

Conservation Advisory Council Meeting Notes

March 20, 2018

Attending from the council:

JP Batmale, Oregon Public Utility
Commission
Holly Braun, NW Natural
Warren Cook, Oregon Department of
Energy
Danny Grady, City of Portland Bureau of
Planning and Sustainability
Kari Greer, Pacific Power
Charlie Grist, NW Power and Conservation
Council
Julia Harper, Northwest Energy Efficiency
Alliance
Garrett Harris, Portland General Electric
Liz Jones, Citizens' Utility Board of Oregon
Lisa McGarity, Avista
Kerry Meade, Northwest Energy Efficiency
Council
Allison Spector, Cascade Natural Gas

Tom Beverly
Amber Cole
Susan Jowaiszas
Oliver Kesting
Scott Leonard
Dave Moldal
Jay Olson
Amanda Potter
Kate Scott
Julianne Thacher
Jay Ward
Peter West
Robert Wylie
Mark Wyman

Others attending:

Alan Meyer, Energy Trust board
Lindsey Hardy, Energy Trust board
Rick Hodges, NW Natural
Scott Scheuneman, RH Energy
Jeffrey Tamburro, NW Natural

Attending from Energy Trust:

Gwen Barrow

1. Welcome, Old Business and Short Takes

Peter West convened the meeting at 1:30 p.m. The agenda, notes and presentation materials are available on Energy Trust's website at www.energytrust.org/about/public-meetings/conservation-advisory-council-meetings/.

Peter asked if there were concerns or changes to the notes from the last meeting. No changes were noted, and CAC adopted the notes.

2. Legislative Update

Jay Ward provided an update on the short legislative session. Staff monitor and track on bills that could intersect with Energy Trust's work, and do not advocate or lobby for any proposed legislation.

Jay Ward: The legislative session ended March 3. There were a few bills that involved energy, which we monitored as the session progressed. For instance, SB 1552, titled the Ratepayer Protection Act, would have capped the public purpose charge at 1.5 percent, capped Energy Trust salaries and refunded money set aside to remove the four Klamath River dams. It was considered to be largely unconstitutional.

Holly Meyer: Under what grounds was it unconstitutional?

Jay Ward: Mainly the cap on utility return on investment. They couldn't service debt at that level.

Jay Ward continued. The Homewrap bill was sponsored by Representative Marsh. It was called a kind of Residential Energy Tax Credit replacement, but it would have capped households at the \$180,000 income level from qualifying for the program. It also included a 25 percent low-income set-aside, and manufactured home replacement. Enhabit and the NW Energy Coalition were supporters. It had bipartisan support and almost unanimously passed out of committee. It was with Ways and Means at the end of the session.

Jay said there were two similar cap-and-invest bills in both the House and Senate. They were heard in their committees and passed on a partisan vote, but both expired. At the end of the session, the governor was given \$1.4 million to do studies in the interim, and the Senate President and Speaker of the House created a joint committee on carbon. They would like to bring the clean energy bill back next session.

Holly Braun: Why didn't Homewrap get through?

Jay Ward: The budget request was seen as too high. Oregon Housing and Community Services indicated that they would have to scale up and hire up to deliver it, and it was too costly.

3. World Café Exercise: 2018 CAC Planning

Peter West: At the last meeting, we had a presentation on what topics staff should bring forward to the Conservation Advisory Committee and how we engage with members. We gave out homework to all of you, and we appreciate the feedback we received. The homework assignment was intended to identify essential parts of the discussions we have at CAC. Topics you identified were large and wide.

We have seven more CAC meetings this year, and we need to get your engagement on the right topics at the right levels during those meetings. We also want to look at the meeting format. Does it need to be the same type of format and layout as we've always done in the past? Lastly, what topics should come to CAC and what are the priority topics?

Today we'll have a World Café discussion moving to help you engage with us on this planning exercise. It's a fast way of engaging and collecting information. It's also intended to clarify and give us themes to work with. We'll take this information, distill it down and draft some guidance that we can bring back to CAC in May.

The packet includes the charter and topics for discussion. In our synthesis of the homework you completed, a few categories jumped out at us: innovation and new initiatives, program design and redesign, policy context, strategic plan input, challenges and barriers facing programs, and accomplishments.

We also heard some suggestions in the homework you completed. There was a request that materials come out earlier. And we heard that materials could be at a higher level, and with implications and questions at the policy or strategic level. Another comment was that we should screen for topics that are longer term. There was an interest in more roundtable discussions, too, to provide an opportunity for more dialog with each other, rather than staff largely presenting to CAC members.

Amber Cole described the World Café exercise. First, CAC members worked in small groups to review the topics suggested by the group through the homework exercise, and added additional topics for consideration. Then, CAC voted to identify which topics to explore in more detail during the second half of the meeting. The six topics in order of the most votes from council members:

1. Customer research and insights
2. Context—market trends, policy issues affecting programs
3. Program innovations
4. Challenges and barriers facing programs
5. Program delivery to historically underrepresented groups

6. What's working and not working nationally

CAC members, staff and public in attendance then broke into small groups and explored each topic. Topics were posted around the room as "stations" and after five minutes the groups rotated to a new station. At each station, each group was asked to discuss and clarify the following about the topic:

1. What are essential questions CAC should discuss on this topic?
2. What about this topic is most essential for CAC to discuss/review?

Refer to the **Appendix: World Café Exercise—2018 CAC Planning** for an executive summary and notes from the exercise. Also included in the appendix is the full list of topics proposed by CAC members through the homework exercise and the subsequent discussion, including votes on what topics to explore during the World Café exercise.

Based on the feedback and priorities, Energy Trust staff will be developing an internal guidance document to inform what and when topics are brought to CAC, and what staff is looking for from council members in terms of feedback on those topics. This document will be presented to CAC for feedback. Staff will also look to incorporate alternative facilitation techniques at future meetings.

4. Public Comment

There were no public comments.

5. Meeting Adjournment

The meeting adjourned at 4:35 p.m. The next Conservation Advisory Council meeting is Wednesday, May 9, 2018.

Appendix: World Café Exercise—2018 CAC Planning

1. Executive Summary
 2. Full List of CAC Topics Proposed by Council Members
 3. Essential Discussions for Top 6 Topics
 4. Meeting Best Practices
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1. Executive Summary

Energy Trust staff hosted a series of discussions at the CAC meetings in February and March 2018 to better plan for what topics to bring to CAC and how council members should be engaged on those topics. Energy Trust will use input from these discussions to shape future meeting designs and agendas.

The process

After the February meeting, council members submitted feedback on topics they would like to have presented at CAC through a homework exercise. At the March meeting, council members identified six priority topics that they would most like to hear about and discuss. Essential questions and discussions by topic were also identified, as well as ideas for meeting design and best practices.

Results

Top priority meeting topics identified, in order of most votes from council members: Customer research and insights; Context—market trends, policy issues affecting programs; Program innovations and new initiatives; Challenges/barriers facing programs; Program delivery to historically underrepresented groups; What's working and not working nationally. There was a clear divide of much lower rankings for other items.

Staff propose the other suggested items be handled as part of addressing the top six priorities. “Vetting by CAC before board approval (especially program innovation)” was also ranked by CAC. Board members Alan Meyer and Lindsey Hardy clarified the types of actions it takes as mostly related to policies, budgets and contracts, and not measures or program details. The board uses the CAC notes to understand the feedback brought forward by CAC members on topics they may be considering at the board level. It is possible more discussion may be needed on this point.

To discuss priority topics effectively, council members also provided recommendations on agenda and presentation development, discussion format, assignments and next steps after each meeting. The notes that follow summarize these useful suggestions.

Based on the feedback and priorities, Energy Trust staff will be developing an internal guidance document to inform what and when topics are brought to CAC, and what staff is looking for from council members in terms of feedback on those topics. This document will be presented to CAC for feedback. Staff will also look to incorporate alternative facilitation techniques at future meetings.

2. Full List of CAC Topics Proposed by Council Members

Proposed topics sorted by most votes from council members	CAC member votes
Customer research and insights--who are we serving, reach of programs; including insights from Big Data	10
Context--market trends, policy issues affecting programs; includes research, evaluation, legislation, policy, and policy barriers to Energy Trust work	10
Program innovations and new initiatives – Future sources of savings, pilot prioritization, horizon planning; especially, expanding reach or changing costs, and vetting approaches and delivery contracts	9
Challenges/barriers facing programs - including policy barriers	8
Program delivery to historically underrepresented groups and diversity/equity considerations; includes savings, costs, metrics	6
What's working and not working nationally, including benchmarking	6
Vetting by CAC before board approval (esp. program innovation)	6
Multi-year organization and sector strategic plans - connection to board	4
Collaboration opportunities with partners (how can 1+1=3 ?)	4
Areas of new/different risk for programs	3
Evaluation Committee updates – plans and results, report out - key variables for success, what's not working, including news from outside Oregon	3
Measure reviews, approvals, changes - how will changes roll out? Impacts to customers?	2
Successes/accomplishments of programs – what's working?	1
What can be done with AMI (advanced metering infrastructure, or “smart meters”)	1
Program plans and implementation details, especially expanding reach or changing costs	1
Policy implications of planning assumption changes	1
Lessons learned from unintended consequences	1
Avoided Costs: impact on acquisition and utility IRPs (resource plans)	1
Innovation incubation	1
Trends in programs and customer interaction	0
Savings attribution and how to report savings (net-to-gross)	0
Leveraging demand response	0
Annual Energy Trust budget and action plan	0
Commercial and industrial program development – what's new, what's evolving	0
Board learning topics	0
Intentional linkage with board agenda	0
Optimize data available	0
Key variables for success	0
Identify barriers to good policy (why not passing)	0
Interplay of Energy Trust with other sectors (i.e., transportation, housing)	0

3. Essential Discussions for Top 6 Topics

A. Customer research and insights

- *What are essential questions CAC should discuss on this topic?*
 1. What information is being collected, and how can we avoid duplication?
 - What is the cost vs. the benefit of digging into the data
 - Consider a segment of the available data
 2. What do you do with the data and how does it translate to program design?
 3. What does the market want, and how well are we penetrating the segments?
 4. Are we reading all segments of utility customers?
 5. How do you give the market efficiency efficiently?
 - NEBs
 6. Mining customer data for other energy efficiency program opportunities?
 - Time value
 - Targeted DSM
 7. Do we comprehensively mine our own data? Before seeking outside data?
 8. Help CAC understand the current market research and how is Energy Trust using data to engage customers?
- *What about this topic is most essential for CAC to discuss/review?*
 1. Where are the opportunities? Who are participating in programs today?
 2. Vetting research
 3. Identify sources of data/research
 4. Research strategy coordination
- *Other thoughts*
 1. Who are the decision makers?

B. Context—market trends, policy issues affecting programs

- *What are essential questions CAC should discuss on this topic?*
 1. First group
 - How are we measuring?
 - What are underlying drivers?
 - How do programs react to uneven trends in segments?
 2. Second group
 - What are the trends?
 - What are the policies?
 3. Third group
 - Do trends require changes?
 - What's the threshold for response?
 - Impact on customers and trade allies
 4. Fourth group
 - How do they impact Energy Trust as an organization?
 - How do we inform policy?
 - How does energy efficiency fit into a distributed energy future?
 - Who are our allies?
 5. Fifth group

- How do we mine the opportunity?
 - How do we identify trends/leverage CAC perspective?
 - Identify leading indicators on bad trends
- 6. Sixth group
 - What are program implications?
 - What can we do to respond or shape?
 - How do trends impact underserved groups?
- *What about this topic is most essential for CAC to discuss/review?*
 1. Federal
 - Board policy?
 - Where is Energy Trust in policy shaping?
 - Ensure stability for trade allies
 - Cheap energy and cost-effectiveness implications
 2. State
 - What are we going to do?
 - Are we impacting board policy or responding to state / local / federal?
 - How do we position to be successful?
 - How to prioritize response to multiple policies/trends?
 3. Local
 - Different perspectives

C. Program innovations

- *What are essential questions CAC should discuss on this topic?*
 1. What are risks?
 2. What is the technical/program potential?
 3. Timeline/logistics
 4. Can we try out this idea faster?
 5. What is the evaluation path?
 6. Savings shape, grid impacts
 7. Does this solve more than one problem? (address)
 8. Are trade allies involved in the process?
 9. How does it impact people in the real world?
 10. What is driving the change?
 11. Does this program make sense, in our wheelhouse?
 12. Are there opportunities for partnerships, other synergies?
 13. Are there policy barriers—or other barriers?
 14. DSM/renewables intersection
 15. Has it been done before?
 16. CAC members would answer questions, Energy Trust responds
 17. What gap does this fill?
 18. Recommendation to go forward?
 19. How can this be integrated?
 20. Measure life
 21. Are there alternative approaches?
 22. How big is it? Scope/bounds
 23. How does it fit with broader market trends?
 24. What's screening criteria? Tradeoffs?
 25. Cost/benefit

- 26. Is this change equitable to all customers?
- 27. Who will benefit?
- 28. How are we inviting ideas from CAC, others?
- *What about this topic is most essential for CAC to discuss/review?*
 - 1. How do we define success?
 - 2. What is the exit strategy?
- *Other ideas*
 - 1. Sub-group to look at report

D. Challenges and barriers facing programs

- *What are essential questions CAC should discuss on this topic?*
 - 1. What are real-world implementers (trade allies, contractors) seeing in the market?
 - 2. Which programs to prioritize with delivery solutions?
 - 3. How much longer can we continue _____ in current state and what could/should we change?
 - 4. How can we adapt to keep serving when something goes away or is at risk?
 - 5. How big of a deal are these? (Prioritization)
 - 6. What is the root cause of the(se) challenge(s)/barriers
- *What about this topic is most essential for CAC to discuss/review?*
 - 1. How do we remove these barriers? (AKA discussion is problem solving with CAC)
 - 2. Research and vetting/reviewing research
 - 3. Anticipated changes coming down the line, trends
 - 4. Different perspectives—contractors, customers, programs, Energy Trust, utilities, other groups, stakeholders
 - 5. Regional differences, focus/considerations (ties with diversity)
 - 6. Who benefits from status quo?
- *Other thoughts*
 - 1. Codes, standards, baselines—impacts of those
 - 2. Policies/fail safes when something isn't cost-effective—keep serving customers
 - 3. Leverage CAC input and expertise/ideas
 - 4. Are these embedded in program design, external, regulations/rules, structural
 - 5. Alternative approaches

E. Program delivery to historically underrepresented groups

- *What are essential questions CAC should discuss on this topic?*
 - 1. How to define groups?
 - 2. What is the appropriate cultural context? Regional or economic
 - 3. How big is the group and where is it?
 - 4. What are barriers and benefits?
 - 5. How to hear from these groups and what they need/want
 - 6. How to find/recruit diversity voices on CAC
 - 7. Underserved? Who is?
 - 8. Tradeoffs: getting to this group vs. others, risk political and social of targeting [?]

9. Opportunities
 10. Costs
 11. How do you measure success?
 12. How are others approaching this, including CAC members?
 13. Coordination with policy
 14. What are the gaps and what is not reaching them?
- *What about this topic is most essential for CAC to discuss/review?*
 1. What delivery methods work best? What are others doing?
 2. How to define the groups?
 3. The ones in blue [?]
 4. How big and where?
 5. What are the opportunities?
 6. What are the barriers?
 7. What is the voice of the delivery agents?

F. What's working or not working nationally?

- *What are essential questions CAC should discuss on this topic?*
 1. What are the missed opportunities? In other words, what are other states/programs doing that we aren't and then dig into why?
 2. How have programs adapted over time?
 3. How would staff determine this information? Examples include research, conferences and report outs
 4. What are best practices? (Nationally or globally)
 5. What's the best way to share information?
 6. What is the context of the new ideas?
 7. Valuation of DSM partnerships
 8. Are there things that work here that can be promoted?
 9. What are they doing in New York, California, Canada, Massachusetts?
 10. How do you learn about what's working?
 11. How is that market unique compared to Oregon?
 12. What does "working" mean?
 13. What are the underlying data and trends behind what's working?
- *What about this topic is most essential for CAC to discuss/review?*
 1. How do we use all this information? Does it fit?
 2. What is the CAC's recommendation to the board?
 3. What's applicable here? Vetting
 4. How would that work here?
- *Other thoughts*
 1. Presentations, white papers, email seeking updates from CAC
 2. Sub-group report-outs
 3. Making connections with other organizations
 4. Supplemental perspective from program design/proposals

4. Meeting Best Practices

Before meeting

Agenda development

- Well-defined agenda
- Prioritization
- Clear objective statements for agenda topics
- Seek input on burning questions (real-time)
- Make sure there's a reason for the meeting
- Flag all agenda items as:
 - Informational content
 - Actionable item for Energy Trust staff
 - Board topic
- If doing single topic, some might not show up. Diversify agenda to get everyone there.
- Highlights and full minutes as part of agenda
- Mix of discussion/presentation
- Never sit for more than 90 minutes
- Discuss next meeting topic at end of meeting before, 10 minute preview and assignment

Assignment development

- Clarify charter
- Send detailed information ahead of time
- Send objectives/expectations ahead of time
- Learning topic with bibliography using secondary research
- Members informed enough to represent
- Get CAC prepared to come with ideas

Presentation development

- Presenter = person working on it (not higher-ups)
- Invite outside presenters to represent perspectives
- Presentations/information from other committees
- Define problem and information available
- History and background on topic/measure, numbers, proof
- Paint scenarios, different options
- Doesn't have to be fully baked, have room for decisions and changes
- Present considerations and potential impact before decision made
- Surface changes in process = right expectations
- Impacts and opportunity analyses
- Barriers to implementation
- Unknowns/needs
- Supporting materials

Discussion development

- Conduct specific outreach to targeted stakeholders/groups who would be interested, fill the room, include diverse perspectives to bring more broad ideas
- Meaningful icebreaker to connect as people
- Set expectations of discussion
- Prepare specific questions for CAC

- Standing questions
 - What are the risks, opportunities, barriers, unknown needs?
 - What should go to board?
- Ground rules for each type of topic/discussion
- Opportunities for back-and-forth feedback
- Facilitated breakouts
- Small groups to ask more questions
- World Café format
- Writing
- Other ways to share input so everyone is engaged
- Anonymous questions

Room set up

- Conducive room set up
- Tech: be able to present remotely
- Name tags—especially for breakouts

During meeting

- Trained, engaging, agnostic facilitator(s) from Energy Trust or outside
- Let people vent first so they are more engaged
- At beginning, check-ins (less than one minute) on what they're working on
- Encourage everyone to speak / contribute
- Comfortable to share diverse perspectives, right vibe
- Let people feel heard
- Make sure interest from participants
- Check in with phone participants
- Mix up the group
- Encourage roundtable style more than popcorn style—deliberately manage conversation and facilitate getting input from everyone
- Identify problem, brainstorm ideas
- Collaborate/discuss
- Facilitated discussion to come to consensus
- Stay conscious of time, when it's done it's done

After meeting

- Instant feedback
- Evaluate meetings
- Summarize/synthesize findings
- Distinct action items and decisions recorded
- Distinguish clarifying questions vs. deep-dive questions
- Meeting minutes include Executive Summary with decisions, questions, action items
- Add context for board: what CAC discussed/asked/flagged
- Board would use CAC to vet what staff puts together
- How to present to board and get input back (loop)
- Question: why is interaction between CAC and board valuable? (Invite board?)
- Path to disseminate within Energy Trust
- Get down to actionable pieces
- Follow-through on topics (go beyond the dots used for voting)