3** Action
 - Nominating and Governance Committee (Roland Risser) **Tab 4** Info
 - R1057: Approve Complementary Funding Policy **Tab 4** Action
 - Ad hoc Diversity Equity and Inclusion Committee (Melissa Cribbins) **Tab 5** Info
 - Ad hoc Strategic Planning Committee (Jane Peters) **Tab 6** Info
 - Conservation Advisory Council (Alex Novie) **Tab 7** Info
 - Diversity Advisory Council (Alicia Moore) **Tab 8** Info
 - Renewable Energy Advisory Council (Susan Brodahl) **Tab 9** Info
- 4:25 p.m. Adjourn**

The next regular meeting of the Energy Trust of Oregon Board of Directors will be held January 29, 2025, hybrid on Zoom and at 421 SW Oak St., Suite 300, Portland, OR 97204

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Tab 1

Budget Workshop

Executive Director Michael Colgrove introduced himself and Angie Thomson, who helped facilitate the budget discussion with the board.

Mike and Angie advised the board of the inputs that were involved in building the budget, including laws and rules, utility IRPs, cost-effectiveness tests, and market intelligence. Mike also discussed the stakeholder engagement methods utilized during the budget process, including public workshops and insights gathered from program and outreach staff and customers and other working partners. Additionally, Mike noted that Energy Trust collaborated with its utility funders in a series of meetings from June to November as important inputs to developing the budget.

Mike then provided a brief overview of the state policy and regulatory dynamics informing the budget, including a 100% clean electricity standard in which electric utilities must deliver 100% clean electricity by 2040, with 80% reduction in emissions by 2030; a pending Climate Protection Program that will direct natural gas utilities to reduce emissions 90% by 2050; HB 2531 phasing out fluorescent lighting; and the new OPUC agreement that adds equity metrics, as well as utility rate cases highlighting a need for affordability.

Economic and market conditions were also examined when creating the budget. The economy is improving, but many people are not feeling the relief that is needed. The costs of borrowing and goods remain high, and energy costs increased significantly in 2024. There has also been a housing shortage across the state, and housing costs outpace income growth. Affordability has been a key challenge, especially for people experiencing low to moderate incomes and the historically underserved.

Climate change and resilience measures were also considered as part of budget inputs, as there will be more disaster events and extreme temperatures. Resilience is top of mind for customers and communities, and Energy Trust aims to increase investments in supporting solar plus battery storage, resilience hubs and microgrids, and community resilience plans.

There will also be complementary funding sources and opportunities in 2025 and beyond, such as the Inflation Reduction Act, Portland Clean Energy Community Benefits Fund, and the Climate Protection Program and Community Climate Investments. However, the industry lacks capacity to keep up with the demand stimulated by new funding, and communities lack expertise and bandwidth to capture new funding.

Finally, there will be a shift to multiyear planning and budgeting at Energy Trust. This will operationalize our 2025-2030 strategic plan and will contain four main elements: a 5-year business plan, a complementary funding strategy, a 5-year human resource plan, and a 5-year financial plan. The multiyear plan will also include information on the anticipated plan management approach. Managing a multiyear plan allows for developing longer term implementation strategies to achieve strategic goals and provide more flexibility to respond to market shifts across years.

The 2025 budget is for one year only, but it is designed to help us transition to this multiyear approach. Mike also noted that the budget for 2025 is built on an understanding that the current 2024 year-end forecast is good, with projections to exceed efficiency goals in electric and gas programs, and generation goals in the renewables program.

Angie then facilitated discussion among board members on their thoughts on budget inputs. Board members asked about increasing demand because of factors including population growth, electrification, greater cooling, and data centers, etc. There was also discussion about rate impacts and revenues. Mike responded that these factors have been considered in market analysis and thanked the board for their thoughts. The board urged staff to consider additional factors such as differences in rural and urban communities and the impact of post-election changes.

Mike noted that Energy Trust has navigated changes over its history, and staff will continue to monitor and adjust, including regarding leveraged funding sources, federal, state and local. This additional funding will be important as Energy Trust aims to motivate folks who have not engaged as much with its programs as they observe their bills increasing. Mike advised that Energy Trust understands that the scale of rate increases big, so Energy Trust must position itself to respond and be proactive meaningfully with customers who most need it. The proposed budget does not include outsized reserves, but it has been developed with the utilities to anticipate greater demand for services.

Break

The board recessed for a short break from 10:30 to 10:37.

Budget Workshop, Continued

Upon return from break, Michael Colgrove presented the 2025 budget and action plan at a high level.

The big picture is a budget that lays a strong foundation for ambitious energy savings and climate targets in future years. We are providing incentives for cost effective savings and generation, expanded investment in our trade ally and CBO network, more equitable participation, and more and new complementary funding.

Organizational goals for 2025-very similar to 2024 goals. These goals are continuously tracked and reported.

The proposed 2025 budget invests \$342.1 million to achieve 59 amW, 6.7 MMTh in savings, and 5.6 aMW in generation. The total proposed budget is 12% higher than 2024, crucial to accelerate savings. The largest driver of the increase is more incentives, which are 53% of the proposed expenditures and are intended to encourage uptake and also to address higher costs. Increased staffing costs that appear in the budget reflect the impact of new and expanded programs funded through new complementary funding sources. Administrative expenses are at 5.8% of total expenditures.

Mike also presented more detailed information on complementary funding, noting that amounts of such funding are still comparatively small, but growing and exciting. Mike noted that the budget binder presents more detail on each funding source. Much of this new funding will be directed to priority customers, allowing Energy Trust to scale up no-cost offers at a larger scale and less reliance on core ratepayer funds.

Mike presented information on the proposed 2025 budget's focus on additional no-cost measures until HOMES/HEAR funding is available and the focus on workforce and CBO development, also to prepare for complementary funding opportunities.

Board members asked several questions about the proposed budget, including whether it is flexible enough to meet unexpected opportunities. Based on these thoughts, staff will continue to review reserves levels.

Lunch

The board recessed for lunch at noon and reconvened at 1:05.

Call to Order and Invitation for Public Comment on Energy Trust Draft Budget

Divya Singh, a community member and technologist with 16 years' experience, provided public comment regarding the importance for energy efficiency focus on data centers. Board members thanked Ms. Singh and other comments received in meeting chat and otherwise.

Draft Strategic Plan: Stakeholder Outreach Feedback

Amber Cole, Energy Trust Director of Communications and Customer Service, presented a summary of stakeholder feedback received on the draft strategic plan. More than 40 comments were received from 32 different entities and individuals. These comments reflect broad support for the draft plan. The board's Strategic Planning Committee will review all comments and deliver a written report to the full board. A draft plan will be presented to the OPUC in a public meeting on November 5, 2024, and the Strategic Planning Committee will meet after that to finalize the draft. In December, a final proposed plan will be presented to the board for approval.

If approved in December, the next steps will be to develop targets for the plan. This work is planned for 2025, and it is anticipated that the Strategic Plan would be amended to include these targets.

Board members asked several questions, including about how the volume of stakeholder input had changed from the prior plan development process. Amber explained that the volume was higher for this draft plan. The board thanked Amber and the staff team for their excellent stakeholder outreach work.

Committee Reports

Compensation & Human Resources Committee (Debbie Menashe)

Debbie Menashe, General Counsel, reported on the board's most recent Compensation & Human Resources Committee. Debbie noted that the board had approved the revised Compensation and Human Resources Charter from the consent agenda and then referred board members to the notes provided in the board packet for additional information on the committee's meeting.

Finance & Audit Committee (Thelma Fleming)

At the Finance & Audit Committee's last meeting, four contract matters were discussed. In each case, the committee recommended approval of the contracts as described. Committee Chair Thelma Fleming presented resolutions to the board and referred to the briefing memos provided in the board packet. Henry Lorenzen called for a vote for Resolutions 1045 and 1046.

RESOLUTION 1045**AUTHORIZE AN AMENDMENT FOR AN ADDITIONAL ONE YEAR EXTENSION TO THE BUSINESS LIGHTING PROGRAM DELIVERY CONTRACT WITH CLEARRESULT****WHEREAS:**

- 1. The board's initial authorization for this contract as set forth in Resolution 919 did not provide for any additional extensions beyond December 31, 2025, and established a total not to exceed contract term of five years.**
- 2. Energy Trust staff has requested board authorization to allow for one additional one-year extension period, which would be set forth by the parties in a contract amendment, to extend the term of the agreement from January 1, 2026, through December 31, 2026.**
- 3. This additional extension period would provide Business Lighting staff the opportunity to reanalyze the program and develop a scope document for a competitive solicitation process that Energy Trust would conduct in 2026.**
- 4. Staff estimates a total one-year program delivery budget of approximately \$6,500,000 for the Business Lighting program delivery services that would be contracted during the proposed 2026 extension period.**
- 5. Actual savings and costs will be reviewed by the Energy Trust board as part of the multiyear planning process that will include 2026 financial plans.**

IT IS THEREFORE RESOLVED:

1. The executive director or their designee is authorized to enter into a contract amendment to extend the term of the Business Lighting Program Delivery Contract with CLEAResult through December 31, 2026, consistent with the basic terms herein;
2. Actual 2026 contract costs and savings goals included in the contract amendment shall be consistent with the 2026 financial plan as contained in the board-approved multiyear plan; and
3. Staff will report to the board on the competitive solicitation plans for the contract services described herein by no later than September 30, 2025.

Moved by:	Melissa Cribbins	Seconded by:	Jane Peters
Vote:	In favor: 6	Abstained:	0
	Opposed: 0		

RESOLUTION 1046

AUTHORIZE AN AMENDMENT FOR AN ADDITIONAL ONE YEAR EXTENSION TO THE EXISTING BUILDINGS PROGRAM MANAGEMENT CONTRACT

WHEREAS:

1. The board’s initial authorization for this contract as set forth in Resolution 918 did not allow for any additional extensions beyond December 31, 2025, and established a total not to exceed contract term of five years.
2. Energy Trust staff has requested board authorization to allow for one additional one-year extension period, which would be set forth by the parties in a contract amendment, to extend the term of the agreement from January 1, 2026, through December 31, 2026.
3. This additional extension period would provide Existing Buildings staff the opportunity to reanalyze the program and develop scope document(s) for a competitive solicitation process that Energy Trust would conduct in 2026.
4. Staff estimates a total one-year program management budget of approximately \$35,000,000 for the Existing Buildings program delivery services that would be contracted during the proposed 2026 extension period.
5. Actual savings and costs will be approved by the Energy Trust board as part of multiyear plan including 2026 financial planning

IT IS THEREFORE RESOLVED:

1. The executive director or their designee is authorized to enter into a contract amendment to extend the term of the Existing Buildings Program Management Contract with TRC through December 31, 2026, consistent with the basic terms herein;
2. Actual 2026 contract costs and savings goals included in the contract amendment shall be consistent with the board-approved multiyear plan including 2026 financial planning; and
3. Staff will report to the board on the redesign and competitive solicitation plans for the contract services described herein by no later than September 30, 2025.

Moved by:	Melissa Cribbins	Seconded by:	Jane Peters
Vote:	In favor: 6	Abstained:	0
	Opposed: 0		

Thelma then presented on Resolution 1047 and 1048 and referred to the briefing memos provided in the board packet. Henry Lorenzen called for the vote for Resolutions 1047 and 1048.

**RESOLUTION 1047
AUTHORIZING A 2025-2029 FUNDING COMMITMENT
TO THE NORTHWEST ENERGY EFFICIENCY ALLIANCE**

WHEREAS:

1. **The Northwest Energy Efficiency Alliance (NEEA) remains the premier regional market transformation organization and Energy Trust contractor since our inception.**
2. **In May 2019, Energy Trust committed to funding NEEA through its current funding cycle, NEEA “Cycle 6” and for the NEEA 2020-2024 Strategic Plan and Business Plan.**
3. **Pursuant to Energy Trust’s Cycle 6 contribution, through the first quarter of 2024, Energy Trust projects to acquire approximately 25 aMW of electric savings and 442,069 therms of gas savings attributable to NEEA.**
4. **The NEEA board has adopted a new 2025-2029 Strategic Plan and Business Plan and is seeking corresponding commitments for the period 2025-2029 funding cycle.**
5. **The NEEA 2025-2029 Business Plan proposes to acquire between 190 and 225 aMW in regional electric savings and between 6 and 17 million therms in natural gas savings from market transformation investments over five years.**
6. **Planned NEEA savings acquisition levelized costs compare favorably to levelized costs projected fom other Energy Trust programs, and also comply with minimum OPUC performance measures established for Energy Trust.**
7. **The 2025-2029 NEEA Strategic Plan and Business Plan prioritize regional coordination and collaboration to accelerate development of emerging energy efficiency technologies, a critical strategy for Energy Trust’s savings acquisition goals.**
8. **Staff regards NEEA’s work as essential to achieving Energy Trust savings goals over the next few years, helping ensure a full pipeline of efficiency projects to deliver long-term benefits to Oregon and the region.**

It is therefore RESOLVED:

1. **The executive director or his designee is authorized to negotiate and sign a five-year contract with NEEA authorizing funding of up to \$55,007,285 to acquire an estimate of up to 102.8 aMW of electric energy savings and up to 6.1 million therms of natural gas savings.**
2. **Funding shall be consistent with Energy Trust’s board-approved annual budgets and two-year action plans.**

Moved by: Jane Peters Seconded by: Melissa Cribbins

Vote: In favor: 6 Abstained: 0
 Opposed: 0

**RESOLUTION 1048
APPROVING A FIVE-YEAR CONTRACT WITH THE NORTHWEST POWER AND CONSERVATION
COUNCIL TO FUND THE REGIONAL TECHNICAL FORUM**

WHEREAS:

1. The Northwest Council and Conservation Council’s Regional Technical Forum (“RTF”) develops “consistent standards and protocols for verification and evaluation of energy savings, in consultation with all interested parties.” The RTF is the Northwest’s primary forum for developing benchmarks and measurement protocols to allow utilities and others to compare methods and results and learn from each other’s experience in energy conservation.
2. Energy Trust has participated in the RTF consistently over the years and derived significant benefits from RTF work on cost-effectiveness issues, energy savings analysis, and energy efficiency research and evaluation. Energy Trust committed to funding RTF through its 2020-2024 Business Plan for an amount up to \$2,132,800.
3. Energy Trust wishes to continue to provide funding to the RTF because it continues to derive significant value from RTF’s regional work.
4. Proposed 2025-2029 funding contributions for RTF are based on the Northwest Energy Efficiency funding allocation methodology. Energy Trust’s share of 2025-2029 funding contributions would be up to \$462,900 in 2025, \$479,000 in 2026, \$495,600 in 2027, \$512,800 in 2028 and \$530,600 in 2029, for a total of up to \$2,480,900.
5. As proposed, Energy Trust’s funding agreement would allow Energy Trust to reduce or terminate funding if the Grant Agreement with the OPUC is terminated or the RTF is “significantly failing to meet its business plan objectives.”

It is therefore **RESOLVED** that the Board of Directors hereby authorizes the executive director to sign a five-year funding agreement with the Northwest Council and Conservation Council for up to \$2,480,900 for the RTF and its 2025-2029 Business Plan, with termination provisions as described above.

Moved by:	Jane Peters	Seconded by:	Melissa Cribbins
Vote:	In favor: 6	Abstained:	0
	Opposed: 0		

Executive Session

The board then adjourned to Executive Session, pursuant to Energy Trust Bylaw section 3.19.3, regarding the discussion of trade secrets, proprietary or other confidential commercial or financial information at 2:10 p.m. Following the Executive Session, the board resumed their regular meeting and acted on the following resolutions:

Reconvene Public Meeting

**RESOLUTION 1049
PACIFIC POWER TEMPORARY ADJUSTMENT USING PACIFIC POWER
PROGRAM RESERVES AND ENERGY TRUST OPERATIONAL
CONTINGENCY RESERVES**

WHEREAS:

1. For the Pacific Power energy efficiency program, Energy Trust is currently expecting a \$6.5 million shortfall in revenue from Pacific Power and a \$3.6 million overrun in expenditures as compared to the board-approved 2024 annual budget.
2. These variances exceed Pacific Power's energy efficiency program reserve and may exceed Energy Trust's available operational contingency reserve.
3. Energy Trust Board Policy 5.05.010-P Maintaining, Establishing and Using Net Assets (the "Net Assets Policy") outlines four categories of reserves for Energy Trust financial management: emergency contingency reserve, operational contingency reserve, and utility-specific program reserves; for electric utilities program reserves are divided into energy efficiency and renewable energy reserves.
4. Energy Trust, Pacific Power, and Oregon Public Utility Commission staff are carefully monitoring revenue and expenditure trends and agree that use of Energy Trust reserves in the short term to ensure continuity in program delivery is appropriate.
5. Energy Trust, Pacific Power and OPUC staff are engaged in discussions for a tariff adjustment, which would provide additional revenue to Energy Trust beginning not earlier than December 2024 and would be designed to rebuild Pacific Power energy efficiency program reserves and replenish any other reserves borrowed by Pacific Power in 2024.
6. The Net Assets Policy requires Energy Trust board approval for draw down of more than half of any program reserves for energy efficiency and for any draw down on the operational contingency reserves.
7. To maintain continuity in Energy Trust's program offerings and to support planned program savings results, Energy Trust staff proposes drawing down reserves as needed to meet program requirements in the order of the following:
 - Drawdown up to 100% of the Pacific Power energy efficiency program reserve
 - Drawdown from the Energy Trust operational contingency reserve, leaving a remainder deemed appropriate by Energy Trust staff to mitigate risk of other utility funders needing to access this reserve before it is replenished by Pacific Power
 - Drawdown any remaining needed reserves coverage from the Pacific Power renewable energy program reserve
8. Revenues from Pacific Power received in 2025, in addition to funding Energy Trust's 2025 expenditure budget, will be used to replenish reserves used in the opposite of the order described above. First Pacific Power's renewable energy program reserve will be replenished, then Energy Trust's operational contingency reserve, and finally Pacific Power's energy efficiency program reserve.

It is therefore **RESOLVED** that:

1. The board of directors authorizes the executive director to draw down Energy Trust's reserves in the order of the following:
2. Drawdown up to 100% of the Pacific Power energy efficiency program reserve
3. Drawdown from the Energy Trust operational contingency reserve, leaving a remainder deemed appropriate by Energy Trust staff to mitigate risk of other utility funders needing to access this reserve before it is replenished by Pacific Power

- 4. **Drawdown any remaining needed reserves coverage from the Pacific Power renewable energy program reserve**
- 5. **The board of directors authorizes the executive director to draw down up to the entire Operational Contingency Reserve for the purpose of supporting Pacific Power efficiency programs not later than December 31, 2024.**
- 6. **These transfers are authorized with the express understanding that Pacific Power will repay fully the funds transferred from the operational contingency reserve and the Pacific Power renewable energy program reserves not later than December 31, 2025.**

Moved by:	Jane Peters	Seconded by:	Melissa Cribbins
Vote:	In favor: 6	Abstained:	0
	Opposed: 0		

**RESOLUTION 1050
AUTHORIZE SUBCONTRACTS FOR PCEF SINGLE FAMILY**

WHEREAS:

- 1. **Energy Trust intends to submit a proposal for the Central Administrator role of Portland Clean Energy Fund’s (PCEF) single family energy retrofit program. If awarded this role, Energy Trust would subcontract with several firms that are part of a proposed central administration program delivery team. Staff are seeking preapproval from the Board to enter into subcontracts that are anticipated to authorize expenditure in excess of \$750,000 and the Executive Director’s delegated signing authority, if Energy Trust is selected.**
- 2. **Energy Trust’s board Finance & Audit Committee discuss the general proposal and proposed subcontractor team, and the Energy Trust board discussed the competitive information about the proposal in executive session.**
- 3. **Energy Trust will proceed with its proposal and, if awarded, return to the board with specific subcontract information, including contract budget, term, and general scope for specific approval or ratification.**

It is therefore RESOLVED that the Board of Directors hereby authorizes (i) Energy Trust staff to compile a team of subcontractors to respond to the Portland Clean Energy Fund single family energy retrofit central administration RFP, as discussed with the board and its Finance & Audit Committee and (ii) the executive director to sign contracts with team member subcontractors as proposed in such RFP response so long as Energy Trust staff returns to the board for specific contract approval or ratification of the specific contracts after any award.

Moved by:	Thelma Fleming	Seconded by:	Melissa Cribbins
Vote:	In favor: 6	Abstained:	0
	Opposed: 0		

Nominating & Governance Committee (Debbie Menashe)

Debbie Menashe reported on the Nominating & Governance Committee’s last meeting, referring to the notes. She also presented a revised policy to the board recommended by the Nominating and Governance Committee for approval: and update to the Policy on Waiving Program Incentive Caps as follows:

RESOLUTION 1044

AMEND POLICY ON WAIVING PROGRAM INCENTIVE CAPS (4.20.000-P) to “POLICY ON AUTHORIZING PROGRAM INCENTIVE AWARDS THAT EXCEED DELEGATED SIGNING AUTHORITY CAP”

WHEREAS:

1. Energy Trust’s Policy 4.20.000-P - Policy on Waiving Program Incentive Caps, was adopted by the Energy Trust board of directors in 2006 to identify approved conditions incentive awards that exceed certain program and contract signing limits.
2. Energy Trust board policies are reviewed on a revolving three-year basis by the Nominating & Governance Committee, and policy 4.20.000-P was reviewed by the committee at its meeting on September 9, 2024, in accordance with this cycle.
3. The Nominating and Governance Committee recommended language changes to the policy language to clarify that the policy applies to incentive caps that exceed the executive director’s signing authority as set forth in Energy Trust’s Contract Executive and Oversight Policy (5.05.0009) and not incentive caps set by the programs.
4. The proposed policy revisions were presented to the Nominating and Governance Committee on September 9, 2024,
5. Based on its review and discussion with staff, the Nominating & Governance Committee recommends that the policy revisions as identified in Attachment 1 to this resolution be approved by the full board.

IT IS THEREFORE RESOLVED: That Energy Trust of Oregon Board of Directors approves revisions of the “Policy on Waiving Program Incentive Caps (4.20.000-P)” to Policy on Authorizing Program Incentive Awards that Exceed Delegated Signing Authority Cap (4.20.000-P)” in the form attached as *Attachment 1* hereto.

Moved by: Jane Peters Seconded by: Melissa Cribbins
Vote:
In favor: 6 Abstained: 0
Opposed: 0

Attachment 1- Clean Version**4.20.000-P**

Policy on Authorizing Program Incentive Awards that Exceed Delegated Signing Authority Cap

History			
Source	Date	Action/Notes	Next Review Date
Board Decision	Oct 1, 2003	Approved (R 212)	Oct 2006
Board Decision	Nov 8, 2006	Approved (R412)	Nov 2009
Board Decision	Nov 4, 2009	Approved (R527)	Nov 2012
Policy Committee	Oct 23, 2012	Reviewed, no change	Oct 2015
Policy Committee	Nov 18, 2015	Reviewed, no change	Oct 2018
Board Decision	Feb 20, 2019	Approved (868)	Feb, 2022
Nominating and Governance Committee	September 9, 2024	Recommended to Board for Approval	
Board Decision	October 9, 2024	Approved (R1044)	October 2027

POLICY

Pursuant to 5.05.009P Contract Execution and Oversight Policy, the Energy Trust board of directors has delegated contract signing to the executive director up to a specific dollar cap. Contracts that exceed that delegated signing authority cap must be approved by the board of directors. With respect to funding agreements for efficiency program incentive awards that exceed the delegated signing authority cap, the board may approve such agreements if they meet the following criteria:

1. Incentive funding agreement must require suspension of self-direction for a minimum of 3 years.
2. Incentive funding agreement will be approved only if there is available incentive budget.
3. Efficiency projects funded through a board-approved funding agreement are expected to save energy at a cost per annual unit of energy saved (\$ per annual kilowatt-hour/therm) to Energy Trust that is less than the current incentive levels for the applicable program.

Ad hoc Diversity Equity and Inclusion Committee (Melissa Cribbins)

Ad hoc Diversity Equity and Inclusion Committee Chair Melissa Cribbins referred the board to the meeting notes provided in the board packet.

Ad hoc Strategic Planning Committee (Jane Peters)

Ad hoc Strategic Planning Committee Chair Jane Peters reported on the committee's last meeting, noting that the focus was on metric setting and stakeholder comments.

Conservation Advisory Council (Peter Therkelsen)

Peter referred the board referred to the meeting notes provided in the board packet.

Diversity Advisory Council (DAC) (Alicia Moore)

Director of DEI Services Alicia Moore reported on the DAC's last meeting. At that meeting, the DAC discussed the strategic plan and working with CBOs. Additionally, Christina Zamorra, member of Energy Trust's Tribal Working Group also attended the meeting and updated the DAC on the group's activities. DAC members also discussed the needs of residential homeowners for repairs prior to installation of energy efficiency and renewable energy measures.

Adjourn

The meeting adjourned at 3:45 p.m.

The next meeting of the Energy Trust Board of Directors will be a workshop held in Executive Session on November 20, 2024. Executive Session will be held pursuant to bylaws section 3.19.1 to discuss internal personal matters. The Executive Session is not open to the public.

The next regular meeting of the Energy Trust of Oregon Board of Directors will be held December 13th, 2024, hybrid on Zoom and at 421 SW Oak St., Suite 300, Portland, OR 97204

Signed: Eric Hayes

____/____/____
Date

PINK PAPER

Board Briefing Paper

Extending contract with C+C for public relations services in 2025

December 13, 2024

Summary

Energy Trust staff recommends that the board of directors authorize the executive director to sign a one-year extension amendment to its contract with Colehour and Cohen (C+C) for public relations (PR) and communications services.

In 2021, Energy Trust selected C+C as its PR and communications agency through a competitive request for qualifications based on competitive costs, expertise in clean energy and in Oregon, demonstrated experience working with nonprofits and public agencies, a strong multicultural team with a record of success engaging communities of color and rural communities, and online strategy expertise. As documented in Resolution 959, the board authorized the executive director to sign a contract with C+C for an initial two-year term of 2022 and 2023, consistent with board approved budgets. The board also authorized three optional one-year extensions, such extensions to be approved by the board upon demonstration of satisfactory completion of performance criteria for the services to be provided under the contract.

Energy Trust has worked productively and satisfactorily with C+C to drive program participation and build awareness among eligible customers. C+C has satisfactorily met and exceeded its current contract performance criteria. Since 2022, C+C's contracted services have resulted in approximately \$127 million in publicity value from articles in print, broadcast and online media outlets through quarter three 2024.

The contract extension amendment recommended by staff allows Energy Trust to continue to leverage C+C's external PR expertise, relationships, and multicultural and diversity, equity and inclusion experience and apply limited staff resources to other high-priority work. Staff presented this contract extension amendment recommendation to the board's Finance & Audit Committee on November 21, 2024, and committee recommends approval by the full board.

Background & Discussion

PR is an important strategy for Energy Trust to meet organizational goals by driving program participation through building awareness and trust with customers and stakeholders. Working in concert with outreach and advertising, it introduces our services to customers through their trusted media channels, priming them to turn to Energy Trust when they are ready to invest in clean energy.

Because stories in news outlets are independently verified by a third party, PR is one of the most effective ways to build credibility and establish our brand as a trustworthy navigator driven to help people and communities thrive.

Awareness and trust are essential to reach customers who face high barriers to participation (low- and moderate-income, communities of color, rural, small businesses) and whose participation is a critical piece of achieving ambitious savings goals and equity requirements.

Through PR, Energy Trust seeks to reach and inform residential, commercial and industrial customers, renewable energy project developers and stakeholders such as contractors, business associations, cities and counties, local elected officials, community-based organizations, clean energy industry organizations and reporters and publishers around the state.

PR activities include earned media (media relations; press releases; promotion of customer success stories, project highlights, program news and promotions; and reporter relationships), paid media (articles authored by Energy Trust, media partnerships, influencer engagement, paid social media), owned media (content on Energy Trust's social media accounts, blog, newsletters and website) and events that garner media coverage and attendance by stakeholders and potential participants (such as customer ribbon cuttings).

C+C's PR services since 2022 have demonstrably resulted in greater reach and spread of information to Energy Trust customers. C+C's 2025 scope of work, if the contract is extended, would include strategy, planning and execution of proactive and reactive media relations; a comprehensive consumer marketing strategy that complements outreach, brand advertising and program marketing; cross-cultural and culturally specific media strategies to reach Hispanic/Latino, Black/African American and Tribal communities; media training for spokespeople; content creation for earned and owned channels; events management as needed; communications consulting; and reporting on media activity and value.

Additionally, C+C's approach to diversity, equity and inclusion aligns well with Energy Trust's program participation and diversity, equity and inclusion goals. The agency's multicultural team is integrated into all of C+C's work and ensures that every PR or marketing campaign resonates across language and culture. C+C approaches multicultural communications through transcreation, which goes beyond literal translation and considers both language and cultural context to deliver effective, culturally responsive and equitable PR and marketing campaigns to multicultural communities.

Established Performance Criteria for Extension and Results

Energy Trust and C+C have worked together to establish quantifiable performance criteria based on publicity value and reach of C+C's services. As described below, staff conclude that C+C's consistent performance warrants an extension of their contract. This briefing paper reports on results through quarter three of 2024 plus the most recent full year of PR activity in 2023.

From January 1, 2022, through September 2024, PR investments of \$1.8 million have resulted in nearly 1,200 news stories with a publicity value of \$127 million. (Energy Trust will spend an additional \$251,000 on PR through the end of 2024, for a total three-year budget of \$2.1 million.) Annual publicity value from PR investments has grown steadily every year (\$809,000 in 2019, \$1.95 million in 2020, \$18.6 million in 2021, \$86.5 million in 2022,¹ \$34.9 million in 2023, \$5.9 million in 2024 through quarter three).

PR results can be quantified in terms of publicity value. Publicity value is measured by comparing the dollars it would have cost to purchase equivalent advertising space or airtime, adjusted upwards by a conservative multiplier that accounts for the trust and credibility that comes from reaching customers through independent channels they turn to for information.

Just a few examples of the many high-impact PR efforts in 2023 and 2024 included:

- National and local stories on:
 - **How irrigation modernization can help rural communities** on NBC News Now, KTVZ and KGW.

¹ Publicity value in 2022 was unusually high due to several national stories and a TV interview for a local station that was picked up by stations nationally; stories with national reach also reach Oregon communities and lead to additional local opportunities.

- **Incentives for fire-resistant home improvements** in Yale Climate Connections online and aired on over 40 radio stations
- **The Confederated Tribes of Grand Ronde's** new affordable and climate-friendly elder housing and energy-efficient tribal health clinic in Statesman Journal, The Daily Yonder, The Register-Guard, Yahoo! News, KGW, OPB and NPR.
- **Educating consumers so they can protect themselves from solar scams** in Utility Dive, Yahoo! Finance, KTAU-TV and KPIC-TV.
- **Solar for All** programs coming to Oregon in OPB, Portland Business Journal, and outlets in Medford, Ashland and Bend.
- **How rural towns can plan for climate change** through energy and climate resiliency projects in Grist, Ethical Markets, Oregon Public Broadcasting and The Daily Yonder.
- Local stories on:
 - **Educating consumers about new Inflation Reduction Act tax credits** and how they can be combined with Energy Trust incentives in The Oregonian, Oregon Business and KGW.
 - **Local school districts completing energy upgrades in aging, inefficient buildings** in KTVZ & Central Oregon Daily, Public News Service, KDRV, Hillsboro News Times.
 - **Multicultural media outreach educating customers about Solarize Deschutes**, offering limited-time discounts and incentives to Deschutes County residents in FOX12 & KGW, Source Weekly online and print (in Spanish), Radio La Bronca (in Spanish).
 - **Energy Trust's partnership with community-based organizations and municipalities** featuring projects with big local impact in the Salem Reporter, The News-Review, Beaverton Valley Times and Wallowa County Chieftain.
 - **Energy Trust's no-cost direct installation lighting offer** helping small businesses lower their operating costs in The Outlook, KGW and KVAL.
 - **Educating consumers on how to improve energy efficiency in their homes and businesses amid rising utility rates** in KOIN, KTVZ-Bend, Yahoo! News, and Lincoln County Leader.
- **A video success story about Community Partner Funding** featuring customers and partners, promoted through blog, social media and with stakeholders through Energy Trust's public annual report.
- A series of **four bilingual videos** aired on TVJAM to help educate Latino customers in Oregon about ways to save energy and prepare their homes for extreme weather conditions featuring LatinoBuilt contractors.
- A series of seven **Spanish-language videos** featuring information on tax credits and incentives, energy assessments, weatherization tips, indoor air quality, cooling tips, solar scams, and our community-based organization partnerships featured on Elemento Latino's Facebook page and air monthly on Telemundo's local broadcast.
- **Research conducted with Black/African American customers** to gain insights on their awareness, sentiment and interest in clean energy topics. Based on that research, we developed a series of educational ads to run in The Skanner newspaper in quarter four 2024.

Since the start of C+C's contract in 2022, news stories reached customers and stakeholders around the state, with 28% in the Portland Metro area, 7% in the Willamette Valley, 9% in Southern Oregon, 7% in Eastern Oregon, 1% in the North Coast and 8% in Central Oregon. An additional 39% of coverage was national.

In addition to earned media, C+C's support for Energy Trust's owned media channels, such as the blog, resulted in high page views (people who viewed a blog post) and substantial time spent reading articles. In 2023, the blog received 39,000 page views with an average

time on page of nearly three minutes. In 2024 through quarter three, the blog received 52,900 page views with an average engagement time (time spent actively engaging with the blog post) of 42 seconds and an average session duration of 4 minutes and 41 seconds. In 2023 and 2024, the top viewed articles educated readers about Inflation Reduction Act tax credits, how they can be paired with Energy Trust incentives for maximum benefit and how customers should prioritize home upgrades.

Recommendation

Based on C+C's demonstrated publicity value and reach results, Energy Trust staff recommend that the Finance & Audit Committee refer the proposed contract extension amendment to the full board and recommend that the board of directors authorize the executive director to sign an amendment to extend Energy Trust's contract with C+C for PR services for an additional one-year term through 2025 consistent with the resolution attached.

Resolution 1052

Authorize a One Year Extension to Energy Trust's Contract with Colehour and Cohen (C+C) for public relations and communications services

December 13, 2024

RESOLUTION 1052 AUTHORIZING A ONE YEAR EXTENSION TO ENERGY TRUST'S CONTRACT WITH COLEHOUR AND COHEN (C+C) FOR PUBLIC RELATIONS AND COMMUNICATIONS SERVICES

WHEREAS:

- 1. Contracting for public relations and communications services allows Energy Trust staff to leverage industry expertise to raise customer and stakeholder awareness of Energy Trust, promote programs and services, and respond to media interest in the organization.**
- 2. There is a connection between public relations activities and improved customer and stakeholder awareness of incentive offers and the benefits of Energy Trust delivering energy efficiency and renewable energy programs.**
- 3. In 2021, Energy Trust's board of directors authorized the executive director to execute a contract with C+C for public relations and communications services. The board authorized a contract for an initial term of two years, beginning in 2022, with three optional one-year extensions to be granted if C+C consistently meets established performance criteria.**
- 4. Energy Trust entered into a two-year public relations and communications services contract with C+C beginning in 2022. Throughout the term of this agreement, C+C has consistently met established performance criteria pertaining to publicity value and reach.**
- 5. Extending C+C's current contract will permit Energy Trust to further and build on its excellent public relations and communications results.**
- 6. Energy Trust staff recommended approval of an amendment to extend C+C's current contract for an additional year to the board's Finance & Audit Committee on November 21, 2024, and the Finance & Audit Committee recommends approval to the full board.**

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

- Sign a one-year extension amendment to Energy Trust's current contract with C+C for public relations and communications services with terms and conditions that include, but are not limited to, the following:**
 - Authorizing payments to C+C consistent with the board approved 2025 budget and action plan;**
 - providing for a contract term to cover public relations and communications services through 2025;**
 - providing for reporting on results and publicity value; and**

- **other terms and conditions to ensure C+C services are designed and executed to further Energy Trust's public relations and communications strategy.**

Moved by:

Seconded by:

Vote:

In favor:

Abstained:

Opposed:

Tab 2

Compensation and Human Resources Committee Meeting Minutes

October 29, 2024, 1:00 p.m.

Committee Members Attending by teleconference: Eric Hayes, Henry Lorenzen, Bill Tovey

Committee Members Absent: Ellsworth Lang

Staff attending: Michael Colgrove, Debbie Menashe, Chip Polito, Danielle Rhodes, Amanda Sales

Others in attendance: Ryan Christiansen, Nicholas Running (Cable Hill Partners), Tonya Hirte (Principal Partners)

Eric Hayes called the meeting to order at 1:00 p.m.

Fiduciary Retirement Plan Review

Ryan Christiansen from Cable Hill Partners provided an overview of the quarter's fiduciary investment performance, as well as historical information on how markets perform prior to an election. Ryan reviewed that time in the market is the most significant factor over any political factor.

In Q3, both equity and fixed income markets experience strong performance, but yield curves are beginning to flatten. Ryan also reviewed historical market returns following rate cuts to provide a prospective on what could be on the horizon. The Federal Reserve decreased the Fed Funds Rate by 50 basis points at the September FOMC meeting, and this action is expected to begin a potential series of rate cuts in response to falling inflation. Ryan presented information on the impact of such cuts in history, and the history is varied. However, Ryan noted that the U.S. 10-year treasury had a positive return two years after the first cut in each of these scenarios.

Ryan then reviewed the plan allocation by investment type and reviewed the scorecard methodology, noting that a few funds that had some surprising drops in scores this quarter. EuroPacific Growth Trust R1 (American Funds) has dropped to a 4, and the PGIM Global Total Return R6 has dropped to a 5. Cable Hill will continue to monitor investments with a score of 7 or less; however, Cable Hill's approach is that scoring must be below a 7 for four consecutive quarters before action is taken.

Tonya Hirte of The Principal provided an update on the plan health and statistics, including upcoming deadlines and notices. Notices for participants will be released December 1, and summary annual reports are due on December 15th. Tonya also provided updates on a SECURE 2.0 key provision for January 1, 2025, on catch up contributions for participants who reach ages 60-63 during the tax year.

Tonya then reviewed the plan health metrics, noting the plan health index is 39.6% for participants who are participating in the plan, contributing at a rate of 10% or greater, and investing in a diversified investment portfolio. The plan health comparison shows Energy Trust

is outperforming similar plans in all categories and our plan is significantly outperforming participation rates compared to other organizations with a 93.9% participate rate.

Plan design best practices for Energy Trust to consider implementation are automatic enrollment with automatic contribution increases over time. The committee discussed the possibility of automatic contribution increases.

Amanda Sales provided some background history on why Energy Trust feels comfortable at its current level and without auto-increases.. Eric suggested a possible examination of studying auto increases as employee salaries raise. The committee would like to revisit this topic after having more information provided from Principal.

Tonya reviewed the number of participants utilizing Retireview, at 76%, and provided an overview of the tools that participants are utilizing.

Nicholas Running provided an overview of education sessions planned for 2025. There were two sessions in 2024, and Cable Hill would like to provide a general session in April, and possibly more advanced sessions for 2025. Amanda would like to see a list of suggested education sessions and discuss those with the committee in the Q1 2025 meetings.

2024 Market Study

Amanda and Chip Polito informed the committee that a 2024 Market Study was completed. Chip reviewed Energy Trust's compensation philosophy and noted the 2024 compensation study was conducted in alignment with best practices and the compensation philosophy.

Alliance Compensation Consulting was engaged in April 2024 to conduct a full market analysis of Energy Trust jobs and pay structures. The analysis relied on the additional data sources used in years prior, i.e., Milliman surveys, and added data sources such as PayFactors and the Economic Research Institute where available and appropriate.

Overall, 80% of Energy Trust employees were matched to market data. The following outcomes were implemented:

- Increases to all salary ranges.
- Prioritized specific groups based on market finding.
- Pay compression adjustments to maintain an appropriate differential between managers and direct reports.

All increases were made to ensure internal equity existed among all roles and to maintain compliance with the Oregon Pay Equity law.

With Chip joining Energy Trust as People Services Compensation and Benefits Partner, compensation analyses will now be conducted in-house, which will lead to better tailored compensation strategies based on an understanding of the culture, goals, values and specific needs to maintain market competitiveness.

Committee members asked for information on staffing gaps, and Amanda and Chip provided updated information on progress, due in part to market compensation alignment.

Eric asked how objectivity will be maintained by having salary studies done in house. Chip noted that in his experience, the benefits of deeper organizational knowledge, together with market data, are best approaches and objectivity is maintained. Amanda also noted that consultants will be included strategically as further compensation studies are completed.

Walk On Items

Michael Colegrove provided a brief overview of the hiring progress and process of the General Counsel position, in consultation with Motus Recruiting and Staffing.

Adjourn meeting

Eric Hayes adjourned the meeting at approximately 2:20 p.m.

Next meeting of the Committee is scheduled for February 25, 2025, at 1 p.m.

Tab 3

Finance & Audit Committee Meeting Minutes



October 29, 2024, 3 p.m.

Board Attending by teleconference: Thelma Fleming (Chair), Henry Lorenzen (ex officio), Silvia Tanner, Peter Therkelsen

Staff attending by teleconference: Ashley Bartels, Amber Cole, Michael Colgrove, Emily Estrada, Alanna Hoyman-Browe, Devin Liebmann (Staff Liaison), Debbie Menashe, Barbara Miller, Danielle Rhodes, Tracy Scott, Michelle Spampinato, Scott Swearingen, Jenny Urbina, Emily Wallbridge

Others in attendance: Aaron Glade (1961 Consulting), Vince O'Neill (1961 Consulting), Holly Valkama (1961 Consulting)

Committee Absent: Susan Brodahl, Chris Dunning, Karen Ward (outside expert)

Thelma Fleming convened the meeting at 3:00 p.m.

2024 Management Review Presentation

Holly Valkama from 1961 Consulting provided an overview of the 2024 Management Review, with support from her colleagues Aaron Glade and Vince O'Neill. The review covered three main topic areas: Administrative Costs, Cost Forecasting, and Program Delivery Growth.

Two pieces of the management review included the Energy Trust current state, which included data and document review, as well as interviews with Energy Trust management and staff and program management contractors with Energy350 for the industry and agriculture sector, TRC Companies for the commercial sector, and CLEARresult for the residential sector.

The review also included a comparison with other program administrators, which included Focus on Energy, Hawai'i Energy, Mass Save, New Jersey Clean Energy Program (NJCEP), New York State Energy Research and Development Authority (NYSERDA). 1961 Consulting completed both interviews as well as data and document review.

Three themes emerged from the management review, including that of growth, operational efficiency, and technology solutions. Overall, the management review found that Energy Trust's performance and practices are strong and well-respected by its industry.

Aaron Glade from 1961 Consulting introduced some of the findings and recommendations from the review covering Topic Area A: Administrative Costs considered Administrative Cost Levels, Foundational IT Systems, and Economies of Scale, Growth Opportunities and Risks.

Energy Trust's Administrative Cost Levels for 2021 through 2024 (Budget) ranged from 5.0% to 6.0%, compared to 3.0% to 18.6% for external comparator organizations. An apples-to-apples comparison was not possible, but with adjustments for differences, Energy Trust has a lower cost position of administrative costs relative to total costs.

Energy Trust's Foundational IT Costs relative to total costs for 2021 to 2024 (Budget) ranged from 1.6% to 1.7%. 5% is a common figure for service organizations (not financial services or manufacturing). For an organization heading into dramatic growth, this percentage seemed even more reasonable.

Energy Trust's Economies of Scale, Growth Opportunities & Risks prove that some learnings are still available. Most program administrators are not experiencing the overall growth that Energy Trust is experiencing and continues to anticipate. As much as possible, Energy Trust should deliver through established and proven channels. Energy Trust should seek to leverage corporate resources to improve efficiency or reduce risks during times of growth and change. Energy Trust should also use consulting services to assess programs and processes for efficiency and efficacy improvements.

Recommendations from the team for Topic Area A: Administrative Costs are:

1. Strategically invest now to build a more efficient and scalable administrative organization.
2. Make strategic IT investments in the near-term to improve scalability and create future efficiencies at scale.
3. Implement digital field tools and adoption strategies, so they become the norm for customers, contractors, and others in program delivery.

Vince O'Neill provided an overview of Topic Area B: Cost Forecasting. Some of the highlights showed that accurate forecasting is difficult, even in steady economic times. Correlations between economic factors that have been cornerstones for forecasting have become unreliable. The future no longer looks enough like the past to be to accurately predict it in many cases. Forecast approaches used by PMCs, coupled with Energy Trust's internal processes show no discernable methodological or process shortcomings that materially affect the reliability of the forecasts. In the context of budget forecasting, a valid measure of accuracy is not possible.

Q2 and Q3 forecasts for incentive costs and program delivery are generally directionally correct, which poses a question about how Energy Trust is using the forecasts to adjust course. Energy Trust exclusively uses point estimates. Prophix forecasting templates only allow a single value, so there is no means to reflect different levels of uncertainty or precision in the forecast.

Actual program delivery and internal costs have historically underrun budgets by 10% and 15-20% respectively.

Recommendations from the team for Topic Area B: Cost Forecasting are:

1. Standardize use of sensitivity/scenario analysis to understand precision of forecasts.
2. Create standard report of historic forecast performance.
3. Align forecasting updates with business decision cadence.
4. Revisit budgeting process for other professional services.
5. Stagger incentive program timelines to moderate the "hockey stick."
6. Increase the use of field data collection tools.

Aaron Glade reviewed the final portion of the management review, Topic Area C: Program Delivery Growth, first examining efficiency and scalability tools. Highlights from this portion of the review noted that Energy Trust and peer organizations use many of the same tools and strategies for creating scalability and efficiency.

Three instances where peers have gone further to drive greater benefits are using tracked program metrics as true KPIs to monitor and manage program processes, identify opportunities for improvement, and set improvement goals; increased adoption of digital field tools; and going beyond typical outreach and customer service. One comparator is implementing a “navigator” service that extends program guidance to prospective customers and ushers them through the process.

Another aspect of Topic C: Program Delivery Growth included program equity and inclusion. Energy Trust’s focus on equity and inclusion and serving the historically underserved surpasses that of the peer organizations interviewed. The OPUC metrics, the DEI organizational metrics, the Diversity Advisory Council, and the upcoming DEI strategy speak to how equity and inclusion are being structurally integrated into Energy Trust’s norms. Some of the peer organization strategies noted were to assign an “equity steward” role in each program team to ensure the programs incorporate equity aspects into programs and consider the historically underserved populations/communities, as well as implementing a cost effectiveness multiplier for programs targeting low-income customers (authorized by regulators) as an alternative to reducing the cost effectiveness minimum requirements.

Lastly, Topic Area C looked at program growth challenges and opportunities. In this significant period of growth the insourcing/outsourcing strategy is important for both efficiency and reasons associated with delivering high value to the market. Peer organizations have not realized a high rate of growth similar to Energy Trust, but shared lessons learned: multiple strategies are required to address the workforce/contractor shortages that are limiting energy efficiency growth; partnering PMCs with community-based partners as a force multiplier; realizing that the number of new contractors requires greater visibility and metrics into the early pipeline of projects to avoid downstream consequences, and that a lack of understanding capacity at all points along the program delivery value stream can complicate growth plans.

Recommendations for Topic Area C: Program Delivery Growth are:

1. Adopt operational Key Performance Indicators (KPIs).
2. Drive the use of digital tools.
3. Assess the value chain’s capacity to execute growth projections.

Peter was curious as to why comparative organizations did not have similar levels of growth. Holly noted that they were also surprised by these findings, and that some organizations referred programs back to the utilities. Peter asked if organizations would be interested in growth opportunities through a convener organization such as ACEE. Holly mentioned that this would be something 1961 Consulting would suggest to comparative organizations and follow up with the committee.

Henry asked if looking at incentive spend as a percentage of total energy efficiency acquisition costs would be a performance indicator. Holly provided that during a prior management review, many program performance metrics were examined, and this performance measure can be complicated and difficult to provide on a comparative basis. Aaron noted that the KPI recommendation should be internally focused rather than ensuring that these KPIs can meet or exceed comparative organization performance measures.

Tracy mentioned that our growth is also largely influenced by our regulatory responsibilities to the OPUC, and other PAs may not have similar structures.

Silvia asked if our diversity requirements are unique and if anything arose in interviews with PMCs that make it more difficult to achieve our diversity requirements. Vince provided that PMCs did provide that they do face some challenges in being small and specialized and can create challenges in accurately forecasting program delivery costs.

Contracting Items

Amber Cole, Director of Communications & Customer Service, presented an overview of an upcoming contract for creative and media buying services and referred to the board briefing paper.

Following a competitive solicitation process, staff recommends that the Board approve a professional services contract for BPN Inc., a full-service marketing firm, located in Portland, to provide both creative and media buying services for brand and program awareness. The contract term would begin January 1, 2025, and be for two years, with one optional one-year extension, which would be brought to the board prior to the 2027 contract year. The total contract for 2025 and 2026 is \$4,041,000. Details of the creative services and advertising background for Energy Trust, as well as details on the solicitation process and yearly contract amounts are in the briefing paper provided to the committee.

Debbie Menashe noted that the solicitation process was competitive, and the committee recommended the contract to be referred to the full board in December, with potential for an executive session to discuss contract details at the board meeting.

2025 Draft Budget Update

Alanna Hoyman Browe, Project Manager, reviewed the updates on the budget with the committee. She briefly shared the October inputs, which were the public comment feedback during the October 2 to October 16, and the board and advisory council workshops on October 9th and 10th. Alanna has provided public commentary summary to the committee.

Q3 2024 Forecast and YTD Results through September

Devin Liebman provided an overview of the Q3 2024 Forecast and YTD Results through September and the forecast vs. budget figures as well as levelized cost vs. budget comparisons.

Our revenue from PAC has increased significantly since July projections, as large customers that had been delayed have come online. PGE has been added to a “watchlist” as revenue has been slightly short compared to forecasts. Avista is also running hot as incentives continue to tick up, and this could create a slight need to use reserves.

Henry asked if we utilize any caps when we have extensive incentive spend, especially in the residential sector, as we have done in the commercial sector. Tracy offered that we have done some slowing in that sector due to policy changes and market shifts, especially in the business lighting track. Mike mentioned that we can go over in some sectors if a specific utility has program reserves in place.

Mike discussed the read-ahead memo provided to the committee on 2025 program reserves, a continuation of the discussion that began at the board meeting, and whether our program reserve targets should be increased in 2025. The memo recommends that Energy Trust does not increase its program reserves in 2025, especially due to the changes and shifts in the

revenue from some of the utilities. Multiyear plan development in 2025 will involve setting a strategy for reserve levels and management over the multiyear plan period, from 2026 to 2030.

Henry asked if utilities use reserves, if they also should replenish both program and contingency reserves, and Mike answer that yes, this is a factor in building the revenue request for the forthcoming year.

Henry asked if the new structure under HB3141 provides any uncertainty for funding, and Mike answered that it should not be the case, and the program reserve issues were due only to unforeseen market demand.

The committee agreed that staff recommendation to not raise program reserve levels was appropriate at this time.

Peter asked why NW Natural seems to have carryover, and Devin will provide more detailed figures on NW Natural targets are forecasted for the end of the year.

Mike and the committee discussed adding a line item in the financial reports that reflect target program reserve level as well as a separate line for net assets so that the net assets line is not a combination of merely excess cash.

Devin reviewed percent of budget year to date actuals vs. forecast for program delivery contractors as well as incentives. For program delivery contractors, we are forecasting to spend about 95% of the budget, which is the historical average. Incentives are higher than our historical average. Salaries is on track to come at our forecasted level, and our internal costs have been reduced to about 70% of budget, aligning with our historical average.

Scott Swearingen provided a brief overview of savings and incentives targets. Electric utilities are running higher across all three efficiency sectors. There has been a significant increase in in spending and expected spend in Northwest Natural, specifically from commercial.

Adjourn Meeting

Thelma Fleming adjourned the meeting at 5:15 p.m.

The next meeting of the Finance and Audit Committee is November 21, 2024, from 3:00 p.m. to 5 p.m.

PINK PAPER



Statement of Net Assets
Period Ending September 2024

Overview:

- Net Assets have increased by \$2M since the beginning of the year.
- An increase in Net Assets is typical in the first three quarters as revenues are generally high and incentive spending is comparatively low until the trend reverses in the final quarter of the year.

Funding Source	Net Assets Beginning of Year	Current Year Net Income	Interest Income Distribution	Transfer Between FS	Net Assets
PGE	\$ 26,314,101	\$ (5,631,683)	\$ 949,836	\$ -	\$ 21,632,255
PAC	\$ 7,952,189	\$ 485,490	\$ 331,252	\$ -	\$ 8,768,931
NW Natural	\$ 10,610,922	\$ 1,040,702	\$ 449,943	\$ -	\$ 12,101,567
NWN - Industrial	\$ 3,303,684	\$ 1,055,752	\$ 154,878	\$ -	\$ 4,514,313
CNG	\$ 3,452,582	\$ (395,836)	\$ 131,559	\$ -	\$ 3,188,304
Avista Gas	\$ 1,254,246	\$ (1,315,015)	\$ 24,121	\$ -	\$ (36,648)
AVI Interruptible	\$ 278,144	\$ (21,560)	\$ 10,807	\$ -	\$ 267,391
OPUC Efficiency	\$ 53,165,868	\$ (4,782,150)	\$ 2,052,396	\$ -	\$ 50,436,114
PGE	\$ 12,550,933	\$ 1,008,814	\$ 527,717	\$ -	\$ 14,087,465
PAC	\$ 8,420,425	\$ 1,672,780	\$ 374,175	\$ -	\$ 10,467,379
OPUC Renewables	\$ 20,971,358	\$ 2,681,594	\$ 901,892	\$ -	\$ 24,554,844
NWN Washington	\$ 587,590	\$ 183,601	\$ 27,462	\$ -	\$ 798,653
NWN Transport	\$ -	\$ (0)	\$ (2,984)	\$ -	\$ (2,984)
CNG Transport	\$ -	\$ -	\$ -	\$ -	\$ -
AVI Transport	\$ 174,550	\$ (65,279)	\$ 5,736	\$ -	\$ 115,007
LMI	\$ (5,004)	\$ (1,840)	\$ (239)	\$ -	\$ (7,084)
Community Solar	\$ 0	\$ 168,783	\$ 3,411	\$ -	\$ 172,194
PGE Smart Battery	\$ 31,440	\$ (62,954)	\$ (1)	\$ -	\$ (31,515)
NWN Geo TLM Phase 3	\$ 348,408	\$ -	\$ 14,083	\$ -	\$ 362,491
NREL Program	\$ (0)	\$ (0)	\$ (0)	\$ -	\$ (0)
SALMON Program	\$ (42,471)	\$ (24,287)	\$ (2,208)	\$ -	\$ (68,965)
FEMA Program	\$ (13,397)	\$ (3,575)	\$ (614)	\$ -	\$ (17,587)
PGE Inverter	\$ 13,617	\$ (1,598)	\$ 988	\$ -	\$ 13,007
ODOE Cooling	\$ (0)	\$ (0)	\$ (0)	\$ -	\$ (0)
FlexFeeder	\$ 51,836	\$ 32,957	\$ 2,746	\$ -	\$ 87,539
Solar for All	\$ -	\$ (44,657)	\$ (903)	\$ -	\$ (45,559)
DOE Homes	\$ -	\$ -	\$ -	\$ -	\$ -
DOE HEAR	\$ -	\$ -	\$ -	\$ -	\$ -
PCEF	\$ -	\$ -	\$ -	\$ -	\$ -
ODOE CHP – IVCando	\$ -	\$ 347,030	\$ 7,014	\$ -	\$ 354,044
ODOE CHP - NWU	\$ -	\$ 182,378	\$ 3,686	\$ -	\$ 186,064
Development	\$ 573,673	\$ (39,574)	\$ 21,945	\$ -	\$ 556,044
Total Contracts + Grants	\$ 1,720,242	\$ 670,985	\$ 80,123	\$ -	\$ 2,471,350
Craft3 Loans	\$ 2,300,000	\$ -	\$ -	\$ (800,000)	\$ 1,500,000
Operational Contingency	\$ 5,487,654	\$ 3,542,042	\$ (3,034,412)	\$ 800,000	\$ 6,795,285
Emergency Contingency	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 3,000,000
Total Investments + Contingency	\$ 10,787,654	\$ 3,542,042	\$ (3,034,412)	\$ -	\$ 11,295,285
Total Net Assets	\$ 86,645,121	\$ 2,112,471	\$ 0	\$ -	\$ 88,757,593



**Statement of Profit and Loss
Period Ending September 2024**

Overview:
 - Revenue is 2% over the Current Period budget and 5% under the YTD budget.
 - Expenses are 8% under the Current Period budget and 6% under the YTD budget.

	Current Period Actual	Current Period Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance	Annual Budget	Notes
Revenue from Utilities	\$ 21,602,255	\$ 21,888,274	\$ (286,019)	-1.31%	\$ 183,640,938	\$ 196,949,467	\$ (13,308,529)	-6.76%	\$ 261,373,443	
Contract Revenue	\$ 666,733	\$ 159,821	\$ 506,912	317.18%	\$ 1,891,879	\$ 1,923,246	\$ (31,367)	-1.63%	\$ 2,403,804	
Grant Revenue	\$ -	\$ 500	\$ (500)	-100.00%	\$ 548	\$ 4,500	\$ (3,952)	-87.81%	\$ 6,000	
Contributed Income	\$ 9	\$ -	\$ 9		\$ 692	\$ -	\$ 692		\$ -	
Investment Income	\$ 420,209	\$ 125,000	\$ 295,209	236.17%	\$ 3,542,042	\$ 1,125,000	\$ 2,417,042	214.85%	\$ 1,500,000	
Revenue	\$ 22,689,206	\$ 22,173,595	\$ 515,611	2.33%	\$ 189,076,099	\$ 200,002,213	\$ (10,926,114)	-5.46%	\$ 265,283,247	
Incentives	\$ 12,287,764	\$ 13,175,421	\$ (887,657)	-6.74%	\$ 93,634,271	\$ 90,672,442	\$ 2,961,828	3.27%	\$ 161,445,804	
Program Delivery Contractors	\$ 6,982,964	\$ 7,494,556	\$ (511,592)	-6.83%	\$ 61,797,350	\$ 67,414,229	\$ (5,616,879)	-8.33%	\$ 90,427,897	
Employee Salaries & Fringe Benefits	\$ 2,264,357	\$ 2,222,681	\$ 41,676	1.88%	\$ 18,797,134	\$ 19,951,923	\$ (1,154,789)	-5.79%	\$ 26,935,883	
Agency Contractor Services	\$ 133,090	\$ 177,308	\$ (44,218)	-24.94%	\$ 1,048,386	\$ 1,595,769	\$ (547,383)	-34.30%	\$ 2,127,692	
Planning and Evaluation Services	\$ 297,052	\$ 346,774	\$ (49,722)	-14.34%	\$ 2,311,812	\$ 3,120,966	\$ (809,155)	-25.93%	\$ 4,161,288	
Advertising and Marketing Services	\$ 259,187	\$ 408,000	\$ (148,813)	-36.47%	\$ 2,508,744	\$ 3,672,000	\$ (1,163,256)	-31.68%	\$ 4,896,000	
Other Professional Services	\$ 520,572	\$ 872,786	\$ (352,214)	-40.36%	\$ 4,426,453	\$ 7,916,572	\$ (3,490,118)	-44.09%	\$ 10,534,929	
Travel, Meetings, Trainings & Conferences	\$ 57,585	\$ 82,980	\$ (25,394)	-30.60%	\$ 433,229	\$ 783,317	\$ (350,088)	-44.69%	\$ 1,033,756	
Dues, Licenses and Fees	\$ 24,833	\$ 40,507	\$ (15,674)	-38.69%	\$ 185,873	\$ 364,639	\$ (178,766)	-49.03%	\$ 486,160	
Software and Hardware	\$ 86,801	\$ 131,280	\$ (44,479)	-33.88%	\$ 624,851	\$ 1,181,524	\$ (556,673)	-47.11%	\$ 1,575,365	
Depreciation & Amortization	\$ 24,937	\$ 39,323	\$ (14,386)	-36.58%	\$ 214,342	\$ 346,098	\$ (131,757)	-38.07%	\$ 459,373	
Office Rent and Equipment	\$ 95,113	\$ 113,809	\$ (18,695)	-16.43%	\$ 855,512	\$ 1,024,280	\$ (168,768)	-16.48%	\$ 1,365,707	
Materials Postage and Telephone	\$ 5,419	\$ 15,518	\$ (10,099)	-65.08%	\$ 65,379	\$ 139,665	\$ (74,286)	-53.19%	\$ 186,220	
Miscellaneous Expenses	\$ 121	\$ 981	\$ (860)	-87.67%	\$ 60,293	\$ 8,828	\$ 51,466	583.02%	\$ 11,770	
Expenditures	\$ 23,039,796	\$ 25,121,924	\$ (2,082,128)	-8.29%	\$ 186,963,628	\$ 198,192,251	\$ (11,228,623)	-5.67%	\$ 305,647,844	
Net Income	\$ (350,590)	\$ (2,948,329)	\$ 2,597,739	-88.11%	\$ 2,112,471	\$ 1,809,962	\$ 302,509	16.71%	\$ (40,364,597)	



Net Income by Funder
Period Ending September 2024

Funder	Current Period Actual	Current Period Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
PGE Efficiency	\$ (448,530)	\$ (394,758)	\$ (53,772)	13.62%	\$ (4,681,847)	\$ (4,011,802)	\$ (670,044)	16.70%
PGE Renewables	\$ (381,490)	\$ (283,962)	\$ (97,528)	34.35%	\$ 1,536,532	\$ (946,724)	\$ 2,483,256	-262.30%
Total PGE	\$ (830,021)	\$ (678,720)	\$ (151,301)	22.29%	\$ (3,145,315)	\$ (4,958,527)	\$ 1,813,212	-36.57%
PAC Efficiency	\$ 2,847,745	\$ 1,036,923	\$ 1,810,822	174.63%	\$ 816,742	\$ 4,883,006	\$ (4,066,264)	-83.27%
PAC Renewables	\$ 87,806	\$ (231,294)	\$ 319,100	-137.96%	\$ 2,046,955	\$ (677,747)	\$ 2,724,702	-402.02%
Total PAC	\$ 2,935,551	\$ 805,629	\$ 2,129,922	264.38%	\$ 2,863,697	\$ 4,205,259	\$ (1,341,562)	-31.90%
NW Natural	\$ (1,515,388)	\$ (1,576,114)	\$ 60,726	-3.85%	\$ 1,490,645	\$ 2,733,010	\$ (1,242,365)	-45.46%
NWN - Industrial	\$ (873,229)	\$ (937,260)	\$ 64,031	-6.83%	\$ 1,210,629	\$ (922,562)	\$ 2,133,192	-231.22%
Cascade Natural Gas	\$ (172,930)	\$ (326,852)	\$ 153,923	-47.09%	\$ (264,277)	\$ (849,645)	\$ 585,368	-68.90%
Avista Gas	\$ (164,243)	\$ (29,902)	\$ (134,341)	449.27%	\$ (1,290,894)	\$ (72,739)	\$ (1,218,155)	1674.70%
AVI Interruptible	\$ (77,915)	\$ 463	\$ (78,378)	-16921.35%	\$ (10,753)	\$ (15,909)	\$ 5,156	-32.41%
NWN Washington	\$ (325,590)	\$ (283,449)	\$ (42,141)	14.87%	\$ 211,063	\$ (94,867)	\$ 305,930	-322.48%
NWN Transport	\$ 130,695	\$ (34,496)	\$ 165,191	-478.86%	\$ (2,984)	\$ 677,665	\$ (680,649)	-100.44%
AVI Transport	\$ 13,498	\$ (9,520)	\$ 23,018	-241.78%	\$ (59,543)	\$ (48,944)	\$ (10,598)	21.65%
LMI	\$ (529)	\$ 500	\$ (1,029)	-205.70%	\$ (2,079)	\$ 4,500	\$ (6,579)	-146.21%
Community Solar	\$ 13,740	\$ 15,772	\$ (2,032)	-12.88%	\$ 172,194	\$ 133,253	\$ 38,941	29.22%
PGE Smart Battery	\$ 93,364	\$ (484)	\$ 93,849	-19374.94%	\$ (62,956)	\$ (8,127)	\$ (54,829)	674.64%
NWN Geo TLM Phase 3	\$ 1,706	\$ (0)	\$ 1,706	-11551729.60%	\$ 14,083	\$ (0)	\$ 14,083	-9096350.58%
NREL Program	\$ (0)	\$ (0)	\$ 0	-99.98%	\$ (0)	\$ (0)	\$ 0	-99.99%
SALMON Program	\$ 21,166	\$ (4,429)	\$ 25,595	-577.93%	\$ (26,494)	\$ (52,720)	\$ 26,226	-49.75%
FEMA Program	\$ (684)	\$ -	\$ (684)		\$ (4,189)	\$ -	\$ (4,189)	
PGE Inverter	\$ 726	\$ 680	\$ 46	6.79%	\$ (610)	\$ 5,252	\$ (5,862)	-111.62%
ODOE Cooling	\$ (0)	\$ (7,955)	\$ 7,955	-100.00%	\$ (0)	\$ 19,992	\$ (19,992)	-100.00%
FlexFeeder	\$ 585	\$ (3,572)	\$ 4,157	-116.39%	\$ 35,703	\$ (36,165)	\$ 71,868	-198.72%
Solar for All	\$ (19,105)	\$ -	\$ (19,105)		\$ (45,559)	\$ -	\$ (45,559)	
ODOE CHP – IVCanDO	\$ 252,267	\$ -	\$ 252,267		\$ 354,044	\$ -	\$ 354,044	
ODOE CHP - NWU	\$ 106,514	\$ -	\$ 106,514		\$ 186,064	\$ -	\$ 186,064	
Development	\$ (9,729)	\$ (3,619)	\$ (6,110)	168.82%	\$ (17,629)	\$ (33,762)	\$ 16,134	-47.79%
Investment & Contingency	\$ 68,960	\$ 125,000	\$ (56,040)	-44.83%	\$ 507,631	\$ 1,125,000	\$ (617,369)	-54.88%
Total	\$ (350,590)	\$ (2,948,329)	\$ 2,597,739	-88.11%	\$ 2,112,471	\$ 1,809,962	\$ 302,509	16.71%



**Revenue Statement by Funder
Period Ending September 2024**

Overview:
- Total revenue is 2% over the Current Period budget and 5% under the YTD budget.

Funding Source	Current Period Actual	Current Period Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance	Notes
PGE Efficiency	\$ 9,689,264	\$ 10,268,083	\$ (578,819)	-5.64%	\$ 73,982,732	\$ 79,740,894	\$ (5,758,162)	-7.22%	
PGE Renewables	\$ 1,217,812	\$ 1,063,801	\$ 154,011	14.48%	\$ 10,141,137	\$ 9,197,808	\$ 943,329	10.26%	
Total PGE	\$ 10,907,076	\$ 11,331,884	\$ (424,808)	-3.75%	\$ 84,123,869	\$ 88,938,702	\$ (4,814,833)	-5.41%	
PAC Efficiency	\$ 8,373,174	\$ 8,544,085	\$ (170,911)	-2.00%	\$ 56,073,529	\$ 63,648,001	\$ (7,574,472)	-11.90%	
PAC Renewables	\$ 825,529	\$ 690,065	\$ 135,464	19.63%	\$ 6,803,965	\$ 6,137,277	\$ 666,688	10.86%	
Total PAC	\$ 9,198,704	\$ 9,234,150	\$ (35,446)	-0.38%	\$ 62,877,494	\$ 69,785,278	\$ (6,907,784)	-9.90%	
NW Natural	\$ 757,374	\$ 891,476	\$ (134,102)	-15.04%	\$ 22,434,698	\$ 23,271,261	\$ (836,563)	-3.59%	
NWN - Industrial	\$ -	\$ -	\$ -		\$ 6,221,058	\$ 6,221,059	\$ (1)	0.00%	
Cascade Natural Gas	\$ 75,148	\$ 94,623	\$ (19,475)	-20.58%	\$ 2,559,170	\$ 2,545,896	\$ 13,274	0.52%	
Avista Gas	\$ 462,849	\$ 275,349	\$ 187,500	68.10%	\$ 2,665,639	\$ 2,478,139	\$ 187,500	7.57%	
AVI Interruptible	\$ 36,055	\$ 36,055	\$ -	0.00%	\$ 252,385	\$ 252,385	\$ -	0.00%	
NWN Washington	\$ -	\$ -	\$ -		\$ 2,289,290	\$ 2,289,290	\$ -	0.00%	
NWN Transport	\$ 147,620	\$ -	\$ 147,620		\$ 147,620	\$ 944,818	\$ (797,198)	-84.38%	
CNG Transport	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
AVI Transport	\$ 17,428	\$ 24,737	\$ (7,309)	-29.55%	\$ 69,713	\$ 222,639	\$ (152,926)	-68.69%	
LMI	\$ -	\$ 500	\$ (500)	-100.00%	\$ 548	\$ 4,500	\$ (3,952)	-87.81%	
Community Solar	\$ 48,694	\$ 45,058	\$ 3,636	8.07%	\$ 488,084	\$ 405,523	\$ 82,561	20.36%	
PGE Smart Battery	\$ 195,397	\$ 33,933	\$ 161,464	475.83%	\$ 259,618	\$ 305,400	\$ (45,782)	-14.99%	
NWN Geo TLM Phase 3	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
NREL Program	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
SALMON Program	\$ 44,913	\$ 38,605	\$ 6,309	16.34%	\$ 220,693	\$ 347,442	\$ (126,749)	-36.48%	
FEMA Program	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
PGE Inverter	\$ 614	\$ 4,792	\$ (4,177)	-87.18%	\$ 1,792	\$ 43,125	\$ (41,333)	-95.84%	
ODOE Cooling	\$ 23,695	\$ 15,234	\$ 8,461	55.54%	\$ 289,839	\$ 621,964	\$ (332,125)	-53.40%	
FlexFeeder	\$ 2,173	\$ 22,199	\$ (20,026)	-90.21%	\$ 92,999	\$ 199,793	\$ (106,793)	-53.45%	
Solar for All	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
DOE Homes	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
DOE HEAR	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
PCEF	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
ODOE CHP – IVCANDO	\$ 247,030	\$ -	\$ 247,030		\$ 347,030	\$ -	\$ 347,030		
ODOE CHP - NWU	\$ 104,216	\$ -	\$ 104,216		\$ 182,378	\$ -	\$ 182,378		
Development	\$ 9	\$ -	\$ 9		\$ 10,137	\$ -	\$ 10,137		
Investment & Contingency	\$ 420,209	\$ 125,000	\$ 295,209	236.17%	\$ 3,542,042	\$ 1,125,000	\$ 2,417,042	214.85%	
Total	\$ 22,689,206	\$ 22,173,595	\$ 515,611	2.33%	\$ 189,076,099	\$ 200,002,213	\$ (10,926,114)	-5.46%	



Expenses by Funder
Period Ending September 2024

Overview:
 - Total expenses are 8% under the Current Period budget and 6% under the YTD budget.

Funder	Current Period Actual	Current Period Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
PGE Efficiency	\$ 10,243,015	\$ 10,662,841	\$ (419,826)	-3.94%	\$ 79,614,415	\$ 83,752,696	\$ (4,138,281)	-4.94%
PGE Renewables	\$ 1,655,453	\$ 1,347,763	\$ 307,690	22.83%	\$ 9,132,323	\$ 10,144,532	\$ (1,012,209)	-9.98%
Total PGE	\$ 11,898,468	\$ 12,010,604	\$ (112,136)	-0.93%	\$ 88,746,738	\$ 93,897,229	\$ (5,150,491)	-5.49%
PAC Efficiency	\$ 5,614,555	\$ 7,507,162	\$ (1,892,607)	-25.21%	\$ 55,588,039	\$ 58,764,995	\$ (3,176,956)	-5.41%
PAC Renewables	\$ 783,789	\$ 921,359	\$ (137,569)	-14.93%	\$ 5,131,186	\$ 6,815,024	\$ (1,683,838)	-24.71%
Total PAC	\$ 6,398,344	\$ 8,428,521	\$ (2,030,176)	-24.09%	\$ 60,719,224	\$ 65,580,019	\$ (4,860,795)	-7.41%
NW Natural	\$ 2,299,867	\$ 2,467,590	\$ (167,723)	-6.80%	\$ 21,393,996	\$ 20,538,251	\$ 855,745	4.17%
NWN - Industrial	\$ 876,422	\$ 937,260	\$ (60,837)	-6.49%	\$ 5,165,306	\$ 7,143,621	\$ (1,978,315)	-27.69%
Cascade Natural Gas	\$ 260,718	\$ 421,475	\$ (160,757)	-38.14%	\$ 2,955,006	\$ 3,395,541	\$ (440,535)	-12.97%
Avista Gas	\$ 627,097	\$ 305,251	\$ 321,845	105.44%	\$ 3,980,655	\$ 2,550,878	\$ 1,429,777	56.05%
AVI Interruptible	\$ 113,896	\$ 35,592	\$ 78,304	220.01%	\$ 273,945	\$ 268,294	\$ 5,651	2.11%
NWN Washington	\$ 323,176	\$ 283,449	\$ 39,727	14.02%	\$ 2,105,689	\$ 2,384,157	\$ (278,468)	-11.68%
NWN Transport	\$ 16,275	\$ 34,496	\$ (18,221)	-52.82%	\$ 147,621	\$ 267,153	\$ (119,532)	-44.74%
AVI Transport	\$ 4,849	\$ 34,257	\$ (29,408)	-85.85%	\$ 134,992	\$ 271,583	\$ (136,591)	-50.29%
LMI	\$ 491	\$ -	\$ 491		\$ 2,388	\$ -	\$ 2,388	
Community Solar	\$ 35,600	\$ 29,286	\$ 6,314	21.56%	\$ 319,301	\$ 272,269	\$ 47,032	17.27%
PGE Smart Battery	\$ 103,662	\$ 34,418	\$ 69,244	201.19%	\$ 322,572	\$ 313,527	\$ 9,045	2.89%
NWN Geo TLM Phase 3	\$ -	\$ 0	\$ (0)	-100.00%	\$ -	\$ 0	\$ (0)	-100.00%
NREL Program	\$ -	\$ 0	\$ (0)	-100.00%	\$ (0)	\$ 0	\$ (0)	-100.00%
SALMON Program	\$ 23,854	\$ 43,033	\$ (19,179)	-44.57%	\$ 244,979	\$ 400,162	\$ (155,183)	-38.78%
FEMA Program	\$ 599	\$ -	\$ 599		\$ 3,575	\$ -	\$ 3,575	
PGE Inverter	\$ 18	\$ 4,112	\$ (4,093)	-99.56%	\$ 3,390	\$ 37,873	\$ (34,483)	-91.05%
ODOE Cooling	\$ 23,695	\$ 23,189	\$ 507	2.18%	\$ 289,839	\$ 601,972	\$ (312,133)	-51.85%
FlexFeeder	\$ 1,919	\$ 25,771	\$ (23,851)	-92.55%	\$ 60,042	\$ 235,957	\$ (175,916)	-74.55%
Solar for All	\$ 18,664	\$ -	\$ 18,664		\$ 44,657	\$ -	\$ 44,657	
Development	\$ 12,181	\$ 3,619	\$ 8,561	236.55%	\$ 49,712	\$ 33,762	\$ 15,949	47.24%
Total	\$ 23,039,796	\$ 25,121,924	\$ (2,082,128)	-8.29%	\$ 186,963,628	\$ 198,192,251	\$ (11,228,623)	-5.67%



**Statement of Functional Expenses
Period Ending September 2024**

Type	Measure	Current Metric	Status	Notes
Administrative Costs	<= 6.5% of Expenses	6.0%	OK	
Employee Salaries + Fringe Benefits	<= 9.5% of Expenses	9.7%	Exceeding Metric	Common to exceed early in the year due to expense timing curves.

	Efficiency Programs	Renewables Programs	Renewables Programs	Washington Programs	Contracts + Grants	Total Programs	Fund Development	Communications + Outreach	Management + General	Total Administrative	Total Company
Incentives	\$ 84,128,906	\$ -	\$ 8,190,465	\$ 892,318	\$ 422,582	\$ 93,634,271	\$ -	\$ -	\$ -	\$ -	\$ 93,634,271
Program Delivery Contractors	\$ 59,786,981	\$ -	\$ 1,218,295	\$ 701,249	\$ 90,825	\$ 61,797,350	\$ -	\$ -	\$ -	\$ -	\$ 61,797,350
Employee Salaries & Fringe Benefits	\$ 7,968,339	\$ 779,340	\$ 2,429,372	\$ 289,504	\$ 530,476	\$ 11,217,692	\$ 40,912	\$ 2,675,111	\$ 4,863,419	\$ 7,538,530	\$ 18,797,134
Agency Contractor Services	\$ 80,669	\$ 20,971	\$ 221,744	\$ 2,437	\$ 51,872	\$ 356,722	\$ 396	\$ 33,968	\$ 657,299	\$ 691,268	\$ 1,048,386
Planning and Evaluation Services	\$ 2,259,006	\$ 32,345	\$ 32,345	\$ 8,184	\$ (0)	\$ 2,299,535	\$ -	\$ 12,276	\$ -	\$ 12,276	\$ 2,311,812
Advertising and Marketing Services	\$ 1,259,738	\$ 250	\$ 169,218	\$ -	\$ 11,864	\$ 1,440,820	\$ -	\$ 1,067,923	\$ -	\$ 1,067,923	\$ 2,508,744
Other Professional Services	\$ 2,682,041	\$ 165,979	\$ 710,722	\$ 21,589	\$ 60,864	\$ 3,475,216	\$ 103	\$ 56,255	\$ 894,879	\$ 951,134	\$ 4,426,453
Travel, Meetings, Trainings & Conferences	\$ 154,670	\$ 9,601	\$ 42,734	\$ 1,799	\$ 3,691	\$ 202,894	\$ 5,121	\$ 81,320	\$ 143,894	\$ 225,214	\$ 433,229
Dues, Licenses and Fees	\$ 76,109	\$ 4,694	\$ 9,000	\$ 39,634	\$ 9	\$ 124,752	\$ (2)	\$ 33,082	\$ 28,042	\$ 61,123	\$ 185,873
Software and Hardware	\$ 207,646	\$ 54,855	\$ 240,340	\$ 6,302	\$ 12,925	\$ 467,214	\$ 900	\$ 55,571	\$ 101,165	\$ 156,737	\$ 624,851
Depreciation & Amortization	\$ 124,784	\$ 20,935	\$ 20,935	\$ 2,414	\$ 4,933	\$ 153,066	\$ 346	\$ 21,601	\$ 39,328	\$ 60,929	\$ 214,342
Office Rent and Equipment	\$ 363,857	\$ 120,490	\$ 120,490	\$ 13,857	\$ 28,290	\$ 526,494	\$ 1,816	\$ 116,127	\$ 211,076	\$ 327,203	\$ 855,512
Materials Postage and Telephone	\$ 26,002	\$ 8,140	\$ 8,463	\$ 1,008	\$ 1,786	\$ 37,258	\$ 119	\$ 8,485	\$ 19,517	\$ 28,002	\$ 65,379
Miscellaneous Expenses	\$ 56,225	\$ -	\$ -	\$ -	\$ -	\$ 56,225	\$ -	\$ -	\$ 4,068	\$ 4,068	\$ 60,293
Expenditures	\$ 159,174,973	\$ 1,217,601	\$ 13,414,123	\$ 1,980,296	\$ 1,220,116	\$ 175,789,508	\$ 49,712	\$ 4,161,721	\$ 6,962,687	\$ 11,124,408	\$ 186,963,628

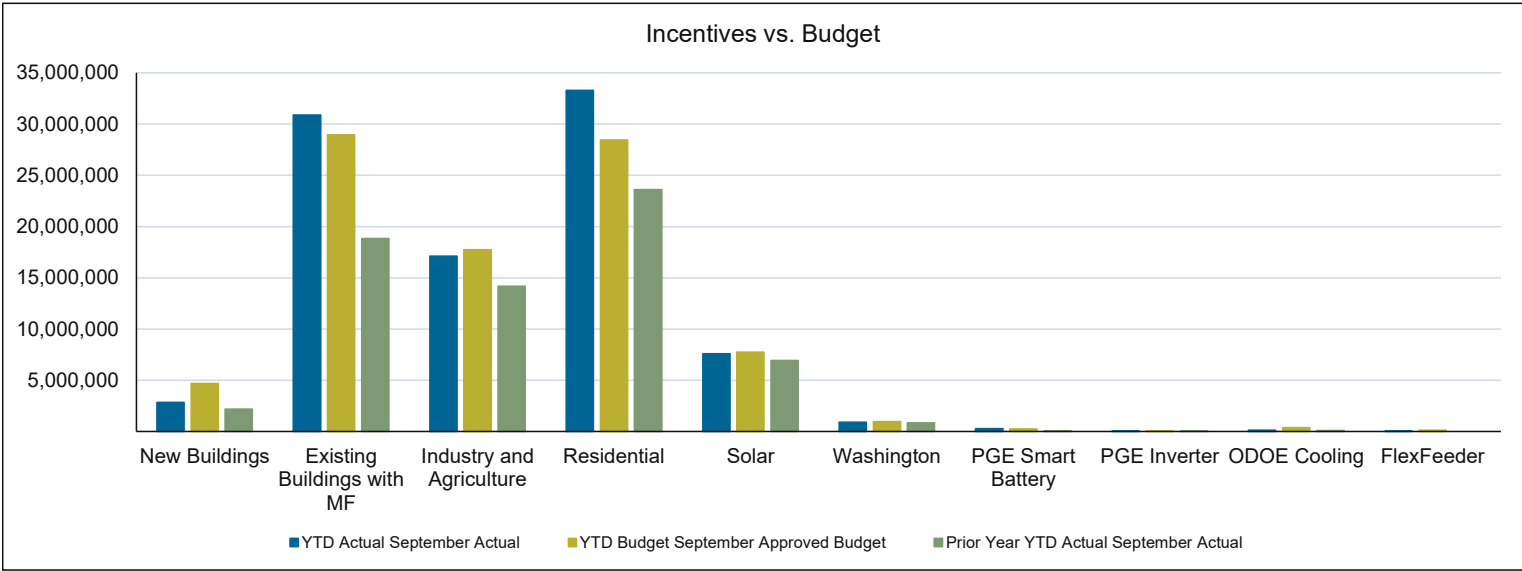


**Incentives Expense by Program
Period Ending September 2024**

Overview:

- Total incentive expenses are 5% over the YTD budget.
- Efficiency incentive expenses are 5% over the YTD budget.
- Renewables incentive expenses are 10% under the YTD budget.
- Other Contract + Grant incentive expenses are 22% under the YTD budget.

					Prior Year		Prior Year	
	YTD Actual	YTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% of Variance
New Buildings	\$ 2,842,691	\$ 4,692,211	\$ (1,849,520)	-39.42%	\$ 2,191,066	\$ 4,658,263	\$ (2,467,197)	-52.96%
Existing Buildings with MF	\$ 30,882,615	\$ 28,957,617	\$ 1,924,998	6.65%	\$ 18,838,668	\$ 18,281,247	\$ 557,422	3.05%
Industry and Agriculture	\$ 17,103,072	\$ 17,722,431	\$ (619,360)	-3.49%	\$ 14,172,551	\$ 10,494,520	\$ 3,678,031	35.05%
Residential	\$ 33,300,529	\$ 28,460,533	\$ 4,839,996	17.01%	\$ 23,595,851	\$ 20,929,604	\$ 2,666,247	12.74%
OPUC Efficiency	\$ 84,128,906	\$ 79,832,793	\$ 4,296,113	5.38%	\$ 58,798,137	\$ 54,363,634	\$ 4,434,503	8.16%
Solar	\$ 7,580,670	\$ 7,732,902	\$ (152,233)	-1.97%	\$ 6,945,088	\$ 7,486,617	\$ (541,529)	-7.23%
Other Renewables	\$ 609,795	\$ 1,414,720	\$ (804,925)	-56.90%	\$ 555,901	\$ 660,065	\$ (104,164)	-15.78%
OPUC Renewables	\$ 8,190,465	\$ 9,147,622	\$ (957,158)	-10.46%	\$ 7,500,989	\$ 8,146,682	\$ (645,693)	-7.93%
Washington	\$ 892,318	\$ 965,676	\$ (73,358)	-7.60%	\$ 836,394	\$ 926,845	\$ (90,451)	-9.76%
PGE Smart Battery	\$ 282,592	\$ 233,280	\$ 49,312	21.14%	\$ 49,000	\$ 187,500	\$ (138,500)	-73.87%
PGE Inverter	\$ 1,750	\$ 18,750	\$ (17,000)	-90.67%	\$ 9,500	\$ 75,000	\$ (65,500)	-87.33%
ODOE Cooling	\$ 133,407	\$ 360,000	\$ (226,593)	-62.94%	\$ 93,641	\$ 610,591	\$ (516,950)	-84.66%
FlexFeeder	\$ 4,833	\$ 114,321	\$ (109,488)	-95.77%	\$ -	\$ -	\$ -	-
Total	\$ 93,634,271	\$ 88,980,415	\$ 4,653,856	5.23%	\$ 66,299,126	\$ 62,510,316	\$ 3,788,810	6.06%





Expenses by Program
Period Ending September 2024

	Current Period Actual	Current Period Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
New Buildings	\$ 1,478,038	\$ 1,773,007	\$ (294,970)	-16.64%	\$ 11,003,347	\$ 13,732,361	\$ (2,729,014)	-19.87%
Existing Buildings with MF	\$ 7,636,139	\$ 8,978,037	\$ (1,341,898)	-14.95%	\$ 62,842,827	\$ 66,650,665	\$ (3,807,838)	-5.71%
NEEA Commercial	\$ 435,449	\$ 415,233	\$ 20,216	4.87%	\$ 3,602,602	\$ 3,769,881	\$ (167,279)	-4.44%
Commercial Sector	\$ 9,549,626	\$ 11,166,278	\$ (1,616,652)	-14.48%	\$ 77,448,775	\$ 84,152,906	\$ (6,704,131)	-7.97%
Industry and Agriculture	\$ 3,918,510	\$ 4,463,891	\$ (545,381)	-12.22%	\$ 31,761,136	\$ 34,315,739	\$ (2,554,603)	-7.44%
NEEA - Industrial	\$ 237	\$ 6,722	\$ (6,484)	-96.47%	\$ 2,505	\$ 60,985	\$ (58,480)	-95.89%
Industry and Agriculture Sector	\$ 3,918,747	\$ 4,470,612	\$ (551,865)	-12.34%	\$ 31,763,641	\$ 34,376,723	\$ (2,613,082)	-7.60%
Residential	\$ 6,078,338	\$ 6,385,886	\$ (307,549)	-4.82%	\$ 56,788,506	\$ 54,944,602	\$ 1,843,904	3.36%
NEEA Residential	\$ 509,983	\$ 383,149	\$ 126,834	33.10%	\$ 3,253,053	\$ 3,478,782	\$ (225,730)	-6.49%
Residential Sector	\$ 6,588,321	\$ 6,769,035	\$ (180,715)	-2.67%	\$ 60,041,558	\$ 58,423,384	\$ 1,618,174	2.77%
OPUC Efficiency	\$ 20,056,694	\$ 22,405,925	\$ (2,349,231)	-10.48%	\$ 169,253,974	\$ 176,953,013	\$ (7,699,039)	-4.35%
Solar	\$ 2,111,062	\$ 1,795,776	\$ 315,285	17.56%	\$ 13,631,279	\$ 14,894,117	\$ (1,262,837)	-8.48%
Other Renewables	\$ 328,180	\$ 473,345	\$ (145,165)	-30.67%	\$ 632,229	\$ 2,065,440	\$ (1,433,211)	-69.39%
OPUC Renewables	\$ 2,439,242	\$ 2,269,122	\$ 170,121	7.50%	\$ 14,263,509	\$ 16,959,556	\$ (2,696,048)	-15.90%
OPUC Programs	\$ 22,495,936	\$ 24,675,047	\$ (2,179,111)	-8.83%	\$ 183,517,483	\$ 193,912,570	\$ (10,395,087)	-5.36%
Washington	\$ 323,176	\$ 283,449	\$ 39,727	14.02%	\$ 2,105,689	\$ 2,384,157	\$ (278,468)	-11.68%
LMI	\$ 491	\$ -	\$ 491		\$ 2,388	\$ -	\$ 2,388	
Community Solar	\$ 35,600	\$ 29,286	\$ 6,314	21.56%	\$ 319,301	\$ 272,269	\$ 47,032	17.27%
PGE Smart Battery	\$ 103,662	\$ 34,418	\$ 69,244	201.19%	\$ 322,572	\$ 313,527	\$ 9,045	2.89%
NWN Geo TLM Phase 3	\$ -	\$ 0	\$ (0)	-100.00%	\$ -	\$ 0	\$ (0)	-100.00%
NREL Program	\$ -	\$ 0	\$ (0)	-100.00%	\$ -	\$ 0	\$ (0)	-100.00%
SALMON Program	\$ 23,854	\$ 43,033	\$ (19,179)	-44.57%	\$ 244,979	\$ 400,162	\$ (155,183)	-38.78%
FEMA Program	\$ 599	\$ -	\$ 599		\$ 3,575	\$ -	\$ 3,575	
PGE Inverter	\$ 18	\$ 4,112	\$ (4,093)	-99.56%	\$ 3,390	\$ 37,873	\$ (34,483)	-91.05%
ODOE Cooling	\$ 23,695	\$ 23,189	\$ 507	2.18%	\$ 289,839	\$ 601,972	\$ (312,133)	-51.85%
FlexFeeder	\$ 1,919	\$ 25,771	\$ (23,851)	-92.55%	\$ 60,042	\$ 235,957	\$ (175,916)	-74.55%
Solar for All	\$ 18,664	\$ -	\$ 18,664		\$ 44,657	\$ -	\$ 44,657	
DOE Homes	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
DOE HEAR	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
PCEF	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
ODOE CHP - IVCandO	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
ODOE CHP - NWU	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Other Contracts + Grants	\$ 531,679	\$ 443,258	\$ 88,422	19.95%	\$ 3,396,434	\$ 4,245,920	\$ (849,486)	-20.01%
Development	\$ 12,181	\$ 3,619	\$ 8,561	236.55%	\$ 49,712	\$ 33,762	\$ 15,949	47.24%
Total Company	\$ 23,039,796	\$ 25,121,924	\$ (2,082,128)	-8.29%	\$ 186,963,628	\$ 198,192,251	\$ (11,228,623)	-5.67%



Balance Sheet
Period Ending September 2024

	September2024	August2024	September2023	One Month Change	One Year Change
Cash	\$ 99,829,997	\$ 99,924,081	\$ 124,353,184	\$ (94,085)	\$ (24,523,187)
Accounts Receivable	\$ 719,315	\$ 262,968	\$ 257,763	\$ 456,347	\$ 461,552
Prepaid	\$ 1,476,998	\$ 1,398,688	\$ 1,128,834	\$ 78,309	\$ 348,164
Advances to Vendors	\$ 2,816,960	\$ 903,128	\$ 2,312,529	\$ 1,913,831	\$ 504,430
Current Assets	\$ 104,843,269	\$ 102,488,866	\$ 128,052,310	\$ 2,354,403	\$ (23,209,041)
Fixed Assets	\$ 7,685,275	\$ 7,723,676	\$ 8,299,681	\$ (38,401)	\$ (614,406)
Depreciation	\$ (6,308,497)	\$ (6,283,560)	\$ (6,042,174)	\$ (24,937)	\$ (266,324)
Net Fixed Assets	\$ 1,376,778	\$ 1,440,115	\$ 2,257,507	\$ (63,338)	\$ (880,730)
Deposits	\$ 280,899	\$ 280,899	\$ 267,559	\$ -	\$ 13,340
Deferred Compensation Asset	\$ 1,292,657	\$ 1,287,683	\$ 1,241,928	\$ 4,975	\$ 50,729
Note Receivable, net of allowance	\$ 1,288,151	\$ 1,288,151	\$ 1,282,331	\$ -	\$ 5,821
Other Assets	\$ 2,861,708	\$ 2,856,733	\$ 2,791,817	\$ 4,975	\$ 69,890
Assets	\$ 109,081,754	\$ 106,785,714	\$ 133,101,635	\$ 2,296,040	\$ (24,019,881)
Accounts Payable and Accruals	\$ 14,343,722	\$ 11,533,973	\$ 7,199,646	\$ 2,809,749	\$ 7,144,077
Deposits Held for Others	\$ 45,000	\$ 45,000	\$ 25,000	\$ -	\$ 20,000
Salaries, Taxes, & Benefits Payable	\$ 1,504,474	\$ 1,417,159	\$ 1,436,009	\$ 87,315	\$ 68,465
Deferred/Unearned Revenue	\$ 1,794,987	\$ 1,966,302	\$ 1,606,499	\$ (171,315)	\$ 188,489
Current Liabilities	\$ 17,688,183	\$ 14,962,434	\$ 10,267,153	\$ 2,725,749	\$ 7,421,030
Deferred Compensation Payable	\$ 1,295,061	\$ 1,290,086	\$ 1,244,134	\$ 4,975	\$ 50,927
Deferred Rent	\$ 1,326,900	\$ 1,415,360	\$ 2,388,421	\$ (88,460)	\$ (1,061,520)
Other Long Term Liabilities	\$ 14,013	\$ 9,647	\$ 5,230	\$ 4,367	\$ 8,784
Long Term Liabilities	\$ 2,635,974	\$ 2,715,093	\$ 3,637,785	\$ (79,119)	\$ (1,001,810)
Liabilities	\$ 20,324,158	\$ 17,677,528	\$ 13,904,938	\$ 2,646,630	\$ 6,419,220
Net Assets	\$ 88,757,593	\$ 89,108,183	\$ 119,196,694	\$ (350,590)	\$ (30,439,101)

For contracts with costs through: 10/1/2024

Complete List of Contracts Grouped by Size

Contracts in effect on September 30, 2024 including those contracts executed for 2024 and beyond and excluding contracts completed prior to this date

Grouping by Contract Size	Dollars	Number of Contracts	Distribution of Dollars	Distribution of Count
Over \$500K	\$253,002,246	36	90%	11%
From \$400K to \$500K	\$8,617,329	19	3%	6%
Under \$400K	\$18,029,854	272	6%	83%
Total	\$279,649,428	327		

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Over \$500K	55,007,285	Northwest Energy Efficiency Alliance	Cycle 7 Funding Agreement	Energy Efficiency	1/1/2025	8/1/2030
Over \$500K	42,866,366	Northwest Energy Efficiency Alliance	NEEA Funding Agreement	Energy Efficiency	1/1/2020	8/1/2025
Over \$500K	33,662,505	Northwest Energy Efficiency Alliance	Regional EE Initiative Agmt	Energy Efficiency	1/1/2015	8/1/2025
Over \$500K	30,853,332	TRC Environmental Corporation	2024 BE PMC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	15,177,862	CLEARresult Consulting Inc	2024 Residential PMC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	11,343,292	G&I VII Five Oak Owner LLC	Office Lease - 421 SW Oak	Administration	11/21/2011	12/31/2025
Over \$500K	11,019,800	Energy 350 Inc	2024 PE PMC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	7,984,733	CLEARresult Consulting Inc	2024 NBE PMC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	6,221,925	CLEARresult Consulting Inc	2024 Lighting PDC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	3,203,706	TRC Engineers Inc.	2024 EPS New Const PDC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	3,078,000	Grady Britton, Inc	Media Services Agreement	Communications	1/1/2023	12/31/2024
Over \$500K	3,000,000	Clean Water Services	Project Funding Agreement	Renewable Energy	11/25/2014	11/25/2039
Over \$500K	3,000,000	City of Salem	Biogas Project - Willow Lake	Renewable Energy	9/4/2018	11/30/2040
Over \$500K	2,480,900	Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Energy Efficiency	1/1/2025	12/31/2029
Over \$500K	2,097,000	Colehour & Cohen	Public Relations Services	Communications	2/1/2022	12/31/2024
Over \$500K	2,081,000	Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Energy Efficiency	1/1/2020	12/31/2024
Over \$500K	1,950,000	Intel Corporation	EE Project Funding Agreement	Energy Efficiency	12/2/2021	12/31/2025
Over \$500K	1,800,000	Water Environment Services, A Dept. of Clackamas County	Bio Water Cogeneration System	Renewable Energy	11/15/2019	9/30/2041
Over \$500K	1,768,537	CLEARresult Consulting Inc	2024 Retail PDC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	1,550,000	Oregon Institute of Technology	Geothermal Resource Funding	Renewable Energy	9/11/2012	9/11/2032
Over \$500K	1,200,000	Energy Assurance Company	Solar Verifier Services	Renewable Energy	9/15/2024	9/14/2026
Over \$500K	1,000,000	Farm Power Misty Meadows LLC	Misty Meadows Biogas Facility	Renewable Energy	10/25/2012	10/25/2027
Over \$500K	1,000,000	Three Sisters Irrigation District	TSID Hydro	Renewable Energy	4/25/2012	9/30/2032
Over \$500K	928,040	CLEARresult Consulting Inc	2024 Residential PMC SOLAR	Renewable Energy	1/1/2024	12/31/2024

For contracts with costs through: 10/1/2024

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Over \$500K	900,000	Farmers Irrigation District	FID - Plant 2 Hydro	Renewable Energy	4/1/2014	4/1/2034
Over \$500K	876,733	Cascade Energy, Inc.	Subscription Services Agreement	Energy Efficiency	1/21/2022	8/31/2024
Over \$500K	865,000	Three Sisters Irrigation District	Mckenize Reservoir Irrigation	Renewable Energy	3/18/2019	3/17/2039
Over \$500K	850,000	Klamath Falls Solar 2 LLC	PV Project Funding Agreement	Renewable Energy	7/11/2016	7/10/2041
Over \$500K	827,000	Stahlbush Island Farms, Inc.	Funding Assistance Agreement	Renewable Energy	6/24/2009	6/24/2029
Over \$500K	748,000	CLEARresult Consulting Inc	2024 Residential PMC Innov	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	725,000	Energy Assurance Company	Verifier Services Agreement	Renewable Energy	10/15/2022	10/14/2024
Over \$500K	660,000	Alternative Energy Systems Consulting, Inc.	Consultant PE Tech Review	Energy Efficiency	8/1/2024	7/31/2028
Over \$500K	641,500	Pivotal Energy Solutions LLC	Software Product Support	Energy Efficiency	1/1/2020	12/31/2024
Over \$500K	573,729	TRC Environmental Corporation	2024 BE PMC WA	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	536,000	Community Energy Project, Inc.	HPWH & CPFE Measures	Energy Efficiency	1/25/2022	12/31/2024
Over \$500K	525,000	City of Hood River	Project Funding Agreement	Renewable Energy	8/1/2024	7/31/2044
From \$400K to \$500K	500,000	Craft3	Loan Agreement	Energy Efficiency	1/1/2018	12/31/2027
From \$400K to \$500K	500,000	Craft3	Loan Funding for EE Projects	Energy Efficiency	1/1/2021	9/30/2025
From \$400K to \$500K	500,000	Verde	DHP Installation Program	Energy Efficiency	1/1/2022	12/31/2024
From \$400K to \$500K	497,850	Oregon Solar Energy Fund	Solar Education Fund	Renewable Energy	3/31/2024	3/31/2026
From \$400K to \$500K	490,000	Old Mill Solar, LLC	Project Funding Agmt Bly, OR	Renewable Energy	5/29/2015	5/28/2030
From \$400K to \$500K	483,052	LD Consulting LLC	BL Consulting Services	Energy Efficiency	4/27/2022	1/31/2025
From \$400K to \$500K	475,000	The Cadmus Group LLC	2022 PE Impact Evaluation	Energy Efficiency	11/1/2023	10/31/2024
From \$400K to \$500K	460,000	Dell Marketing LP.	Blanket Purchase Order	Administration	1/1/2023	12/31/2024
From \$400K to \$500K	450,000	Deschutes Valley Water District	Opal Springs Hydro Project	Renewable Energy	1/1/2018	4/1/2040
From \$400K to \$500K	450,000	City of Medford	750kW Combined Heat & Power	Renewable Energy	10/20/2011	10/20/2031
From \$400K to \$500K	450,000	City of Pendleton	Pendleton Microturbines	Renewable Energy	4/20/2012	4/20/2032
From \$400K to \$500K	450,000	City of Beaverton	Project Funding Agreement	Renewable Energy	12/6/2022	12/6/2042
From \$400K to \$500K	447,000	Opinion Dynamics Corporation	2023 EB Impact Evaluation	Energy Efficiency	4/12/2024	4/30/2025
From \$400K to \$500K	428,900	OMBU Inc	New Interactive Forms	Administration	4/2/2018	12/31/2024
From \$400K to \$500K	412,309	TRC Environmental Corporation	PDC - Landlord Cooling	Energy Efficiency	4/1/2022	12/31/2025
From \$400K to \$500K	411,718	CLEARresult Consulting Inc	2024 Residential PMC Custsvc	Energy Efficiency	1/1/2024	12/31/2024
From \$400K to \$500K	411,500	Lake County Resources Initiative	Outreach Services	Communications	1/1/2024	12/31/2024
From \$400K to \$500K	400,000	Illume Advising, LLC	Small Restaurant Study	Energy Efficiency	4/10/2024	4/30/2025
From \$400K to \$500K	400,000	Three Sisters Irrigation District	TSID Funding Agreement	Renewable Energy	1/1/2018	12/31/2038
Under \$400K	388,360	Prophix, Inc	Cloud Services Agreement	Administration	9/1/2022	6/30/2025

For contracts with costs through: 10/1/2024

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	380,000	The Cadmus Group LLC	2023 PE Impact Evaluation	Energy Efficiency	8/23/2024	10/31/2025
Under \$400K	380,000	Tetra Tech Inc	NB Impact Eval 2021-22	Energy Efficiency	3/1/2023	12/31/2024
Under \$400K	355,412	SunE Solar XVI Lessor, LLC	BVT Sexton Mtn PV	Renewable Energy	5/15/2014	12/31/2034
Under \$400K	350,000	City of Gresham	City of Gresham Cogen 2	Renewable Energy	4/9/2014	7/9/2034
Under \$400K	350,000	ThinkShout, Inc.	Web Services & Dev Agreement	Communications	1/1/2024	12/31/2024
Under \$400K	327,600	Solar Oregon	Solar Outreach & Education	Renewable Energy	7/1/2024	6/30/2026
Under \$400K	326,250	Ekotrop, Inc.	ModelingSoftware for NC	Energy Efficiency	1/21/2020	12/31/2024
Under \$400K	322,647	Clean Power Research, LLC	CPR License Service Agreement	Renewable Energy	7/1/2023	6/30/2025
Under \$400K	315,000	CLEAResult Consulting Inc	HE Assessment Tool	Energy Efficiency	12/16/2021	12/31/2024
Under \$400K	306,846	CLEAResult Consulting Inc	2024 Residential PMC WA	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	300,000	Craft3	Loan Agreement	Energy Efficiency	6/1/2014	6/20/2025
Under \$400K	286,240	Paladin Risk Management, Ltd	Cert Tracking & License Svc	Administration	9/1/2015	10/1/2024
Under \$400K	285,000	Insight Direct USA	Blanket PO	Administration	8/1/2023	12/31/2024
Under \$400K	280,000	1961 Consulting, LLC	Strategic Planning Services	Communications	8/15/2023	3/31/2025
Under \$400K	270,000	Craft3	NON-EEAST OBR Svc Agrmt	Renewable Energy	1/1/2018	12/31/2024
Under \$400K	250,000	The Cadmus Group LLC	2023 NB Impact Evaluation	Energy Efficiency	9/3/2024	9/30/2025
Under \$400K	249,394	Wallowa Resources Community Solutions, Inc.	Project Development Assistance	Renewable Energy	4/1/2022	3/31/2025
Under \$400K	243,000	The Cadmus Group LLC	C&I LG Impact Evaluations	Energy Efficiency	1/1/2022	12/31/2024
Under \$400K	224,050	Wallowa Resources Community Solutions Inc	Outreach Services	Joint Programs	3/1/2024	2/28/2025
Under \$400K	221,492	Latino Built Association for Contractors	Training & Support Services	Communications	1/1/2023	12/31/2024
Under \$400K	219,202	Illinois Valley Community Development Organization	Strategic Partnership Services	Energy Efficiency	6/1/2023	12/31/2024
Under \$400K	216,159	Encore Business Solutions (USA)	Technical Support for GP	Administration	5/1/2021	12/31/2024
Under \$400K	216,000	Faraday Inc	Software Services Subscription	Renewable Energy	1/15/2019	12/14/2024
Under \$400K	210,800	ADM Associates, Inc.	2024_25 Fast Feedback Survey	Energy Efficiency	1/8/2024	7/31/2026
Under \$400K	203,700	Borders, Perrin &Norrande, Inc. dba BPN	RES Marketing Photography	Communications	7/31/2024	3/1/2025
Under \$400K	200,000	Farmers Conservation Alliance	Irrigation Modernization Serv	Renewable Energy	4/1/2024	3/31/2025
Under \$400K	200,000	Craft3	Manufactured Home Pilot Loan	Energy Efficiency	9/20/2018	9/20/2033
Under \$400K	188,766	Borders, Perrin &Norrande, Inc. dba BPN	RES Photo Update Services	Communications	9/1/2023	12/31/2024
Under \$400K	185,393	CTX Businss Solutions Inc	Copier Purchase & Maintenance	Administration	1/27/2015	12/31/2024
Under \$400K	185,000	DNV Energy Services USA Inc	HER Impact Evaluation	Energy Efficiency	7/11/2023	12/31/2024
Under \$400K	185,000	Seeds for the Sol	CPF RES Partner Services	Energy Efficiency	2/1/2022	12/31/2024
Under \$400K	184,000	3Point Brand Management	Blanket PO	Communications	1/1/2021	12/31/2024
Under \$400K	172,927	SERA Architects, Inc.	Planning Architecture Services	Administration	10/15/2024	8/30/2025

For contracts with costs through: 10/1/2024

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	167,000	Carahsoft Technology Corporation	DocuSign Master Agreement	Communications	8/1/2024	7/30/2025
Under \$400K	164,760	Encore Business Solutions (USA)	GP Annual Enhancement	Administration	9/14/2011	8/31/2025
Under \$400K	159,200	Clean Power Research, LLC	WattPlan Software	Renewable Energy	11/17/2017	6/30/2025
Under \$400K	155,000	Umpqua Community Development Corp.	EE Initiatives Rural Counties	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	150,000	ADM Associates, Inc.	EB Process Evaluation	Energy Efficiency	4/15/2024	2/28/2025
Under \$400K	150,000	Apex Analytics LLC	No Cost Pilots	Energy Efficiency	4/1/2024	12/31/2026
Under \$400K	145,000	EUVALCREE	Energy Assessment Services	Energy Efficiency	2/1/2022	12/31/2024
Under \$400K	145,000	Geograde Constructors LLC	Contractor Development Pathway	Energy Efficiency	2/3/2023	12/31/2025
Under \$400K	143,688	Allstream	Internet Services	Administration	9/22/2017	1/1/2025
Under \$400K	143,000	City of Astoria	Bear Creek Funding Agreement	Renewable Energy	3/24/2014	3/24/2034
Under \$400K	135,000	Printable Promotions	Promotional Materials	Communications	4/13/2017	12/31/2024
Under \$400K	133,000	The Cadmus Group LLC	PE Process Evaluation	Energy Efficiency	9/10/2024	8/31/2025
Under \$400K	132,037	Airespring Inc	T1 Connectivity Services	Administration	12/22/2016	1/15/2025
Under \$400K	127,124	EnerCity Collaborative	Workforce Dev Services	Energy Efficiency	3/1/2024	12/31/2024
Under \$400K	120,000	Self Enhancement Inc.	Community Support Services	Energy Efficiency	3/15/2024	12/31/2024
Under \$400K	115,287	TRC Engineers Inc.	2024 EPS New Const PDC Solar	Renewable Energy	1/1/2024	12/31/2024
Under \$400K	115,000	Verdant Associates LLC	TStat Evaluation Study	Energy Efficiency	12/1/2023	3/31/2025
Under \$400K	112,630	1961 Consulting, LLC	Management Review	Administration	5/24/2024	12/31/2024
Under \$400K	109,620	Archive Systems Inc	Record Management Services	Administration	1/1/2011	12/31/2024
Under \$400K	108,938	E Source Companies LLC	Membership Services Agreement	Energy Efficiency	1/1/2024	12/31/2025
Under \$400K	108,000	Community Alliance of Tenants	MF Renter Energy Workshops	Energy Efficiency	5/15/2024	4/30/2025
Under \$400K	103,000	Verdant Associates LLC	MF Weatherization Impact Eval	Energy Efficiency	10/12/2023	8/31/2024
Under \$400K	100,000	APANO Communities United	Engagement Outreach Services	Energy Efficiency	9/22/2023	12/31/2024
Under \$400K	100,000	ADM Associates, Inc.	LED Grow Lights MarketResearch	Energy Efficiency	2/2/2024	10/30/2024
Under \$400K	100,000	CLEAResult Consulting Inc	Call CenterServices Comm Solar	Administration	8/1/2019	3/4/2025
Under \$400K	95,000	Borders, Perrin &Norrande, Inc. dba BPN	Creative & Media Services	Energy Efficiency	9/1/2023	12/31/2024
Under \$400K	95,000	Home Performance Contractors Guild of Oregon	HPG Grant Agreement	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	91,900	Earth Advantage, Inc.	Contractor Training Services	Energy Efficiency	9/1/2023	5/1/2025
Under \$400K	91,273	RStudio PBC	Software License Agreement	Energy Efficiency	6/5/2022	4/1/2025
Under \$400K	88,500	Inner Work, Outer Play LLC	Board DEI Support Services	Administration	11/1/2023	12/31/2024
Under \$400K	85,000	City of Hillsboro	Project Funding Agreement	Renewable Energy	6/8/2020	12/31/2040
Under \$400K	82,870	TRC Engineers Inc.	2024 EPS New Const PDC WA	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	80,000	Wallowa County	Project Funding Agreement	Renewable Energy	4/1/2018	3/31/2038

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	80,000	DocuMart of Portland	Blanket PO	Communications	1/1/2021	12/31/2024
Under \$400K	78,702	Siteimprove Inc	Web Governance and Monitoring	Administration	1/27/2017	10/31/2024
Under \$400K	77,000	Beira Consulting LLC	SMB Research Eval	Energy Efficiency	2/1/2023	4/30/2025
Under \$400K	76,000	Alliance Compensation LLC	*PA Umbrella Agreement	Administration	2/1/2023	1/31/2025
Under \$400K	75,000	1961 Consulting, LLC	CANI RES Strategic Services	Joint Programs	1/1/2024	12/31/2024
Under \$400K	75,000	SPS of Oregon Inc	Project Funding Agreement	Renewable Energy	10/15/2015	10/31/2036
Under \$400K	74,000	Motus Recruiting & Staffing Inc	Executive Recruiting	Administration	8/1/2024	1/31/2025
Under \$400K	73,213	Pantheon Systems, Inc	Website Hosting Services	Communications	5/1/2019	4/30/2025
Under \$400K	70,000	Inclusive Consulting Services LLC	Program License Agreement	Renewable Energy	8/1/2024	7/31/2025
Under \$400K	68,000	Abode Energy LLC	HES Services	Communications	2/1/2024	12/31/2025
Under \$400K	66,637	LinkedIn Corporation	Webinar Learning	Administration	1/7/2020	2/15/2025
Under \$400K	65,000	GreenNW	HVAC Education & Training	Communications	1/1/2024	12/31/2024
Under \$400K	64,842	dThree Productions Inc.	Videography Services Agreement	Administration	1/1/2024	12/31/2024
Under \$400K	64,265	LinkedIn Corporation	LinkedIn Recruiting License	Administration	12/15/2022	2/15/2025
Under \$400K	63,564	Pod4print	2023 PGE Printing Bill Inserts	Communications	1/1/2023	12/31/2024
Under \$400K	61,000	Pacific Crest Affordable Housing	NZF Grant Agreements	Joint Programs	9/22/2023	11/30/2024
Under \$400K	61,000	Lever Architecture	NZF Grant Agreements	Joint Programs	9/20/2023	3/31/2025
Under \$400K	60,000	IZO Public Relations	TA CDP Support Services	Communications	10/2/2023	12/31/2024
Under \$400K	60,000	Indika Sugathadasa dba PDX Hive	TA CDP Support Services	Communications	10/2/2023	12/31/2024
Under \$400K	60,000	Holst Architecture Inc	Net Zero Fellowship Grant	Energy Efficiency	8/15/2024	4/30/2026
Under \$400K	60,000	Polk Community Development Corporation	RES Outreach Housing Services	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	60,000	Burch Energy Services Inc	TA Contractor Dev Pathway	Communications	10/2/2023	12/31/2024
Under \$400K	60,000	Twirl Advertising & Design	TA CDP Support Services	Communications	10/2/2023	12/31/2024
Under \$400K	60,000	Zimmer Gunsul Frasca Architects LLC	NZF Grant Agreement	Energy Efficiency	9/25/2024	11/30/2025
Under \$400K	57,732	Excidian LLC	AMC Custom Calculator Model	Renewable Energy	11/15/2023	12/31/2024
Under \$400K	55,000	DNV Energy Services USA Inc	Lighting PLUS Market Agreement	Energy Efficiency	1/18/2024	12/31/2024
Under \$400K	55,000	Craft3	SWR Loan Origination/Loss Fund	Energy Efficiency	1/1/2018	12/31/2024
Under \$400K	55,000	INCA Energy Efficiency, LLC	MOD 3 Evaluation	Energy Efficiency	10/1/2022	3/31/2025
Under \$400K	52,000	RR Donnelley	2023 NWN Printing Bill Inserts	Communications	1/1/2023	12/31/2024
Under \$400K	50,000	SBW Consulting, Inc.	2024 Measure Dev Support	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	50,000	Catalyst Partnerships	CPF Support Services	Energy Efficiency	9/1/2024	12/31/2025
Under \$400K	50,000	Anchor Blue LLC	Planning Consulting Services	Energy Efficiency	1/1/2023	12/31/2024
Under \$400K	50,000	University of Oregon	U of O REDA Grant	Renewable Energy	12/1/2023	3/31/2025
Under \$400K	49,350	Moss Adams LLP	Financial Statement Audit	Administration	1/1/2024	12/31/2024

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	48,000	Site Capture LLC	Subscription Agreement	Renewable Energy	6/1/2023	5/31/2025
Under \$400K	47,500	Pacific Office Furnishings	Blanket PO-Cube Adjustments	Administration	1/1/2019	12/31/2024
Under \$400K	46,250	Theodore Blaine Light III	Planning Consulting Services	Energy Efficiency	1/1/2023	12/31/2024
Under \$400K	45,000	Portillo Consulting International	MF Renter Workshop	Energy Efficiency	6/1/2024	4/30/2025
Under \$400K	45,000	Anthony Carothers	ISO Systems Security Consulting	Administration	11/5/2020	3/31/2025
Under \$400K	42,400	Headspace Inc.	Employee Assistance Program Ap	Administration	2/1/2024	10/31/2024
Under \$400K	41,640	GuildQuality Inc.	License Agreement	Renewable Energy	6/1/2023	12/31/2024
Under \$400K	41,320	Infogroup Inc	Data License & Service Agmt	Joint Programs	2/4/2020	12/31/2024
Under \$400K	40,425	Northwest Energy Efficiency Council	BOC & TLL Sponsorship	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	40,000	American Council for and Energy Efficient Economy	2024 Studies Sponsorships	Energy Efficiency	1/1/2024	3/31/2025
Under \$400K	39,500	Happy Cup Coffee LLC	Blanket PO-Coffee	Administration	1/1/2019	12/31/2024
Under \$400K	39,480	Diligent Corporation	Board Management Software	Administration	6/23/2023	6/1/2025
Under \$400K	38,608	Consortium for Energy Efficiency	2024 Membership Dues	Energy Efficiency	2/1/2024	12/31/2024
Under \$400K	38,189	Degree Inc dba Lattice	Perf Mgmt Software Licenses	Administration	9/2/2024	9/1/2026
Under \$400K	37,000	G&I VII Lincoln Building LP	Parking Agreement	Administration	5/1/2023	4/30/2025
Under \$400K	36,000	RR Donnelley	2024 PAC Printing Bill Inserts	Communications	1/1/2023	12/31/2024
Under \$400K	35,200	Workable Technology Limited	Applicant Tracting System	Administration	9/13/2024	9/30/2026
Under \$400K	35,000	Rose City Moving & Storage	Blanket PO Cube Moving	Administration	1/1/2019	12/31/2024
Under \$400K	33,000	Payscale Inc.	Compensation Agreement	Administration	9/18/2024	12/31/2026
Under \$400K	32,000	Elephants Catering	Blanket PO-Food Catering	Administration	1/1/2019	12/31/2024
Under \$400K	30,229	Smartsheets Inc.	Subscription Services Agreement	Administration	1/1/2023	12/31/2024
Under \$400K	30,000	Structured Communications Systems, Inc.	Mircosoft Teams Voice POC	Administration	10/6/2023	12/31/2024
Under \$400K	30,000	California Oregon Broadcasting Inc	Sucess Stories Agreement	Communications	4/1/2024	3/31/2025
Under \$400K	28,000	Mindful Healing	Energy WS for Renters	Energy Efficiency	5/15/2024	4/30/2025
Under \$400K	28,000	Veritas Collaborations LLC	Video Production Services	Communications	9/10/2024	12/31/2024
Under \$400K	27,000	Environmental Leadership Program	2022-24 RAY Fellowship	Administration	10/16/2022	10/15/2024
Under \$400K	26,220	Wallowa Resources Stewardship Center LLC	Enterprise, OR Lease Agreement	Communications	11/1/2013	9/1/2025
Under \$400K	26,000	Environmental Leadership Program	2023-25 RAY Fellow Agreement	Administration	1/1/2023	7/15/2025
Under \$400K	25,580	Floor Solutions LLC	Carpet Cleaning Services	Administration	1/1/2019	12/31/2024
Under \$400K	25,300	Rene Leger Coaching & Consulting LLC	Professional Coaching Services	Administration	4/1/2024	5/31/2025
Under \$400K	25,000	Puget Sound Cooperative Credit Union	LoanLossReserve Fund Agreement	Energy Efficiency	1/1/2022	12/31/2024
Under \$400K	25,000	Saedgraphic, LLC	Translation Services Agreement	Communications	6/1/2023	12/31/2024
Under \$400K	25,000	Oregon Translation LLC dba Verbio	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	Starla Green	Tribal Engagement Services	Administration	8/1/2022	3/31/2025

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Under \$400K	25,000	Seong Yun Kim	Translation Services Agreement	Communications	10/9/2023	12/31/2024
Under \$400K	25,000	SBW Consulting, Inc.	Evaluation Advisory Group	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Monica Paradise	Tribal Engagement Agreement	Communications	3/7/2023	3/31/2025
Under \$400K	25,000	Magneto Advertising, LLC	Creative Media Services	Communications	8/15/2024	12/31/2024
Under \$400K	25,000	Northwest Interpreters, Inc dba NWI Global	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	Oregon Certified Interpreters Network Inc	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	Helen Eby dba Gaucha Translation	Translation Services Pool	Communications	1/1/2024	12/31/2024
Under \$400K	25,000	Lisa Greenfield LLC	Engagement Letter	Administration	12/16/2022	12/31/2024
Under \$400K	25,000	Eric (EJ) Jordon	Tribal Engagment Services	Administration	6/1/2023	3/31/2025
Under \$400K	25,000	English 2 Spanish LLC	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	Encolor LLC	Eval Advisory Group Services	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Encolor LLC	Strategic Consulting Services	Joint Programs	11/30/2023	11/30/2024
Under \$400K	25,000	DNV Energy Services USA Inc	Evaluation Advisory Group	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Efficiency for Everyone, LLC	Eval Advisory Group Services	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Electronic Management Corp	Blanket PO	Communications	1/1/2024	12/31/2024
Under \$400K	25,000	Cadeo Group LLC	Evaluation Advisory Group	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	AlamaLuna LLC	Translation Services Agreement	Communications	1/1/2024	12/31/2024
Under \$400K	25,000	American Microgrid Solutions LLC	Solar+Storage RES EPS NC	Renewable Energy	12/29/2022	12/31/2024
Under \$400K	25,000	Apex Analytics LLC	Evaluation Advisory Group	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Barbier International Inc	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	TRANSLAT INC	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	24,999	University of Oregon	UO SRML Sponsorship	Renewable Energy	3/9/2024	3/8/2025
Under \$400K	24,500	Oregon Solar Energy Industries Association	OSSC Sponsorship	Renewable Energy	6/1/2024	12/31/2024
Under \$400K	24,000	Bonneville Environmental Foundation	Comm Outreach Services	Renewable Energy	4/1/2022	1/31/2025
Under \$400K	22,250	Jodi Tanner Tell LLC	Grant Writing Services	Joint Programs	1/1/2023	12/31/2024
Under \$400K	22,000	Rainy Day Printing LLC dba Smart Payables	Check Printing Services	Administration	2/28/2024	2/27/2025
Under \$400K	22,000	Solar Oregon	2024 Sponsorship	Renewable Energy	5/7/2024	12/31/2024
Under \$400K	22,000	Sustainable Northwest	Community Outreach Services	Communications	1/1/2023	12/31/2024
Under \$400K	22,000	Sustainable Northwest	Outreach Services	Communications	6/6/2024	12/31/2024
Under \$400K	22,000	1961 Consulting, LLC	ET Strategic Support Services	Administration	10/2/2023	12/31/2025
Under \$400K	21,643	CTX Businss Solutions Inc	Small Printer Maintenance	Administration	4/1/2012	3/30/2025
Under \$400K	20,000	A Inman Consulting LLC	MF EE Workshops	Energy Efficiency	6/13/2024	4/30/2025
Under \$400K	20,000	Asana Inc.	User License Agreement	Administration	3/1/2024	12/31/2024
Under \$400K	20,000	Brown Printing Inc	Blanket PO	Communications	1/1/2021	12/31/2024

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	20,000	LifeLabs Learning LLC	Virtual Manager Training	Administration	1/23/2024	2/28/2025
Under \$400K	20,000	Moss Adams LLP	EFS Consulting Services	Administration	2/1/2024	12/31/2024
Under \$400K	20,000	Tri-Met	2024_25 Annual Pass Agreement	Administration	9/1/2024	8/31/2025
Under \$400K	19,417	Structured Communications Systems, Inc.	Software & Network Purchase	Administration	6/13/2023	7/30/2025
Under \$400K	19,000	Sarah Noll Wilson, Inc	Professional Services Contract	Administration	12/1/2023	12/1/2025
Under \$400K	18,993	Enna CIC	Neurodiversity Training	Administration	10/3/2023	11/1/2025
Under \$400K	18,820	Freshworks Inc.	IT License Subscription	Administration	7/1/2023	4/15/2025
Under \$400K	18,229	Eagle View Technologies Inc.	API SolarSite Assesment tool	Renewable Energy	7/1/2024	12/31/2024
Under \$400K	18,000	Barg Singer Hoesly PC	Leasing Letter Agreement	Administration	6/18/2024	12/31/2025
Under \$400K	18,000	HMI Oregon Dealership, Inc.	Blanket PO-Storage	Administration	1/1/2019	12/31/2024
Under \$400K	17,850	Moss Adams LLP	Retirement Plan Audit	Administration	1/1/2024	12/31/2024
Under \$400K	17,500	Resonate, Inc	Strategic Project Services	Administration	10/1/2023	12/31/2024
Under \$400K	17,000	PrintSync	Blanket PO Printing	Communications	10/27/2022	12/31/2024
Under \$400K	16,000	The Benson Hotel	Hotel Rate Agreement	Communications	1/1/2024	12/31/2024
Under \$400K	15,000	Oregon Solar Energy Fund	OSEEF Sponsorship	Renewable Energy	6/1/2024	12/31/2024
Under \$400K	15,000	eTargetMedia.com, LLC	Target Emailing Service	Communications	11/1/2023	12/31/2024
Under \$400K	14,980	Adelante Mujeres	Solarize Outreach Services	Renewable Energy	3/1/2024	9/30/2024
Under \$400K	14,913	Flores & Associates LLC	FMLA Administration	Administration	10/1/2018	12/31/2025
Under \$400K	14,064	Moss Adams LLP	2023 Tax Preparation	Administration	4/1/2024	12/31/2024
Under \$400K	14,000	Oregon Tradeswomen, Inc.	2024_25 Membership	Communications	5/1/2024	5/1/2025
Under \$400K	14,000	Sheraton Portland Airport Hotel	TA Forum Portland 2024	Communications	6/10/2024	11/30/2024
Under \$400K	13,500	ABM Parking Services	Board Parking reimbursement	Administration	4/1/2019	12/31/2024
Under \$400K	13,220	Emburse Inc.	Services Agreement Travel App	Administration	8/27/2020	2/28/2025
Under \$400K	12,650	Rene Leger Coaching & Consulting LLC	Coaching Services	Administration	2/1/2024	12/31/2024
Under \$400K	12,500	Prosci Inc.	PMI Virtual Training Services	Joint Programs	9/25/2024	12/31/2024
Under \$400K	12,346	Structured Communications Systems, Inc.	VEEAM License Agreement	Administration	1/8/2024	12/1/2024
Under \$400K	11,200	Bright Sky LLC	Writers Pool Services	Communications	3/1/2024	2/28/2026
Under \$400K	10,776	SmartyStreets LLC	EmailVerification Cloud License	Administration	7/1/2023	5/31/2025
Under \$400K	10,500	Northwest Earth Institute	EcoChallenge ServicesAgreement	Energy Efficiency	3/1/2024	12/31/2024
Under \$400K	10,486	Survey Monkey	User License Agreement	Administration	1/19/2024	1/18/2026
Under \$400K	10,000	Susan Badger-Jones	DAC Stipend Agreement	Administration	4/15/2020	12/31/2026
Under \$400K	10,000	Rebecca Descombes	DAC Stipend Agreement	Administration	3/1/2021	12/31/2026
Under \$400K	10,000	Right-Sized Content	Writers Pool Services	Communications	3/15/2024	2/28/2026
Under \$400K	10,000	Riverhouse on the Deschutes	TA Forum Event Agreement	Communications	6/1/2024	11/30/2024

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	10,000	PBDG Foundation	2024 Membership/Partnership	Communications	8/1/2024	7/31/2025
Under \$400K	10,000	Moss Adams LLP	Chart of Accounts Services	Administration	2/1/2024	12/31/2024
Under \$400K	10,000	Oregon Native American Chamber	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	10,000	Nathan Webster & Associates, LLC	Lets Connect Sponsorship	Communications	5/31/2024	11/30/2024
Under \$400K	10,000	Mano a Mano Family Center	RES Services Program	Energy Efficiency	5/28/2024	12/31/2024
Under \$400K	10,000	Metropolitan Family Services	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	10,000	Indika Sugathadasa dba PDX Hive	DAC Stipend Agreement	Administration	2/18/2020	12/31/2026
Under \$400K	10,000	Central Oregon Environmental Center	Outreach Services RES EE	Energy Efficiency	2/22/2024	12/31/2024
Under \$400K	10,000	eTargetMedia.com, LLC	E-targeted Media Services	Communications	3/1/2024	12/31/2024
Under \$400K	10,000	Ethiopian & Eritrean Community Resoure Center	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	10,000	Dolores Martinez	DAC Stipend Agreement	Administration	2/18/2020	12/31/2026
Under \$400K	10,000	Context Consulting	Measure Development Services	Energy Efficiency	9/16/2024	12/31/2024
Under \$400K	10,000	Terrance Harris	DAC Stipend Agreement	Administration	6/15/2021	6/17/2027
Under \$400K	10,000	Willamette Valley Hispanic Chamber of Commerce	2024 Expo Negocio Sponsorship	Communications	2/26/2024	11/30/2024
Under \$400K	9,600	Amy Marie Seward	Grant Writers Pool	Energy Efficiency	6/1/2023	12/31/2024
Under \$400K	9,185	Jose Garcia	Advisory Committee PSP	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	9,000	HVAC Inc	Service Agreement	Administration	7/1/2022	8/30/2025
Under \$400K	8,450	Culture Amp Inc	Employee Survey Services	Administration	7/1/2024	7/1/2025
Under \$400K	8,320	Seeds for the Sol	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	8,000	Soderstrom Architects LTD	NZELI Grant Agreement	Energy Efficiency	8/15/2024	4/30/2025
Under \$400K	8,000	Structured Communications Systems, Inc.	Network Pen/Social Phising	Communications	10/4/2024	12/31/2024
Under \$400K	8,000	Sustainable Northwest	2024 Sponsorship	Communications	6/1/2024	12/31/2024
Under \$400K	8,000	PAE Consulting Engineers Inc	NZELI Grant	Energy Efficiency	8/8/2024	4/30/2025
Under \$400K	8,000	Rowell Brokaw Architects, Inc.	NZELI Grant Agreement	Energy Efficiency	8/7/2024	4/30/2025
Under \$400K	8,000	Health Equity Inc.	FSA/HSA Administration Service	Administration	1/1/2024	12/31/2024
Under \$400K	8,000	Integrus Architecture, P.S.	NZELI Grant Agreement	Energy Efficiency	8/16/2024	4/30/2025
Under \$400K	8,000	LSW Architects P.C	NZELI Grant Agreement	Energy Efficiency	8/6/2024	4/30/2025
Under \$400K	8,000	MacDonald Miller	2025 NZELI Grant	Energy Efficiency	8/21/2024	4/30/2025
Under \$400K	8,000	Morel Inc	Blanket PO	Communications	1/1/2021	12/31/2024
Under \$400K	8,000	Harka Architecture LLC	NZELI Grant Agreement	Energy Efficiency	8/6/2024	4/30/2025
Under \$400K	8,000	Glumac Inc	NZELI Grant	Energy Efficiency	8/6/2024	4/30/2025
Under \$400K	7,700	Angelina Martinez	Advisory Committee PSP	Energy Efficiency	8/31/2023	12/31/2024
Under \$400K	7,565	Julio Valera	Advisory Committee PSP	Energy Efficiency	9/1/2023	12/31/2024
Under \$400K	7,295	Gustavo Gordillo	Advisory Committee PSP	Energy Efficiency	7/23/2023	12/31/2024
Under \$400K	6,450	The Option Agency	Photoshoot Talent Services	Communications	12/15/2021	12/15/2024

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	6,350	Janel Rupp	Advisory Committee PSP	Energy Efficiency	8/21/2023	12/31/2024
Under \$400K	6,000	Momentum Procurement Group, Inc	Blanket PO Office Supply	Administration	9/10/2020	12/31/2024
Under \$400K	6,000	Oregon Human Development Corporation	RARE Member Support Letter	Communications	9/1/2024	8/1/2025
Under \$400K	6,000	PhotoShelter Inc	Cloud Photobank Services	Communications	3/25/2024	3/24/2025
Under \$400K	6,000	StarWind Software, Inc	Server Storage Purchase	Administration	5/12/2024	12/31/2024
Under \$400K	6,000	American Institute of Architects, Southwestern Oregon Chapter	2024 AIA Sponsorship	Communications	3/1/2024	12/31/2024
Under \$400K	6,000	WyEast Resource Conservation & Development Area Council Inc	RARE Support Letter Agreement	Communications	9/19/2024	8/1/2025
Under \$400K	5,940	Storage Concepts LLC	Eastern OR Storage Unit	Administration	5/30/2019	3/30/2025
Under \$400K	5,305	Willamette Week	Media Buy for Community Solar	Communications	6/5/2024	10/15/2024
Under \$400K	5,260	Bonneville Environmental Foundation	REC WRC Purchase	Renewable Energy	7/23/2024	8/31/2025
Under \$400K	5,225	Centro Cultural of Washington County	Solarize Campaign	Renewable Energy	3/1/2024	5/31/2024
Under \$400K	5,000	Catalyst Partnerships	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	5,000	Community Service Network	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	5,000	Common Connections	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	5,000	Oswaldo Beral Lopez	DAC Stipend Agreement	Administration	9/17/2019	12/31/2026
Under \$400K	5,000	Rhea StandingRock	DAC Stipend Agreement	Administration	6/30/2022	5/19/2026
Under \$400K	5,000	Miller Nash LLP	Trademark	Administration	9/1/2014	9/1/2025
Under \$400K	5,000	Martin Campos-Davis	DAC Stipend Agreement	Administration	1/1/2024	12/31/2026
Under \$400K	5,000	Moss Adams LLP	Consulting Services	Administration	1/1/2024	12/31/2024
Under \$400K	5,000	Leesha Posey	Advisory Committee PSP	Energy Efficiency	9/3/2023	12/31/2024
Under \$400K	5,000	Illinois Valley 2010 Community Response Team	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	4,800	Olgas Way Inc.	Leadership Coaching Services	Administration	9/11/2024	1/31/2025
Under \$400K	4,800	SixFifty Technologies LLC	HR Compliance AI Tool	Administration	5/1/2024	12/31/2024
Under \$400K	4,750	Susan Lucer Consulting Services	Grant Writing Services	Joint Programs	1/1/2023	12/31/2024
Under \$400K	4,230	National Small Business Utility Council	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	4,000	Central Oregon Environmental Center	Working Together Grant	Communications	10/20/2023	10/1/2024
Under \$400K	3,600	Jason Quigley Photography LLC	Professional Services Contract	Communications	1/1/2024	12/31/2025
Under \$400K	3,515	Cara Griffin	Professional Services Writers	Communications	3/1/2024	2/28/2026
Under \$400K	3,000	Structured Communications Systems, Inc.	DMARC Implementation	Administration	1/1/2024	12/31/2024
Under \$400K	2,200	Jim Craven Photography	Photography Services *\$25,000	Energy Efficiency	5/1/2023	4/30/2025
Under \$400K	2,000	NeighborWorks Umpqua	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	1,819	Lighthouse Services, Inc.	Compliance Hotline	Administration	5/1/2017	4/1/2025
Under \$400K	1,000	Ecotrust	ETO Finance Team Retreat	Administration	9/6/2024	12/4/2024

For contracts with costs through: 10/1/2024

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	950	Susan T Rosene	Writers Pool Services	Communications	3/1/2024	2/28/2026
TOTAL	279,649,428.27					

For contracts with costs through: 10/1/2024

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Administration							
Administration Total:			16,293,665	13,759,045	2,534,620		
Communications							
Communications Total:			8,751,025	6,360,379	2,390,646		
Energy Efficiency							
Northwest Energy Efficiency Alliance	Cycle 7 Funding Agreement	Portland	55,007,285	0	55,007,285	1/1/2025	8/1/2030
Northwest Energy Efficiency Alliance	NEEA Funding Agreement	Portland	42,866,366	40,568,627	2,297,739	1/1/2020	8/1/2025
Northwest Energy Efficiency Alliance	Regional EE Initiative Agmt	Portland	33,662,505	33,569,081	93,424	1/1/2015	8/1/2025
TRC Environmental Corporation	2024 BE PMC	Windsor	30,853,332	19,140,363	11,712,969	1/1/2024	12/31/2024
CLEAResult Consulting Inc	2024 Residential PMC	Austin	15,177,862	9,548,431	5,629,431	1/1/2024	12/31/2024
Energy 350 Inc	2024 PE PMC		11,019,800	7,550,535	3,469,265	1/1/2024	12/31/2024
CLEAResult Consulting Inc	2024 NBE PMC	Austin	7,984,733	5,654,228	2,330,505	1/1/2024	12/31/2024
CLEAResult Consulting Inc	2024 Lighting PDC	Austin	6,221,925	4,336,280	1,885,645	1/1/2024	12/31/2024
TRC Engineers Inc.	2024 EPS New Const PDC	Irvine	3,203,706	2,333,631	870,075	1/1/2024	12/31/2024
Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Portland	2,480,900	0	2,480,900	1/1/2025	12/31/2029
Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Portland	2,081,000	2,021,929	59,071	1/1/2020	12/31/2024
Intel Corporation	EE Project Funding Agreement	Hillsboro	1,950,000	1,300,000	650,000	12/2/2021	12/31/2025
CLEAResult Consulting Inc	2024 Retail PDC	Austin	1,768,537	1,509,060	259,477	1/1/2024	12/31/2024
Cascade Energy, Inc.	Subscription ServicesAgreement	Walla Walla	876,733	862,629	14,104	1/21/2022	8/31/2024
CLEAResult Consulting Inc	2024 Residential PMC Innov	Austin	748,000	406,614	341,386	1/1/2024	12/31/2024
Alternative Energy Systems Consulting, Inc.	Consultant PE Tech Review	Carlsbad	660,000	49,309	610,691	8/1/2024	7/31/2028
Pivotal Energy Solutions LLC	Software Product Support	Gilbert	641,500	627,596	13,905	1/1/2020	12/31/2024
TRC Environmental Corporation	2024 BE PMC WA	Windsor	573,729	383,113	190,616	1/1/2024	12/31/2024
Community Energy Project, Inc.	HPWH & CPFE Measures	Portland	536,000	437,900	98,100	1/25/2022	12/31/2024
Craft3	Loan Agreement	Portland	500,000	500,000	0	1/1/2018	12/31/2027
Craft3	Loan Funding for EE Projects	Portland	500,000	500,000	0	1/1/2021	9/30/2025
Verde	DHP Installation Program	Portland	500,000	388,605	111,395	1/1/2022	12/31/2024
LD Consulting LLC	BL Consulting Services		483,052	381,062	101,990	4/27/2022	1/31/2025
The Cadmus Group LLC	2022 PE Impact Evaluation	Portland	475,000	474,590	410	11/1/2023	10/31/2024
Opinion Dynamics Corporation	2023 EB Impact Evaluation	Waltham	447,000	103,246	343,754	4/12/2024	4/30/2025
TRC Environmental Corporation	PDC - Landlord Cooling	Windsor	412,309	155,510	256,799	4/1/2022	12/31/2025
CLEAResult Consulting Inc	2024 Residential PMC Custsvc	Austin	411,718	297,440	114,278	1/1/2024	12/31/2024
Illume Advising, LLC	Small Restaurant Study	Verona	400,000	103,368	296,632	4/10/2024	4/30/2025
The Cadmus Group LLC	2023 PE Impact Evaluation	Portland	380,000	6,147	373,854	8/23/2024	10/31/2025
Tetra Tech Inc	NB Impact Eval 2021-22	Portland	380,000	380,000	0	3/1/2023	12/31/2024
Ekotrop, Inc.	ModelingSoftware for NC	Boston	326,250	305,472	20,779	1/21/2020	12/31/2024
CLEAResult Consulting Inc	HE Assessment Tool	Austin	315,000	167,172	147,828	12/16/2021	12/31/2024
CLEAResult Consulting Inc	2024 Residential PMC WA	Austin	306,846	203,533	103,313	1/1/2024	12/31/2024
Craft3	Loan Agreement	Portland	300,000	300,000	0	6/1/2014	6/20/2025
The Cadmus Group LLC	2023 NB Impact Evaluation	Portland	250,000	3,640	246,360	9/3/2024	9/30/2025
The Cadmus Group LLC	C&I LG Impact Evaluations	Portland	243,000	143,366	99,634	1/1/2022	12/31/2024

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Illinois Valley Community Development Organization	Strategic Partnership Services		219,202	164,742	54,460	6/1/2023	12/31/2024
ADM Associates, Inc.	2024_25 Fast Feedback Survey	Seattle	210,800	40,493	170,307	1/8/2024	7/31/2026
Craft3	Manufactured Home Pilot Loan	Portland	200,000	0	200,000	9/20/2018	9/20/2033
DNV Energy Services USA Inc	HER Impact Evaluation	Oakland	185,000	182,311	2,689	7/11/2023	12/31/2024
Seeds for the Sol	CPF RES Partner Services		185,000	134,613	50,387	2/1/2022	12/31/2024
Umpqua Community Development Corp.	EE Initiatives Rural Counties	Roseburg	155,000	64,200	90,800	1/1/2024	12/31/2024
ADM Associates, Inc.	EB Process Evaluation	Seattle	150,000	72,665	77,335	4/15/2024	2/28/2025
Apex Analytics LLC	No Cost Pilots	Boulder	150,000	59,113	90,888	4/1/2024	12/31/2026
EUVALCREE	Energy Assessment Services		145,000	81,850	63,150	2/1/2022	12/31/2024
Geograde Constructors LLC	Contractor Development Pathway		145,000	80,250	64,750	2/3/2023	12/31/2025
The Cadmus Group LLC	PE Process Evaluation	Portland	133,000	5,816	127,185	9/10/2024	8/31/2025
EnerCity Collaborative	Workforce Dev Services		127,124	64,999	62,125	3/1/2024	12/31/2024
Self Enhancement Inc.	Community Support Services		120,000	5,000	115,000	3/15/2024	12/31/2024
Verdant Associates LLC	TStat Evaluation Study		115,000	60,483	54,518	12/1/2023	3/31/2025
E Source Companies LLC	Membership Services Agreement	Boulder	108,938	52,627	56,311	1/1/2024	12/31/2025
Community Alliance of Tenants	MF Renter Energy Workshops		108,000	20,250	87,750	5/15/2024	4/30/2025
Verdant Associates LLC	MF Weatherization Impact Eval		103,000	102,955	45	10/12/2023	8/31/2024
APANO Communities United	Engagement Outreach Services		100,000	11,610	88,390	9/22/2023	12/31/2024
ADM Associates, Inc.	LED Grow Lights MarketResearch	Seattle	100,000	86,284	13,716	2/2/2024	10/30/2024
Borders, Perrin &Norrander, Inc. dba BPN	Creative & Media Services		95,000	92,376	2,624	9/1/2023	12/31/2024
Home Performance Contractors Guild of Oregon	HPG Grant Agreement	Portland	95,000	95,000	0	1/1/2024	12/31/2024
Earth Advantage, Inc.	Contractor Training Services	Portland	91,900	37,250	54,650	9/1/2023	5/1/2025
RStudio PBC	Software License Agreement		91,273	88,435	2,838	6/5/2022	4/1/2025
TRC Engineers Inc.	2024 EPS New Const PDC WA Irvine		82,870	59,983	22,887	1/1/2024	12/31/2024
Beira Consulting LLC	SMB Research Eval		77,000	61,242	15,758	2/1/2023	4/30/2025
Holst Architecture Inc	Net Zero Fellowship Grant	Portland	60,000	30,000	30,000	8/15/2024	4/30/2026
Polk Community Development Corporation	RES Outreach Housing Services		60,000	25,920	34,080	1/1/2024	12/31/2024
Zimmer Gunsul Frasca Architects LLC	NZF Grant Agreement		60,000	0	60,000	9/25/2024	11/30/2025
DNV Energy Services USA Inc	Lighting PLUS Market Agreement	Oakland	55,000	10,000	45,000	1/18/2024	12/31/2024
Craft3	SWR Loan Origination/Loss Fund	Portland	55,000	51,338	3,662	1/1/2018	12/31/2024
INCA Energy Efficiency, LLC	MOD 3 Evaluation	Grinnell	55,000	13,888	41,112	10/1/2022	3/31/2025
SBW Consulting, Inc.	2024 Measure Dev Support	Bellevue	50,000	48,420	1,580	1/1/2024	12/31/2024
Catalyst Partnerships	CPF Support Services		50,000	0	50,000	9/1/2024	12/31/2025
Anchor Blue LLC	Planning Consulting Services	Vancouver	50,000	46,245	3,755	1/1/2023	12/31/2024
Theodore Blaine Light III	Planning Consulting Services		46,250	23,203	23,047	1/1/2023	12/31/2024
Portillo Consulting International	MF Renter Workshop		45,000	19,754	25,246	6/1/2024	4/30/2025
Northwest Energy Efficiency Council	BOC & TLL Sponsorship	Seattle	40,425	40,125	300	1/1/2024	12/31/2024
American Council for and Energy Efficient Economy	2024 Studies Sponsorships	Washington	40,000	40,000	0	1/1/2024	3/31/2025
Consortium for Energy Efficiency	2024 Membership Dues	Boston	38,608	38,608	0	2/1/2024	12/31/2024
Mindful Healing	Energy WS for Renters		28,000	2,811	25,189	5/15/2024	4/30/2025
Puget Sound Cooperative Credit Union	LoanLossReserve Fund Agreement		25,000	0	25,000	1/1/2022	12/31/2024

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
SBW Consulting, Inc.	Evaluation Advisory Group	Bellevue	25,000	3,579	21,421	3/9/2022	12/31/2024
Encolor LLC	Eval Advisory Group Services		25,000	1,073	23,928	3/9/2022	12/31/2024
DNV Energy Services USA Inc	Evaluation Advisory Group	Oakland	25,000	4,455	20,545	3/9/2022	12/31/2024
Efficiency for Everyone, LLC	Eval Advisory Group Services	Portland	25,000	3,586	21,414	3/9/2022	12/31/2024
Cadeo Group LLC	Evaluation Advisory Group	Washington	25,000	6,309	18,691	3/9/2022	12/31/2024
Apex Analytics LLC	Evaluation Advisory Group	Boulder	25,000	5,216	19,784	3/9/2022	12/31/2024
A Inman Consulting LLC	MF EE Workshops		20,000	12,201	7,799	6/13/2024	4/30/2025
Northwest Earth Institute	EcoChallenge Services Agreement	Portland	10,500	10,500	0	3/1/2024	12/31/2024
Mano a Mano Family Center	RES Services Program		10,000	0	10,000	5/28/2024	12/31/2024
Central Oregon Environmental Center	Outreach Services RES EE		10,000	7,500	2,500	2/22/2024	12/31/2024
Context Consulting	Measure Development Services		10,000	0	10,000	9/16/2024	12/31/2024
Amy Marie Seward	Grant Writers Pool		9,600	800	8,800	6/1/2023	12/31/2024
Jose Garcia	Advisory Committee PSP		9,185	0	9,185	1/1/2024	12/31/2024
Soderstrom Architects LTD	NZELI Grant Agreement		8,000	0	8,000	8/15/2024	4/30/2025
PAE Consulting Engineers Inc	NZELI Grant		8,000	0	8,000	8/8/2024	4/30/2025
Rowell Brokaw Architects, Inc.	NZELI Grant Agreement		8,000	0	8,000	8/7/2024	4/30/2025
Integrus Architecture, P.S.	NZELI Grant Agreement		8,000	0	8,000	8/16/2024	4/30/2025
LSW Architects P.C	NZELI Grant Agreement		8,000	0	8,000	8/6/2024	4/30/2025
MacDonald Miller	2025 NZELI Grant		8,000	0	8,000	8/21/2024	4/30/2025
Harka Architecture LLC	NZELI Grant Agreement		8,000	0	8,000	8/6/2024	4/30/2025
Glumac Inc	NZELI Grant		8,000	0	8,000	8/6/2024	4/30/2025
Angelina Martinez	Advisory Committee PSP		7,700	0	7,700	8/31/2023	12/31/2024
Julio Valera	Advisory Committee PSP		7,565	2,768	4,798	9/1/2023	12/31/2024
Gustavo Gordillo	Advisory Committee PSP		7,295	1,485	5,810	7/23/2023	12/31/2024
Janel Rupp	Advisory Committee PSP		6,350	270	6,080	8/21/2023	12/31/2024
Leesha Posey	Advisory Committee PSP		5,000	338	4,663	9/3/2023	12/31/2024
Jim Craven Photography	Photography Services *\$25,000	Medford	2,200	1,947	253	5/1/2023	4/30/2025
Energy Efficiency Total:			229,324,873	136,889,362	92,435,511		
Joint Programs							
Wallowa Resources Community Solutions Inc	Outreach Services	Enterprise	224,050	100,550	123,500	3/1/2024	2/28/2025
1961 Consulting, LLC	CANI RES Strategic Services	Portland	75,000	61,560	13,440	1/1/2024	12/31/2024
Pacific Crest Affordable Housing	NZF Grant Agreements		61,000	30,000	31,000	9/22/2023	11/30/2024
Lever Architecture	NZF Grant Agreements		61,000	30,000	31,000	9/20/2023	3/31/2025
Infogroup Inc	Data License & Service Agmt	Papillion	41,320	40,713	608	2/4/2020	12/31/2024
Encolor LLC	Strategic Consulting Services		25,000	24,213	788	11/30/2023	11/30/2024
Jodi Tanner Tell LLC	Grant Writing Services		22,250	12,000	10,250	1/1/2023	12/31/2024
Prosci Inc.	PMI Virtual Training Services		12,500	0	12,500	9/25/2024	12/31/2024
Susan Lucer Consulting Services	Grant Writing Services		4,750	4,750	0	1/1/2023	12/31/2024
Joint Programs Total:			526,870	303,785	223,085		
Renewable Energy							
Clean Water Services	Project Funding Agreement	Hillsboro	3,000,000	2,013,106	986,894	11/25/2014	11/25/2039
City of Salem	Biogas Project - Willow Lake	Salem	3,000,000	3,000,000	0	9/4/2018	11/30/2040
Water Environment Services, A Dept. of Clackamas County	Bio Water Cogeneration System	Clackamas	1,800,000	1,800,000	0	11/15/2019	9/30/2041
Oregon Institute of Technology	Geothermal Resource Funding	Klamath Falls	1,550,000	1,550,000	0	9/11/2012	9/11/2032
Energy Assurance Company	Solar Verifier Services	Milwaukie	1,200,000	0	1,200,000	9/15/2024	9/14/2026

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Farm Power Misty Meadows LLC	Misty Meadows Biogas Facility	Mount Vernon	1,000,000	1,000,000	0	10/25/2012	10/25/2027
Three Sisters Irrigation District	TSID Hydro	Sisters	1,000,000	1,000,000	0	4/25/2012	9/30/2032
CLEAResult Consulting Inc	2024 Residential PMC SOLAR	Austin	928,040	589,436	338,604	1/1/2024	12/31/2024
Farmers Irrigation District	FID - Plant 2 Hydro	Hood River	900,000	900,000	0	4/1/2014	4/1/2034
Three Sisters Irrigation District	Mckenize Reservoir Irrigation	Sisters	865,000	465,000	400,000	3/18/2019	3/17/2039
Klamath Falls Solar 2 LLC	PV Project Funding Agreement	San Mateo	850,000	382,500	467,500	7/11/2016	7/10/2041
Stahlbush Island Farms, Inc.	Funding Assistance Agreement	Corvallis	827,000	827,000	0	6/24/2009	6/24/2029
Energy Assurance Company	Verifier Services Agreement	Milwaukie	725,000	719,256	5,744	10/15/2022	10/14/2024
City of Hood River	Project Funding Agreement	Hood River	525,000	0	525,000	8/1/2024	7/31/2044
Oregon Solar Energy Fund	Solar Education Fund	Portland	497,850	76,612	421,238	3/31/2024	3/31/2026
Old Mill Solar, LLC	Project Funding Agmt	Bly, OR Lake Oswego	490,000	490,000	0	5/29/2015	5/28/2030
Deschutes Valley Water District	Opal Springs Hydro Project	Madras	450,000	450,000	0	1/1/2018	4/1/2040
City of Medford	750kW Combined Heat & Power	Medford	450,000	450,000	0	10/20/2011	10/20/2031
City of Pendleton	Pendleton Microturbines	Pendleton	450,000	150,000	300,000	4/20/2012	4/20/2032
City of Beaverton	Project Funding Agreement		450,000	300,000	150,000	12/6/2022	12/6/2042
Three Sisters Irrigation District	TSID Funding Agreement	Sisters	400,000	400,000	0	1/1/2018	12/31/2038
SunE Solar XVI Lessor, LLC	BVT Sexton Mtn PV	Bethesda	355,412	355,412	0	5/15/2014	12/31/2034
City of Gresham	City of Gresham Cogen 2	Gresham	350,000	334,523	15,477	4/9/2014	7/9/2034
Solar Oregon	Solar Outreach & Education	Portland	327,600	25,804	301,796	7/1/2024	6/30/2026
Clean Power Research, LLC	CPR License Service Agreement	Napa	322,647	300,360	22,287	7/1/2023	6/30/2025
Craft3	NON-EEAST OBR Svc Agrmt	Portland	270,000	247,500	22,500	1/1/2018	12/31/2024
Wallowa Resources Community Solutions, Inc.	Project Development Assistance	Enterprise	249,394	202,380	47,014	4/1/2022	3/31/2025
Faraday Inc	Software Services Subscription	Burlington	216,000	216,000	0	1/15/2019	12/14/2024
Farmers Conservation Alliance	Irrigation Modernization Serv	Hood River	200,000	84,122	115,878	4/1/2024	3/31/2025
Clean Power Research, LLC	WattPlan Software	Napa	159,200	159,200	0	11/17/2017	6/30/2025
City of Astoria	Bear Creek Funding Agreement	Astoria	143,000	143,000	0	3/24/2014	3/24/2034
TRC Engineers Inc.	2024 EPS New Const PDC Solar	Irvine	115,287	85,880	29,407	1/1/2024	12/31/2024
City of Hillsboro	Project Funding Agreement	Hillsboro	85,000	85,000	0	6/8/2020	12/31/2040
Wallowa County	Project Funding Agreement	Enterprise	80,000	80,000	0	4/1/2018	3/31/2038
SPS of Oregon Inc	Project Funding Agreement	Wallowa	75,000	74,513	488	10/15/2015	10/31/2036
Inclusive Consulting Services LLC	Program License Agreement		70,000	8,525	61,475	8/1/2024	7/31/2025
Excidian LLC	AMC Custom Calculator Model	Wheeling	57,732	57,067	665	11/15/2023	12/31/2024
University of Oregon	U of O REDA Grant	Eugene	50,000	50,000	0	12/1/2023	3/31/2025
Site Capture LLC	Subscription Agreement	Austin	48,000	33,952	14,048	6/1/2023	5/31/2025
GuildQuality Inc.	License Agreement		41,640	33,280	8,360	6/1/2023	12/31/2024
American Microgrid Solutions LLC	Solar+Storage RES EPS NC	Easton	25,000	6,926	18,074	12/29/2022	12/31/2024
University of Oregon	UO SRML Sponsorship	Eugene	24,999	24,999	0	3/9/2024	3/8/2025
Oregon Solar Energy Industries Association	OSSC Sponsorship		24,500	24,500	0	6/1/2024	12/31/2024
Bonneville Environmental Foundation	Comm Outreach Services	Portland	24,000	6,225	17,775	4/1/2022	1/31/2025
Solar Oregon	2024 Sponsorship	Portland	22,000	22,000	0	5/7/2024	12/31/2024
Eagle View Technologies Inc.	API SolarSite Assesment tool		18,229	0	18,229	7/1/2024	12/31/2024
Oregon Solar Energy Fund	OSEEF Sponsorship	Portland	15,000	15,000	0	6/1/2024	12/31/2024
Adelante Mujeres	Solarize Outreach Services		14,980	11,517	3,463	3/1/2024	9/30/2024

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Bonneville Environmental Foundation	REC WRC Purchase	Portland	5,260	5,260	0	7/23/2024	8/31/2025
Centro Cultural of Washington County	Solarize Campaign		5,225	5,225	0	3/1/2024	5/31/2024
	Renewable Energy Total:		24,752,995	19,261,079	5,491,916		
	Grand Total:		279,649,428	176,573,651	103,075,777		
	Contracts without Incentives Total:		258,024,622	158,547,797	99,476,825		
	Renewable Energy Incentives Total:		19,614,806	16,699,934	2,914,872		
	Energy Efficiency Incentives Total:		2,010,000	1,325,920	684,080		

For contracts with costs through: 10/1/2024

Complete List of Contracts Grouped by Size

Contracts in effect on September 30, 2024 including those contracts executed for 2024 and beyond and excluding contracts completed prior to this date

Grouping by Contract Size	Dollars	Number of Contracts	Distribution of Dollars	Distribution of Count
Over \$500K	\$253,002,246	36	90%	11%
From \$400K to \$500K	\$8,617,329	19	3%	6%
Under \$400K	\$18,029,854	272	6%	83%
Total	\$279,649,428	327		

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Over \$500K	55,007,285	Northwest Energy Efficiency Alliance	Cycle 7 Funding Agreement	Energy Efficiency	1/1/2025	8/1/2030
Over \$500K	42,866,366	Northwest Energy Efficiency Alliance	NEEA Funding Agreement	Energy Efficiency	1/1/2020	8/1/2025
Over \$500K	33,662,505	Northwest Energy Efficiency Alliance	Regional EE Initiative Agmt	Energy Efficiency	1/1/2015	8/1/2025
Over \$500K	30,853,332	TRC Environmental Corporation	2024 BE PMC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	15,177,862	CLEAResult Consulting Inc	2024 Residential PMC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	11,343,292	G&I VII Five Oak Owner LLC	Office Lease - 421 SW Oak	Administration	11/21/2011	12/31/2025
Over \$500K	11,019,800	Energy 350 Inc	2024 PE PMC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	7,984,733	CLEAResult Consulting Inc	2024 NBE PMC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	6,221,925	CLEAResult Consulting Inc	2024 Lighting PDC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	3,203,706	TRC Engineers Inc.	2024 EPS New Const PDC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	3,078,000	Grady Britton, Inc	Media Services Agreement	Communications	1/1/2023	12/31/2024
Over \$500K	3,000,000	Clean Water Services	Project Funding Agreement	Renewable Energy	11/25/2014	11/25/2039
Over \$500K	3,000,000	City of Salem	Biogas Project - Willow Lake	Renewable Energy	9/4/2018	11/30/2040
Over \$500K	2,480,900	Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Energy Efficiency	1/1/2025	12/31/2029
Over \$500K	2,097,000	Colehour & Cohen	Public Relations Services	Communications	2/1/2022	12/31/2024
Over \$500K	2,081,000	Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Energy Efficiency	1/1/2020	12/31/2024
Over \$500K	1,950,000	Intel Corporation	EE Project Funding Agreement	Energy Efficiency	12/2/2021	12/31/2025
Over \$500K	1,800,000	Water Environment Services, A Dept. of Clackamas County	Bio Water Cogeneration System	Renewable Energy	11/15/2019	9/30/2041
Over \$500K	1,768,537	CLEAResult Consulting Inc	2024 Retail PDC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	1,550,000	Oregon Institute of Technology	Geothermal Resource Funding	Renewable Energy	9/11/2012	9/11/2032
Over \$500K	1,200,000	Energy Assurance Company	Solar Verifier Services	Renewable Energy	9/15/2024	9/14/2026
Over \$500K	1,000,000	Farm Power Misty Meadows LLC	Misty Meadows Biogas Facility	Renewable Energy	10/25/2012	10/25/2027
Over \$500K	1,000,000	Three Sisters Irrigation District	TSID Hydro	Renewable Energy	4/25/2012	9/30/2032
Over \$500K	928,040	CLEAResult Consulting Inc	2024 Residential PMC SOLAR	Renewable Energy	1/1/2024	12/31/2024

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Over \$500K	900,000	Farmers Irrigation District	FID - Plant 2 Hydro	Renewable Energy	4/1/2014	4/1/2034
Over \$500K	876,733	Cascade Energy, Inc.	Subscription Services Agreement	Energy Efficiency	1/21/2022	8/31/2024
Over \$500K	865,000	Three Sisters Irrigation District	Mckenize Reservoir Irrigation	Renewable Energy	3/18/2019	3/17/2039
Over \$500K	850,000	Klamath Falls Solar 2 LLC	PV Project Funding Agreement	Renewable Energy	7/11/2016	7/10/2041
Over \$500K	827,000	Stahlbush Island Farms, Inc.	Funding Assistance Agreement	Renewable Energy	6/24/2009	6/24/2029
Over \$500K	748,000	CLEARresult Consulting Inc	2024 Residential PMC Innov	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	725,000	Energy Assurance Company	Verifier Services Agreement	Renewable Energy	10/15/2022	10/14/2024
Over \$500K	660,000	Alternative Energy Systems Consulting, Inc.	Consultant PE Tech Review	Energy Efficiency	8/1/2024	7/31/2028
Over \$500K	641,500	Pivotal Energy Solutions LLC	Software Product Support	Energy Efficiency	1/1/2020	12/31/2024
Over \$500K	573,729	TRC Environmental Corporation	2024 BE PMC WA	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	536,000	Community Energy Project, Inc.	HPWH & CPFE Measures	Energy Efficiency	1/25/2022	12/31/2024
Over \$500K	525,000	City of Hood River	Project Funding Agreement	Renewable Energy	8/1/2024	7/31/2044
From \$400K to \$500K	500,000	Craft3	Loan Agreement	Energy Efficiency	1/1/2018	12/31/2027
From \$400K to \$500K	500,000	Craft3	Loan Funding for EE Projects	Energy Efficiency	1/1/2021	9/30/2025
From \$400K to \$500K	500,000	Verde	DHP Installation Program	Energy Efficiency	1/1/2022	12/31/2024
From \$400K to \$500K	497,850	Oregon Solar Energy Fund	Solar Education Fund	Renewable Energy	3/31/2024	3/31/2026
From \$400K to \$500K	490,000	Old Mill Solar, LLC	Project Funding Agmt Bly, OR	Renewable Energy	5/29/2015	5/28/2030
From \$400K to \$500K	483,052	LD Consulting LLC	BL Consulting Services	Energy Efficiency	4/27/2022	1/31/2025
From \$400K to \$500K	475,000	The Cadmus Group LLC	2022 PE Impact Evaluation	Energy Efficiency	11/1/2023	10/31/2024
From \$400K to \$500K	460,000	Dell Marketing LP.	Blanket Purchase Order	Administration	1/1/2023	12/31/2024
From \$400K to \$500K	450,000	Deschutes Valley Water District	Opal Springs Hydro Project	Renewable Energy	1/1/2018	4/1/2040
From \$400K to \$500K	450,000	City of Medford	750kW Combined Heat & Power	Renewable Energy	10/20/2011	10/20/2031
From \$400K to \$500K	450,000	City of Pendleton	Pendleton Microturbines	Renewable Energy	4/20/2012	4/20/2032
From \$400K to \$500K	450,000	City of Beaverton	Project Funding Agreement	Renewable Energy	12/6/2022	12/6/2042
From \$400K to \$500K	447,000	Opinion Dynamics Corporation	2023 EB Impact Evaluation	Energy Efficiency	4/12/2024	4/30/2025
From \$400K to \$500K	428,900	OMBU Inc	New Interactive Forms	Administration	4/2/2018	12/31/2024
From \$400K to \$500K	412,309	TRC Environmental Corporation	PDC - Landlord Cooling	Energy Efficiency	4/1/2022	12/31/2025
From \$400K to \$500K	411,718	CLEARresult Consulting Inc	2024 Residential PMC Custsvc	Energy Efficiency	1/1/2024	12/31/2024
From \$400K to \$500K	411,500	Lake County Resources Initiative	Outreach Services	Communications	1/1/2024	12/31/2024
From \$400K to \$500K	400,000	Illume Advising, LLC	Small Restaurant Study	Energy Efficiency	4/10/2024	4/30/2025
From \$400K to \$500K	400,000	Three Sisters Irrigation District	TSID Funding Agreement	Renewable Energy	1/1/2018	12/31/2038
Under \$400K	388,360	Prophix, Inc	Cloud Services Agreement	Administration	9/1/2022	6/30/2025

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	380,000	The Cadmus Group LLC	2023 PE Impact Evaluation	Energy Efficiency	8/23/2024	10/31/2025
Under \$400K	380,000	Tetra Tech Inc	NB Impact Eval 2021-22	Energy Efficiency	3/1/2023	12/31/2024
Under \$400K	355,412	SunE Solar XVI Lessor, LLC	BVT Sexton Mtn PV	Renewable Energy	5/15/2014	12/31/2034
Under \$400K	350,000	City of Gresham	City of Gresham Cogen 2	Renewable Energy	4/9/2014	7/9/2034
Under \$400K	350,000	ThinkShout, Inc.	Web Services & Dev Agreement	Communications	1/1/2024	12/31/2024
Under \$400K	327,600	Solar Oregon	Solar Outreach & Education	Renewable Energy	7/1/2024	6/30/2026
Under \$400K	326,250	Ekotrop, Inc.	ModelingSoftware for NC	Energy Efficiency	1/21/2020	12/31/2024
Under \$400K	322,647	Clean Power Research, LLC	CPR License Service Agreement	Renewable Energy	7/1/2023	6/30/2025
Under \$400K	315,000	CLEAResult Consulting Inc	HE Assessment Tool	Energy Efficiency	12/16/2021	12/31/2024
Under \$400K	306,846	CLEAResult Consulting Inc	2024 Residential PMC WA	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	300,000	Craft3	Loan Agreement	Energy Efficiency	6/1/2014	6/20/2025
Under \$400K	286,240	Paladin Risk Management, Ltd	Cert Tracking & License Svc	Administration	9/1/2015	10/1/2024
Under \$400K	285,000	Insight Direct USA	Blanket PO	Administration	8/1/2023	12/31/2024
Under \$400K	280,000	1961 Consulting, LLC	Strategic Planning Services	Communications	8/15/2023	3/31/2025
Under \$400K	270,000	Craft3	NON-EEAST OBR Svc Agrmt	Renewable Energy	1/1/2018	12/31/2024
Under \$400K	250,000	The Cadmus Group LLC	2023 NB Impact Evaluation	Energy Efficiency	9/3/2024	9/30/2025
Under \$400K	249,394	Wallowa Resources Community Solutions, Inc.	Project Development Assistance	Renewable Energy	4/1/2022	3/31/2025
Under \$400K	243,000	The Cadmus Group LLC	C&I LG Impact Evaluations	Energy Efficiency	1/1/2022	12/31/2024
Under \$400K	224,050	Wallowa Resources Community Solutions Inc	Outreach Services	Joint Programs	3/1/2024	2/28/2025
Under \$400K	221,492	Latino Built Association for Contractors	Training & Support Services	Communications	1/1/2023	12/31/2024
Under \$400K	219,202	Illinois Valley Community Development Organization	Strategic Partnership Services	Energy Efficiency	6/1/2023	12/31/2024
Under \$400K	216,159	Encore Business Solutions (USA)	Technical Support for GP	Administration	5/1/2021	12/31/2024
Under \$400K	216,000	Faraday Inc	Software Services Subscription	Renewable Energy	1/15/2019	12/14/2024
Under \$400K	210,800	ADM Associates, Inc.	2024_25 Fast Feedback Survey	Energy Efficiency	1/8/2024	7/31/2026
Under \$400K	203,700	Borders, Perrin &Norrande, Inc. dba BPN	RES Marketing Photography	Communications	7/31/2024	3/1/2025
Under \$400K	200,000	Farmers Conservation Alliance	Irrigation Modernization Serv	Renewable Energy	4/1/2024	3/31/2025
Under \$400K	200,000	Craft3	Manufactured Home Pilot Loan	Energy Efficiency	9/20/2018	9/20/2033
Under \$400K	188,766	Borders, Perrin &Norrande, Inc. dba BPN	RES Photo Update Services	Communications	9/1/2023	12/31/2024
Under \$400K	185,393	CTX Businss Solutions Inc	Copier Purchase & Maintenance	Administration	1/27/2015	12/31/2024
Under \$400K	185,000	DNV Energy Services USA Inc	HER Impact Evaluation	Energy Efficiency	7/11/2023	12/31/2024
Under \$400K	185,000	Seeds for the Sol	CPF RES Partner Services	Energy Efficiency	2/1/2022	12/31/2024
Under \$400K	184,000	3Point Brand Management	Blanket PO	Communications	1/1/2021	12/31/2024
Under \$400K	172,927	SERA Architects, Inc.	Planning Architecture Services	Administration	10/15/2024	8/30/2025

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	167,000	Carahsoft Technology Corporation	DocuSign Master Agreement	Communications	8/1/2024	7/30/2025
Under \$400K	164,760	Encore Business Solutions (USA)	GP Annual Enhancement	Administration	9/14/2011	8/31/2025
Under \$400K	159,200	Clean Power Research, LLC	WattPlan Software	Renewable Energy	11/17/2017	6/30/2025
Under \$400K	155,000	Umpqua Community Development Corp.	EE Initiatives Rural Counties	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	150,000	ADM Associates, Inc.	EB Process Evaluation	Energy Efficiency	4/15/2024	2/28/2025
Under \$400K	150,000	Apex Analytics LLC	No Cost Pilots	Energy Efficiency	4/1/2024	12/31/2026
Under \$400K	145,000	EUVALCREE	Energy Assessment Services	Energy Efficiency	2/1/2022	12/31/2024
Under \$400K	145,000	Geograde Constructors LLC	Contractor Development Pathway	Energy Efficiency	2/3/2023	12/31/2025
Under \$400K	143,688	Allstream	Internet Services	Administration	9/22/2017	1/1/2025
Under \$400K	143,000	City of Astoria	Bear Creek Funding Agreement	Renewable Energy	3/24/2014	3/24/2034
Under \$400K	135,000	Printable Promotions	Promotional Materials	Communications	4/13/2017	12/31/2024
Under \$400K	133,000	The Cadmus Group LLC	PE Process Evaluation	Energy Efficiency	9/10/2024	8/31/2025
Under \$400K	132,037	Airespring Inc	T1 Connectivity Services	Administration	12/22/2016	1/15/2025
Under \$400K	127,124	EnerCity Collaborative	Workforce Dev Services	Energy Efficiency	3/1/2024	12/31/2024
Under \$400K	120,000	Self Enhancement Inc.	Community Support Services	Energy Efficiency	3/15/2024	12/31/2024
Under \$400K	115,287	TRC Engineers Inc.	2024 EPS New Const PDC Solar	Renewable Energy	1/1/2024	12/31/2024
Under \$400K	115,000	Verdant Associates LLC	TStat Evaluation Study	Energy Efficiency	12/1/2023	3/31/2025
Under \$400K	112,630	1961 Consulting, LLC	Management Review	Administration	5/24/2024	12/31/2024
Under \$400K	109,620	Archive Systems Inc	Record Management Services	Administration	1/1/2011	12/31/2024
Under \$400K	108,938	E Source Companies LLC	Membership Services Agreement	Energy Efficiency	1/1/2024	12/31/2025
Under \$400K	108,000	Community Alliance of Tenants	MF Renter Energy Workshops	Energy Efficiency	5/15/2024	4/30/2025
Under \$400K	103,000	Verdant Associates LLC	MF Weatherization Impact Eval	Energy Efficiency	10/12/2023	8/31/2024
Under \$400K	100,000	APANO Communities United	Engagement Outreach Services	Energy Efficiency	9/22/2023	12/31/2024
Under \$400K	100,000	ADM Associates, Inc.	LED Grow Lights MarketResearch	Energy Efficiency	2/2/2024	10/30/2024
Under \$400K	100,000	CLEAResult Consulting Inc	Call CenterServices Comm Solar	Administration	8/1/2019	3/4/2025
Under \$400K	95,000	Borders, Perrin &Norrande, Inc. dba BPN	Creative & Media Services	Energy Efficiency	9/1/2023	12/31/2024
Under \$400K	95,000	Home Performance Contractors Guild of Oregon	HPG Grant Agreement	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	91,900	Earth Advantage, Inc.	Contractor Training Services	Energy Efficiency	9/1/2023	5/1/2025
Under \$400K	91,273	RStudio PBC	Software License Agreement	Energy Efficiency	6/5/2022	4/1/2025
Under \$400K	88,500	Inner Work, Outer Play LLC	Board DEI Support Services	Administration	11/1/2023	12/31/2024
Under \$400K	85,000	City of Hillsboro	Project Funding Agreement	Renewable Energy	6/8/2020	12/31/2040
Under \$400K	82,870	TRC Engineers Inc.	2024 EPS New Const PDC WA	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	80,000	Wallowa County	Project Funding Agreement	Renewable Energy	4/1/2018	3/31/2038

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	80,000	DocuMart of Portland	Blanket PO	Communications	1/1/2021	12/31/2024
Under \$400K	78,702	Siteimprove Inc	Web Governance and Monitoring	Administration	1/27/2017	10/31/2024
Under \$400K	77,000	Beira Consulting LLC	SMB Research Eval	Energy Efficiency	2/1/2023	4/30/2025
Under \$400K	76,000	Alliance Compensation LLC	*PA Umbrella Agreement	Administration	2/1/2023	1/31/2025
Under \$400K	75,000	1961 Consulting, LLC	CANI RES Strategic Services	Joint Programs	1/1/2024	12/31/2024
Under \$400K	75,000	SPS of Oregon Inc	Project Funding Agreement	Renewable Energy	10/15/2015	10/31/2036
Under \$400K	74,000	Motus Recruiting & Staffing Inc	Executive Recruiting	Administration	8/1/2024	1/31/2025
Under \$400K	73,213	Pantheon Systems, Inc	Website Hosting Services	Communications	5/1/2019	4/30/2025
Under \$400K	70,000	Inclusive Consulting Services LLC	Program License Agreement	Renewable Energy	8/1/2024	7/31/2025
Under \$400K	68,000	Abode Energy LLC	HES Services	Communications	2/1/2024	12/31/2025
Under \$400K	66,637	LinkedIn Corporation	Webinar Learning	Administration	1/7/2020	2/15/2025
Under \$400K	65,000	GreenNW	HVAC Education & Training	Communications	1/1/2024	12/31/2024
Under \$400K	64,842	dThree Productions Inc.	Videography Services Agreement	Administration	1/1/2024	12/31/2024
Under \$400K	64,265	LinkedIn Corporation	LinkedIn Recruiting License	Administration	12/15/2022	2/15/2025
Under \$400K	63,564	Pod4print	2023 PGE Printing Bill Inserts	Communications	1/1/2023	12/31/2024
Under \$400K	61,000	Pacific Crest Affordable Housing	NZF Grant Agreements	Joint Programs	9/22/2023	11/30/2024
Under \$400K	61,000	Lever Architecture	NZF Grant Agreements	Joint Programs	9/20/2023	3/31/2025
Under \$400K	60,000	IZO Public Relations	TA CDP Support Services	Communications	10/2/2023	12/31/2024
Under \$400K	60,000	Indika Sugathadasa dba PDX Hive	TA CDP Support Services	Communications	10/2/2023	12/31/2024
Under \$400K	60,000	Holst Architecture Inc	Net Zero Fellowship Grant	Energy Efficiency	8/15/2024	4/30/2026
Under \$400K	60,000	Polk Community Development Corporation	RES Outreach Housing Services	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	60,000	Burch Energy Services Inc	TA Contractor Dev Pathway	Communications	10/2/2023	12/31/2024
Under \$400K	60,000	Twirl Advertising & Design	TA CDP Support Services	Communications	10/2/2023	12/31/2024
Under \$400K	60,000	Zimmer Gunsul Frasca Architects LLC	NZF Grant Agreement	Energy Efficiency	9/25/2024	11/30/2025
Under \$400K	57,732	Excidian LLC	AMC Custom Calculator Model	Renewable Energy	11/15/2023	12/31/2024
Under \$400K	55,000	DNV Energy Services USA Inc	Lighting PLUS Market Agreement	Energy Efficiency	1/18/2024	12/31/2024
Under \$400K	55,000	Craft3	SWR Loan Origination/Loss Fund	Energy Efficiency	1/1/2018	12/31/2024
Under \$400K	55,000	INCA Energy Efficiency, LLC	MOD 3 Evaluation	Energy Efficiency	10/1/2022	3/31/2025
Under \$400K	52,000	RR Donnelley	2023 NWN Printing Bill Inserts	Communications	1/1/2023	12/31/2024
Under \$400K	50,000	SBW Consulting, Inc.	2024 Measure Dev Support	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	50,000	Catalyst Partnerships	CPF Support Services	Energy Efficiency	9/1/2024	12/31/2025
Under \$400K	50,000	Anchor Blue LLC	Planning Consulting Services	Energy Efficiency	1/1/2023	12/31/2024
Under \$400K	50,000	University of Oregon	U of O REDA Grant	Renewable Energy	12/1/2023	3/31/2025
Under \$400K	49,350	Moss Adams LLP	Financial Statement Audit	Administration	1/1/2024	12/31/2024

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	48,000	Site Capture LLC	Subscription Agreement	Renewable Energy	6/1/2023	5/31/2025
Under \$400K	47,500	Pacific Office Furnishings	Blanket PO-Cube Adjustments	Administration	1/1/2019	12/31/2024
Under \$400K	46,250	Theodore Blaine Light III	Planning Consulting Services	Energy Efficiency	1/1/2023	12/31/2024
Under \$400K	45,000	Portillo Consulting International	MF Renter Workshop	Energy Efficiency	6/1/2024	4/30/2025
Under \$400K	45,000	Anthony Carothers	ISO Systems Security Consulting	Administration	11/5/2020	3/31/2025
Under \$400K	42,400	Headspace Inc.	Employee Assistance Program Ap	Administration	2/1/2024	10/31/2024
Under \$400K	41,640	GuildQuality Inc.	License Agreement	Renewable Energy	6/1/2023	12/31/2024
Under \$400K	41,320	Infogroup Inc	Data License & Service Agmt	Joint Programs	2/4/2020	12/31/2024
Under \$400K	40,425	Northwest Energy Efficiency Council	BOC & TLL Sponsorship	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	40,000	American Council for and Energy Efficient Economy	2024 Studies Sponsorships	Energy Efficiency	1/1/2024	3/31/2025
Under \$400K	39,500	Happy Cup Coffee LLC	Blanket PO-Coffee	Administration	1/1/2019	12/31/2024
Under \$400K	39,480	Diligent Corporation	Board Management Software	Administration	6/23/2023	6/1/2025
Under \$400K	38,608	Consortium for Energy Efficiency	2024 Membership Dues	Energy Efficiency	2/1/2024	12/31/2024
Under \$400K	38,189	Degree Inc dba Lattice	Perf Mgmt Software Licenses	Administration	9/2/2024	9/1/2026
Under \$400K	37,000	G&I VII Lincoln Building LP	Parking Agreement	Administration	5/1/2023	4/30/2025
Under \$400K	36,000	RR Donnelley	2024 PAC Printing Bill Inserts	Communications	1/1/2023	12/31/2024
Under \$400K	35,200	Workable Technology Limited	Applicant Tracting System	Administration	9/13/2024	9/30/2026
Under \$400K	35,000	Rose City Moving & Storage	Blanket PO Cube Moving	Administration	1/1/2019	12/31/2024
Under \$400K	33,000	Payscale Inc.	Compensation Agreement	Administration	9/18/2024	12/31/2026
Under \$400K	32,000	Elephants Catering	Blanket PO-Food Catering	Administration	1/1/2019	12/31/2024
Under \$400K	30,229	Smartsheets Inc.	Subscription Services Agreement	Administration	1/1/2023	12/31/2024
Under \$400K	30,000	Structured Communications Systems, Inc.	Mircosoft Teams Voice POC	Administration	10/6/2023	12/31/2024
Under \$400K	30,000	California Oregon Broadcasting Inc	Sucess Stories Agreement	Communications	4/1/2024	3/31/2025
Under \$400K	28,000	Mindful Healing	Energy WS for Renters	Energy Efficiency	5/15/2024	4/30/2025
Under \$400K	28,000	Veritas Collaborations LLC	Video Production Services	Communications	9/10/2024	12/31/2024
Under \$400K	27,000	Environmental Leadership Program	2022-24 RAY Fellowship	Administration	10/16/2022	10/15/2024
Under \$400K	26,220	Wallowa Resources Stewardship Center LLC	Enterprise, OR Lease Agreement	Communications	11/1/2013	9/1/2025
Under \$400K	26,000	Environmental Leadership Program	2023-25 RAY Fellow Agreement	Administration	1/1/2023	7/15/2025
Under \$400K	25,580	Floor Solutions LLC	Carpet Cleaning Services	Administration	1/1/2019	12/31/2024
Under \$400K	25,300	Rene Leger Coaching & Consulting LLC	Professional Coaching Services	Administration	4/1/2024	5/31/2025
Under \$400K	25,000	Puget Sound Cooperative Credit Union	LoanLossReserve Fund Agreement	Energy Efficiency	1/1/2022	12/31/2024
Under \$400K	25,000	Saedgraphic, LLC	Translation Services Agreement	Communications	6/1/2023	12/31/2024
Under \$400K	25,000	Oregon Translation LLC dba Verbio	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	Starla Green	Tribal Engagement Services	Administration	8/1/2022	3/31/2025

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	25,000	Seong Yun Kim	Translation Services Agreement	Communications	10/9/2023	12/31/2024
Under \$400K	25,000	SBW Consulting, Inc.	Evaluation Advisory Group	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Monica Paradise	Tribal Engagement Agreement	Communications	3/7/2023	3/31/2025
Under \$400K	25,000	Magneto Advertising, LLC	Creative Media Services	Communications	8/15/2024	12/31/2024
Under \$400K	25,000	Northwest Interpreters, Inc dba NWI Global	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	Oregon Certified Interpreters Network Inc	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	Helen Eby dba Gaucha Translation	Translation Services Pool	Communications	1/1/2024	12/31/2024
Under \$400K	25,000	Lisa Greenfield LLC	Engagement Letter	Administration	12/16/2022	12/31/2024
Under \$400K	25,000	Eric (EJ) Jordon	Tribal Engagment Services	Administration	6/1/2023	3/31/2025
Under \$400K	25,000	English 2 Spanish LLC	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	Encolor LLC	Eval Advisory Group Services	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Encolor LLC	Strategic Consulting Services	Joint Programs	11/30/2023	11/30/2024
Under \$400K	25,000	DNV Energy Services USA Inc	Evaluation Advisory Group	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Efficiency for Everyone, LLC	Eval Advisory Group Services	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Electronic Management Corp	Blanket PO	Communications	1/1/2024	12/31/2024
Under \$400K	25,000	Cadeo Group LLC	Evaluation Advisory Group	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	AlamaLuna LLC	Translation Services Agreement	Communications	1/1/2024	12/31/2024
Under \$400K	25,000	American Microgrid Solutions LLC	Solar+Storage RES EPS NC	Renewable Energy	12/29/2022	12/31/2024
Under \$400K	25,000	Apex Analytics LLC	Evaluation Advisory Group	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Barbier International Inc	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	TRANSLAT INC	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	24,999	University of Oregon	UO SRML Sponsorship	Renewable Energy	3/9/2024	3/8/2025
Under \$400K	24,500	Oregon Solar Energy Industries Association	OSSC Sponsorship	Renewable Energy	6/1/2024	12/31/2024
Under \$400K	24,000	Bonneville Environmental Foundation	Comm Outreach Services	Renewable Energy	4/1/2022	1/31/2025
Under \$400K	22,250	Jodi Tanner Tell LLC	Grant Writing Services	Joint Programs	1/1/2023	12/31/2024
Under \$400K	22,000	Rainy Day Printing LLC dba Smart Payables	Check Printing Services	Administration	2/28/2024	2/27/2025
Under \$400K	22,000	Solar Oregon	2024 Sponsorship	Renewable Energy	5/7/2024	12/31/2024
Under \$400K	22,000	Sustainable Northwest	Community Outreach Services	Communications	1/1/2023	12/31/2024
Under \$400K	22,000	Sustainable Northwest	Outreach Services	Communications	6/6/2024	12/31/2024
Under \$400K	22,000	1961 Consulting, LLC	ET Strategic Support Services	Administration	10/2/2023	12/31/2025
Under \$400K	21,643	CTX Businss Solutions Inc	Small Printer Maintenance	Administration	4/1/2012	3/30/2025
Under \$400K	20,000	A Inman Consulting LLC	MF EE Workshops	Energy Efficiency	6/13/2024	4/30/2025
Under \$400K	20,000	Asana Inc.	User License Agreement	Administration	3/1/2024	12/31/2024
Under \$400K	20,000	Brown Printing Inc	Blanket PO	Communications	1/1/2021	12/31/2024

For contracts with costs through: 10/1/2024

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	20,000	LifeLabs Learning LLC	Virtual Manager Training	Administration	1/23/2024	2/28/2025
Under \$400K	20,000	Moss Adams LLP	EFS Consulting Services	Administration	2/1/2024	12/31/2024
Under \$400K	20,000	Tri-Met	2024_25 Annual Pass Agreement	Administration	9/1/2024	8/31/2025
Under \$400K	19,417	Structured Communications Systems, Inc.	Software & Network Purchase	Administration	6/13/2023	7/30/2025
Under \$400K	19,000	Sarah Noll Wilson, Inc	Professional Services Contract	Administration	12/1/2023	12/1/2025
Under \$400K	18,993	Enna CIC	Neurodiversity Training	Administration	10/3/2023	11/1/2025
Under \$400K	18,820	Freshworks Inc.	IT License Subscription	Administration	7/1/2023	4/15/2025
Under \$400K	18,229	Eagle View Technologies Inc.	API SolarSite Assesment tool	Renewable Energy	7/1/2024	12/31/2024
Under \$400K	18,000	Barg Singer Hoesly PC	Leasing Letter Agreement	Administration	6/18/2024	12/31/2025
Under \$400K	18,000	HMI Oregon Dealership, Inc.	Blanket PO-Storage	Administration	1/1/2019	12/31/2024
Under \$400K	17,850	Moss Adams LLP	Retirement Plan Audit	Administration	1/1/2024	12/31/2024
Under \$400K	17,500	Resonate, Inc	Strategic Project Services	Administration	10/1/2023	12/31/2024
Under \$400K	17,000	PrintSync	Blanket PO Printing	Communications	10/27/2022	12/31/2024
Under \$400K	16,000	The Benson Hotel	Hotel Rate Agreement	Communications	1/1/2024	12/31/2024
Under \$400K	15,000	Oregon Solar Energy Fund	OSEEF Sponsorship	Renewable Energy	6/1/2024	12/31/2024
Under \$400K	15,000	eTargetMedia.com, LLC	Target Emailing Service	Communications	11/1/2023	12/31/2024
Under \$400K	14,980	Adelante Mujeres	Solarize Outreach Services	Renewable Energy	3/1/2024	9/30/2024
Under \$400K	14,913	Flores & Associates LLC	FMLA Administration	Administration	10/1/2018	12/31/2025
Under \$400K	14,064	Moss Adams LLP	2023 Tax Preparation	Administration	4/1/2024	12/31/2024
Under \$400K	14,000	Oregon Tradeswomen, Inc.	2024_25 Membership	Communications	5/1/2024	5/1/2025
Under \$400K	14,000	Sheraton Portland Airport Hotel	TA Forum Portland 2024	Communications	6/10/2024	11/30/2024
Under \$400K	13,500	ABM Parking Services	Board Parking reimbursement	Administration	4/1/2019	12/31/2024
Under \$400K	13,220	Emburse Inc.	Services Agreement Travel App	Administration	8/27/2020	2/28/2025
Under \$400K	12,650	Rene Leger Coaching & Consulting LLC	Coaching Services	Administration	2/1/2024	12/31/2024
Under \$400K	12,500	Prosci Inc.	PMI Virtual Training Services	Joint Programs	9/25/2024	12/31/2024
Under \$400K	12,346	Structured Communications Systems, Inc.	VEEAM License Agreement	Administration	1/8/2024	12/1/2024
Under \$400K	11,200	Bright Sky LLC	Writers Pool Services	Communications	3/1/2024	2/28/2026
Under \$400K	10,776	SmartyStreets LLC	EmailVerification Cloud License	Administration	7/1/2023	5/31/2025
Under \$400K	10,500	Northwest Earth Institute	EcoChallenge ServicesAgreement	Energy Efficiency	3/1/2024	12/31/2024
Under \$400K	10,486	Survey Monkey	User License Agreement	Administration	1/19/2024	1/18/2026
Under \$400K	10,000	Susan Badger-Jones	DAC Stipend Agreement	Administration	4/15/2020	12/31/2026
Under \$400K	10,000	Rebecca Descombes	DAC Stipend Agreement	Administration	3/1/2021	12/31/2026
Under \$400K	10,000	Right-Sized Content	Writers Pool Services	Communications	3/15/2024	2/28/2026
Under \$400K	10,000	Riverhouse on the Deschutes	TA Forum Event Agreement	Communications	6/1/2024	11/30/2024

For contracts with costs through: 10/1/2024

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	10,000	PBDG Foundation	2024 Membership/Partnership	Communications	8/1/2024	7/31/2025
Under \$400K	10,000	Moss Adams LLP	Chart of Accounts Services	Administration	2/1/2024	12/31/2024
Under \$400K	10,000	Oregon Native American Chamber	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	10,000	Nathan Webster & Associates, LLC	Lets Connect Sponsorship	Communications	5/31/2024	11/30/2024
Under \$400K	10,000	Mano a Mano Family Center	RES Services Program	Energy Efficiency	5/28/2024	12/31/2024
Under \$400K	10,000	Metropolitan Family Services	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	10,000	Indika Sugathadasa dba PDX Hive	DAC Stipend Agreement	Administration	2/18/2020	12/31/2026
Under \$400K	10,000	Central Oregon Environmental Center	Outreach Services RES EE	Energy Efficiency	2/22/2024	12/31/2024
Under \$400K	10,000	eTargetMedia.com, LLC	E-targeted Media Services	Communications	3/1/2024	12/31/2024
Under \$400K	10,000	Ethiopian & Eritrean Community Resoure Center	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	10,000	Dolores Martinez	DAC Stipend Agreement	Administration	2/18/2020	12/31/2026
Under \$400K	10,000	Context Consulting	Measure Development Services	Energy Efficiency	9/16/2024	12/31/2024
Under \$400K	10,000	Terrance Harris	DAC Stipend Agreement	Administration	6/15/2021	6/17/2027
Under \$400K	10,000	Willamette Valley Hispanic Chamber of Commerce	2024 Expo Negocio Sponsorship	Communications	2/26/2024	11/30/2024
Under \$400K	9,600	Amy Marie Seward	Grant Writers Pool	Energy Efficiency	6/1/2023	12/31/2024
Under \$400K	9,185	Jose Garcia	Advisory Committee PSP	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	9,000	HVAC Inc	Service Agreement	Administration	7/1/2022	8/30/2025
Under \$400K	8,450	Culture Amp Inc	Employee Survey Services	Administration	7/1/2024	7/1/2025
Under \$400K	8,320	Seeds for the Sol	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	8,000	Soderstrom Architects LTD	NZELI Grant Agreement	Energy Efficiency	8/15/2024	4/30/2025
Under \$400K	8,000	Structured Communications Systems, Inc.	Network Pen/Social Phising	Communications	10/4/2024	12/31/2024
Under \$400K	8,000	Sustainable Northwest	2024 Sponsorship	Communications	6/1/2024	12/31/2024
Under \$400K	8,000	PAE Consulting Engineers Inc	NZELI Grant	Energy Efficiency	8/8/2024	4/30/2025
Under \$400K	8,000	Rowell Brokaw Architects, Inc.	NZELI Grant Agreement	Energy Efficiency	8/7/2024	4/30/2025
Under \$400K	8,000	Health Equity Inc.	FSA/HSA Administration Service	Administration	1/1/2024	12/31/2024
Under \$400K	8,000	Integrus Architecture, P.S.	NZELI Grant Agreement	Energy Efficiency	8/16/2024	4/30/2025
Under \$400K	8,000	LSW Architects P.C	NZELI Grant Agreement	Energy Efficiency	8/6/2024	4/30/2025
Under \$400K	8,000	MacDonald Miller	2025 NZELI Grant	Energy Efficiency	8/21/2024	4/30/2025
Under \$400K	8,000	Morel Inc	Blanket PO	Communications	1/1/2021	12/31/2024
Under \$400K	8,000	Harka Architecture LLC	NZELI Grant Agreement	Energy Efficiency	8/6/2024	4/30/2025
Under \$400K	8,000	Glumac Inc	NZELI Grant	Energy Efficiency	8/6/2024	4/30/2025
Under \$400K	7,700	Angelina Martinez	Advisory Committee PSP	Energy Efficiency	8/31/2023	12/31/2024
Under \$400K	7,565	Julio Valera	Advisory Committee PSP	Energy Efficiency	9/1/2023	12/31/2024
Under \$400K	7,295	Gustavo Gordillo	Advisory Committee PSP	Energy Efficiency	7/23/2023	12/31/2024
Under \$400K	6,450	The Option Agency	Photoshoot Talent Services	Communications	12/15/2021	12/15/2024

For contracts with costs through: 10/1/2024

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	6,350	Janel Rupp	Advisory Committee PSP	Energy Efficiency	8/21/2023	12/31/2024
Under \$400K	6,000	Momentum Procurement Group, Inc	Blanket PO Office Supply	Administration	9/10/2020	12/31/2024
Under \$400K	6,000	Oregon Human Development Corporation	RARE Member Support Letter	Communications	9/1/2024	8/1/2025
Under \$400K	6,000	PhotoShelter Inc	Cloud Photobank Services	Communications	3/25/2024	3/24/2025
Under \$400K	6,000	StarWind Software, Inc	Server Storage Purchase	Administration	5/12/2024	12/31/2024
Under \$400K	6,000	American Institute of Architects, Southwestern Oregon Chapter	2024 AIA Sponsorship	Communications	3/1/2024	12/31/2024
Under \$400K	6,000	WyEast Resource Conservation & Development Area Council Inc	RARE Support Letter Agreement	Communications	9/19/2024	8/1/2025
Under \$400K	5,940	Storage Concepts LLC	Eastern OR Storage Unit	Administration	5/30/2019	3/30/2025
Under \$400K	5,305	Willamette Week	Media Buy for Community Solar	Communications	6/5/2024	10/15/2024
Under \$400K	5,260	Bonneville Environmental Foundation	REC WRC Purchase	Renewable Energy	7/23/2024	8/31/2025
Under \$400K	5,225	Centro Cultural of Washington County	Solarize Campaign	Renewable Energy	3/1/2024	5/31/2024
Under \$400K	5,000	Catalyst Partnerships	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	5,000	Community Service Network	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	5,000	Common Connections	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	5,000	Oswaldo Beral Lopez	DAC Stipend Agreement	Administration	9/17/2019	12/31/2026
Under \$400K	5,000	Rhea StandingRock	DAC Stipend Agreement	Administration	6/30/2022	5/19/2026
Under \$400K	5,000	Miller Nash LLP	Trademark	Administration	9/1/2014	9/1/2025
Under \$400K	5,000	Martin Campos-Davis	DAC Stipend Agreement	Administration	1/1/2024	12/31/2026
Under \$400K	5,000	Moss Adams LLP	Consulting Services	Administration	1/1/2024	12/31/2024
Under \$400K	5,000	Leesha Posey	Advisory Committee PSP	Energy Efficiency	9/3/2023	12/31/2024
Under \$400K	5,000	Illinois Valley 2010 Community Response Team	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	4,800	Olgas Way Inc.	Leadership Coaching Services	Administration	9/11/2024	1/31/2025
Under \$400K	4,800	SixFifty Technologies LLC	HR Compliance AI Tool	Administration	5/1/2024	12/31/2024
Under \$400K	4,750	Susan Lucer Consulting Services	Grant Writing Services	Joint Programs	1/1/2023	12/31/2024
Under \$400K	4,230	National Small Business Utility Council	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	4,000	Central Oregon Environmental Center	Working Together Grant	Communications	10/20/2023	10/1/2024
Under \$400K	3,600	Jason Quigley Photography LLC	Professional Services Contract	Communications	1/1/2024	12/31/2025
Under \$400K	3,515	Cara Griffin	Professional Services Writers	Communications	3/1/2024	2/28/2026
Under \$400K	3,000	Structured Communications Systems, Inc.	DMARC Implementation	Administration	1/1/2024	12/31/2024
Under \$400K	2,200	Jim Craven Photography	Photography Services *\$25,000	Energy Efficiency	5/1/2023	4/30/2025
Under \$400K	2,000	NeighborWorks Umpqua	Working Together Grant	Communications	10/24/2023	10/1/2024
Under \$400K	1,819	Lighthouse Services, Inc.	Compliance Hotline	Administration	5/1/2017	4/1/2025
Under \$400K	1,000	Ecotrust	ETO Finance Team Retreat	Administration	9/6/2024	12/4/2024

For contracts with costs through: 10/1/2024

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	950	Susan T Rosene	Writers Pool Services	Communications	3/1/2024	2/28/2026
TOTAL	279,649,428.27					

For contracts with costs through: 10/1/2024

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Administration							
Administration Total:			16,293,665	13,759,045	2,534,620		
Communications							
Communications Total:			8,751,025	6,360,379	2,390,646		
Energy Efficiency							
Northwest Energy Efficiency Alliance	Cycle 7 Funding Agreement	Portland	55,007,285	0	55,007,285	1/1/2025	8/1/2030
Northwest Energy Efficiency Alliance	NEEA Funding Agreement	Portland	42,866,366	40,568,627	2,297,739	1/1/2020	8/1/2025
Northwest Energy Efficiency Alliance	Regional EE Initiative Agmt	Portland	33,662,505	33,569,081	93,424	1/1/2015	8/1/2025
TRC Environmental Corporation	2024 BE PMC	Windsor	30,853,332	19,140,363	11,712,969	1/1/2024	12/31/2024
CLEAResult Consulting Inc	2024 Residential PMC	Austin	15,177,862	9,548,431	5,629,431	1/1/2024	12/31/2024
Energy 350 Inc	2024 PE PMC		11,019,800	7,550,535	3,469,265	1/1/2024	12/31/2024
CLEAResult Consulting Inc	2024 NBE PMC	Austin	7,984,733	5,654,228	2,330,505	1/1/2024	12/31/2024
CLEAResult Consulting Inc	2024 Lighting PDC	Austin	6,221,925	4,336,280	1,885,645	1/1/2024	12/31/2024
TRC Engineers Inc.	2024 EPS New Const PDC	Irvine	3,203,706	2,333,631	870,075	1/1/2024	12/31/2024
Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Portland	2,480,900	0	2,480,900	1/1/2025	12/31/2029
Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Portland	2,081,000	2,021,929	59,071	1/1/2020	12/31/2024
Intel Corporation	EE Project Funding Agreement	Hillsboro	1,950,000	1,300,000	650,000	12/2/2021	12/31/2025
CLEAResult Consulting Inc	2024 Retail PDC	Austin	1,768,537	1,509,060	259,477	1/1/2024	12/31/2024
Cascade Energy, Inc.	Subscription ServicesAgreement	Walla Walla	876,733	862,629	14,104	1/21/2022	8/31/2024
CLEAResult Consulting Inc	2024 Residential PMC Innov	Austin	748,000	406,614	341,386	1/1/2024	12/31/2024
Alternative Energy Systems Consulting, Inc.	Consultant PE Tech Review	Carlsbad	660,000	49,309	610,691	8/1/2024	7/31/2028
Pivotal Energy Solutions LLC	Software Product Support	Gilbert	641,500	627,596	13,905	1/1/2020	12/31/2024
TRC Environmental Corporation	2024 BE PMC WA	Windsor	573,729	383,113	190,616	1/1/2024	12/31/2024
Community Energy Project, Inc.	HPWH & CPFE Measures	Portland	536,000	437,900	98,100	1/25/2022	12/31/2024
Craft3	Loan Agreement	Portland	500,000	500,000	0	1/1/2018	12/31/2027
Craft3	Loan Funding for EE Projects	Portland	500,000	500,000	0	1/1/2021	9/30/2025
Verde	DHP Installation Program	Portland	500,000	388,605	111,395	1/1/2022	12/31/2024
LD Consulting LLC	BL Consulting Services		483,052	381,062	101,990	4/27/2022	1/31/2025
The Cadmus Group LLC	2022 PE Impact Evaluation	Portland	475,000	474,590	410	11/1/2023	10/31/2024
Opinion Dynamics Corporation	2023 EB Impact Evaluation	Waltham	447,000	103,246	343,754	4/12/2024	4/30/2025
TRC Environmental Corporation	PDC - Landlord Cooling	Windsor	412,309	155,510	256,799	4/1/2022	12/31/2025
CLEAResult Consulting Inc	2024 Residential PMC Custsvc	Austin	411,718	297,440	114,278	1/1/2024	12/31/2024
Illume Advising, LLC	Small Restaurant Study	Verona	400,000	103,368	296,632	4/10/2024	4/30/2025
The Cadmus Group LLC	2023 PE Impact Evaluation	Portland	380,000	6,147	373,854	8/23/2024	10/31/2025
Tetra Tech Inc	NB Impact Eval 2021-22	Portland	380,000	380,000	0	3/1/2023	12/31/2024
Ekotrop, Inc.	ModelingSoftware for NC	Boston	326,250	305,472	20,779	1/21/2020	12/31/2024
CLEAResult Consulting Inc	HE Assessment Tool	Austin	315,000	167,172	147,828	12/16/2021	12/31/2024
CLEAResult Consulting Inc	2024 Residential PMC WA	Austin	306,846	203,533	103,313	1/1/2024	12/31/2024
Craft3	Loan Agreement	Portland	300,000	300,000	0	6/1/2014	6/20/2025
The Cadmus Group LLC	2023 NB Impact Evaluation	Portland	250,000	3,640	246,360	9/3/2024	9/30/2025
The Cadmus Group LLC	C&I LG Impact Evaluations	Portland	243,000	143,366	99,634	1/1/2022	12/31/2024

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Illinois Valley Community Development Organization	Strategic Partnership Services		219,202	164,742	54,460	6/1/2023	12/31/2024
ADM Associates, Inc.	2024_25 Fast Feedback Survey	Seattle	210,800	40,493	170,307	1/8/2024	7/31/2026
Craft3	Manufactured Home Pilot Loan	Portland	200,000	0	200,000	9/20/2018	9/20/2033
DNV Energy Services USA Inc	HER Impact Evaluation	Oakland	185,000	182,311	2,689	7/11/2023	12/31/2024
Seeds for the Sol	CPF RES Partner Services		185,000	134,613	50,387	2/1/2022	12/31/2024
Umpqua Community Development Corp.	EE Initiatives Rural Counties	Roseburg	155,000	64,200	90,800	1/1/2024	12/31/2024
ADM Associates, Inc.	EB Process Evaluation	Seattle	150,000	72,665	77,335	4/15/2024	2/28/2025
Apex Analytics LLC	No Cost Pilots	Boulder	150,000	59,113	90,888	4/1/2024	12/31/2026
EUVALCREE	Energy Assessment Services		145,000	81,850	63,150	2/1/2022	12/31/2024
Geograde Constructors LLC	Contractor Development Pathway		145,000	80,250	64,750	2/3/2023	12/31/2025
The Cadmus Group LLC	PE Process Evaluation	Portland	133,000	5,816	127,185	9/10/2024	8/31/2025
EnerCity Collaborative	Workforce Dev Services		127,124	64,999	62,125	3/1/2024	12/31/2024
Self Enhancement Inc.	Community Support Services		120,000	5,000	115,000	3/15/2024	12/31/2024
Verdant Associates LLC	TStat Evaluation Study		115,000	60,483	54,518	12/1/2023	3/31/2025
E Source Companies LLC	Membership Services Agreement	Boulder	108,938	52,627	56,311	1/1/2024	12/31/2025
Community Alliance of Tenants	MF Renter Energy Workshops		108,000	20,250	87,750	5/15/2024	4/30/2025
Verdant Associates LLC	MF Weatherization Impact Eval		103,000	102,955	45	10/12/2023	8/31/2024
APANO Communities United	Engagement Outreach Services		100,000	11,610	88,390	9/22/2023	12/31/2024
ADM Associates, Inc.	LED Grow Lights MarketResearch	Seattle	100,000	86,284	13,716	2/2/2024	10/30/2024
Borders, Perrin &Norrander, Inc. dba BPN	Creative & Media Services		95,000	92,376	2,624	9/1/2023	12/31/2024
Home Performance Contractors Guild of Oregon	HPG Grant Agreement	Portland	95,000	95,000	0	1/1/2024	12/31/2024
Earth Advantage, Inc.	Contractor Training Services	Portland	91,900	37,250	54,650	9/1/2023	5/1/2025
RStudio PBC	Software License Agreement		91,273	88,435	2,838	6/5/2022	4/1/2025
TRC Engineers Inc.	2024 EPS New Const PDC WA Irvine		82,870	59,983	22,887	1/1/2024	12/31/2024
Beira Consulting LLC	SMB Research Eval		77,000	61,242	15,758	2/1/2023	4/30/2025
Holst Architecture Inc	Net Zero Fellowship Grant	Portland	60,000	30,000	30,000	8/15/2024	4/30/2026
Polk Community Development Corporation	RES Outreach Housing Services		60,000	25,920	34,080	1/1/2024	12/31/2024
Zimmer Gunsul Frasca Architects LLC	NZF Grant Agreement		60,000	0	60,000	9/25/2024	11/30/2025
DNV Energy Services USA Inc	Lighting PLUS Market Agreement	Oakland	55,000	10,000	45,000	1/18/2024	12/31/2024
Craft3	SWR Loan Origination/Loss Fund	Portland	55,000	51,338	3,662	1/1/2018	12/31/2024
INCA Energy Efficiency, LLC	MOD 3 Evaluation	Grinnell	55,000	13,888	41,112	10/1/2022	3/31/2025
SBW Consulting, Inc.	2024 Measure Dev Support	Bellevue	50,000	48,420	1,580	1/1/2024	12/31/2024
Catalyst Partnerships	CPF Support Services		50,000	0	50,000	9/1/2024	12/31/2025
Anchor Blue LLC	Planning Consulting Services	Vancouver	50,000	46,245	3,755	1/1/2023	12/31/2024
Theodore Blaine Light III	Planning Consulting Services		46,250	23,203	23,047	1/1/2023	12/31/2024
Portillo Consulting International	MF Renter Workshop		45,000	19,754	25,246	6/1/2024	4/30/2025
Northwest Energy Efficiency Council	BOC & TLL Sponsorship	Seattle	40,425	40,125	300	1/1/2024	12/31/2024
American Council for and Energy Efficient Economy	2024 Studies Sponsorships	Washington	40,000	40,000	0	1/1/2024	3/31/2025
Consortium for Energy Efficiency	2024 Membership Dues	Boston	38,608	38,608	0	2/1/2024	12/31/2024
Mindful Healing	Energy WS for Renters		28,000	2,811	25,189	5/15/2024	4/30/2025
Puget Sound Cooperative Credit Union	LoanLossReserve Fund Agreement		25,000	0	25,000	1/1/2022	12/31/2024

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
SBW Consulting, Inc.	Evaluation Advisory Group	Bellevue	25,000	3,579	21,421	3/9/2022	12/31/2024
Encolor LLC	Eval Advisory Group Services		25,000	1,073	23,928	3/9/2022	12/31/2024
DNV Energy Services USA Inc	Evaluation Advisory Group	Oakland	25,000	4,455	20,545	3/9/2022	12/31/2024
Efficiency for Everyone, LLC	Eval Advisory Group Services	Portland	25,000	3,586	21,414	3/9/2022	12/31/2024
Cadeo Group LLC	Evaluation Advisory Group	Washington	25,000	6,309	18,691	3/9/2022	12/31/2024
Apex Analytics LLC	Evaluation Advisory Group	Boulder	25,000	5,216	19,784	3/9/2022	12/31/2024
A Inman Consulting LLC	MF EE Workshops		20,000	12,201	7,799	6/13/2024	4/30/2025
Northwest Earth Institute	EcoChallenge Services Agreement	Portland	10,500	10,500	0	3/1/2024	12/31/2024
Mano a Mano Family Center	RES Services Program		10,000	0	10,000	5/28/2024	12/31/2024
Central Oregon Environmental Center	Outreach Services RES EE		10,000	7,500	2,500	2/22/2024	12/31/2024
Context Consulting	Measure Development Services		10,000	0	10,000	9/16/2024	12/31/2024
Amy Marie Seward	Grant Writers Pool		9,600	800	8,800	6/1/2023	12/31/2024
Jose Garcia	Advisory Committee PSP		9,185	0	9,185	1/1/2024	12/31/2024
Soderstrom Architects LTD	NZELI Grant Agreement		8,000	0	8,000	8/15/2024	4/30/2025
PAE Consulting Engineers Inc	NZELI Grant		8,000	0	8,000	8/8/2024	4/30/2025
Rowell Brokaw Architects, Inc.	NZELI Grant Agreement		8,000	0	8,000	8/7/2024	4/30/2025
Integrus Architecture, P.S.	NZELI Grant Agreement		8,000	0	8,000	8/16/2024	4/30/2025
LSW Architects P.C	NZELI Grant Agreement		8,000	0	8,000	8/6/2024	4/30/2025
MacDonald Miller	2025 NZELI Grant		8,000	0	8,000	8/21/2024	4/30/2025
Harka Architecture LLC	NZELI Grant Agreement		8,000	0	8,000	8/6/2024	4/30/2025
Glumac Inc	NZELI Grant		8,000	0	8,000	8/6/2024	4/30/2025
Angelina Martinez	Advisory Committee PSP		7,700	0	7,700	8/31/2023	12/31/2024
Julio Valera	Advisory Committee PSP		7,565	2,768	4,798	9/1/2023	12/31/2024
Gustavo Gordillo	Advisory Committee PSP		7,295	1,485	5,810	7/23/2023	12/31/2024
Janel Rupp	Advisory Committee PSP		6,350	270	6,080	8/21/2023	12/31/2024
Leesha Posey	Advisory Committee PSP		5,000	338	4,663	9/3/2023	12/31/2024
Jim Craven Photography	Photography Services *\$25,000	Medford	2,200	1,947	253	5/1/2023	4/30/2025
Energy Efficiency Total:			229,324,873	136,889,362	92,435,511		
Joint Programs							
Wallowa Resources Community Solutions Inc	Outreach Services	Enterprise	224,050	100,550	123,500	3/1/2024	2/28/2025
1961 Consulting, LLC	CANI RES Strategic Services	Portland	75,000	61,560	13,440	1/1/2024	12/31/2024
Pacific Crest Affordable Housing	NZF Grant Agreements		61,000	30,000	31,000	9/22/2023	11/30/2024
Lever Architecture	NZF Grant Agreements		61,000	30,000	31,000	9/20/2023	3/31/2025
Infogroup Inc	Data License & Service Agmt	Papillion	41,320	40,713	608	2/4/2020	12/31/2024
Encolor LLC	Strategic Consulting Services		25,000	24,213	788	11/30/2023	11/30/2024
Jodi Tanner Tell LLC	Grant Writing Services		22,250	12,000	10,250	1/1/2023	12/31/2024
Prosci Inc.	PMI Virtual Training Services		12,500	0	12,500	9/25/2024	12/31/2024
Susan Lucer Consulting Services	Grant Writing Services		4,750	4,750	0	1/1/2023	12/31/2024
Joint Programs Total:			526,870	303,785	223,085		
Renewable Energy							
Clean Water Services	Project Funding Agreement	Hillsboro	3,000,000	2,013,106	986,894	11/25/2014	11/25/2039
City of Salem	Biogas Project - Willow Lake	Salem	3,000,000	3,000,000	0	9/4/2018	11/30/2040
Water Environment Services, A Dept. of Clackamas County	Bio Water Cogeneration System	Clackamas	1,800,000	1,800,000	0	11/15/2019	9/30/2041
Oregon Institute of Technology	Geothermal Resource Funding	Klamath Falls	1,550,000	1,550,000	0	9/11/2012	9/11/2032
Energy Assurance Company	Solar Verifier Services	Milwaukie	1,200,000	0	1,200,000	9/15/2024	9/14/2026

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Farm Power Misty Meadows LLC	Misty Meadows Biogas Facility	Mount Vernon	1,000,000	1,000,000	0	10/25/2012	10/25/2027
Three Sisters Irrigation District	TSID Hydro	Sisters	1,000,000	1,000,000	0	4/25/2012	9/30/2032
CLEAResult Consulting Inc	2024 Residential PMC SOLAR	Austin	928,040	589,436	338,604	1/1/2024	12/31/2024
Farmers Irrigation District	FID - Plant 2 Hydro	Hood River	900,000	900,000	0	4/1/2014	4/1/2034
Three Sisters Irrigation District	Mckenize Reservoir Irrigation	Sisters	865,000	465,000	400,000	3/18/2019	3/17/2039
Klamath Falls Solar 2 LLC	PV Project Funding Agreement	San Mateo	850,000	382,500	467,500	7/11/2016	7/10/2041
Stahlbush Island Farms, Inc.	Funding Assistance Agreement	Corvallis	827,000	827,000	0	6/24/2009	6/24/2029
Energy Assurance Company	Verifier Services Agreement	Milwaukie	725,000	719,256	5,744	10/15/2022	10/14/2024
City of Hood River	Project Funding Agreement	Hood River	525,000	0	525,000	8/1/2024	7/31/2044
Oregon Solar Energy Fund	Solar Education Fund	Portland	497,850	76,612	421,238	3/31/2024	3/31/2026
Old Mill Solar, LLC	Project Funding Agmt	Bly, OR Lake Oswego	490,000	490,000	0	5/29/2015	5/28/2030
Deschutes Valley Water District	Opal Springs Hydro Project	Madras	450,000	450,000	0	1/1/2018	4/1/2040
City of Medford	750kW Combined Heat & Power	Medford	450,000	450,000	0	10/20/2011	10/20/2031
City of Pendleton	Pendleton Microturbines	Pendleton	450,000	150,000	300,000	4/20/2012	4/20/2032
City of Beaverton	Project Funding Agreement		450,000	300,000	150,000	12/6/2022	12/6/2042
Three Sisters Irrigation District	TSID Funding Agreement	Sisters	400,000	400,000	0	1/1/2018	12/31/2038
SunE Solar XVI Lessor, LLC	BVT Sexton Mtn PV	Bethesda	355,412	355,412	0	5/15/2014	12/31/2034
City of Gresham	City of Gresham Cogen 2	Gresham	350,000	334,523	15,477	4/9/2014	7/9/2034
Solar Oregon	Solar Outreach & Education	Portland	327,600	25,804	301,796	7/1/2024	6/30/2026
Clean Power Research, LLC	CPR License Service Agreement	Napa	322,647	300,360	22,287	7/1/2023	6/30/2025
Craft3	NON-EEAST OBR Svc Agrmt	Portland	270,000	247,500	22,500	1/1/2018	12/31/2024
Wallowa Resources Community Solutions, Inc.	Project Development Assistance	Enterprise	249,394	202,380	47,014	4/1/2022	3/31/2025
Faraday Inc	Software Services Subscription	Burlington	216,000	216,000	0	1/15/2019	12/14/2024
Farmers Conservation Alliance	Irrigation Modernization Serv	Hood River	200,000	84,122	115,878	4/1/2024	3/31/2025
Clean Power Research, LLC	WattPlan Software	Napa	159,200	159,200	0	11/17/2017	6/30/2025
City of Astoria	Bear Creek Funding Agreement	Astoria	143,000	143,000	0	3/24/2014	3/24/2034
TRC Engineers Inc.	2024 EPS New Const PDC Solar	Irvine	115,287	85,880	29,407	1/1/2024	12/31/2024
City of Hillsboro	Project Funding Agreement	Hillsboro	85,000	85,000	0	6/8/2020	12/31/2040
Wallowa County	Project Funding Agreement	Enterprise	80,000	80,000	0	4/1/2018	3/31/2038
SPS of Oregon Inc	Project Funding Agreement	Wallowa	75,000	74,513	488	10/15/2015	10/31/2036
Inclusive Consulting Services LLC	Program License Agreement		70,000	8,525	61,475	8/1/2024	7/31/2025
Excidian LLC	AMC Custom Calculator Model	Wheeling	57,732	57,067	665	11/15/2023	12/31/2024
University of Oregon	U of O REDA Grant	Eugene	50,000	50,000	0	12/1/2023	3/31/2025
Site Capture LLC	Subscription Agreement	Austin	48,000	33,952	14,048	6/1/2023	5/31/2025
GuildQuality Inc.	License Agreement		41,640	33,280	8,360	6/1/2023	12/31/2024
American Microgrid Solutions LLC	Solar+Storage RES EPS NC	Easton	25,000	6,926	18,074	12/29/2022	12/31/2024
University of Oregon	UO SRML Sponsorship	Eugene	24,999	24,999	0	3/9/2024	3/8/2025
Oregon Solar Energy Industries Association	OSSC Sponsorship		24,500	24,500	0	6/1/2024	12/31/2024
Bonneville Environmental Foundation	Comm Outreach Services	Portland	24,000	6,225	17,775	4/1/2022	1/31/2025
Solar Oregon	2024 Sponsorship	Portland	22,000	22,000	0	5/7/2024	12/31/2024
Eagle View Technologies Inc.	API SolarSite Assesment tool		18,229	0	18,229	7/1/2024	12/31/2024
Oregon Solar Energy Fund	OSEEF Sponsorship	Portland	15,000	15,000	0	6/1/2024	12/31/2024
Adelante Mujeres	Solarize Outreach Services		14,980	11,517	3,463	3/1/2024	9/30/2024

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Bonneville Environmental Foundation	REC WRC Purchase	Portland	5,260	5,260	0	7/23/2024	8/31/2025
Centro Cultural of Washington County	Solarize Campaign		5,225	5,225	0	3/1/2024	5/31/2024
	Renewable Energy Total:		24,752,995	19,261,079	5,491,916		
	Grand Total:		279,649,428	176,573,651	103,075,777		
	Contracts without Incentives Total:		258,024,622	158,547,797	99,476,825		
	Renewable Energy Incentives Total:		19,614,806	16,699,934	2,914,872		
	Energy Efficiency Incentives Total:		2,010,000	1,325,920	684,080		

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Finance & Audit Committee Meeting Minutes



November 21, 2024, 3 p.m.

Board Attending by teleconference: Susan Brodahl, Thelma Fleming (Chair), Henry Lorenzen (ex officio), Silvia Tanner, Peter Therkelsen, Karen Ward (outside expert)

Staff attending by teleconference: Shelly Carlton, Amber Cole, Michael Colgrove, Chris Dunning (Staff Liaison), Alanna Hoyman-Browe, Oliver Kesting, Devin Liebmann, Debbie Menashe, Barbara Miller, Danielle Rhodes, Tracy Scott, Michelle Spampinato, Amanda Thompson, Ben Thompson, Julianne Thacher, Carrie Wilhelm

Others in attendance: Keith Simovic (Moss Adams)

Committee Absent: None

Thelma Fleming convened the meeting at 3:02 p.m. Chris introduced Ben Thompson and Carrie Wilhelm who are Energy Trust staff members that had joined the meeting as guests.

Moss Adams Audit Entrance Meeting

Keith Simovic from Moss Adams provided an overview of the 2024 audit planning process.

There are two times during the audit process that professional standards dictate that Moss Adams comes before the committee to report on the audit plan and its timing. Today's presentation is a "pre-audit" meeting of sorts in that regard. There will also be a meeting at the end of the engagement to assess the audit process and receive feedback. Moss Adams is required to report out on significant audit findings, qualitative aspects of accounting practices, difficulties encountered in performing the audit, corrected and uncorrected misstatements, management representations, management consultations with other independent accountants, and other audit findings or issues.

The two main deliverables will be a report of independent auditors on financial statements through the end of the year December 31, 2024, and various communications to the committee, staff, and board.

Additionally, Keith discussed Moss Adams' responsibilities versus management's responsibilities. Moss Adams is responsible for: forming and expressing an opinion on whether the financial statements are prepared, in all material respects, in conformity with applicable financial reporting framework; communicating significant matters, as defined by professional standards, arising during the audit that are relevant to the organization; and when applicable, communicating particular matters required by law or regulation, by agreement, or by other requirements applicable to the engagement. Management's responsibilities will include preparing and closing the financial records as of and for the year ended December 31, 2024; providing requested schedules, implementing an internal control structure, coordinating staff availability with Moss Adams, and providing a representation letter of fairness and accuracy on the materials provided.

Keith outlined the relationship with the committee which includes asking the committee to approve of the audit plan, communicating any material weaknesses in internal control or material irregularities as soon as they arise, reporting on status throughout the audit, providing an exit conference summarizing results of the audit, and will be available to the committee and board at any time.

Keith presented on the significant audit areas, which include incentive payments, public purpose and incremental funding, grant revenues, internal controls over financial reporting, and IT user access controls. This reflects a lot of what was included in last year's audit.

Keith touched on the consideration of fraud in a financial statement audit, noting that the auditor's responsibility includes obtaining reasonable assurance that the financial statements are free from material misstatement – whether caused by fraud or error. There is always going to be some unavoidable risk that material misstatements might not be detected, which is the inherent limitation of an audit. While auditors will not be auditing down to the penny, they will be focused on the materiality of the audit. Materiality being defined as the amount of a misstatement that could influence the economic decisions of users, taken based on the financial statements. This will include quantitative factors, such as total assets or revenues as well as qualitative, non-monetary factors. These can include industry, stakeholder expectations, and other financial agreements. Once materiality is calculated, Moss Adams will identify which financial statements may have higher risk due to their materiality, and will be used to develop the nature, timing, and scope of testing procedures.

Keith also presented on the audit timing, noting that November 25-27 will include interim audit procedures to test internal controls and implementation. After a break until February, there will be fieldwork procedures. In March, there will be a discussion of draft financial statements and preparation of auditor's reports with management, which will come to committee for full board presentation in April.

Henry asked whether the audit plan would differ from prior audits, and Keith noted that there may be new procedures, but those will be created after reviewing internal controls. Karen asked if errors over a certain range of materiality are presented to both management and the committee, and Keith confirmed that yes, generally errors over about 5% of the appropriate metric will be presented to both management and the committee. Errors under the 5% range will be reported to management and any adjustments made will be reported to the committee.

2025 Budget Update and Review

Alanna Hoyman Browe, Project Manager, reviewed the updates on the budget with the committee. She briefly shared the November inputs, which were that OPUC accepted Energy Trust's budget and action plan in the 11/5 public meeting; the second-round utility funding meetings did not result in any budget changes outside of a concern expressed Avista about rate impacts, which resulted in a \$300K reduction in the interruptible program. The additional meetings with CAC, DAC and RAC were not deemed necessary as there not any major unexpected changes to the budget.

Chris provided an overview of the final 2025 budget, which will go to the board for approval on December 13, 2024. He first reviewed the flash report income statement grid which will inform that final proposed budget for the board resolution, and reviewed income statement changes that have shifted from the draft plan.

The primary changes in expenditures are that the timing of the HOMES and HEAR program will be later than originally planned, and those expenditures will be less than originally budgeted. This resulted in a \$4.1 million change in contracts and grants, as that funding will be coming more towards the 2026 years.

OPUC asked Energy Trust to extend no-cost offers to bridge the gap from the HOMES and HEAR delay to ensure that low-income customers do not have a pause in access to offerings, which increased expenditures for PAC by \$4.6 million and PGE by \$1.8 million. Cascade Natural Gas saw an increase in their expenditures, and that was due to finding more efficiency savings in industrial and residential sectors.

Changes in revenue from the draft budget include that the HOMES and HEAR revenue decreased due to the program delay. The delay in HOMES / HEAR reduced the ratepayer contribution required to deliver the programs in 2025, which also decreased the revenue from PGE and PAC. Revenue decreased less than costs did, due to delivery costs being delayed in the same manner.

PAC 2025 revenues have increased \$2.9 million. PAC's November 2024 revenue was 18% less than originally forecasted. The finance team updated the funding model with the known revenue figures from November, assuming that December likely could come in shorter than expected as well and increased the program reserve from 3% to 4% to add more reassurance to the 2025 budget. While there still are not clear answers as to the cause of PAC's revenue shortfall, Energy Trust has refined the funding model and has been managing incentives closer to budget, which is allowing for more accurate forecasting and removing some pressures in the continued conversations with PAC. PGE also is coming in with a shortfall due to billing cycles and weather trends, and the new funding model is reflective of this.

Currently, the \$7.8 million shortfalls in net assets for PGE, PAC and potentially Avista exceeds our operational contingency reserves, which will trigger utilizing renewables reserves. The funding conversations guided staff to adjust the revenue budget in 2025 which will allow for repaying contingency reserves and rebuilding program reserves. Susan is curious as to what assurances are in place that the revenue forecasts will stay as expected without further deficits. Chris noted that conversations are ongoing with OPUC Staff and will continue as 2025 utility tariff updates are developed.

Chris briefly provided an overview of the adjustments in Avista's interruptible and potential transport programs including Avista's concerns regarding rate impacts to industrial customers.

Chris will provide an update on the status of revenue and funding discussions at the December 5th Committee meeting.

Colehour & Coen Contract Extension

Amanda Thompson and Julianne Tacher provided an overview of their recommendation to have the board sign a one-year extension amendment to its contract with Colehour and Cohen (C+C) for public relations and communications services.

The initial contract was for a two-year term covering 2022 and 2023, with authorization for three optional one-year extensions by board approval upon demonstration of satisfactory completion of performance criteria for the service provided under the contract. As described in the white paper briefing, staff have concluded that C+C's consistent performance from January 1, 2022, through September 2024, warrants an extension of their contract.

Based on C+C's demonstrated publicity value and reach results, Energy Trust staff recommend that the Finance and Audit Committee refer the proposed contract extension to the full board and recommend that the board of directors authorize the executive director to sign an amendment to extend Energy Trust's contact with C+C for public relations services for an additional one-year term through 2025 consistent with the resolution provided in the briefing paper.

The committee recommends this contract move to the full board as part of the December consent agenda, as C+C's work has proven to be valuable, and consistently delivers on its contract requirements.

NEEA 2025-2026 Whole Building Project

Shelly Carlton and Oliver Kesting provided an overview of their recommendation to have the board approve negotiation and execution of Special Project No. 4 for a two-year term beginning January 1, 2025, with NEEA for the 2025-2026 Whole Building Project (WB Project).

The contract budget of \$811,804 reflects cost-sharing with some, but not all, of NEEA's regional funders. Special projects are funded separately from the NEEA market transformation budget by stakeholder utilities for which the project is relevant. Funding for this work has been included in the 2025 New Buildings Budget.

The WB Project will benefit Energy Trust Commercial Programs by providing research and information on ways to support building owners and managers in their compliance with Building Performance Stands that are being developed and implemented in Oregon and Washington. It aligns with the New Buildings program strategy, and with the OPUC approval for that strategy, which is to advance whole building approaches to energy planning, design and upgrades.

A team of Energy Trust staff determined that the WB Program aligns with and complements the work that commercial programs are planning for 2025-2030, with an eye to long-term whole building energy planning for building owners and managers.

Energy Trust staff recommend that the Finance and Audit committee refer to the full board to authorize the executive director, or his designee, to negotiate and execute Special Project No. 4 for a two-year contract with NEEA for \$811,804 beginning January 2025 and ending December 31, 2026, consistent with board-approved budgets and financial planning as detailed in the resolution in the briefing paper.

Silvia was curious as to why we are the only Oregon entity seeking to leverage funding for these projects. Oliver provided that as we are the main funder for investor-owned utilities in Oregon, this will assist larger utilities implement building performance standards in the territories that we serve.

Peter asked for more details on what will occur during the two-year period. Shelly referred to the Better Bricks platform on NEEA's website, which outlines an intention to have a conversation with stakeholders and customers to determine what tools and resources help them conform to the new standards in a way that reaches the greatest number of savings, in a way acting as a research project that also includes developers to perform gap analyses to determine the tools and resources that are required as per the feedback of stakeholders. Oliver also noted that one of the components of this work will be to create a whole building energy plan so that over time,

the ability to engage with stakeholders and encourage retrofit programs will grow with Energy Trust.

Peter asked if there is any collaboration with the US Department of Energy, as this was a focus of the Buildings Technology office. Shelly said that engaging the Department of Energy will be a potential avenue. Peter also asked how the figure was created, and Shelly said that its proportional to the general funding model. NEEA will be staffing to do this work, and ideally, this will be integrated in future programs, and then eventually incorporated in our funding agreement. Debbie provided the EULR, End Use Load Research project that followed this trajectory and commitment several years ago.

The committee approved the contract be recommended to the full board at the December 13th board meeting and would like this topic to be presented after NEEA's annual report presentation so that Becca Yates will be on hand to provide context to the project before a resolution vote.

Adjourn Meeting

Thelma Fleming adjourned the meeting at 4:46 p.m.

The next meeting of the Finance and Audit Committee is December 5, 2024, from 2:45 p.m. to 4:45 p.m.

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Statement of Net Assets
Period Ending October 2024

Overview:

- Net Assets have decreased by \$5M since the beginning of the year.
- An increase in Net Assets is typical in the first three quarters as revenues are generally high and incentive spending is comparatively low until the trend reverses in the final quarter of the year.

Funding Source	Net Assets Beginning of Year	Current Year Net Income	Interest Income Distribution	Transfer Between FS	Net Assets
PGE	\$ 26,314,101	\$ (9,683,661)	\$ 949,836	\$ -	\$ 17,580,276
PAC	\$ 7,952,189	\$ 1,049,431	\$ 331,252	\$ -	\$ 9,332,872
NW Natural	\$ 10,610,922	\$ (1,275,900)	\$ 449,943	\$ -	\$ 9,784,965
NWN - Industrial	\$ 3,303,684	\$ (44,494)	\$ 154,878	\$ -	\$ 3,414,068
CNG	\$ 3,452,582	\$ (657,417)	\$ 131,559	\$ -	\$ 2,926,723
Avista Gas	\$ 1,254,246	\$ (1,318,364)	\$ 24,121	\$ -	\$ (39,997)
AVI Interruptible	\$ 278,144	\$ (310,578)	\$ 10,807	\$ -	\$ (21,626)
OPUC Efficiency	\$ 53,165,868	\$ (12,240,984)	\$ 2,052,396	\$ -	\$ 42,977,280
PGE	\$ 12,550,933	\$ 773,727	\$ 527,717	\$ -	\$ 13,852,378
PAC	\$ 8,420,425	\$ 1,633,909	\$ 374,175	\$ -	\$ 10,428,508
OPUC Renewables	\$ 20,971,358	\$ 2,407,636	\$ 901,892	\$ -	\$ 24,280,886
NWN Washington	\$ 587,590	\$ 1,105,847	\$ 27,462	\$ -	\$ 1,720,899
NWN Transport	\$ -	\$ -	\$ (2,984)	\$ -	\$ (2,983)
CNG Transport	\$ -	\$ -	\$ -	\$ -	\$ -
AVI Transport	\$ 174,550	\$ (62,225)	\$ 5,736	\$ -	\$ 118,061
LMI	\$ (5,004)	\$ (335)	\$ (239)	\$ -	\$ (5,578)
Community Solar	\$ 0	\$ 186,306	\$ 3,411	\$ -	\$ 189,717
PGE Smart Battery	\$ 31,440	\$ (63,637)	\$ (1)	\$ -	\$ (32,198)
NWN Geo TLM Phase 3	\$ 348,408	\$ -	\$ 14,083	\$ -	\$ 362,491
NREL Program	\$ -	\$ -	\$ -	\$ -	\$ -
SALMON Program	\$ (42,471)	\$ (28,678)	\$ (2,208)	\$ -	\$ (73,356)
FEMA Program	\$ (13,397)	\$ (6,919)	\$ (614)	\$ -	\$ (20,930)
PGE Inverter	\$ 13,617	\$ (1,771)	\$ 988	\$ -	\$ 12,834
ODOE Cooling	\$ -	\$ -	\$ -	\$ -	\$ -
FlexFeeder	\$ 51,836	\$ 33,525	\$ 2,746	\$ -	\$ 88,107
Solar for All	\$ -	\$ (65,625)	\$ (903)	\$ -	\$ (66,527)
DOE Homes	\$ -	\$ -	\$ -	\$ -	\$ -
DOE HEAR	\$ -	\$ -	\$ -	\$ -	\$ -
PCEF	\$ -	\$ -	\$ -	\$ -	\$ -
ODOE CHP – IVCANDO	\$ -	\$ -	\$ 7,014	\$ -	\$ 7,014
ODOE CHP - NWU	\$ -	\$ -	\$ 3,686	\$ -	\$ 3,686
Development	\$ 573,673	\$ (57,665)	\$ 21,945	\$ -	\$ 537,953
Total Contracts + Grants	\$ 1,720,242	\$ 1,038,824	\$ 80,123	\$ -	\$ 2,839,189
Craft3 Loans	\$ 2,300,000	\$ -	\$ -	\$ (800,000)	\$ 1,500,000
Operational Contingency	\$ 5,487,654	\$ 3,931,732	\$ (3,034,412)	\$ 800,000	\$ 7,184,974
Emergency Contingency	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 3,000,000
Total Investments + Contingency	\$ 10,787,654	\$ 3,931,732	\$ (3,034,412)	\$ -	\$ 11,684,974
Total Net Assets	\$ 86,645,121	\$ (4,862,792)	\$ -	\$ -	\$ 81,782,329



Statement of Profit and Loss
Period Ending October 2024

Overview:
 - Revenue is 5% under the Current Period budget and 5% under the YTD budget.
 - Expenses are 9% over the Current Period budget and 4% under the YTD budget.

	Current Period Actual	Current Period Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance	Annual Budget	Notes
Revenue from Utilities	\$ 20,343,983	\$ 21,183,589	\$ (839,606)	-4%	\$ 203,984,921	\$ 218,133,056	\$ (14,148,135)	-6%	\$ 261,373,443	
Contract Revenue	\$ (418,886)	\$ 159,962	\$ (578,848)	-362%	\$ 1,472,993	\$ 2,083,208	\$ (610,215)	-29%	\$ 2,403,804	
Grant Revenue	\$ 1,502	\$ 500	\$ 1,002	200%	\$ 2,050	\$ 5,000	\$ (2,950)	-59%	\$ 6,000	
Contributed Income	\$ 9	\$ -	\$ 9		\$ 701	\$ -	\$ 701		\$ -	
Investment Income	\$ 389,689	\$ 125,000	\$ 264,689	212%	\$ 3,931,732	\$ 1,250,000	\$ 2,681,732	215%	\$ 1,500,000	
Revenue	\$ 20,316,297	\$ 21,469,051	\$ (1,152,753)	-5%	\$ 209,392,396	\$ 221,471,264	\$ (12,078,868)	-5%	\$ 265,283,247	
Incentives	\$ 15,565,602	\$ 12,636,835	\$ 2,928,767	23%	\$ 109,199,873	\$ 103,309,277	\$ 5,890,596	6%	\$ 161,445,804	
Program Delivery Contractors	\$ 7,589,390	\$ 7,671,205	\$ (81,814)	-1%	\$ 69,386,740	\$ 75,085,434	\$ (5,698,693)	-8%	\$ 90,427,897	
Employee Salaries & Fringe Benefits	\$ 2,414,378	\$ 2,433,293	\$ (18,916)	-1%	\$ 21,211,511	\$ 22,385,216	\$ (1,173,704)	-5%	\$ 26,935,883	
Agency Contractor Services	\$ 165,119	\$ 177,308	\$ (12,189)	-7%	\$ 1,213,505	\$ 1,773,077	\$ (559,572)	-32%	\$ 2,127,692	
Planning and Evaluation Services	\$ 233,629	\$ 346,774	\$ (113,145)	-33%	\$ 2,545,441	\$ 3,467,740	\$ (922,299)	-27%	\$ 4,161,288	
Advertising and Marketing Services	\$ 471,788	\$ 408,000	\$ 63,788	16%	\$ 2,980,531	\$ 4,080,000	\$ (1,099,469)	-27%	\$ 4,896,000	
Other Professional Services	\$ 580,547	\$ 872,786	\$ (292,239)	-33%	\$ 5,007,000	\$ 8,789,358	\$ (3,782,358)	-43%	\$ 10,534,929	
Travel, Meetings, Trainings & Conferences	\$ 52,775	\$ 82,980	\$ (30,205)	-36%	\$ 486,004	\$ 866,297	\$ (380,293)	-44%	\$ 1,033,756	
Dues, Licenses and Fees	\$ 21,172	\$ 40,507	\$ (19,335)	-48%	\$ 207,045	\$ 405,146	\$ (198,101)	-49%	\$ 486,160	
Software and Hardware	\$ 63,366	\$ 131,280	\$ (67,915)	-52%	\$ 688,217	\$ 1,312,804	\$ (624,588)	-48%	\$ 1,575,365	
Depreciation & Amortization	\$ 24,937	\$ 39,323	\$ (14,386)	-37%	\$ 239,279	\$ 385,422	\$ (146,143)	-38%	\$ 459,373	
Office Rent and Equipment	\$ 92,070	\$ 113,809	\$ (21,739)	-19%	\$ 947,582	\$ 1,138,089	\$ (190,507)	-17%	\$ 1,365,707	
Materials Postage and Telephone	\$ 12,242	\$ 15,518	\$ (3,276)	-21%	\$ 77,621	\$ 155,183	\$ (77,562)	-50%	\$ 186,220	
Miscellaneous Expenses	\$ 4,547	\$ 981	\$ 3,566	364%	\$ 64,840	\$ 9,808	\$ 55,032	561%	\$ 11,770	
Expenditures	\$ 27,291,561	\$ 24,970,599	\$ 2,320,962	9%	\$ 214,255,189	\$ 223,162,850	\$ (8,907,661)	-4%	\$ 305,647,844	
Net Income	\$ (6,975,264)	\$ (3,501,548)	\$ (3,473,715)	99%	\$ (4,862,792)	\$ (1,691,586)	\$ (3,171,206)	187%	\$ (40,364,597)	



Net Income by Funder
Period Ending October 2024

Funder	Current Period Actual	Current Period Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
PGE Efficiency	\$ (4,051,978)	\$ (1,370,385)	\$ (2,681,594)	196%	\$ (8,733,825)	\$ (5,382,187)	\$ (3,351,638)	62%
PGE Renewables	\$ (235,087)	\$ (418,708)	\$ 183,621	-44%	\$ 1,301,445	\$ (1,365,433)	\$ 2,666,877	-195%
Total PGE	\$ (4,287,065)	\$ (1,789,093)	\$ (2,497,973)	140%	\$ (7,432,380)	\$ (6,747,619)	\$ (684,761)	10%
PAC Efficiency	\$ 563,941	\$ 363,359	\$ 200,582	55%	\$ 1,380,683	\$ 5,246,365	\$ (3,865,682)	-74%
PAC Renewables	\$ (38,871)	\$ (335,813)	\$ 296,941	-88%	\$ 2,008,083	\$ (1,013,559)	\$ 3,021,643	-298%
Total PAC	\$ 525,070	\$ 27,546	\$ 497,523	1806%	\$ 3,388,766	\$ 4,232,805	\$ (844,039)	-20%
NW Natural	\$ (2,316,602)	\$ (1,428,189)	\$ (888,413)	62%	\$ (825,957)	\$ 1,304,821	\$ (2,130,777)	-163%
NWN - Industrial	\$ (1,100,245)	\$ (916,642)	\$ (183,603)	20%	\$ 110,384	\$ (1,839,205)	\$ 1,949,589	-106%
Cascade Natural Gas	\$ (261,582)	\$ (288,318)	\$ 26,737	-9%	\$ (525,859)	\$ (1,137,964)	\$ 612,105	-54%
Avista Gas	\$ (3,349)	\$ (35,371)	\$ 32,022	-91%	\$ (1,294,243)	\$ (108,110)	\$ (1,186,133)	1097%
AVI Interruptible	\$ (289,018)	\$ 941	\$ (289,959)	-30812%	\$ (299,770)	\$ (14,968)	\$ (284,802)	1903%
NWN Washington	\$ 922,247	\$ 858,368	\$ 63,879	7%	\$ 1,133,309	\$ 763,501	\$ 369,808	48%
NWN Transport	\$ -	\$ (35,400)	\$ 35,400	-100%	\$ (2,983)	\$ 642,265	\$ (645,248)	-100%
AVI Transport	\$ 3,054	\$ (10,226)	\$ 13,280	-130%	\$ (56,489)	\$ (59,171)	\$ 2,682	-5%
LMI	\$ 1,505	\$ 500	\$ 1,005	201%	\$ (574)	\$ 5,000	\$ (5,574)	-111%
Community Solar	\$ 17,523	\$ 13,852	\$ 3,670	26%	\$ 189,717	\$ 147,106	\$ 42,611	29%
PGE Smart Battery	\$ (682)	\$ (910)	\$ 228	-25%	\$ (63,638)	\$ (9,037)	\$ (54,601)	604%
NWN Geo TLM Phase 3	\$ -	\$ -	\$ -		\$ 14,083	\$ -	\$ 14,083	
NREL Program	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
SALMON Program	\$ (4,391)	\$ (7,273)	\$ 2,882	-40%	\$ (30,885)	\$ (59,994)	\$ 29,109	-49%
FEMA Program	\$ (3,344)	\$ -	\$ (3,344)		\$ (7,533)	\$ -	\$ (7,533)	
PGE Inverter	\$ (173)	\$ 510	\$ (683)	-134%	\$ (783)	\$ 5,762	\$ (6,545)	-114%
ODOE Cooling	\$ -	\$ (8,936)	\$ 8,936	-100%	\$ -	\$ 11,056	\$ (11,056)	-100%
FlexFeeder	\$ 568	\$ (3,989)	\$ 4,557	-114%	\$ 36,271	\$ (40,154)	\$ 76,425	-190%
Solar for All	\$ (20,968)	\$ -	\$ (20,968)		\$ (66,527)	\$ -	\$ (66,527)	
ODOE CHP – IVCANDO	\$ (347,030)	\$ -	\$ (347,030)		\$ 7,014	\$ -	\$ 7,014	
ODOE CHP - NWU	\$ (182,378)	\$ -	\$ (182,378)		\$ 3,686	\$ -	\$ 3,686	
Development	\$ (18,091)	\$ (3,916)	\$ (14,175)	362%	\$ (35,720)	\$ (37,678)	\$ 1,958	-5%
Investment & Contingency	\$ 389,689	\$ 125,000	\$ 264,689	212%	\$ 897,320	\$ 1,250,000	\$ (352,680)	-28%
Total	\$ (6,975,264)	\$ (3,501,548)	\$ (3,473,715)	99%	\$ (4,862,792)	\$ (1,691,586)	\$ (3,171,206)	187%



Revenue Statement by Funder
Period Ending October 2024

Overview:
 - Total revenue is 5% under the Current Period budget and 5% under the YTD budget.

Funding Source	Current Period Actual	Current Period Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance	Notes
PGE Efficiency	\$ 8,746,519	\$ 9,126,883	\$ (380,364)	-4%	\$ 82,729,251	\$ 88,867,777	\$ (6,138,526)	-7%	
PGE Renewables	\$ 1,119,660	\$ 982,177	\$ 137,483	14%	\$ 11,260,797	\$ 10,179,985	\$ 1,080,812	11%	
Total PGE	\$ 9,866,179	\$ 10,109,060	\$ (242,881)	-2%	\$ 93,990,049	\$ 99,047,762	\$ (5,057,713)	-5%	
PAC Efficiency	\$ 7,129,004	\$ 7,768,458	\$ (639,454)	-8%	\$ 63,202,532	\$ 71,416,459	\$ (8,213,927)	-12%	
PAC Renewables	\$ 732,246	\$ 634,663	\$ 97,583	15%	\$ 7,536,211	\$ 6,771,940	\$ 764,271	11%	
Total PAC	\$ 7,861,250	\$ 8,403,121	\$ (541,871)	-6%	\$ 70,738,744	\$ 78,188,399	\$ (7,449,655)	-10%	
NW Natural	\$ 815,799	\$ 1,065,363	\$ (249,564)	-23%	\$ 23,250,497	\$ 24,336,624	\$ (1,086,128)	-4%	
NWN - Industrial	\$ -	\$ -	\$ -		\$ 6,221,058	\$ 6,221,059	\$ (1)	0%	
Cascade Natural Gas	\$ 106,999	\$ 125,259	\$ (18,260)	-15%	\$ 2,666,169	\$ 2,671,155	\$ (4,986)	0%	
Avista Gas	\$ 462,849	\$ 275,349	\$ 187,500	68%	\$ 3,128,488	\$ 2,753,488	\$ 375,000	14%	
AVI Interruptible	\$ 36,055	\$ 36,055	\$ -	0%	\$ 288,440	\$ 288,440	\$ -	0%	
NWN Washington	\$ 1,144,645	\$ 1,144,645	\$ -	0%	\$ 3,433,935	\$ 3,433,935	\$ -	0%	
NWN Transport	\$ 32,780	\$ -	\$ 32,780		\$ 180,400	\$ 944,818	\$ (764,418)	-81%	
CNG Transport	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
AVI Transport	\$ 17,428	\$ 24,737	\$ (7,309)	-30%	\$ 87,141	\$ 247,376	\$ (160,235)	-65%	
LMI	\$ 1,502	\$ 500	\$ 1,002	200%	\$ 2,050	\$ 5,000	\$ (2,950)	-59%	
Community Solar	\$ 50,706	\$ 45,058	\$ 5,648	13%	\$ 538,790	\$ 450,581	\$ 88,210	20%	
PGE Smart Battery	\$ 27,318	\$ 33,933	\$ (6,615)	-19%	\$ 286,936	\$ 339,333	\$ (52,397)	-15%	
NWN Geo TLM Phase 3	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
NREL Program	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
SALMON Program	\$ 16,091	\$ 38,605	\$ (22,513)	-58%	\$ 236,784	\$ 386,047	\$ (149,263)	-39%	
FEMA Program	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
PGE Inverter	\$ -	\$ 4,792	\$ (4,792)	-100%	\$ 1,792	\$ 47,917	\$ (46,124)	-96%	
ODOE Cooling	\$ 16,406	\$ 15,375	\$ 1,031	7%	\$ 306,245	\$ 637,339	\$ (331,094)	-52%	
FlexFeeder	\$ -	\$ 22,199	\$ (22,199)	-100%	\$ 92,999	\$ 221,992	\$ (128,993)	-58%	
Solar for All	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
DOE Homes	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
DOE HEAR	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
PCEF	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
ODOE CHP – IVCanDO	\$ (347,030)	\$ -	\$ (347,030)		\$ -	\$ -	\$ -		
ODOE CHP - NWU	\$ (182,378)	\$ -	\$ (182,378)		\$ -	\$ -	\$ -		
Development	\$ 9	\$ -	\$ 9		\$ 10,147	\$ -	\$ 10,147		
Investment & Contingency	\$ 389,689	\$ 125,000	\$ 264,689	212%	\$ 3,931,732	\$ 1,250,000	\$ 2,681,732	215%	
Total	\$ 20,316,297	\$ 21,469,051	\$ (1,152,753)	-5%	\$ 209,392,396	\$ 221,471,264	\$ (12,078,868)	-5%	



Expenses by Funder
Period Ending October 2024

Overview:
 - Total expenses are 9% over the Current Period budget and 4% under the YTD budget.

Funder	Current Period Actual	Current Period Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
PGE Efficiency	\$ 12,798,498	\$ 10,497,268	\$ 2,301,230	22%	\$ 92,412,913	\$ 94,249,964	\$ (1,837,051)	-2%
PGE Renewables	\$ 1,354,747	\$ 1,400,885	\$ (46,138)	-3%	\$ 10,487,070	\$ 11,545,418	\$ (1,058,348)	-9%
Total PGE	\$ 14,153,245	\$ 11,898,153	\$ 2,255,092	19%	\$ 102,899,983	\$ 105,795,381	\$ (2,895,399)	-3%
PAC Efficiency	\$ 6,565,063	\$ 7,405,099	\$ (840,036)	-11%	\$ 62,153,102	\$ 66,170,094	\$ (4,016,993)	-6%
PAC Renewables	\$ 771,117	\$ 970,476	\$ (199,358)	-21%	\$ 5,902,303	\$ 7,785,499	\$ (1,883,197)	-24%
Total PAC	\$ 7,336,180	\$ 8,375,575	\$ (1,039,395)	-12%	\$ 68,055,404	\$ 73,955,594	\$ (5,900,189)	-8%
NW Natural	\$ 3,132,401	\$ 2,493,552	\$ 638,849	26%	\$ 24,526,397	\$ 23,031,803	\$ 1,494,593	6%
NWN - Industrial	\$ 1,100,245	\$ 916,642	\$ 183,603	20%	\$ 6,265,552	\$ 8,060,264	\$ (1,794,712)	-22%
Cascade Natural Gas	\$ 368,580	\$ 413,577	\$ (44,997)	-11%	\$ 3,323,586	\$ 3,809,119	\$ (485,532)	-13%
Avista Gas	\$ 466,198	\$ 310,720	\$ 155,478	50%	\$ 4,446,853	\$ 2,861,598	\$ 1,585,254	55%
AVI Interruptible	\$ 325,073	\$ 35,114	\$ 289,959	826%	\$ 599,018	\$ 303,408	\$ 295,610	97%
NWN Washington	\$ 222,398	\$ 286,277	\$ (63,879)	-22%	\$ 2,328,088	\$ 2,670,434	\$ (342,346)	-13%
NWN Transport	\$ 32,780	\$ 35,400	\$ (2,620)	-7%	\$ 180,400	\$ 302,553	\$ (122,153)	-40%
AVI Transport	\$ 14,375	\$ 34,963	\$ (20,589)	-59%	\$ 149,367	\$ 306,547	\$ (157,180)	-51%
LMI	\$ (4)	\$ -	\$ (4)		\$ 2,385	\$ -	\$ 2,385	
Community Solar	\$ 33,183	\$ 31,206	\$ 1,978	6%	\$ 352,485	\$ 303,475	\$ 49,009	16%
PGE Smart Battery	\$ 28,001	\$ 34,843	\$ (6,843)	-20%	\$ 350,573	\$ 348,371	\$ 2,202	1%
NWN Geo TLM Phase 3	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
NREL Program	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
SALMON Program	\$ 20,482	\$ 45,878	\$ (25,396)	-55%	\$ 265,462	\$ 446,041	\$ (180,579)	-40%
FEMA Program	\$ 3,344	\$ -	\$ 3,344		\$ 6,919	\$ -	\$ 6,919	
PGE Inverter	\$ 173	\$ 4,281	\$ (4,108)	-96%	\$ 3,563	\$ 42,155	\$ (38,591)	-92%
ODOE Cooling	\$ 16,406	\$ 24,311	\$ (7,905)	-33%	\$ 306,245	\$ 626,283	\$ (320,038)	-51%
FlexFeeder	\$ (568)	\$ 26,189	\$ (26,756)	-102%	\$ 59,474	\$ 262,146	\$ (202,672)	-77%
Solar for All	\$ 20,968	\$ -	\$ 20,968		\$ 65,625	\$ -	\$ 65,625	
Development	\$ 18,100	\$ 3,916	\$ 14,184	362%	\$ 67,812	\$ 37,678	\$ 30,134	80%
Total	\$ 27,291,561	\$ 24,970,599	\$ 2,320,962	9%	\$ 214,255,189	\$ 223,162,850	\$ (8,907,661)	-4%



Statement of Functional Expenses
Period Ending October 2024

Type	Measure	Current Metric	Status	Notes
Administrative Costs	<= 6.5% of Expenses	5.8%	OK	
Employee Salaries + Fringe Benefits	<= 9.5% of Expenses	9.5%	Exceeding Metric	Common to exceed early in the year due to expense timing curves.

	Efficiency Programs	Renewables Programs	Washington Programs	Contracts + Grants	Total Programs	Fund Development	Communications + Outreach	Management + General	Total Administrative	Total Company
Incentives	\$ 98,208,307	\$ 9,571,195	\$ 973,118	\$ 447,253	\$ 109,199,873	\$ -	\$ -	\$ -	\$ -	\$ 109,199,873
Program Delivery Contractors	\$ 67,119,225	\$ 1,374,563	\$ 791,022	\$ 101,930	\$ 69,386,740	\$ -	\$ -	\$ -	\$ -	\$ 69,386,740
Employee Salaries & Fringe Benefits	\$ 8,978,950	\$ 2,755,375	\$ 325,374	\$ 600,939	\$ 12,660,638	\$ 57,756	\$ 3,000,757	\$ 5,492,360	\$ 8,493,118	\$ 21,211,511
Agency Contractor Services	\$ 98,717	\$ 263,112	\$ 2,820	\$ 54,268	\$ 418,917	\$ 577	\$ 38,793	\$ 755,217	\$ 794,010	\$ 1,213,505
Planning and Evaluation Services	\$ 2,489,019	\$ 34,153	\$ 8,908	\$ -	\$ 2,532,079	\$ -	\$ 13,361	\$ -	\$ 13,361	\$ 2,545,441
Advertising and Marketing Services	\$ 1,649,107	\$ 196,775	\$ -	\$ 12,317	\$ 1,858,199	\$ -	\$ 1,122,332	\$ -	\$ 1,122,332	\$ 2,980,531
Other Professional Services	\$ 3,108,895	\$ 749,042	\$ 23,949	\$ 63,342	\$ 3,945,227	\$ 161	\$ 48,457	\$ 1,013,154	\$ 1,061,611	\$ 5,007,000
Travel, Meetings, Trainings & Conferences	\$ 179,284	\$ 48,468	\$ 1,904	\$ 4,853	\$ 234,510	\$ 5,102	\$ 90,775	\$ 155,618	\$ 246,393	\$ 486,004
Dues, Licenses and Fees	\$ 83,873	\$ 9,497	\$ 39,770	\$ 16	\$ 133,156	\$ (1)	\$ 44,007	\$ 29,883	\$ 73,890	\$ 207,045
Software and Hardware	\$ 228,318	\$ 267,191	\$ 6,848	\$ 14,100	\$ 516,457	\$ 1,151	\$ 60,426	\$ 110,183	\$ 170,609	\$ 688,217
Depreciation & Amortization	\$ 139,139	\$ 23,511	\$ 2,687	\$ 5,523	\$ 170,860	\$ 473	\$ 24,047	\$ 43,899	\$ 67,946	\$ 239,279
Office Rent and Equipment	\$ 403,258	\$ 133,976	\$ 15,289	\$ 31,375	\$ 583,898	\$ 2,431	\$ 128,021	\$ 233,232	\$ 361,253	\$ 947,582
Materials Postage and Telephone	\$ 32,471	\$ 10,030	\$ 1,099	\$ 1,982	\$ 45,582	\$ 161	\$ 9,379	\$ 22,500	\$ 31,879	\$ 77,621
Miscellaneous Expenses	\$ 60,772	\$ -	\$ -	\$ -	\$ 60,772	\$ -	\$ -	\$ 4,068	\$ 4,068	\$ 64,840
Expenditures	\$ 182,779,334	\$ 15,436,886	\$ 2,192,788	\$ 1,337,898	\$ 201,746,907	\$ 67,812	\$ 4,580,357	\$ 7,860,113	\$ 12,440,470	\$ 214,255,189

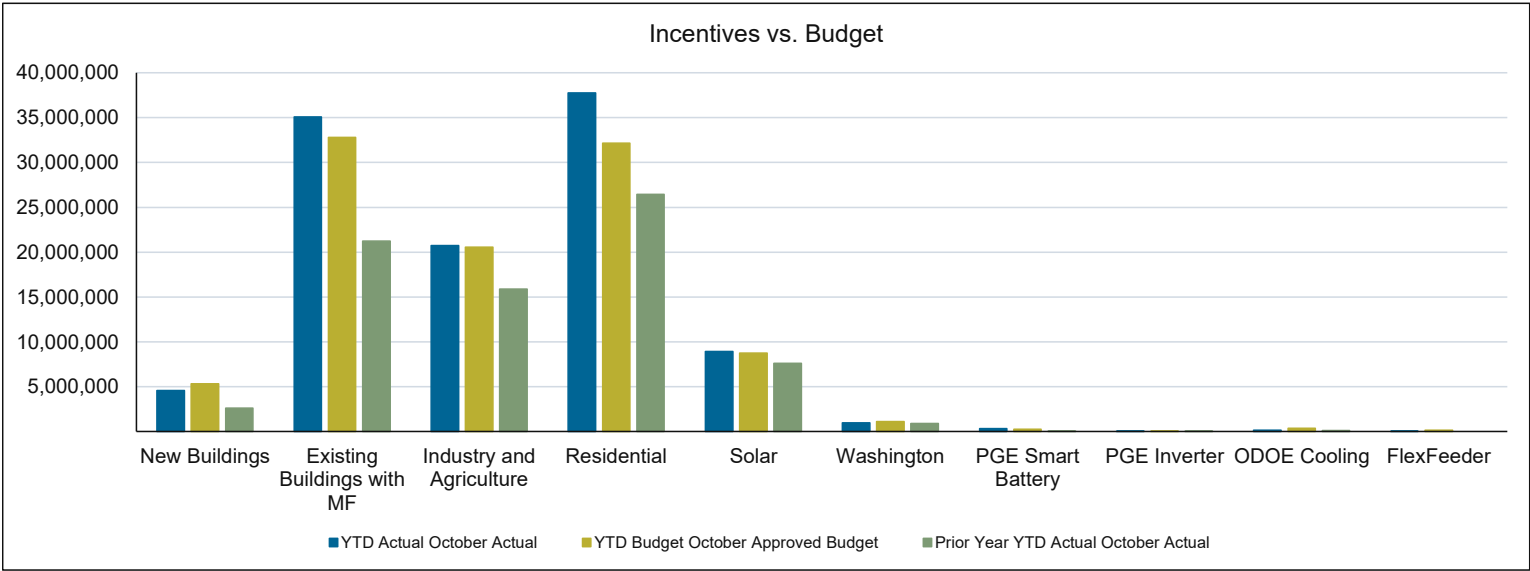


**Incentives Expense by Program
Period Ending October 2024**

Overview:

- Total incentive expenses are 8% over the YTD budget.
- Efficiency incentive expenses are 8% over the YTD budget.
- Renewables incentive expenses are 10% under the YTD budget.
- Other Contract + Grant incentive expenses are 24% under the YTD budget.

	YTD Actual	YTD Budget	\$ Variance	% Variance	Prior Year		\$ Variance	% of Variance
					YTD Actual	YTD Budget		
New Buildings	\$ 4,583,689	\$ 5,317,065	\$ (733,376)	-14%	\$ 2,614,047	\$ 5,278,596	\$ (2,664,549)	-50%
Existing Buildings with MF	\$ 35,099,427	\$ 32,813,853	\$ 2,285,574	7%	\$ 21,233,032	\$ 20,715,729	\$ 517,303	2%
Industry and Agriculture	\$ 20,750,466	\$ 20,566,803	\$ 183,663	1%	\$ 15,887,913	\$ 12,178,252	\$ 3,709,661	30%
Residential	\$ 37,774,726	\$ 32,146,630	\$ 5,628,096	18%	\$ 26,445,884	\$ 23,640,325	\$ 2,805,560	12%
OPUC Efficiency	\$ 98,208,307	\$ 90,844,350	\$ 7,363,957	8%	\$ 66,180,877	\$ 61,812,902	\$ 4,367,975	7%
Solar	\$ 8,937,240	\$ 8,739,068	\$ 198,171	2%	\$ 7,618,564	\$ 8,401,311	\$ (782,748)	-9%
Other Renewables	\$ 633,955	\$ 1,867,221	\$ (1,233,266)	-66%	\$ 582,712	\$ 869,435	\$ (286,723)	-33%
OPUC Renewables	\$ 9,571,195	\$ 10,606,289	\$ (1,035,095)	-10%	\$ 8,201,276	\$ 9,270,747	\$ (1,069,471)	-12%
Washington	\$ 973,118	\$ 1,091,581	\$ (118,463)	-11%	\$ 887,449	\$ 1,048,292	\$ (160,843)	-15%
PGE Smart Battery	\$ 307,702	\$ 259,200	\$ 48,502	19%	\$ 49,000	\$ 208,333	\$ (159,333)	-76%
PGE Inverter	\$ 1,750	\$ 20,833	\$ (19,083)	-92%	\$ 9,750	\$ 75,000	\$ (65,250)	-87%
ODOE Cooling	\$ 133,581	\$ 360,000	\$ (226,419)	-63%	\$ 93,699	\$ 642,727	\$ (549,028)	-85%
FlexFeeder	\$ 4,220	\$ 127,023	\$ (122,803)	-97%	\$ -	\$ -	\$ -	-
Total	\$ 109,199,873	\$ 101,450,639	\$ 7,749,233	8%	\$ 74,382,153	\$ 71,083,649	\$ 3,298,504	5%





Expenses by Program
Period Ending October 2024

	Current Period Actual	Current Period Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
New Buildings	\$ 2,859,418	\$ 1,636,423	\$ 1,222,995	75%	\$ 13,862,765	\$ 15,368,784	\$ (1,506,019)	-10%
Existing Buildings with MF	\$ 8,233,381	\$ 8,132,168	\$ 101,214	1%	\$ 71,076,208	\$ 74,782,832	\$ (3,706,624)	-5%
NEEA Commercial	\$ 361,044	\$ 417,739	\$ (56,696)	-14%	\$ 3,963,645	\$ 4,187,620	\$ (223,974)	-5%
Commercial Sector	\$ 11,453,843	\$ 10,186,330	\$ 1,267,513	12%	\$ 88,902,618	\$ 94,339,236	\$ (5,436,617)	-6%
Industry and Agriculture	\$ 5,430,850	\$ 4,774,017	\$ 656,832	14%	\$ 37,191,986	\$ 39,089,756	\$ (1,897,770)	-5%
NEEA - Industrial	\$ 321	\$ 6,754	\$ (6,433)	-95%	\$ 2,826	\$ 67,739	\$ (64,913)	-96%
Industry and Agriculture Sector	\$ 5,431,171	\$ 4,780,771	\$ 650,400	14%	\$ 37,194,812	\$ 39,157,494	\$ (1,962,683)	-5%
Residential	\$ 7,896,841	\$ 6,789,735	\$ 1,107,106	16%	\$ 64,685,347	\$ 61,734,337	\$ 2,951,010	5%
NEEA Residential	\$ 21,357	\$ 385,501	\$ (364,144)	-94%	\$ 3,274,410	\$ 3,864,284	\$ (589,874)	-15%
Residential Sector	\$ 7,918,198	\$ 7,175,236	\$ 742,962	10%	\$ 67,959,756	\$ 65,598,620	\$ 2,361,136	4%
OPUC Efficiency	\$ 24,803,212	\$ 22,142,337	\$ 2,660,875	12%	\$ 194,057,186	\$ 199,095,350	\$ (5,038,164)	-3%
Solar	\$ 2,101,704	\$ 1,827,095	\$ 274,609	15%	\$ 15,732,984	\$ 16,721,212	\$ (988,228)	-6%
Other Renewables	\$ 24,160	\$ 544,265	\$ (520,106)	-96%	\$ 656,389	\$ 2,609,705	\$ (1,953,316)	-75%
OPUC Renewables	\$ 2,125,864	\$ 2,371,361	\$ (245,497)	-10%	\$ 16,389,373	\$ 19,330,917	\$ (2,941,544)	-15%
OPUC Programs	\$ 26,929,076	\$ 24,513,698	\$ 2,415,379	10%	\$ 210,446,559	\$ 218,426,267	\$ (7,979,708)	-4%
Washington	\$ 222,398	\$ 286,277	\$ (63,879)	-22%	\$ 2,328,088	\$ 2,670,434	\$ (342,346)	-13%
LMI	\$ (4)	\$ -	\$ (4)		\$ 2,385	\$ -	\$ 2,385	
Community Solar	\$ 33,183	\$ 31,206	\$ 1,978	6%	\$ 352,485	\$ 303,475	\$ 49,009	16%
PGE Smart Battery	\$ 28,001	\$ 34,843	\$ (6,843)	-20%	\$ 350,573	\$ 348,371	\$ 2,202	1%
NWN Geo TLM Phase 3	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
NREL Program	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
SALMON Program	\$ 20,482	\$ 45,878	\$ (25,396)	-55%	\$ 265,462	\$ 446,041	\$ (180,579)	-40%
FEMA Program	\$ 3,344	\$ -	\$ 3,344		\$ 6,919	\$ -	\$ 6,919	
PGE Inverter	\$ 173	\$ 4,281	\$ (4,108)	-96%	\$ 3,563	\$ 42,155	\$ (38,591)	-92%
ODOE Cooling	\$ 16,406	\$ 24,311	\$ (7,905)	-33%	\$ 306,245	\$ 626,283	\$ (320,038)	-51%
FlexFeeder	\$ (568)	\$ 26,189	\$ (26,756)	-102%	\$ 59,474	\$ 262,146	\$ (202,672)	-77%
Solar for All	\$ 20,968	\$ -	\$ 20,968		\$ 65,625	\$ -	\$ 65,625	
DOE Homes	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
DOE HEAR	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
PCEF	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
ODOE CHP - IVCandO	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
ODOE CHP - NWU	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Other Contracts + Grants	\$ 344,384	\$ 452,985	\$ (108,601)	-24%	\$ 3,740,818	\$ 4,698,905	\$ (958,087)	-20%
Development	\$ 18,100	\$ 3,916	\$ 14,184	362%	\$ 67,812	\$ 37,678	\$ 30,134	80%
Total Company	\$ 27,291,561	\$ 24,970,599	\$ 2,320,962	9%	\$ 214,255,189	\$ 223,162,850	\$ (8,907,661)	-4%



Balance Sheet
Period Ending October 2024

	October2024	September2024	October2023	One Month Change	One Year Change
Cash	\$ 92,888,416	\$ 99,829,997	\$ 128,299,552	\$ (6,941,581)	\$ (35,411,136)
Accounts Receivable	\$ 376,920	\$ 719,315	\$ 318,664	\$ (342,395)	\$ 58,257
Prepaid	\$ 1,358,251	\$ 1,476,998	\$ 1,281,216	\$ (118,747)	\$ 77,034
Advances to Vendors	\$ 1,877,973	\$ 2,816,960	\$ 1,541,686	\$ (938,987)	\$ 336,287
Current Assets	\$ 96,501,560	\$ 104,843,269	\$ 131,441,118	\$ (8,341,709)	\$ (34,939,558)
Fixed Assets	\$ 7,624,202	\$ 7,685,275	\$ 8,143,860	\$ (61,073)	\$ (519,658)
Depreciation	\$ (6,333,435)	\$ (6,308,497)	\$ (6,043,781)	\$ (24,937)	\$ (289,654)
Net Fixed Assets	\$ 1,290,767	\$ 1,376,778	\$ 2,100,079	\$ (86,011)	\$ (809,312)
Deposits	\$ 280,899	\$ 280,899	\$ 267,559	\$ -	\$ 13,340
Deferred Compensation Asset	\$ 1,297,863	\$ 1,292,657	\$ 1,244,330	\$ 5,206	\$ 53,532
Note Receivable, net of allowance	\$ 1,288,151	\$ 1,288,151	\$ 1,282,331	\$ -	\$ 5,821
Other Assets	\$ 2,866,913	\$ 2,861,708	\$ 2,794,220	\$ 5,206	\$ 72,693
Assets	\$ 100,659,240	\$ 109,081,754	\$ 136,335,417	\$ (8,422,514)	\$ (35,676,177)
Accounts Payable and Accruals	\$ 13,056,005	\$ 14,343,722	\$ 12,468,621	\$ (1,287,717)	\$ 587,384
Deposits Held for Others	\$ 45,000	\$ 45,000	\$ 25,000	\$ -	\$ 20,000
Salaries, Taxes, & Benefits Payable	\$ 951,563	\$ 1,504,474	\$ 1,604,360	\$ (552,911)	\$ (652,797)
Deferred/Unearned Revenue	\$ 2,275,209	\$ 1,794,987	\$ 1,583,553	\$ 480,222	\$ 691,656
Current Liabilities	\$ 16,327,777	\$ 17,688,183	\$ 15,681,534	\$ (1,360,406)	\$ 646,243
Deferred Compensation Payable	\$ 1,300,266	\$ 1,295,061	\$ 1,246,537	\$ 5,206	\$ 53,730
Deferred Rent	\$ 1,238,440	\$ 1,326,900	\$ 2,299,961	\$ (88,460)	\$ (1,061,520)
Other Long Term Liabilities	\$ 10,423	\$ 14,013	\$ 5,230	\$ (3,590)	\$ 5,194
Long Term Liabilities	\$ 2,549,130	\$ 2,635,974	\$ 3,551,727	\$ (86,844)	\$ (1,002,597)
Liabilities	\$ 18,876,907	\$ 20,324,158	\$ 19,233,262	\$ (1,447,250)	\$ (356,354)
Net Assets	\$ 81,782,329	\$ 88,757,593	\$ 117,102,152	\$ (6,975,264)	\$ (35,319,823)

For contracts with costs through: 11/1/2024

Complete List of Contracts Grouped by Size

Contracts in effect on October 31, 2024 including those contracts executed for 2024 and beyond and excluding contracts completed prior to this date

Grouping by Contract Size	Dollars	Number of Contracts	Distribution of Dollars	Distribution of Count
Over \$500K	\$252,277,246	35	90%	11%
From \$400K to \$500K	\$9,503,689	21	3%	7%
Under \$400K	\$17,961,936	249	6%	82%
Total	\$279,742,871	305		

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Over \$500K	55,007,285	Northwest Energy Efficiency Alliance	Cycle 7 Funding Agreement	Energy Efficiency	1/1/2025	8/1/2030
Over \$500K	42,866,366	Northwest Energy Efficiency Alliance	NEEA Funding Agreement	Energy Efficiency	1/1/2020	8/1/2025
Over \$500K	33,662,505	Northwest Energy Efficiency Alliance	Regional EE Initiative Agmt	Energy Efficiency	1/1/2015	8/1/2025
Over \$500K	30,853,332	TRC Environmental Corporation	2024 BE PMC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	15,177,862	CLEAResult Consulting Inc	2024 Residential PMC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	11,343,292	G&I VII Five Oak Owner LLC	Office Lease - 421 SW Oak	Administration	11/21/2011	12/31/2025
Over \$500K	11,019,800	Energy 350 Inc	2024 PE PMC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	7,984,733	CLEAResult Consulting Inc	2024 NBE PMC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	6,221,925	CLEAResult Consulting Inc	2024 Lighting PDC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	3,203,706	TRC Engineers Inc.	2024 EPS New Const PDC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	3,078,000	Grady Britton, Inc	Media Services Agreement	Communications	1/1/2023	12/31/2024
Over \$500K	3,000,000	City of Salem	Biogas Project - Willow Lake	Renewable Energy	9/4/2018	11/30/2040
Over \$500K	3,000,000	Clean Water Services	Project Funding Agreement	Renewable Energy	11/25/2014	11/25/2039
Over \$500K	2,480,900	Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Energy Efficiency	1/1/2025	12/31/2029
Over \$500K	2,097,000	Colehour & Cohen	Public Relations Services	Communications	2/1/2022	12/31/2024
Over \$500K	2,081,000	Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Energy Efficiency	1/1/2020	12/31/2024
Over \$500K	1,950,000	Intel Corporation	EE Project Funding Agreement	Energy Efficiency	12/2/2021	12/31/2025
Over \$500K	1,800,000	Water Environment Services, A Dept. of Clackamas County	Bio Water Cogeneration System	Renewable Energy	11/15/2019	9/30/2041
Over \$500K	1,768,537	CLEAResult Consulting Inc	2024 Retail PDC	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	1,550,000	Oregon Institute of Technology	Geothermal Resource Funding	Renewable Energy	9/11/2012	9/11/2032
Over \$500K	1,200,000	Energy Assurance Company	Solar Verifier Services	Renewable Energy	9/15/2024	9/14/2026
Over \$500K	1,000,000	Farm Power Misty Meadows LLC	Misty Meadows Biogas Facility	Renewable Energy	10/25/2012	10/25/2027
Over \$500K	1,000,000	Three Sisters Irrigation District	TSID Hydro	Renewable Energy	4/25/2012	9/30/2032
Over \$500K	928,040	CLEAResult Consulting Inc	2024 Residential PMC SOLAR	Renewable Energy	1/1/2024	12/31/2024

For contracts with costs through: 11/1/2024

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Over \$500K	900,000	Farmers Irrigation District	FID - Plant 2 Hydro	Renewable Energy	4/1/2014	4/1/2034
Over \$500K	876,733	Cascade Energy, Inc.	Subscription Services Agreement	Energy Efficiency	1/21/2022	8/31/2024
Over \$500K	865,000	Three Sisters Irrigation District	Mckenize Reservoir Irrigation	Renewable Energy	3/18/2019	3/17/2039
Over \$500K	850,000	Klamath Falls Solar 2 LLC	PV Project Funding Agreement	Renewable Energy	7/11/2016	7/10/2041
Over \$500K	827,000	Stahlbush Island Farms, Inc.	Funding Assistance Agreement	Renewable Energy	6/24/2009	6/24/2029
Over \$500K	748,000	CLEARresult Consulting Inc	2024 Residential PMC Innov	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	660,000	Alternative Energy Systems Consulting, Inc.	Consultant PE Tech Review	Energy Efficiency	8/1/2024	7/31/2028
Over \$500K	641,500	Pivotal Energy Solutions LLC	Software Product Support	Energy Efficiency	1/1/2020	12/31/2024
Over \$500K	573,729	TRC Environmental Corporation	2024 BE PMC WA	Energy Efficiency	1/1/2024	12/31/2024
Over \$500K	536,000	Community Energy Project, Inc.	HPWH & CPFE Measures	Energy Efficiency	1/25/2022	12/31/2024
Over \$500K	525,000	City of Hood River	Project Funding Agreement	Renewable Energy	8/1/2024	7/31/2044
From \$400K to \$500K	500,000	Craft3	Loan Agreement	Energy Efficiency	1/1/2018	12/31/2027
From \$400K to \$500K	500,000	Craft3	Loan Funding for EE Projects	Energy Efficiency	1/1/2021	9/30/2025
From \$400K to \$500K	500,000	Verde	DHP Installation Program	Energy Efficiency	1/1/2022	12/31/2024
From \$400K to \$500K	497,850	Oregon Solar Energy Fund	Solar Education Fund	Renewable Energy	3/31/2024	3/31/2026
From \$400K to \$500K	490,000	Old Mill Solar, LLC	Project Funding Agmt Bly, OR	Renewable Energy	5/29/2015	5/28/2030
From \$400K to \$500K	483,052	LD Consulting LLC	BL Consulting Services	Energy Efficiency	4/27/2022	1/31/2025
From \$400K to \$500K	475,000	The Cadmus Group LLC	2022 PE Impact Evaluation	Energy Efficiency	11/1/2023	10/31/2024
From \$400K to \$500K	465,000	EnerCity Collaborative	Work Training Grant Agreement	Energy Efficiency	10/11/2024	1/31/2026
From \$400K to \$500K	460,000	Dell Marketing LP.	Blanket Purchase Order	Administration	1/1/2023	12/31/2024
From \$400K to \$500K	450,000	Deschutes Valley Water District	Opal Springs Hydro Project	Renewable Energy	1/1/2018	4/1/2040
From \$400K to \$500K	450,000	City of Medford	750kW Combined Heat & Power	Renewable Energy	10/20/2011	10/20/2031
From \$400K to \$500K	450,000	City of Pendleton	Pendleton Microturbines	Renewable Energy	4/20/2012	4/20/2032
From \$400K to \$500K	450,000	City of Beaverton	Project Funding Agreement	Renewable Energy	12/6/2022	12/6/2042
From \$400K to \$500K	447,000	Opinion Dynamics Corporation	2023 EB Impact Evaluation	Energy Efficiency	4/12/2024	4/30/2025
From \$400K to \$500K	428,900	OMBU Inc	New Interactive Forms	Administration	4/2/2018	12/31/2024
From \$400K to \$500K	421,360	Prophix, Inc	Cloud Services Agreement	Administration	9/1/2022	6/30/2025
From \$400K to \$500K	412,309	TRC Environmental Corporation	PDC - Landlord Cooling	Energy Efficiency	4/1/2022	12/31/2025
From \$400K to \$500K	411,718	CLEARresult Consulting Inc	2024 Residential PMC Custsvc	Energy Efficiency	1/1/2024	12/31/2024
From \$400K to \$500K	411,500	Lake County Resources Initiative	Outreach Services	Communications	1/1/2024	12/31/2024
From \$400K to \$500K	400,000	Illume Advising, LLC	Small Restaurant Study	Energy Efficiency	4/10/2024	4/30/2025
From \$400K to \$500K	400,000	Three Sisters Irrigation District	TSID Funding Agreement	Renewable Energy	1/1/2018	12/31/2038

For contracts with costs through: 11/1/2024

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	380,000	The Cadmus Group LLC	2023 PE Impact Evaluation	Energy Efficiency	8/23/2024	10/31/2025
Under \$400K	380,000	Tetra Tech Inc	NB Impact Eval 2021-22	Energy Efficiency	3/1/2023	12/31/2024
Under \$400K	355,412	SunE Solar XVI Lessor, LLC	BVT Sexton Mtn PV	Renewable Energy	5/15/2014	12/31/2034
Under \$400K	350,000	ThinkShout, Inc.	Web Services & Dev Agreement	Communications	1/1/2024	12/31/2024
Under \$400K	350,000	City of Gresham	City of Gresham Cogen 2	Renewable Energy	4/9/2014	7/9/2034
Under \$400K	327,600	Solar Oregon	Solar Outreach & Education	Renewable Energy	7/1/2024	6/30/2026
Under \$400K	326,250	Ekotrop, Inc.	ModelingSoftware for NC	Energy Efficiency	1/21/2020	12/31/2024
Under \$400K	322,647	Clean Power Research, LLC	CPR License Service Agreement	Renewable Energy	7/1/2023	6/30/2025
Under \$400K	315,000	CLEAResult Consulting Inc	HE Assessment Tool	Energy Efficiency	12/16/2021	12/31/2024
Under \$400K	306,846	CLEAResult Consulting Inc	2024 Residential PMC WA	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	300,000	Craft3	Loan Agreement	Energy Efficiency	6/1/2014	6/20/2025
Under \$400K	286,240	Paladin Risk Management, Ltd	Cert Tracking & License Svc	Administration	9/1/2015	10/1/2024
Under \$400K	285,000	Insight Direct USA	Blanket PO	Administration	8/1/2023	12/31/2024
Under \$400K	280,000	1961 Consulting, LLC	Strategic Planning Services	Communications	8/15/2023	3/31/2025
Under \$400K	265,000	Seeds for the Sol	CPF RES Partner Services	Energy Efficiency	2/1/2022	12/31/2024
Under \$400K	250,000	The Cadmus Group LLC	2023 NB Impact Evaluation	Energy Efficiency	9/3/2024	9/30/2025
Under \$400K	249,394	Wallowa Resources Community Solutions, Inc.	Project Development Assistance	Renewable Energy	4/1/2022	3/31/2025
Under \$400K	243,000	The Cadmus Group LLC	C&I LG Impact Evaluations	Energy Efficiency	1/1/2022	12/31/2024
Under \$400K	224,050	Wallowa Resources Community Solutions Inc	Outreach Services	Joint Programs	3/1/2024	2/28/2025
Under \$400K	221,492	Latino Built Association for Contractors	Training & Support Services	Communications	1/1/2023	12/31/2024
Under \$400K	219,202	Illinois Valley Community Development Organization	Strategic Partnership Services	Energy Efficiency	6/1/2023	12/31/2024
Under \$400K	216,159	Encore Business Solutions (USA)	Technical Support for GP	Administration	5/1/2021	12/31/2024
Under \$400K	216,000	Faraday Inc	Software Services Subscription	Renewable Energy	1/15/2019	12/14/2024
Under \$400K	210,800	ADM Associates, Inc.	2024_25 Fast Feedback Survey	Energy Efficiency	1/8/2024	7/31/2026
Under \$400K	203,700	Borders, Perrin &Norrander, Inc. dba BPN	RES Marketing Photography	Communications	7/31/2024	3/1/2025
Under \$400K	200,000	Craft3	Manufactured Home Pilot Loan	Energy Efficiency	9/20/2018	9/20/2033
Under \$400K	200,000	Farmers Conservation Alliance	Irrigation Modernization Serv	Renewable Energy	4/1/2024	3/31/2025
Under \$400K	200,000	Evergreen Economics	SEM Process Eval	Energy Efficiency	10/24/2024	10/31/2025
Under \$400K	188,766	Borders, Perrin &Norrander, Inc. dba BPN	RES Photo Update Services	Communications	9/1/2023	12/31/2024
Under \$400K	185,393	CTX Businss Solutions Inc	Copier Purchase & Maintenance	Administration	1/27/2015	12/31/2024
Under \$400K	185,000	DNV Energy Services USA Inc	HER Impact Evaluation	Energy Efficiency	7/11/2023	12/31/2024
Under \$400K	184,000	3Point Brand Management	Blanket PO	Communications	1/1/2021	12/31/2024
Under \$400K	172,927	SERA Architects, Inc.	Planning Architecture Services	Administration	10/15/2024	8/30/2025

For contracts with costs through: 11/1/2024

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	167,000	Carahsoft Technology Corporation	DocuSign Master Agreement	Communications	8/1/2024	7/30/2025
Under \$400K	164,760	Encore Business Solutions (USA)	GP Annual Enhancement	Administration	9/14/2011	8/31/2025
Under \$400K	163,172	GuildQuality Inc.	License Agreement	Renewable Energy	6/1/2023	10/30/2025
Under \$400K	163,000	NAMC Oregon	Work Dev Grant Agreement	Communications	10/31/2024	10/31/2025
Under \$400K	159,200	Clean Power Research, LLC	WattPlan Software	Renewable Energy	11/17/2017	6/30/2025
Under \$400K	155,000	Umpqua Community Development Corp.	EE Initiatives Rural Counties	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	150,000	ADM Associates, Inc.	EB Process Evaluation	Energy Efficiency	4/15/2024	2/28/2025
Under \$400K	150,000	Apex Analytics LLC	No Cost Pilots	Energy Efficiency	4/1/2024	12/31/2026
Under \$400K	150,000	Seasons Change LLC	Participation Agreement	Energy Efficiency	10/22/2024	4/30/2025
Under \$400K	145,000	Geograde Constructors LLC	Contractor Development Pathway	Energy Efficiency	2/3/2023	12/31/2025
Under \$400K	145,000	EUVALCREE	Energy Assessment Services	Energy Efficiency	2/1/2022	12/31/2024
Under \$400K	143,688	Allstream	Internet Services	Administration	9/22/2017	1/1/2025
Under \$400K	143,000	City of Astoria	Bear Creek Funding Agreement	Renewable Energy	3/24/2014	3/24/2034
Under \$400K	135,000	Printable Promotions	Promotional Materials	Communications	4/13/2017	12/31/2024
Under \$400K	133,000	The Cadmus Group LLC	PE Process Evaluation	Energy Efficiency	9/10/2024	8/31/2025
Under \$400K	132,037	Airespring Inc	T1 Connectivity Services	Administration	12/22/2016	1/15/2025
Under \$400K	127,124	EnerCity Collaborative	Workforce Dev Services	Energy Efficiency	3/1/2024	9/30/2025
Under \$400K	120,000	Self Enhancement Inc.	Community Support Services	Energy Efficiency	3/15/2024	12/31/2024
Under \$400K	115,287	TRC Engineers Inc.	2024 EPS New Const PDC Solar	Renewable Energy	1/1/2024	12/31/2024
Under \$400K	115,000	Verdant Associates LLC	TStat Evaluation Study	Energy Efficiency	12/1/2023	3/31/2025
Under \$400K	112,630	1961 Consulting, LLC	Management Review	Administration	5/24/2024	12/31/2024
Under \$400K	110,000	ADM Associates, Inc.	LED Grow Lights MarketResearch	Energy Efficiency	2/2/2024	1/31/2025
Under \$400K	110,000	Resource Innovation Institute	Indoor Ag Dehumidifiers MR	Energy Efficiency	10/21/2024	9/30/2025
Under \$400K	109,620	Archive Systems Inc	Record Management Services	Administration	1/1/2011	12/31/2024
Under \$400K	108,938	E Source Companies LLC	Membership Services Agreement	Energy Efficiency	1/1/2024	12/31/2025
Under \$400K	108,000	Community Alliance of Tenants	MF Renter Energy Workshops	Energy Efficiency	5/15/2024	4/30/2025
Under \$400K	101,725	Jones Lang LaSalle Americas, Inc.	Project Managment Agreement	Administration	10/1/2024	12/31/2025
Under \$400K	100,000	CLEAResult Consulting Inc	Call CenterServices Comm Solar	Administration	8/1/2019	3/4/2025
Under \$400K	100,000	APANO Communities United	Engagement Outreach Services	Energy Efficiency	9/22/2023	12/31/2024
Under \$400K	95,000	Home Performance Contractors Guild of Oregon	HPG Grant Agreement	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	91,900	Earth Advantage, Inc.	Contractor Training Services	Energy Efficiency	9/1/2023	5/1/2025
Under \$400K	91,273	RStudio PBC	Software License Agreement	Energy Efficiency	6/5/2022	4/1/2025
Under \$400K	88,500	Inner Work, Outer Play LLC	Board DEI Support Services	Administration	11/1/2023	12/31/2024
Under \$400K	85,000	City of Hillsboro	Project Funding Agreement	Renewable Energy	6/8/2020	12/31/2040

For contracts with costs through: 11/1/2024

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	82,870	TRC Engineers Inc.	2024 EPS New Const PDC WA	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	80,000	DocuMart of Portland	Blanket PO	Communications	1/1/2021	12/31/2024
Under \$400K	80,000	Wallowa County	Project Funding Agreement	Renewable Energy	4/1/2018	3/31/2038
Under \$400K	78,702	Siteimprove Inc	Web Governance and Monitoring	Administration	1/27/2017	10/31/2024
Under \$400K	77,000	Beira Consulting LLC	SMB Research Eval	Energy Efficiency	2/1/2023	4/30/2025
Under \$400K	76,000	Alliance Compensation LLC	*PA Umbrella Agreement	Administration	2/1/2023	1/31/2025
Under \$400K	75,000	1961 Consulting, LLC	CANI RES Strategic Services	Joint Programs	1/1/2024	12/31/2024
Under \$400K	75,000	SPS of Oregon Inc	Project Funding Agreement	Renewable Energy	10/15/2015	10/31/2036
Under \$400K	74,000	Motus Recruiting & Staffing Inc	Executive Recruiting	Administration	8/1/2024	1/31/2025
Under \$400K	73,213	Pantheon Systems, Inc	Website Hosting Services	Communications	5/1/2019	4/30/2025
Under \$400K	70,000	Inclusive Consulting Services LLC	Program License Agreement	Renewable Energy	8/1/2024	7/31/2025
Under \$400K	68,000	Abode Energy LLC	HES Services	Communications	2/1/2024	12/31/2025
Under \$400K	66,637	LinkedIn Corporation	Webinar Learning	Administration	1/7/2020	2/15/2025
Under \$400K	65,000	GreenNW	HVAC Education & Training	Communications	1/1/2024	12/31/2024
Under \$400K	64,842	dThree Productions Inc.	Videography Services Agreement	Administration	1/1/2024	12/31/2024
Under \$400K	64,265	LinkedIn Corporation	LinkedIn Recruiting License	Administration	12/15/2022	2/15/2025
Under \$400K	63,564	Pod4print	2023 PGE Printing Bill Inserts	Communications	1/1/2023	12/31/2024
Under \$400K	61,000	Lever Architecture	NZF Grant Agreements	Joint Programs	9/20/2023	3/31/2025
Under \$400K	61,000	Pacific Crest Affordable Housing	NZF Grant Agreements	Joint Programs	9/22/2023	11/30/2024
Under \$400K	60,000	Indika Sugathadasa dba PDX Hive	TA CDP Support Services	Communications	10/2/2023	12/31/2024
Under \$400K	60,000	IZO Public Relations	TA CDP Support Services	Communications	10/2/2023	12/31/2024
Under \$400K	60,000	Polk Community Development Corporation	RES Outreach Housing Services	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	60,000	Holst Architecture Inc	Net Zero Fellowship Grant	Energy Efficiency	8/15/2024	4/30/2026
Under \$400K	60,000	Burch Energy Services Inc	TA Contractor Dev Pathway	Communications	10/2/2023	12/31/2024
Under \$400K	60,000	Twirl Advertising & Design	TA CDP Support Services	Communications	10/2/2023	12/31/2024
Under \$400K	60,000	Zimmer Gunsul Frasca Architects LLC	NZF Grant Agreement	Energy Efficiency	9/25/2024	11/30/2025
Under \$400K	58,066	dThree Productions Inc.	Videography Service Agreement	Administration	1/1/2025	12/31/2025
Under \$400K	57,732	Excidian LLC	AMC Custom Calculator Model	Renewable Energy	11/15/2023	12/31/2024
Under \$400K	55,000	DNV Energy Services USA Inc	Lighting PLUS Market Agreement	Energy Efficiency	1/18/2024	12/31/2024
Under \$400K	55,000	Craft3	SWR Loan Origination/Loss Fund	Energy Efficiency	1/1/2018	12/31/2024
Under \$400K	55,000	INCA Energy Efficiency, LLC	MOD 3 Evaluation	Energy Efficiency	10/1/2022	3/31/2025
Under \$400K	52,000	RR Donnelley	2023 NWN Printing Bill Inserts	Communications	1/1/2023	12/31/2024
Under \$400K	50,000	SBW Consulting, Inc.	2024 Measure Dev Support	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	50,000	Catalyst Partnerships	CPF Support Services	Energy Efficiency	9/1/2024	12/31/2025

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	50,000	Anchor Blue LLC	Planning Consulting Services	Energy Efficiency	1/1/2023	12/31/2024
Under \$400K	50,000	University of Oregon	U of O REDA Grant	Renewable Energy	12/1/2023	3/31/2025
Under \$400K	49,350	Moss Adams LLP	Financial Statement Audit	Administration	1/1/2024	12/31/2024
Under \$400K	48,000	Site Capture LLC	Subscription Agreement	Renewable Energy	6/1/2023	5/31/2025
Under \$400K	47,500	Pacific Office Furnishings	Blanket PO-Cube Adjustments	Administration	1/1/2019	12/31/2024
Under \$400K	46,250	Theodore Blaine Light III	Planning Consulting Services	Energy Efficiency	1/1/2023	12/31/2024
Under \$400K	45,000	Portillo Consulting International	MF Renter Workshop	Energy Efficiency	6/1/2024	4/30/2025
Under \$400K	45,000	Anthony Carothers	ISO Systems Security Consulting	Administration	11/5/2020	3/31/2025
Under \$400K	45,000	Evergreen Economics	Strategic Plan Services	Administration	10/24/2024	6/30/2025
Under \$400K	42,400	Headspace Inc.	Employee Assistance Program Ap	Administration	2/1/2024	10/31/2024
Under \$400K	41,320	Infogroup Inc	Data License & Service Agmt	Joint Programs	2/4/2020	12/31/2024
Under \$400K	40,425	Northwest Energy Efficiency Council	BOC & TLL Sponsorship	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	40,000	American Council for and Energy Efficient Economy	2024 Studies Sponsorships	Energy Efficiency	1/1/2024	3/31/2025
Under \$400K	39,500	Happy Cup Coffee LLC	Blanket PO-Coffee	Administration	1/1/2019	12/31/2024
Under \$400K	39,480	Diligent Corporation	Board Management Software	Administration	6/23/2023	6/1/2025
Under \$400K	38,189	Degree Inc dba Lattice	Perf Mgmt Software Licenses	Administration	9/2/2024	9/1/2026
Under \$400K	37,000	G&I VII Lincoln Building LP	Parking Agreement	Administration	5/1/2023	4/30/2025
Under \$400K	36,000	RR Donnelley	2024 PAC Printing Bill Inserts	Communications	1/1/2023	12/31/2024
Under \$400K	35,200	Workable Technology Limited	Applicant Tracting System	Administration	9/13/2024	9/30/2026
Under \$400K	35,000	Rose City Moving & Storage	Blanket PO Cube Moving	Administration	1/1/2019	12/31/2024
Under \$400K	33,000	Payscale Inc.	Compensation Agreement	Administration	9/18/2024	12/31/2026
Under \$400K	32,000	Elephants Catering	Blanket PO-Food Catering	Administration	1/1/2019	12/31/2024
Under \$400K	30,229	Smartsheets Inc.	Subscription Services Agreement	Administration	1/1/2023	12/31/2024
Under \$400K	30,000	Structured Communications Systems, Inc.	Mircosoft Teams Voice POC	Administration	10/6/2023	12/31/2024
Under \$400K	30,000	California Oregon Broadcasting Inc	Sucess Stories Agreement	Communications	4/1/2024	3/31/2025
Under \$400K	28,000	Mindful Healing	Energy WS for Renters	Energy Efficiency	5/15/2024	4/30/2025
Under \$400K	28,000	Veritas Collaborations LLC	Video Production Services	Communications	9/10/2024	12/31/2024
Under \$400K	27,000	Environmental Leadership Program	2022-24 RAY Fellowship	Administration	10/16/2022	10/15/2024
Under \$400K	26,220	Wallowa Resources Stewardship Center LLC	Enterprise, OR Lease Agreement	Communications	11/1/2013	9/1/2025
Under \$400K	26,000	Environmental Leadership Program	2023-25 RAY Fellow Agreement	Administration	1/1/2023	7/15/2025
Under \$400K	25,580	Floor Solutions LLC	Carpet Cleaning Services	Administration	1/1/2019	12/31/2024
Under \$400K	25,300	Rene Leger Coaching & Consulting LLC	Professional Coaching Services	Administration	4/1/2024	5/31/2025
Under \$400K	25,000	Puget Sound Cooperative Credit Union	LoanLossReserve Fund Agreement	Energy Efficiency	1/1/2022	12/31/2025
Under \$400K	25,000	SBW Consulting, Inc.	Evaluation Advisory Group	Energy Efficiency	3/9/2022	12/31/2024

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	25,000	Saedgraphic, LLC	Translation Services Agreement	Communications	6/1/2023	12/31/2024
Under \$400K	25,000	Seong Yun Kim	Translation Services Agreement	Communications	10/9/2023	12/31/2024
Under \$400K	25,000	Starla Green	Tribal Engagement Services	Administration	8/1/2022	3/31/2025
Under \$400K	25,000	TRANSLAT INC	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	Magneto Advertising, LLC	Creative Media Services	Communications	8/15/2024	12/31/2024
Under \$400K	25,000	Oregon Certified Interpreters Network Inc	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	Oregon Translation LLC dba Verbio	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	Northwest Interpreters, Inc dba NWI Global	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	Monica Paradise	Tribal Engagement Agreement	Communications	3/7/2023	3/31/2025
Under \$400K	25,000	Eric (EJ) Jordon	Tribal Engagment Services	Administration	6/1/2023	3/31/2025
Under \$400K	25,000	Efficiency for Everyone, LLC	Eval Advisory Group Services	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Helen Eby dba Gaucha Translation	Translation Services Pool	Communications	1/1/2024	12/31/2024
Under \$400K	25,000	Electronic Management Corp	Blanket PO	Communications	1/1/2024	12/31/2024
Under \$400K	25,000	Encolor LLC	Eval Advisory Group Services	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Encolor LLC	Strategic Consulting Services	Joint Programs	11/30/2023	11/30/2024
Under \$400K	25,000	English 2 Spanish LLC	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	25,000	DNV Energy Services USA Inc	Evaluation Advisory Group	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Cadeo Group LLC	Evaluation Advisory Group	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	American Microgrid Solutions LLC	Solar+Storage RES EPS NC	Renewable Energy	12/29/2022	12/31/2024
Under \$400K	25,000	AlamaLuna LLC	Translation Services Agreement	Communications	1/1/2024	12/31/2024
Under \$400K	25,000	Apex Analytics LLC	Evaluation Advisory Group	Energy Efficiency	3/9/2022	12/31/2024
Under \$400K	25,000	Barbier International Inc	Translation Services Agreement	Communications	9/1/2023	12/31/2024
Under \$400K	24,999	University of Oregon	UO SRML Sponsorship	Renewable Energy	3/9/2024	3/8/2025
Under \$400K	24,500	Resonate, Inc	Strategic Project Services	Administration	10/1/2023	12/31/2024
Under \$400K	24,188	Sarah Noll Wilson, Inc	Professional Services Contract	Administration	12/1/2023	12/1/2025
Under \$400K	24,000	Bonneville Environmental Foundation	Comm Outreach Services	Renewable Energy	4/1/2022	1/31/2025
Under \$400K	22,250	Jodi Tanner Tell LLC	Grant Writing Services	Joint Programs	1/1/2023	12/31/2024
Under \$400K	22,000	Rainy Day Printing LLC dba Smart Payables	Check Printing Services	Administration	2/28/2024	2/27/2025
Under \$400K	22,000	Sustainable Northwest	Outreach Services	Communications	6/6/2024	12/31/2024
Under \$400K	22,000	1961 Consulting, LLC	ET Strategic Support Services	Administration	10/2/2023	12/31/2025
Under \$400K	21,643	CTX Businss Solutions Inc	Small Printer Maintenance	Administration	4/1/2012	3/30/2025
Under \$400K	20,000	A Inman Consulting LLC	MF EE Workshops	Energy Efficiency	6/13/2024	4/30/2025
Under \$400K	20,000	Brown Printing Inc	Blanket PO	Communications	1/1/2021	12/31/2024
Under \$400K	20,000	Asana Inc.	User License Agreement	Administration	3/1/2024	12/31/2024

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	20,000	Central Oregon Environmental Center	Outreach Services RES EE	Energy Efficiency	2/22/2024	12/31/2024
Under \$400K	20,000	Consortium for Energy Efficiency	CEE Pledge Sponsorship	Energy Efficiency	10/21/2024	12/31/2025
Under \$400K	20,000	LifeLabs Learning LLC	Virtual Manager Training	Administration	1/23/2024	2/28/2025
Under \$400K	20,000	Moss Adams LLP	EFS Consulting Services	Administration	2/1/2024	12/31/2024
Under \$400K	20,000	Tri-Met	2024_25 Annual Pass Agreement	Administration	9/1/2024	8/31/2025
Under \$400K	19,417	Structured Communications Systems, Inc.	Software & Network Purchase	Administration	6/13/2023	7/30/2025
Under \$400K	18,993	Enna CIC	Neurodiversity Training	Administration	10/3/2023	11/1/2025
Under \$400K	18,820	Freshworks Inc.	IT License Subscription	Administration	7/1/2023	4/15/2025
Under \$400K	18,229	Eagle View Technologies Inc.	API SolarSite Assesment tool	Renewable Energy	7/1/2024	12/31/2024
Under \$400K	18,000	HMI Oregon Dealership, Inc.	Blanket PO-Storage	Administration	1/1/2019	12/31/2024
Under \$400K	18,000	Barg Singer Hoesly PC	Leasing Letter Agreement	Administration	6/18/2024	12/31/2025
Under \$400K	17,850	Moss Adams LLP	Retirement Plan Audit	Administration	1/1/2024	12/31/2024
Under \$400K	17,050	Rene Leger Coaching & Consulting LLC	Coaching Services	Administration	2/1/2024	3/31/2025
Under \$400K	17,000	PrintSync	Blanket PO Printing	Communications	10/27/2022	12/31/2024
Under \$400K	16,000	The Benson Hotel	Hotel Rate Agreement	Communications	1/1/2024	12/31/2024
Under \$400K	14,913	Flores & Associates LLC	FMLA Administration	Administration	10/1/2018	12/31/2025
Under \$400K	14,064	Moss Adams LLP	2023 Tax Preparation	Administration	4/1/2024	12/31/2024
Under \$400K	14,000	Oregon Tradeswomen, Inc.	2024_25 Membership	Communications	5/1/2024	5/1/2025
Under \$400K	14,000	Right-Sized Content	Writers Pool Services	Communications	3/15/2024	2/28/2026
Under \$400K	14,000	Sheraton Portland Airport Hotel	TA Forum Portland 2024	Communications	6/10/2024	11/30/2024
Under \$400K	13,500	ABM Parking Services	Board Parking reimbursement	Administration	4/1/2019	12/31/2024
Under \$400K	13,220	Emburse Inc.	Services Agreement Travel App	Administration	8/27/2020	2/28/2025
Under \$400K	13,000	New Buildings Institute	2024_25 Sponsorship	Communications	11/5/2024	11/1/2025
Under \$400K	12,950	Earth Advantage, Inc.	Task Professional Service	Energy Efficiency	1/1/2024	12/31/2025
Under \$400K	12,346	Structured Communications Systems, Inc.	VEEAM License Agreement	Administration	1/8/2024	12/1/2024
Under \$400K	11,200	Bright Sky LLC	Writers Pool Services	Communications	3/1/2024	2/28/2026
Under \$400K	10,776	SmartyStreets LLC	EmailVerification Cloud License	Administration	7/1/2023	5/31/2025
Under \$400K	10,486	Survey Monkey	User License Agreement	Administration	1/19/2024	1/18/2026
Under \$400K	10,000	Susan Badger-Jones	DAC Stipend Agreement	Administration	4/15/2020	12/31/2026
Under \$400K	10,000	Terrance Harris	DAC Stipend Agreement	Administration	6/15/2021	6/17/2027
Under \$400K	10,000	Riverhouse on the Deschutes	TA Forum Event Agreement	Communications	6/1/2024	11/30/2024
Under \$400K	10,000	Rebecca Descombes	DAC Stipend Agreement	Administration	3/1/2021	12/31/2026
Under \$400K	10,000	Moss Adams LLP	Chart of Accounts Services	Administration	2/1/2024	12/31/2024
Under \$400K	10,000	PBDG Foundation	2024 Membership/Partnership	Communications	8/1/2024	7/31/2025
Under \$400K	10,000	Mano a Mano Family Center	RES Services Program	Energy Efficiency	5/28/2024	12/31/2024

For contracts with costs through: 11/1/2024

Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	10,000	Indika Sugathadasa dba PDX Hive	DAC Stipend Agreement	Administration	2/18/2020	12/31/2026
Under \$400K	10,000	Context Consulting	Measure Development Services	Energy Efficiency	9/16/2024	12/31/2024
Under \$400K	10,000	Dolores Martinez	DAC Stipend Agreement	Administration	2/18/2020	12/31/2026
Under \$400K	9,600	Amy Marie Seward	Grant Writers Pool	Energy Efficiency	6/1/2023	12/31/2024
Under \$400K	9,185	Jose Garcia	Advisory Committee PSP	Energy Efficiency	1/1/2024	12/31/2024
Under \$400K	9,000	HVAC Inc	Service Agreement	Administration	7/1/2022	8/30/2025
Under \$400K	8,450	Culture Amp Inc	Employee Survey Services	Administration	7/1/2024	7/1/2025
Under \$400K	8,000	Health Equity Inc.	FSA/HSA Administration Service	Administration	1/1/2024	12/31/2025
Under \$400K	8,000	Harka Architecture LLC	NZELI Grant Agreement	Energy Efficiency	8/6/2024	4/30/2025
Under \$400K	8,000	Glumac Inc	NZELI Grant	Energy Efficiency	8/6/2024	4/30/2025
Under \$400K	8,000	Integrus Architecture, P.S.	NZELI Grant Agreement	Energy Efficiency	8/16/2024	4/30/2025
Under \$400K	8,000	LSW Architects P.C	NZELI Grant Agreement	Energy Efficiency	8/6/2024	4/30/2025
Under \$400K	8,000	MacDonald Miller	2025 NZELI Grant	Energy Efficiency	8/21/2024	4/30/2025
Under \$400K	8,000	Morel Inc	Blanket PO	Communications	1/1/2021	12/31/2024
Under \$400K	8,000	PAE Consulting Engineers Inc	NZELI Grant	Energy Efficiency	8/8/2024	4/30/2025
Under \$400K	8,000	Rowell Brokaw Architects, Inc.	NZELI Grant Agreement	Energy Efficiency	8/7/2024	4/30/2025
Under \$400K	8,000	Structured Communications Systems, Inc.	Network Pen/Social Phising	Communications	10/4/2024	12/31/2024
Under \$400K	8,000	Soderstrom Architects LTD	NZELI Grant Agreement	Energy Efficiency	8/15/2024	4/30/2025
Under \$400K	7,700	Angelina Martinez	Advisory Committee PSP	Energy Efficiency	8/31/2023	12/31/2024
Under \$400K	7,565	Julio Valera	Advisory Committee PSP	Energy Efficiency	9/1/2023	12/31/2024
Under \$400K	7,295	Gustavo Gordillo	Advisory Committee PSP	Energy Efficiency	7/23/2023	12/31/2024
Under \$400K	6,350	Janel Rupp	Advisory Committee PSP	Energy Efficiency	8/21/2023	12/31/2024
Under \$400K	6,000	Momentum Procurement Group, Inc	Blanket PO Office Supply	Administration	9/10/2020	12/31/2024
Under \$400K	6,000	PhotoShelter Inc	Cloud Photobank Services	Communications	3/25/2024	3/24/2025
Under \$400K	6,000	Oregon Human Development Corporation	RARE Member Support Letter	Communications	9/1/2024	8/1/2025
Under \$400K	6,000	StarWind Software, Inc	Server Storage Purchase	Administration	5/12/2024	12/31/2024
Under \$400K	6,000	WyEast Resource Conservation & Development Area Council Inc	RARE Support Letter Agreement	Communications	9/19/2024	8/1/2025
Under \$400K	5,940	Storage Concepts LLC	Eastern OR Storage Unit	Administration	5/30/2019	3/30/2025
Under \$400K	5,800	Jason Quigley Photography LLC	Professional Services Contract	Communications	1/1/2024	12/31/2025
Under \$400K	5,260	Bonneville Environmental Foundation	REC WRC Purchase	Renewable Energy	7/23/2024	8/31/2025
Under \$400K	5,000	Martin Campos-Davis	DAC Stipend Agreement	Administration	1/1/2024	12/31/2026
Under \$400K	5,000	Miller Nash LLP	Trademark	Administration	9/1/2014	9/1/2025
Under \$400K	5,000	Leesha Posey	Advisory Committee PSP	Energy Efficiency	9/3/2023	12/31/2024
Under \$400K	5,000	Oswaldo Beral Lopez	DAC Stipend Agreement	Administration	9/17/2019	12/31/2026
Under \$400K	5,000	Moss Adams LLP	Consulting Services	Administration	1/1/2024	12/31/2024

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Grouping by Contract Size	Contract Amount	Contractor	Description	Program	Start	End
Under \$400K	5,000	Rhea StandingRock	DAC Stipend Agreement	Administration	6/30/2022	5/19/2026
Under \$400K	4,800	SixFifty Technologies LLC	HR Compliance AI Tool	Administration	5/1/2024	12/31/2024
Under \$400K	4,800	Olgas Way Inc.	Leadership Coaching Services	Administration	9/11/2024	1/31/2025
Under \$400K	4,750	Susan Lucer Consulting Services	Grant Writing Services	Joint Programs	1/1/2023	12/31/2024
Under \$400K	3,515	Cara Griffin	Professional Services Writers	Communications	3/1/2024	2/28/2026
Under \$400K	3,000	Structured Communications Systems, Inc.	DMARC Implementation	Administration	1/1/2024	12/31/2024
Under \$400K	2,200	Jim Craven Photography	Photography Services *\$25,000	Energy Efficiency	5/1/2023	4/30/2025
Under \$400K	1,819	Lighthouse Services, Inc.	Compliance Hotline	Administration	5/1/2017	4/1/2025
Under \$400K	1,000	Ecotrust	ETO Finance Team Retreat	Administration	9/6/2024	12/4/2024
Under \$400K	950	Susan T Rosene	Writers Pool Services	Communications	3/1/2024	2/28/2026
TOTAL	279,742,871.05					

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CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Administration							
Administration Total:			16,523,044	13,923,926	2,599,117		
Communications							
Communications Total:			8,771,920	6,542,086	2,229,834		
Energy Efficiency							
Northwest Energy Efficiency Alliance	Cycle 7 Funding Agreement	Portland	55,007,285	0	55,007,285	1/1/2025	8/1/2030
Northwest Energy Efficiency Alliance	NEEA Funding Agreement	Portland	42,866,366	39,976,685	2,889,681	1/1/2020	8/1/2025
Northwest Energy Efficiency Alliance	Regional EE Initiative Agmt	Portland	33,662,505	33,569,081	93,424	1/1/2015	8/1/2025
TRC Environmental Corporation	2024 BE PMC	Windsor	30,853,332	21,076,147	9,777,185	1/1/2024	12/31/2024
CLEARresult Consulting Inc	2024 Residential PMC	Austin	15,177,862	10,996,935	4,180,927	1/1/2024	12/31/2024
Energy 350 Inc	2024 PE PMC		11,019,800	8,463,676	2,556,124	1/1/2024	12/31/2024
CLEARresult Consulting Inc	2024 NBE PMC	Austin	7,984,733	6,439,976	1,544,757	1/1/2024	12/31/2024
CLEARresult Consulting Inc	2024 Lighting PDC	Austin	6,221,925	4,860,442	1,361,483	1/1/2024	12/31/2024
TRC Engineers Inc.	2024 EPS New Const PDC	Irvine	3,203,706	2,585,881	617,825	1/1/2024	12/31/2024
Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Portland	2,480,900	0	2,480,900	1/1/2025	12/31/2029
Northwest Power & Conservation Council	Regional Technical Forum Agrmt	Portland	2,081,000	2,021,929	59,071	1/1/2020	12/31/2024
Intel Corporation	EE Project Funding Agreement	Hillsboro	1,950,000	1,300,000	650,000	12/2/2021	12/31/2025
CLEARresult Consulting Inc	2024 Retail PDC	Austin	1,768,537	1,699,508	69,029	1/1/2024	12/31/2024
Cascade Energy, Inc.	Subscription Services Agreement	Walla Walla	876,733	862,629	14,104	1/21/2022	8/31/2024
CLEARresult Consulting Inc	2024 Residential PMC Innov	Austin	748,000	474,278	273,722	1/1/2024	12/31/2024
Alternative Energy Systems Consulting, Inc.	Consultant PE Tech Review	Carlsbad	660,000	76,775	583,225	8/1/2024	7/31/2028
Pivotal Energy Solutions LLC	Software Product Support	Gilbert	641,500	627,596	13,905	1/1/2020	12/31/2024
TRC Environmental Corporation	2024 BE PMC WA	Windsor	573,729	422,131	151,598	1/1/2024	12/31/2024
Community Energy Project, Inc.	HPWH & CPFE Measures	Portland	536,000	437,900	98,100	1/25/2022	12/31/2024
Craft3	Loan Agreement	Portland	500,000	500,000	0	1/1/2018	12/31/2027
Craft3	Loan Funding for EE Projects	Portland	500,000	500,000	0	1/1/2021	9/30/2025
Verde	DHP Installation Program	Portland	500,000	396,645	103,355	1/1/2022	12/31/2024
LD Consulting LLC	BL Consulting Services		483,052	392,718	90,334	4/27/2022	1/31/2025
The Cadmus Group LLC	2022 PE Impact Evaluation	Portland	475,000	474,590	410	11/1/2023	10/31/2024
EnerCity Collaborative	Work Training Grant Agreement		465,000	0	465,000	10/11/2024	1/31/2026
Opinion Dynamics Corporation	2023 EB Impact Evaluation	Waltham	447,000	156,119	290,881	4/12/2024	4/30/2025
TRC Environmental Corporation	PDC - Landlord Cooling	Windsor	412,309	165,424	246,885	4/1/2022	12/31/2025
CLEARresult Consulting Inc	2024 Residential PMC Custsvc	Austin	411,718	297,440	114,278	1/1/2024	12/31/2024
Illume Advising, LLC	Small Restaurant Study	Verona	400,000	103,368	296,632	4/10/2024	4/30/2025
The Cadmus Group LLC	2023 PE Impact Evaluation	Portland	380,000	6,147	373,854	8/23/2024	10/31/2025
Tetra Tech Inc	NB Impact Eval 2021-22	Portland	380,000	380,000	0	3/1/2023	12/31/2024
Ekotrop, Inc.	Modeling Software for NC	Boston	326,250	305,472	20,779	1/21/2020	12/31/2024
CLEARresult Consulting Inc	HE Assessment Tool	Austin	315,000	167,172	147,828	12/16/2021	12/31/2024
CLEARresult Consulting Inc	2024 Residential PMC WA	Austin	306,846	234,930	71,916	1/1/2024	12/31/2024
Craft3	Loan Agreement	Portland	300,000	300,000	0	6/1/2014	6/20/2025
Seeds for the Sol	CPF RES Partner Services		265,000	146,378	118,622	2/1/2022	12/31/2024

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
The Cadmus Group LLC	2023 NB Impact Evaluation	Portland	250,000	3,640	246,360	9/3/2024	9/30/2025
The Cadmus Group LLC	C&I LG Impact Evaluations	Portland	243,000	154,187	88,813	1/1/2022	12/31/2024
Illinois Valley Community Development Organization	Strategic Partnership Services		219,202	206,062	13,140	6/1/2023	12/31/2024
ADM Associates, Inc.	2024_25 Fast Feedback Survey	Seattle	210,800	53,933	156,867	1/8/2024	7/31/2026
Craft3	Manufactured Home Pilot Loan	Portland	200,000	0	200,000	9/20/2018	9/20/2033
Evergreen Economics	SEM Process Eval	Portland	200,000	0	200,000	10/24/2024	10/31/2025
DNV Energy Services USA Inc	HER Impact Evaluation	Oakland	185,000	182,311	2,689	7/11/2023	12/31/2024
Umpqua Community Development Corp.	EE Initiatives Rural Counties	Roseburg	155,000	84,920	70,080	1/1/2024	12/31/2024
ADM Associates, Inc.	EB Process Evaluation	Seattle	150,000	88,807	61,193	4/15/2024	2/28/2025
Apex Analytics LLC	No Cost Pilots	Boulder	150,000	59,113	90,888	4/1/2024	12/31/2026
Seasons Change LLC	Participation Agreement		150,000	0	150,000	10/22/2024	4/30/2025
Geograde Constructors LLC	Contractor Development Pathway		145,000	80,250	64,750	2/3/2023	12/31/2025
EUVALCREE	Energy Assessment Services		145,000	81,850	63,150	2/1/2022	12/31/2024
The Cadmus Group LLC	PE Process Evaluation	Portland	133,000	5,816	127,185	9/10/2024	8/31/2025
EnerCity Collaborative	Workforce Dev Services		127,124	64,999	62,125	3/1/2024	9/30/2025
Self Enhancement Inc.	Community Support Services		120,000	7,960	112,040	3/15/2024	12/31/2024
Verdant Associates LLC	TStat Evaluation Study		115,000	71,660	43,340	12/1/2023	3/31/2025
ADM Associates, Inc.	LED Grow Lights MarketResearch	Seattle	110,000	93,284	16,716	2/2/2024	1/31/2025
Resource Innovation Institute	Indoor Ag Dehumidifiers MR	Portland	110,000	0	110,000	10/21/2024	9/30/2025
E Source Companies LLC	Membership Services Agreement	Boulder	108,938	52,627	56,311	1/1/2024	12/31/2025
Community Alliance of Tenants	MF Renter Energy Workshops		108,000	24,204	83,796	5/15/2024	4/30/2025
APANO Communities United	Engagement Outreach Services		100,000	11,610	88,390	9/22/2023	12/31/2024
Home Performance Contractors Guild of Oregon	HPG Grant Agreement	Portland	95,000	95,000	0	1/1/2024	12/31/2024
Earth Advantage, Inc.	Contractor Training Services	Portland	91,900	64,200	27,700	9/1/2023	5/1/2025
RStudio PBC	Software License Agreement		91,273	88,435	2,838	6/5/2022	4/1/2025
TRC Engineers Inc.	2024 EPS New Const PDC WA	Irvine	82,870	68,515	14,355	1/1/2024	12/31/2024
Beira Consulting LLC	SMB Research Eval		77,000	61,242	15,758	2/1/2023	4/30/2025
Polk Community Development Corporation	RES Outreach Housing Services		60,000	31,160	28,840	1/1/2024	12/31/2024
Holst Architecture Inc	Net Zero Fellowship Grant	Portland	60,000	30,000	30,000	8/15/2024	4/30/2026
Zimmer Gunsul Frasca Architects LLC	NZF Grant Agreement		60,000	0	60,000	9/25/2024	11/30/2025
DNV Energy Services USA Inc	Lighting PLUS Market Agreement	Oakland	55,000	45,000	10,000	1/18/2024	12/31/2024
Craft3	SWR Loan Origination/Loss Fund	Portland	55,000	51,338	3,662	1/1/2018	12/31/2024
INCA Energy Efficiency, LLC	MOD 3 Evaluation	Grinnell	55,000	13,888	41,112	10/1/2022	3/31/2025
SBW Consulting, Inc.	2024 Measure Dev Support	Bellevue	50,000	48,420	1,580	1/1/2024	12/31/2024
Catalyst Partnerships	CPF Support Services		50,000	0	50,000	9/1/2024	12/31/2025
Anchor Blue LLC	Planning Consulting Services	Vancouver	50,000	46,245	3,755	1/1/2023	12/31/2024
Theodore Blaine Light III	Planning Consulting Services		46,250	23,203	23,047	1/1/2023	12/31/2024
Portillo Consulting International	MF Renter Workshop		45,000	19,754	25,246	6/1/2024	4/30/2025
Northwest Energy Efficiency Council	BOC & TLL Sponsorship	Seattle	40,425	40,125	300	1/1/2024	12/31/2024
American Council for and Energy Efficient Economy	2024 Studies Sponsorships	Washington	40,000	40,000	0	1/1/2024	3/31/2025
Mindful Healing	Energy WS for Renters		28,000	3,811	24,189	5/15/2024	4/30/2025
Puget Sound Cooperative Credit Union	LoanLossReserve Fund Agreement		25,000	0	25,000	1/1/2022	12/31/2025

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
SBW Consulting, Inc.	Evaluation Advisory Group	Bellevue	25,000	3,579	21,421	3/9/2022	12/31/2024
Efficiency for Everyone, LLC	Eval Advisory Group Services	Portland	25,000	3,586	21,414	3/9/2022	12/31/2024
Encolor LLC	Eval Advisory Group Services		25,000	1,073	23,928	3/9/2022	12/31/2024
DNV Energy Services USA Inc	Evaluation Advisory Group	Oakland	25,000	4,455	20,545	3/9/2022	12/31/2024
Cadeo Group LLC	Evaluation Advisory Group	Washington	25,000	6,309	18,691	3/9/2022	12/31/2024
Apex Analytics LLC	Evaluation Advisory Group	Boulder	25,000	5,216	19,784	3/9/2022	12/31/2024
A Inman Consulting LLC	MF EE Workshops		20,000	12,201	7,799	6/13/2024	4/30/2025
Central Oregon Environmental Center	Outreach Services RES EE		20,000	10,850	9,150	2/22/2024	12/31/2024
Consortium for Energy Efficiency	CEE Pledge Sponsorship	Boston	20,000	0	20,000	10/21/2024	12/31/2025
Earth Advantage, Inc.	Task Professional Service	Portland	12,950	0	12,950	1/1/2024	12/31/2025
Mano a Mano Family Center	RES Services Program		10,000	9,700	300	5/28/2024	12/31/2024
Context Consulting	Measure Development Services		10,000	438	9,563	9/16/2024	12/31/2024
Amy Marie Seward	Grant Writers Pool		9,600	800	8,800	6/1/2023	12/31/2024
Jose Garcia	Advisory Committee PSP		9,185	0	9,185	1/1/2024	12/31/2024
Harka Architecture LLC	NZELI Grant Agreement		8,000	0	8,000	8/6/2024	4/30/2025
Glumac Inc	NZELI Grant		8,000	0	8,000	8/6/2024	4/30/2025
Integrus Architecture, P.S.	NZELI Grant Agreement		8,000	0	8,000	8/16/2024	4/30/2025
LSW Architects P.C	NZELI Grant Agreement		8,000	0	8,000	8/6/2024	4/30/2025
MacDonald Miller	2025 NZELI Grant		8,000	0	8,000	8/21/2024	4/30/2025
PAE Consulting Engineers Inc	NZELI Grant		8,000	0	8,000	8/8/2024	4/30/2025
Rowell Brokaw Architects, Inc.	NZELI Grant Agreement		8,000	0	8,000	8/7/2024	4/30/2025
Soderstrom Architects LTD	NZELI Grant Agreement		8,000	0	8,000	8/15/2024	4/30/2025
Angelina Martinez	Advisory Committee PSP		7,700	0	7,700	8/31/2023	12/31/2024
Julio Valera	Advisory Committee PSP		7,565	2,768	4,798	9/1/2023	12/31/2024
Gustavo Gordillo	Advisory Committee PSP		7,295	1,485	5,810	7/23/2023	12/31/2024
Janel Rupp	Advisory Committee PSP		6,350	270	6,080	8/21/2023	12/31/2024
Leesha Posey	Advisory Committee PSP		5,000	338	4,663	9/3/2023	12/31/2024
Jim Craven Photography	Photography Services *\$25,000	Medford	2,200	1,947	253	5/1/2023	4/30/2025
Energy Efficiency Total:			230,135,715	142,580,553	87,555,162		
Joint Programs							
Wallowa Resources Community Solutions Inc	Outreach Services	Enterprise	224,050	120,760	103,290	3/1/2024	2/28/2025
1961 Consulting, LLC	CANI RES Strategic Services	Portland	75,000	68,850	6,150	1/1/2024	12/31/2024
Lever Architecture	NZF Grant Agreements		61,000	30,000	31,000	9/20/2023	3/31/2025
Pacific Crest Affordable Housing	NZF Grant Agreements		61,000	30,000	31,000	9/22/2023	11/30/2024
Infogroup Inc	Data License & Service Agmt	Papillion	41,320	40,713	608	2/4/2020	12/31/2024
Encolor LLC	Strategic Consulting Services		25,000	24,213	788	11/30/2023	11/30/2024
Jodi Tanner Tell LLC	Grant Writing Services		22,250	12,000	10,250	1/1/2023	12/31/2024
Susan Lucer Consulting Services	Grant Writing Services		4,750	4,750	0	1/1/2023	12/31/2024
Joint Programs Total:			514,370	331,285	183,085		
Renewable Energy							
City of Salem	Biogas Project - Willow Lake	Salem	3,000,000	3,000,000	0	9/4/2018	11/30/2040
Clean Water Services	Project Funding Agreement	Hillsboro	3,000,000	2,013,106	986,894	11/25/2014	11/25/2039
Water Environment Services, A Dept. of Clackamas County	Bio Water Cogeneration System	Clackamas	1,800,000	1,800,000	0	11/15/2019	9/30/2041
Oregon Institute of Technology	Geothermal Resource Funding	Klamath Falls	1,550,000	1,550,000	0	9/11/2012	9/11/2032
Energy Assurance Company	Solar Verifier Services	Milwaukie	1,200,000	36,620	1,163,380	9/15/2024	9/14/2026

CONTRACTOR	Description	City	EST COST	Actual TTD	Remaining	Start	End
Farm Power Misty Meadows LLC	Misty Meadows Biogas Facility	Mount Vernon	1,000,000	1,000,000	0	10/25/2012	10/25/2027
Three Sisters Irrigation District	TSID Hydro	Sisters	1,000,000	1,000,000	0	4/25/2012	9/30/2032
CLEARResult Consulting Inc	2024 Residential PMC SOLAR	Austin	928,040	589,931	338,109	1/1/2024	12/31/2024
Farmers Irrigation District	FID - Plant 2 Hydro	Hood River	900,000	900,000	0	4/1/2014	4/1/2034
Three Sisters Irrigation District	Mckenize Reservoir Irrigation	Sisters	865,000	465,000	400,000	3/18/2019	3/17/2039
Klamath Falls Solar 2 LLC	PV Project Funding Agreement	San Mateo	850,000	382,500	467,500	7/11/2016	7/10/2041
Stahlbush Island Farms, Inc.	Funding Assistance Agreement	Corvallis	827,000	827,000	0	6/24/2009	6/24/2029
City of Hood River	Project Funding Agreement	Hood River	525,000	0	525,000	8/1/2024	7/31/2044
Oregon Solar Energy Fund	Solar Education Fund	Portland	497,850	121,360	376,490	3/31/2024	3/31/2026
Old Mill Solar, LLC	Project Funding Agmt	Bly, OR Lake Oswego	490,000	490,000	0	5/29/2015	5/28/2030
Deschutes Valley Water District	Opal Springs Hydro Project	Madras	450,000	450,000	0	1/1/2018	4/1/2040
City of Medford	750kW Combined Heat & Power	Medford	450,000	450,000	0	10/20/2011	10/20/2031
City of Pendleton	Pendleton Microturbines	Pendleton	450,000	150,000	300,000	4/20/2012	4/20/2032
City of Beaverton	Project Funding Agreement		450,000	300,000	150,000	12/6/2022	12/6/2042
Three Sisters Irrigation District	TSID Funding Agreement	Sisters	400,000	400,000	0	1/1/2018	12/31/2038
SunE Solar XVI Lessor, LLC	BVT Sexton Mtn PV	Bethesda	355,412	355,412	0	5/15/2014	12/31/2034
City of Gresham	City of Gresham Cogen 2	Gresham	350,000	334,523	15,477	4/9/2014	7/9/2034
Solar Oregon	Solar Outreach & Education	Portland	327,600	51,412	276,188	7/1/2024	6/30/2026
Clean Power Research, LLC	CPR License Service Agreement	Napa	322,647	300,360	22,287	7/1/2023	6/30/2025
Wallowa Resources Community Solutions, Inc.	Project Development Assistance	Enterprise	249,394	202,380	47,014	4/1/2022	3/31/2025
Faraday Inc	Software Services Subscription	Burlington	216,000	216,000	0	1/15/2019	12/14/2024
Farmers Conservation Alliance	Irrigation Modernization Serv	Hood River	200,000	100,595	99,405	4/1/2024	3/31/2025
GuildQuality Inc.	License Agreement		163,172	35,360	127,812	6/1/2023	10/30/2025
Clean Power Research, LLC	WattPlan Software	Napa	159,200	159,200	0	11/17/2017	6/30/2025
City of Astoria	Bear Creek Funding Agreement	Astoria	143,000	143,000	0	3/24/2014	3/24/2034
TRC Engineers Inc.	2024 EPS New Const PDC Solar	Irvine	115,287	97,735	17,552	1/1/2024	12/31/2024
City of Hillsboro	Project Funding Agreement	Hillsboro	85,000	85,000	0	6/8/2020	12/31/2040
Wallowa County	Project Funding Agreement	Enterprise	80,000	80,000	0	4/1/2018	3/31/2038
SPS of Oregon Inc	Project Funding Agreement	Wallowa	75,000	74,513	488	10/15/2015	10/31/2036
Inclusive Consulting Services LLC	Program License Agreement		70,000	8,525	61,475	8/1/2024	7/31/2025
Excidian LLC	AMC Custom Calculator Model	Wheeling	57,732	57,067	665	11/15/2023	12/31/2024
University of Oregon	U of O REDA Grant	Eugene	50,000	50,000	0	12/1/2023	3/31/2025
Site Capture LLC	Subscription Agreement	Austin	48,000	33,952	14,048	6/1/2023	5/31/2025
American Microgrid Solutions LLC	Solar+Storage RES EPS NC	Easton	25,000	6,926	18,074	12/29/2022	12/31/2024
University of Oregon	UO SRML Sponsorship	Eugene	24,999	24,999	0	3/9/2024	3/8/2025
Bonneville Environmental Foundation	Comm Outreach Services	Portland	24,000	6,225	17,775	4/1/2022	1/31/2025
Eagle View Technologies Inc.	API SolarSite Assesment tool		18,229	0	18,229	7/1/2024	12/31/2024
Bonneville Environmental Foundation	REC WRC Purchase	Portland	5,260	5,260	0	7/23/2024	8/31/2025
Renewable Energy Total:			23,797,822	18,353,960	5,443,862		
Grand Total:			279,742,871	181,731,810	98,011,061		
Contracts without Incentives Total:			258,388,065	163,948,217	94,439,848		
Renewable Energy Incentives Total:			19,344,806	16,452,434	2,892,372		
Energy Efficiency Incentives Total:			2,010,000	1,331,160	678,840		

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Board Decision R1054

Adopt Final Proposed 2025 Budget and Action Plan

December 13, 2024

Summary

To adopt Final Proposed 2025 Budget and Action Plan.

Background

- The Energy Trust grant agreement with the Oregon Public Utility Commission requires Energy Trust to update its two-year action plan annually and describe the activities the organization will undertake to accomplish over the coming two years. In addition, ORS 757.746(1)(e) requires Energy Trust to work with each funding utility to develop utility specific budgets and action plans.
- This update occurs each year in connection with the preparation and finalization of the following year's budget.
- The Final Proposed 2025 Budget and Action Plan outlines activities Energy Trust will undertake in 2025 to achieve its strategic and annual goals and includes utility specific action plans.
- This Final Proposed 2025 Annual Budget and Action Plan reflects revenues, expenditures and activities for all funding sources jointly developed with each funding utility as applicable.

Discussion

- The Draft 2025 Annual Budget and Action Plan was presented to and discussed by the board and stakeholders at the public budget workshop held October 9, 2024.
- The draft budget and action plan was posted publicly on the Energy Trust website on October 2, 2024. A recordings of Executive Director Michael Colgrove's budget workshop presentation was posted on Energy Trust's website on October 10, 2024.
- The Finance & Audit Committee received updates and provided guidance on the draft and final proposed budgets through summer and fall.
- All three advisory councils met on October 10, 2024, to review and provide input on the Draft 2025 Budget and Action Plan.
- OPUC commissioners hosted a public workshop on November 5, 2024, where the Draft Budget and Action Plan was presented and discussed.
- Portland General Electric, Pacific Power, NW Natural, Cascade Natural Gas and Avista were engaged by Energy Trust in budget development starting in June. Utility representatives reviewed and discussed draft budget and action plan information through subsequent individual coordination meetings and through their representatives' attendance at the conservation, diversity and renewable energy advisory council presentation in October.
- Energy Trust sought comments on the budget from stakeholders and the public by October 16, 2024. Comments were submitted from the Oregon Public Utility Commission, two partner utilities, and a member of the public.
- The board heard public comment and discussed the Final Proposed 2025 Budget and Action Plan at its meeting on December 13, 2024.

Recommendation

Staff recommend adoption of the Energy Trust Final Proposed 2025 Budget and Action Plan.

RESOLUTION 1054 ADOPT 2025 BUDGET AND ACTION PLAN

BE IT RESOLVED that Energy Trust of Oregon, Inc. Board of Directors approves the Energy Trust Final Proposed 2025 Budget and Action Plan as presented to the board at its meeting on December 13, 2024.

Moved by:

Seconded by:

Vote: In favor: 0

Abstained: 0

Opposed: 0

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Board of Directors Briefing and Decision Paper Authorize a Contract for Creative and Media Buying Services

December 13, 2024

Summary

Following a robust competitive solicitation process, staff recommends that the Board approve a professional services contract with Borders, Perrin & Norrande, Inc.(BPN), a full-service marketing firm located in Portland, to provide both creative and media buying services for brand and program awareness campaigns on behalf of Energy Trust.

The contract term would begin January 1, 2025, and be for two years, with one optional one-year extension that will be brought to the Board for review and approval prior to the 2027 contract year. A scope of work for the contract would be developed on an annual basis, subject to annual budget plans and savings goals. The total contract amount for both 2025 and 2026 will be \$4,041,000 for creative and media buying services, with contract budget for 2025 in the amount of \$1,891,000, and \$2,150,000 for 2026. The 2025 amount is consistent with the organization's draft budget and is subject to the board's approval of that budget in December of this year. The 2026 amount is estimated and will be subject to validation and approval through next year's multiyear plan development process.

The structure of creative services contracts is such that a portion of the total contract amount will be retained by BPN for in-house services, with the remainder passed through to subcontractors performing various creative services. The structure of media buying services contracts is such that a portion of the total contract amount will be retained by BPN for their service, with most of the authorized contract amount passed through directly to media outlets and other providers on Energy Trust's behalf. Of the 2025 budget for all services in the contract, roughly \$900,000 will be passed through to local and statewide media outlets and small businesses providing creative production services.

The approach to this contract for media buying and creative services represents an evolution in the way internal marketing staff are working together to deliver integrated campaigns that are adaptable to specific customer needs and consistent with our brand. In 2025, the media buying scope and budget will be used for maintaining current advertising levels with existing creative. Also in 2025, the creative services scope and budget represents a year of building a new, multiyear integrated marketing campaign that moves away from a previous siloed approach to developing program and brand campaigns with different vendors and on different timelines.

The 2026 media buying budget reflects an increase to begin delivering the new integrated marketing campaign to the market. Conversely the 2026 creative services

budget is expected to decrease from 2025 under the assumption that our creative needs for the integrated campaign will be incremental and that we will also be responding to emerging organizational needs to develop smaller, highly targeted campaigns focused on initiatives like workforce development. A breakdown of the two-year budget is in the table below.

	2025	2026	2-Year Total
Media Buying	\$865,000	\$1,400,000	\$2,265,000
Creative Services	\$1,026,000	\$750,000	\$1,776,000
	\$1,891,000	\$2,150,000	\$4,041,000

Background: Creative Services and Advertising at Energy Trust

- Creative services and media buying to support brand and program awareness campaigns are a critical aspect of integrated marketing strategies to raise awareness of Energy Trust among communities, customers, and stakeholders and to drive participation in our programs and services. We leverage a full array of traditional and digital advertising channels as well as targeted outreach activities to reach the following audiences:
 - Residential customers eligible for energy efficiency and solar programs (includes renters and homeowners in manufactured homes, apartments, condos and single-family homes), with a focus on customers Energy Trust has previously underserved (communities of color, Spanish-speaking customers, customers with low incomes and rural communities)
 - Business customers eligible for energy efficiency and solar programs (includes multifamily property managers and owners, small, medium and large commercial and industrial businesses, commercial developers, nonprofit organizations, government agencies, farms and wood products) with a focus on customers Energy Trust has previously underserved (communities of color, Spanish-speaking customers, customers with low incomes and rural communities)
 - Stakeholders (includes peer organizations, community-based organizations, government agencies and elected officials) with a focus on those representing customers Energy Trust has previously underserved (communities of color, Spanish-speaking customers, customers with low incomes and rural communities)
- A key focus of our awareness campaigns is to deliver messaging, strategies and creative materials that advance diversity, equity and inclusion objectives for program awareness and participation and to engage customers who we have not successfully served across our residential and business sectors. This includes supporting collaborations with community-based organizations, highlighting community voices and expanding program reach and participation in culturally and economically diverse and rural areas.
- Energy Trust uses contractors specialized in creative and media buying strategy and implementation to provide these services on our behalf. The creative service team’s role is to understand Energy Trust’s business need and our customers’ energy needs and deliver creative campaign assets that will resonate with both specific and broad target audiences, helping them along the journey from awareness to action. A creative services firm uses new and existing research to establish campaign strategy

and deliver assets such as print and digital ads, videos and a variety of materials that support in-person touchpoints like events and sponsorships. The media buying team's role is to identify and purchase advertising space on channels that are relevant to our target audiences at the optimal time, for the least amount of money. By partnering with a firm that has a deep knowledge of markets and media channels in our service territory, we can achieve maximum exposure among our target markets for the least amount of spend. This has become particularly important in the last few years as Energy Trust has increased targeting to populations we have underserved, requiring increased sophistication in creative development, media planning and the development of new relationships with channels we have not used in the past.

- Energy Trust has utilized a single agency in the past to provide both creative services and media buying on a large scale. However, in recent years these have been separate contracts with two or more agencies across our brand and program marketing groups.

Background: Creative Services and Media Buying Solicitations

- Beginning in early spring of this year, staff developed and issued two separate solicitations seeking respondents for creative services and media buying services. These solicitations were developed separately to find the most qualified contractor for each proposed scope of work, generating the largest possible pool of candidates with the widest array of experience, quality and cost. The selection teams for each solicitation included unique membership who were instructed to select the best firm for each scope of work, independent of the other. At the outset of both solicitation processes, there was no expectation that the same firm would be selected to perform both creative and media buying services.
- The solicitations were developed by staff to identify expertise in two main areas of work. The first is creative services in support of Energy Trust's brand and program marketing activities. The primary objective of the services sought is to raise awareness of Energy Trust as an organization with relevant offers and benefits and motivate customers to act, particularly among rural communities, communities of color, Spanish-speaking customers and low-income customers. The second is media buying to place advertising across the state, with particular focus on rural areas, communities of color, low-income customers and Spanish-speaking customers. Upon identification of qualified providers for both these areas of work, the intention was to enter into contract(s) for those services.
- The solicitations included supplier diversity criteria that required bidders to describe their approach to diversity, equity and inclusion, including:
 - Experience in integrating diversity, equity, and inclusion internally in their firm, both in staffing and in contracting for services
 - Efforts and experience in teaming with minority- and women-owned firms
 - Approach to ensuring representation in the design and execution of multicultural strategies, including experience in transcending campaigns or marketing materials for culturally specific audiences.
 - Identification as Certification Office for Business Inclusion and Diversity (COBID)-listed and/or woman- or minority-owned or inclusion of a subcontracting plan that allocates a minimum of 20% of the contract budget to COBID-listed and/or woman-or minority-owned firms.

- The solicitation for media buying services was issued in June 2024 and the creative services solicitation was issued in July 2024. Both solicitations were announced via the Energy Trust website and an email to a list of potential contractors compiled from the Contracting Opportunities interest form on our website, a survey of COBID-listed marketing firms on the State of Oregon’s database and other parties identified by CCS, program and DEI Services staff in a survey of the market.
- Proposals were due roughly four weeks after the posting date of each solicitation. Staff received 12 responses for the media buying solicitation and 13 responses for the creative services solicitation. Including BPN, there were two agencies who responded to both solicitations.
- Separate selection committees comprised of staff from the Communications and Customer Service group, the Program Marketing Team, the DEI Services group and Legal team reviewed the proposals. The review teams:
 - Reviewed the proposals against the solicitation criteria for approach to work, relevant experience, reasonable cost, commitment to DEI, team experience and location, reporting and overall demonstration of quality,
 - Provided preliminary scores based on the written proposals and narrowed the pool to two respondents to interview for media buying services and four to interview for creative services,
 - Posed questions to respondents to address in the interviews,
 - Interviewed all respondents,
 - Participated in follow-up discussions and updated scoring, and
 - Made a recommendation for the selection of each scope of services.

Discussion: Scoring, Interviews and Selection

Media Buying Solicitation and Selection

Twelve responses were received from firms qualified to provide media buying services to Energy Trust. The responses were evaluated using the criteria shown in Table 1.

TABLE 1: PROPOSAL EVALUATION CRITERIA

Criteria	Weight	Description
Relevant Experience	20%	Media buying experience, especially working with nonprofits and public agencies seeking to engage communities of color, Spanish-speakers, low-income and rural audiences.
Diversity, Equity, and Inclusion (DEI)	20%	Identify as a COBID-listed and/or a woman-or-minority-owned firm or included a subcontracting plan to commit a percentage of scope to COBID-listed and/or woman-or-minority-owned firms; demonstrated internal company commitment to DEI
Approach to Work	15%	Account management, planning and execution processes, working collaboratively with multiple agencies and teams within Energy Trust, ability to quickly come up to speed on Energy Trust
Demonstration of Quality	15%	Quantifiable success in advertising meeting Energy Trust standards

Team Experience and Location	10%	Experience working in Oregon with our target audiences and media outlets on media planning and creative services
Reporting	10%	Dashboards, management systems, or reports available for budget tracking and results
Reasonable Cost	10%	Cost structure for acct management, media planning and buying

BPN’s total score was higher across all categories and among selection team members. The selection team interviewed BPN and one other finalist firm. Following these interviews, and based on BPN’s local presence and experience, fee structure proposals, and commitment to DEI principles, the selection team unanimously recommended moving forward with BPN as Energy Trust’s media buyer for a 2025-2026 contract term.

Creative Services Solicitation

Thirteen responses were received from firms qualified to provide creative services to Energy Trust. The responses were evaluated using the criteria shown in Table 3.

TABLE 3: PROPOSAL EVALUATION CRITERIA

Criteria	Weight	Description
Relevant Experience	20%	Creative services experience, especially working with nonprofits and public agencies seeking to engage communities of color, Spanish-speakers, low-income and rural audiences.
Diversity, Equity, and Inclusion (DEI)	20%	Identify as a COBID-listed and/or a woman-or-minority-owned firm or included a subcontracting plan to commit a percentage of scope to COBID-listed and/or woman-or-minority-owned firms; demonstrated internal company commitment to DEI
Approach to Work	15%	Account management, planning and execution processes, working collaboratively with multiple agencies and teams within Energy Trust, ability to quickly come up to speed on Energy Trust
Demonstration of Quality	15%	Quantifiable success in creative campaign strategy and execution meeting Energy Trust standards
Team Experience and Location	10%	Experience working in Oregon with our target audiences during the development of creative campaigns
Reporting	10%	Dashboards, management systems, or reports available for budget tracking and results
Reasonable Cost	10%	Cost structure for acct management, creative service production and subcontracting

Just as it was for media buying services, BPN's total score was higher across all categories and nearly all team members. Three other firms' responses were considered strong enough to advance to an interview stage, and the selection team conducted interviews with four firms in total.

BPN was a standout in their interview and presented as a very organized and experienced team with a strong project management approach. They used their past experience working on smaller creative service contracts to illustrate how they would approach working most effectively within our marketing structure. In addition, their campaign creative samples demonstrated a broad spectrum of experience and styles for different clients, from edgy to safe, based on the individual client's needs and their intent with their customers. They delivered the strongest response to questions about their approach to development of multicultural campaigns, highlighting internal systems designed to reduce unconscious bias and extensive systems for monitoring sentiment and cultural trends amongst different audiences. Given that they had been awarded the media buying contract prior to this solicitation for creative services, there was significant team discussion about the relative benefits or drawbacks to having one agency provide all of these services. The team concluded that the benefits and efficiencies far outweighed any risk and unanimously recommended moving forward with BPN as Energy Trust's creative services agency for a 2025-2026 contract term.

Benefits of Selecting BPN to Provide Both Media Buying and Creative Services in a Single Contract

At the outset of these solicitations, staff had no expectation that the same agency would be selected to provide the services sought for both. The work was issued in two separate solicitations to allow for the broadest and most competitive pool of respondents, an acknowledgement that not all agencies provide both sets of services and some may be better suited for one or the other based on their specialization and experience. Both selection teams were instructed to complete initial scoring and evaluation without regard to who might be awarded the other contract. After lengthy discussion by the selection team for the creative services solicitation, which included the two senior managers overseeing brand and program marketing functions, the determination was made that BPN stood out in the field as the agency who would be best suited for each area of work *and* capable of realizing the benefits in having one agency perform both scopes. These include:

- In all benefit areas, agency soft costs will be reduced by having fewer outside coordination needs; it is significantly cheaper and faster for an agency to coordinate and align its activities and deliverable timelines with their own in-house staff than to coordinate with the staff of multiple other agencies and Energy Trust staff. This allows more of a project's budget to be utilized for hard costs (e.g. purchasing media or development of creative).
- Integration of an agency's media buying team with their creative team elevates the effectiveness of both by providing real time understanding of each other's strategy and direction, allowing for rapid adjustments and coordinated deliverables, significantly reducing the need for outside coordination to align the work of different agencies.

- The media channel strategy can be better integrated into the overall campaign approach to ensure both the selected channels and the resulting creative tie to the core brand goal and program-specific objectives outlined for the campaign.
- Creative assets are ensured to be developed for various target audiences in coordination with a specific channel strategy so that the awareness campaigns have a stronger chance of meeting specific customer segments where they are most active.

2025 Scope and Budget for Creative and Media Buying Services

- Energy Trust’s advertising budget continues to be between one and two percent of the annual organization budget which is lower than average, based on business and marketing industry research. The budget allocated for advertising each year is determined through the organization’s planning and budget process with the final budget being approved by the board. The two-year budget for the media buying portion of this contract will be \$2,265,000. The following breakdown only accounts for the first contract year in 2025. The 2026 contract year’s breakdown will be determined during scoping and budgeting next year during the new multiyear planning process.
 - Brand marketing will comprise \$300,000 of the total media buying spend in 2025 to purchase traditional and digital media placements and invest in other channels and partnerships that directly support outreach efforts and build trust with communities we are trying to reach. This combination of activities will address gaps in understanding of Energy Trust’s role, value and impact statewide, especially among priority audiences: Rural communities, communities of color, Spanish-speaking customers and low to moderate-income utility customers.
 - Program marketing will comprise \$565,000 of the total media buying spend in 2025 to purchase traditional and digital media to refine and build upon prior awareness campaign. .
 - The business awareness campaign is an inclusive and accessible door into our business programs that has been evolving since 2018 to meet organizational goals and customer needs. Advertising in 2025 will focus on promoting incentives across the portfolio of business programs, with special emphasis on providing resources to smaller businesses in Energy Trust’s priority audiences.
 - The 2025 residential awareness campaign will take an omnichannel approach to raise awareness of the portfolio of residential products and services, including positioning the organization as an informational and educational resources for consumers looking to improve the efficiency and health of their homes. The campaign will emphasize a whole-home approach to present customers with a range of opportunities, tailored to their needs.
 - The Program Marketing Team will also leverage this contract to provide further support for Renewable sector programs, as those products and services continue to expand. This will involve integrating messages around renewable products and services into the overarching campaign, while also developing specific pieces for individual offers, as needed.
- Energy Trust’s creative services budgets fluctuate between years depending on specific program needs and the age and effectiveness of campaign creative in

market. Some years will see much larger expenses as new campaigns are created requiring all new assets to support an emerging strategy. Other years will have fewer expenses as campaign creative is re-used or only lightly refreshed to continue the momentum and direction of existing campaigns. The two-year budget for the creative services portion of this contract will be \$1,776,000. In 2025, brand and program marketing staff will be working with BPN to develop a new integrated awareness campaign that spans across all programs and incorporates new top-level brand messaging. In addition, the 2025 contract will include support for the development of new operational materials, such as marketing toolkits to be used across the many marketing staff, PMCs and agencies providing marketing services on our behalf. Staff have also accounted for emerging product or service-oriented marketing opportunities, such as renewables, business lighting and workforce development, in the 2025 scope. The 2026 scope and final cost will be determined late in 2025 based on needs identified during the new multiyear planning process.

- Brand creative will comprise \$400,000 of the 2025 budget for creative services to develop a new umbrella awareness campaign, and all associated assets, highlighting for a broad statewide audience the purpose and benefits of working with Energy Trust. This portion of the budget will also be used to develop operational assets such as toolkits and additional guidance resulting from the campaign development, to be used throughout our marketing activities.
- Program creative will comprise \$626,000 of the 2025 budget to develop tailored versions of the umbrella campaign targeted to consumer and business specific audiences, including all campaign assets. This portion of the budget will also cover creative development for additional program marketing strategies, including new renewables creative and messaging, marketing collateral for business lighting, materials supporting a new workforce development campaign and new creative assets to support in-house production efficiency marketing plans.

Recommendation

- Authorize Executive Director to sign **Media Buying and Creative Marketing Services Contract with Borders, Perrin & Norrande, Inc.** for a two-year term, beginning January 1, 2025, with potential for an additional one-year extension recommended upon performance satisfaction and approval by the Board.

Resolution 1055

Authorize a Contract for Media Buying and Creative Marketing Services

December 13, 2024

RESOLUTION 1055

AUTHORIZING THE EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT WITH BORDERS, PERRIN & NORRANDER, INC., INC. FOR CREATIVE MARKETING AND ADVERTISING PURCHASES SERVICES

WHEREAS:

- 1. Creative marketing services and advertising/media buying at Energy Trust allows programs to reach all customers in the service territory across a diverse set of media, including print, radio, TV, outdoor and online, creating awareness, and promoting services and programs.**
- 2. There is a clear connection between creative marketing and advertising to reach and support customer awareness and engagement, leading to savings and generation;**
- 3. Creative marketing consulting and deliverables supports Energy Trust's customer engagement to lead to savings and generation;**
- 4. Increased advertising reach, using a professional media buyer with constant media contact and significant media data, allows Energy Trust to expand customer participation by increasing the number of times people see our message;**
- 5. Using a professional media buyer allows Energy Trust to take advantage of added-value that works in collaboration with PR goals and promotes Energy Trust across mediums;**
- 6. Staff conducted two robust competitive solicitation process for each creative marketing and advertising/media purchasing services beginning in early spring of 2024. Two selection teams reviewed multiple proposals; for the creative services solicitation, Energy Trust received 13 proposals, and for the media buying solicitation, Energy Trust received 12 proposals.**
- 7. Borders, Perrin & Norrande, Inc. was unanimously selected as the best proposal for each of the solicitations and by each of the selection teams.**
- 8. Staff recommends entering into a single contract for creative marketing and advertising purchases services with Borders, Perrin & Norrande, Inc. and presented information supporting this recommendation to the Energy Trust Board of Directors Finance & Audit Committee on October 29, 2024; and**
- 9. The Finance & Audit Committee recommends that the board approve staff's recommendation consistent with the resolution below.**

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

- **Execute a two-year contract with Borders, Perrin & Norrande, Inc. for creative marketing services and advertising/media purchasing services with terms and conditions that include, but are not limited to, the following:**
 - **Authorizing payments of up to \$4,041,000, and consistent with Energy Trust's board-approved budgets, for creative marketing and advertising/media buying services, which includes amounts payable to Borders, Perrin & Norrande, Inc. for pass through to media and advertising outlets and small businesses providing creative production services under subcontracts.;**
 - **Providing for a possible one-year extension of the contract, subject to achievement of express performance metrics and board approval; and**
 - **Any other terms and conditions to ensure Borders, Perrin & Norrande, Inc. creative services and media purchases are designed and executed to further Energy Trust's creative marketing and advertising strategies.**

Moved by:

Seconded by:

Vote:

In favor:

Abstained:

Opposed:

PINK PAPER

Board of Directors Briefing and Decision Paper Authorize special project funding to NEEA for Energy Trust Commercial Programs Whole Building Project

December 13, 2024

Summary

Energy Trust engages in significant ways with Northwest Energy Efficiency Alliance (NEEA) to acquire market transformation savings and regional expertise and connections. Energy Trust is concluding its funding of NEEA's Cycle 6 5-Year (2020-2024) Business Plan, and the board has recently approved a contract with NEEA for Energy Trust's allocated funding for its Cycle 7 5-Year (2025-2029) Business Plan. In addition to NEEA's market transformation efforts, NEEA staff also engage regionally for "special projects" to meet the research needs of its funders, and these are funded through "Special Project Orders" or "SPOs." NEEA is beginning a special project to examine whole building approach to emerging building performance standards, as currently in process of implementation in Washington and Oregon.

Staff presented information about this NEEA SPO to the board's Finance & Audit Committee on November, 201, 2024. At that meeting, the Finance & Audit Committee discussed the proposed SPO and recommended that the full board approve negotiation and execution of Special Project Order No. 4 for a two-year term beginning January 1, 2025, with NEEA for the 2025-2026 Whole Building Project (WB Project) at a total contract budget of \$811,804. This contract budget reflects cost-sharing with some, but not all, of NEEA's regional funders. The WB Project will benefit Energy Trust Commercial Programs by providing research and information on ways to support building owners and managers in their compliance with Building Performance Standards (BPS) that are being developed and implemented in Oregon and Washington.

Background and Discussion: NEEA Collaboration on advancing whole building approaches

- The current NEEA market transformation budget is negotiated with all stakeholder utilities for NEEA. Special projects, however, are funded separately and with stakeholder utilities for which the project is relevant.
- Funding for this work has been included in the 2025 New Buildings Budget. Energy Trust staff will monitor performance and results under this contract for 2025 and 2026 and anticipates including budget for the second budget year in its financial planning for 2026 which will be included in the board-approved multiyear plan. This

special project leverages other stakeholders' expertise and cross-regional funding. Of particular interest of Energy Trust is the ability to tap into the experience of utilities in Washington that are already supporting BPS.

- The project is also funded by Bonneville Power Administration, Clark Public Utilities, Puget Sound Energy, Seattle City Light, Snohomish PUD, and Tacoma Power.
- This project aligns with the New Buildings program strategy, and with the OPUC approval for that strategy, which is to advance whole building approaches to energy planning, design and upgrades.
- This work has the potential to advance compliance for upcoming building performance standards and to integrate a whole building approach into Existing Buildings and Strategic Energy Management work.
- A team of Energy Trust staff discussed the benefits and cost of the project and determined that it aligns with and complements the work that commercial programs are planning for 2025-2030, with an eye to long-term whole building energy planning for building owners and managers.

Approach. The project is an initial 2-year effort consisting of the following tasks.

1) Market Transformation Concept Development:

- a. Develop and refine a Market Transformation concept, with a detailed plan for transforming the commercial building market. Focus on piloting and refining market-supported, scalable strategies for encouraging adoption of practices and behaviors that result in significantly improved energy, carbon, and financial performance. This task will consider O&M and capital improvement planning strategies, market and workforce development, financing awareness and access, emerging technologies, and mechanisms for counting and delivering energy and carbon savings and load flexibility to funders.
- b. Support regulatory changes to enable long-term renovation engagement. For example, providing information to support OPUC extending the whole building UCT to commercial building renovations, and promoting load flexibility rates and programs via Oregon's utilities.
- c. Engage with Oregon Department of Energy, City of Portland, and other stakeholders to identify Oregon-specific Building Performance Standards needs and resource gaps. Work to understand the potential for improvement in forecasted compliance that could result in countable energy savings.

2) Tools and Resources:

Develop and test tools and resources that address barriers to commercial sector engagement. Examples include information on planning and implementing multi-year renovations, curated resources and tools to simplify navigating BPS compliance, a compilation of funding and finance opportunities, and case studies illustrating a clear and compelling business case.

This first two-year phase of work informs a future, longer-term second phase focused on executing the detailed plan to be developed in Phase 1 for Market Transformation.

Phase 2 will be scoped and contracted toward the end of Phase 1.

Primary benefits. Phase 1 of this Special Project will:

- Build funder understanding of building decisionmakers and those who support them to inform program investments and outreach.
- Identify and support necessary regulatory updates to enable greater flexibility and value delivery for programs, utilities and commercial customers.
- Increase customer access to, and awareness of, the practices that maximize value while achieving performance targets, especially benefiting under-served and under-resourced building owners.
- Make building upgrade services more informed, competitive and accessible for building owners and managers across the region, resulting in lower lift per customer for efficiency programs.
- Curate resources, tools, and technologies designed to be leveraged by utility and existing Market Transformation programs.

Recommendation

Authorize Executive Director Michael Colgrove, or his designee, to negotiate and execute **Special Project Order No. 04** for a two-year contract with NEEA for \$811,804, beginning January 1, 2025, and ending December 31, 2026 and consistent with board-approved budgets and financial planning.

RESOLUTION 1056
AUTHORIZE A SPECIAL PROJECT AGREEMENT WITH NORTHWEST ENERGY
EFFICIENCY ALLIANCE FOR COMMERCIAL WHOLE BUILDING SPECIAL
PROJECT

WHEREAS:

1. Energy Trust staff coordinated with NEEA and other funding utilities to develop the project scope for an examination of Whole Building-Building Performance Standards Special Project;
2. Staff provided input on the scope and established a budget limit with NEEA that will provide sufficient funding;
3. The project is also funded by Bonneville Power Administration, Clark Public Utilities, Puget Sound Energy, Seattle City Light, Snohomish PUD, and Tacoma Power;
4. Staff has included a budget of up to \$350,000 in 2025 for this project and will include a budget of up to \$461,804 for the multi-year budget beginning 2026; and
5. Staff presented its recommendation for the Whole Building-Building Performance Standards Special Project to the board's Finance & Audit Committee on November 21, 2024, and the committee recommends that the full board approve a contract with NEEA for this work.

IT IS THEREFORE RESOLVED:

1. The executive director or his designee is authorized to negotiate and to enter into a contract with Northwest Energy Efficiency Alliance for a Whole Building-Building Performance Standards Special Project for a term of January 1, 2025, through December 31, 2026, with a total contract budget of up to \$811,804.
2. Contract costs are or will be consistent with the board-approved 2025 annual budget and 2026 financial plan that is part of the board-approved multiyear plan.
3. The agreement will contain all appropriate terms to manage Energy Trust's risk, including but not limited to, a provision permitting early termination.

Moved by:

Seconded by:

Vote: In favor:

Abstained:

Opposed:

Tab 4

Resolution 1057

APPROVE AND ADOPT POLICY FOR USE OF COMPLEMENTARY CLEAN ENERGY FUNDING 4.45.000-P

December 13, 2024



RESOLUTION 1057

ADOPT POLICY FOR USE OF COMPLEMENTARY CLEAN ENERGY FUNDING 4.45.000-P

WHEREAS:

1. Energy Trust is the recipient of core ratepayer funding and other grantor funding to accomplish its vision and purpose.
2. With increasing sources of clean energy grant funding, Energy Trust has increased its focus on leveraging its core ratepayer funding with other complementary funding to deliver overall greater value for ratepayers.
3. In 2024, the Energy Trust board of directors Nominating & Governance Committee, together with Energy Trust's Director of Innovation and Development, developed and reviewed proposed provisions for a new board policy to identify goals and objectives for complementary funding in order to guide Energy Trust staff in pursuit of such funding.
4. The proposed new policy, the Policy for Use of Complementary Funding, is attached to this resolution as *Attachment 1*.
5. The Nominating & Governance Committee reviewed the proposed policy in several discussions through October 2024. Based on this review process, the Nominating & Governance Committee recommends approval and adoption of the Complementary Funding Policy by the full board.

It is therefore **RESOLVED** that the Board of Directors of Energy Trust of Oregon, Inc. adopts the Policy for Use of Complementary Clean Energy Funding as shown in *Attachment 1*.

Moved by:

Seconded by:

Vote:

In favor:

Abstained:

Opposed: 0

ATTACHMENT 1

4.45.000-P Policy for Use of Complementary Clean Energy Funding

Action	Originator	Date
Recommended for Approval	Nominating and Governance Committee	September 9, 2024
Board Decision	Board of Directors	December 13, 2024

Background

Energy Trust has increased its focus on leveraging ratepayer funding with other complementary funding sources to enable deeper retrofits, increase savings, reach more customers, and deliver overall greater value for ratepayers. This policy identifies Energy Trust’s goals and objectives for Complementary Funding in order to guide Energy Trust staff in pursuit of Complementary Funding.

Definitions

Foundational Ratepayer Funding

The phrase Foundational Ratepayer Funding is used to describe funding that is directed to Energy Trust as a non-governmental entity by the Oregon Public Utility Commission (OPUC) for the purposes as described in ORS ch. 757 and in accordance with the Energy Trust and OPUC Agreement to Direct Funding to Nongovernmental Entity dated August 19, 2024.

Complementary Funding

The phrase Complementary Funding is used to describe funding Energy Trust receives from contracts and grants for work that supports our

mission and complements and enhances the impact of our Foundational Ratepayer Funding.

Leveraging

The term “leveraging” is used to cover a broad range of strategies that bring Complementary Funding to support Energy Trust projects, programs, and activities.

Policy

1. Goals and Objectives

Energy Trust’s goals and objectives for Complementary Funding are to achieve, and then document, additional benefits for ratepayers, including:

- Increased savings and generation, by serving more participants or supporting projects that deliver more energy and related benefits
- Improved equitable access to program services by overcoming barriers to participation for communities of color, customers experiencing low or moderate incomes and/or rural communities
- Reduced costs for ratepayers by serving more customers or acquiring more savings, generation or other benefits for the same or lower ratepayer cost than would otherwise be required
- Increased participation by addressing gaps and unmet needs that prevent participation

2. Evaluation of Complementary Funding Opportunities

In evaluating whether to pursue Complementary Funding, Energy Trust will consider the following criteria:

- Consistency with Energy Trust Vision, Purpose, and Strategic Focus Areas
- Amount of net benefit to ratepayers
- Feasibility, organizational capacity and level of effort of implementation
- Risks and mitigation strategies

3. *Maintenance of Guidelines for Leveraging Complementary Clean Energy Funding*

Energy Trust staff will maintain internal guidelines that document internal processes and procedures for evaluating Complementary Funding.

Energy Trust staff will review these internal guidelines with the board's Nominating & Governance Committee at least every three years.

Tab 5

Ad hoc Diversity Equity and Inclusion Committee Meeting Notes

October 2, 2024, 11:00 a.m.

Committee Attending: Melissa Cribbins (Chair), Henry Lorenzen (ex-officio)

Committee Absent: Susan Brodahl, Eric Hayes, Ruchi Sadhir, Bill Tovey

Others Attending: Ashnie Butler (Inner Work, Outer Play)

Staff Attending: Michael Colgrove, Alicia Moore (Staff Liaison), Danielle Rhodes

Melissa Cribbins convened the meeting at 11:09 a.m.

Debrief of DEIB Workshop in September

Ashnie Butler provided a recap of the activities and discussions in the DEIB workshop that the board attended in September. The board enjoyed the community building work in the workshop and appreciated the positive experience of the day and will continue to build on their work at an upcoming workshop. Henry would like to integrate more information on Oregon's history in future presentations.

Overview of DEIB Workshop in October

Ashnie reviewed the upcoming activities for the October workshop, which will build upon the work from the September workshop, including reviewing themes of power, building trust, implementing an equity lens, and expressions of racism. There will also be an opportunity for the board to celebrate their wins of the past year.

Fall DEIB Activities

Alicia proposed that the committee visit in the Oregon Historical Society to tour an exhibit and hold a future meeting, and the committee is interested in attending. A survey to the committee as to availability in December will be provided; if they are unable to attend in 2024, the committee will plan for a visit in Q1 2025. In November, the board will continue their DEIB work and have a guest speaker at their November workshop.

Cohort Group Updates

The next cohort group meeting will be October 28th, at 12 p.m., and Ashnie encourage the committee to join the next meeting and the others that will be held this year. The cohorts have continued their discussions on The 1619 Project, covering democracy, race, fear, dispossession, capitalism, and politics.

Adjourn Meeting

The meeting adjourned at 11:46 a.m.

The next meeting of the ad hoc Diversity Equity and Inclusion Committee is November 6, 2024, on Zoom at 11 a.m.

PINK PAPER

Ad hoc Diversity Equity and Inclusion Committee Meeting Notes

November 6, 2024, 11:00 a.m.

Committee Attending: Melissa Cribbins (Chair), Henry Lorenzen

Committee Absent: Susan Brodahl, Eric Hayes, Ruchi Sadhir, Bill Tovey

Special Advisors Attending: Ashnie Butler, Inner Work, Outer Play

Staff Attending: Alicia Moore (Staff Liaison), Danielle Rhodes

Convene Meeting

Melissa Cribbins convened the meeting at 11:07 a.m.

Overview of DEIB Workshop in October

The committee discussed the workshop in October, and the board that attended provided positive feedback and enjoyed the experience and space.

November Workshop Preparation

The November DEIB workshop will also be held at the Hotel Zags in Portland, and there will be a guest presentation by Tomika Jones on Teams on urban segregation and the impacts of social, racial and institutional conditions and how urban environments are structured and residents are impacted. Ashnie will also build upon Tomika's presentation and how it applies to the history of discrimination in Oregon to better ground the board in the work of addressing the communities that Energy Trust serves.

This presentation was originally held at the American Council for an Energy-Efficient Economy Conference this year.

The November workshop will cover topics such as privilege, access and fear, as well as exploring scenarios about having challenging conversations. Ashnie will be wrapping the DEIB work with the board, and the November workshop will discuss next steps and the path forward for the Energy Trust board.

Cohort Group Updates

The next cohort group meeting will be November 25th, at 12 p.m., and Ashnie encouraged the committee to join the next meeting and the others that will be held this year. The cohorts have continued their discussions on The 1619 Project, covering the chapter on citizenship.

2025 Planning

The committee will meet December 18th at the Oregon Historical Society for an end of year tour of the museum and retrospective meeting. Danielle will reach out to the full board to extend the invitation to this meeting.

The committee will discuss at their December meetings the committee meeting calendar for 2025.

DAC Member Nominations

The committee will refer this topic to the Nominating and Governance Committee at the January 13th meeting in 2025. Interviews and recruitment is still currently underway by staff and the council.

Adjourn

Melissa adjourned the meeting at 11:48 a.m.

Next Meeting is scheduled for December 4, 2024, from 11 a.m. to 12 p.m.

Tab 6

Ad hoc Strategic Planning Committee Meeting Notes

October 2, 2024

Committee members attending: Susan Brodahl, Henry Lorenzen (ex-officio), Ellen Zuckerman

Committee members absent from meeting: Janine Benner (ODOE Special Advisor, ex-officio), Jane Peters (Chair), Letha Tawney (OPUC ex-officio), Peter Therkelsen, Bill Tovey, Ellen Zuckerman

Staff attending: Amber Cole (Staff Liaison), Michael Colgrove, Elaine Prause, Danielle Rhodes, Abby Spegman, Greg Stokes

Others attending: Holly Valkama (1961 Consulting)

Amber Cole opened the meeting at 3:33 p.m.

Metrics – Focus Areas

Holly reviewed the draft metrics for the focus areas that have been under further discussion by the internal staff strategic planning team (ISPT). Staff's objective has been to recommend metrics that are both feasible and meaningful measurement of progress in the five focus areas for strategic planning committee (SPC) consideration.

For Focus Area 5, supporting community resilience, staff suggested two revised metrics for discussion:

- Number of community planning efforts, including Hazard Mitigation Plans, that address resilience, in Oregon and SW Washington service areas that include specific and actionable clean energy solutions.
- Number of resilience projects Energy Trust is directly involved in.

Henry prefers to combine these two and revise this to include the number of resilience projects Energy Trust is directly involved with that are specific and actionable, as this will better focus on outcomes. Ellen highlighted that this could put Energy Trust in a challenging position as it removes agency and relies more on community processes themselves. Susan believes there won't be a perfect metric for this work; the initial value is giving permission for Energy Trust to work in this space. Ellen suggested that a potential metric is to examine the number of communities that Energy Trust has proactively engaged with and then to track the depth of those engagements, more like a pipeline report. The committee agreed, and staff will revise these metrics and return to the committee with revisions.

For Focus Area 1 (Maximizing Clean Energy Acquisition), the staff team reported on its deeper examination of metrics feasibility for this area, including those contained in the draft strategic plan. None of the options staff discussed were particularly feasible or they overlapped significantly with already existing "overarching" metrics reported annually by Energy Trust. Given the complexity and importance, ISPT feels that identifying metrics pertinent to progress in focus area 1 (distinct from existing overarching metrics) warrants further discussion.

Staff and committee members discussed how to measure our role reducing system cost where utilities have constraints. Elaine noted that we quantify cost effectiveness analysis and provide ratios for our cost to savings by program; Henry suggested that a solid number rather than a ratio would be more beneficial here to better quantify the magnitude of benefits over time. This would also be more beneficial to the public to understand value and place these benefits in plain language. Staff also suggested a possible new milestone metric could be as follows: "Establish a standardized approach with utilities to integrate clean energy solution deployments, as potential grid needs solution options, in their distribution planning processes."

Greg noted there were three core outcomes in assessing these metrics, which include maximizing benefits for customers and utilities, as well as increasing system capacity and flexibility. Henry mentioned that reducing demand during peak is key and inquired as to how to best measure that. The committee referred this metric back to the internal team to continue to synthesize and revise.

Holly thanked the committee for their time, and the committee will review further metrics options at future meeting dates to arrive at a final set of metrics to recommend in the final proposed strategic plan.

Initial Summary of Public Comments on Draft Plan

Amber provided a brief overview of the public comments on the draft strategic plan. There was a wealth of public comment, provided during a variety of engagements, including separate 1:1 discussions with all 5 utilities and 2 OPUC commissioners; presentations to 2 of 3 advisory councils (the Renewable Advisory Council was cancelled so staff provided a link to the recorded webinar presentation to RAC members); meetings with Northwest Energy Efficiency Alliance (NEEA), Bonneville Power Administration (BPA), Oregon Department of Environmental Quality (DEQ), EnerCity Collaborative, Westside Economic Alliance and Energy Advocates group; and a public webinar.

Over 40 written comments were received; some of them lengthy and in-depth. We received comments from utilities, national and regional organizations, regulatory and customer advocates, municipalities, community-based organizations, business alliances, and individuals, including a state legislator.

Overall, there is support for the draft plan and stakeholders relayed that the plan aligned with their priorities. Some stakeholders strongly desire a clearer statement on Energy Trust's role supporting electrification and fuel switching and believe state policy is clear that Energy Trust has a leadership role. Some stakeholders urge Energy Trust to do more for energy burdened customers, such as investment decisions that shift dollars to this segment or pursuit of more regulatory exceptions to clear energy and expand services here. Cost-effectiveness of investments remains important to utilities and NW Power Council.

Some noted that resilience at the individual/household level is important as well and should be added to focus area 5. There was an appreciation of the emphasis on system cost and customer cost-reduction benefits. Diversity and Conservation Advisory Councils and some stakeholders mentioned emphasis on consumer education and consumer protection seems missing and is needed. There were several comments that touch on a need for collaboration in implementation, and some comments made suggestions on more plain language and wording.

Amber reviewed some of the general comments from gas utilities, electric utilities and staff and said that due to the number and depth of comments, ISPT needs more time to bring back more analysis and recommendations for revisions. Amber asked the committee if they would like a prepared summary of all the comments, or if they would like the raw comments. The committee asked for a prepared summary. An overview of the comments will be shared with the full board at the October 9th meeting.

Amber shared that the draft plan will be presented to the OPUC at a public meeting on November 5th so the hope is that this committee's work to decide on plan changes will be wrapped up by then. That would enable us to indicate to the commission what will change in the final proposed strategic plan.

Review of Upcoming Meetings

Holly reviewed the next steps. The internal staff team will continue to revise and suggest metrics for the committee to review at its next meeting.

Adjourn

The meeting adjourned at 4:34 p.m.

The next meeting of the ad hoc Strategic Planning Committee is scheduled for October 23rd, 2024, from 3:00 to 4:30 p.m.

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Ad hoc Strategic Planning Committee Meeting Notes

October 23, 2024

Committee members attending: Henry Lorenzen (ex-officio), Jane Peters (Chair), Letha Tawney (OPUC ex-officio), Peter Therkelsen, Bill Tovey, Ellen Zuckerman

Committee members absent from meeting: Susan Brodahl

Staff attending: Amber Cole (Staff Liaison), Michael Colgrove, Elaine Prause, Danielle Rhodes, Abby Spegman, Greg Stokes

Others attending: Holly Valkama (1961 Consulting)

Amber Cole opened the meeting at 3:06 p.m.

2025 SPC Meetings

Amber reviewed potential meeting dates for the ad hoc Strategic Planning Committee to continue setting targets for the metrics defined in the strategic plan. Staff is recommending the committee plan to meet up to four times in 2025 in February, April, May, and July. It may be the remaining work can be accomplished in three meetings. If that happens, we will cancel the fourth meeting. Once targets are established, the committee's work will be complete.

Focus Areas Metrics Refinement - continued

Holly presented ISPT recommendations for revised metrics for Focus Area 2 (Reducing the cost of decarbonization)

Henry asked how we will count carbon savings in instances of fuel switching. Michael noted that the original metric in this focus area discussed developing methodology to calculate carbon savings associated with the existing baseline equipment installed; however, there are no current systems in place to track this metric. Jane observed there are public comments that show interest in fuel switching. We should be transparent about the current policy limitations as we revise metrics.

Greg noted that the internal planning team has proposed two main metrics for this focus area:

- Carbon saved as a result of customers implementing clean energy solutions.
- Number of decarbonization plans and/or policies supported.

These two metrics allow for tracking measure by measure. Henry suggests that we add language that emphasizes energy efficiency, a key component of clean energy solutions. Jane also concerned that energy efficiency and other solutions, like demand response, are not considered when people read "clean energy solutions" in this section. Bill shared that gas efficiency remains important in Eastern Oregon. Amber shared that staff are looking at where to add more reference to gas efficiency in the plan based on stakeholder comments so there is more clarity.

For Focus Area 3, creating greater impact for priority customers, the internal team is suggesting two revised metrics:

1. Number of projects completed, energy savings, generation acquired, and incentives delivered through all channels for reaching priority customers, including through community-based organizations.
2. For each priority customer group, the percentage participating, energy savings per site and estimated cost savings per site.

These revisions respond to the SPC's earlier desire to learn about savings acquired through all channels while highlighting community-based organizations as a specific delivery channel of interest.

Henry would like to see reporting on energy utilized in comparison to the savings. Mike noted that Energy Trust wants to develop the ability to better understand savings potential by priority customer segments and he is working to develop the resources to do so; however, this likely will be after 2025. Jane looks forward to that and believes it will be an important capability for making progress in focus area 4 too. Letha agrees.

Letha would also like us to consider an intersectional lens so as not double count energy savings in these measurements and to better understand progress. Peter requested that we address the need to consider how this works in commercial and industrial sectors as well. At Jane's request, Greg will take this feedback to the internal team and bring any additional staff thoughts back to SPC before a final decision is made on focus area 3 metrics.

Public Comments Observations – Strategic Plan Changes

Amber reviewed the staff team's comprehensive summary of public comments provided on the strategic plan, presented four high level observations, and provided an overview of ISPT recommendations for addressing those observations.

First, Focus Area 1 is hard for stakeholders to differentiate from Energy Trust's core purpose. That elicited questions and confusion regarding other focus areas, particularly Focus Area 2, relative priority of the focus areas, and regarding metrics. Therefore, staff propose to represent Focus Area 1 in "Our Role in 2025-20230" to elevate and affirm it as Energy Trust's core role and purpose and not as one of a number of focus areas. Holly affirmed that an organization's core purpose is not usually presented as a focus area because focus areas are where an organization needs to further develop or adapt to accomplish its core work in a new environment (future scenario).

The committee debated the merits of this idea, some sharing concern that it might appear to remove our emphasis on cost-effective resource acquisition if it is not specifically emphasized. Others were compelled by stakeholder comments and curious about how it could appear in the revised plan. Jane asked staff to return to the committee with a mockup of what the suggested change would look like.

Second, stakeholders are seeking more information or emphasis related to complementary funding (non-IOU ratepayer funding) and future customer services they can support. There is significant interest in benefits that added funding can help us deliver, especially for customers with high energy burden where we may need to go beyond cost-effective levels of investment. Staff recommend adding more emphasis on the continued pursuit of complimentary funding and its potential to provide additional benefits, noting the work of Energy Trust's Innovation and Development team will continue and more detail will be provided in the multi-year plan. This added emphasis can be accomplished in the "Our role in 2025-2030" section.

Third, customer support, information and education is an area where advisory councils and stakeholders would like more emphasis or explicit focus in the plan. Staff recommend adding a focus area related to enhancing customer support and education or emphasizing its importance in the “Our role in 2025-2030” section and in multiple focus area strategies. Staff will bring more details on this proposal to the November 6 SPC meeting.

Fourth, many stakeholders noted limitations in our role and funding—some encouraging Energy Trust to leverage its expertise and leadership to make changes despite the limitations. Some urged more clear support for fuel switching and electrification. Some urged more/different valuation of benefits to better serve energy burdened customers and achieve energy justice outcomes. Staff are considering adding more emphasis related to Energy Trust’s continued engagement in the regulatory policy forums through its policy services (as established in the last strategic plan) for the purpose of advancing pathways to serve customers in alignment with Oregon’s clean energy policy objectives. Energy Trust’s role as a policy implementer and its aptitude for adapting quickly to policy changes can be added to “Our role in 2025-2030.”

The internal team will provide some further material to the committee for review and feedback at the November 6 meeting.

Adjourn

The meeting adjourned at 4:34 p.m.

The next meeting of the ad hoc Strategic Planning Committee is scheduled for November 6, 2024, from 3:00 to 4:30 p.m.

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Ad hoc Strategic Planning Committee Meeting Notes

November 6, 2024

Committee members attending: Susan Brodahl, Henry Lorenzen (ex-officio), Jane Peters (Chair), Letha Tawney (OPUC ex-officio), Bill Tovey, Ellen Zuckerman

Committee members absent from meeting: Peter Therkelsen

Staff attending: Kathleen Belkhat, Amber Cole (Staff Liaison), Elaine Prause, Danielle Rhodes, Jess Siegel, Abby Spegman, Greg Stokes

Others attending: Holly Valkama (1961 Consulting)

Amber Cole opened the meeting at 3:02 p.m.

Revision to “Our Role” Focus Area 1

Amber provided an update to the committee on the internal staff team (ISPT) work processing stakeholder comments and identifying potential revisions to the strategic plan. She also shared that Mike presented the draft plan to the OPUC commission in a public meeting on November 5. During that meeting Mike shared some of our early thinking about how the plan may be adjusted, including the need to further clarify focus area 1 (Maximizing clean energy acquisition) as our core role because of stakeholder confusion and questions about that. She reported that OPUC Chair Decker was pleased her feedback was heard and requested that any revisions in this area further emphasize maximizing affordability and lower costs for customers and the system, along with maximizing acquisition.

The committee then discussed the briefing paper and mockup supplied by staff exhibiting a revised “our role” section that incorporated all the previous content, including outcomes and strategies, from what was focus area 1. Henry and Jane suggested a few edits and discussed how Energy Trust’s role and focus areas will be communicated. Their strong preference is that they are always communicated together to ensure it is understood that maximizing affordable, clean energy acquisition is foundational to the organization as it develops in new ways through the focus areas.

Susan noted that these revisions ensure stakeholders see public comment and feedback was incorporated.

The committee agreed to the revision proposed by staff to elevate and incorporate Focus Area 1 will be incorporated into the general “Our Role” section of the strategic plan. This revision will be shared with the full board in advance of the December meeting so that the full board can raise any concerns, and we can make time to discuss them in December.

ISPT Proposal to Add Focus Area: Customer Support and Education

Amber referred the committee to ISPT’s briefing paper recommending an additional focus be added related to supporting customers with information and education. After reviewing stakeholder feedback on this need and giving it further consideration, staff view this as an important contributor to Energy Trust’s ability to achieve its core purpose of maximizing clean energy acquisition over the long-term.

Amber reminded the committee that the board discussed and acknowledged there would be increased need to help customers understand and navigate in the future scenario it drafted to guide its strategic planning for 2025-2030. The scenario acknowledges that over the next six years, people will face a growing array of choices related to using energy in their homes, businesses, and communities. As various programs expand offers related to energy efficiency, renewable energy, demand response, time of use pricing, decarbonization, transportation electrification and more, people will be faced with more sources of information, more terminology, more entities offering solutions, more potential for confusion, and more vulnerability to scams. This can undermine their interest and confidence in clean energy as a beneficial investment.

However, the resulting draft plan did not specifically respond to this dimension of the scenario. Stakeholder feedback on the draft emphasized consumer information and education as a needed and missing component of the plan. This was a theme in discussions at Diversity Advisory Council and Conservation Advisory Council presentations of the draft plan, and it came through as a theme in a significant number of written comments, especially those on the focus areas related to decarbonization, priority customers and community resiliency.

If supported by SPC, the new proposed focus area would be entitled: Preparing and empowering people to engage with clean energy. Its draft description reads as follows: *“We will focus on improving and enhancing educational content in our communications and work with state and local agencies, utilities, educational entities and other partners to support and build educational resources that make trusted information about clean energy concepts and solutions more accessible to those who are seeking them across our service area.”*

Amber highlighted the outcomes and metrics in the draft proposed focus area and the committee discussed the proposal.

Jane pointed out the metrics in this arena can be challenging, but she supported the proposal. Henry wonders how this is different from work already done in marketing and communications to raise awareness of programs and how staff will know where to target efforts. Elaine shared that utilities are also experiencing significant gaps in understanding as they work with new stakeholders and consider new customer programs; they see opportunity to work with Energy Trust. Letha expressed interest in the equity dimension of empowering customers and understanding better how this relates to customer protection. Bill expressed some concern that measuring impact is challenging but sees it could fit as a new focus area or as an addition within other focus areas. Ellen expressed interest in the proposal and wondered if hearing more stakeholder perspectives would help us refine it.

Amber offered that we could engage Diversity and Conservation Advisory Councils at meetings next week to gain additional perspectives. The committee liked that idea and asked staff to come back with the benefit of those perspectives and any revisions to the proposed focus area. They also liked the idea of seeing an alternative – how would staff propose this be reflected as a strategy somewhere else in the plan, if not a separate focus area. ISPT will bring this back to the committee at the November 13th meeting for more discussion and a decision.

Adjourn

The meeting adjourned at 4:29 p.m.

The next meeting of the ad hoc Strategic Planning Committee is scheduled for November 13, 2024, from 3:00 to 4:30 p.m.

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Ad hoc Strategic Planning Committee Meeting Notes

November 13, 2024

Committee members attending: Susan Brodahl, Henry Lorenzen (ex-officio), Jane Peters (Chair), Bill Tovey

Committee members absent from meeting: Letha Tawney (OPUC ex-officio), Peter Therkelsen, Ellen Zuckerman

Staff attending: Kathleen Belkhatay, Amber Cole (Staff Liaison), Michael Colgrove, Elaine Prause, Danielle Rhodes, Abby Spegman, Jes Siegel, Greg Stokes

Others attending: Holly Valkama (1961 Consulting)

Amber Cole opened the meeting at 3:02 p.m.

Recapping Progress to Proposed Final Strategic Plan

Amber recapped progress to-date toward a final proposed draft strategic plan based on:

- Strategic Planning Committee (SPC) discussion of stakeholder feedback driving the decision to reduce confusion by merging focus area 1 into the “Our Role” statement.
- Staff-driven edits for clarity or to address comments where intent of plan and board is clear.
- Updated metrics resulting from internal staff team (ISPT) recommendations after additional analysis, some of which have been vetted through SPC and some that remain to be vetted today.

The committee expressed support for the updated, revised plan supplied for committee review prior to the meeting.

Amber reminded the committee that one theme of the stakeholder feedback still needs to be resolved. Stakeholders say more support and information is needed to help customers and communities navigate choices to manage their energy use and costs.

Customer Readiness and Empowerment Focus Area Proposal

Amber reported that staff presented at Conservation Advisory Council and Diversity Advisory Council meetings earlier this week. They highlighted the stakeholder feedback and the committee’s interest in hearing more perspectives on the topic of customer needs for information and education as they navigate more choices and offers for managing energy. They shared a high-level summary of ISPT’s current thinking regarding what we heard from stakeholders and how Energy Trust might address this in the strategic plan. They identified three aspects of current thinking: Energy Trust should learn more about what information and supports would help customers feel confident in taking action, Energy Trust should improve access to credible and relatable information, educational resources and other customer supports, and collaboration with other entities such as Oregon Department of Energy, utilities and community organizations to address those needs. Staff acknowledged there may be needs Energy Trust is well positioned to address and needs where other organizations can better address.

Amber reported that there was unanimous support among both advisory councils for this thinking, and she summarized the additional comments received.

Amber reviewed the proposed focus area that has been further revised to reflect committee, staff, and council feedback. The internal strategic planning team recommends the wording “Empowering customers to navigate more choices for managing their energy use and costs.” The description is: “We will elevate our approach to customer support by guiding people to information about solutions for managing their energy use and engaging in conversations about energy that prepare them for energy-related decisions in homes, businesses, and communities. We will focus on improving and enhancing informational resources and partnering with state and local agencies, utilities, educational entities, and community organizations to support and build educational capabilities that make trusted information more reliable and accessible to those who are seeking them across our service area.”

The desired outcomes for this new focus area are:

- By the end of 2030, Energy Trust will have enhanced its capabilities for supporting customer understanding and confidence about managing energy use, and it will have developed the internal framework for effectively delivering impactful information and measuring progress.
- Through engagement with Energy Trust and our partners, current and future customers will have familiarity with concepts related to managing energy use and costs and feel more confident about making decisions related to solutions.
- When engaging with contractors, retailers and other providers in the market, customers will have the support needed to assess options and identify misinformation and scams.

The metrics for the new focus area are recommended by staff as:

- Market assessment and gap analysis is completed and identifies customer information and support needs to engage with solutions for managing energy use and costs; diversity, equity and inclusion considerations are centered in the analysis.
- Initiative plan that identifies key activities and budget is presented; report on measurement plan and progress annually.

And the strategies recommended are as follows:

- Convene and/or participate in a coalition of partners to identify gaps, needs and recommend initiatives to support customer confidence in solutions for managing energy use and costs; work closely with Oregon Department of Energy, utilities, and community organizations to navigate and support customers.
- Improve access to information and education resources through Energy Trust communications, web site, outreach channels, Strategic Energy Management (SEM) approaches, and with partners who can support and deliver them; develop new strategies based on needs assessment.
- Build Energy Trust’s competency to approach and support customers seeking a more holistic understanding of how to manage energy use and costs.

The committee asked questions of staff to understand why this should be a new focus area versus a strategy among others in the plan. Mike shared that Energy Trust’s traditional focus has been producing customer actions resulting in annual savings and generation at the lowest cost—primarily serving early adopters and those who are already familiar enough with these technologies or the benefits of energy efficiency and renewable energy. Going deeper to

motivate new customers who have not been motivated previously will require customers to have more information and support, especially as they face more choices. This is not a muscle that Energy Trust has fully developed, rather it has focused mainly on incentives, marketing, and other market infrastructure development to produce customer action. Identifying this as a focus area gives us the management emphasis, we need to create change in our approach and operations. It supports our ability to be successful in developing capabilities and dedicating time and resources that will result in better customer support for navigating more choices.

Jane appreciates that this focus area does not rely as heavily on education as a term, as metrics can be challenging, and the revisions have measurability and are meaningful to the core work of Energy Trust. It also more distinctly separates the objectives from marketing and outreach. Bill also appreciated the rewrite is not as focused on education but starts with learning what customers need to move forward. Henry and Susan also expressed support for the proposed focus area as revised. Henry would like to see us start with understanding the needs and where to target efforts before investing funds with other entities.

The committee agreed to add this as a focus area in the final proposed strategic plan and it will be distributed to the full board prior to the December board meeting.

Metrics – Focus Areas

Holly reviewed the work completed by the internal planning team and the committee and provided a summary of major decisions to date:

- Removed focus area 1 metrics, in conjunction with this focus area being upleveled to “Our Role” and added a new metric to the overarching performance metrics listed in the updated “Our Role” section of the strategic plan (approved by SPC on 11/6) as follows:
 - *Financial benefits for customers from avoiding utility system costs as a result of Energy Trust’s energy efficiency investments*
- Approved metrics for focus area on decarbonization (no further changes)
- Approved metrics for community resilience focus area (no further changes)

The final metrics to resolve are those proposed by the internal team on priority customers and next level participation. Staff have recommended metrics for both focus areas and they currently appear in the revised strategic plan distributed to the committee. SPC discussed them.

For the focus area on priority customers, staff recommends tracking number of projects completed, energy saved, generation acquired, and incentives delivered to priority customers. Because of limited capabilities to target energy savings potential by demographic segments, staff recommended a second metric to serve as a milestone: By the end of 2026, we will refine our identification of priority customer groups and build analytical capabilities to gather and report data for the purpose of increasing participation within priority customer groups.

For the focus area on motivating next-level customer participation, staff recommend tracking the percentage of customers participating in clean energy projects and number of customers with repeat participation. In its recommended form, staff considers these metrics feasible and meaningful for the purpose of monitoring customer participation overall as a percentage of the total customer base and progress made going deeper with customers. Mike clarified that progress would be reported after multiple years or the full strategic plan period, as it would not be meaningful to report these annually. Henry appreciated the clarification.

The committee approved these revised metrics for inclusion in the final proposed strategic plan.

Adjourn

The meeting adjourned at 4:21 p.m.

The next meeting of the ad hoc Strategic Planning Committee is scheduled for December 4, 2024, from 3:00 to 4:30 p.m.

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Briefing Paper

Public comments and revisions to Energy Trust's 2025-2030 Strategic Plan

December 13, 2024

Energy Trust's draft 2025-2030 Strategic Plan was available for public comment from Aug. 19, 2024, through Sept. 20, 2024. The five-week public comment period and outreach to stakeholders yielded a significant number of comments and resulted in several changes to the draft plan.

Summary of outreach and comments

In addition to soliciting public comments in a public webinar, via a direct stakeholder email, and in Energy Trust's communication channels, Energy Trust staff presented the plan and received feedback in separate meetings with PGE, Pacific Power, NW Natural, Cascade Natural Gas, Avista, OPUC commissioners and staff, Energy Advocates¹, NEEA, Westside Economic Alliance, Bonneville Power Administration, the state's Department of Environmental Quality, staff from Gov. Kotek's office, EnerCity Collaborative, and Energy Trust's Conservation Advisory Council and Diversity Advisory Council. (The Renewable Energy Advisory Council did not hold its September meeting, but a webinar presentation link was shared with RAC members.) Energy Trust also engaged its own staff, inviting internal discussions and comments on the draft plan.

Thirty-seven formal written comments were submitted via email, online form or directly to Energy Trust staff. In addition, staff captured written notes in meetings with stakeholders and advisory councils. Along with several individual commenters, groups and entities represented through written comments included:

- PGE
- Pacific Power
- Avista
- NW Natural
- NEEA
- Bonneville Power Administration
- NW Power and Conservation Council
- NW Energy Coalition
- Clean Energy States Alliance (CESA)
- Westside Economic Alliance
- City of Portland
- Multnomah County
- City of North Bend
- NeighborWorks Umpqua
- Lake County Resources Initiative
- Seeds for the Sol
- Oregon Solar + Storage Industries Association (OSSIA)
- Fair Oregon Utility Rates for Small Business (FOUR)
- Electrify Now and Third Act Oregon
- Ecumenical Ministries of Oregon
- Spark Northwest
- Farmers Conservation Alliance
- Oregon State Rep. Pam Marsh (Dist 5 – So. Jackson County)
- The Green Energy Institute at Lewis & Clark Law School, Climate Solutions, Verde, Oregon Physicians for Social Responsibility, Mobilizing Climate Action Together, 350 Deschutes, Community Energy Project, Breach Collective, The Climate Reality Project -
- Portland Chapter, The Environmental Center, Sierra Club (jointly submitting)

¹ A coalition of organizations including NW Energy Coalition, Green Energy Institute, Verde, OSSIA, Columbia River Inter-Tribal Fish Commission, Citizens' Utility Board, Community Energy Project, Self Enhancement, Inc., Renewable Northwest, Metro Climate Action Team, City of Portland and Multnomah County.

Overall, comments were generally very supportive of the strategic direction outlined in the plan with many expressing specific areas where Energy Trust could further lead in a particular direction or invest more focus. Many groups said the objectives in the plan align with their goals for the coming years and expressed excitement in working with us to achieve them.

The board ad hoc Strategic Planning Committee received all raw written comments and a summary of comments and meeting notes that suggested specific changes to the draft plan, sorted by focus area or theme:

- **Maximizing clean energy acquisition:** Commenters suggested incorporating or otherwise emphasizing decarbonization, peak demand management and cost effectiveness. Others noted this is Energy Trust's core purpose and wondered about how this focus area is distinct from or would be prioritized relative to the other focus areas.
- **Reducing the cost of decarbonization:** Commenters had differing opinions on electrification, with some encouraging greater support for it while others pointed to the financial implications, including for small businesses. Many commenters called for a greater commitment to reducing carbon emissions and promoting electrification. Others asked for more emphasis on the importance of gas efficiency.
- **Creating greater impact for priority customers:** Commenters emphasized the need to serve affordable housing residents and suggested prioritizing heat pumps, weatherization and measures that have health and safety benefits. Commenters also raised a variety of concerns related to equity, including needed services for renters; coastal communities; and small businesses.
- **Motivating the next level of customer participation:** Commenters suggested strategies to reach late adopter customers including small businesses.
- **Supporting community resilience:** Commenters suggested including resilience at the household or neighborhood level; emphasized the need for collaborating with existing agencies, CBOs and utilities; and suggested metrics to track success.
- **Consumer education and consumer protection:** Energy Trust's advisory councils and a significant number of commenters stressed customers and communities will all need more support understanding and navigating clean energy solutions and encouraged Energy Trust to lead more in this space. Several said the plan and Energy Trust's website should include information on environmental and health impacts associated with gas appliances.
- **Workforce development and contractor training:** Commenters recommended emphasizing the role workforce development will play in achieving outcomes throughout the plan and suggested strategies to do so, including working with community colleges and labor unions.
- **Collaboration:** Commenters noted the importance of working with local governments, CBOs, faith groups and others across the region to achieve the plan's desired outcomes and said that should be emphasized in the plan.
- **Non-energy benefits:** Commenters emphasized the role non-energy benefits should play in cost-effectiveness decisions and suggested greater focus on how they are quantified and valued.
- **Plan implementation and strategies** (not specific to any particular focus area): Commenters offered strategies around demand response; grid-enabled technologies; tailored incentives or grant opportunities specifically for coastal areas; offers for cooling equipment; and partnerships with CBOs. Others discussed budgetary priorities and considerations.

[All comments received in writing are posted on Energy Trust's website at www.energytrust.org/strategicplan.](http://www.energytrust.org/strategicplan)

Revisions to the strategic plan based on comments

After assessing comments, staff recommended, and the board Strategic Planning Committee discussed and supported, the following revisions to the draft plan. Comments that were focused on strategies and tactics that were too detailed for the strategic plan will be considered in development of Energy Trust's 2026-2030 Multiyear Plan in 2025.

1. Elevating focus on maximizing clean, affordable energy acquisition to overarching statement of Energy Trust's unique role, with outcomes, strategies and metrics

Some of the written comments and feedback in discussions and presentations of the plan suggested it was hard for stakeholders to differentiate between Focus Area 1 ("Maximizing clean energy acquisition") and Energy Trust's core purpose and role. That elicited questions and confusion, particularly regarding Focus Area 2 ("Reducing the cost of decarbonization"), which also points to accelerating Energy Trust's energy savings and generation results. Energy Trust staff also noted confusion around prioritizing focus areas when one appears to be the core work.

Moving the work of maximizing clean and affordable energy acquisition out of the list of focus areas and instead identifying it as core to our role for 2025-2030 provides clarity for stakeholders and staff and helps orient the other focus areas under that umbrella of work. The outcomes, strategies and overarching metrics are also retained and now reinforce our unique role in a more comprehensive "Our Role in 2025-2030" statement.

Guidance from Holly Valkama, strategic planning consultant, affirmed for the Strategic Planning Committee that this aligns with typical approaches in which the unique role of an organization ("the what") is identified for the plan period; then, focus areas highlight the new or continuing areas for the organization to concentrate on to make the unique role of value a reality ("the how").

2. Adding a focus area on enhancing customer confidence navigating more choices

Early in its development process, the board discussed and acknowledged important context in the future scenario it drafted to guide its strategic planning for 2025-2030. The scenario acknowledged over the next six years, people will face a growing array of choices related to using energy in their homes, businesses and communities. As various programs expand offers related to energy efficiency, renewable energy, demand response, time of use pricing, decarbonization, transportation electrification and more, people will be faced with more sources of information, more terminology, more entities offering solutions, more potential for confusion, and more vulnerability to scams. This can undermine their interest and confidence in clean energy as a beneficial investment and increases the risk of customers being taken advantage of.

However, the resulting draft plan did not specifically respond to this dimension of the future scenario.

Stakeholder feedback on the draft plan emphasized consumer information and education as a needed and missing component of the plan. This was a theme in discussions at Diversity Advisory Council and Conservation Advisory Council presentations of the draft plan in September, and it came through as a theme in many written comments, especially those on the focus areas related to decarbonization, priority customers and community resiliency.

Historically Energy Trust has invested in customer awareness and education only to the minimum degree needed to achieve near-term savings and generation within the year and only with specific customer targets in mind. Energy Trust has not invested in broader efforts to prepare and empower customers to overcome barriers such as lack of understanding and lack of confidence in approaches for managing energy use and costs. Likewise, Energy Trust has not sufficiently enhanced resources and partnerships for helping customers navigate a landscape with more choices and offers related to managing energy use. Currently there is no unifying investment rationale or approach to needs identification, design objectives, or delivery approaches for growing customer confidence in clean energy solutions that will overcome barriers to participation in a more complex environment of programs and choices.

The purpose of including a focus on empowering customers in the strategic plan is to affirm and elevate the importance of Energy Trust prioritizing consistent resources and attention to developing a more unified future approach. Staff views an added focus on "Empowering customers to navigate more choices for managing energy" as interconnected with the other focus areas and key to Energy Trust's ability to achieve its overarching role and associated outcomes and metrics. It is especially important for ensuring services and benefits are realized by priority customers we have underserved and for creating next-level customer participation across all customer segments.

As written, this additional focus area is responsive to stakeholder feedback and asks Energy Trust to:

- better understand customer information needs,
- build our internal competency at meeting those needs,
- leverage our existing channels to improve customer information and support, and
- work with partner organizations who bring unique skills and infrastructure to advance customer knowledge and confidence related to energy efficiency, renewable energy and connected technologies for managing their energy use relative to other energy choices.

3. Other edits to the plan

In addition to the two major changes to the plan, staff made other changes in response to comments on the plan, all of which were supported by the Strategic Planning Committee:

- Added additional strategies content to "Our Role," including references to non-energy benefits, collaboration, adaptability to regulatory changes and other strategies in response to stakeholder comments
- Added language to the definition of clean energy solutions and benefits to emphasize natural gas efficiency and clarify the role of distribution system connected technologies
- Added language to emphasize changes in Oregon's energy landscape
- Added language to clarify the role of complementary funding
- Added language to emphasize Energy Trust's support for resilience at the individual level
- Added an overarching metric regarding financial benefits for customers from avoided utility system costs resulting from efficiency investment
- Updated the metrics under each focus areas based on input from staff on the feasibility of reporting and the value of each metric
- Removed numbers on the focus areas to avoid suggesting prioritization

Next steps

The revisions referenced above, and other smaller text edits or clarifying language changes, were made to the Final Proposed 2025-2030 Strategic Plan included in the board's December 13 meeting package. The board will discuss and identify any further changes needed to adopt the final proposed strategic plan at its December meeting.

Energy Trust staff remain available for individual discussions with organizations and individuals who submitted comments not addressed in the revisions process.

PINK PAPER

Resolution R1053

Approving Energy Trust Strategic Plan 2025-2030

December 13, 2024

RESOLUTION R1053

APPROVING AND ADOPTING THE ENERGY TRUST STRATEGIC PLAN 2025-2030

WHEREAS:

- 1. Energy Trust is required by its original agreement with the Oregon Public Utility Commission to develop and adopt a strategic plan at least every five years. The current plan, which covers the period 2020-2024, expires at the end of 2024.**
- 2. Energy Trust's current agreement with the Oregon Public Utility Commission, the Agreement to Direct Funding to a Nongovernmental Entity (the OPUC Agreement), also requires that Energy Trust develop and adopt strategic plans at least every five years, except for the period beginning in 2025. For the period beginning in 2025, the OPUC Agreement permits a longer strategic plan period to align the end date with Energy Trust's first five-year multiyear plan process.**
- 3. Let by the board's Ad Hoc Strategic Planning Committee (SPC), Energy Trust has developed a proposed six-year strategic plan for the period beginning in 2025, as described more fully below.**
- 4. Beginning in October 2023, Energy Trust carried out board interviews and an extensive stakeholder engagement process to inform the development of a 2025-2030 strategic plan.**
- 5. The board crafted key elements of the plan in a series of workshops and meetings from January through June, 2024. SPC refined plan language and developed strategies and metrics with input from staff.**
- 6. A draft plan was discussed at the August 2024 board strategic planning workshop and released for comment on August 19, 2024, and public comments were collected until September 20, 2024.**
- 7. Public comment themes were discussed by the full board at a meeting on October 9, 2024, and SPC continued working with staff to revise the plan based on a thorough review of stakeholder comments. The full board received a revised draft on November 15.**
- 8. Staff and board members engaged the Oregon Public Utility Commission, Portland General Electric, Avista, Pacific Power, NW Natural, Cascade Natural Gas, members of our Conservation, Diversity and Renewable Advisory Councils, and many stakeholders through presentations and meetings throughout the state to invite and**

collect comments on the draft plan. The staff and board have carefully considered these comments and made changes incorporating stakeholder feedback.

It is therefore RESOLVED that the board of directors of Energy Trust of Oregon, Inc., adopts and approves the Energy Trust 2025-2030 Strategic Plan in the form attached to this resolution.

Moved by:

Seconded by:

Vote:

In favor:

Abstained:

Opposed:



ENERGY TRUST OF OREGON STRATEGIC PLAN 2025-2030



Introduction

Energy Trust of Oregon has a proven history of evolving to meet new demands and better serve our customers. We were created nearly 25 years ago with a clear mandate: to invest ratepayer funds to save electricity cost-effectively, support the development of renewable energy and transform markets to higher-efficiency products. Since then, we have added more services to our portfolio – natural gas efficiency, battery storage and community solar among them. We have worked with communities and utilities on innovative responses to capacity and system needs, and we have worked to advance diversity, equity, inclusion and belonging within our organization and through new offers and services delivered with community-based organizations to benefit more Oregonians. In recent years, we started adding new funding sources to broaden and deepen our impact and expand services to customers beyond what was possible with utility ratepayer funding.

Now, as we look ahead to 2025-2030, we see more needs and opportunities that will require our continued evolution. In this strategic planning process, we have heard from stakeholders that we have an important role to play in helping ensure all customers have access to reliable and affordable energy, that communities are prepared for and can recover from disasters, and that Oregon makes progress toward achieving its decarbonization goals in the most affordable way possible.

The focus areas, outcomes and strategies included in this 2025-2030 Strategic Plan reflect the critical importance of maximizing energy efficiency, small-scale renewable energy generation and, increasingly, the adoption of internet- and grid-connected technologies customers use to manage their energy use. How we maximize these resources matters. This plan calls for a continued focus on serving customers we have historically underserved and responding to emerging customer and community needs for clean energy solutions.

On behalf of the board and staff, we look forward to working with you to achieve our vision of clean, affordable energy for everyone.

Sincerely,



Henry Lorenzen, President, *Energy Trust of Oregon Board of Directors*



Jane S. Peters, Chair, *Board Strategic Planning Committee*



Michael Colgrove, Executive Director, *Energy Trust of Oregon*

About Energy Trust of Oregon

Energy Trust is an independent nonprofit dedicated to helping people and communities thrive through clean, affordable energy. We offer services and cash incentives to help 2.4 million utility customers in Oregon and Southwest Washington save energy, generate renewable power and realize other benefits. We work closely with utility partners, industry experts, community-based organizations and our Trade Ally Network of contractors and builders. We are governed by an independent board of directors and are accountable to the Oregon Public Utility Commission for investment of customer funds from five of Oregon's investor-owned utilities.

Our vision

Clean, affordable energy for everyone.

Our purpose

Working together with customers, communities and utilities, we save energy and maximize adoption of clean energy solutions, reducing costs and accelerating community-centered benefits.

What we deliver

Our information, cash incentives and network of relationships help utility customers lower their energy use and costs and achieve other clean energy benefits.

Our impact

Since 2002, our work has helped participating customers save \$7.2 billion on their utility bills while reducing greenhouse gas emissions, generating renewable energy, and helping customers become more confident in their clean energy actions. These impacts have a direct benefit on the energy system and the people and businesses it serves. Our investments lower overall energy costs for all utility customers by helping utilities defer costs associated with generating and distributing more energy. These are costs that would have otherwise been passed on to customers through higher utility rates.

Our funding

A significant portion of our funding comes from the customers of Portland General Electric, Pacific Power, NW Natural, Cascade Natural Gas and Avista to invest in energy efficiency and renewable energy programs in Oregon and energy efficiency programs in Southwest Washington. We also receive funding from other sources, including federal and state government programs and other contracts and grants, to complement and expand our core utility customer programs and services.

Defining clean energy solutions and benefits

This plan references clean energy solutions and benefits. Energy Trust defines clean energy solutions as electric and natural gas efficiency, since both lower energy use and the need for non-renewable energy generation. Our clean energy solutions also include small-scale renewable energy generation and customer-sited distribution system connected technologies that support reliability, resilience and integration of renewable energy resources with the utility grid, such as battery storage and smart inverters that are part of a solar energy system.

Clean energy benefits include energy savings, renewable energy generation, utility bill savings and avoided greenhouse gas emissions. There are also non-energy benefits such as reduced vulnerability to climate change, more comfortable working and living environments, more resilient communities, improved health outcomes, increased productivity for businesses and non-energy cost savings on things like water, equipment and maintenance.

Our values

Our values represent who we are as organization on our best days – how we approach challenges and work together, building a culture of trust and acceptance.

We care about people: We deliver results because it makes a difference to those we serve. As teammates, we support each other’s success and well-being as we work together toward common goals.

We learn and change: We continuously learn from listening, experimentation and evaluation. We recognize that emerging needs and complex challenges often require adaptation and new solutions.

We are transparent: We work with integrity. We share our work, are honest about what we have done and will do, and we hold ourselves and each other accountable.

We value diversity, equity, inclusion and belonging: We acknowledge the deep importance of diversity, equity, inclusion and belonging in our work. Everyone brings value; we seek different perspectives because we know our solutions are stronger when we collaborate with each other.

As we grow and evolve as an organization, and as we work to achieve all the outcomes we have identified in this plan, we recognize Energy Trust may benefit from working toward additional, aspirational values that will support our ability to innovate and accelerate in a dynamic environment while managing the risks and benefits of doing so. During this 2025-2030 strategic plan period, staff is committed to identifying aspirational values and bringing them to life in our work and organizational culture.

Our strategic planning process

Energy Trust's work is guided by strategic plans as required under our funding agreement with the Oregon Public Utility Commission. Work on the 2025-2030 plan was led by a board of directors' strategic planning committee and developed in an open process that invited staff and stakeholders to inform the board's thinking on Energy Trust focus areas for the coming years.^{1,2}

The process of drafting the plan began with engaging members of Energy Trust's [Conservation, Diversity and Renewable Energy advisory councils](#) to understand customer and community needs, market trends, challenges and opportunities they see coming in 2025-2030. Staff conducted interviews with stakeholders including partner utilities, the OPUC, Oregon Department of Energy, Business Oregon, businesses, customer advocates, Energy Trust trade allies, and community-based organizations.

Staff also researched and created learning papers on emerging areas and issues for our industry: utility capacity and coordination; decarbonization; workforce development; evolving approaches to evaluating the cost and benefits of energy efficiency; and customers Energy Trust has historically underserved.³ Staff presented to the board on energy resource assessments, trends in energy and housing, emerging funding opportunities and the policy context.

All staff contributed to the assessment of the organization's strengths and capabilities, values and future opportunities.

Last, the board hosted several panel discussions in public board meetings in the first half of 2024 to hear directly from stakeholders and community leaders, including state and local elected representatives, community-based organizations and utilities.

All this information grounded the board's understanding and thinking of future scenarios, Energy Trust's existing strengths and capabilities, and potential focus areas. Board members discussed and refined elements of this plan at public meetings; the board's strategic planning committee prepared for those discussions by synthesizing board input and providing recommendations.

Further refinements were made following a five-week public comment period that yielded significant input, including from our utility partners, municipalities, national and regional energy organizations, community-based organizations, energy and climate advocates, business groups and individuals. We also got feedback from our advisory councils and OPUC commissioners and staff. While comments showed broad support for the draft plan and alignment with stakeholder priorities, they also revealed a need to clarify Energy Trust's core work in relation to the focus areas. Other commenters emphasized the need for collaboration, consumer education and protection, while some advocated for expansion of Energy Trust activities. Comments regarding strategies will be considered as Energy Trust develops its 2026-2030 Multiyear Plan, which will be developed in 2025.

We are grateful to all those who participated in this process and helped shape our priorities for the coming years.

¹ Unlike previous strategic plans that covered five years, this plan spans a six-year period to align with a 2030 target for electric utility emissions reductions.

² The strategic planning committee was Jane Peters, Peter Therksel, Bill Tovey and Ellen Zuckerman from Energy Trust's board of directors, with Commissioner Letha Tawney from the Oregon Public Utility Commission, Director Janine Benner from the Oregon Department of Energy and Energy Trust Board President Henry Lorenzen serving in an ex officio capacity.

³ Learning papers, interview summaries and other development materials are available at energytrust.org/strategic-plan.

The future we are planning for

Oregon has seen tremendous changes in its energy landscape in recent years, from advancements in technology to significant load growth and peak demand challenges to growing emphasis on decarbonization and addressing the impacts of climate change. We expect changes to continue and even accelerate in 2025-2030, increasing demand for Energy Trust's existing services and creating the need for new services.

First, extreme weather events due to climate change will occur with increasing frequency. We are already seeing climate-related events that threaten health and quality of life, from devastating wildfires and prolonged heat waves to winter storms that affect customer access to utility services. In addition to these events and the need for utilities to plan for them, increasing energy demand, energy market volatility and other trends have increased energy costs significantly in recent years, and we expect energy affordability will remain a pressing concern for customers, policymakers and regulators in the years ahead. Both of these trends - increasing impacts of climate change and increasing costs - will have an outsized impact on environmental justice communities.⁴ Calls for equity and ways to address systemic injustices in our energy system will grow louder in both the advocacy and policy arenas.

Second, policymakers in Oregon have set ambitious greenhouse gas emission reduction goals, with initial targets for electric utilities that must be met by 2030. Energy efficiency and renewable energy are featured prominently in utilities' long-term plans as critical resources to meet their targets. We expect decarbonization will remain a priority at the state level, although cost implications and new demands on the energy system may affect the pace. At the same time, utilities are evolving their operations and planning to prioritize reliability, capacity and flexibility in the face of climate change, and working to replace fossil fuel energy resources with wind, solar and other renewable or non-emitting resources. Distribution system planning and upgrades will be needed to support system reliability amid a significant increase in demand due to building and transportation electrification, data centers and semiconductor manufacturing.

Third, funding for clean energy will continue from federal, state and other programs. This will help more energy burdened customers by raising benefit levels to cover more of their project costs; combining our utility ratepayer dollars with this new funding will also help us achieve more results. Utilities, meanwhile, will develop additional programs and offers to support demand response, electrification, battery storage and more. There will be challenges in connecting customers with new offers, and there is a risk of confusing customers, contractors and on-the-ground organizations delivering clean energy services. There needs to be coordination among Energy Trust, public agencies, utilities, nonprofits and community-based organizations to ensure customers see real and timely benefits. Organizations new to the industry will need training and support, while customers will need education and resources to understand the new offers and technologies available to them. And the continuing shortage of contractors and clean energy workers to support energy efficiency and small-scale renewable projects will require workforce development.

⁴ See "Defining priority customers" box on page 11.

Our role in 2025-2030: Supporting customers and communities to reduce energy costs and realize additional benefits

Over the past two decades, Energy Trust has developed a broad portfolio of services and market reach to support residential, commercial, industrial, agricultural, public, nonprofit customers and communities in their clean energy investments to save electricity and natural gas and generate and store renewable energy. We have become a trusted nonprofit administrator of utility customer funds with strong financial controls and stable systems; industry-leading program planning, design and delivery; rigorous evaluation processes; engaged stakeholders and transparent public reporting.

We have always been a learning and evolving organization. As a result of our efforts to better reach and serve customers, we now bring a well-established commitment to diversity, equity, inclusion and belonging. We have also become an expert resource for information and analysis regarding clean energy opportunities for customers, communities and local and state policymakers. Through relationship development and innovation, we are testing and refining new approaches with community partners and funders to unlock previously stranded savings and benefits for customers.

Our strong and growing network of relationships uniquely positions us to respond to emerging needs over the next six years, supporting customers and communities in saving energy and adopting clean energy solutions that reduce their energy costs while contributing to community-centered benefits, energy justice outcomes and state, local and tribal energy objectives.

In 2025-2030, we will remain focused on our core work of supporting as much cost-effective energy efficiency, renewable energy and customer-sited distribution system connected technologies as possible. As our energy system faces more pressures – to its affordability, reliability and flexibility during periods of peak use – the benefits that Energy Trust delivers are needed now more than ever:

- Through low-cost electric and natural gas energy efficiency, small-scale renewable energy generation and solutions that help customers manage their energy use, **we help customers start saving immediately on their utility bills and realize other, non-energy benefits** like staying safe and comfortable amid extreme heat, wildfires or winter storms.
- By lowering customer demand for energy, **we help utilities avoid investing in more energy generation, transmission and distribution system upgrades** to meet that demand.
- In mitigating capital cost and operational expense pressures on Oregon’s energy system, **we help ensure future costs are as low as possible for all customers**, including those who don’t directly participate in our programs.

Desired outcomes

If we are successful, by the end of 2030, customers will be paying less for energy than they otherwise would have thanks to Energy Trust’s clean energy solutions. Utilities will have avoided needing to make some investments in additional generation, distribution and transmission. They will also have reduced power costs that customers help pay for during peak periods and extreme weather events. Customer-sited energy efficiency,

Defining energy justice

Energy justice is when energy is accessible, affordable and sustainable for all communities, especially those on the frontline of climate change impacts, and when energy benefits and burden are equitably distributed. Energy Trust engages environmental justice communities to achieve energy justice outcomes. ([Initiative for Energy Justice](#); [National Renewable Energy Laboratory](#))

renewable energy and distribution system connected technologies will be providing system capacity and flexibility, especially during periods of high demand and in specific geographic areas.

Strategies to support our core work

In addition to the strategies proposed under each focus area, we'll continue to pursue the following strategies that support our core work:

- While Energy Trust has always worked to acquire all available cost-effective energy efficiency and offset above market costs of renewable generation, we will increase investment to maximize our impact, using complementary funding in addition to ratepayer funding where appropriate.
- We will continue to cultivate a strong network of trade ally contractors, distributors, retailers, community-based delivery partners and workforce development groups to reach and serve customers in all areas of the state.
- We will increase investments and support for efforts to address insufficient workforce, lack of contractor availability and readiness, supply chain issues and other market barriers. This could include engaging labor unions and educational providers help train and encourage more workers.
- We will continue to work with utilities to understand the 20-year potential for cost-effective energy efficiency and how that will help them meet future demand, and we will strive to acquire that potential at the lowest cost to utility customers.
- We will work with the OPUC and stakeholders to quantify non-energy benefits and explore options related to cost-effectiveness requirements for ratepayer investment where significant customer benefits are identified but not quantifiable or where complimentary funding may be applied.
- We will look to deepen our relationships and streamline collaboration with groups at the community, state, regional and national level where we see opportunity to accomplish mutual objectives in support of our role and focus areas.
- We will remain flexible and adaptable to meet changing needs, policies and regulations as they occur, continuing to follow guidance from OPUC regarding the investment of ratepayer funding.

Measuring our progress

Energy Trust has long-standing metrics for measuring the overarching success and impact of our investments. The OPUC also sets annual performance measures to evaluate Energy Trust performance for the utility ratepayer funds we administer. These metrics and performance measures are the backbone of our performance reporting to our board, the OPUC and the public.⁵

Among these metrics are:

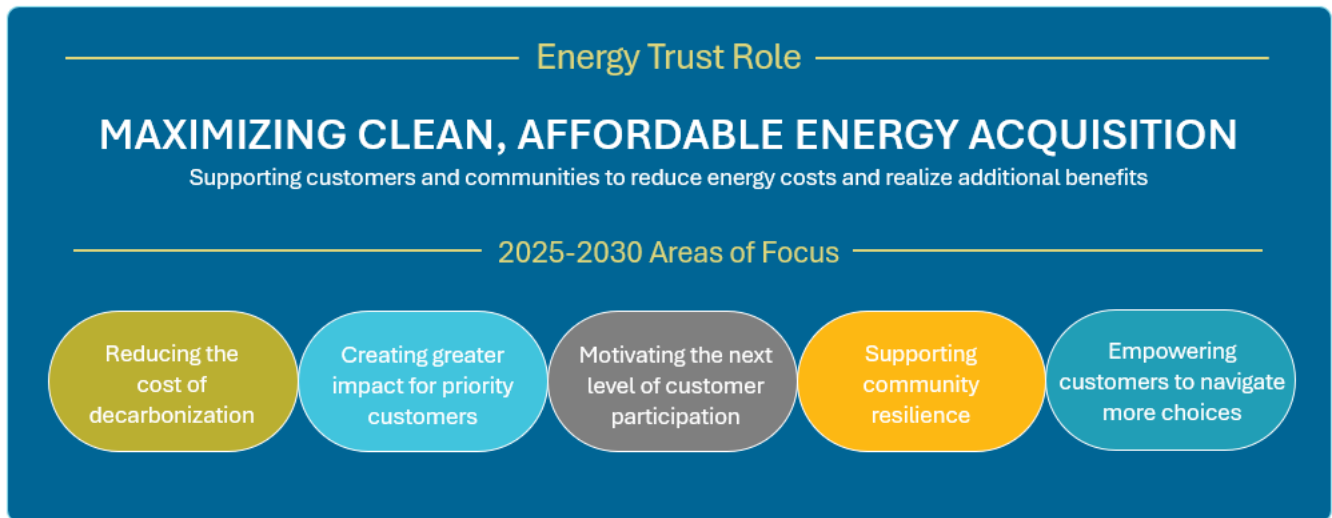
- Energy savings, peak demand reduction and renewable energy generation associated with Energy Trust's investments in electric and natural gas energy efficiency, renewable energy, battery storage and other customer-sited distribution system connected technology and comparisons to utility Integrated Resource Plan targets.

⁵ Reports are available online at energytrust.org/reports.

- Total customer cost savings resulting from electric and natural gas energy efficiency, peak demand reduction, renewable energy, battery storage and other customer-sited distribution system connected technology investments.
- Financial benefits for customers from avoiding utility system costs resulting from Energy Trust's energy efficiency investments.
- Cost-effectiveness (according to cost tests required through regulatory oversight) of acquired savings using ratepayer funding.
- Amount of non-ratepayer funding managed by Energy Trust to acquire savings, net peak demand reduction and generation.
- Levelized costs, or the amount of ratepayer funding Energy Trust spends for each unit of energy saved.
- Equity metrics established annually by the OPUC to evaluate progress related to serving customers and communities Energy Trust has historically underserved.

Where we will focus

To realize our role as the anticipated future unfolds over the next six years, we have identified five areas of new or continuing focus essential to responding to utility and customer needs and maximizing our impact. These focus areas live within the larger context of our core work:



- **Reducing the cost of decarbonization:** We will accelerate our investments supporting customers and communities in saving energy and adopting clean energy solutions, delivering significant cost savings while reducing greenhouse gas emissions and ensuring a more affordable decarbonization of the energy system. We will help the state achieve its clean energy goals by supporting utilities aggressively decarbonizing their systems while managing significant load growth.
- **Creating greater impact for priority customers:** We will increase participation among historically underserved groups and increase the benefits for these customers through collaboration and community engagement. We will integrate new funding sources with existing utility ratepayer funds to further lower costs for these customers.
- **Motivating the next level of customer participation:** We will seek to achieve the adoption of clean energy solutions by customers who have not yet acted, while also realizing the full savings and generation potential of those who have previously participated in our programs.
- **Supporting community resilience:** We will engage communities, local, state and Tribal governments, utilities and others in resilience efforts so that clean energy solutions can contribute to energy resilience.
- **Empowering customers to navigate more choices:** We will elevate our approach to customer support by guiding people to information on solutions for managing their energy use and engaging in conversations that prepare them to make energy-related decisions.

On the following pages, we describe the rationale for each focus area. We identify **desired outcomes** that describe the impact we expect to achieve; **metrics** we will use to track and measure our progress; and **example strategies**⁶ we could employ to achieve that impact. Each of the five focus areas will contribute to the overarching results that we track on and deliver in our performance reporting.

⁶ Strategies proposed under each focus area do not represent all the planned strategies and activities that will be employed; a more comprehensive list will be available in our 2026-2030 Multiyear Plan, which will be finalized in late 2025.

Focus area: Reducing the cost of decarbonization

We will focus on maximizing the contribution of energy efficiency and renewable energy resources in service to Oregon's decarbonization goals, making the transition less costly and less risky for utilities and customers.

In response to climate change, Oregon has adopted aggressive goals for electric and natural gas decarbonization, which is the reduction or elimination of greenhouse gas emissions including carbon emissions from the energy supply. By 2030, electric utilities must reduce emissions by 80% compared to their baseline levels, and declining annual emission limits for natural gas utilities are forthcoming. Our role is to accelerate energy savings and renewable generation as much as possible to support reaching those goals; our historical approach to acquiring savings and generation over the 20-year timeline of the utilities' Integrated Resource Plans is no longer sufficient.

Because it introduces new challenges related to managing variable renewable resources, decarbonization also introduces new costs and pressures on the affordability of our energy system. Cost-effective energy efficiency is among the least cost and lowest risk tools for decarbonization and can help lower demand and stress on the grid. Non-ratepayer funding that does not have cost-effectiveness requirements may further support decarbonization and electrification where customers request it. By accelerating clean energy solutions including efficiency and renewable resources, we can help manage the cost of decarbonization and help utilities meet their decarbonization goals.

Desired outcomes

By the end of 2030, Energy Trust's work will have contributed to Oregon's progress toward meeting its decarbonization goals at a lower cost. Electric and natural gas utilities will be leveraging customer-sited energy efficiency to the greatest degree possible in their Integrated Resource Plans, while electric utilities specifically will be leveraging energy efficiency and renewable energy in their Clean Energy Plans. Businesses and communities with decarbonization goals will be reducing their energy use, generating renewable power and making equipment choices that reduce greenhouse gas emissions.

Metrics

- Carbon saved as result of customers implementing clean energy solutions.
- Number of decarbonization plans and/or policies supported.

Example strategies

- Target energy efficiency and renewable energy solutions that significantly reduce carbon emissions.
- Support electrification as requested by customers or funders while seeking and adapting to direction from policymakers.
- Proactively engage and encourage communities to maximize energy efficiency, renewable energy and connected technologies in decarbonization plans and implementation activities.

Focus area: Creating greater impact for priority customers

We will focus on increasing participation among priority customer groups Energy Trust has historically underserved and on increasing the savings and generation associated with each participating customer.

Customers who directly participate in clean energy programs realize the greatest benefits, including more control of their energy use and lower energy bills. But our funding sources and our programs have not always been designed to support all customers, and many have been left out of receiving services when they would have benefited the most from them. For Energy Trust to fulfill its mission of clean, affordable energy *for everyone*, we must continue to rethink and redesign our programs, bring in additional sources of funding, and coordinate with our utility and community-based partners to make greater strides in reaching priority customers, including the environmental justice communities we have underserved.

Desired outcomes

By the end of 2030, a significant number of customers who were underserved by Energy Trust and who struggled with energy burden will be benefitting from more comfortable, healthy and resilient homes and businesses, especially during extreme heat and cold weather, thanks to energy-saving features, solar and battery storage. As a result of Energy Trust's focus here, customers' use of clean energy solutions will help offset the impact of utility rate increases on their bills by lowering long-term energy use.

Metrics

- Number of projects completed, energy saved, generation acquired and incentives delivered to priority customer groups.
- By the end of 2026, we will refine our identification of priority customer groups and build analytical capabilities to gather and report data for the purpose of increasing participation within priority customer groups.

Example strategies

- Utilize community engagement principles and approaches to co-create programs with communities that better resonate with, address the specific needs of, and motivate priority customers.
- Work with utilities, community-based organizations and diverse, local contractors to reach priority customer groups and support their adoption of clean energy solutions.
- Secure and integrate funding sources that do not have cost-effectiveness requirements to specifically support priority customer groups.

Defining priority customers

Energy Trust believes it is incumbent on us to deliver programs that provide meaningful clean energy solutions for everyone. We have identified that customers with low incomes, people of color and customers in rural areas are underrepresented in our programs.

Going forward, we will continue to assess which groups remain underrepresented. This assessment will focus on customers within environmental justice communities as defined in Oregon statute as "communities of color, communities experiencing lower incomes, Tribal communities, rural communities, coastal communities, communities with limited infrastructure and other communities traditionally underrepresented in public processes and adversely harmed by environmental and health hazards, including seniors, youth and persons with disabilities" (HB 2021). Additionally, renters, people with moderate incomes, small businesses, and customers with high energy burden (households that spend more than 6% of income on energy costs) will be considered as we work to evolve programs to ensure meaningful access and services.

We recognize many people identify as belonging to more than one of these groups.

Focus area: Motivating the next level of customer participation

We will focus on testing and implementing strategies that seek to achieve the adoption of clean energy solutions by those who have not yet acted, while continuing to realize the full savings and generation potential of those who have previously participated in our programs.

While some customers have faced barriers in the past to participating in our programs, others have not participated – or *chosen* to not participate – because they have not been sufficiently motivated to do so. This group represents a significant portion of our eligible customers, and to meet our accelerated savings goals, support the state’s energy system and advance decarbonization, we need to reach and motivate these customers. This will require new approaches, crafting more compelling offers and services and expanding the scale of already-successful approaches to appeal to more people and businesses, especially small businesses.

Additionally, customers who have participated in our programs in the past may not have realized the full savings or generation potential of their business, home or facility. We need to create pathways to reengage these customers and encourage them to explore and, ultimately, adopt other solutions that will help them achieve their full potential.

Desired outcomes

By the end of 2030, more customers will be benefitting from more comfortable and resilient homes and businesses with energy-saving features, solar and battery storage. Even customers who were holding off on taking actions previous have participated in Energy Trust programs and services to reduce their energy use and costs or invest in solar, battery storage and other approaches to manage their energy use. As a result of Energy Trust’s focus here, customers’ use of clean energy solutions will help lessen the impact of utility rate increases on their bills by lowering long-term energy use and/or offsetting it with renewable energy.

Metrics

- Percentage of customers participating in clean energy projects using site-level data.
- Number of customer sites with repeat participation.

Example strategies

- Develop new, more compelling offers and approaches and revisit technologies that have exited our portfolio to reach beyond 30-40% market participation within specific markets.
- Adapt program offerings and delivery approaches to encourage early adopters and previous customers to realize their full savings and generation potential.
- Engage organizations like Northwest Energy Efficiency Alliance to implement approaches to support market adoption of technologies beyond 40-60% in the absence of codes or standards support.

Focus area: Supporting community resilience

We will focus on working with local and state government agencies, utilities, Tribal governments, and other entities that have resilience planning and management responsibilities to support incorporation of clean energy solutions into community resilience efforts.

As climate-related disasters become more common, communities are increasingly prioritizing resilience – the ability to prepare for, withstand, respond to and recover essential needs and services after a disruption. As we support and promote energy resilience benefits and projects at the individual level, being responsive to local energy needs means we must be able to support resilience planning and recovery efforts at the community level to ensure they involve clean energy solutions. Resilience is also a growing concern for our network of collaborators, from utilities promoting resilience within their own operations, to public agencies supporting community resilience plans, and to trade ally contractors being asked to install battery storage systems and fire hardening building features. This work may require dedicated funding outside our core ratepayer funds and helping communities to combine funding from several sources given the enormous cost to recover from major disaster events.

Desired outcomes

By the end of 2030, communities that have developed local resilience plans will understand how clean energy solutions can contribute to resilience and have access to Energy Trust support for planning and implementing those solutions. Communities and their residents will be better prepared for extreme heat, winter storms, wildfires and other disruptions to energy because they will already have clean energy solutions in place. And when these events happen, people will utilize clean energy solutions in rebuilding and recovery efforts to ensure future preparedness. As a result of their work with Energy Trust, communities will be better prepared to access state and federal funding to support resilience efforts.

Metrics

- Number of organizations contacted to promote Energy Trust services and resources that support community resilience.
- Number of resilience projects Energy Trust is directly involved in.

Example strategies

- Proactively engage communities and Tribal governments to encourage the development of resilience plans that incorporate energy efficiency, renewable energy and connected technologies including battery storage.
- Develop stronger partnerships with resilience, emergency planning and management and recovery experts within local and state governments, utilities, Tribal governments and non-governmental entities.
- Develop clean energy solutions for a variety of potential disaster events so that they are ready to deploy quickly when needed.

Focus area: Empowering customers to navigate more choices

We will elevate our approach to customer support by guiding people to information on solutions for managing their energy use and engaging in conversations that prepare them to make energy-related decisions. Working with state and local agencies, utilities, educational entities and community organizations, we will help ensure trusted information is reliable and accessible to customers across our service area.

Over the next six years, customers will face a growing array of choices for how to manage energy use and costs in their homes, businesses and communities. As various programs promote offers related to energy efficiency, renewable energy, demand response, time of use pricing, transportation electrification and more, customers will face more terminology, more potential for confusion, and worse, more vulnerability to scams. This can undermine their interest in clean energy solutions and their confidence to make any decision, potentially delaying or deterring customers from realizing the benefits of participating in Energy Trust programs. In this more complex energy landscape, customers need information and support that is credible, easy to access and easy to consume to feel more prepared to engage with the market. Energy Trust must work in new ways with new partners toward long-term objectives for supporting and empowering customers. We must also develop measurement approaches to understand the impact of our investments in this enhanced customer support.

Desired outcomes

By the end of 2030, Energy Trust will have enhanced its capabilities for supporting customer understanding of clean energy solutions and confidence in managing their energy use, and we will have developed the internal framework for effectively delivering impactful information and measuring progress. Through engagement with Energy Trust and our partners, current and future customers will have familiarity with energy-related concepts and feel more prepared to make decisions that fit their needs. When engaging with contractors, retailers and other providers in the market, customers will have the support they need to assess options and identify misinformation and scams.

Metrics

- Market assessment and gap analysis is completed and identifies customer information and support needs to engage with solutions for managing energy use and costs; diversity, equity, inclusion and belonging considerations are centered in the analysis.
- Initiative plan that identifies key activities and budget is presented; report on measurement plan and progress annually.

Example strategies

- Convene and/or participate in a coalition of partners to identify gaps, needs and recommend initiatives to support customer confidence in solutions for managing energy use and costs; work closely with Oregon Department of Energy, utilities and community organizations to navigate and support customers.
- Improve access to information and education resources through Energy Trust communications, web site, outreach channels, Strategic Energy Management (SEM) approaches, and with partners who can support and deliver them; develop new strategies based on needs assessment.
- Build Energy Trust's competency to approach and support customers seeking a more holistic understanding of how to manage energy use and costs.

Strategic plan management

This 2025-2030 Strategic Plan will guide the development of our 2026-2030 Multiyear Plan in 2025. The 2026-2030 Multiyear Plan will add more detail how we will accomplish the outcomes outlined here, including additional program strategies, organizational initiatives, budget requirements and staff resources.

Additionally, the opportunities and example strategies within each focus area could evolve with changes in market conditions, policies and other factors. To develop this plan, we made several assumptions about what we expect to see in 2025-2030. If events differ from what we anticipated, our board and staff will manage and respond to changes through other planning processes, like our contributions to utilities' Integrated Resource Plan updates. For example, our previous strategic plan did not anticipate the COVID-19 pandemic, 2020's devastating wildfires or 2021's deadly heat dome. We were able to respond to new needs through other planning processes while maintaining our 2020-2024 Strategic Plan focus areas.

Conditions that could require a change to this plan's focus areas, measures of progress or strategies could include a change in Oregon's decarbonization policy that impacts utility targets for emissions reduction by 2030 or significant new directives from the Oregon Public Utility Commission.

The board, with input from staff, will monitor Energy Trust's operating environment on a regular cadence and adjust this plan as necessary.

Tab 7

Joint Advisory Council Meeting Notes

October 10, 2024

Attending from the Conservation Advisory Council:

Laney Ralph, NW Natural
Jonathon Belmont, Bonneville Power Administration
Andy Cameron, Oregon Department of Energy
Peter Kernan, Oregon Public Utility Commission
Becky Walker, Northwest Energy Efficiency Alliance
Noemi Ortiz, Cascade Natural Gas
Lisa McGarity, Avista
Charity Fain, Community Energy Project
Kari Greer, Pacific Power
Kerry Meade, Building Potential (formerly NEEC)
Amanda Welch, Oregon Department of Energy
Jake Wise, Portland General Electric

Attending from the Renewable Energy Advisory Council:

Ryan Harvey, Pacific Power
Rob Del Mar, Oregon Department of Energy
Josh Peterson, Solar Monitoring Lab, University of Oregon
April Snell, Oregon Water Resources Congress
Joe Abraham, Oregon Public Utility Commission

Attending from the Diversity Advisory Council:

Terrance Harris, Drexel University
Indika Sugathadasa, PDX HIVE
Dolores Martinez, EUVALCREE
Benedikt Springer, Oregon Public Utility Commission

Attending from Energy Trust:

Elizabeth Fox	Kyle Petrocine
Robin Brown	Elaine Prause
Michael Colgrove	Alex Novie
Chris Dunning	Amber Cole
Melanie Bissonnette	Alicia Moore
Tom Beverly	Abi Sloan
Alanna Hoyman-Browe	Eduardo Beltran
Akanksha Rawal	Kate Wellington
Julie McMorine	Sue Fletcher
Chip Polito	Spencer Moersfelder
Alicia Moore	Megan Greenauer
Amanda Thompson	Themba Mutepfa
Jackie Goss	Amanda Zuniga
Jess Siegel	Jeni Hall
Dave Moldal	Maddy Otto
Sarah Rhodig	Amanda Potter
Angela Clayton-Schmidt	Thad Roth
Julianne Thacher	
Marshall Johnson	
Cory Hertog	

Others attending:

Jessica Dover, Alma Luna (interpreter)

Ivonne Saed, Saed Graphic (interpreter)

1. Welcome and announcements

Robin Brown convened the meeting at 1:02 p.m. via Zoom. Robin presented the agenda and made introductions.

2. Energy Trust draft 2025 budget presentation and feedback*Topic summary*

Michael Colgrove, Energy Trust executive director, presented Energy Trust's draft 2025 budget and organizational goals. The draft budget and presentation are posted online at www.energytrust.org/budget. The 2025 budget is a one-year plan that will allow Energy Trust to transition to longer-term budget planning that aligns with its strategic planning cycles.

The energy savings we acquire remain some of the lowest cost energy. In 2025, we will invest \$342.1 million to save 59.1 aMW, save 6.7 million therms of gas, and generate 5.6 aMW of electricity. The electric savings goal is a 23% increase over the 2024 budget. Data center projects in both PGE and Pacific Power services areas will drive high savings in the New Buildings program. Our electric levelized costs will decrease by 18% from 2024. On the gas side, the goal is down 4% from 2024. Levelized costs are expected to increase about 14% from 2024. The greatest drivers of gas savings will be in Existing Buildings and multifamily. On the renewables side, we plan to shift away from market rate solar incentives to support income-qualified and priority customers.

The increase in spending from 2024 to 2025 is mostly driven by additional incentives. Higher incentives are needed to compel more homeowners and businesses to move forward with projects; they will also help us remove barriers for priority customers. Staff positions will focus on program design, outreach and support to keep programs on track. We are also planning expansion of our Trade Ally Network through training, outreach, the Contractor Development Pathway, and new offers and resources.

On the revenue side, contracts and grants (referred to as complementary funding) represents a growing source of revenue in 2025. Complementary funding will help us increase savings and generation results while also enhancing equitable access for customers, including offering more no-cost offers. (We will add funding for three no-cost offers in 2025; this will be a change in the final draft budget.)

Energy Trust now use the Generally Accepted Accounting Principles definition of administrative costs, which means its performance can now be compared to other nonprofits. At 5.8%, our administrative costs are below the OPUC performance measure and below 15% that is considered to be the healthy ceiling for nonprofits.

Discussion

The councils said the budget captures the dynamics of the market (Jonathan Belmont). Staff noted we are considering the state of the economy and if it improves next year, we need to consider additional demand that might create. Rate impacts and affordability might also create more of a motivator for customers to participate. The councils noted the possibility of semiconductor shortages and related impacts due to recent hurricanes (Lisa McGarity).

On planned solar and resilience activity, the councils noted commercial solar uses the grid, so if the grid goes down, their power goes out. Some of these systems are close to neighborhoods. They'll still be generating in these situations, and it could be used for nearby homes or neighborhoods (Josh Peterson). Staff said it has looked at this for communities looking to build a resilience hub. We're seeing good growth in commercial solar, but there are restrictions and constraints on sending that

power to other customers. Some of the community resilience projects are quite complicated; we will get there, but there are some impediments. In the meantime, we do provide residential and commercial battery storage incentives.

The councils said a map showing activity across the state would be helpful, along with breakouts by county, region or city. There's an assumption that a lot of spending happens in Portland, but a map would illustrate where spending really happens (Josh Peterson). Staff noted annual reports do include location-specific information but we can look at better ways to show spending.

The councils asked to learn more about how and when workforce development activities will roll out and when they will reach rural areas (Lisa McGarity). Staff offered to follow up with more specifics.

The councils noted there are several new factors – including an increased number of goals and targets, cost effectiveness challenges, economic factors and new funding opportunities – and that a multiyear budget will allow for some flexibility to address this (Jonathon Belmont). Staff said we're in the process of transitioning to multiyear budgeting; next year we will do our first five-year budget. We will engage the advisory councils as we develop it. What we're starting to see is a greater ability to comprehensively address the factors mentioned: The longer time horizon lets us look out across more dimensions and plan the resources needed for new work that won't be in full operation until further along.

Next steps

The draft budget will be available for comment until October 16. Comments may be sent to info@energytrust.org. Energy Trust staff will present the draft budget to the Oregon Public Utility Commission on Nov. 5 and to the Energy Trust Board of Directors for approval on Dec. 13.

3. Adjournment

The meeting adjourned at 2:46 p.m.

PINK PAPER

Conservation Advisory Council Meeting Notes

November 13, 2024

Attending from the council:

Laney Ralph, NW Natural
Noemi Ortiz, Cascade Natural Gas
Lisa McGarity, Avista
Jonathon Belmont, Bonneville Power
Administration
Mark Rehley (for Becky Walker), Northwest
Energy Efficiency Alliance

Kari Greer, Pacific Power
Peter Kernan, OPUC
Andy Cameron, Oregon Department of
Energy
Jake Wise, Portland General Electric

Attending from Energy Trust:

Elizabeth Fox
Jeni Hall
Tom Beverly
Elaine Dado
Laura Schaefer
Kathleen Belkhatay
Alex Novie
Julie McMorine
Amber Cole
Matt Getchell
Andi Nix
Jen Shafer
Michael Hoch
Thad Roth
Cory Hertog
Jake Kennedy
Mana Haeri
Tracy Scott
Alicia Li
Joy Turtola
Marshall Johnson
Spencer Moersfelder
Ernie Guerrero

Natalia Ojeda
Greg Stokes
Caryn Appler
Isaiah Kamrar
Maddy Otto
Cody Kleinsmith
Abby Spegman
Jane Hammaker
Angela Clayton-Schmidt
Gemma DiMatteo
Sue Fletcher
Ryan Crews
Patrick Urain
Megan Greenauer
Kate Wellington
Melanie Bissonnette
Andrew Shepard
Amanda Zuniga
Jackie Goss
Julianne Thacher
Abi Sloan
Akanksha Rawal
Leila Shokat

Others attending:

Billie McWinn, Idaho Power
Jenny Sorich, CLEARResult
John Molnar, Rogers Machinery
Samantha Taylor, CLEARResult
Joe Marcotte, TRC Companies
Brooke Landon, CLEARResult

Rebeca Enriquez, NW Natural
Beth Baxter, TRC Companies
Dan Groshans, CLEARResult
Connor Grossman, CLEARResult
Erich Koch, CLEARResult
Diane Henkels, Action Net

1. Welcome and announcements

Alex Novie, communities and new initiatives sector lead, convened the meeting at 1:30 p.m. via Zoom. The meeting agenda and presentations are available online at <https://www.energytrust.org/wp-content/uploads/2023/11/CAC-Packet-November-2024.pdf>. Alex led introductions and shared the council community agreements.

2. Energy programs updates

Topic summary

Tracy Scott, director of energy programs, provided an update on year-end results. Energy Trust expects to reach 126% of its electric savings goal, 101% of its natural gas savings goal and 129% of its energy generation goal. Downstream lighting incentives are paused and lighting saw a very high volume of projects in 2024.

Discussion

None.

Next steps

None.

3. 2025-2030 Strategic Plan development

Topic summary

Staff provided an update on the 2025-2030 Strategic Plan development as a follow-up to feedback from the council on the draft plan. Details are included in the [CAC meeting documentation](#). The final draft will include some adjustments based on stakeholder feedback, including the need for more support and information to help customers and communities navigate more choices to manage their energy use and costs. This perspective also surfaced during the council's discussion of the draft plan in September.

Staff's perspective is that Energy Trust specializes in the technical and market development aspects of motivating customer adoption of proven technologies. However, enhanced customer support, education and navigation are areas of development for Energy Trust in an era where customers face more choices related to managing energy. Energy Trust needs to start by learning more about what information, resources and supports will help customers feel more confident in taking action in a more complicated energy landscape with more programs to navigate. Improving access to information and providing more customer resources through Energy Trust's web site and outreach and other customer communication channels will be important. Finally, collaboration with agencies like Oregon Department of Energy, utilities and community organizations to help customers navigate will be critical.

Discussion

The council indicated this thinking resonates and stated it aligns with the state's one-stop-shop philosophy (Andy Cameron). It also supports Energy Trust's intention to start by asking customers what they need, rather than telling them what they should do (Jonathan Belmont). The council pointed out Oregon Department of Energy and Energy Trust are still often confused for one another, but customers most often identify with Energy Trust as the energy efficiency body, adding the brand and reputation go far in the market (Andy Cameron).

The council also pointed out that Energy Trust has strong brand recognition and credibility from its long track record of success, which will be an asset in this work. It emphasized it's important to maintain and leverage the strong market and stakeholder relationships in doing this work (Laney Ralph). The council liked seeing this emphasis on Energy Trust showing up in the market with partners, especially utility partners. Energy Trust has the statewide presence, history, expertise and infrastructure to be a strong source of customer support working with partners. There is an opportunity to rethink education and awareness around fuel-switching, meaning Energy Trust will need to consider its role in providing information to customers faced with hard choices (Jake Wise).

Next steps

This feedback will go to the strategic planning committee for further discussion. The board strategic planning committee will complete plan revisions and prepare a final proposed strategic plan for full board consideration and adoption in December.

4. Multiyear planning update

Topic summary

Staff provided an update on Energy Trust's transition to multiyear planning. The shift will provide a longer horizon to implement strategies that span multiple years. It will give Energy Trust flexibility and allow staff to spend more time implementing programs instead of planning. See the [CAC meeting packet](#) for additional details.

Energy Trust will spend all of 2025 developing the elements of the multiyear plan. A draft plan will be finished by July, which will be brought to advisory councils and then released for public comment in August. A revised plan will be presented to the board for adoption in December 2025. There will be three main engagement points with advisory councils: January council meetings, workshops in mid-February to mid-March, and a presentation of the draft plan on August 7, 2025.

Discussion

None.

Next steps

See meeting packet.

5. Residential and multifamily ductless heat pump program design

Topic summary

Staff presented changes to Energy Trust's ductless heat pump (DHP) offers for residential and multifamily customers. Full details are included in the [CAC meeting packet](#).

Over the past several years, Energy Trust has provided incentives for DHP measure applications that typically vary based on climate zones and existing heating source (e.g., zonal or central electric resistance heat, supplemental fuels like oil, propane, and wood). Some of these measure applications (e.g., DHPs for certain climate zones; DHPs displacing supplemental fuels) have been under measure cost-effectiveness exception from the Oregon Public Utility Commission. Energy Trust has explored ways to increase savings and reduce costs with different equipment and by tightening installation requirements. A field test of lower cost, DIY wall mounted heat pumps was explored, as well as a pilot offer for smart DHP controls. Efforts also included exploring ways to further assist customers experiencing low and moderate incomes and customers historically underserved by Energy Trust.

Energy Trust will continue supporting ductless heat pump technologies in the market.

Discussion

The council asked what program adjustments Energy Trust plans to make and how proposed adjustments will improve savings realization rates (Jake Wise). Staff explained Energy Trust will adjust to the federal rebate income levels for those offers for customers experiencing low and moderate incomes and collect additional data about the locations of secondary head units installed as part of their DHP upgrade projects. Energy Trust requires the primary head unit be installed in the primary living area of the home but didn't previously collect info about the presence of secondary heads. Staff acknowledged even with program adjustments, the electricity savings from DHPs are likely to continue to align with the average seen so far in single-family homes and in manufactured homes from the recent impact evaluation using the Residential Energy Billing Analysis (REBA) on DHP installs in single-family and manufactured homes from 2020-2022. There may be other savings and benefits that can be identified through an ongoing evaluation of no-cost offers. There are many other benefits being realized in homes and Energy Trust plans to further identify and attempt to incorporate these benefits in offer and measure design. The council indicated it appears to be an acknowledgement that installer and program requirements can't be changed enough to drive significantly higher per unit savings (Jake Wise). Staff added that tool analysis didn't look at other benefits or other types of fuel being utilized.

There have been several billing analyses around DHPs to this point that have substantiated the new, reduced savings values.

The council asked about any changes in heat pump equipment choice as technology has evolved over time, since there seems to be a wide range of heat pump performance. It also asked if there has been an assessment of the type of equipment going out in Energy Trust's service areas (Peter Kernan). Staff said Energy Trust is interested in learning more from NEEA about these factors that might influence overall heat pump savings performance, including low-load equivalent heat pumps that might be optimal for west of the Cascades. For DHPs, Energy Trust doesn't have as much knowledge of the distinctions across equipment types and wasn't able to pull that out of REBA impact analyses. Staff also added the evaluation tool allows Energy Trust to segment analyses by certain factors, but the numbers are too small to be statistically significant. Energy Trust could investigate by manufacturer in the future, but we haven't before.

Staff noted the cost of DHPs has increased by 30%, while savings have been reduced by more than half with the most recent REBA impact evaluation. From a cost-effectiveness perspective, it's hard to quantify the value benefits of DHP upgrades beyond electric savings. REBA analysis was from 2020 to 2022. The no-cost volume was very low during that time compared to overall activity.

Next steps

None.

6. Residential and multifamily no-cost delivery pilots

Topic summary

Staff gave an overview of findings from the evaluation of no-cost delivery pilots for households experiencing lower incomes (earning 60% or less of Oregon median income). Energy Trust is working with community-based organizations (CBOs) that understand and can reach their communities more readily. CBOs use Energy Trust forms to collect data. Everything is self-certified by the customers.

CBOs have varying degrees of familiarity with this type of data collection. Energy Trust received complete data for about 60% of pilot participants. Income data is sometimes missing, but is often gathered through other means, like participation in income-qualified housing or SNAP programs. We will be able to supplement energy cost data with meter information and usage data later in this evaluation process.

Results indicate about 80% of participants report a high or severe energy burden. Some stated they are frequently unable to keep up with their energy bills. The majority of customers report curtailing system use to save money. Of participants, 91% of those who curtailed cooling and 92% of those who curtailed heating reported being uncomfortable as a result. CBOs report participating customers experienced lower electric bills, access to more reliable heating, less reliance on non-utility fuels, new or more reliable access to cooling, improved safety, and improved health or health benefits. CBOs are not experiencing many callbacks. People do ask about education on operating their systems and how to save energy.

CBOs also report they were unable to serve everyone they wanted to through the pilot offers. Serving homes with existing gas heat was an issue throughout pilot implementation. CBOs did report growth in their operations as a result of participating in pilots. This allowed them to get out into the community, see more homes and more deeply understand people's needs. Pilot activity led to CBOs adding staff capacity. Most plan to keep staff on board after the pilot implementation is concluded.

Discussion

The council asked if manufactured homes have heating in all spaces after replacing furnaces with ductless heat pumps (Lisa McGarity). It also asked if existing equipment is decommissioned after new

systems are installed (Jake Wise). It expressed concerns about curtailment potentially skewing analysis and if that is accounted for (Lisa McGarity). Staff responded the maximum is two heads for ductless heat pumps under our offers, but in general, when an electric furnace is replaced with a DHP, it can serve the whole home. Staff explained existing equipment isn't decommissioned, but customers are instructed to turn down thermostats on existing equipment and depend on the DHPs, adding that Energy Trust doesn't yet know what the realization rates will be, but we don't expect them to be very different from the residential energy billing analysis (REBA). Staff acknowledged customer curtailment may skew the energy savings impact analysis if customers are not using electric resistance heat in pre-retrofit; this is challenging to parse from billing analysis but is something Energy Trust staff see as important to continue to monitor.

Staff explained that one of the challenges is encountering a site where a customer can benefit from a DHP but can't meet the previous program requirements intended to maximize energy savings. There's a tradeoff between hard and fast rules and looking at other benefits aside from just energy savings. A lot of people who heat with zonal electric resistance heaters have installed other heat sources to reduce costs. That makes it challenging for a DHP to achieve the previous, much higher savings values. In the REBA analysis, even when we isolated the so-called ideal case, the savings results weren't much better than the average. Either something is going on that we aren't yet aware of, or the technology just doesn't save as much electricity as we originally expected.

Next steps

Additional components of the no-cost pilot evaluation will continue in 2025. There will be participant data analysis, surveys and billing analysis coming in 2026. A preliminary findings memo will be available in coming weeks.

7. Measure exceptions for ductless heat pumps and no-cost offers in 2025

Topic summary

Staff discussed Oregon Public Utility Commission (OPUC) measure cost-effectiveness exception requests, the measure exception criteria in Energy Trust's agreement with OPUC and planned exception requests. Details on exception request criteria and planned requests are included as part of the [presentation in the CAC packet](#).

Discussion

The council asked about the financial impacts if proposed no-cost exceptions for heat pumps and heat pump water heaters and ductless heat pump exception requests are approved (Jake Wise). Staff responded that the total financial impact will be about \$12 million in incentives for 2025, including approximately \$6 million in incentives for no-cost offers (heat pumps and heat pump water heaters) and approximately \$6 million in standard incentives for DHPs serving market-rate customers and enhanced incentives (not no-cost) for customers experiencing low- and moderate incomes.

Next steps

None.

8. Adjournment

The meeting adjourned at 3:55 p.m. The next meeting will be held January 2, 2025, at 1:30 p.m.

Tab 8

Diversity Advisory Council Meeting Notes

November 12, 2024

Attending from the council:

Indika Sugathadasa, PDX HIVE
Martin Campos-Davis, Oregon Human Development Corporation
Terrance Harris, Drexler University
Rhea S. Rock, Sunlight Solar
Rebecca Descombes
Delores Martinez, EUVALCREE

Attending from Energy Trust:

Emily Findley	Greg Stokes
Mike Colgrove	Jeni Hall
Elizabeth Fox	Angela Clayton Schmidt
Aly'ce Brannon-Reid	Julie McMorine
Melanie Bissonnette	Emily Cahill
Amber Cole	Alex Novie
Danielle Rhodes	Johana Nelson
Gloria Gunn	Themba Mutepfa
Jen Shafer	Cameron Starr
Ernie Guerrero	Kathleen Belkhat
Carolyn Rice	Julianne Thacher
Joy Turtola	Abby Spegman
Taylor Ford	Alistair Simmonds
Matt Getchell	Sarah Castor
Debbie Menashe	Sloan Schang
Robin Brown	Tracy Scott
Logan Egbert	Gemma DiMatteo
Megan Greenauer	Amanda Zuniga
Abi Sloan	Akanksha Rawal
Natalia Ojeda	Kenji Spielman
Caryn Appler	Cody Kleinsmith
Sue Fletcher	Andi Nix
Mia Deonate	Maddie Norman
Elaine Prause	

Others attending:

Ezell Watson, Oregon Public Utility Commission	Eathen Swain, TRC
Quinn Parker, EnColor Consulting	Jessica Dover, AlmaLuna LLC
Lindsey Diercksen, LD Consulting	Beth Baxter, TRC
Lauren Rosenstein, Oregon Department of Energy	Ivonne Saed, Saedgraphic

1. Welcome

Michael Colgrove, Energy Trust executive director, convened the meeting at 9:04 a.m. The agenda, notes and presentation materials are available on Energy Trust's website at <https://www.energytrust.org/about/public-meetings/diversity-advisory-council-meetings/>.

Michael invited Aly'ce Brannon-Reed, a new senior program manager on the DEI services team, to introduce herself to the council. Aly'ce comes with over 10 years of community engagement experience in multiple sectors including nonprofit, government, cultural and philanthropy.

2. DEI program assessment

Topic summary

Quinn Parker of EnColor consulting firm presented on an assessment of Energy Trust's collective diversity, equity and inclusion efforts. EnColor is a national strategic consulting firm that helps organizations operationalize and prioritize equity within their internal and external work.

Quinn provided a brief overview of the assessment, which examined the current state of Energy Trust's DEI plan and how well the plan's goals and metrics are being operationalized within energy programs. The assessment was limited to an in-depth document review of planning, program and strategy documents with the goal of identifying opportunities and common threads between energy programs. The assessment also includes recommendations and key findings.

Discussion

Quinn led a discussion with the council members, inviting them to weigh in on questions that came up during the assessment. Questions included how Energy Trust could measure the readiness of its staff to engage with priority customers; how Energy Trust can better assess the quality of its built relationships; whether restorative justice should be a desired outcome of Energy Trust's work; what shifting leadership and power looks like in the context of Energy Trust's work and what could be some first steps toward that outcome; what would it look like for energy Trust to deeply engage with communities, and how could that be measured; and how can Energy Trust measure its transparency and accountability in a meaningful way.

The council asked if Energy Trust has already had conversations or trainings internally about restorative justice, stating that restorative justice solutions should be co-created with impacted communities, not in an organizational bubble (Lauren Rosenstein). The council said restorative justice is a difficult subject. For native people, the State of Oregon's adoption of land acknowledgements has been healing, but there may be opportunity to also acknowledge other communities and nations that helped build this country (Rhea S. Rock).

The council suggested to advance deep community engagement, Energy Trust should seek out pillars of the communities it wants to reach, such as leaders and advocates, and show up at events that are central to those communities. Deep engagement should be built on relationships between individuals (Terrance Harris). The council suggested deep community engagement could eventually include participatory budgeting. It is a huge shift to go from traditional budgeting to a collaborative and inclusive model, and it would need to occur across the whole organization. Energy Trust should provide meaningful opportunities for communities to weigh in on where spending occurs (Martin Campos-Davis).

The council said Energy Trust can advance supplier diversity by understanding the needs of diverse and small businesses, meeting them and soliciting feedback to understand barriers and looking for ways to bridge the gap even if the reasons are not within Energy Trust's wheelhouse (Martin Campos-Davis). The council said supporting BIPOC firms comes down to foundational relationships. Working

with these firms helps build trust with communities they belong to. In contracting with BIPOC firms, Energy Trust should give them the opportunity for them to showcase their work (Terrance Harris). The council suggested given the current state of the world, Energy Trust should consider making its DEI messaging more public (Indika Sugathadasa). It also said Energy Trust should lean on success stories and case studies to reinforce the works it is trying to accomplish (Martin Campos-Davis) and that it should make sure these stories are searchable using its own website's search function (Rebecca Descombes).

The council said the most important part of deepening relationships is following up on past engagements, whether it's with an individual or community. The follow-up ties the relationship together and provides a chance to find out how things are working out and Energy Trust's work is having a positive impact. Energy Trust should ensure follow-ups are built into its outreach strategy. For example, last year Energy Trust worked with the Confederated Tribes of the Umatilla Indian Reservation to install some energy-efficient upgrades but has not followed up to find out if the project is having a positive impact. Energy Trust should also consider creating stories about the longer-term impact of projects, not just about the installation (Rebecca Descombes).

The council said Energy Trust could follow up using exit surveys or polls, which are quick ways to measure engagement, and include space for respondents to provide suggestions on what could be improved (Terrance Harris).

Quinn posted a final question to the council members about what engagement means to them. The councils responded it means communication and participation in an activity for the purpose of a shared goal (Terrance Harris); having a personal connection with someone, such as having a person's phone number and the ability to reach out informally (Rhea S. Rock); and communication that is two-way and not extractive, meaning there should be space made for engagement outside of a specific goal or ask (Lauren Rosenstein).

Next steps

Council members were invited to share additional thoughts and responses after the meeting.

3. Equity Plan update

Topic summary

Staff gave an update on the development of an Equity Plan at Energy Trust. Energy Trust has always had some form of equity plan, but it has historically been embedded in its DEI plan. Since its first DEI plan was introduced in 2018, there have been two subsequent versions of the plan as Energy Trust's DEI strategy evolved to focus on community engagement.

Energy Trust staff recently worked with Oregon Public Utility Commission to modernize its funding agreement, which included adding a requirement to develop a formal Equity Plan that addresses specific criteria. The internal DEI services team and DEI committee will work together to develop the plan, which will replace the DEI plan once completed.

Discussion

None.

Next steps

None.

4. Working Together Grants

Topic summary

Staff presented on the latest round of Working Together Grants awarded to community organizations. These are small grants of up to \$10,000 for organizations interested in helping diverse communities save energy or use renewable energy. This is the third round of the grants, and \$74,000 was awarded to 12 organizations. The selection committee for the grants included Energy Trust staff and Diversity Advisory Council member Terrance Harris.

Six of the 12 awardees had little prior experience with Energy Trust, so the grant provides opportunity to form deeper relationships. Energy Trust works with all awardees throughout the grant period and provides opportunity for awardees to form relationships and learn from each other about community needs and resources. Of the 12 awardees, eight serve BIPOC communities, 10 serve customers with lower incomes and six serve rural communities. The grants will enable these organizations to pursue activities including community listening sessions, energy workshops and resource fairs.

A fourth round of funding is in the works, looking to award by February 2025. There will be an informational webinar for prospective applicants.

Discussion

The council said Working Together Grants are a good example of how Energy Trust can provide opportunities for community organizations and build trust with them (Terrance Harris).

The council asked how grant funding opportunities are announced (Rhea S. Rock). Energy Trust sends an announcement to a list of the community-based organizations it has a relationship with and posts it on its website and on social media. Energy Trust also asks its stakeholders to help promote the opportunity to their networks.

Next steps

Staff is seeking a Diversity Advisory Council member to serve on the selection committee for the next round of Working Together Grants. Staff will follow up with several members who expressed interest during the meeting.

5. Transition to multiyear planning

Topic summary

Staff gave an update on Energy Trust's ongoing transition to multiyear planning and budgeting. Reasons behind shifting to a multiyear framework including time savings, greater flexibility and increased impact in future years. The building blocks of the plan include a five-year business plan, human resource plan, financial plan and a complementary funding strategy.

A draft multiyear plan will be publicly available by the beginning of August, and there will be a six-week public comment period. Energy Trust's board of directors will vote on adopting the plan in December 2025. A new rolling forecast process that is part of the multiyear plan will begin slightly earlier, in October 2025. Each step of the development process includes stakeholder engagement where staff will provide updates and solicit feedback along the way, including from the Diversity Advisory Council.

Discussion

The council asked if the recent election results might impact Energy Trust's complementary funding strategy (Rhea S. Rock). Michael Colgrove answered that Energy Trust will keep moving toward its goals despite the results. The organization has been through this administration before and has some idea of what to expect. Some things may fall more to the state level to address, and fortunately Oregon has a commitment to our work, so staff does not see that changing due to the election.

Next steps

None.

6. Draft strategic plan and consumer support

Topic summary

Staff provided follow-up information on one item of feedback the council provided in a previous meeting about Energy Trust's draft strategic plan. At its September meeting, some council members suggested consumer information and education should have a role in the strategic plan. There was also a trend in the public comments on the draft that there should be more resources and education for customers to help them feel comfortable in taking steps to manage their energy costs. These resources could help combat misinformation and ensure customers don't make energy decisions without fully understanding the impact.

The board strategic planning committee is considering revisions to the draft plan. Current thinking under discussion is that Energy Trust needs to learn more about what information and supports would help customers feel confident in making energy investments. Energy Trust should also increase availability of credible, relatable information through its communication and outreach channels. Finally, collaboration will be important in moving forward with this, as there may be aspects of this work that other organizations may be better positioned to address.

Staff noted it would be easier for Energy Trust to support customer information and education if it is explicitly called out in the strategic plan because it would allow us to create explicit goals and build capacity around it. Staff then asked the council to share its reactions to this thinking and how it would envision more information and education resources helping to increase customer participation.

Discussion

The council said the thinking sounds good and expressed appreciation for reflecting the council's input in this way. Often in the energy space, when we engage with customers, we have to approach them like children because the industry is so specialized. Taking things back to and conveying information simply will put us on the right path (Rhea S. Rock). The council also expressed approval for the current thinking, adding community input will be an important step in developing consumer education but it is hard to get input at this stage. Once something is implemented, Energy Trust should continue to use assessment tools to seek direct community input (Terrance Harris).

The council suggested in distributing consumer resources, Energy Trust should consider including physical media like flyers and post in community spaces like bulletin boards to create access for customers that do not have internet access (Terrance Harris). The council said more educational information would help communities access services and programs, especially if it could be directly relayed to community members. Underground representative communities could be a target audience for education (Dolores Martinez).

The council said there are some programs coming up, like Solar for All, that could result in misinformation being spread by bad actors in the market. Energy Trust should help with combating the misinformation so people can tell the difference between the real program and potential predatory programs that use loan structures (Lauren Rosenstein).

Next steps

Revisions to the draft strategic plan revisions are in progress, and the final proposed plan will be presented to the board at its December meeting. Staff will provide an update to the Diversity Advisory Council shortly after that.

7. Member updates and adjournment

Rhea S. Rock is involved in a project with Northwest Native Chamber that involves collecting data on home energy assessments and stated any meeting attendees who are interested are welcome to reach out.

The meeting adjourned at 11:21 a.m.

Tab 9

Renewable Energy Advisory Council Meeting Notes

November 21, 2024

Attending from the council:

Alan Beane, Geograde Constructors
Alexia Kelly, High Tide Foundation and
Craft3
Angela Crowley-Koch, Oregon Solar +
Storage Industries Association

Joe Abraham, Oregon Public Utility
Commission
Josh Peterson, Solar Monitoring Lab,
University of Oregon
Ryan Harvey, Pacific Power
Stasia Brownell, Portland General Electric

Attending from Energy Trust:

Abi Sloan
Akanksha Rawal
Alicia Li
Alina Lambert
Amber Cole
Bayo Ware
Betsy Kauffman
Dave McClelland
Dave Moldal
Eduardo Beltran
Elisa Simko
Elizabeth Fox
Ernie Guerrero
Gemma DiMatteo
Heather McNeill
Jane Hammaker

Jeni Hall
Jess Siegel
Josh Reed
Julie McMorine
Kyle Petrocine
Lori Lull
Matt Getchell
Melanie Bissonnette
Merissa Larson
Renita Lamberth
Shannon Wall
Sue Fletcher
Themba Mutepfa

Others attending:

Eva DeCesaro, Portland General Electric
Jake Wise, Portland General Electric
Kyle Holmes, CLEAResult
Nicole Maticic, Solar Oregon
Nikita Chan, CLEAResult

1. Welcome and announcements

Josh Reed, project manager, convened the online meeting at 1:31 pm. The agenda, notes and presentation materials are available on Energy Trust's website at <https://www.energytrust.org/about/public-meetings/renewable-energy-advisory-council-meetings/>.

Staff introduced several new Energy Trust employees: Shannon Wall, project manager; Ernie Guerrero, equity initiatives manager; and Zach Sippel, senior program manager for Solar for All.

Staff provided an update on solar financing. Energy Trust has signed a contract with Inclusive Prosperity Capital, a nonprofit spinoff of Connecticut Green Bank. It will act as a consultant to help set up financing and help conduct outreach to lenders in the coming months. Energy Trust will work with a platform called Smart-E Loan for solar financing.

Stasia Brownell of Portland General Electric announced PGE's program: Community-Based Renewable Energy, a new pathway for community members to have ownership of renewable energy. The website is live at portlandgeneral.com/CBRE. If you have additional expertise in funding opportunities, guidance or any other helpful experience in renewable energy, fill out a [job form](#) (under Networking Opportunity) and PGE will match your experience to someone seeking your expertise. There is also a list of landowners who are interested in connecting with individuals seeking space for a project.

2. One year of battery incentives

Topic summary

Staff presented Energy Trust's results after more than a year of providing incentives for residential batteries. The residential battery incentive is \$500 per kWh (up to \$6,000 per customer) for both electric utilities. From July 2023 through September 2024, Energy Trust received 383 PGE service area standard applications (106 income-qualified applications) with 160 projects receiving incentives totaling \$745,255 (30 income-qualified projects totaling \$316,300). In Pacific Power service area, Energy Trust received 201 standard applications (103 income-qualified applications) with 104 projects receiving incentives totaling \$369,065 (54 income-qualified projects totaling \$511,685). Energy Trust launched a non-residential customer incentive in July 2024 of \$500/kWh and up to \$15,000 per customer. Since launching, 18 applications have been submitted and \$90,000 incentive dollars have been reserved.

Staff found supporting trade allies with solar and battery development assists in increasing battery adoption. In April, staff launched Battery Storage Development Assistance funding up to \$5,000 that can be paired with Solar Development Assistance funding for up to \$7,500 to support early feasibility studies for eligible participants.

In 2025, Energy Trust will explore a community resilience offer for public, tribal and private customers. Staff is planning for Solar for All and looking to fund multifamily, single-family solar + storage and community solar projects). Other opportunities involve a financing offer for residential customers. A market summary report will be available to contractors in 2025 to provide market intelligence on solar and storage systems.

Discussion

The council asked to clarify the 45% of trade allies offering storage (Angela Crowley-Koch). Staff confirmed 45% refers to solar trade allies, not all trade allies, which includes those that are a part of other programs (e.g., lighting installation). Trade allies included in this data are contractors who have submitted or are applying for the battery incentive from Energy Trust.

Staff discussed the complexities of storage feasibility design. Customers may not know their needs for a storage system. It can be expensive and time-consuming for contractors to provide multiple scenarios of different systems to the customer, especially if the solar system was installed by a different contractor. Staff asked Angela Crowley-Koch how trade allies see battery storage installations as part of their future business model and if there is a demand for training. She has not heard of an increased desire for training, which could be a result of OSSIA trainings. Trade allies are seeing an increase in demand for storage and Energy Trust, PGE and Pacific Power incentive programs are helping move that along.

Staff discussed the typical final price for the customer after Energy Trust and utility incentives. The cost is still high, but it varies; solar is still a big upfront cost for people with low and moderate incomes. In Solarize campaigns, costs were minimal due to Energy Trust and PGE incentives. The council asked if an individual battery costs \$5,000, what the other associated costs were (Josh Peterson). Staff responded that the total cost for a storage add-on is around \$24,000 and likely includes labor and any electrical upgrades.

The council asked what is the goal for the storage system to cover (Josh Peterson). The solar incentive only has to offer resilience to the home and that could mean anything for that customer. Energy Trust is not collecting data on what appliances or customer motivations. The battery only has to provide some sort of backup if the grid goes down and it has to be paired with qualifying solar that meets Energy Trust's guidelines. Once the market summary report is published, staff will standardize our comparison of the system sizes by looking at the \$/kWh and set the incentive design by looking at the market and seeing what is available. The incentive cap is set at about one Tesla Powerwall, which is 13 kW. In the market, we are seeing customers installing two or three Tesla batteries.

Next steps

None.

3. 2025 renewable energy budget

Topic summary

Staff provided information about the renewable energy budget and plans for 2025. The budget comment period has closed, and the board of directors will review the final version of the 2025 budget on December 13. This is the last year Energy Trust is doing a one-year budget, as the organization is moving into multi-year planning. Renewables is budgeting for two new hydro projects coming online in 2025. Funding for custom renewable energy is still available. For solar and storage, the budget increased 5% from 2024; generation is expected to increase 57% due to an extension of residential solar incentives. Next year, Energy Trust will have \$4.6 million for battery storage; 55% is allocated for income-qualified and equity-focused projects. To continue to help customers, Energy Trust will work with local banks and credit unions to launch a financing offer for customers with about \$100,000 for a loan loss reserve to support a \$12 million market of customer-friendly solar and storage loans.

Discussion

The council said it supports the idea of setting up a loan loss reserve and moving into financing to complete the full package of a climate debt product (Alexia Kelly). The council asked how much money Energy Trust is bringing in and how much of that money is being allocated toward programs (Alexia Kelly). Staff responded the budget for renewable incentives is \$15 million and the total budget is about \$25 million. The incentive budget is higher than what we have received in the past due to increased utility rates and using reserves from previous years' underspending.

Next steps

None.

4. Multiyear planning update

Topic summary

Staff presented an update on Energy Trust's transition to a multiyear plan for 2026-2030, outlining next year's plan development timeline and reviewing the plan's key elements.

Energy Trust is shifting to multiyear planning to provide a longer runway to have a greater impact and to allow staff to spend more time implementing programs, rather than working on annual budgeting. Forecasting of spending will be done on a rolling 18-month basis. From January to June of 2025, all main elements of the multiyear plan will be developed. In August, Energy Trust will put a draft plan out for public comment through mid-September. There will be a Joint Advisory Council meeting on August 7 to gather feedback. In the fall, Energy Trust will incorporate the public input into the multiyear plan and present the final version to the board in December 2025.

Discussion

The council asked if the multiyear plan is really a five-year plan or an 18-month plan (Josh Peterson). The council wants to ensure Energy Trust has a five-year plan but that it is dynamic for changes. Staff confirmed Energy Trust aims to craft the multiyear plan at just the right level so that year-to-year fluctuations or market changes don't alter the five-year strategies. The 18-month forecast will help Energy Trust compare where we are to where we thought we would be. This will help staff see progress towards five-year targets and give insight into where we need to course correct. There will be plan management mechanisms in place to help us stay on track, including a way to reopen and review the plan if needed.

Next steps

Staff will invite the council to stakeholder workshops to be held in mid-February through mid-March to give the council an opportunity to provide input on the plan's activities and strategies.

5. Public comment

The council asked for Energy Trust's perspectives on the new federal administration concerning funding Energy Trust has received (Stasia Brownell). Staff does not believe there will be a change in staffing and programs. Most of Energy Trust's funding comes from Oregon utility ratepayers, but staff is monitoring federal policies and comments closely. Federal funds for Solar for All have been obligated, which is a legal contract. There may be some targeted repeal of some specific provisions of the Inflation Reduction Act. Staff is watching the investment tax credit and how that might affect projects we work on.

The council also asked about the impact of increased tariffs on Energy Trust's programs (Stasia Brownell). Staff agreed this could increase the cost of the projects we fund, and Energy Trust might have to increase incentives to make up for the higher cost. It is possible there would be an increase in demand before policy changes or anticipated market changes. Solar trade allies who have relationships with local distributors have better access to supplies but could still see an increase in cost.

6. Adjourn

The meeting adjourned at 2:59 pm. The next meeting is on January 23, 2025, at 1:30 p.m.

Tab 10



LETTER TO THE REGION

The alliance made significant progress throughout 2023 in its continued efforts to help Northwest communities tackle energy challenges and build a more resilient future. Key milestones included a new federal water-heating efficiency standard, completing a regionwide residential data collection study, and advancing greater adoption of energy-efficient products in the region. The culmination of these efforts highlight the ways that NEEA’s Market Transformation approach provides long-lasting benefits to Northwest utility customers.



Becca Yates
Executive Director
NEEA



Michael Colgrove
NEEA Board Chair
Energy Trust of Oregon

As we look back on 2023, we also look ahead to an energy future of ongoing changes, complex challenges and valuable opportunities. In 2023, NEEA’s Board completed a strategic and business planning process for 2025-2029. The plans highlight the continuing value of energy efficiency Market Transformation in our region and point to evolving opportunities for the alliance. And though our future is one of evolution, our core principles of collaboration and innovation will remain the same. In the years to come, our strong and regionally diverse alliance will be more important than ever as we continue working together to find unique solutions for all Northwest utility customers.

With gratitude for the alliance,

Becca Yates
NEEA Executive Director

Michael Colgrove, Energy Trust of Oregon
NEEA Board Chair

INTRODUCTION

The Northwest Energy Efficiency Alliance (NEEA or "the alliance") is a nonprofit organization working in collaboration with more than 140 other Northwest utilities and energy efficiency organizations to pool resources and share risks to transform the market for energy efficiency to the benefit of all consumers in the Northwest. The alliance uses its regional leverage to intervene in the market to remove barriers and accelerate efficiency technologies and market opportunities in ways that create lasting change in the market. The alliance plays a unique role in helping the region meet its energy efficiency and decarbonization goals in a way that supports broader energy system and consumer needs, regardless of fuel choice. This results in cost-effective energy efficiency savings and local benefits to alliance funders.

NEEA estimates that the region achieved nearly 39 average megawatts (aMW) of Co-Created energy savings¹ and more than 805,000 Therms of Co-Created natural gas savings in 2023. The full [2023 metrics](#) are available on neea.org.

Other Co-Benefits of Energy Efficiency Market Transformation

In addition to energy savings, the region's investment in energy efficiency Market Transformation delivers a number of benefits to the region, including:

Reducing Peak Load Demand – Many of the programs in NEEA's Market Transformation portfolio contribute to peak-load reduction in winter, summer or both. Particularly, these contributions come from space and water heating end uses. In 2023, NEEA's portfolio delivered 79 MW of regional winter peak demand savings and 60 MW of summer peak demand savings. In addition, with the increase in technologies like variable speed motors and connected devices, these products have the ability to help utilities control the loads on their systems and reduce peak demand.

Lowering greenhouse gas emissions – By contributing to regional energy savings and locking in efficiency through its codes and standards activities, alliance Market Transformation programs reduce greenhouse gas emissions. In 2023, NEEA's electric and natural gas Market Transformation efforts resulted in an estimated 175,000+ tons of avoided CO₂ emissions.

Increasing quality and quantity of clean energy jobs – NEEA provides energy efficiency training and education to a broad range of clean energy professionals to help differentiate themselves from competitors and build the skills necessary to promote, install, and maintain energy-efficient products. NEEA also partners with organizations across the region to provide technical assistance and training on current and upcoming residential and commercial energy codes, ensuring that Northwest trade allies have the knowledge and skills to meet evolving energy codes. Finally, NEEA engages a broad network of efficiency contractors to support program implementation, research and data-collection efforts around the region.

Improving home and building comfort – Many of the products and practices that NEEA advances through its Market Transformation programs directly increase the comfort of homes and buildings by enhancing space heating and cooling year-round, contributing to a tighter building envelope and improving air quality. Furthermore, NEEA's efforts contribute to more efficient building energy codes and support code compliance.

Improving energy affordability – Energy efficiency reduces energy bills and can help alleviate the energy burden for low-income communities and others. Through its Market Transformation programs, the alliance works with the supply chain to remove barriers for efficient products, including the first-cost barrier for end-use consumers. NEEA also works to advance the development and market adoption of energy-efficient technologies with the potential address the needs of low-income and other traditionally underserved communities like renters.

¹ Co-Created energy savings include all savings above an estimated baseline that occur in the market due to the combined efforts of NEEA and its partners.

2023 KEY ACTIVITIES BY STRATEGY:

NEEA achieves Market Transformation through five, interrelated primary strategies that it has honed over the past two and a half decades: Emerging Technology, Portfolio Execution, Market Intelligence, Codes and Standards, and Convene and Collaborate. Individually, each workstream has broad value to the region. Together, they deliver permanent market change leading to energy savings for alliance funding organizations. Alliance accomplishments in 2023 from each workstream are summarized below. For additional information about alliance programs and activities, NEEA's [2023 Operations Plan](#) is available on neea.org.

PRIMARY BUSINESS PLAN STRATEGY: EMERGING TECHNOLOGY (ELECTRIC + NATURAL GAS)

To ensure the continued availability of energy-efficient products, services and practices to Northwest consumers, the alliance identifies emerging energy efficiency opportunities and works with manufacturers and the market to test and validate product performance and energy savings. Through lab and field testing, or small-scale pilots, NEEA ensures that these products save energy and meet the needs of Northwest consumers. Once a technology is added to NEEA's portfolio, NEEA continues to monitor and test products as they naturally evolve in the market to identify market barriers and inform opportunities for product enhancement. NEEA staff coordinate these regional scanning efforts through the Regional Emerging Technology Advisory Committee (RETAC), and the Natural Gas Advisory Committee (NGAC), two formalized stakeholder groups which are facilitated by NEEA staff and provide ongoing guidance on alliance activities.

In 2023, NEEA conducted research, testing and vetting of a variety of emerging energy-efficient technologies, including:

- 1. Central Commercial Heat Pump Water Heaters (HPWHs):** These products are used in multifamily buildings with a centralized water heating system that serves multiple units. In addition to several currently available models, new products from major manufacturers are expected soon. In 2023, NEEA continued its ongoing support of two regional pilot projects. These projects benefit consumers by aiding the alliance in establishing design tools to support installers and manufacturers, in addition to determining whether the product is viable as an efficient electric solution for central water heating. Also in 2023, the alliance published the [Central Heat Pump Water Heaters for Multifamily Supply Side Assessment Study](#), which sought to understand the current landscape of central HPWH adoption in multifamily buildings. These findings and recommendations will help the alliance understand the most effective mechanisms to increase adoption of central HPWHs in multifamily applications. Additionally in 2023, the alliance participated with the Association for Energy Affordability (AEA) on an Electric Program Investment Charge (EPIC) grant to better understand the barriers to retrofitting existing building stock with central HPWHs. AEA has completed two of the five installations, with monitoring underway; most retrofit installations are in low-income housing in urban and rural locations. Finally, the alliance posted the first version of the [Commercial HPWH Qualified Products List](#) (QPL) in 2022, which contains information on Residential Multifamily Commercial products that meet the alliance's [Advanced Water Heating Specification \(AWHS\)](#) requirements. Since the publication of the QPL, four commercial HPWH products from four manufacturers have been listed and NEEA anticipates three more manufacturers to submit products for inclusion on the QPL. By adding new products and manufacturers to the QPL, consumers in the Northwest have access to products that meet greater efficiency performance and quality.

- 2. Combination Hot Water and Space Heat*:** An integrated system that provides both space and water heating. The system is fueled by natural gas (or electric) and can support dual fuel or hybrid applications. In 2023, the alliance conducted performance testing of two natural gas combi units. This testing intends to demonstrate the performance and adaptability of these systems to provide space conditioning and domestic water heating systems in existing homes and small commercial applications. NEEA expects to publish performance reports for the two natural gas projects in early 2024.
- 3. Commercial Gas Dryers*:** Products that have modulating gas valves that allow the dryer to vary its heat output and use less gas. In the Northwest, there are over 50,000 commercial gas dryers, however most of the existing dryers in the region are standard commercial gas-fired dryers with only one firing rate. These single-stage burners waste more energy through the exhaust during the later stages of drying when not as much moisture remains in the textiles and not as much heat is required. A modulating gas dryer adjusts for the changing demand in heat needed. In 2023, NEEA conducted a report to evaluate the savings opportunity of the modulating commercial gas clothes dryer product. This emerging retrofit technology comes in a kit form that replaces a single-stage gas valve in an existing dryer with a two-stage gas valve and associated controls. The final report is [available on neea.org](https://www.neea.org). The information and learnings demonstrated in this report resulted in Energy Trust creating an incentive of \$700 on new and existing equipment for customers in Oregon and Washington.
- 4. Dual Fuel Residential HVAC*:** A forced air gas furnace combined with an electric air source heat pump (ASHP) with integrated controls. In 2023 the alliance lead a workgroup of industry stakeholders to understand potential energy measurement considerations and approaches to dual fuel systems. Additionally, efforts continued to harmonize a CSA Group performance metric for dual fuel systems with AHRI 210/240, a standard that established a method to consistently rate residential central air conditioners and heat pumps. Work is continuing into 2024. Also in 2023, NEEA collected technical and market data to evaluate opportunities and better understand the energy and cost savings from ASHPs. These efforts will help to inform whether these products are efficient solutions for centrally ducted air-conditioning replacement across various representative applications in the Northwest.
- 5. Hybrid Gas-Electric Heat Pump*:** An integrated modulating gas heat pump and electric air conditioner that uses natural refrigerants. The technology can provide heating and cooling with natural gas as the primary fuel source. In 2023, NEEA staff completed the evaluation of a residential-duty integrated system in a laboratory setting to validate the product's efficiency. The technology is currently in the prototyping stage, and findings will determine the viability of a hybrid HVAC product in a real-world application. Goals had initially been set for a heating coefficient of performance (COP) of 1.45 at 47°F and a target seasonal energy efficiency ratio of 16. During testing, the alliance achieved a heating COP of 1.42 at the design condition, and the chiller portion achieved a COP of 3.0. These numbers demonstrate that hybrid gas-electric heat pumps are a viable efficient technology with the potential to support regional decarbonization efforts. Further product development is expected over the next two years.

*As a dual-fuel organization, the alliance manages a portfolio of natural gas and electric Market Transformation initiatives. Technologies with an asterisk indicate gas and dual-fuel opportunities.

- 6. Industrial Heat Pumps:** Industrial heat pumps can harvest low-grade heat and turn it into useful heat for manufacturing processes or space conditioning. In 2023, NEEA staff began exploring an industrial heat pump opportunity for energy savings and market potential with regional partners. Initial work will determine the opportunity's scale and scope, manufacturers and suppliers for the technologies, and barriers to adoption and possible solutions, ultimately leading to measure-based solutions and/or calculators.
- 7. Micro Heat Pumps:** A small heat pump designed to condition a single room. The heat pump may be installed in a window, like a window air conditioner, or portable so it can easily be moved from room to room. In 2023, the alliance continued to conduct [consumer research and field testing](#) from Q4 2022. Phases 1 and 2 of the research concluded in May of 2023 and uncovered valuable feedback on the installation, use and comfort of the units tested. Additionally, the alliance is coordinating with three original equipment manufacturers on developing a test procedure and rating to enable the Consortium for Energy Efficiency (CEE) to define tax credit criteria for micro heat pumps. A future lab testing project and possible field pilots are under development, with the goal to gather data and validate real-world performance.
- 8. Power Drive Systems (PDS):** PDS combine an electric motor and variable speed controls to control the speed of the motor. By reducing the speed of the motor, the power consumption is reduced. In 2023, the alliance sought to better understand the market and savings opportunities associated with the use of an adjustable speed motor in both variable and constant loads (i.e. a PDS) in the Northwest. Findings from the report will allow the alliance to continue to characterize the energy savings opportunity for PDS in retrofit applications, clarify previously identified barriers, refine the target portion of the market, and establish a vetted product definition.
- 9. Residential Laundry Field Study:** The residential appliances for washing and drying clothes. In 2023, NEEA began a study which collects data on water usage, load sizes, textile mix, washer and dryer cycles selected, how efficiently washers remove water from the load, and how efficiently clothes dryers perform. These insights will allow updates to energy savings opportunities, inform future U.S. DOE rulemakings, and facilitate collaboration with other partners to replicate the study in their territories. NEEA anticipates publishing a final report of findings in 2024.
- 10. Secondary Windows*:** Retrofit products comprised of one or more panes of material such as glass, polymer or acrylic, with or without low-e coatings, which are mounted in a frame that is attached either to the interior or exterior of existing windows without replacing the primary glass or frame. In 2023, the alliance installed commercial secondary windows at six pilot sites throughout the Northwest. The pilot sites seek to assess product performance in real world applications and will inform the opportunity for the product's adoption in the Northwest. Post installation metering was completed, and a final report is anticipated in 2024. Additionally, one of the pilot sites recently received a U.S. DOE Building Envelope Campaign Retro 30 Award, which recognizes envelope retrofits that achieve a >30% improvement in envelope efficiency.
- 11. Ultra-High Definition (UHD) TVs:** These products are 4K UHD TVs with various forms of advanced display technologies. In 2023, all major TV manufacturers signed on to a voluntary agreement to meet standby mode power of <2 watts and to establish an on-mode power compliance level in early 2024. This was enabled through several years of alliance efforts to support development of a new test procedure that has now been adopted by the

Consumer Technology Association (CTA), ENERGY STAR®, the U.S. DOE and the California Energy Commission and is currently in use by TV manufacturers worldwide. The test procedure (ANSI/CTA-2037-D) became a requirement for manufacturers in Q3 2023 and by the end of the year more than 315 TV models were tested using the new test procedure. ANSI/CTA-2037-D is much more reflective of actual energy use by TVs and will improve the efficiency of televisions, in turn allowing consumers across the Northwest and nation to have access to more efficient products. Energy use data from multiple manufacturers' TV testing is expected to be available in 2024.

PRIMARY BUSINESS PLAN STRATEGY: EFFECTIVE PORTFOLIO EXECUTION

In 2023, NEEA staff managed a portfolio of electric and natural gas Market Transformation programs in seven cross-sector Product Groups: Building Envelope, Consumer Products, HVAC, Lighting, Motor-Driven Products, New Construction and Water Heating. Each Product Group includes one or more programs and emerging technologies that share supply-chain opportunities with one another. Alliance programs strategically intervene in markets to influence decision-makers throughout the supply chain to remove barriers, find leverage and create lasting change. This approach allows the alliance to leverage shared relationships and market channels among programs, which delivers efficiencies for NEEA and its supply-chain partners.

BUILDING ENVELOPE PRODUCT GROUP

This Product Group engages the manufacturers, distributors, retailers and end consumers of the physical separator between the interior and exterior of a building, including walls, fenestration and roofs. In 2023, there was one program in the Building Envelope Product Group, High-Performance Windows. Window Attachments was discontinued as a stand-alone Market Transformation program in 2023, primarily due to program challenges with replicable measurability and inherent complexity of integration of envelope retrofits with other building upgrades. NEEA will continue to explore Market Transformation opportunities for commercial secondary windows, especially as the product is likely more suited as a key tool for a whole building approach. Additionally, NEEA will continue key market relationships and activities under the Building Envelope Product Group work.

High-Performance Windows – The alliance's High-Performance Windows program accelerates the adoption of high-performing windows by advancing the latest ENERGY STAR criteria and influencing leading manufacturers to scale production of windows that reach a minimum 0.22 U-value. With strong support from NEEA, the ENERGY STAR v7.0 Program Requirements for Residential Windows, Doors, and Skylights was finalized in Q4 2022 and went into effect in October 2023, lowering the U Factor requirements from 0.27 to 0.22 for the Northern Climate Zone. The new specification supports the alliance's Market Transformation efforts in the Northwest for high-performance windows by providing manufacturers with the criteria to produce the most efficient products to put on the market.

Also in 2023, the alliance identified opportunities to work with market partners to install high-performance windows in real world applications. This included conducting a builder pilot to spread awareness of and generate greater demand for high-performance window solutions among residential builders and consumers. Additionally, it aimed to provide the business case for manufacturers to meet demand through scaled-up production, ultimately resulting in reductions in product costs. Two of the builders that participated in the volume builder pilot in 2022 have committed to continue their use of high-performance windows in future builds as their standard offering in new homes in the Northwest. Also in 2023, the alliance identified opportunities to work with market partners to install high-

performance windows in real world applications. This included continued work with a national builder to install thin triple pane windows in a 100-home development in the region. Construction has begun, and windows have been installed in approximately two dozen homes. In addition, two new brands entered the thin-triple market in 2023, one of which is specifically targeting the northern climate zones and announced construction of a dedicated manufacturing plant. They join six other major manufacturers offering triple pane products in the northern climate zone, which helps to ensure high-performance window products are available and scalable to meet demand for consumers in the Northwest.

Finally, to support the proliferation of high-performance windows in the Northwest, the alliance continued facilitating the national Partnership for Advanced Window Solutions (PAWS) Collaborative. PAWS promotes cost-effective, high-performance window solutions for the nation's new and existing building stock. By doing so, the collaborative aims to accelerate the national availability and adoption of advanced and highly efficient windows and window attachments that improve occupants' comfort and reduce building energy use. Funded by the U.S. DOE, PAWS is facilitated by NEEA and includes government agencies and research organizations, regional energy-efficiency groups, utilities, builders and window-solutions manufacturers.

CONSUMER PRODUCTS PRODUCT GROUP

This Product Group engages the manufacturers, distributors, physical and online retailers, contractors and installers that deliver consumer goods and services in high volume, as well as the end-customers who purchase them. In 2023, Retail Product Portfolio was the sole electric program in this Product Group.

Retail Product Portfolio (RPP) – RPP is a midstream retail program that partners with utilities and large retailers around the country to offer midstream sales incentives for a portfolio of consumer products. These incentives help to influence corporate retail buyer's purchase decisions and give the alliance access to full-category sales data. Additionally, by providing midstream incentives, retailers are encouraged to purchase, stock and promote higher-efficiency products. The data retailers provide allows NEEA to identify the most promising energy efficiency opportunities and gain insights to influence the stringency of ENERGY STAR specifications and the advancement of federal standards. During 2023, three new utility sponsors joined the ENERGY STAR Retail Products Platform (ESRPP) program, bringing the share of U.S. households represented by program sponsors to more than 24%. Achieving greater scale helps NEEA to amplify the voice of the region, creating more opportunities for Northwest consumers through participating retailers and through ENERGY STAR to increase consumers' access to more efficient product options. In the Northwest, this program has coordinated with retailers and distributors to get energy-efficient refrigerators, clothes washers and clothes dryers on shelves in more than 300 store locations across the Northwest. As a result, nearly 500,000 ENERGY STAR qualified products sold through more than 115 participating retailers in 2023. Also, in 2023 the alliance submitted comments on the U.S. DOE's multi-product agreement proposal for new appliance efficiency standards that covers refrigerators, cooking products, clothes washers, clothes dryers and dishwashers. If adopted, the changes would provide significant efficiency benefits for consumers. Lastly, the alliance provided comments on the Environmental Protection Agency's (EPA) Dryer Discussion Guide as a precursor to the new ENERGY STAR specifications that will go into effect in 2024. The new specification will ensure that new features and functions that offer significant efficiency gains are available across brands, while also maintaining product performance.

HVAC PRODUCT GROUP

This Product Group engages the manufacturers, distributors, specifiers, designers, installers and consumers of commercial and residential HVAC products. In 2023, there were three programs in the HVAC Product Group: Advanced Heat Pumps (*formerly Variable Speed Heat Pumps*), High-Performance HVAC, and Efficient Rooftop Units (Efficient RTUs).

Advanced Heat Pumps – The Advanced Heat Pump program, formerly the Variable Speed Heat Pump program, aims to identify and drive adoption of product features, capabilities and ratings that will deliver higher efficiency in all residential two-stage and variable speed heat pumps installed in the Northwest. In 2023, the alliance identified opportunities to improve high value product features and capabilities that will enhance the efficiency of advanced heat pump products. To ensure availability of advanced heat pump products with improved efficiency, the alliance sought to gain manufacturer support of the identified improvements. To do so, the alliance attended the Air Conditioning, Heating and Refrigeration (AHR) Expo in 2023, the world’s largest heating, ventilation, air conditioning, and refrigeration marketplace event with more than 1,800 exhibitors displaying the latest technology and an estimated 30,000 to 35,000 attendees. The program team met with 15 leading heat pump manufacturers to share research-to-date on the program’s identified heat pump improvements to begin building buy-in and partnerships, collect feedback on market feasibility, see the newest technologies, and learn about new improvements on the horizon. As a result, six manufacturers agreed to collaborate with the alliance to develop the connected commissioning certification criteria, which is one of the high-priority improvements. And, due to the coordination and support from the alliance, the Air-Conditioning, Heating, and Refrigeration Institute (AHRI) Unitary Small Equipment Standards Technical Committee included elements that address four of NEEA’s lower-priority improvements in its proposed changes to the test procedure and rating standard. This resulted in the AHRI test procedure draft expected to be proposed in the U.S. DOE’s public process as early as 2024. By aligning manufacturers on advanced heat pump product improvements, the alliance is in turn aiming to provide consumers across the Northwest with access to the most efficient product options.

High-Performance HVAC – This program aims to transform the commercial HVAC market in the Northwest by accelerating the adoption of high-efficiency HVAC systems and components, resulting in substantial energy and non-energy benefits throughout the region, such as healthier buildings, improved indoor air quality and improved tenant comfort. In 2023 the alliance continued to refine and socialize its [system definition and design recommendations documentation](#), which provides manufacturers, designers and installers of very high efficiency DOAS with performance requirements and guidance for application in the Northwest climate zones. As a result of this effort, in 2023 the first lower-cost ventilation model was included in NEEA’s compliant product list. By the end of Q4 2023, the total number of compliant products grew to 86 models, a roughly 100% increase over the total number of compliant products listed at the end of 2022. By increasing the number of compliant models, consumers have diverse choices to enhance the energy efficiency of buildings in the Northwest. Also in 2023, the alliance engaged in activities aimed at fostering interest and enhancing market capabilities for an all-electric, high-performance HVAC solution called very high efficiency DOAS. Specifically, the alliance coordinated 19 events across the Northwest region, reaching over 600 engineers, architects, facility managers, and other commercial building industry market actors. Finally, NEEA staff completed work on market data/analysis in 2023 that will inform a proposed DOAS definition revision for 2024 IECC and parallel incorporation into ASHRAE 90.1-2025, a key step along the way to locking this into codes.

Efficient Rooftop Units (RTU) – The Efficient RTU program works to increase the efficiency of RTUs through product differentiation, which can ultimately assist in elevating Federal Standards. In 2023, the program focused on engaging with the HVAC supply chain to build awareness and understand the interventions and value propositions that would result in greater sales of efficient RTUs. The program also worked to socialize and build alignment around [NEEA's Efficient RTU Specification](#). For example, the program team worked with a light commercial manufacturer that developed an energy recovery option for their RTUs in 2023 to allow for qualification on the Efficient RTU Performance Path, which is one of the two efficient solutions identified in the Efficient RTU Specification. Additionally, the alliance began working with Minnesota's Center for Energy and Environment (MNCEE), Nicor Gas and Resource Innovations to collaborate on commercial HVAC measures, primarily around RTUs that are gas-fired, dual-fuel, or high-performance, and include common features included in the alliance's [Efficient RTU specification](#). This alignment will show increased demand to manufacturers for qualifying products, in turn resulting in more qualifying products available to consumers in the Northwest. The installation of two units in Portland completed in late Q1 of 2023 and monitoring is underway. Results will inform plans to promote and accelerate the adoption of efficient RTU products in the Northwest.

LIGHTING PRODUCT GROUP

This Product Group works to increase promotion of energy-efficient lighting by engaging manufacturers, distributors, specifiers, designers and installers, and by educating decisionmakers. In 2023, the Luminaire Level Lighting Controls program was the sole program in this Product Group.

Luminaire Level Lighting Controls (LLLC) – This product combines LEDs with integrated controls and sensors to offer improved building performance and occupant comfort while increasing energy savings. In 2023, NEEA staff actively engaged with several organizations to align on shared priorities for advancing lighting controls adoption, including the Illuminating Engineering Society (IES), the Pacific Northwest National Laboratory (PNNL) and the U.S. DOE's Integrated Lighting Campaign. Additionally, the program is communicating with other LLLC market transformation programs to ensure alignment, such as the ones being launched by MNCEE and by Ameren Illinois. Additionally, the alliance continued its efforts to boost awareness and foster product adoption by partnering with local manufacturer sales channels to engage and educate lighting specifiers. As a result of these efforts, the alliance participated in 12 industry events and held 16 strategic engagements with local manufacturing representative agencies. Finally, LLLC products are becoming a nationally recognized product category of lighting controls. They are being embraced by the supply chain with a range of products now available for consumers at different price points. As of 2023, there are 36 LLLC systems available on the DesignLights Consortium's (DLC) QPL from 30 manufacturers. The DLC QPL is the largest verified list of high performing and energy saving lighting solutions in the world. These numbers are continuing to increase, with most manufacturers expanding the types of products available that include integrated LLLC technology. These efforts all work to increase visibility and demand for LLLC, thereby increasing the availability of LLLC products for consumers across the Northwest.

MOTOR-DRIVEN PRODUCTS PRODUCT GROUP

This Product Group works with the manufacturers, distributors, specifiers, designers and installers of a variety of motor-driven products, as well as the decision-makers who influence their purchase. Specific motor products include pumps, fans, compressed-air systems and high-performance motors. For 2023, there were two programs in the motor-driven product group: Efficient Fans and Extended Motor Products – Pumps.

Extended Motor Products – Pumps (XMP) – The XMP Pumps program works to accelerate the adoption of more efficient pumps and circulators. The alliance provides midstream incentives and other support to motivate pump and circulator distributors to preferentially stock and sell efficient pump products. In exchange, distributors provide NEEA with full-category sales data, which informs program strategy and enables the measurement of market progress. In 2023, the alliance continued to leverage relationships with pump manufacturers, distributors, and industry associations to accelerate the pace of smart pump and variable load pump sales growth. Activities included active participation with eight pump and circulator manufacturers' representative firms, resulting in an increase in Smart Pump market share over the previous year. In 2023, Smart Pump market share reached 18% and Smart Circulator market share reached 23%. Also in 2023, to raise awareness of energy-efficient pumps, the Hydraulic Institute Energy Rating label, and the specific benefits of smart pumps related to installation and maintenance cost, the alliance supported hands-on trainings, webinars, lunch-and-learns and special events with pump buyers and specifiers. Throughout the year, various participating manufacturers' representatives held numerous lunch and learns, conducted webinars, and held and other forms of training with pump buyers and specifiers.

Efficient Fans – This program focuses on non-embedded (i.e., stand-alone) motor-driven fan systems that are not packaged by the manufacturer as part of any equipment with additional operating functions (e.g., HVAC, make-up air or outdoor-air units), and may include a fan, motor and drive (including controls). The alliance is working to develop a standardized specification, testing method and label to properly reflect the performance and energy use of each product. Currently, system efficiency is indicated using the new Fan Energy Index (FEI) label, which describes the fan efficiency at a design point compared to a “minimally compliant” reference fan at that same operating point. FEI is the best metric to characterize efficient fans at a particular operating point. Proper sizing of the fan for design conditions leads to more efficient operations; however, FEI is rarely used by designers and specifiers in their fan selection. In 2023, the first Federal Test Procedure on Fans and Blowers used FEI as the energy efficiency metric, marking an industry milestone and building on the momentum and visibility of this metric. Also in 2023, the alliance completed a [Fan Systems Market Characterization study](#), which focused on describing the path to purchase for efficient fans, including the roles, motivations, and perspectives of relevant market actor groups. Additionally, the program collected fan sales data from two manufacturers and signed an agreement with one major manufacturer to work on updating their fan selection software to highlight the FEI, and to test targeted interventions to promote efficient fans.

NEW CONSTRUCTION PRODUCT GROUP

Working closely with the alliance's Codes and Standards team, this Product Group maximizes energy efficiency opportunities for new residential and commercial buildings by enabling code advancement through the market adoption of energy-efficient products and practices. In 2023, Manufactured Homes remained the standalone Market Transformation program in the alliances New Construction Product Group. As the program is near the end of the Market Development phase it will transition to Long-term Monitoring and Tracking in 2024.

Manufactured Homes – This program works to increase voluntary adoption of NEEM+ manufactured homes, an advanced tier of energy-efficient manufactured homes that leverage the NEEM program. The program works with the supply chain to increase availability and demand for NEEM+ certified energy-efficient manufactured homes with the goal of supporting advancement of the Housing for Urban Development code (HUD) Federal Standard. In 2022, the U.S. DOE published a final rule on the manufactured housing Energy Conservation Standards that would make slight improvements for single-

wide homes and significant improvements to double-wide and larger manufactured homes. However, due to uncertainty surrounding enforcement of the new rule, the U.S. DOE shifted the effective date from 2023 to 2025. Although delays to the new final rule will slow changes in the Northwest Manufactured Homes market, NEEA identified opportunities to support compliance with the new rule when it goes into effect. For example, as part of its emerging technology efforts, the alliance is investigating Heat Pump Ready ENERGY STAR Manufactured Homes. These are defined as homes that can be shipped as “Heat Pump Ready” to comply with the new ENERGY STAR manufactured home specification. The alliance is working with the U.S. DOE and the NEEM program administrator to define U.S. DOE program requirements that give credit for the NEEM program's continuous process improvement, air sealing and duct sealing aspects. An analysis of the Inflation Reduction Tax Act identified elements of the specification that would continue to allow manufacturers in the Northwest to easily certify that the homes meet ENERGY STAR specification requirements, which will in turn ensure that ENERGY STAR manufactured homes are available to Northwest consumers. Finally, NEEA's recently completed [Manufactured Homes Market Progress Evaluation Report \(MPER\)](#) indicated that the market will remain stable and found that NEEM+ sales have remained steady or increased. As a result, NEEA discontinued direct market engagement in the manufactured homes market in 2023 but will continue to monitor the market to ensure that NEEM+ homes remain a viable alternative for consumers across the Northwest.

WATER HEATING PRODUCT GROUP

This Product Group engages the manufacturers, distributors (wholesale and retail), specifiers, designers, installers and consumers of natural gas and electric commercial and residential water heaters. In 2023, there were two programs in the Water Heating Product Group: Efficient Gas Water Heaters and Electric Heat Pump Water Heaters. Additionally, NEEA staff developed a Market Transformation program concept for Advanced Commercial Gas Water Heating that was added to the portfolio in Q4 2023. Program activities will begin in 2024.

Heat Pump Water Heater (HPWH) – The HPWH program aims to increase adoption of HPWHs for emergency and planned replacements in single-family homes, while also influencing the Federal Standard to require heat-pump-level efficiency for all electric storage tanks 45 gallons or larger. In 2023, the U.S. DOE published the [proposed new federal efficiency standards for water heaters](#) to transition the majority of electric storage water heaters to heat pump technology, based on [recommendations](#) submitted to DOE in 2022 by members of a diverse stakeholder coalition of industry partners – including the alliance. The alliance participated in this joint recommendation in October 2022 to ensure that the needs of consumers in the Northwest were met, including those in cold climates, with challenging installation locations and across all income levels. As of April 2024, [the DOE published the new final rule](#) which will transition the majority of electric storage water heaters to heat pump technology. To ensure the Northwest market is ready for these changes, the alliance conducted research in 2023 to understand any potential barriers to market acceptance of the standard. The study was geared to better understand any challenges installers and plumbers in the region might face around recommending and installing HPWHs in existing single-family homes and is [available on neea.org](#) as of Q1 2024. Also in 2023, the program sought to increase installer adoption of HPWHs in retrofit installations by providing training sessions and content around key topics including “The Pros and Cons of Mixing Valves for Customers” and “Dispelling Myths about HPWHs.” This content is [available HotWaterSolutionsNW.org](#).

In April 2024, the U.S. DOE officially published the new federal efficiency standard for consumer water heaters. The new standard is a direct result of nearly 20 years of leadership by the alliance, its market partners, and many stakeholders across the country. For example, the U.S. DOE cites NEEA's Advanced Water Heating Specification (AWHS) as reference material for its final rule. The adoption of the final rule represents a major milestone in alliance Market Transformation efforts and is a win for all Northwest customers.

Efficient Gas Water Heaters (EGWH) – This program works to 1) develop the market for efficient gas water heating products, 2) bring a natural gas heat pump water heater (GHPWH) to market, and 3) influence the passage of a Federal Standard by 2030. Residential GHPWHs are projected to have the technical potential to save more than 100 million annual Therms. In 2023, the program focused on understanding the likelihood of major manufacturers committing to commercializing a residential GHPWH and to assess utility support for the product once it is launched. As part of this effort, the alliance worked toward product advancement by partnering with a technology developer and additional co-funders to test adsorption of GHPWH technology product's potential to achieve a Uniform Energy Factor (UEF) of 1. Achieving a UEF greater than 1 will ensure GHPWHs are more energy efficient and cost less to operate. Also in 2023, to improve understanding around commercialization timelines, the alliance continued discussions with manufacturers and technology developers. These continued conversations will help to ensure the commercialized GHPWH products meet the needs of consumers in the Northwest.

INFRASTRUCTURE PROGRAMS

In addition to its Market Transformation programs, the alliance develops and implements enabling infrastructure programs that build market capability, awareness and demand for energy-efficient products, services and practices. NEEA's infrastructure programs in 2023 are: BetterBricks, Integrated Design Labs and Strategic Energy Management.

BetterBricks – Launched in 1999, BetterBricks leverages its long-standing relationships and communication channels to support alliance programs by providing access to target-market audiences, including building owners, property managers, building staff, architects, designers, engineers and contractors. Multiple alliance programs utilize BetterBricks as a central investment to help overcome market barriers, including by raising awareness and demand for energy-efficient technologies in commercial buildings. In 2023, BetterBricks continued supporting its long-standing partners by providing educational opportunities and resources. For example, an [energy modeling guide for high-performance HVAC technologies](#) was created in 2023 to enhance energy modelers' accuracy in predicting energy use and future savings for very high efficiency DOAS in typical commercial building applications. Additionally, a [very high efficiency DOAS design guide](#) was created to provide guidance to manufacturers, designers and specifiers regarding the key components of very high efficiency DOAS products. Also in 2023 the alliance updated and repackaged outdated resources on BetterBricks, including the creation of a new [Building Renewal Series](#) of educational articles, which helps commercial building owners and operators identify areas for energy efficiency improvements, financial planning and investment strategies, building and system upgrades and retrofits, and the ongoing operations and maintenance of a commercial property. And, a list of [utility incentives](#) available in the Northwest for LLLC products was added to the BetterBricks website to aid commercial building owners in the region to identify and take advantage of incentive opportunities from their local utilities. In addition, two case studies on recent LLLC installs were posted to BetterBricks, one of which featured an [installation in an industrial facility in Everett, WA](#), while the other featured a [manufacturing plant in Mukilteo, WA](#). These

case studies highlight the benefits of the technology for commercial and industrial buildings in the Northwest. Finally, throughout 2023, BetterBricks program team members attended and presented at over 30 Northwest conferences, webinars and/or lunch-and-learns covering topics ranging lighting and HVAC, to new programs like centralized HPWHs and efficient fans.

Integrated Design Labs (IDLs) – The IDLs work to transform the design, construction and operation of commercial, institutional and residential buildings to advance energy-efficient, high-performance and healthy buildings in the Northwest. Located on university campuses in each of the four Northwest states, the IDLs provide regional design teams access to the best building-performance knowledge available, while offering project-by-project support, education and training on designing, constructing and operating the healthiest, most productive and energy-efficient buildings. The alliance provides annual base funding to support each IDL, which serve as critical partners to alliance programs. In 2023, the IDLs supported training, awareness and adoption in the building professional community for LLLC, high-performance HVAC, and motors.

Strategic Energy Management (SEM) – SEM is a specially funded program, which develops, maintains and delivers a holistic set of tools that support funders to deliver strategic energy management to their customers. These tools include the [SEMHub.com website](https://www.semhub.com) and its contents, the Energy Talk Cards, online learning modules through a learning management system platform, and support of the Northwest SEM Collaborative (NWSEMC). Throughout 2023, the alliance developed and deployed improvements to the SEMHub website including: developing new Collections and improving the Collections function, a redesigned Case Study layout, updated images, and improved navigation. Additionally, improvements to the Energy Management Assessment were made to enable greater customization of the reports including adding an Executive Summary and the ability to reorder recommendations and curate final report content. Also in 2023, five NWSEMC working groups met actively throughout the year, supported by the NEEA and the SEM Leadership Team. Working group topics in 2023 included an exploration into integrating diversity equity and inclusion, and lean principles into SEM delivery. NEEA and the NWSEMC leadership team also supported delivery of the annual SEM workshop, which took place in October 2023 with a record turnout of almost 100 attendees. Funding for the alliance’s SEM program concludes at the end of Cycle 6 in 2024. To successfully transition the program, NEEA conducted outreach to potential future partners who might take on future ownership and management of the region’s SEM tools. NEEA staff reviewed the results of this outreach with alliance SEM funders and began contracting discussions with identified partners. As a result, the NWSEMC Leadership Team worked with the North American SEM Collaborative board members to move forward with forming a partnership between the two Collaboratives where the NWSEMC will be supported in a new chapter model under the North American SEM Collaborative and the American Council for an Energy-Efficient Economy (ACEEE).

PRIMARY BUSINESS PLAN STRATEGY: CODES AND STANDARDS

In 2023, NEEA continued to influence the development and successful implementation of energy codes, appliance and equipment standards, and test procedures to materially improve efficiency outcomes. The Codes and Standards program relies on and closely coordinates with the strategies and activities of the alliance’s Market Transformation programs.

Codes – The Codes program provides ongoing training and technical assistance on current and upcoming commercial and residential energy codes. Code activities include code development, training and education, code interpretation support and above-code tool development. NEEA’s continued

involvement in code support activities ensures new construction stakeholders, including builders, trades, and code officials have the information they need to comply with code requirements for both natural gas and electric options. In 2023, the alliance delivered over 75 trainings on topics related to energy codes in all four Northwest states, serving more than 4,900 attendees. Additionally, NEEA supported code activities in all four Northwest states. Activities included:

- **Idaho:** NEEA staff were heavily involved in the development of the 2024 IECC through the development and submittal of multiple proposals and participation on sub-committees. Because Idaho adopts the IECC as its energy code, any development work or influence NEEA staff have on the national model code, later impacts Idaho's code once that code version gets adopted. Additionally, NEEA staff and partners provided input regarding the changes to energy code rules under the Executive Order – Zero Based Regulation. This included providing data analysis of impacts to the state, acting as technical consultants and subject matter experts to the Building Code Board and heavily participating in the public hearing process. Finally, NEEA kicked off a code compliance evaluation of the Idaho 2018 residential energy code. The final report is expected in 2024.
- **Montana:** NEEA staff were heavily involved in the development of the 2024 IECC through the development and submittal of multiple proposals and participation on sub-committees. Because Montana adopts the IECC as its energy code, any development work or influence NEEA staff have on the national model code, later impacts Montana's code once that code version gets adopted. In addition, NEEA staff participated and helped facilitate a Montana Homes Collaborative, a group of residential new construction stakeholders that meets to discuss building science and best practices. NEEA also conducted data collection for the Montana commercial energy code compliance evaluation. The final report is expected in 2024.
- **Oregon:** In 2023, the 2023 Oregon Residential Specialty Code (ORSC) adoption process was completed. The 2023 ORSC was adopted on October 1, 2023 and is expected to go into full effect in 2024. NEEA staff participated in the measure development and the public adoption process for the Oregon ORSC. Also in 2023, NEEA began conducting an Oregon Residential Code Compliance Evaluation. Through this study, NEEA will gather market data about homes built under the 2021 ORSC. A final report is expected by the end of 2024.
- **Washington:** The alliance worked on development of the 2021 WSEC commercial code compliance tool edition, which will help builders and engineers verify their building design's compliance with the upcoming 2021 WSEC commercial code, which became effective March 15, 2024. Additionally, the program continued to support offering technical assistance for the Total System Performance Ratio (TSPR) analysis tool used to calculate the TSPR for Washington State's performance-based energy code compliance path for HVAC systems. Finally, the alliance completed a residential code evaluation in Washington, examining new construction single family homes built under WSEC 2018. The evaluation estimated compliance with the code and analyzed primary space and water heating fuel selection of homes built under the 2018 code. The [final report can be found on neea.org](https://www.neea.org).

Standards – In 2023, NEEA staff collaborated with partners to submit more than 27 comment letters in strategic response to the U.S. DOE's issuing multiple Requests for Information (RFI) and Notices of Proposed Rulemaking (NOPR), initiating standard rulemaking for appliance and equipment products. These comment letters covered more than 25 products including consumer furnaces, water heaters, circulating pumps, and clothes dryers. Four of these letters specifically addressed recommendations

related to natural gas products, while the other 24 focused on dual-fuel appliances and equipment. NEEA's comments provided regional sales data, lab testing results, field validation data and other technical data to support recommendations for enhanced test procedures and improved efficiency levels that have the potential to provide energy efficiency benefits to consumers in the Northwest.

PRIMARY BUSINESS PLAN STRATEGY: MARKET INTELLIGENCE

NEEA's Market Intelligence strategy is delivered by the Analytics, Research and Evaluation Division, which is composed of three distinct functions: Market Research and Evaluation; Data, Planning and Analytics; and Energy-use Studies. In 2023, NEEA's Market Intelligence activities are focused on continuing to: 1) accurately assess results from alliance Market Transformation efforts; 2) provide research and market intelligence to support program and business planning needs of internal and external stakeholders; 3) bring more visibility to alliance Market Transformation outcomes and market progress indicators in addition to energy savings; and 4) build capacity for in-house data management and analysis.

Market Research and Evaluation (MRE) – MRE provides actionable insights for alliance Market Transformation programs throughout their lifecycles and conducts formal evaluations of programs in market development. These research and evaluation efforts provide data and analytical services for the benefit of Northwest customers. In 2023, the alliance delivered more than 19 market research or evaluation reports to support both electric and natural gas opportunities for energy efficiency, all of which are publicly available on [neea.org](https://www.neea.org).

Stock Assessments – In 2023, the alliance's efforts included the completion of recruitment and data collection for the ongoing 2022 RBSA, a comprehensive study of single-family and multi-family building characteristics and energy use. NEEA staff held monthly workgroup meetings throughout the year to collect input from stakeholders on topics critical to the study's success, including revised multi-family recruiting and data collection approaches needed to adapt to low response rates due, in part, to the lingering effects of the COVID-19 pandemic. These discussions resulted in a decision to focus on tenant units and de-emphasize building-level data collection, such as central HVAC systems. NEEA completed building characteristic and energy use data collection for the 2022 RBSA in 2023. The [final report and accompanying data](#) is available on [neea.org](https://www.neea.org) as of Q2 2024.

Also in 2023, NEEA staff kicked off planning for the 2025 CBSA. Similar to the RBSA, the 2025 CBSA is a regional study that collects building characteristic and energy use data on commercial and multi-family buildings. The 2025 CBSA will be the first CBSA to include multi-family buildings.

Northwest End-Use Load Research (EULR) – The project continued collecting data for its Home Energy Metering Study (HEMS) and Commercial Energy Metering Study (CEMS) on select residential and commercial electric end-uses. The end-uses metered for the study include ductless heat pumps, ducted heat pumps, heat pump water heaters, central air conditioning, forced-air furnaces and baseboard heaters. One-minute-interval data are being collected by circuit for each participating residential and commercial building. As the largest end-use load research project in the Northwest since the 1980s, this work will greatly support regional planning and program design. In 2023, NEEA completed installations for 400 residential homes and 70 commercial office/retail buildings. Using the data, the Regional Technical Forum used the information from previous years to calibrate its new Energy Efficiency and Demand Response tool, which analyzes residential building energy models in EnergyPlus. Additionally, regional utilities and the National Renewable Energy Laboratory used the

data to update/calibrate their energy use load shapes. Meanwhile, universities, consultants, utilities, and other organizations from all over the world are downloading the [15-minute interval public data](#) available on [neea.org](#).

PRIMARY BUSINESS PLAN STRATEGY: CONVENE AND COLLABORATE

NEEA regularly creates and communicates opportunities for regional energy efficiency stakeholders by convening the region to share information and best practices and align on regional priorities. These opportunities enable the region to move the market faster and more efficiently than any one organization could do alone. In 2023, NEEA's efforts to convene the region included:

- **Efficiency Exchange (EFX)** – EFX is an annual conference hosted in collaboration with Bonneville Power Administration and the Northwest Power and Conservation Council. In May 2023, the first hybrid conference was held in Portland with regional attendees meeting in person for the first time since 2019. The event included 430 in-person attendees and 116 virtual attendees with 24 sessions and two keynotes. The conference covered a range of topics including: the Inflation Reduction Act, demand flexibility, equity in energy efficiency, and advanced heat pump technologies. More information on the conference, including details from Efficiency Exchange 2024 held on May 14-15, 2024 in Spokane, Washington, can be found on [neea.org](#).
 - **Federal Funding Regional Coordination Work Group:** Co-chaired by NEEA and BPA, the Federal Funding Regional Coordination Work Group shares information regarding upcoming federal opportunities flowing from the Infrastructure Investment and Jobs Act (IIJA) and the Inflation Reduction Act (IRA). The Work Group coordinates activities where possible to enhance energy efficiency outcomes for Northwest consumers and market transformation efforts.
 - **Natural Gas Advisory Committee Dual-Fuel Work Group:** This group is focused on coordination around research, pilots, and demonstrations. In 2023, NEEA shared its dual-fuel synthesis findings and the group discussed areas for further study, including sharing findings from the installations of dual-fuel systems in 2023 and discussing plans for 2024.
- Cost Effectiveness Advisory Committee Dual-Fuel Measurement Work Group:** This group is collaborating on a document outlining methodological guidelines for NEEA to use when measuring and reporting benefits from hybrid heating systems (dual-fuel—gas & electric) and other potential dual-fuel opportunities.

REGIONAL COORDINATION

Alliance programs are coordinated through regional committees and working groups, whose membership includes representatives from NEEA's funders. NEEA staff formally solicits input from the Natural Gas Advisory Committee (NGAC) and Regional Portfolio Advisory Committee (RPAC), the bodies responsible for overseeing the alliance's natural gas and electric Market Transformation portfolios respectively at critical program decision points. In addition to committee support, NEEA creates workgroups on an as-needed basis via NGAC and RPAC. These work groups are staffed with alliance stakeholders to ensure the availability of as-needed expertise for limited-term and specific purposes that are distinct from that of NGAC and RPAC, the ongoing Coordinating Committees, or other NEEA forums.



BOARD OF DIRECTORS:

In addition to committees, the members of NEEA’s Board of Directors span Northwest utilities, public interest groups, energy service professionals and industry associations. NEEA staff are grateful for the time and energy its funding staff and stakeholders dedicate to participating in these forums and on NEEA’s Board of Directors.

Gilbert Archuleta

Puget Sound Energy
Director, Customer Energy Management

Dan Bedbury

(left Board in 2023)
Clark PUD
Director of Energy Resources

Stephen Bicker

(left Board in 2023)
Tacoma Power
Sr. Conservation Resources Manager

Holly Braun

NEEA Board Vice Chair
NW Natural
Manager of Energy Efficiency and Innovation

Brittney Broyles

Tacoma Power
Manager, Customer Energy Programs Operations Team

Michael Colgrove

NEEA Board Chair
Energy Trust of Oregon
Executive Director

Monica Cowlshaw

(left Board in 2023)
Cascade Natural Gas
Manager, Energy Efficiency and Community Outreach

Debbie DePetris

Clark Public Utilities
Energy Services Manager

Theresa Drake

(retired in 2023)
Idaho Power
Senior Manager, Customer Relations and Energy Efficiency

Joseph Fernandi

Seattle City Light
Director of Customer Energy Solutions

Suzanne Frew

NEEA Board Treasurer
Snohomish County PUD
Assistant General Manager

Andrew Grassell

Chelan PUD
Manager - Energy Development and Conservation

Jamae Hilliard Creecy

Bonneville Power Administration
Vice President of Energy Efficiency

Nicole Hydzik

Avista Utilities
Director of Energy Efficiency

Anna Lising

(left Board in 2023)
Washington Governor's Representative
Senior Energy Policy Advisor

Quentin Nesbitt

Idaho Power
Manager, Commercial & Industrial Energy Efficiency Group

Elizabeth Osborne

Washington Governor's Office
Senior Energy Policy Analyst

Eileen Quigley

Clean Energy Transition Institute
Founding Executive Director

Caleb Reimer

(joined Board in 2024)
Cascade Natural Gas
Manager, Energy Efficiency Programs

Kyle Roadman

Emerald PUD
General Manager

Bonnie Rouse

Montana Energy Office
Section Supervisor, Energy Efficiency and Compliance Assistance

Ruchi Sadhir

Oregon Department of Energy
Associate Director, Strategic Engagement & Development

Cory Scott

Pacific Power
Director, Customer Solutions

Richard Stover

Idaho Office of Energy and Mineral Resources
Administrator

Marissa Warren

(left Board in 2023)
Idaho Office of Energy and Mineral Resources
Energy Program Manager

Danie Williams

NEEA Board Secretary
NorthWestern Energy
Manager of Energy Efficiency/DSM Services

Kathy Wold

(left Board in 2024)
Cascade Natural Gas
Manager, Energy Efficiency

See a full list of [NEEA’s committee members on neea.org](https://www.neea.org).

ADDITIONAL INFORMATION

For additional information, NEEA's [2023 Quarterly Performance Reports, newsletters](#) and the [2022 Annual Report](#) are available online at neea.org.

NEEA staff encourage stakeholder participation and appreciate input at all NEEA board meetings, committee meetings and energy efficiency events around the region. Meeting details are posted on neea.org in advance.

Please direct questions or comments about this report to info@neea.org.

PINK PAPER



Irrigation Measure Market Research Report


June 28, 2024

Prepared for:

Energy Trust of Oregon

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Executive Summary

Energy Trust of Oregon (Energy Trust) is an independent nonprofit organization governed by a volunteer board of directors and accountable to the Oregon Public Utility Commission. Energy Trust delivers energy savings programs to Oregon customers of Portland General Electric, Pacific Power, NW Natural, Cascade Natural Gas, and Avista, and customers of NW Natural in southwest Washington. As part of Energy Trust's ongoing efforts to improve program performance, it regularly completes market research to refine its measures.

This report documents the market research Cadmus conducted on irrigation measures. Cadmus assessed irrigators' practices around gasket replacement and leakage prevention, sprinkler upgrade decisions, and irrigators' appetite for advanced controls offerings. This research will aid Energy Trust with its future Production Efficiency measure design.

Evaluation Goals and Key Research Objectives

The research objectives for the Irrigation Measures Market Research Evaluation are listed below:

- Understand irrigation system and gasket market pricing, availability, and where these items are typically purchased.
- Investigate maintenance and leakage prevention practices of participant and non-participant irrigators with a focus on gasket replacement.
- Assess leakage rates from faulty gaskets among participant and non-participant irrigators.
- Understand irrigators' system upgrade decision-making and appetite for moisture monitoring controls offerings in the future.

Market Research Summary

Cadmus summarizes findings and recommendations around the four research questions posed by this study. Please see the Conclusions and Recommendations section for more details on the findings. Results of the research activities through vendor interviews, surveys, and site visits are aggregated into the four key research categories:

- Irrigation System and Gasket Market Pricing, and Availability

Vendors report no significant issues with the availability of irrigation systems and gaskets. They have expressed strong interest in midstream offerings, agreeing with irrigators that increased incentives would drive higher sales of energy- and water-saving irrigation components and systems.

- Maintenance and Leakage Prevention Practices

Most irrigators report conducting regular maintenance on their systems, including replacing broken or leaking components when detected. However, despite diligent efforts, gaskets inevitably deteriorate over time. More frequent maintenance plays a crucial role in achieving energy and water savings. Our

on-site inspections and measurements revealed a significant number of leaking gaskets, highlighting the need for ongoing attention to system upkeep.

- Leakage Rates from Faulty Gaskets

Participants in the Energy Trust gasket replacement measure exhibited fewer and smaller leaks compared to non-participants. However, both groups still experienced leaking gaskets, indicating opportunities for program engagement across the entire population of irrigators. Additionally, many irrigators were unaware of critical system setpoints, such as pressure. Enhanced education on system parameters could help irrigators detect leaks more promptly and improve overall system efficiency.

- System Upgrade Decision-Making and Appetite for Moisture Monitoring Controls

Most survey respondents indicated they do not use automated sprinkler systems, with many citing high costs and a lack of familiarity as key barriers to adoption. Expanding educational efforts and offering targeted incentives for these systems could enhance market penetration and lead to significant long-term water and energy savings.

- Other Findings and Recommendations

There is a significant population of gasket measure non-participants in Eastern Oregon, which had notably lower response rates compared to other regions. Enhancing outreach efforts targeting this group could boost participation and lead to greater energy and water savings for Energy Trust.

MEMO

Date: 9/18/2024
To: Energy Trust Board of Directors
From: Leila Shokat, Evaluation Project Manager
Kirstin Pinit, Sr. Program Manager – Industry and Agriculture
Andi Nix, Engineer – Planning and Evaluation
Subject: Staff Response to the Irrigation Measure Market Research Report

The Cadmus Group conducted market research during the spring and early summer of 2024 to investigate leakage rates from gaskets and equipment maintenance practices among irrigators. This study had the primary goal of updating assumptions about typical leakage rates from faulty gaskets to inform the Production Efficiency program's gasket replacement measure update. This measure is offered through the Standard Industrial track and helps irrigators in Oregon save water and electricity by encouraging replacement of leaking gaskets along irrigation lines. The results of this study show a higher rate of leaking gaskets and a higher average leak flow rate among gasket measure non-participants compared to gasket measure participants, indicating the measure is effective in reducing overall water loss due to leaking gaskets.

The study found a gasket failure rate of 28% among gasket measure participants compared to 49% among non-participants, and the average gasket leakage rate of participants was 55% lower than that of non-participants. Energy Trust will use these findings to inform the measure development process while updating deemed savings for the gasket replacement measure. Cadmus conducted interviews with irrigation equipment vendors to collect gasket price information, which will be an additional input into updating the gasket replacement measure.

Cadmus also investigated irrigation equipment maintenance practices more broadly, beyond gaskets. It found most surveyed irrigators primarily rely on reactive maintenance, replacing only broken or damaged irrigation equipment rather than replacing prior to equipment failure. Most of the irrigators also reported conducting maintenance checks themselves and using visual inspection of irrigation lines to identify equipment failures. The variation in observed leakage rates, despite general alignment in self-reported equipment maintenance practices, suggests opportunities exist to improve water and electricity savings through standardization of irrigator maintenance practices. In addition to investigating maintenance practices and leakage rates, the study also explored irrigators' appetite for upgrading to automated systems or adopting advanced irrigation controls. Cadmus found cost, lack of perceived need or benefit and unfamiliarity with advanced irrigation systems were key reasons irrigators decided not to upgrade. Energy Trust's Production Efficiency program will draw on these insights as a part of ongoing efforts to understand irrigators' operations comprehensively and offer incentives and resources that make sense for these customers.

Cadmus encountered some challenges in scheduling site visits with irrigators due to time constraints as well as later than usual rains that caused irrigators to delay the start of their irrigating season. Though Energy Trust does not have near-term plans to conduct further site visits with irrigators, these challenges underscore the importance of tailoring research approaches to different types of Production Efficiency customers whenever possible.