

NEEA Board of Directors Meeting Q1 2026 | March 12 - 13



Q1 2026 NEEA Board Meeting

Note: the order and length of time for all topics are subject to change
This meeting will be recorded.

DATE/TIME: Thursday, Mar 12 – Friday, Mar 13, 2026
LOCATION: Confluence Technology Center
 285 Technology Center Way (on the Chelan PUD campus)
 Wenatchee, WA
 Methow Conference Room
ATTENDEES: Board Members, NEEA Staff and the Public
WEBINAR:

Microsoft Teams meeting

Join: <https://teams.microsoft.com/meet/27793617686545?p=uByUlxTB3hBwgh9ldQ>

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Note: all times listed are Pacific Time (PT)

Agenda – Thursday, March 12

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2:30 pm	<p>Public Board Meeting Called to Order Introductions and agenda review – Gilbert Archuleta, Board Chair</p> <p>NEEA’s Mission: NEEA catalyzes the most efficient use of energy for a thriving Northwest.</p> <p>NEEA’s Purpose: An alliance of utilities and partners that pools resources and shares risks to transform the market for energy efficiency to the benefit of all consumers in the Northwest.</p> <p>NEEA Board Norms</p>	Page
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2:40 am	Executive Director Update – Becca Yates, NEEA staff	10
3:15 pm	Governance <ol style="list-style-type: none"> 1. 3:15 pm Biennial Board Self-Assessment Elizabeth Osborne, Governance Committee Chair <i>Outcome: discuss timeline and process.</i> 2. 3:20 pm 2026 Board Officer Elections Elizabeth Osborne, Governance Committee Chair <i>Outcome: discuss timeline and process.</i> 	38
3:30 pm	Finance <ol style="list-style-type: none"> 1. 3:30 pm 2026 Audit Kyle Roadman, Finance and Audit Committee Chair <i>Outcome: discuss timeline and process.</i> 2. 3:40 pm Quarterly Financials Kyle Roadman, Finance and Audit Committee Chair; Kyle Burchard, NEEA staff <i>Outcome: review quarterly financials.</i> 	15
3:55	Executive – Gilbert Archuleta, Board Chair Q2 2026 and Q3 2026 Board Meeting Dates <i>Motion: approve moving the Q2 2026 Board Meeting to Tuesday, June 23 – Wednesday, June 24 and the Q3 2026 Board Meeting to Thursday, September 17 – Friday, September 18</i>	
4:00 pm	Public Board Meeting Adjourns – Gilbert Archuleta, Board Chair	
4:10 pm	Executive Session – contract negotiations, personnel, confidential information	
5:05 pm	Executive Session Adjourns – Gilbert Archuleta, Board Chair	

Agenda – Friday, March 13

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8:30 am	<p>Public Board Meeting Called to Order Introductions and agenda review – Gilbert Archuleta, Board Chair</p> <p>NEEA’s Mission: NEEA catalyzes the most efficient use of energy for a thriving Northwest.</p> <p>NEEA’s Purpose: An alliance of utilities and partners that pools resources and shares risks to transform the market for energy efficiency to the benefit of all consumers in the Northwest.</p> <p>NEEA Board Norms</p>	
8:40 am	<p>Board Consent Agenda – Gilbert Archuleta, Board Chair</p> <p>Q4 2025 Board Meeting Minutes</p> <p><i>Motion: approve the consent agenda</i></p>	31
8:45 am	<p>Strategic Planning Committee Mike Colgrove, Strategic Planning Committee Chair; Chelan PUD staff; Jeff Harris, NEEA staff; Tom Beierle, Ross Strategic</p> <p>Board Strategic Discussion – Data Centers</p>	23
10:00 am	Break	
10:15 am	<p>Strategic Planning Committee (continued) Mike Colgrove, Strategic Planning Committee Chair; Jeff Harris, NEEA staff; Tom Beierle, Ross Strategic</p> <p>Board Strategic Discussion – Data Centers</p>	
11:15 am	Opportunity For Public Comment – Gilbert Archuleta, Board Chair	
11:20 am	<p>Next Steps, Action Item Review, Meeting Feedback, Input on Future Agenda Topics, Closing Remarks – Gilbert Archuleta, Board Chair</p>	
11:25 am	Public Board Meeting Adjourns – Gilbert Archuleta, Board Chair	

To-go lunch boxes available

2026 Board Meeting dates/locations – Board approved December 6, 2024

2026 Board Meetings	Location	Day	Date
Q1 Board Orientation (Noon - 5 pm)	Wenatchee, WA	Thursday	Mar 12, 2026
Q1 Board Meeting - (8 am - Noon)	Wenatchee, WA	Friday	Mar 13, 2026
Q2 Board Meeting - Day 1 (Noon - 5 pm)	Helena, Montana	Monday	Jun 22, 2026
Q2 Board Meeting - Day 2 (8 am - Noon)	Helena, Montana	Tuesday	Jun 23, 2026
Q3 Board Meeting - Day 1 (Noon - 5 pm)	Spokane, WA	Monday	Sep 14, 2026
Q3 Board Meeting - Day 2 (8 am - Noon)	Spokane, WA	Tuesday	Sep 15, 2026
Q4 Board Meeting - Day 1 (Noon - 5 pm)	Portland, OR	Thursday	Dec 03, 2026
Q4 Board Meeting - Day 2 (8 am - Noon)	Portland, OR	Friday	Dec 04, 2026

2027 Board Meeting dates/locations – Board approved December 9, 2025

2027 Board Meetings	Location	Day	Date
Q1 Board Orientation (Noon - 5 pm)	Seattle, WA	Thursday	Mar 11, 2027
Q1 Board Meeting - (8 am - Noon)	Seattle, WA	Friday	Mar 12, 2027
Q2 Board Meeting - Day 1 (Noon - 5 pm)	Spokane, WA	Monday	Jun 21, 2027
Q2 Board Meeting - Day 2 (8 am - Noon)	Spokane, WA	Tuesday	Jun 22, 2027
Q3 Board Meeting - Day 1 (Noon - 5 pm)	Boise, ID	Monday	Sep 13, 2027
Q3 Board Meeting - Day 2 (8 am - Noon)	Boise, ID	Tuesday	Sep 14, 2027
Q4 Board Meeting - Day 1 (Noon - 5 pm)	Portland, OR	Monday	Dec 6, 2027
Q4 Board Meeting - Day 2 (8 am - Noon)	Portland, OR	Tuesday	Dec 7, 2027



Quarterly Report

NEEA QUARTERLY REPORT

Q4 2025 // Performance Highlights

A Note from the Executive Director

NEEA wrapped up 2025 with much to celebrate, highlighted by our Annual Board Meeting and the Leadership in Energy Efficiency Awards. More than 200 regional stakeholders joined us to recognize leaders whose work continues to deliver measurable impact for energy efficiency across the Northwest.

In December, the Board approved two foundational actions that set the course for the coming years. The 2026 Operations Plan establishes clear priorities to expand market reach, advance emerging technologies, and ensure efficient, reliable options for both electric and gas customers. In addition, the Board unanimously approved the 2026–2029 End-Use Load Flex Market Transformation portfolio, marking a significant milestone for the region’s first Market Transformation initiative focused on end-use load flexibility. This work positions the region to help manage growing electric demand by making energy use more efficient, connected, and controllable.

At the heart of NEEA’s work are our relationships, and that was evident throughout the quarter. Our staff were deeply engaged in regional and national conversations about the role of energy efficiency and load flexibility in supporting resource adequacy amid increasing demand. These engagements included participation in the American Council for an Energy-Efficient Economy’s (ACEEE) Energy Efficiency as a Resource conference Plenary Panel, a dual-fuel HVAC presentation at the October Pacific Northwest Utilities Conference Committee (PNUCC) meeting, and other presentations at the Northwest Gas Symposium as well as Northwest Public Power Association and American Evaluation Association events.

NEEA also maintains close partnerships with manufacturers who are bringing new technologies to market. Recently, NEEA staff convened executives from Navien, an HVAC and water heating manufacturer, and Northwest utilities to explore Navien’s new dual-fuel residential heat pump water heater. This technology illustrates the type of solution that NEEA is working to accelerate to reduce overall energy use, support load flexibility, and respond to customer and system needs. Innovations like this underscore the value of close collaboration as we all work together to meet the region’s evolving energy challenges.

More highlights from NEEA’s work are available in the quarterly newsletters linked below. Please reach out to NEEA staff directly with questions.

A handwritten signature in black ink that reads "Becca Yates".

Becca Yates, Executive Director

ADDITIONAL RESOURCES:

> [Quarterly NEEA Newsletters](#)

> [Quarterly Market Progress Report](#)

Delivering on Cycle 7 Mission + Purpose

NEEA is an alliance of utilities and energy efficiency organizations whose purpose is to pool resources and share risks to transform the market for energy efficiency to the benefit of all consumers in the Northwest. NEEA works with all parts of the market to deliver energy efficiency to Northwest consumers by:

- Gathering and analyzing data to inform NEEA's Market Transformation programs as well as regional power planning and utility programs.
- Leveraging its relationships with mid and upstream market actors like manufacturers and retailers to influence their business practices by making the case for efficiency.
- Improving how products are tested and perform in real life applications.

These long-term efforts transform the market by making more efficient products and options available to consumers and businesses across the Northwest. Highlights of NEEA's Market Transformation progress achieved over the last quarter are documented below.

Portfolio Priorities	Q4 Updates
<p>Portfolio Goal: Maintain progress in key electric portfolio programs driving NEEA's Cycle 7 energy savings, while exploring opportunities that align with evolving regional needs.</p>	
<p>Heat Pump Water Heaters (HPWH)</p>	<ul style="list-style-type: none"> • Increased the number of installers listed on Hot Water Solutions by 15%, to a total of 133 installers to ensure product availability, accessible training and strong installer support across the Northwest. Installers were added from all four states in the region in 2025. • Ran a 3-month, bi-lingual "Level Up" campaign to support heat pump water heater adoption by raising consumer awareness for these products, with a focus in rural areas of the region. Both English and Spanish content demonstrated strong engagement across platforms, with over 235,000 clicks and substantial website activity from audiences across the Northwest. Campaign results represent a 30% increase in web sessions over the previous 2024 campaign. • Collaborated with the Advanced Water Heater Initiative (AWHI) on identifying key barriers, opportunities, and stakeholders across the Southeast, Northeast, Southwest, and Northwest. This work will help enable collaboration and national alignment that complements Northwest activities and supports national investment in HPWHs, leading to stronger adoption in the Northwest in preparation for the upcoming federal standard.
<p>Extended Motor Products</p>	<ul style="list-style-type: none"> • Grew regional market share of efficient Smart Pumps to 23% in 2025, meeting NEEA's target. • Completed a market research study exploring the applicability of NEEA's Extended Motor Products (XMP) – Pumps program to the Northwest's agricultural irrigation pump market. The study found that efficient pumping represents an opportunity to lower costs and improve yield for Northwest farmers.

Retail Product Portfolio (RPP)	<ul style="list-style-type: none"> • Strengthened retail partnerships and broadened consumer awareness of ENERGY STAR® televisions through two regional ad campaigns: partnering with Best Buy to advertise on Best Buy and other websites; and with Costco on a campaign for ENERGY STAR televisions, running in Costco stores throughout the Northwest. • Distributed a newly developed Evaluation Toolkit to ENERGY STAR Retail Products Platform (ESRPP) program sponsors in Q4, to guide evaluation efforts to measure and report energy savings resulting from this unique collaborative market approach to motivating retailers to sell more efficient goods and appliances.
Portfolio Priorities	Q4 Updates
Portfolio Goal: Continue development of the natural gas portfolio and dual-fuel systems.	
Natural Gas/Dual-Fuel Portfolio	<ul style="list-style-type: none"> • Published Dual-Fuel Heat Pump Systems Analysis that examined heating performance and cost-effectiveness across five control schemes, multiple climate zones and heat pump technologies. Key findings highlight design considerations and optimal switchover temperature set points to help balance comfort, energy use and upfront costs. • Kicked off Advanced Commercial Water Heating program dual-fuel field demonstrations to test and meter six different load variations throughout the region. Each demonstration will take place over a full year, with final reports expected in Q1 2027.
Portfolio Goal: Collaboratively develop End-Use Load Flexibility and Whole Building special projects.	
End-Use Load Flexibility	<ul style="list-style-type: none"> • Marked a major milestone for the region's first end-use load flexibility initiative as NEEA's Board of Directors unanimously approved the 2026–2029 End-Use Load Flex Market Transformation portfolio. • Developed a draft 2026 workplan for Steering Committee review, including a diversified portfolio focused on residential batteries and storage water heaters, as well as small and medium commercial building opportunities. Other efforts include electric vehicle charging, commercial central hot water systems and batteries.
Whole Building	<ul style="list-style-type: none"> • Completed data analysis, secondary research and interviews gathering feedback on early concepts to inform the future-looking market transformation concept, Market Transformation theory, and the next phase of the project.
Additional Priorities	Q4 Updates
Other notable highlights.	
Technical Research	<ul style="list-style-type: none"> • Published findings from the Low-Load Efficient Heat Pump Investigation: 2020-2025 Summary Report. Study finds evidence of value and market potential for heat pumps that operate more efficiently under low-load conditions, and highlights opportunities for manufacturers and consumers alike to benefit from better-performing systems.
Risk Management	<ul style="list-style-type: none"> • Completed annual National Institute of Standards and Technology (NIST) Cybersecurity Audit, showing significant improvement in controls compliance and risk profile.

Regional Studies	<ul style="list-style-type: none"> Reviewed draft Commercial Building Stock Assessment (CBSA) data and reporting deliverables with the CBSA workgroup, and advanced the Motor System Stock Assessment, selecting contractors and beginning study-design planning.
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Market Transformation Metrics

	Business Plan Estimate	Current Forecast	Status
Electric Portfolio Energy Savings			
5-year (2025–2029) Co-Created Energy Savings (aMW)	195–225	195-225	
Natural Gas Portfolio Energy Savings			
5-year (2025–2029) Co-Created Energy Savings (MM Therms)	6–17	6-17	
 Within 5% of target Within 5-10% of target More than 10% from target			

Current Forecast: NEEA is tracking emerging external factors and federal policy changes to assess related impacts to near-term savings expectations. NEEA reviews the full cycle savings forecasts twice a year and plans to refine the forecasted range for the cycle by 2027. **Co-Created Energy Savings:** Energy savings that the regional Market Transformation efforts and local programs achieve by working together. These savings reflect the gains above a forecasted market baseline.

Operational Metrics

	Actual	Forecast	Budget / Target	Status
Electric Portfolio				
YTD Investment (\$M)	\$36.3	\$38.1	\$38.7	
Natural Gas Portfolio Energy Savings				
YTD Investment (\$M)	\$5.3	\$5.6	\$5.9	
Administrative Budget				
Administrative Expenses (%)	15.8%	N/A	<18.0%	
 Within 5% of target Within 5-10% of target More than 10% below target				

Electric Portfolio: The YTD variance reflects vacancy, delays in G&A spending (that will shift into 2026) and delays in program activity that also have shifted into 2026. **Natural Gas Portfolio:** The main drivers of the YTD variance are related to staffing vacancy and under-utilization and delays in program work that staff expect to be completed in 2026. **Administrative Expenses:** Percent of total budget dedicated to business administration and executive cost centers.





Pre-read Materials

Memorandum



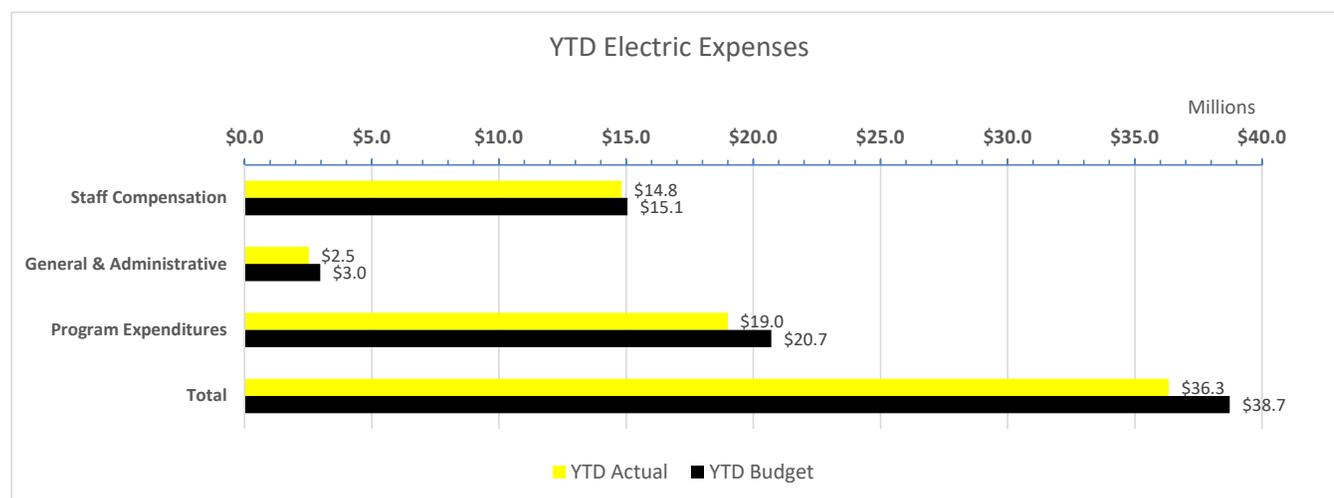
Date: February 25, 2025
 To: NEEA Board of Directors
 From: Kyle Burchard, Vice President of Business Administration
 Subject: Q4 YTD 2025 Financial Summary

Our Ask: For information only.

Overall Summary

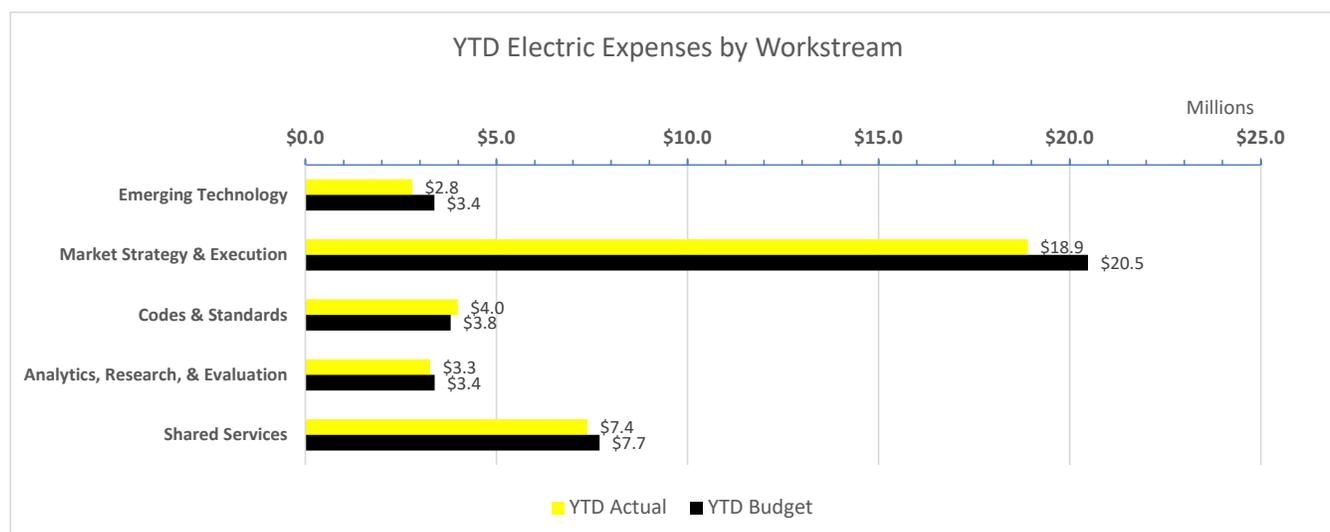
- Overall budget risk is relatively low for both electric and gas
- Delays in program execution of spend pushed some activities planned for 2025 into 2026, potentially creating pressure on 2026 budget
- Staff are assessing mitigation options as part of monthly management forecasting process

Q4 2025 Electric Financial Summary Report – please reference Tables 1 & 2 of 2025 Operations Plan



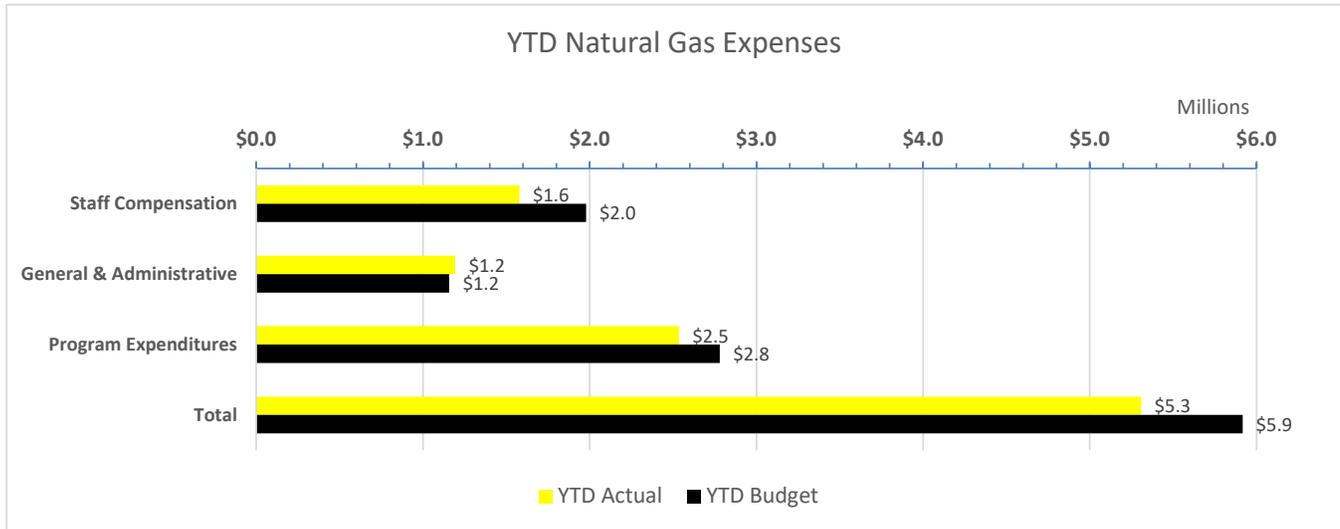
NEEA's electric YTD actuals through Q4 2025 were \$36.3M vs. a budget of \$38.7M, a variance of -\$2.4M (-6%). Compensation and Benefits were -\$0.2M below budget (-2%) due to hiring delays and staff vacancy. General and Administrative expenditures were -\$0.5M below budget (-15%) due primarily to deferred IT investments, travel, and delayed professional development. Program expenditures of \$19.0M were below the \$20.7M budget by -\$1.7M (-8%). The YTD variance reflects vacancy, delays in G&A spending (that will shift into 2026), and delays in program activity that could not be completed in 2025 and will shift into 2026.

Q4 2025 YTD Expenses by Workstream



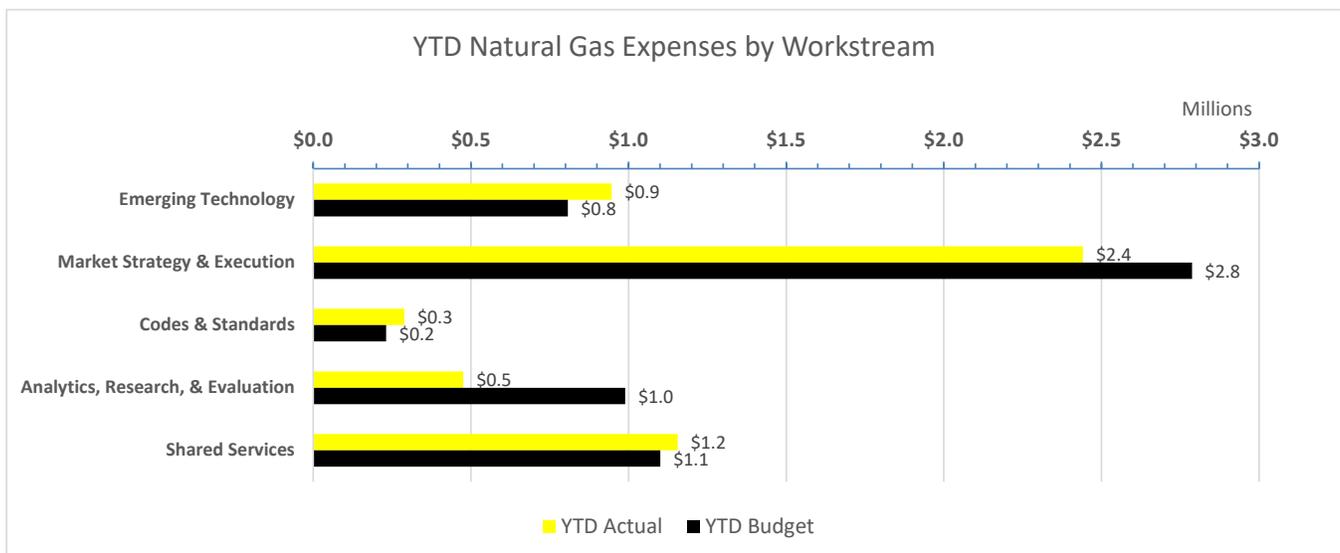
- **Emerging Technology** finished the quarter $-\$0.6\text{M}$ (-17%) below budget as contractor delays pushed 2025 planned work into 2026.
- **Market Strategy & Execution** was $-\$1.6\text{M}$ below budget (-8%) as most product group direct expenses (excluding labor and G&A, details below) finished under budget.
 - Water Heating (-9%) as installer engagements were slower in execution than was expected. Additionally, as a new product in the retail product portfolio, the incentives paid for heat pump water heaters were lower than originally budgeted.
 - HVAC (-35%) as implementation contractors found efficiencies to deliver work below budget for Advanced Heat Pump work. Pre-field research modeling took longer than expected and some work was delayed until 2026.
 - Consumer Products (-11%), driven by lower-than-expected retailer mid-stream incentives. Fewer new heat pump dryer models were released and tested, which contributed was attributed to the variance as well.
 - Enabling Infrastructure (+12%) due to conservative Integrated Design Lab (IDL) base funding assumptions incorporated into the 2025 Operations Plan.
 - Motor-Driven Systems (-16%) due to delays in fan manufacturer contracting and lower participation than budgeted.
 - Lighting (+14%) finished the year above budget as program activities were intentionally accelerated.
- **Codes & Standards** were $+\$0.2\text{M}$ above budget (+5%) due to higher-than-expected activity with all four states and national codes.
- **Analytics, Research, & Evaluation** finished the quarter $-\$0.1\text{M}$ vs. budget (-3%) driven primarily by delays in launching the Motor System Stock Assessment.
- **Shared Services** were $-\$0.3\text{M}$ (-4%) under budget for the quarter representing mostly G&A expenditures.

Q4 2025 Gas Financial Summary Report – please reference Tables 1 & 2 of 2025 Operations Plan



NEEA’s natural gas actuals through Q4 2025 were \$5.3M vs. budget of \$5.9M, a variance of $-\$0.6M$ (-10%). Compensation and Benefits were $-\$0.4M$ under budget (-20%) due to planned delays in start dates for new hires and fewer hours needed to support program needs in the first half of the year. General and Administrative costs were $+\$36K$ above budget (+3%). Program utilization finished the quarter $-\$0.2M$ below budget (-9%) YTD. The main drivers of the YTD variance are related to staffing vacancy and under-utilization and delays in program work that staff expect to be completed in 2026.

Q4 2025 YTD Expenses by Workstream



- Emerging Technology** finished the year $+\$139K$ above budget (+17%) due to increased activity to support the Residential Dual-Fuel Residential HVAC program concept development. The program advancement to program development in Q3 2025 and has launched program development activities.

- **Market Strategy & Execution** was -\$0.3M below budget (-12%) as product group direct expenses (excluding labor and G&A, details below) finished under budget.
 - Water Heating (+9%) was slightly above budget to support additional field demonstrations.
 - HVAC (-38%) was below budget as some midstream and upstream incentive payments for Efficient Rooftop Units shifted into 2026 and partner funding offset some anticipated costs.
- **Codes and Standards** finished 2025 +\$57K (+25%) as codes work outpaced budget expectations for the four states.
- **Analytics, Research, & Evaluation** was -\$514K (-52%) as labor costs were lower than budgeted as research work was slightly delayed.
- **Shared Services** was +\$54K (+5%) above budget for the year.

Electric Variance Report by Product Group

	Year to date as of December 2025				Impact of Variance
	Actuals (\$K)	Budget (\$K)	Variance (\$K)	% Var	
Compensation and Benefits	14,823	15,053	(230)	(2%)	G
General and Administrative	2,519	2,971	(452)	(15%)	G
Emerging Technology (Direct Expense)	1,655	1,800	(145)	(8%)	
Consumer Products (Direct Expense)					
Retail Product Portfolio	2,783	3,117	(334)	(11%)	G
Total Consumer Products	2,783	3,117	(334)	(11%)	
HVAC (Direct Expense)					
Advanced Heat Pumps	787	1,350	(563)	0%	
Dual Fuel Residential HVAC	0	0	0	0%	
Ductless Heat Pumps	26	60	(34)	0%	G
High-Performance HVAC	826	1,190	(364)	(31%)	G
Market Strategy	123	126	(3)	(3%)	
Total HVAC	1,762	2,726	(965)	(35%)	
Lighting (Direct Expense)					
Luminaire Level Lighting Controls	1,491	1,280	211	17%	G
Market Strategy	177	180	(3)	(1%)	G
Total Lighting	1,669	1,460	209	14%	
Motor-Driven Systems (Direct Expense)					
Extended Motor Products (XMP)	1,438	1,540	(102)	(7%)	G
Fans	154	320	(166)	(52%)	Y
Market Strategy	0	40	(40)	(100%)	G
Total Motor-Driven Systems	1,591	1,900	(309)	(16%)	
New Construction (Direct Expense)					
Manufactured Homes	31	60	(29)	(48%)	G
Total New Construction	31	60	(29)	(48%)	
Water Heating (Direct Expense)					
Heat Pump Water Heaters	2,464	2,698	(234)	(9%)	Y
Water Heating Strategy	35	35	0	0%	G
Total Water Heating	2,499	2,733	(234)	(9%)	
Enabling Infrastructure (Direct Expense)					
Betterbricks	485	450	35	8%	G
Integrated Design Labs	497	425	72	17%	G
Total Enabling Infrastructure (Direct	982	875	107	12%	
Codes and Standards (Direct Expense)	2,975	2,660	315	12%	G
Market Intelligence (Direct Expense)	2,945	3,099	(154)	(5%)	G
Market Research (Direct Expense)	1	0	1	0%	
Market Strategy (Direct Expense)	25	250	(225)	(90%)	G
Other Projects (Direct Expense)	76	30	46	153%	
Total Expense	36,336	38,735	(2,399)	(6%)	

Impact of Variance: Disposition based on qualitative and quantitative assessment by NEEA Staff at time of reporting.

Natural Gas Variance Report by Product Group

	Year to date as of December 2025				Impact of Variance
	Actuals (\$K)	Budget (\$K)	Variance (\$K)	% Var	
Compensation and Benefits	1,578	1,978	(400)	(20%)	Y
General and Administrative	1,194	1,158	36	3%	G
Emerging Technology (Direct Expense)	823	750	73	10%	G
HVAC (Direct Expense)					
Gas : Efficient Rooftop Units	401	715	(314)	(44%)	G
High-Performance HVAC	1	50	(49)		G
Market Strategy	103	51	52	103%	G
Total HVAC	505	816	(311)	(38%)	
Water Heating (Direct Expense)					
Advanced Commercial Water Heating	534	490	44	9%	G
Efficient Gas Water Heating	10	0	10		G
Total Water Heating	544	490	54	11%	
Codes and Standards (Direct Expense)	202	175	27	15%	G
Market Intelligence (Direct Expense)	451	539	(88)	(16%)	G
Other Projects (Direct Expense)	10	10	0	3%	
Total Expense	5,307	5,916	(609)	(10%)	

Impact of Variance: Disposition based on qualitative and quantitative assessment by NEEA Staff at time of reporting.

	B	C	D	E	F
3	Northwest Energy Efficiency Alliance				
4	Profit and Loss Statement				<i>\$ Thousands</i>
5		Calendar Year-to-Date through December 2025			
6		Actual	Budget	Variance	% Variance
7	INCOME				
8	Electric Funds	37,060	38,735	(1,676)	-4.3%
9	Natural Gas	5,414	5,916	(502)	-8.5%
10	End-Use Load Research	1,022	1,296	(274)	-21.2%
17	Special Funds	3,317	4,063	(745)	-18.3%
21	Misc Income	251	75	176	235.0%
22	Total Income	47,064	50,085	(3,021)	-6.0%
24	Electric Expenses				
25	Compensation & Benefits	14,823	15,053	(230)	-1.5%
27	Electric Genl & Admin Expenses				
28	Professional Services	1,236	1,572	(336)	-21.4%
29	Office Expenses	509	512	(2)	-0.4%
30	Sponsorships	69	60	8	14.2%
31	Equipment and Software	840	738	102	13.8%
32	Facilities	661	645	16	2.5%
33	Travel and Meetings	514	879	(366)	-41.6%
34	Depreciation	538	587	(49)	-8.3%
35	Miscellaneous	4	10	(6)	-57.6%
36	Allocate Shared Services	(1,852)	(2,032)	180	-8.9%
37	Total Electric G&A Funds	2,519	2,971	(452)	-15.2%
39	PROJECT EXPENSES BY PRODUCT GROUP:				
40	Emerging Technology	1,655	1,800	(145)	-8.1%
41	Building Envelope	0	0	0	0.0%
42	Consumer Products	2,783	3,117	(334)	-10.7%
43	HVAC	1,762	2,726	(965)	-35.4%
44	Lighting	1,669	1,460	209	14.3%
45	Motor-Driven Systems	1,591	1,900	(309)	-16.3%
46	New Construction	31	60	(29)	-48.1%
47	Water Heating	2,499	2,733	(234)	-8.6%
48	Enabling Infrastructure	982	875	107	12.3%
49	Codes and Standards	2,975	2,660	315	11.8%
50	Market Intelligence	2,945	3,099	(154)	-5.0%
51	Market Research	1	0	1	0.0%
52	Market Strategy	25	250	(225)	-90.1%
55	Total Electric Project Expenses	18,994	20,711	(1,717)	-8.3%
57	Total Electric Expenses	36,336	38,735	(2,399)	-6.2%
59	Natural Gas				
60	Compensation & Benefits	1,578	1,978	(400)	-20.2%
61	General & Administrative	52	67	(15)	-22.4%
62	Allocate Shared Services	1,142	1,091	51	4.7%
63	Projects	2,536	2,780	(244)	-8.8%
64	Total Natural Gas Expenses	5,308	5,916	(608)	-10.3%
65					
66	End-Use Load Research				
67	Compensation & Benefits	244	352	(108)	-30.7%
68	General & Administrative	31	0	31	
69	Allocate Shared Services	86	124	(38)	-30.6%
70	Projects	871	1,087	(216)	-19.9%
71	Total End-Use Load Expenses	1,232	1,563	(331)	-21.2%
72					
73	Special Projects				
74	Compensation & Benefits	1,052	1,421	(369)	
75	General & Administrative	75	122	(48)	
76	Allocate Shared Services	624	817	(193)	
77	Projects	1,635	1,605	30	
78	Total Special Project Expenses	3,385	3,965	(580)	
79	Total NEEA Expenses	46,261	50,179	(3,918)	-7.8%
80	Net Surplus (Deficit)	804	(94)	897	

Northwest Energy Efficiency Alliance, Inc.
Balance Sheet summarized (Unaudited)
End of December 2025

	Current Qtr End (December 2025)	Previous Qtr End (September 2025)	Last Fiscal Year (December 2024)
ASSETS			
Current Assets			
Cash and Cash Equivalents	\$ 16,916,012	\$ 18,062,915	\$ 14,473,898
Accounts Receivable	71,865	9,778,653	204,764
Other Current Asset	965,473	998,306	965,171
Total Current Assets	\$ 17,953,350	\$ 28,839,873	\$ 15,643,833
Fixed Assets			
Right of Use Asset : Lloyd Lease	2,920,299	3,059,522	3,474,889
Total ASSETS	\$ 22,410,451	\$ 33,545,655	\$ 20,737,294
LIABILITIES & EQUITY			
Current Liabilities			
Advances From Funders	4,633,530	3,931,026	5,686,580
Total Current Liabilities	\$ 10,199,371	\$ 22,114,135	\$ 7,583,430
Total Long Term Liabilities	\$ 14,832,901	\$ 26,045,161	\$ 13,270,010
Net Assets			
Equity			
Without Donor Restriction	3,722,299	3,887,680	4,379,832
With Donor Restriction	-	-	35,796
Total Net Assets	\$ 3,855,251	\$ 3,612,815	\$ 3,087,452
Total LIABILITIES & EQUITY	\$ 22,410,451	\$ 33,545,655	\$ 20,737,294
Net Assets Without Donor Restriction Detail			
Property and Equipment, net of Right to Use Asset and associated Liability	734,802		
Net Reserved for End-Use Load Research (NREL Funding)	310,929		
Net Financial Reserve	2,809,520		
Total Net Assets Without Donor Restriction	3,855,251		

Definitions

Assets

Cash and cash equivalents: unrestricted cash for operations

Accounts Receivable: outstanding invoices to funders and customers (DOE, extra-regional funds, etc.)

Other current assets: all pre paid expenses such as memberships, travel, conference registrations

Fixed assets: Property, Plant, & Equipment – computers, furniture, leasehold improvements etc.

Liabilities and Net Assets

Current liabilities: Accounts Payable, bills

Advances from funders: Funds we have from advance billing for work in a future period (Electric, Natural Gas, EULR)

Net assets

Net Assets With Donor Restriction: Special Project Funds and DOE Funds

Net Assets Without Donor Restriction: It is synonymous with Retained Earnings in a for-profit corporation.

It is the long-term accumulation of net income and net loss through the life of the organization,

Total Net Assets: Total Assets minus Total Current Liabilities, also the Total of Net Assets With and Without Donor Restrictions.



Memorandum

February 25, 2026

TO: NEEA Board

FROM: Jeff Harris and Virginia Mersereau, NEEA Staff

SUBJECT: Q1 Strategic Conversation – Data Centers

Ask: Review and feedback.

Background: NEEA staff have proposed several strategic topics for SPC consideration between December 2025 and December 2026. These topics were selected for their relevance to NEEA’s mission and the alliance’s long-term direction. Staff anticipate the outcomes from each discussion will inform NEEA’s next strategic and business planning process, scheduled to launch in 2027. By integrating these discussions into the regular 2026 Board meeting schedule, staff aim to use the Board’s time efficiently while gathering essential input to shape the upcoming strategic plan. The topic for Q1 SPC and Board discussion will revolve around new large loads with a particular focus on data centers.

Strategic Value of Data Centers: As the alliance continues to explore opportunities to improve efficiency and leverage demand flexibility, data centers propose a unique challenge to the grid and the Northwest energy system. The Northwest is already home to a significant number of data centers and is forecasted to be the host to a significant portion of new datacenter construction over the next several years. The next generation of data centers is incredibly energy-intensive, driven largely by demand for artificial intelligence (AI) services. These new data centers, especially the very largest, also known as hyper-scalers, are driving load forecasts for the Northwest that total into the range of multiple GWs. On the other hand, AI is anticipated to unlock new opportunities for both utilities and end-users and help manage grid services and energy to meet a more efficient future in the region. Thus, data centers present a unique conundrum for the Northwest energy system: how can we manage the significant grid impacts of data centers as we simultaneously look to AI to improve the efficiency of the grid and end-use loads?

Efficiency and Load Flexibility: There are opportunities to improve efficiency in data center infrastructure, particularly in cooling and ventilation loads. These are probably small incrementally (e.g., a few percent of total energy use) over current best in class designs. However, even a few percentage point improvements in the energy use of a hyper-scaler data center could result in energy savings enough to power almost a thousand residential customers.

A much bigger opportunity may exist in load flexibility. There are current efforts between utilities and data center customers to shift or shape their workloads in exchange for better rate structures or increased service levels. In addition, most of these data centers will be building back-up generation fleets large enough to provide 100% capacity for significant time durations. These

backup generation fleets could be engaged in service to grid needs or opportunities by utilities who might be short of capacity or have arbitrage opportunities in the power markets.

Considerations for the Board:

The SPC has recommended that the Board consider a discussion about the alliance’s potential role with respect to data centers. Because data centers present both challenges and opportunities for the region, it would be helpful to get clarity on potential paths forward.

At the Q1 Board meeting, NEEA staff will share some research and ideas about the interplay of energy efficiency and Market Transformation with data centers and invite Board members to engage in a roundtable discussion to share their current experience and approach with data centers. Please come prepared to answer the following questions:

- How is your organization approaching the anticipated load growth from data centers?
- What would you like to have in your energy efficiency and load flexibility toolkit for data centers?
- Is there a role for Market Transformation and/or a regional approach to support utilities or the grid as these new large loads come online?
- Based on this conversation, what are some of your reflections for Cycle 8? What are some of the things that NEEA staff should be thinking about?

Agenda for Q1 Board Meeting:

Data Center Overview	Jeff Harris
Chelan & Microsoft Case Study	Chelan PUD Executive
Round Robin Discussion– Regional impact and concerns <ul style="list-style-type: none"> • <i>How is your organization approaching the anticipated load growth from data centers?</i> 	Board Members
Facilitated Discussion - Potential role for NEEA and impacts to Cycle 8 Planning	Tom Beirerle

Resources: There has been a lot of good work already completed, both regionally and nationally, on data centers over the last few years. The following is a non-exhaustive list of materials that have been helpful to get up to speed on the data center market:

- [Opportunities to Use Energy Efficiency and Demand Flexibility to Reduce Data Center Energy Use and Peak Demand, ACEEE](#) (2025)
- Data Centers Market Characterization Study, DNV (presented on January 23, 2025 to the RTF) ([Slides](#))
- Data Centers Panel, Northwest Power and Conservation Council (presented on Jan 13, 2026) ([Recording](#)) ([Slides](#))
- [The Energy & Water Use Impacts of Building System Design for Data Centers](#), Confederated Tribes of the Umatilla Indian Reservation, Columbia River Inter-Tribal Fish Commission (2025)
- [Data Centers, AI and Energy Use 101](#), Clean Energy Transition Institute (2025)



Memorandum

February 25, 2026

TO: NEEA Board

FROM: Jeff Harris, Chief Transformation Officer

SUBJECT: Specially Funded Project Update: Whole Building Efficiency

Ask: For information and an opportunity to ask questions.

Background:

During the Cycle 7 Business Planning development, NEEA staff identified a new strategic opportunity to capture the efficiency potential of deep retrofits of commercial buildings through an integrated, whole building approach. Recent policy developments such as building performance standards (BPS) in Oregon and Washington have created new market drivers that have increased utility and building owner interest in this opportunity. At the same time, traditional efficiency programs are struggling to produce savings due to increasing codes and standards for lighting and HVAC components. Meanwhile, much of the savings potential from an integrated approach to whole building efficiency remains untapped, especially for buildings that are smaller in size than the threshold for BPS.

In 2024, NEEA staff developed a New Strategic Opportunity Assessment (attached) for proposed work with interested utilities on a specially funded project to develop a Market Transformation effort to capture this opportunity. The Board approved this specially funded project in September of 2024. Contracts were signed with six funders and work began in Q1 of 2025. The project has conducted and completed a range of technology and market research and has worked with the steering committee to develop a plan and funding proposal for continuation of the project through 2029.

Phase II Proposal:

NEEA staff have developed a project description, including tasks and budgets that would extend the current project into further development and implementation of identified Market Transformation activities. The draft proposal is similar in scope to what was described in the New Strategic Opportunity Assessment (NSOA) that was approved by the Board in September of 2024. The scope and budget for the next phase of the project is currently under development and will include a range of options that will not exceed \$7.5M for the three-year period of 2027-2029. Key activities for Phase II include building and testing the vision developed in Phase I for a Market Transformation program now refined to focus on owners of medium-sized buildings (10-100k sqft). Key components of the Market Transformation approach include:

- Building and testing a process and tools to streamline and simplify the building upgrade process and illuminate the benefits to building owners.
- Identifying and training trusted trade allies that can support owners in approving upgrades.
- Introducing new innovative financing strategies and popularizing proven financing mechanisms.

Next Steps: Staff presented an overview of this project to the Strategic Planning Committee (SPC) and the Executive Committee (EC) at the Q1-2026 meetings. A key question for discussion was whether the proposed Phase II scope and budget trigger another full Board review and approval process. The NEEA Board Guidelines for New Strategic Opportunities includes examples of criteria that could trigger full Board approval including:

- Significant financial impacts defined as project budgets that exceed 5% of NEEA's annual budget
- Regulatory impacts affecting treatment of NEEA or its funders
- Legal or organizational changes
- Staff diversion
- Public perception of NEEA or its funders

The original New Strategic Opportunity Assessment addressed these issues for the first two years of project funding. The proposed future scope and funding are similar to what was covered in the original NSOA document that the Board approved. The SPC and EC discussed the following options for processing Phase II Board engagement:

1. **Inform only:** Notify the Board that the project has moved to seek funding for phase II but without significant deviation from the 2024 NSOA. Include an updated NSOA to extend through 2029.
2. **Board review without formal approval:** Presentation at the Q2 meeting followed by a discussion with the Board and an informal (non-voting) consensus to proceed or not.
3. **Board review and formal approval:** Presentation to the Board at the Q2 meeting with a decision at the Q3 meeting to enable contracting in Q4 and continuation of work beginning in 2027.

The SPC and EC discussed the opportunity and determined that Phase II does not trigger any of the criteria in the guidelines and therefore does not require a full Board decision-making process. As a result, the SPC and EC have recommended Option 2: updating the previous New Strategic Opportunity Assessment document for Phase II details, providing a process update at the Q1 Board meeting, and a full update on the Project to the Board at the Q2 Board Meeting with discussion but without formal Board approval.



Informational Materials

Memorandum – Q1 Board Committee Meetings Summary



February 25, 2026

Governance Committee – February 3, 2026

Committee members present: Josh Mitchell, Elizabeth Osborne, Eileen Quigley, Ruchi Sadhir

Committee members absent: none

Key topics:

1. **Board Orientation** – The Governance Committee reviewed the draft Orientation agenda, focusing on changes that incorporate comments from its Q4 2025 meeting. The Committee supported adding videos and more time for discussions. The Committee asked staff to consider how to incorporate a conversation describing the different hats Board Members wear, in addition to Board and funder hats.
2. **2026 Board Self-Assessment** – The Governance Committee discussed options for this year’s Board Self-Assessment and agreed to use BoardSource again in 2026, noting its role as a neutral administrator and that the cost is reasonable. The Committee also supported deploying the survey in early April, analyzing results in May, reviewing the findings at the Q3 Committee meeting, and presenting the results to the Board in September. The Committee agreed to discuss during an upcoming meeting the best way to present and discuss the results with the Board and to consider hiring a third-party facilitator.
3. **2026 Board Officer Elections** – The Governance Committee discussed the timeline for this year’s Board officer elections in December. The Committee supported informing the Board at the Q1 Board meeting and soliciting interest in open officer positions beginning in Q3. The Committee will also consider whether interviews are needed at an upcoming meeting.

Natural Gas Committee – February 4, 2026

Committee members present: Gilbert Archuleta, Kellye Dundon, Nicole Hydzyk, Caleb Reimer, Bonnie Rouse

Committee members absent: Mike Colgrove

Key topics:

1. **Legislative and Policy Update** – Natural Gas Committee Members had an opportunity to ask questions regarding the quarterly update provided in the packet. The Committee also asked about on-bill financing and asked staff to monitor and report back as more information is known.
2. **Dual-fuel Q2 Board Conversation** – NEEA staff provided context for this proposed conversation with the Board in Q2 and asked the Natural Gas Committee for feedback. The Committee supported this discussion and asked staff to also include a conversation about funding structure. The Committee will revisit this topic during its Q2 meeting prior to the Q2 Board Meeting.
3. **Specially Funded Whole Building Efficiency Project** – NEEA staff reviewed the Phase II proposal and said the draft plan will be available for funder review in March. The Natural Gas Committee asked staff if the current funding will be increased if more stakeholders elect to fund or if the individual costs per funder will decrease. Staff will confirm and respond to the Committee.
4. **Natural Gas Updates** – NEEA staff provided updates on extra-regional activities and from the Cost Effectiveness Advisory Committee recent meetings.

Strategic Planning Committee – February 5, 2026

Committee members present: Mike Colgrove, Debbie DePetris, Suzanne Frew, Josh Mitchell, Kyle Roadman

Committee members absent: Jamae Hilliard Creecy

Key topics:

1. **End-Use Load Flexibility Special Project** – NEEA staff provided an overview that included the project timeline, overview of work that has been completed, and 2026 priorities. Staff added that contracting is underway.
2. **Q1 Policy Updates** – NEEA staff provided policy updates from the region in Q1. Staff said they were watching several Washington state energy code updates and have just learned that these will not move forward during this session. The Strategic Planning Committee also agreed to continue monitoring the FORGE community loan program in Oregon, and the energy assistance bill in Washington.
3. **Board Strategic Issues Discussion** – NEEA staff reviewed the proposed Board strategic discussion topics for 2026 and provided additional detail on the proposed Q1 discussion focused on data centers. Staff summarized the data center load forecast from the Council’s 9th Plan and discussed how data centers relate to energy efficiency and load flexibility. The Strategic Planning Committee supported this Board discussion and emphasized the importance of identifying any potential role or work for NEEA. The Committee also discussed a potential summit co-led by NBI and Energy Trust and NEEA’s possible convening role and supported exploring this further with the Board.
4. **Dual-fuel Q2 Board Discussion** – the Strategic Planning Committee supported this topic for the Q2 Board Meeting and agreed to review more details during its Q2 Meeting.
5. **Specially Funded Whole Building Efficiency Project** – NEEA staff reviewed the Phase II project proposal and sought guidance from the Strategic Planning Committee on whether to present it to the Board as an informational update or for formal approval. Staff noted that the annual Phase II funding amount is below the threshold requiring Board approval. After discussion, the Committee agreed to follow the existing process by providing an update to the Board and offering an opportunity for questions, with no formal Board action required.

Finance and Audit Committee – February 17, 2026

Committee members present: Brittany Broyles, Quentin Nesbitt, Kyle Roadman

Committee members absent: none

Key topics:

1. **2026 Audit Timeline and Process** – Nathan Stamets and Stephen Aiken from Aprio, formerly Hoffman, Stewart, & Schmidt, joined the meeting to review the timeline and process for the 2026 NEEA audit. Stamets, the new managing partner, and Aiken, the new project manager for the Cycle 7 audit, bring a fresh perspective to the audit. Stamets noted that Hoffman, Stewart, & Schmidt merged with Aprio at the end of 2025 and that the merger will not affect Aprio’s relationship with NEEA or its focus on the audit. The Finance and Audit Committee asked Stamets to notify NEEA of any issues that could affect Aprio’s ability to provide the same level of service as in prior years.
2. **Q4 2025 NEEA Financials** – Staff provided an overview of the financials as of year-end 2025. The Finance and Audit Committee had no questions. Staff noted they will add additional commentary to the Board packet memo to address any financial risks identified in the update.
3. **Q4 2025 Expenditure Review** – NEEA staff provided detailed expenditure information to the Committee in advance of the meeting. The Finance and Audit Committee had no questions but asked staff to consider including historical data for comparison in future materials.

Executive Committee – February 19, 2026

Committee members present: Gilbert Archuleta, Joe Fernandi, Kyle Roadman

Committee members absent: Nicole Hydzik, Clay Monroe

Key topics:

1. **Updates from Washington, D.C.** – Becca Yates, NEEA staff, provided updates from her recent trip to Washington D.C. A subset of these updates will be discussed with the Board during the Q1 Board Meeting Executive Session.
2. **NEEA Board Officer Elections** – NEEA staff reviewed the process for the 2026 Board Officer Elections. The Executive Committee had no questions or concerns with the proposed timeline and process.
3. **2026 Board Self-Assessment** – NEEA staff reviewed the proposed process and timeline for the 2026 Board Self-Assessment. The Executive Committee had no questions or concerns.
4. **Q1 Board Strategic Discussion** - NEEA staff reviewed the proposed Board strategic discussion topics for 2026 and provided additional detail on the proposed Q1 discussion focused on data centers and Whole Buildings. The Executive Committee supported the Q1 Board discussion focused on data centers and the Strategic Planning Committee’s recommendation to discuss the process for reviewing the Whole Buildings Phase II special project during the Q1 Board Meeting, with a more complete overview in Q2.
5. **Board Orientation Agenda** – NEEA staff provided a summary of the changes to the upcoming Board Orientation, and the Executive Committee supported the changes to create more space for interactive discussions.



Minutes

NEEA Board Meeting

December 8 and 9, 2025

NW Natural, Portland, Oregon, and Teams Webinar

Board Member Attendance:

Nicole Hydzik, Chris Johnson, Jamae Hilliard Creecy, Caleb Reimer, Josh Mitchell, Debbie DePetris, Quentin Nesbitt, Michael Colgrove, Kellye Dundon, Whitney Jurenic, Clay Monroe, Gilbert Archuleta, Joe Fernandi, Bonnie Rouse, Ruchi Sadhir, Elizabeth Osborne, Kyle Roadman, Eileen Quigley

Board Member Absence: Suzanne Frew

NEEA Staff attendance:

Becca Yates, Jeff Harris, Kyle Burchard, Virginia Mersereau, Becky Walker, Mark Rehley, Geoff Schiveley, Jane Waian

Guest attendance:

Tom Beierle, Ross Strategic; End-Use Load Flex special project interested attendees; Jennifer Snyder, Emily Gilroy, Washington Utilities and Transportation Commission; Steve Anderson, Clark PUD; Phillip Kelsven, Dan James, Bonneville Power Administration

Monday, December 8, 2025

Welcome and Agenda Review

Jamae Hilliard Creecy, Board Chair, opened the public Board Meeting at 2:00 pm PT with a quorum present. Hilliard Creecy reviewed NEEA's Mission and Purpose and Gilbert Archuleta, Board Vice Chair, reviewed NEEA's Board Norms.

Governance

- **Board Officer and Executive Committee Elections:** The Governance Committee led the process for electing new Board officers and Executive Committee members. Elizabeth Osborne, Governance Committee Chair, explained that due to Danie Williams leaving the Board, the Governance Committee recommends Nicole Hydzik to complete the second year of the Secretary term. She said additionally, with Jamie Hilliard Creecy planning to leave the Board in 2026, Vice Chair Gilbert Archuleta volunteered to step into the Chair role, and Joe Fernandi volunteered to serve as Vice Chair, creating an at-large vacancy for which Clay Monroe was recommended.

Osborne noted that the next regular Board Officer elections will take place in December 2026 and in advance of those elections, the Governance Committee will reach out to Board members to solicit interest.

Osborne asked the Board if there were any questions or additional nominations from the floor. Hearing none, she called for a motion to elect the Board Officer slate and At-Large seat.

Motion: Eileen Quigley moved to elect the following Board Officers to serve in 2026 until the next Board Officer general elections in December 2026: Board Chair – Gilbert Archuleta, Board Vice Chair – Joe Fernandi, Board Secretary – Nicole Hydzik, Executive Committee At-Large Seat – Clay Monroe; Mike Colgrove seconded. The motion was unanimously approved by voice vote.

- **Public Interest Board Seat Election:** Osborne said the Ad Hoc Committee and Governance Committee interviewed two candidates for the Public Interest Board Seat. After discussing the ratings from both interviews, the Governance Committee nominates Eileen Quigley for another three-year term. Osborne asked the Board if there were any questions or additional nominations from the floor. Hearing none, she called for a motion to elect the Public Interest Board Seat.

Motion: Kellye Dundon moved to elect Eileen Quigley as the Public Interest Board Seat representative; Kyle Roadman seconded. The motion was unanimously approved by voice vote.

- **Board Risk Management:** Becca Yates, NEEA staff said during the Q2 Board Meeting, the Board reviewed the actions from the 2024 Board Self-Assessment and the analysis identified risk management understanding and how that should be applied within the Board’s discussions and decisions as a focus area for Board development.

Yates said the Governance Committee has two recommendations for Board discussion. First, provide an annual overview of NEEA’s risk management strategy, clarifying what staff manages versus what falls under Board oversight, to ensure shared understanding of roles and responsibilities. Second, after reviewing high-level roles of the Board and Executive Director, the Governance Committee and staff recommend three primary risk categories for the Board to focus on. Yates then reviewed the risk categories and provided examples and recommendations for additional Board focus. Yates added that the Governance Committee asked staff to add Board risk management to the Board Orientation as an educational component.

- **Board Self-Assessment and Action Items:** Yates said the Governance Committee conducts a Board Self-Assessment every two years. She noted that the Board reviewed and approved action items from the 2024 Board Self-Assessment at the Q1 2025 Board Meeting, and that the Governance Committee is responsible for monitoring progress on those actions.

Yates said that one remaining item for Board consideration was action item 3b. She said the Q2 2025 Board skills survey identified strengths and gaps in Board skill sets and the Governance Committee does not recommend any additional work to address this action item. The Board supported this recommendation.

- **Review and Approval of Board Guidelines:** Yates reviewed the three guidelines on the schedule for review this quarter. She said that most proposed edits address formatting and housekeeping items and reported there were no substantive edits proposed. She asked if there were any additional edits. Hearing none, she called for a motion to approve.

Motion: Mike Colgrove moved to approve the Board Members Representing Multiple Constituents Guidelines, Guidelines for Board Work, and New Strategic Opportunity Screening and Review Guidelines; Josh Mitchell seconded. The motion was unanimously approved by voice vote.

Board Meeting Adjourn

Hilliard Creecy adjourned the public Board Meeting at 3:00 pm PT.

Tuesday, December 9, 2025

Welcome and Agenda Review

Jamae Hilliard Creecy, Board Chair, opened the public Board Meeting at 8:30 am PT with a quorum present. Hilliard Creecy reviewed NEEA's Mission and Purpose and Gilbert Archuleta, Board Vice Chair, reviewed NEEA's Board Norms.

Consent Agenda

Hilliard Creecy asked if there were any changes to the consent agenda. Hearing none, she called for a motion to approve.

Minutes from the Q3 Board Meeting

Motion: Mike Colgrove moved to approve the consent agenda: Eileen Quigley seconded. The consent agenda was unanimously approved by voice vote.

Executive Director Update

Becca Yates, NEEA staff, welcomed everyone to the Q4 2025 Board Meeting. Yates congratulated this year's Leadership in Energy Efficiency Awards winners and took a moment to recognize the passing of NEEA's second Executive Director, Claire Fulenwider.

Yates said that energy efficiency remains the most cost-effective resource and regional collaboration is key. She said energy efficiency resources provide capacity benefits during critical peak periods and that the region is seeing a surge of large energy use driven by data centers, manufacturing onshoring, and AI usage. She noted the Northwest faces critical winter peak shortfalls that highlight the need for dual-fuel solutions and that energy efficiency and load flexibility are foundational strategies to close the resource gap. She said Mark Rehley, NEEA staff, will present to the Board next and his presentation will spotlight the solutions NEEA is pursuing to address resource adequacy, both from emerging technologies entering the pipeline and codes and standards.

Yates then highlighted forums she and other staff participated in during Q4 including ACEEE's Energy Efficiency as a Resource, the October PNUCC Meeting, the Western Energy Symposium, and the NW Gas Symposium.

Yates introduced Rehley and asked him to share information and examples of emerging opportunities that NEEA is actively tracking and working on.

Rehley reviewed the goals of market transformation and the emerging technology focus areas. Rehley said 65% of NEEA's scanning and emerging technology efforts are focused on HVAC, Water Heating, Consumer Products, Motor Systems, and Lighting. He then highlighted integrated solutions between LLLC and HVAC and TVs and commercial displays. Rehley said water heater manufacturers are innovating dual-fuel products with a focus on providing efficient solutions to all homeowners while delivering exceptional customer experience and significant utility value. He cited NEEA's close relationships with manufacturers as an example of how new technologies are brought to market, noting NEEA's recent hosting of Navien executives and utilities from across the Northwest to learn about Navien's new dual-fuel residential heat pump water heater. Rehley explained the difference between codes and standards and the long-term value of federal appliance standards.

Rehley said energy efficiency still holds significant grid-scale value and technology advances offer grid benefits from common appliances while preserving customer experience. He said dual-fuel solutions are emerging with value for consumers and utilities and solutions are system-based, making them more complex but also offering multiple benefits. He highlighted the importance of working together in the region to achieve the full value of these benefits.

There were no Board actions or decisions.

Board Strategic Discussion – Resource Adequacy and Energy Efficiency

Gilbert Archuleta, Strategic Planning Committee chair said that Mary Wiencke, Executive Director, Public Generating Pool and Charles Li, Associate Director, E3 would lead the Board discussion regarding resource adequacy and energy efficiency.

Wiencke said that E3 was retained by regional utilities and generation owners to evaluate the state of resource adequacy in the Northwest. She reviewed the key findings of Phase 1. Li explained that the study benchmarked load forecasts, resource lists, and transmission constraints, and included qualitative input from stakeholder interviews. Li said the study identified unprecedented load growth through 2030, driven by factors such as air conditioning adoption, electric vehicles, data centers, and manufacturing. Data center growth was found to be conservatively estimated in the regional forecast, with significant variation among utilities depending on local economic drivers.

Li said that analysis showed that new resource additions in the Northwest have lagged behind other regions, and the Northwest is projected to face a supply deficit beginning in 2026.

Tom Beierle, Ross Strategic, facilitated a Board discussion and asked Board Members to identify where they've had success in deploying demand-side solutions, what barriers still exist, and how the Board can use this information to guide alliance work now and in the next business cycle.

End-Use Load Flexibility Special Project

Archuleta welcomed public attendees and End-Use Load Flexibility special project stakeholders. He then turned over the discussion to Jeff Harris, NEEA staff, who provided an update for the special project, including providing regional context, defining what End-Use Load Flexibility means, reviewing the project value streams, and highlighting the project's 20-year potential savings.

Archuleta asked if there were any additional questions from the Board. Hearing none, he called for a motion to approve authorizing staff to proceed with contract negotiations with potential funders.

Eileen Quigley moved to approve moving forward with the 2026-2029 End-Use Load Flexibility Strategic and Business Plan and authorize NEEA staff to proceed with contract negotiations with funders; Joe Fernandi seconded. The motion was unanimously approved by the following roll call vote.

*Nicole Hydzik, Avista Utilities
Chris Johnson, Benton PUD
Caleb Reimer, Cascade Natural
Josh Mitchell, Chelan PUD
Debbie DePetris, Clark PUD
Michael Colgrove, Energy Trust
Kellye Dundon, NW Natural
Clay Monroe, PacifiCorp*

Gilbert Archuleta, Puget Sound Energy

Joe Fernandi, Seattle City Light

Brittany Broyles, Tacoma Power

Bonnie Rouse, Montana Governor's Representative

Ruchi Sathir, Oregon Governor's Representative

Elizabeth Osborne, Washington Governor's Representative

Kyle Roadman, Emerald PUD

Eileen Quigley, Clean Energy Transition Institute, Public Interest Representative

Whitney Jurenic abstained.

Finance

- Q3 2025 Financials:** Kyle Roadman, Finance and Audit Committee Chair, asked Kyle Burchard, NEEA staff to provide an overview of the Q3 financials. Burchard said that NEEA's electric YTD actuals through Q3 2025 were \$26.5M compared to the budget of \$28.4M. He said Compensation and Benefits were -\$0.3M below budget due to hiring delays and staff vacancy, General and Administrative expenses were -\$0.4M below budget due primarily to deferred IT investments, travel, and delayed professional development. He said program expenses of \$13.8M were below budget due to delays in program activity that are projected to be completed in 2025. Burchard reported that NEEA received notification in Q3 of the cancellation of four Department of Energy grants associated with rural code support and load flexibility in the Northwest. He said NEEA staff anticipated these cancellations and core electric and gas funds were not affected. He then reviewed expenses by workstream.

Burchard said NEEA staff are currently projecting that electric expenses will finish the year -\$0.6M below budget.

Burchard said NEEA's natural gas actuals through Q3 2025 were \$3.9M compared to a budget of \$4.6M. He said Compensation and Benefits were -\$0.3M under budget due to planned delays in start dates for new hires and fewer hours needed to support program needs in the first half of the year. He said General and Administrative costs were -\$4K below budget and program utilization finished the quarter -\$0.4M below budget. He then reviewed expenses by workstream.

Burchard said NEEA staff are currently projecting that natural gas expenses will finish the year -\$0.3M below budget.

- Audit Firm Selection:** Roadman said the Finance and Audit Committee conducted a Request for Proposal in Q2 to solicit interest from audit firms for Cycle 7. He said the Committee reviewed applications during its Q3 meeting and selected two audit firms to interview during its Q4 meeting. He noted that after discussing the interview ratings, the Finance and Audit Committee aligned on recommending Hoffman, Stewart, & Schmidt to the Board as the audit firm for Cycle 7. He said this was primarily based on the previous positive working relationship with Hoffman, Stewart, & Schmidt, price, and the ability to have a different managing partner and project manager who will provide a new perspective for this cycle. Roadman asked if there were any questions. Hearing none, he called for a motion to approve.

Motion: Kellye Dundon moved to approve Hoffman, Stewart, & Schmidt for the Cycle 7 audit firm; Jamae Hilliard Creecy seconded. The motion was unanimously approved by voice vote.

- **2026 Operations Plan Approval:** Virginia Mersereau, NEEA staff, summarized the 2026 operations plan, highlighting priorities such as accelerating energy savings in key markets, expanding the natural gas portfolio, and addressing regional affordability and rural market challenges. Roadman asked if there were any additional questions from the Board. Hearing none, he called for a roll call vote to approve.

Motion: Quentin Nesbitt moved to approve the 2026 NEEA Operations Plan – Natural Gas and electric (\$49.4M) and 2026 non-core funding (\$4.2M); Jamae Hilliard Creecy seconded; the motion was approved by the following roll call vote.

Nicole Hydzik, Avista Utilities

Chris Johnson, Benton PUD

Caleb Reimer, Cascade Natural

Josh Mitchell, Chelan PUD

Debbie DePetris, Clark PUD

Michael Colgrove, Energy Trust

Kellye Dundon, NW Natural

Whitney Jurenic, NorthWestern Energy

Clay Monroe, PacifiCorp

Gilbert Archuleta, Puget Sound Energy

Joe Fernandi, Seattle City Light

Brittany Broyles, Tacoma Power

Bonnie Rouse, Montana Governor’s Representative

Ruchi Sathir, Oregon Governor’s Representative

Elizabeth Osborne, Washington Governor’s Representative

Kyle Roadman, Emerald PUD

Eileen Quigley, Clean Energy Transition Institute, Public Interest Representative

Executive

- **2026 and 2027 Board Meeting dates and locations:** Hilliard Creecy reviewed the proposed changes to the 2026 Board Meeting locations: Q1 – Wenatchee, Washington; Q2 – Helena, Montana; Q3 – Spokane, Washington; Q4 – Portland, Oregon. She asked if there were any questions or additional proposals. Hilliard Creecy then reviewed the proposed 2027 Board Meeting dates and locations and asked if there were any questions or additional proposals. Hearing none, she called for a motion to approve the amended 2026 Board Meeting locations and the proposed 2027 Board Meeting dates and locations.

Motion: Quentin Nesbitt moved to approve the amended 2026 Board Meeting locations and the 2027 Board Meeting dates and locations; Debbie DePetris seconded. The motion was unanimously approved by voice vote.

- **2026 Board Work Plan:** Hilliard Creecy reviewed the 2026 Board Work Plan and asked if there were any questions or edits. Hearing none, she called for a motion to approve.

Motion: Gilbert Archuleta moved to approve the 2026 Board Work Plan; Nicole Hydzik seconded. The motion was unanimously approved by voice vote.

Public Comment

There were no public comments.

Board Meeting Wrap-up

NEEA staff reviewed the actions items. There were no additional topics for discussion.

Board Meeting Adjourn

Hilliard Creecy adjourned the public Board Meeting at 12:35 pm PT.

Memorandum



February 25, 2026

To: NEEA Board of Directors
 From: Becca Yates, NEEA Executive Director
 Subject: 2026 Board Self-Assessment

Our Ask: None. For informational purposes.

Update: During the Q1 2026 meetings, the Governance and Executive Committees supported using BoardSource (option #2) for this year's Board Self-Assessment.

Background:

NEEA's Board Assessment and Orientation policy states that:

"The Board shall conduct a self-assessment at least every two years to identify areas and actions for improvement. This process will include evaluation of the Board's composition, process of identifying and recruiting prospective Board members, committee structure, meetings, relationships with key constituencies, and overall performance."

The last Board Assessment was conducted in 2024. According to NEEA's policy, this means the Board will conduct the next assessment in 2026.

Board Self-Assessment Options:

Below are three proposed approaches the Board could take in approaching the Board Assessment.

1. Conduct a general Assessment via Survey Monkey. Governance Committee administers. Cost is staff and Board member time. No additional NEEA budget.

2. Use a packaged service such as BoardSource for the Survey and summary review similar to 2018, 2020, and 2022's Board Assessment. The survey instrument is administered by third-party without the need for Board members to take action to administer or interpret results. Total cost is \$1,574 for the survey, assessment, and slide deck. BoardSource provides a comprehensive tool that provides questions across 4 broad categories and 10 subsections:
 - a. The People: Board Composition, Structure, and Meetings
 - i. Board Composition
 - ii. Board Structure
 - iii. Board Meetings
 - b. The Culture: Leadership Culture and Dynamics
 - c. The Work: Board Leadership Responsibilities
 - i. Mission, Vision, and Strategic direction
 - ii. Program Oversight
 - iii. Financial Oversight
 - iv. Executive Supervision and Oversight
 - v. Funding and Public Image

d. The Impact: Perceptions of the Board’s Impact on Organizational Performance

3. Conduct an in-person facilitated workshop or process similar to 2016 to perform and/or interpret assessment and engage in conversations relative to improvements in Board performance and other desired outcomes. (Issue RFP to conduct.) Conduct a half-day session before the Q2 Board meeting or other event such as Efficiency Exchange to interpret and discuss findings with the Board. The benefit of this approach is richer information, real time discussion of outcomes, and teambuilding. Facilitator time and prep in 2016 was \$11,000 plus NEEA funder travel and facilities rental and catering of \$7,000 for a total of approximately \$18,000. Costs for 2026 are likely higher due to inflation.

Staff recommendation:

Staff recommends #2 above, the BoardSource assessment.

Committee Members can view a sample BoardSource survey [here](#). Because NEEA used BoardSource for the self-assessments from 2018 - 2024, BoardSource can issue additional reports comparing survey trends during this time period.

The following is the cost estimate for using the BoardSource self-assessment:

Options	Cost
Survey cost	\$975
Report	Included in survey cost
Slide deck – 15 – 20 slides featuring highlights from your Board Self-Assessment results and comparison scores benchmarking your assessment scores against other nonprofit boards that have used the BSA tool.	\$599
<i>Estimated total cost</i>	<i>\$975 for basic package \$1574 for assessment and slide deck</i>

BoardSource process:

- Within one-to-two days of placing your order, you will be contacted by a BoardSource Assessment Services Representative who will assist you in setting up your assessment.
- BoardSource, on behalf of someone you choose from your association (a board chair, governance committee chair, or chief executive, for example), will send a message to each board member with a link to complete the survey.
- Board members are given a deadline to complete the assessment, typically eight-to-ten business days. BoardSource sends a reminder e-mail to any board members who have not completed the survey by the deadline.
- BoardSource also sends the designated contact person (referred to as the facilitator) a list of Board members who have not completed the survey. This gives the facilitator the option to monitor participation and contact individual board members to ensure they have received the e-mail and inquire whether they intend to complete the assessment.

Within 1-2 days after the deadline, BoardSource sends the compiled data report to the facilitator via e-mail. The report is an aggregate of scores and verbatim answers to open-ended questions. Individual names are not associated with any answers.

Supplemental survey:

The Committee can consider developing a supplemental survey to enhance the BoardSource survey questions. In 2025, the Board conducted a skills assessment. This assessment was helpful in identifying Board Member strengths and opportunities for additional, on-going education. The assessment results are listed in Appendix 1.

Proposed timeline:

Staff recommend the Committee deploy the survey in early April, analyze the results in May, review the results at the Q3 Governance Committee Meeting and present the findings to the Board either in September or December 2026.

Appendix 1

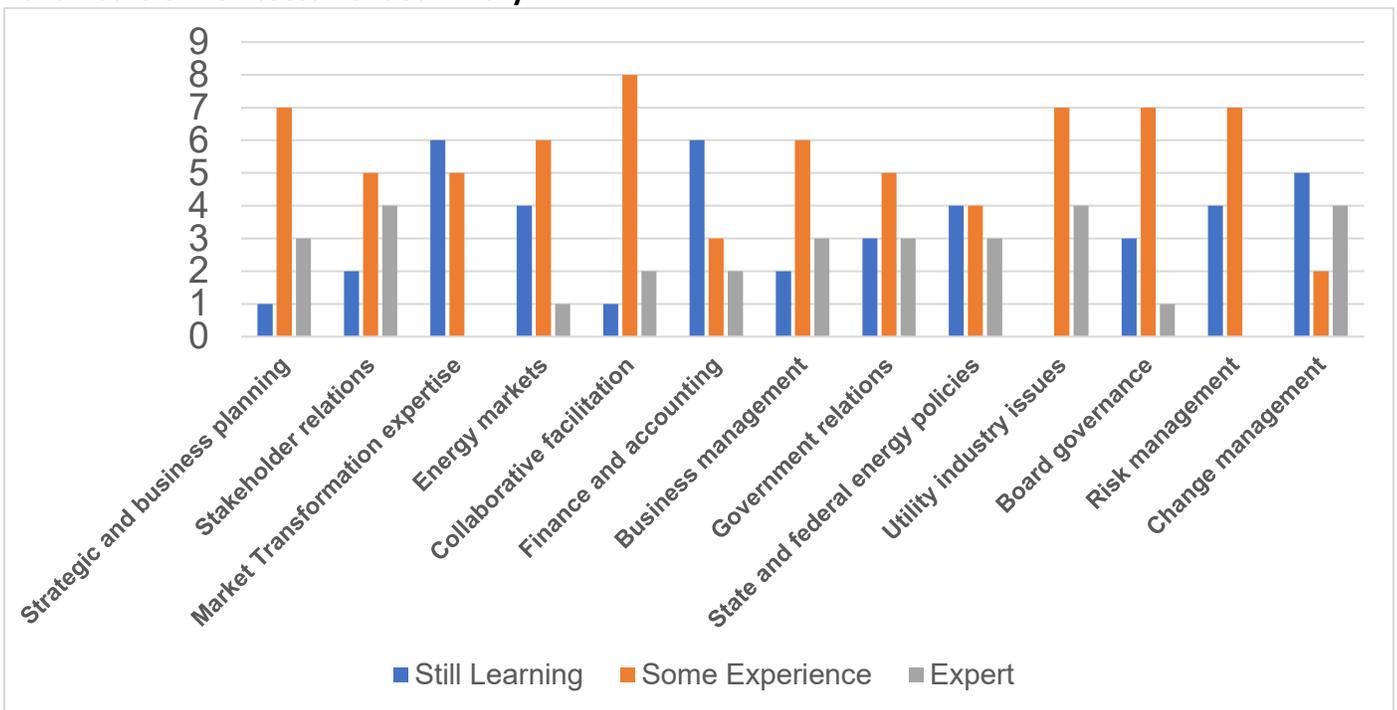
Board-identified top 3 areas of strength

Category	Number of responses
Stakeholder relations	4
Utility industry issues	4
Change management	4

Board-identified top 3 areas of opportunity (still learning)

Category	Number of responses
Market Transformation expertise	6
Finance and accounting	6
Change management	5

2025 Board Skills Assessment Summary





Memorandum

February 24, 2026

TO: NEEA Board of Directors

FROM: Becca Yates, Executive Director

SUBJECT: 2026 NEEA Board Officer Elections

Our Ask: None. For informational purposes.

Background: According to NEEA's Bylaws, Board officers and members of the Executive Committee are elected by the Board every two years at the annual Board Meeting. The Governance Committee is responsible for developing a slate of officers to present to the Board for a vote. Other nominations may be taken from the floor prior to the vote. The December Board meeting will mark the time for elections for 2027 - 2028. Current board officers and Executive Committee members are as follows:

Current Officers	Member	Member Company
Chair	Gilbert Archuleta	Puget Sound Energy
Vice Chair	Joe Fernandi	Seattle City Light
Secretary	Nicole Hydzik	Avista
Treasurer	Kyle Roadman	Emerald PUD
At Large	Clay Monroe	PacifiCorp

The Chair is limited to two two-year terms. Other seats are not term limited. The Ex-Chair may elect to remain on the Executive Committee as a non-voting member for one year after the term has ended.

Process and next steps:

According to the Guidelines for Board Officer Selection (copy follows memo) the Governance Committee Chair will ask all Board members for their interest in serving as an officer. Board Members may also reach out to the Governance Committee Chair to express interest in a Board Officer position. Further, the Board Chair must indicate a preference to seek a second term at this time and other officers must indicate a preference for continuing to serve as an officer. All notifications will be given to the Governance Committee Chair.

Here is an outline of recommended next steps and timeline:

Date	Governance Committee Action Items
Q1 Board Meeting	Review the process and timeline with the Board
Q3 Board Meeting	Remind Board to indicate interest in an officer seat
Q4 GC Meeting	Review interest in the Board officer seats, conduct interviews if needed, and align on recommendations to present to the Executive Committee and Board in December for election
Q4 Board Meeting	Elect officers

Election Process for Q4 Board Meeting

The Governance Committee will present the slate at the annual meeting as follows:

1. The Governance Committee Chair will present the slate of candidates.
2. The Board Chair will call for additional nominations from the floor in the order they are listed in the Bylaws and presented on the screen. Floor nominations do not have to be seconded.
3. If there is no contest for the slate or for a position, the Board Chair will call for a voice vote.
4. If there is more than one candidate for a position, the Board Chair will conduct the vote in accordance with Robert's Rules of Order, using either a roll call or ballot process, at the discretion of the Board Chair for each contested position.

Attachments:

Guidelines for Board Officer Selection



Memorandum – *Informational Update*

February 25, 2026

TO: Board of Directors

FROM: Peter Christeleit, Senior Manager—Corporate Strategy & Stakeholder Relations

SUBJECT: Update on recent committee meetings (Q4 2025 / Q1 2026)

Commercial & Industrial Coordinating Committee (CICC):

On day one (February 25) of the Q1 2026 hybrid CICC meeting the committee will hear about the High-Performance HVAC regional priority topic *Developing messaging regarding program benefits to target building owners and facility/operations staff* and engage in a regional roundtable discussion on organization and program updates. On day 2 (February 26), committee members will hear from the *Hydraulic Institute (HI)* and get an update on their efforts to promote energy efficient pumping and also get program updates on Efficient Fans.

Residential Coordinating Committee (RCC):

In the Q1 2026 hybrid RCC meeting, on day 1 (March 17) the committee will receive a shareout from the Heat Pump Water Heater team on *highlights from Market Progress Evaluation Report (MPER) 8 and program next steps* and engage in a regional roundtable discussion on organization and program updates. On day 2 (March 18), committee members will participate in a coordination opportunity and focus on the topic *Continuing to build regional alignment on a new RTF HP measure development* facilitated by NEEA Senior Program Manager Suzi Asmus as a part of the regional priority topic for the program Advanced Heat Pumps and get an update on the *NW Online Marketplace*. For a recap on Q4 2025 meeting notes, slides and agenda packet please visit our website [here](#).

Regional Emerging Technology Advisory Committee (RETAC):

At the Q4 RETAC meeting, BPA and NEEA staff reviewed regional efforts to test and promote central commercial heat pump water heaters. Then Energy Trust provided an overview of their emerging technology research areas and new measure development efforts. Finally, the staff from the National Lab of the Rockies (formally NREL) provided an in-depth overview of the organization's history and current research efforts.

The Q1 meeting is scheduled for March 11, 2026, where representatives from Pacific Northwest National Lab (PNNL) will share research priorities and lab capabilities.

Cost-Effectiveness & Evaluation Advisory Committee (CEAC):

The Q4 2025 meeting was held on October 29, 2025. During this meeting, NEEA staff provided an overview of Market Research and Evaluation (MRE) activities included in the 2026 Operations Plan and shared an update on the status of the Code Baseline and Key Assumption Review. The committee reviewed findings from the Market Progress Evaluation Report (MPER) 3 for Luminaire Level Lighting Controls (LLLC) and MPER 6 for Building Energy Codes, with discussion focused on key results and implications for market progress tracking. Staff also presented the Q4 2025 Key Assumptions Update and addressed committee questions related to recent updates and

planning assumptions. The meeting concluded with the kickoff of NEEA's annual reporting process, including an overview of the committee's role and key touchpoints in preparation for 2026 reporting.

The Q1 CEAC meeting was held on February 18, 2026. During this meeting, staff provided an overview of the annual reporting process and reviewed upcoming Market Research and Evaluation (MRE) activities outlined in the quarterly newsletter. The committee reviewed findings from upcoming Market Progress Evaluation Reports, including Luminaire Level Lighting Controls and Residential Products, as well as results from the Idaho Commercial Code Compliance Evaluation. Staff also presented updates to key assumptions, including updates related to commercial codes and residential products baselines, and responded to committee questions.

Regional Portfolio Advisory Committee (RPAC):

On November 3, 2025 the committee met for a short Q4 meeting and covered two main topics: (1) a proposal to launch a 1-year Heat Pump Water Heater Work Group and commit staffing resources accordingly; (2) the committee member Round Robin highlighting organizational and programmatic updates. The committee was also apprised of several updates, including the HPWH marketing campaign and the NW Online Marketplace pilot.

In the Q1 hybrid meeting (held in Olympia) committee members heard a portfolio update, Market Transformation highlight focusing on the Hot Water Innovation Prize, a Heat Pump Water Heater marketing campaign 2025 results and 2026 plans. Committee members participated in a round robin update as well as a discussion around the Efficient Fans Program focused on refreshing committee knowledge about the program and the upcoming planned Q3 milestone vote.

Natural Gas Advisory Committee (NGAC):

The committee met for its Q4 meeting on October 28, 2026, and was invited to share highlights via a Round Robin. NEEA staff also did a review of the current natural gas portfolio and the progress of programs under its umbrella during Q2 and Q3 2025.

The Q1 meeting will be held on March 3, 2026 and will cover portfolio updates that include a look back on 2025 and focus areas for 2026 and quarterly highlights from the portfolio progress report, including an overview of the new quarterly progress report format. Additional topics include an emerging portfolio opportunity in Luminaire Level Lighting Controls + HVAC, a committee round robin, dual-fuel work group updates and potentially a commercial water heat modeling / field study results.