

NEEA is an alliance of more than 140 Northwest utilities and energy efficiency organizations in Idaho, Oregon, Montana, and Washington working to accelerate the innovation and adoption of energy-efficient products, services and practices in the Northwest. Market transformation is the strategic process of intervening in a market to create lasting change in market behavior by removing identified barriers or exploiting opportunities to accelerate the adoption of all cost-effective energy efficiency as a matter of standard practice.

NEEA's unique role in this process is to look to the future to find emerging opportunities and to create a path forward to make those opportunities a reality in the region. As NEEA tests and vets those emerging opportunities, it creates conditions for sustained market adoption, successful utility programs, and accelerated benefits for the end-use customer.

Strategic Goals:

NEEA's Strategic and Business Plans guide the direction of NEEA's market transformation activities over the next five years.

The Strategic Plan sets forth the vision, key strategies and two complementary goals for 2015-2019:

Goal 1. Fill the energy efficiency pipeline with new products, services, practices and approaches.

Goal 2. Create market conditions that will accelerate and sustain the market adoption of emerging energy efficiency products, services and practices.

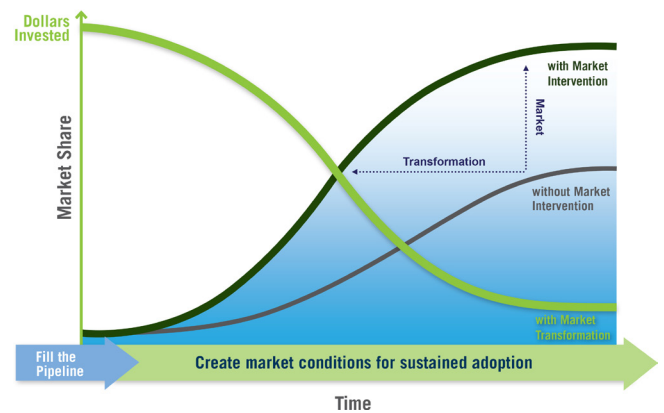
The 2015-2019 Business Plan outlines how NEEA will work as a regional alliance to achieve its mission to mobilize the Northwest to become increasingly energy-efficient for a sustainable future.

Proposed Strategic Markets:

Based on a set of discrete criteria, NEEA identified these key strategic markets to focus on in 2015-2019:

- » Consumer Products
- » Residential New Construction
- » Commercial New Construction
- » Commercial Lighting

NEEA will continue many of its current market transformation activities, with an emphasis on the residential sector. NEEA will maintain its focus on the core pieces of market transformation and on scanning new products and developing emerging energy efficiency technologies. NEEA will deliver added value through data services and building stock assessments, and through regional resources such as an annual conference and Conduit. NEEA is also redefining its process around stakeholder coordination, to allow for deeper collaboration and formal approval of any new and advancing initiatives within NEEA's portfolio.





2015-2019 Business and Strategic Plans Overview

Market Impact:

As a result of NEEA's efforts towards its two strategic goals, the investment during this Business Plan will ultimately result in significant energy savings in both the near and long term. NEEA forecasts that the region will benefit from at least 145 aMW of total regional energy savings by 2019 from an investment of \$168.6 million over five years.

The total resource cost target for NEEA's portfolio is equal to or less than 3.5¢/kWh. Despite lowered natural gas prices, energy efficiency continues to be the least-cost resource, is readily available and is also vital for the environmental health of the region.

Portfolio and Budget:

NEEA's final market transformation portfolio includes:

Residential:

- Certified Homes/Next Step Site-Built Homes
- Ductless Heat Pumps (DHPs)
- Heat Pump Water Heaters (HPWHs)
- Retail Product Portfolio (RPP)

Industrial:

- Commercial and Industrial SEM Infrastructure
- Certified Refrigeration Energy Specialist (CRES) Certification
- Industrial Technical Training

All sectors: Codes + Standards

Commercial:

- Building Operator Certification Expansion
- Commercial Lighting Upstream Platform/ Reduced Wattage Replacement Lamps
- Commercial Lighting Regional Resources
- Commercial New Construction
- Commercial Real Estate/Existing Building Renewal
- Integrated Design Labs
- Luminaire Level Lighting Controls (LLLC)
- Top-Tier Trade Ally (TTTA)

All sectors: New Initiatives + Emerging Technologies

NEEA's five-year Strategic and Business Plans outline a clear path to boost the region's energy productivity by building on past success and by addressing the challenging, complex opportunities of the future.

For more information, please visit neea.org.

Northwest Energy Efficiency Alliance

Accelerating energy efficiency in partnership with:

