

# NEEA Board of Directors Meeting Q2 2026 | June 23 - 24





# Q2 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:** Tuesday, June 23 – 9:00 am – 5:30 pm MT  
Wednesday, June 24 – 8:30 am – 11:35 am MT  
**LOCATION:** **Helena Great Northern Hotel**  
835 Great Northern Blvd. | Helena, MT 59601  
**ATTENDEES:** Board Members, NEEA Staff and the Public  
**WEBINAR:**

## Microsoft Teams meeting

Join: <https://teams.microsoft.com/meet/262888273569986?p=Q03Q2TJsAgjy1F4sj1>

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Note: all times listed are Mountain Time (MT)

## Agenda – Tuesday, June 23

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9:00 am **Public Board Meeting Called to Order**  
**Introductions and agenda review** – Gilbert Archuleta, Board Chair

**NEEA’s Mission:** NEEA catalyzes the most efficient use of energy for a thriving Northwest.

**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.

**NEEA Board Norms**

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9:10 am **Board Consent Agenda** – Gilbert Archuleta, Board Chair

- Q1 2026 Board Orientation Minutes
- Q1 2026 Board Meeting Minutes

***Motion: approve the consent agenda.***

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9:15 am	<b>Executive Director Update</b> – Becca Yates, NEEA staff	
9:40 am	<b>Portfolio Review</b> – Stephanie Rider, NEEA staff <i>Outcome: update on NEEA's portfolio to savings targets and opportunity for questions.</i>	
11:10 am	<b>Strategic Planning</b>  <ol style="list-style-type: none"> <li><b>11:10 am Whole Building Efficiency</b> Jeff Harris, NEEA staff <i>Outcome: update on project status and opportunity for questions.</i></li> <li><b>11:25 am Data Centers</b> Jeff Harris, NEEA staff <i>Outcome: update from Q1 Board discussion and opportunity for questions.</i></li> <li><b>11:35 am Cycle 8 Strategic Planning</b> Virginia Mersereau, NEEA staff <i>Outcome: update on timeline and process.</i> <i>Motion: approve extending the 2027 Board Meetings to 1.5 days to accommodate Cycle 8 Strategic Planning Workshops.</i></li> </ol>	18
11:45 am	<b>Governance</b>  <ol style="list-style-type: none"> <li><b>11:45 am 2026 Board Officer Elections</b> Elizabeth Osborne, Governance Committee Chair <i>Outcome: update and opportunity for questions.</i></li> <li><b>11:55 am 2026 Conflict of Interest</b> Becca Yates, NEEA staff <i>Outcome: process review and opportunity for questions.</i></li> </ol>	50
12:00 pm	<b>LUNCH</b>	
12:30 pm	<b>Finance</b>  <ol style="list-style-type: none"> <li><b>12:30 pm 2025 Audit</b> Kyle Roadman, Finance and Audit Committee Chair Nathan Stamets/Stephen Aiken, Aprio <i>Outcome: 2025 Audit Results and anticipated Board acceptance.</i> <i>Motion: accept the 2025 audit results.</i></li> <li><b>12:45 pm Quarterly Financials</b> Kyle Roadman, Finance and Audit Committee Chair; Kyle Burchard, NEEA staff <i>Outcome: review quarterly financials.</i></li> </ol>	22

1:00 pm	<b>Executive</b>	
	<b>2026 Leadership in Energy Efficiency Awards Committee</b> Gilbert Archuleta, Board Chair <i>Outcome: establish this year's Ad Hoc Committee</i>	<b>57</b>
1:10 pm	<b>Northwest Power and Conservation Council – Jennifer Light, NWPCC</b> <i>Outcome: update on the status of the Council's 9<sup>th</sup> Plan and opportunity for questions.</i>	
2:40 pm	<b>Public Board Meeting Adjourns</b> – Gilbert Archuleta, Board Chair	
3:00 pm	<b>Executive Session</b> – contract negotiations, personnel, confidential information	
5:30 pm	<b>Executive Session Adjourns</b> – Gilbert Archuleta, Board Chair	

8:30 am	<p><b>Public Board Meeting Called to Order</b>  <b>Introductions and agenda review</b> – Gilbert Archuleta, Board Chair</p>	
	<p><b>NEEA’s Mission:</b> NEEA catalyzes the most efficient use of energy for a thriving Northwest.</p>	
	<p><b>NEEA’s Purpose:</b> 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><b>NEEA Board Norms</b></p>	
8:45 am	<p><b>Strategic Planning Committee</b>  Mike Colgrove, Strategic Planning Committee Chair; Clark PUD and NW Natural staff; NEEA staff; Tom Beierle, Ross Strategic</p>	
	<p><b>Board Strategic Discussion – Dual-Fuel Technologies: Barriers and Opportunities</b></p>	
	<ol style="list-style-type: none"> <li>1. Strategic importance of Dual-Fuel to Northwest Energy System – Jeff Harris, NEEA staff</li> <li>2. NEEA program updates – Becky Walker, NEEA staff</li> <li>3. Findings from NEEA’s Dual-Fuel Residential HVAC pilot – Kellye Dundon, NW Natural; Matt Babbitts, Clark PUD</li> <li>4. Dual-fuel insights and implications for NEEA – Becky Walker, NEEA staff</li> </ol>	<b>31</b>
10:00 am	<p><b>Break</b></p>	
10:15 am	<p><b>Strategic Planning Committee (continued)</b>  Discussion: Dual-fuel considerations for the region and the alliance – Tom Beierle, Ross Strategic</p>	
11:15 am	<p><b>Opportunity For Public Comment</b> – Gilbert Archuleta, Board Chair</p>	
11:20 am	<p><b>Next Steps, Action Item Review, Meeting Feedback, Input on Future Agenda Topics, Closing Remarks</b> – Gilbert Archuleta, Board Chair</p>	
11:25 am	<p><b>Public Board Meeting Adjourns</b> – Gilbert Archuleta, Board Chair</p>	

To-go lunch boxes available

2026 Board Meeting dates/locations – Board approved December 6, 2024; Board amended March 13, 2026

<b>2026 Board Meetings</b>	<b>Location</b>	<b>Day</b>	<b>Date</b>
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	Tuesday	Jun 23, 2026
Q2 Board Meeting - Day 2 (8 am - Noon)	Helena, Montana	Wednesday	Jun 24, 2026
Q3 Board Meeting - Day 1 (Noon - 5 pm)	Spokane, WA	Thursday	Sep 17, 2026
Q3 Board Meeting - Day 2 (8 am - Noon)	Spokane, WA	Friday	Sep 18, 2026
Draft 2027 Operations Plan Webinar (1 – 3 pm)	Webinar	Thursday	Oct 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

<b>2027 Board Meetings</b>	<b>Location</b>	<b>Day</b>	<b>Date</b>
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

# Q1 2026 // Performance Highlights

### A Note from the Executive Director

In the first quarter, NEEA advanced several foundational efforts to support the region's long-term energy needs in ways that increase system value and help advance product performance, energy savings and affordability for Northwest utilities and customers. This included launching the first Motor System Stock Assessment since 1999, which will refresh critical data on one of the Northwest's largest sources of industrial energy use and informing future efficiency opportunities. NEEA also initiated key research and planning activities to ensure that efficiency investments continue to deliver sustained value and long-term savings across all four Northwest states.

This work reflects a deliberate balance between near-term impact and long-term market readiness. In the electric portfolio, NEEA is expediting market interventions while advancing a pipeline of emerging technologies with greater emphasis on peak load reduction and grid connectivity. The alliance's gas and dual-fuel efforts similarly focused on advancing technologies, fuel-neutral approaches, and codes and standards that lock in performance and savings over time. For example, in Q1, NEEA launched new field demonstrations of advanced commercial water heating systems, including gas heat pumps and dual-fuel configurations, to validate real-world performance and savings. The alliance also continued to strengthen performance-based market signals through the Advanced Heat Pump work, using new research to better reflect how products operate under Northwest conditions.

At the March Board Meeting, the Board continued discussions about how energy efficiency and end-use load flexibility are a critical part of meeting the region's growing energy needs. This quarter, the End-Use Load Flexibility steering committee approved the project's 2026-2027 workplan, positioning the work as a strategic system resource that can help manage demand and support reliability.

More details on NEEA's work are available in the quarterly newsletters linked below, and in the 2025 Annual Report, which is now available on [neea.org](https://neea.org). It highlights how the alliance continues to deliver value throughout the Northwest including steps to make efficient smart pumps the industry standard, advancing practical, more efficient natural gas solutions for commercial buildings, and how NEEA's data-driven approach, combined with market research and evaluation, helps accelerate efficient products' path to market. Please reach out to NEEA staff directly with questions.



*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	Q1 Updates
<p><b>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.</b></p>	
<p><b>Heat Pump Water Heaters (HPWH)</b></p>	<ul style="list-style-type: none"> <li>• Concluded <a href="#">Market Progress Evaluation Report #8</a> for the Heat Pump Water Heater program, highlighting NEEA’s contributions to setting the groundwork for ongoing and widespread adoption. Heat pump water heater owner satisfaction remains high, hovering around 90% among purchasers surveyed in past research. The report also found that HPWH market share in the Northwest increased 27% between 2021 and 2024, from 14.6% to 18.6% of all electric water heater installations.</li> <li>• Kicked off a HPWH work group in Q1, convening the region to identify opportunities to focus and amplify our collective efforts to increase the adoption of HPWHs. One early outcome of the workgroup is retailer training offered by Energy Trust of Oregon that equipped sales specialists to better address common product questions to support the sales process.</li> <li>• Engaged as presenters and moderators at the 2026 ACEEE Hot Air &amp; Hot Water Forums to promote awareness and alignment with Northwest Market Transformation effort. Presentations focused on innovations in natural gas and electric energy-efficient technologies and Market Transformation best practices including residential HVAC connected commissioning, advancing central heat pump water heaters, and new business opportunities for installers.</li> </ul>
<p><b>Retail Product Portfolio (RPP)</b></p>	<ul style="list-style-type: none"> <li>• Concluded <a href="#">Market Progress Evaluation Report #3</a>. Findings indicate the RPP program is influencing how retailers assort and promote energy efficient products, especially clothes washers and clothes dryers. It also found that supporting the development of manufacturers’ agreements regarding product efficiency and the revision of federal efficiency standards has led to energy efficiency advancements in televisions, clothes dryers, clothes washers, and refrigerators. ENERGY STAR® Most Efficient room air conditioner market share almost doubled between 2022 – 23, from 10% to 18%.</li> </ul>

Portfolio Priorities	Q1 Updates
<b>Portfolio Goal: Continue development of the natural gas portfolio and dual-fuel systems.</b>	
<b>Natural Gas/Dual-Fuel Portfolio</b>	<ul style="list-style-type: none"> <li>Completed installation of a dual-fuel space and water heating system for a year-long field demonstration at a low-income multifamily site in Portland, served by Pacific Power and NW Natural. Testing will determine the optimal balance between heat pump and gas systems to maximize energy and cost savings while ensuring reliable hot water. A second site is planned.</li> <li>Conducted lab tests of a new dual-fuel residential water heating product with preliminary results showing positive efficiency performance. Manufacturer control modes are being developed to optimize the condensing gas heater usage and electric heat pump for energy efficiency or operating costs based on energy price.</li> </ul>
<b>Portfolio Goal: Collaboratively develop End-Use Load Flexibility and Whole Building special projects.</b>	
<b>End-Use Load Flexibility</b>	<ul style="list-style-type: none"> <li>Secured Steering Committee approval of 2026-27 workplan to build a diversified end-use portfolio that prioritizes residential batteries, storage water heaters, and small-to-medium commercial opportunities, while leveraging existing alliance HVAC efforts.</li> </ul>
<b>Whole Building</b>	<ul style="list-style-type: none"> <li>Completed draft proposal for Phase 2 of project and provided to steering committee members for review. Feedback from steering committees will be incorporated into the proposal in Q2.</li> <li>Produced and launched 'Northwest Commercial Building and Market Insights', a five-part regional webinar series that highlights market research and data analysis findings from the Whole Building Special Project.</li> </ul>
Additional Priorities	Q1 Updates
<b>Other notable highlights.</b>	
<b>Codes + Standards</b>	<ul style="list-style-type: none"> <li>Idaho's Building Code Board completed a comprehensive update to residential and commercial building codes after a multi-year, highly collaborative process, with broad support from the building industry and energy industry participants. The final code stalled in Idaho state's Legislature and will be delayed until the next legislative session, when it will be considered again.</li> </ul>
<b>Regional Studies</b>	<ul style="list-style-type: none"> <li>Selected two contractors to lead the 2027 Residential Building Stock Assessment (RBSA) study. NEEA will continue working with the RBSA workgroup to review and prioritize RBSA data elements.</li> <li>Launched the first Motor System Stock Assessment in the region, since 1999.</li> <li>Wrapped up the Commercial Building Stock Assessment, with results on track to be shared with the region in Q3.</li> </ul>

## Market Transformation Metrics (Q1 2026)

	Business Plan Estimate	Current Forecast	Status
<b>Electric Portfolio Energy Savings</b>			
5-year (2025–2029) Co-Created Energy Savings (aMW)	195 - 225	170 - 200	
<b>Natural Gas Portfolio Energy Savings</b>			
5-year (2025–2029) Co-Created Energy Savings (MM Therms)	6 - 17	4 - 8	
<span style="color: green;">■</span> Within 1% of target <span style="color: yellow;">■</span> Within 20% of target <span style="color: red;">■</span> More than 20% from target			

**Current Energy Savings Forecast:** The current 5-year forecast for both electric and natural gas spans the low end of NEEA's business plan estimates and there is some risk to meeting Business Plan goals in this cycle. However, NEEA is still early in the business cycle, and the current estimate is intentionally conservative. To mitigate the risk in NEEA's five-year co-created savings, the organization is pursuing several strategies to accelerate near-term market change and increase data visibility. There is no indication of risk in NEEA's 10-year energy savings forecast.

**Co-Created Energy Savings Definition:** 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 (Q1 2026)

	Actual	Forecast	Budget / Target	Status
<b>Electric Portfolio</b>				
YTD Investment (\$M)	\$ 8.1	\$ 10.0	\$10.0	
<b>Natural Gas Portfolio</b>				
YTD Investment (\$M)	\$ 1.4	\$1.8	\$1.8	
<b>Administrative Budget</b>				
Administrative Expenses (%)	19.0%	N/A	<18.0%	
<span style="color: green;">■</span> Within 5% of target <span style="color: yellow;">■</span> Within 5-10% of target <span style="color: red;">■</span> More than 10% from target				

**Electric Portfolio:** The YTD variance reflects vacancy and delays in program spend driven primarily by record volume of contracting as well as lower than expected midstream and upstream incentives. **Natural Gas Portfolio:** The main drivers of the YTD variance are related to lower than anticipated labor costs 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. The YTD overage is a result of lower than budgeted program costs through Q1. This is expected to finish at target for 2026.

## 2025 Cycle 7 Business Plan Annual Scorecard

**Executive Summary:** NEEA's Cycle 7 Business Plan includes a robust scorecard of value metrics that are tracked and reported to the Board on an annual basis. This scorecard reflects progress to the Cycle 7 goals through the end of 2025 and includes Market Transformation Development indicators, for which NEEA has established five- and ten-year targets. More information about 2025 - 2029 Business Plan metrics, including definitions, is available on [neea.org](https://neea.org).

### 2025 Market Transformation Indicators

	Business Plan Estimate	Cycle 7 Forecast	Status
<b>Electric Portfolio</b>			
5-year (2025–2029) Co-Created Energy Savings (aMW)	195 - 225	170 - 200	
10-year (2025–2029) Co-Created Energy Savings (aMW)	365 - 470	365 - 470	
5-year Carbon Reduction (thousand tons)	780 - 900	700 - 800	
5-year Winter Peak Load Savings <sup>1</sup> (MW)	410 - 475	350 - 410	
5-year Summer Peak Load Savings <sup>2</sup> (MW)	350 - 400	270 - 320	
<b>Natural Gas Portfolio</b>			
5-year (2025–2029) Co-Created Energy Savings (MM Therms)	6 - 17	4 - 8	
10-year (2025–2029) Co-Created Energy Savings (MM Therms)	10 - 51	10 - 51	
5-year Carbon Reduction (thousand tons)	70 - 200	50 - 100	
<span style="display: inline-block; width: 15px; height: 15px; background-color: #c8e6c9; border: 1px solid #000; margin-right: 5px;"></span> Within 1% of target <span style="display: inline-block; width: 15px; height: 15px; background-color: #fff9c4; border: 1px solid #000; margin-left: 20px; margin-right: 5px;"></span> Within 20% of target <span style="display: inline-block; width: 15px; height: 15px; background-color: #f44336; border: 1px solid #000; margin-left: 20px; margin-right: 5px;"></span> More than 20% from target			

**Cycle 7 Forecast:** The current 5-year forecast for both electric and natural gas spans the low end of NEEA's business plan estimates and there is some risk to meeting Business Plan goals in this cycle. However, NEEA is still early in the business cycle, and the current estimate is intentionally conservative. To mitigate the risk in NEEA's five-year co-created savings, the organization is pursuing several strategies to accelerate near-term market change and increase data visibility. There is no indication of risk in NEEA's 10-year energy savings forecast.

<sup>1</sup> Based on winter peak hours, 6:00 p.m. weekdays in December, January and February.

<sup>2</sup> Based on summer peak hours, 6:00 p.m. weekdays July and August.

## 2025 Operational Metrics

	Target	Actual	Status
<b>Electric Portfolio</b>			
2025 Annual Budget (\$)	\$38.7M	\$36.4M	Within 5-10% of target
2025 Administrative Expenses (% of total)	< 18%	15.6%	Within 5% of target
20-year Portfolio Benefit-Cost Ratio	≥ 1	2	Within 5% of target
<b>Natural Gas Portfolio</b>			
2025 Annual Budget (\$)	\$5.9M	\$5.3M	Within 5-10% of target
20-year Portfolio Benefit-Cost Ratio	≥ 1	1.1	Within 5% of target
<b>Organizational</b>			
2025 Employee Net Promoter Score <sup>3</sup> (eNPS)	64%	73%	Within 5% of target

Within 5% of target
  Within 5-10% of target
  More than 10% from target



<sup>3</sup> Employee Net Promoter Score (eNPS) score based on responses related to employee satisfaction on annual engagement survey. The score is typically measured using three core questions that aim to gauge employee loyalty, satisfaction, and likelihood to recommend the organization.



## ***Pre-read Materials***



# Memorandum

June 4, 2026

TO: NEEA Board of Directors

FROM: Jeff Harris, Chief Transformation Officer

SUBJECT: Specially Funded Project Update: Whole Building Efficiency

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**Ask:** For information and discussion; next steps.

**Background:**

At the Q1 2026 Board meeting, staff updated the Board on the Whole Building Efficiency specially funded project and offered several options for the proposed process to move forward with Phase II. The Board agreed that a review of the Phase II project at the Q3 meeting without formally seeking approval would be the preferred approach.

**Phase II Summary:**

1. **Scope:** The draft proposal is similar in scope to what was described in the New Strategic Opportunity Assessment that was approved by the Board in September of 2024. Phase II advances the Project from concept refinement to implementation and validation, with the goal of accelerating small and medium-sized commercial building energy efficiency and load flexibility retrofits in a scalable way that is accessible and affordable for owners and occupants.
2. **Budget:** If fully funded, the project budget is estimated at \$7.3M for the three-year period of 2027-2029.
3. **Activities:** The proposal for Phase II is focused to validate the market transformation approach developed in Phase I, which targets small and medium-sized buildings (10,000-100,000 square feet). Key components of the MT approach include:
  - Building and testing a process and tools to streamline and simplify the building upgrade process and illuminate the benefits to building owners.
  - Training the trusted intermediaries to support owners in approving upgrades.
  - Introducing new innovative financing strategies and popularizing proven financing mechanisms.

**Phase II New Strategic Opportunity Assessment Revisions:**

Staff have prepared the attached revised New Strategic Opportunity Assessment (NSOA) that updates key elements for Phase II including scope, budget, and risks. The revised NSOA does not raise any new risks or

concerns beyond that included in the original NSOA that was presented to the Board for Phase I of the project.

**Next Steps:** Staff will present a brief project overview and NSOA summary for discussion at the Q2 2026 Board meeting.

# Memorandum

June 4, 2026

To: NEEA Board of Directors

From: Virginia Mersereau, NEEA VP Corporate Strategy, Relationships and Communications

Subject: C8 Strategic Planning, Staff Recommendations

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**Ask:** For review and discussion.

***Proposed motion: approve extending the 2027 Board Meetings to 1.5 days to accommodate Cycle 8 Strategic Planning Workshops.***

**Background:** In Q2, the Strategic Planning Committee (SPC) had its first conversation about NEEA's Cycle 8 (2025-2029) Strategic Planning process. The SPC and staff are recommending the Board follow a process modelled on the Cycle 7 strategic planning process:

1. **Approach:** NEEA's current strategic plan will serve as the starting point for the C8 strategic planning process, which will focus on validating what still holds, identifying areas where conditions or assumptions have changed, and determining what needs adjustment. This approach does not presume that NEEA's strategic goals will remain static but provides a disciplined framework to focus discussion and analysis where it is needed the most and develop a strategic plan that suits the future that NEEA is building towards.
2. **Roles and Responsibilities:** Strategic planning will be co-led by the Board and NEEA staff. The SPC will oversee the process on behalf of the Board, guiding decision-making and providing feedback to staff. NEEA staff will manage day-to-day execution and prepare all deliverables. The Board, in collaboration with staff, will set the strategic direction of the alliance.
3. **Board Engagement:** Quarterly Board meetings will serve as decision and alignment points. NEEA will engage an external facilitator to support process design, provide facilitation support, and be a trusted partner to staff and the SPC. The facilitator will be a neutral advocate for the strategic planning process, ensuring all perspectives are heard and balancing engagement across diverse viewpoints.
4. **Time Commitment:** In 2026, NEEA staff will work with the SPC and the Board to develop the approach and workplan for strategic planning. The Board will have an opportunity to provide input into the workplan at the Q4 Board meeting. The first Board Strategic Planning workshop will be held in March 2027. Staff are proposing to add four strategic planning workshops to the Board calendar in 2027. These workshops will be adjacent to

regularly scheduled Board meetings. Please note, there is the possibility that an additional Board workshop may be required depending on the final workplan.

5. **Decision-making:** The Board will vote on both the Cycle 8 Strategic and Business Plan (combined), at the conclusion of the business planning process. There will not be a separate vote on the strategic plan, but the process will include a check-in with the Board to ensure alignment on the strategic direction prior to launching Business Planning.
6. **Regional Engagement:** Regional feedback on the draft strategic and business plans will be solicited at the same time to generate more comprehensive and actionable input. The ideal time for this outreach will be after the draft Cycle 8 business plan is complete (likely the summer of 2028).
7. **Funding/ Funding Model Decisions:** Conversations and decisions about NEEA's funding model are anticipated to span both strategic and business planning and will be overseen by a committee of the Board (pending Board discussion). During the strategic planning process, strategic opportunities will be mapped to NEEA's current funding model to identify both gaps and opportunities.
8. **Governance Questions:** Governance questions and a review of NEEA policies will happen outside of the strategic planning process under the purview of the Board's Governance and Executive Committees. These discussions are not included in the strategic planning workplan, but staff note that they are anticipated to begin in December 2027 with the launch of business planning and may be informed by strategic planning outcomes.

**Next Steps:** NEEA staff will work with the SPC to choose a facilitator and develop a strategic planning workplan in Q3. The workplan will be shared with the Board at the December 2026 Board meeting.

# Memorandum



Date: June 4, 2026

To: NEEA Board of Directors

From: Kyle Burchard, Vice President of Business Administration

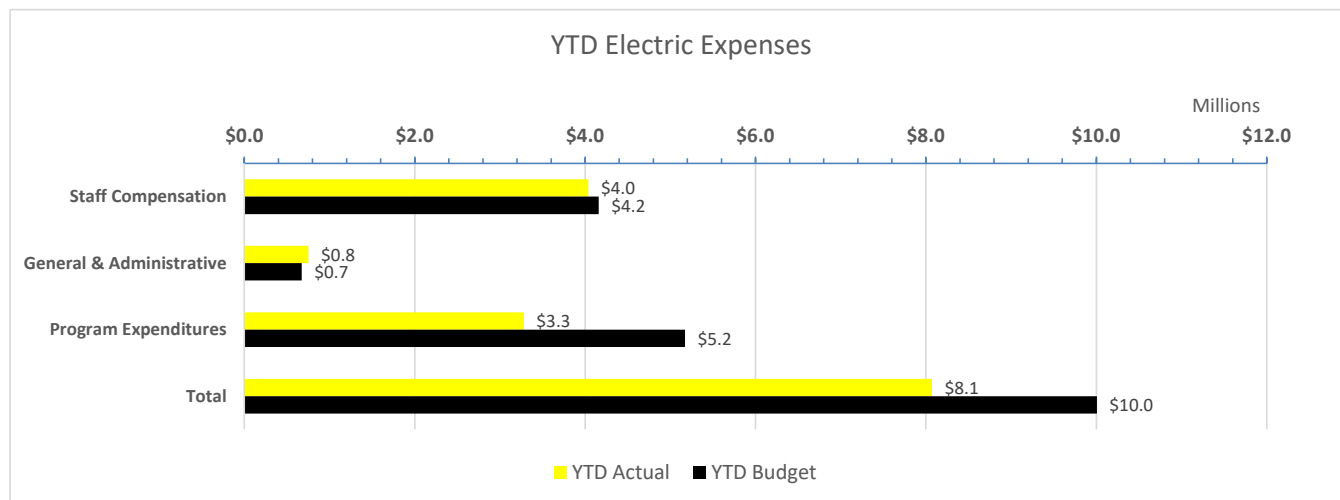
Subject: Q1 YTD 2026 Financial Summary

**Our Ask:** For information only.

## Overall Summary

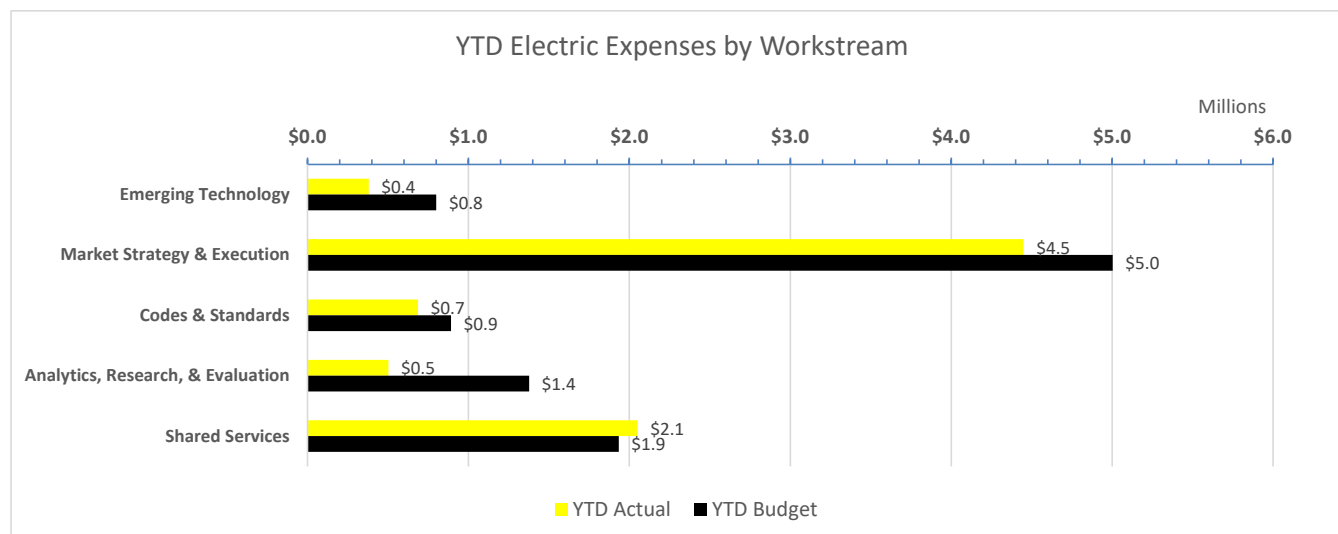
- Core electric is **-6% (Y/Y YTD)** and likely to underspend for the year vs. budget; staff are monitoring potential programmatic impacts. Core gas is **+8% (Y/Y YTD)** likely to finish close to budget for the year.
- The largest variance driver for Q1 vs budget is contracting delays due to a record volume of contracts. Staff are implementing adjustments to address the contracting backlog.

## Q1 2026 Electric Financial Summary Report – please reference Tables 1 & 2 of 2026 Operations Plan



NEEA's electric YTD actuals through Q1 2026 were \$8.1M vs. a budget of \$10.0M, a variance of  $-\$1.9M$  (-19%). Compensation and Benefits were  $-\$0.1M$  below budget (-3%) due to staff vacancy. General and Administrative expenditures were  $+\$0.1M$  above budget (+12%) due primarily to IT investments and lower than anticipated admin allocation. Program expenditures of \$3.3M were below the \$5.2M budget by  $-\$1.9M$  (-37%). The YTD variance reflects delays in program activity as record volume of contract requests led to some backlog, as well as lower than anticipated midstream and upstream incentives in certain programs.

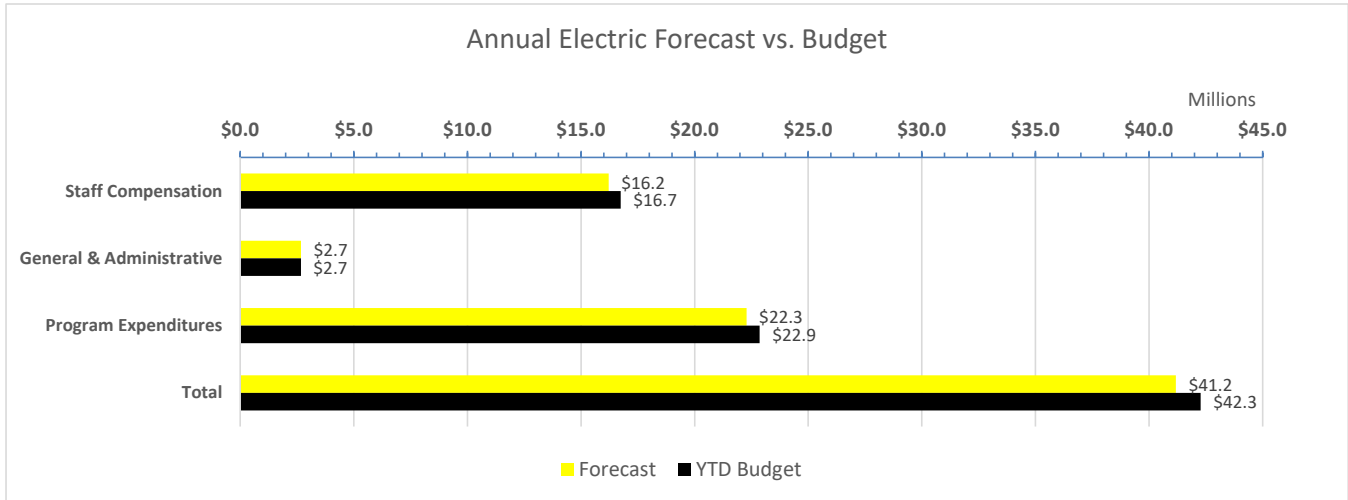
### Q1 2026 YTD Expenses by Workstream



- **Emerging Technology** finished the quarter  $-\$0.4\text{M}$  (-52%) below budget as delays in contracting as well as finding field study participants led to a slower ramp than budgeted.
- **Market Strategy & Execution** was  $-\$0.6\text{M}$  below budget (-11%) as most product group direct expenses (excluding labor and G&A, details below) finished under budget.
  - Water Heating was on budget for Q1 as activities progressed as planned, including the national collaboration on heat pump water heater product development through the hot water innovation prize.
  - HVAC was  $-\$21\text{K}$  below budget (-4%), as manufacturer rep incentives were delayed. Contracting delays also contributed to a slower ramp than anticipated for High-Performance HVAC.
  - Consumer Products was  $-\$146\text{K}$  below budget (-20%), driven by lower-than-expected retailer mid-stream incentives and a reduction in planned budget for TV incentives due to reduced retailer participation.
  - Enabling Infrastructure was  $-\$60\text{K}$  below budget (-25%) due to prolonged partner negotiations for BetterBricks sponsorships.
  - Motor-Driven Systems was  $-\$242\text{K}$  below budget (-42%) due to slower than expected uptake of manufacturer direct support and continued softness in pump sales to the commercial real estate segment.
  - Lighting finished the quarter  $+\$9\text{K}$  above budget (+3%) due to increased success story opportunities which resulted in accelerated program execution.
- **Codes & Standards** were  $-\$0.2\text{M}$  below budget (-23%) due to delays in contracting.
- **Analytics, Research, & Evaluation** finished the quarter  $-\$0.9\text{M}$  vs. budget (-64%) driven primarily by contract negotiation delays with Motor System Stock Assessments. The Residential Stock Assessment RFP process also started later than anticipated, and Commercial Building Stock Assessments data took longer to analyze than expected.

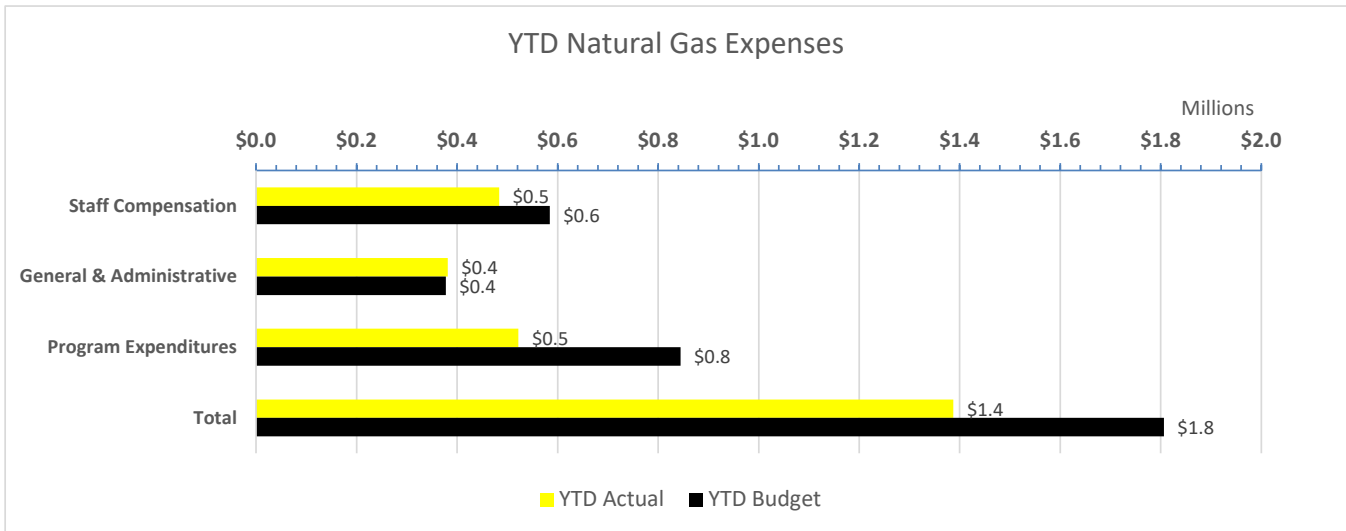
- **Shared Services** were +\$0.1M (+6%) as G&A was slightly ahead of budget for the quarter.

**2026 Electric Forecast as of April**



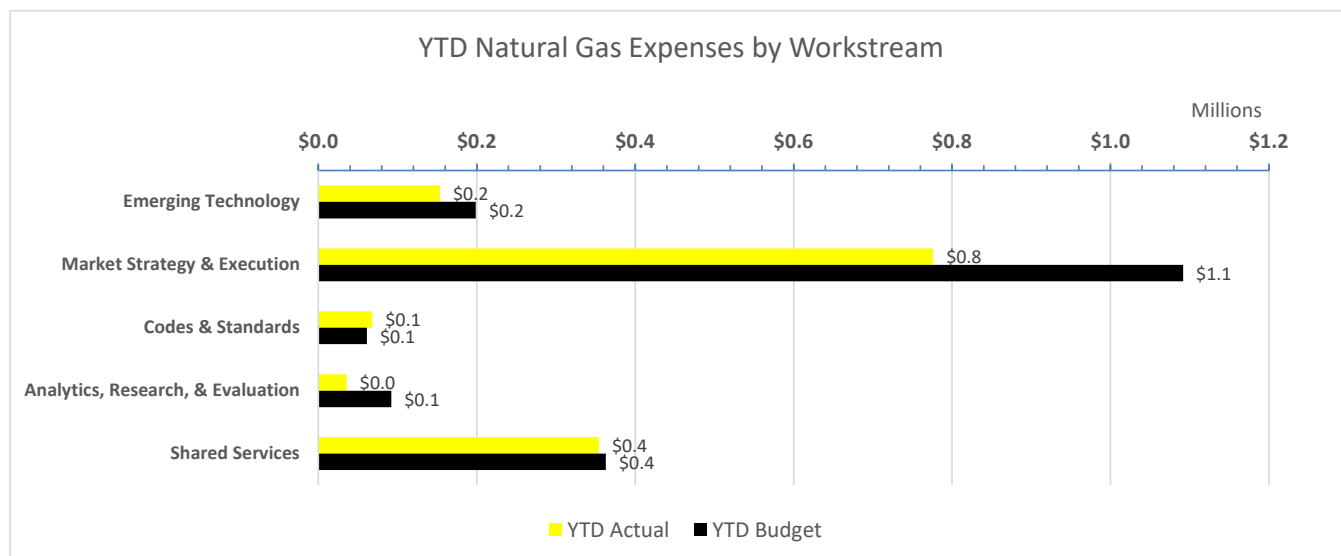
NEEA staff are currently projecting that electric expenses will finish -\$1.1M (-3%) below budget for the year. The portfolio management function has been monitoring market fluctuations that can affect work. Using a monthly process of forecast/reallocation reviews to adaptively manage budget variances, staff are estimating that program expenditures will finish -\$0.6M (-3%) below budget. Year-to-date variances in compensation are expected to continue throughout the year. NEEA staff are taking steps (including temporary resourcing) to address the contracting backlog affecting program expenditures.

**Q1 2026 Gas Financial Summary Report – please reference Tables 1 & 2 of 2026 Operations Plan**



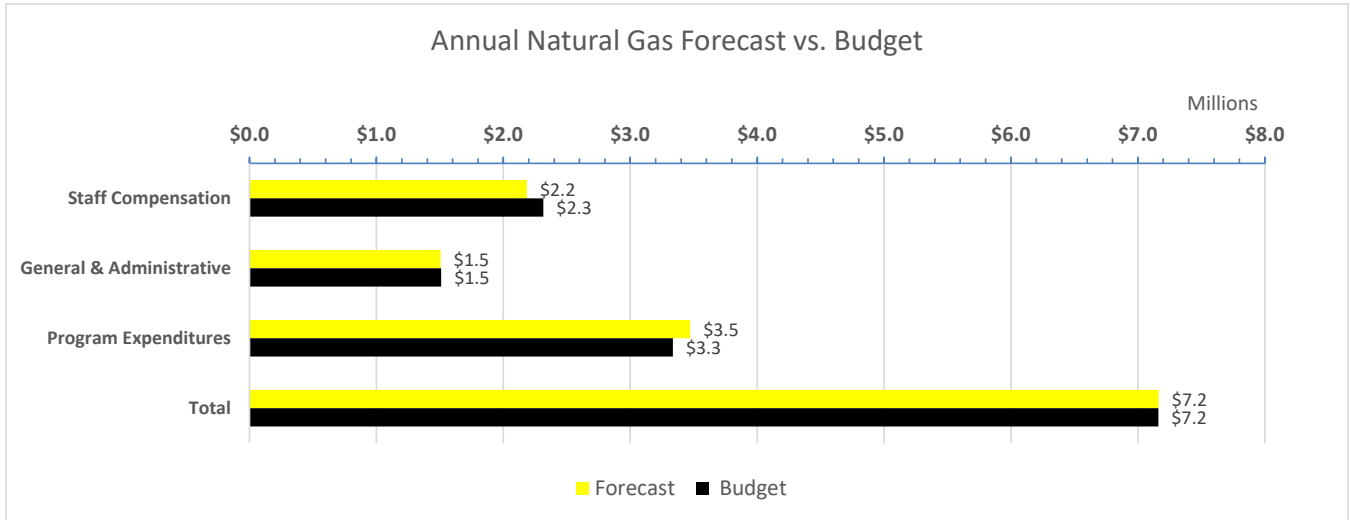
NEEA’s natural gas actuals through Q1 2026 were \$1.4M vs. budget of \$1.8M, a variance of -\$0.4M (-23%). Compensation and Benefits were -\$0.1M under budget (-17%) due to fewer hours being needed to support program needs. General and Administrative costs were +4K above budget (+1%). Program utilization finished the quarter -\$0.3M below budget (-38%) YTD. The main drivers of the YTD variance are related to staffing vacancy and delays in contracting.

### Q1 2026 YTD Expenses by Workstream



- **Emerging Technology** finished the quarter -\$45K below budget (-23%) as new system field study ramped up more slowly to start the year than anticipated.
- **Market Strategy & Execution** was -\$0.3M below budget (-29%) as product group direct expenses (excluding labor and G&A, details below) finished under budget.
  - Water Heating was -\$29K below budget (-17%) as work scheduled for Q1 will begin in Q2 due to two RFP's taking slightly longer than planned to award and contract.
  - HVAC was below -\$277K budget (-61%) as contracting delays pushed work into Q2.
- **Codes and Standards** finished Q1 +\$7K (+11%) as codes work ramped up slightly faster than anticipated for the four states.
- **Analytics, Research, & Evaluation** was -\$56K (-61%) as work on Stock Assessments was delayed.
- **Shared Services** was -\$9K (-2%) below budget for the year.

**2026 Gas Forecast as of April**



NEEA staff are currently projecting that gas expenses will finish at budget for the year. The portfolio management function has been monitoring market fluctuations that can affect work. NEEA staff are taking steps (including temporary resourcing) to address the contracting backlog affecting program expenditures.

## Electric Variance Report by Product Group

	Year to date as of March 2026				Impact of Variance	Full Fiscal Year 2026			
	Actuals (\$K)	Budget (\$K)	Variance (\$K)	% Var		Annual Budget (\$K)	Annual Forecast (\$K)	Variance (\$K)	% Var
Compensation and Benefits	4,038	4,159	(121)	(3%)	G	16,744	16,222	(522)	(3%)
General and Administrative	753	674	79	12%	G	2,669	2,678	9	0%
Engineering Technology (Direct Expense)	83	446	(363)	(81%)		1,797	1,797	(0)	(0%)
Consumer Products (Direct Expense)									
Retail Product Portfolio	530	611	(81)	(13%)	Y	3,411	2,989	(422)	(12%)
Consumer Products Strategy	69	135	(66)	(49%)	G	360	360	0	0%
<b>Total Consumer Products</b>	<b>600</b>	<b>746</b>	<b>(146)</b>	<b>(20%)</b>		<b>3,771</b>	<b>3,349</b>	<b>(422)</b>	<b>(11%)</b>
HVAC (Direct Expense)									
Advanced Heat Pumps	261	219	43	0%	G	1,495	1,542	47	3%
Ductless Heat Pumps	0	0	0	0%	G	45	45	0	0%
High-Performance HVAC	189	262	(73)	(28%)	G	1,274	1,305	31	2%
Market Strategy	18	8	10	122%	G	242	273	31	13%
<b>Total HVAC</b>	<b>469</b>	<b>489</b>	<b>(21)</b>	<b>(4%)</b>		<b>3,056</b>	<b>3,165</b>	<b>109</b>	<b>3%</b>
Lighting (Direct Expense)									
Luminaire Level Lighting Controls	256	235	22	9%	G	1,180	1,278	98	8%
Market Strategy	78	90	(12)	(14%)	G	180	178	(2)	(1%)
<b>Total Lighting</b>	<b>334</b>	<b>325</b>	<b>9</b>	<b>3%</b>		<b>1,360</b>	<b>1,456</b>	<b>96</b>	<b>7%</b>
Motor-Driven Systems (Direct Expense)									
Extended Motor Products (XMP)	297	495	(198)	(40%)	G	2,065	2,240	175	8%
Fans	15	49	(34)	(69%)	G	390	366	(24)	(6%)
Market Strategy	23	33	(10)	(30%)	G	80	109	29	37%
<b>Total Motor-Driven Systems</b>	<b>335</b>	<b>577</b>	<b>(242)</b>	<b>(42%)</b>		<b>2,535</b>	<b>2,715</b>	<b>180</b>	<b>7%</b>
New Construction (Direct Expense)									
Manufactured Homes	15	40	(25)	(61%)	G	40	48	8	21%
<b>Total New Construction</b>	<b>15</b>	<b>40</b>	<b>(25)</b>	<b>(61%)</b>		<b>40</b>	<b>48</b>	<b>8</b>	<b>21%</b>
Water Heating (Direct Expense)									
Heat Pump Water Heaters	447	438	9	2%	G	2,526	2,590	64	3%
Water Heating Strategy	0	9	(9)	(100%)	G	35	0	(35)	(100%)
<b>Total Water Heating</b>	<b>447</b>	<b>446</b>	<b>0</b>	<b>0%</b>		<b>2,561</b>	<b>2,590</b>	<b>29</b>	<b>1%</b>
Enabling Infrastructure (Direct Expense)									
Betterbricks	55	114	(60)	(52%)	G	450	450	0	0%
Integrated Design Labs	124	124	(0)	(0%)	G	497	497	(0)	(0%)
<b>Total Enabling Infrastructure (Direct Expense)</b>	<b>179</b>	<b>239</b>	<b>(60)</b>	<b>(25%)</b>		<b>947</b>	<b>947</b>	<b>(0)</b>	<b>(0%)</b>
Codes and Standards (Direct Expense)	420	614	(194)	(32%)	G	2,615	2,662	47	2%
Market Intelligence (Direct Expense)	388	1,227	(839)	(68%)	G	3,900	3,263	(637)	(16%)
Market Strategy (Direct Expense)	9	25	(16)	(64%)	G	250	259	9	4%
Other Projects (Direct Expense)	2	0	2	0%		32	34	2	7%
<b>Total Expense</b>	<b>8,071</b>	<b>10,006</b>	<b>(1,935)</b>	<b>(19%)</b>		<b>42,277</b>	<b>41,186</b>	<b>(1,091)</b>	<b>(3%)</b>

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 March 2026				Impact of Variance	Full Fiscal Year 2026			
	Actuals (\$K)	Budget (\$K)	Variance (\$K)	% Var		Annual Budget (\$K)	Annual Forecast (\$K)	Variance (\$K)	% Var
Compensation and Benefits	484	584	(101)	(17%)	G	2,316	2,186	(130)	(6%)
General and Administrative	382	378	4	1%	G	1,510	1,507	(3)	(0%)
Emerging Technology (Direct Expense)	129	125	4	4%	G	498	498	0	0%
<b>HVAC (Direct Expense)</b>									
Dual Fuel Residential HVAC	91	250	(159)	(64%)	G	725	746	21	3%
Gas : Efficient Rooftop Units	85	184	(99)		G	740	811	71	10%
High-Performance HVAC	0	0	0		G	1	1	0	0%
Market Strategy	1	21	(20)	(94%)	G	42	47	4	10%
<b>Total HVAC</b>	<b>178</b>	<b>455</b>	<b>(277)</b>	<b>(61%)</b>		<b>1,509</b>	<b>1,605</b>	<b>96</b>	<b>6%</b>
<b>Water Heating (Direct Expense)</b>									
Advanced Commercial Water Heating	144	174	(30)	(17%)	G	620	818	198	32%
Efficient Gas Water Heating	1	0	1		G	55	57	2	
<b>Total Water Heating</b>	<b>145</b>	<b>174</b>	<b>(29)</b>	<b>(17%)</b>		<b>675</b>	<b>875</b>	<b>200</b>	<b>30%</b>
New Initiative Budget	0	0	0		G	200	100	(100)	(50%)
Codes and Standards (Direct Expense)	32	33	(1)	(3%)	G	200	191	(9)	(5%)
Market Intelligence (Direct Expense)	30	59	(29)	(49%)	G	246	186	(59)	(24%)
Market Strategy (Direct Expense)	9	0	9	0%	G	0	9	9	#DIV/0!
Other Projects (Direct Expense)	0	0	0	0%	G	8	8	0	0%
<b>Total Expense</b>	<b>1,387</b>	<b>1,806</b>	<b>(419)</b>	<b>(23%)</b>		<b>7,161</b>	<b>7,164</b>	<b>4</b>	<b>0%</b>
Impact of Variance: Disposition based on qualitative and quantitative assessment by NEEA Staff at time of reporting.									

	B	C	D	E	F	H	I	J	K
1	This PUBLIC report is a traditional Profit and Loss financial report including all funding sources sorted by funding source and natural account classification. The report displays Year-to-Date financial results compared to budget and variance, along with the Annual Budget, most recent Annual Forecast and variance. Project expenses will be reported by Product Group.								
2									
3	<b>Northwest Energy Efficiency Alliance</b>								
4	<b>Profit and Loss Statement</b>								
5					\$ Thousands		\$ Thousands		
6	<b>Calendar Year-to-Date through March 2026</b>				<b>Annual</b>				
7	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>% Variance</b>	<b>Budget</b>	<b>Forecast</b>	<b>Variance</b>	<b>% Variance</b>	
8	<b>INCOME</b>								
9	Electric Funds	8,233	10,006	(1,774)	-17.7%	42,277	41,347	(930)	-2.2%
10	Natural Gas	1,415	1,806	(391)	-21.7%	7,161	7,192	31	0.4%
11	End-Use Load Research	50	156	(105)	-67.6%	622	612	(10)	-1.6%
12	Special Funds	643	848	(205)	-24.1%	3,448	3,672	224	6.5%
13	Misc Income	77	19	58	310.3%	75	133	58	77.6%
14	<b>Total Income</b>	<b>10,418</b>	<b>12,835</b>	<b>(2,417)</b>	<b>-18.8%</b>	<b>53,583</b>	<b>52,956</b>	<b>(627)</b>	<b>-1.2%</b>
15	<b>Electric Expenses</b>								
16	<b>Compensation &amp; Benefits</b>	<b>4,038</b>	<b>4,159</b>	<b>(121)</b>	<b>-2.9%</b>	<b>16,744</b>	<b>16,222</b>	<b>(522)</b>	<b>-3.1%</b>
17	<b>Electric Genl &amp; Admin Expenses</b>								
18	Professional Services	358	393	(35)	-8.9%	1,497	1,431	(66)	-4.4%
19	Office Expenses	125	125	(0)	0.0%	501	499	(2)	-0.5%
20	Sponsorships	18	18	0	0.0%	77	68	(9)	-11.7%
21	Equipment and Software	244	183	61	33.2%	736	797	61	8.3%
22	Facilities	158	164	(6)	-3.5%	655	651	(4)	-0.6%
23	Travel and Meetings	198	200	(2)	-1.0%	864	843	(21)	-2.4%
24	Depreciation	125	127	(2)	-1.4%	478	465	(13)	-2.7%
25	Miscellaneous	0	2	(2)	-79.6%	10	8	(1)	-13.6%
26	Allocate Shared Services	(473)	(537)	65	-12.0%	(2,149)	(2,084)	65	-3.0%
27	<b>Total Electric G&amp;A Funds</b>	<b>753</b>	<b>674</b>	<b>79</b>	<b>11.7%</b>	<b>2,669</b>	<b>2,678</b>	<b>9</b>	<b>0.3%</b>
28	<b>PROJECT EXPENSES BY PRODUCT GROUP:</b>								
29	Emerging Technology	83	446	(363)	-81.4%	1,797	1,797	(0)	0.0%
30	Building Envelope	0	0	0	0.0%	0	0	0	0.0%
31	Consumer Products	600	746	(146)	-19.6%	3,771	3,349	(422)	-11.2%
32	HVAC	469	489	(21)	-4.2%	3,056	3,165	109	3.6%
33	Lighting	334	325	9	2.9%	1,360	1,456	96	7.1%
34	Motor-Driven Systems	335	577	(242)	-41.9%	2,535	2,715	180	7.1%
35	New Construction	15	40	(25)	-61.4%	40	48	8	21.1%
36	Water Heating	447	446	0	0.1%	2,561	2,590	29	1.1%
37	Enabling Infrastructure	179	239	(60)	-25.0%	947	947	(0)	0.0%
38	Codes and Standards	420	614	(194)	-31.6%	2,615	2,662	47	1.8%
39	Market Intelligence	388	1,227	(839)	-68.4%	3,900	3,263	(637)	-16.3%
40	Market Research	0	0	0	0.0%	0	0	0	0.0%
41	Market Strategy	9	25	(16)	-64.0%	250	259	9	3.6%
42	<b>Total Electric Project Expenses</b>	<b>3,281</b>	<b>5,173</b>	<b>(1,893)</b>	<b>-36.6%</b>	<b>22,864</b>	<b>22,286</b>	<b>(578)</b>	<b>-2.5%</b>
43	<b>Total Electric Expenses</b>	<b>8,071</b>	<b>10,006</b>	<b>(1,935)</b>	<b>-19.3%</b>	<b>42,277</b>	<b>41,186</b>	<b>(1,091)</b>	<b>-2.6%</b>
44	<b>Natural Gas</b>								
45	Compensation & Benefits	484	584	(101)	-17.2%	2,316	2,186	(130)	-5.6%
46	General & Administrative	28	14	13	90.1%	58	64	6	9.6%
47	Allocate Shared Services	354	363	(9)	-2.5%	1,452	1,443	(9)	-0.6%
48	Projects	522	845	(323)	-38.2%	3,335	3,472	137	4.1%
49	<b>Total Natural Gas Expenses</b>	<b>1,387</b>	<b>1,806</b>	<b>(419)</b>	<b>-23.2%</b>	<b>7,161</b>	<b>7,164</b>	<b>4</b>	<b>0.0%</b>
50	<b>End-Use Load Research</b>								
51	Compensation & Benefits	37	39	(2)	-4.3%	155	138	(17)	-11.2%
52	General & Administrative	5	0	5	0.0%	0	5	5	0.0%
53	Allocate Shared Services	17	17	0	0.0%	68	68	0	0.0%
54	Projects	2	132	(130)	-98.7%	527	527	0	0.0%
55	<b>Total End-Use Load Expenses</b>	<b>61</b>	<b>187</b>	<b>(127)</b>	<b>-67.6%</b>	<b>750</b>	<b>738</b>	<b>(12)</b>	<b>-1.6%</b>
56	<b>Special Projects</b>								
57	Compensation & Benefits	286	334	(48)		1,326	1,454	129	
58	General & Administrative	17	9	8		31	54	24	
59	Allocate Shared Services	102	157	(56)		629	640	11	
60	Projects	239	356	(117)		1,496	1,554	58	3.9%
61	<b>Total Special Project Expenses</b>	<b>643</b>	<b>856</b>	<b>(213)</b>		<b>3,481</b>	<b>3,703</b>	<b>222</b>	<b>6.4%</b>
62	<b>Total NEEA Expenses</b>	<b>10,163</b>	<b>12,856</b>	<b>(2,694)</b>	<b>-21.0%</b>	<b>53,668</b>	<b>52,791</b>	<b>(878)</b>	<b>-1.6%</b>
63	<b>Net Surplus (Deficit)</b>	<b>256</b>	<b>(21)</b>	<b>277</b>		<b>(86)</b>	<b>166</b>	<b>251</b>	

**Northwest Energy Efficiency Alliance, Inc.**  
**Balance Sheet summarized (Unaudited)**  
**End of March 2026**

	Current Qtr End (March 2026)	Previous Qtr End (December 2025)
<b>ASSETS</b>		
Current Assets		
Cash and Cash Equivalents	\$ 19,129,681	\$ 16,916,012
Accounts Receivable	7,888,320	71,865
Other Current Asset	1,813,558	938,254
<b>Total Current Assets</b>	<b>\$ 28,831,560</b>	<b>\$ 17,926,130</b>
Fixed Assets		
Right of Use Asset : Lloyd Lease	2,780,689	2,920,299
<b>Total ASSETS</b>	<b>\$ 33,113,823</b>	<b>\$ 22,382,024</b>
<b>LIABILITIES &amp; EQUITY</b>		
Current Liabilities		
Advances From Funders	21,807,822	10,182,165
<b>Total Current Liabilities</b>	<b>\$ 25,448,973</b>	<b>\$ 14,804,078</b>
<b>Total Long Term Liabilities</b>	<b>\$ 3,553,627</b>	<b>\$ 3,722,299</b>
Net Assets		
Equity		
Without Donor Restriction	\$ 4,111,223	\$ 3,855,647
With Donor Restriction	-	-
<b>Total Net Assets</b>	<b>\$ 4,111,223</b>	<b>\$ 3,855,647</b>
<b>Total LIABILITIES &amp; EQUITY</b>	<b>\$ 33,113,823</b>	<b>\$ 22,382,024</b>

**Net Assets Without Donor Restriction Detail**

Property and Equipment, net of Right to Use Asset and associated Liability	728,637
Net Reserved for End-Use Load Research (NREL Funding)	300,575
Net Financial Reserve	3,082,011
<b>Total Net Assets Without Donor Restriction</b>	<b>4,111,223</b>

**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

**June 4, 2026**

**TO:** NEEA Board of Directors

**FROM:** Jeff Harris and Virginia Mersereau, NEEA Staff

**SUBJECT:** Q2 Board Strategic Conversation – Dual-Fuel

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**Ask:** Discussion and input to inform Cycle 8 planning.

**Background:** NEEA staff have proposed a series of strategic topics for Board 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. 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 Q2 Strategic Conversation is focused on the barriers and opportunities for dual-fuel technologies in the region.

**Barriers and Opportunities for Dual-Fuel Technologies:** Dual-fuel technologies that use electricity and gas to do the same work (e.g., an electric heat pump paired with a natural gas furnace) represent a significant opportunity to support the region's energy system with increased reliability, resource adequacy and potential decarbonization benefits. However, barriers exist to adopting these technologies at scale, including the lack of clear policy and regulatory frameworks to dictate how the benefits and costs of dual-fuel technologies are allocated. Concerns and misunderstandings about fuel-switching play a significant and often constraining role in how energy efficiency programs for dual-fuel technologies are designed and implemented. As a result, there is often no mechanism for gas utilities to be compensated for the capacity benefit being delivered by dual-fuel technologies to the electric system, and dual-fuel programs remain underfunded or limited to pilot status. Electric utilities often face challenges incorporating peak and capacity value for dual-fuel measures into cost-effectiveness and/or securing cost recovery when benefits accrue across fuels or outside the traditional EE framework.

Additionally, for individual utilities and customers, the cost differential between gas and electric energy, especially when fueling inefficient electric equipment, could make it so that moving to a dual-fuel technology could inadvertently cost consumers more. On the opportunity side, with the right equipment in many service territories, dual-fuel can cost the customer less and reduce peak loads on the grid.

**Implications for NEEA and Cycle 8 Planning:** At the time of Cycle 7 business planning, the Board agreed that dual-fuel was an important area for NEEA to explore. Gas funders agreed to

fund dual-fuel work within the gas portfolio anticipating that the opportunity to reduce gas usage from efficiency would likely be supported under existing cost recovery frameworks. In the absence of a clear framework allowing electric funders to gain cost recovery for dual-fuel programs, dual-fuel was not added to the electric portfolio. Therefore, the potential of dual-fuel to support electric and gas grid peak management remains not fully realized.

In preparation for Cycle 8 planning conversations, it would be helpful for the Board to have a shared understanding of the opportunities and constraints related to dual-fuel technologies in the region generally, and within NEEA's electric and gas portfolios specifically. To support this conversation, NEEA engaged Potential Energy NW to conduct an assessment of regional and national regulatory and legislative policies impacting the adoption of dual-fuel appliances. This research, completed in May 2026, describes the current applicable policies in the Northwest, identifies relevant examples of policies and frameworks from elsewhere, and reflects key stakeholder perspectives on challenges and opportunities for dual-fuel applications. NEEA staff will share these findings alongside insights from early market transformation program work. Representatives from the NEEA Dual-Fuel Residential HVAC Pilot, which is being implemented in the NW Natural and Clark Public Utility District service territories, will present recent findings from that pilot.

#### **Considerations for the Board:**

At the Q2 Board meeting, NEEA staff propose to share insights and recommendations from Potential Energy NW's assessment, along with recent findings from the NEEA Dual-Fuel Residential HVAC Pilot. Following the conversation, Board members will be invited to reflect on the presentations and discuss the following questions:

1. What are your questions and thoughts on the findings and recommendations from the research?
2. What are you thinking about dual-fuel within your organization/state/utility?
3. What needs to happen for the region to capture the full benefits from dual-fuel? What is the biggest barrier?
4. Where would you like to see NEEA/the alliance focus or avoid?

#### **For the Q2 Board Meeting:**

Regional context & opportunity overview (15 min)	Jeff Harris
NEEA program updates (10 min)	Becky Walker
Findings from NEEA Dual-Fuel Residential HVAC Pilot (25 min)	Kellye Dundon and Matt Babbitts
Policy research (20 min)	Becky Walker
Facilitated Discussion – Dual-fuel considerations for NEEA in C8 (60 min)	Board

## APPENDIX A:

The following is an excerpt from the draft paper entitled, “Assessment of Regulatory and Legislative Policies Impacting the Adoption of Dual-Fuel Equipment in the Northwest.” This paper was written by Potential Energy NW, LLLC on behalf of NEEA in 2026. NEEA is targeting Q3, 2026 to publish the final Paper.

# DRAFT - Assessment of Regulatory and Legislative Policies Impacting the Adoption of Dual-Fuel Equipment in the Northwest

## Executive Summary

The Northwest Energy Efficiency Alliance (NEEA) identified dual-fuel equipment as having potential to deliver significant emissions reductions, energy cost savings, and energy system reliability and efficiency benefits to the Northwest. Demand side resources have a long history of providing regional energy system benefits but recent regional projections for significant resource adequacy gaps by 2030 have prompted NEEA to explore whether dual-fuel measures might play a larger role in mitigating the gap.

NEEA defines dual-fuel systems as customer equipment which uses electricity and natural gas interchangeably to heat or cool water or air. Rather than “switching” the home from one fuel to another, these systems are designed to leverage the most efficient use of both fuels to achieve energy and cost savings, emissions reductions, and consumer comfort. The most common application is for residential HVAC systems consisting of a ducted electric heat pump and a natural gas furnace. Adoption of dual-fuel equipment in Northwestern states is relatively modest but growing. Although the technologies are commercially available, customer awareness is limited, contractor sales and installation practices are varied, and adoption is not broadly encouraged by utilities nor the equipment industry generally.

This report is an assessment of existing regulatory and legislative policies influencing adoption of dual-equipment in the Northwest along with examples of extra regional frameworks where dual-fuel is more mature. Interviews with regional experts representing utility, regulatory and stakeholder perspectives on dual-fuel augmented research of secondary sources used to assess Northwest policies and compare them to external frameworks.

Research and interviews revealed consistent themes and attributes of external policy frameworks that enable dual-fuel systems:

- State or provincial climate policy is grounded in a government funded study out of which specific electric and gas utility requirements were added to statute or regulatory guidance to offer dual-fuel and electrification measures.
- Clear statutory or regulatory direction that allows for “efficient fuel switching” or “fuel substitution” to count as energy efficiency and/or decarbonization resources
- Collaboration between utilities is required, particularly where single fuel utilities operate in shared service territories
- The evolving nature of understanding how to implement and optimize dual-fuel is clearly reflected in the framework guidance. For example, the idea that more data is needed to determine baselines, costs, benefits and risks for dual fuel measures that will inform future revisions and adjustments to cost allocation is used to justify initial program offers for later evolution.
- Program budgets are allowed to include funding for customer education and contractor training.

These examples of enabling state/provincial policy or regulatory guidance necessitated development of complementary regulatory and program tools to fund and implement dual-fuel measure offers. Examples include fuel neutral energy savings goals, winter heating rates, GHG contribution payment from electric to gas customers, and decoupling.

Despite critical differences in climate goals and local circumstances, there are consistent themes and lessons learned across most experiences with dual-fuel offers that can provide valuable insights for the Northwest.

- Dual-fuel is seen as a pragmatic tool to lower total energy system emissions at lower cost than full electrification where gas furnaces exist.
- Promotion of dual-fuel measures is still relatively new with more to learn and implement in real life situations
- The long-term outlook for these program examples tends to vary by the local vision of climate policy. Where the climate policy outlook continues to be robust, the role of dual-fuel measures may be transitory and inevitably overtaken by full electrification. Where climate policy is less robust or not a driving factor, the outlook is to continue to grow dual-fuel as a cost-effective efficiency measure with other customer benefits.

Even where dual-fuel adoption is relatively mature, lingering issues regarding allocation of costs, benefits and risks of dual-fuel remain, as it is a relatively new resource with limited

performance data. In the Northwest, where implementation of economy-wide climate policy is evolving (WA, OR), combined utility planning is in the early stages, with near term opportunities to evaluate how dual-fuel fits within the larger policy context. All states are facing affordability and reliability concerns, and dual-fuel may be considered a pragmatic investment in support of those priorities as well.

Recommendations for Northwest entities exploring the role of dual-fuel:

It is not the intention of this report to recommend specific policy changes, but rather to recommend how to better identify and describe the value proposition for dual-fuel to the utility system, customers, and society. Combined with supporting market and technical information, these recommendations could support decision makers in evaluating the opportunity within their state-specific goals and priorities and develop appropriate policy and regulatory changes to enable that value.

- Develop a high-level resource potential assessment for dual-fuel opportunities by state so policy makers, regulators and all stakeholders can understand the potential magnitude of short and long-term costs, benefits and risks and underlying assumptions.
- In parallel to a resource potential assessment, continue to learn by doing and collect relevant project and market data to inform standardized measure design practices and design of new tools to cost-benefit analysis to inform cost benefit allocations across electric and gas utility customers.
- Expand customer education and contractor understanding.
- Find and focus first on the use cases where energy savings, emissions reductions, winter peak impact avoidance and customer benefits exist.
- Continue to develop and test technology allowing real-time and third-party modulation between fuels, the cost and policy considerations of adding this functionality and quantification of scenarios to optimize system use, whether from customer, utility or societal perspective.



# ***Informational Materials***

# Memorandum – Q2 Board Committee Meetings Summary



June 4, 2026

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## Governance Committee – April 28, 2026

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

Committee members absent: none

Key topics:

1. **2026 Board Self-Assessment** – The Governance Committee reviewed the current response rate for the Board self-assessment survey and supported extending the deadline to allow additional time for Board Members to provide input. The Committee also discussed the process for reviewing survey results with the Board during the Q3 Meeting. Members agreed to ask Tom Beierle from Ross Strategic to tentatively reserve time to facilitate the Board discussion and to revisit the topic during the Q3 Meeting once survey results are available. In addition, the Committee requested time at a future meeting to discuss the Public Interest Representative seat and develop a clearer role description that better defines the constituency represented by that position.
2. **2026 Board Officer Elections** – The Governance Committee discussed the timeline for this year’s Board officer elections, scheduled for December. The Committee also reviewed the open at-large seat recently vacated by a departing Board Member and supported leaving the position unfilled until the December elections. In addition, the Committee discussed criteria for interviewing Board Members interested in officer or at-large positions. The Committee agreed that interviews will be conducted for the Board Chair and Vice Chair seats and for other seats if more than one Board Member expresses interest. The Committee will develop a set of interview questions and evaluation criteria after it reviews the list of interviews that are needed
3. **2026 Conflict of Interest Form** – NEEA staff noted that the Governance Committee is responsible for overseeing the annual distribution and completion of Conflict of Interest forms for Board Members. Staff asked whether there were any questions regarding the process. Hearing none, staff shared that the Board will be notified during the Q2 Meeting and that the forms will be distributed via DocuSign shortly afterward.

## Strategic Planning Committee – April 30, 2026

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

Committee members absent: none

Key topics:

1. **End-Use Load Flexibility Special Project** – NEEA staff shared updates from the End-Use Load Flexibility Special Project and reported that the Steering Committee has approved the 2026 Work Plan.
2. **Whole Building Efficiency Special Project** – NEEA staff reviewed the Phase II project proposal and the options previously presented to the Strategic Planning Committee and Board at the Q1 meeting for advancing Phase II. Staff noted that both the Committee and Board supported bringing a presentation to the Q2 Board Meeting for awareness with contracting beginning in Q4 and work starting in 2027.
3. **Q1 Policy Updates** – NEEA staff provided regional policy updates in Q2 and shared an update on ENERGY STAR, noting that the program is moving to DOE and the intent is to maintain core program functions, though funding for the next budget cycle remains uncertain.

4. **Board Strategic Issues Discussion** – NEEA staff outlined the upcoming Board strategic discussion on dual-fuel technologies. The session will explore the future role of these technologies in the region, including key opportunities and barriers influencing adoption, and will help inform NEEA’s long-term strategy and Cycle 8 planning. Staff reviewed current work and early insights. Following discussion, the Strategic Planning Committee supported the topic and requested that staff focus on NEEA’s specific role, including the value to electric utilities, whether dual-fuel technologies qualify as an efficiency measure, and whether associated savings are both energy-saving and cost-effective. The Committee also supported including Matt Babbitts in the Board discussion.
5. **Cycle 8 Strategic Planning** – NEEA staff reviewed the Cycle 8 Strategic Planning timeline, noting that planning conversations will begin in 2027. Staff outlined a proposed engagement approach and asked whether the Committee supported adding one additional meeting per quarter in 2027, as well as holding strategic planning workshops ahead of each Board Meeting next year. The Committee supported this structure and agreed to bring the workshop proposal forward to the Board for consideration.
6. **Ninth Power Plan** – NEEA staff provided updates on the Council’s development of the 9th Power Plan, including key milestones and next steps for May. Staff also reviewed potential scenario sensitivities the Council may use in shaping its resource strategy. Staff noted that the Council will present to the Board at the Q2 Board Meeting and staff will continue to monitor progress and report updates to the Strategic Planning Committee and Board.

### Natural Gas Committee – May 20, 2026

Committee members present: Kellye Dundon, Nicole Hydzik, Caleb Reimer, Bonnie Rouse

Committee members absent: Gilbert Archuleta, Michael Colgrove

Key topics:

1. **Q1 Policy Updates** – Nicole Hydzik, Avista, provided updates on recent Idaho commission filings and the cost-effectiveness challenges of locally run gas programs in Idaho. Hydzik said it’s possible Avista will have to stop funding NEEA’s gas portfolio for their Idaho territory. She will continue to follow the progress and final decisions and keep the Natural Gas Committee informed. NEEA staff provided regional policy updates in Q2 and shared an update on ENERGY STAR moving to DOE, noting that the intent is to maintain core program functions, though funding for the next budget cycle remains uncertain. The Natural Gas Committee agreed to continue following ENERGY STAR as more information is known.
2. **Board Dual-Fuel Strategic Discussion** – NEEA staff outlined the upcoming Board strategic discussion on dual-fuel technologies. The session will explore the future role of these technologies in the region, including key opportunities and barriers influencing adoption, and will help inform NEEA’s long-term strategy and Cycle 8 planning. The Natural Gas Committee supported this discussion during the Q2 Board Meeting and agreed to hold a debrief during its Q3 meeting.
3. **Cycle 7 Savings Reforecast** – NEEA staff provided an overview of the updated Cycle 7 savings reforecast and said staff will present the annual portfolio overview at the June Board meeting. At that time, staff will walk through the updated savings outlook along with strategies to accelerate near-term savings and mitigate savings disruption. The Natural Gas Committee asked staff to consider holding individual meetings with funders as needed to better understand reporting needs.
4. **Additional Natural Gas Updates** – NEEA staff provided updates on potential new Natural Gas programs, extra-regional activities and a summary from recent Cost-Effectiveness Advisory Committee meetings. Staff gave an update on the Whole Buildings Efficiency special project and said they will also present an overview to the Board during the Q2 Board Meeting for discussion before moving forward with contracting for Phase II.

### Finance and Audit Committee – May 26, 2026

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

Committee members absent: none

Key topics:

1. **2025 Audit Review** – Nathan Stamets and Stephen Aiken from Aprio joined the Finance and Audit Committee meeting to provide the 2025 audit results. Stamets said Aprio is issuing an unmodified opinion on the financial statements. He reported there were no difficulties or disagreements with management and no material audit adjustments. Stamets added that there were no compliance findings or material weaknesses with the Uniform Grant Guidance. He then provided an overview of the financial trends and highlights. There were no questions from the Finance and Audit Committee and Committee Members supported presenting the audit to the Board in June.
2. **Quarterly Financials** - Staff provided an overview of the Q1 2026 financials. The Finance and Audit Committee had no questions.
3. **Q1 2026 Expenditure Review** - NEEA staff provided detailed expenditure information to the Committee prior to the meeting and answered questions from the Committee submitted in advance.
4. **End-Use Load Flexibility Updates** – NEEA staff provided an update on funding contracts for the End-Use Load Flexibility special project. There were no questions from the Committee.
5. **Funding Updates** – NEEA staff provided potential funding updates as a result of recent changes in the region. Staff informed the Finance and Audit Committee that the Board will hold a more in-depth discussion during the Q2 Board Meeting Executive Session.

### Executive Committee – May 28, 2026

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

Committee members absent: none

Key topics:

1. **Council Updates/Funding Updates** – NEEA staff provided updates from recent Council meetings and potential funding updates as a result of recent changes in the region. Staff said the Board will hold more in-depth discussions during the Q2 Board Meeting Executive Session.
2. **2026 Board Officer/Executive Committee Elections** – NEEA staff said the Governance Committee reviewed the open at-large seat recently vacated by a departing Board Member and recommended leaving the position unfilled until the December elections. In addition, the Governance Committee discussed criteria for interviewing Board Members interested in officer or the at-large position and aligned on conducting interviews for the Board Chair and Vice Chair seats and for other seats if more than one Board Member expresses interest. The Governance Committee will develop a set of interview questions and evaluation criteria after it reviews the list of interviews that are needed. The Executive Committee supported this approach.
3. **Q2 Board Strategic Discussion** – NEEA staff said the Strategic Planning Committee supports focusing the Q2 Board Meeting strategic discussion on dual-fuel technologies. The Executive Committee had no questions and supported this discussion.
6. **End-Use Load Flexibility Special Project** -- NEEA staff provided an update on funding contracts for the End-Use Load Flexibility special project. There were no questions from the Committee.
4. **Risk Management Review** – NEEA staff reviewed the Q2 Risk Management Report with special focus on categories identified as high risk. The Executive Committee said the Board should also be aware of categories identified as high risk and NEEA staff agreed to bring the risk report forward for discussion during the Q2 Board Meeting.
5. **Cycle 7 Savings** - NEEA staff provided an overview of the updated Cycle 7 savings reforecast and said staff will present the annual portfolio overview at the June Board meeting. At that time, staff will walk through the updated savings outlook along with strategies to accelerate near-term savings and mitigate savings disruption risks.
6. **Q2 Board Meeting Agenda** – NEEA staff reviewed the proposed Q2 Board Meeting agenda. The Executive Committee said there are a lot of important topics on the agenda and supported starting the meeting at 9 am MT to allow more time for discussion.



## Minutes

### NEEA Board Orientation

March 12, 2026

Confluence Technology Center, Wenatchee, Washington

#### Member Attendance:

Nicole Hydzik, Chris Johnson, Josh Mitchell, Debbie DePetris, Quentin Nesbitt, Mike Colgrove, Kellye Dundon, Whitney Jurenic, Gilbert Archuleta, Joe Fernandi, Brittany Broyles, Bonnie Rouse, Ruchi Sadhir, Elizabeth Osborne, Kyle Roadman, Eileen Quigley

#### Member Absence: Jamae Hilliard Creecy

#### NEEA Staff attendance:

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

#### Public attendees:

Dan James, Bonneville Power Administration; Phillip Kelsven, Bonneville Power Administration; Shelley Pattison, Snohomish PUD

## Welcome and Agenda Review

Gilbert Archuleta, Board Chair, opened the public Board Orientation at 9:30 am PT with a quorum present. After introductions and announcements, Joe Fernandi, Board Vice Chair, reviewed the Board Norms.

## Orientation Objectives

Archuleta reviewed the Orientation objectives and asked Board Members to identify what they hope to learn.

There were no Board decisions.

## NEEA Business Model, Approach to Market Transformation

NEEA staff shared videos and provided an overview of NEEA's Unique, Proven Approach, NEEA's Mission and Purpose, Cycle 7 strategic goals, why Market Transformation, and intervention strategies. Staff also shared a case study video for Ductless Heat Pumps and led a Board discussion focused on insights and observations about this case study and challenges Board Members experience in their service territories.

There were no Board actions or decisions.

**Action: NEEA staff will follow-up with the Board on how to access the videos shown during Orientation.**

## Bylaws, Governance, and Stakeholder Committee Structure

Becca Yates explained NEEA's status as a 501(c)(3) nonprofit organization. Archuleta reviewed the current Board membership, and Fernandi reviewed Board leadership roles, Board Committee Chairs, and staff

leads. Fernandi also outlined the responsibilities of the standing Board Committees and noted that committee participation gives Board Members greater opportunities to engage in guiding NEEA's work. Fernandi asked whether existing Board Members were interested in changing committees and whether new Board Members wished to join a committee. Board Members were asked to notify the Board Chair or Executive Director if they were interested in joining or switching committees.

Yates shared the NEEA leadership team organizational chart and reviewed the respective roles of the Board and Executive Director, including areas where those responsibilities overlap. She also reviewed the risk management areas overseen by the Board and staff and provided an overview of NEEA staff and the organization's governance and advisory structure.

Geoff Schiveley, NEEA staff reviewed the roles and responsibilities of nonprofit Boards and Board Members, including the duties of loyalty, obedience, and care. He also covered fiduciary responsibilities, compliance considerations, and Board Member liability risks and protections.

Yates reviewed the roles of Board Members and the Executive Director and noted that the Board had previously aligned on best practices for structuring Board conversations and discussions. Archuleta then reviewed those best practices and the Board's agreements related to decision-making.

Kyle Roadman led a discussion on navigating conflict and disagreement, including best practices for engaging in those conversations constructively.

There were no additional Board questions or decisions.

### **NEEA Financial Management**

Kyle Roadman, Finance and Audit Committee Chair provided an overview of the Finance and Audit Committee's primary responsibilities. He explained that the Committee conducts quarterly reviews and oversight of NEEA's financial performance, oversees development of the annual Operations Plan, and ensures appropriate oversight of the annual audit and Form 990 preparation.

Roadman said each quarter, the Board reviews financial results against the budget and updated annual forecast for core work, evaluates detailed expenditures across all work areas, reviews special project financial statements and contributions to financial reserves, and provides guidance on extra-regional and other ad hoc financial matters.

Kyle Burchard, NEEA staff, then provided an overview of the annual Operations Plan and reviewed examples of key financial reports that are provided in Board Meeting packets.

There were no additional Board decisions or actions.

### **Business Processes**

Virginia Mersereau and Becky Walker, NEEA staff reviewed NEEA's key management processes, including five-year business planning, annual operations planning, portfolio management, and the Initiative Lifecycle. Walker also reviewed NEEA's market transformation portfolio by Lifecycle phase and noted that staff would provide additional detail on the portfolio during the following day's Board Meeting.

Jeff Harris, NEEA staff reviewed the special projects process and the Board's role in providing oversight for special projects.

There were no Board decisions or actions.

### **Questions, Discussion, and Wrap Up**

Archuleta asked Board members if there were any additional areas where they would like follow-up from staff. There were no gaps identified for future Board discussion.

### **Orientation Adjourn**

Archuleta adjourned the public Board Orientation at 2:00 pm PT.



## Minutes

### NEEA Board Meeting

### March 12 and 13, 2026

Confluence Technology Center, Wenatchee, Washington

#### Member Attendance:

**Nicole Hydzik, Chris Johnson, Josh Mitchell, Debbie DePetris, Quentin Nesbitt, Mike Colgrove, Kellye Dundon, Whitney Jurenic, Gilbert Archuleta, Joe Fernandi, Brittany Broyles, Bonnie Rouse, Ruchi Sadhir, Elizabeth Osborne, Kyle Roadman, Eileen Quigley**

#### Member Absence: **Jamae Hilliard Creecy**

#### NEEA Staff attendance:

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

#### Public attendees:

Dan James, Bonneville Power Administration; Phillip Kelsven, Bonneville Power Administration; Shelley Pattison, Snohomish PUD; Tom Beierle, Ross Strategic; Emily Gilroy, Washington Utilities and Transportation Commission; Dan Koch and Charles Von Reis, Chelan PUD; Nora Wang Efram, New Buildings Institute

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## Thursday, March 12, 2026

### Welcome and Agenda Review

Gilbert Archuleta, Board Chair, opened the public Board Meeting at 2:30 pm PT with a quorum present. Archuleta reviewed NEEA's Mission and Purpose and Joe Fernandi, Board Vice Chair, reviewed NEEA's Board Norms.

### Executive Director Update

Becca Yates, NEEA staff, welcomed everyone to the Q1 2026 Board Meeting. She said as we begin the second year of Cycle 7, she wanted to share concrete examples of how NEEA is advancing efficiency. She said the electric portfolio strategy is currently centered around three key goals: expedite market interventions where possible to unlock energy savings sooner, advance the long-term pipeline of opportunities with focus on peak load reduction value, and learn where NEEA's work can support the distribution of benefits to all Northwest customers. She said for the Natural Gas portfolio, the strategy is centered around developing gas technology Market Transformation opportunities for the commercial market, developing dual-fuel system opportunities with a focus on total end-use efficiency, looking for areas and approaches that can become fuel-neutral to garner increased market attention, and pursuing opportunities in building codes and federal and state product standards.

Yates then provided an overview of the alliance's Advanced Heat Pump program and Advanced Commercial Water Heating program, including gas heat pumps and dual-fuel systems. She shared a video highlighting the dual-fuel systems at River Haven Multifamily. She said the dual-fuel water heating installation at River

Haven, a multi-family building run by Central City Concern in Portland, is a whole-system approach, and one of the goals in the field trial is to better validate where the switchover point is between electric and gas that maximizes efficiency for this multi-family building.

Yates provided an update on the Northwest Marketplace and said six utilities plan to customize this experience for their customers under a Pilot project with NEEA and Enervee. Some of these utilities are also exploring enablement of the Eco Finance tool available through Enervee. Enervee has established a new lending partnership with US Bank to support the Eco Finance option on their platform.

Yates provided an update on codes and standards work and shared additional outlook items for 2026. These included exploring emerging opportunities across multiple product groups, engaging manufacturers on voluntary specifications to encourage product innovation, publishing the 2025 Commercial Building Stock Assessment, recruiting for the first Motor System Stock Assessment, conducting research on factors affecting affordability and market adoption across different parts of the region, and advancing specially funded projects such as Whole Building, End-Use Load Flexibility, and End-Use Load Research.

Yates said that registration is currently open for Efficiency Exchange 2026, planned for May 5 – 6 in Boise, Idaho.

There were no Board actions or decisions.

**Action: NEEA staff will send the Board a link to the Low-Load Efficiency presentation.**

**Action: NEEA staff will send the Board instructions on how to sign up for the March NEEA 101 workshop.**

## Governance

- **Biennial Board Self-Assessment:** Elizabeth Osborne, Governance Committee Chair, said the most recent Board Self-Assessment was completed in 2024, so the next assessment will be in 2026. She said the Governance Committee is tasked with implementing the survey and during its Q1 meeting, the Committee reviewed three primary options for conducting the assessment. She reviewed the options and reported that the Committee recommends that the Board again use the BoardSource self-assessment tool this year. She said the tool is cost-effective, administered by a third party, and allows for comparing results from previous years. She said the Governance Committee also discussed potential approaches for facilitating the Board's review of the survey results and identifying any follow-up actions. She said the Committee will continue this conversation at its Q2 meeting and will provide the Board with an update on the proposed process in June. There were no questions from the Board.
- **2026 Board Officer Elections:** Osborne said the Governance Committee is also responsible for overseeing the biennial Board Officer elections and the next elections will be in December 2026. Osborne said the officer slate approved in December 2025 was intended to fill the remaining terms of positions that became vacant when a Board Officer left the Board. She informed the Board that the Executive Committee At-Large seat also became available due to a Board Member departure. She said the Governance Committee will discuss how to address the interim vacancy on the Executive Committee at its Q2 meeting.

Osborne asked Board Members to let her know if they are interested in serving as a Board Officer. She said the Governance Committee will review the list of interested Board Members during its Q4 Meeting, conduct interviews if needed, and develop a recommended slate to present to the

Executive Committee and the Board for election in December. There were no questions from the Board.

**Action: the Governance Committee will launch the 2026 Board Self-Assessment in April.**

## Finance

- **2026 Audit:** Kyle Roadman, Finance and Audit Committee Chair, reviewed the timeline and process for this year's audit. There were no questions from the Board.
- **Quarterly Financials:** Kyle Burchard, NEEA staff, said that NEEA's electric year-to-date actuals through Q4 2025 were \$36.3M compared to a budget of \$38.7M. He said Compensation and Benefits were -\$0.2M below budget due to hiring delays and staff vacancy, General and Administrative expenses were -\$0.5M below budget due primarily to deferred IT investments, travel, and delayed professional development, and program expenses were -\$1.7M below budget. He said the variance reflects staff vacancy, delays in G&A spending that will shift into 2026, and delays in program activity that will also shift into 2026. He then reviewed expenses by workstream.

Burchard said NEEA's natural gas actuals through Q4 2025 were \$5.3M compared to a budget of \$5.9M. He said compensation and benefits were -\$0.4M 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 +\$36K above budget and program utilization finished the quarter -\$0.2M below budget. He said the main drivers of the variance are related to staffing vacancy, underutilization, and delays in program work that staff expect to be completed in 2026. He then reviewed natural gas expenses by workstream.

## Executive

Archuleta said NEEA staff previously sent an email to Board Members asking them to consider adjusting the dates for the Q2 and Q3 Board Meetings. He said the recommendation is to move the Q2 Helena meeting to Tuesday, June 23 and Wednesday, June 24, and to move the Q3 Spokane meeting to Thursday, September 17 and Friday, September 18. He asked the Board if there were any questions or concerns with these changes. Hearing none, he called for a motion to approve.

*Motion: Elizabeth Osborne moved to approve moving the Q2 Board Meeting to Tuesday, June 23 – Wednesday, June 24 and the Q3 Board Meeting to Thursday, September 17 – Friday, September 18; Kellye Dundon seconded. The motion was unanimously approved by voice vote.*

## Board Meeting Adjourn

Archuleta adjourned the public Board Meeting at 4:00 pm PT.

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## Friday, March 13, 2026

### Welcome and Agenda Review

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

## Consent Agenda

Archuleta asked if there were any edits to the Q4 2025 Board Meeting Minutes. Hearing none, he called for a motion to approve the consent agenda.

*Motion: Eileen Quigley moved to approve the Q4 2025 Board Meeting Minutes; Kellye Dundon seconded. The motion was unanimously approved by voice vote.*

## Board Strategic Discussion – Data Centers

Mike Colgrove said the Q1 Board strategic discussion would focus on data centers. He noted that, as NEEA begins strategic planning next year, this will be an important topic for the organization to address. Colgrove said the purpose of these discussions is to help the Board explore key issues affecting the industry and look beyond near-term execution to consider strategic issues that could shape NEEA's next business cycle. He then invited Jeff Harris, NEEA staff to introduce the topic.

Harris reviewed the distribution of data centers across the United States and explained that large data centers now account for the majority of server loads. He also reviewed data centers located in the Northwest and the Northwest Power and Conservation Council load forecast for data centers. Harris discussed the potential relationship between data centers and load flexibility, including possible intervention points and strategies, and noted opportunities for community partnership.

Dan Koch and Charles VonReis from Chelan PUD joined the meeting to present a case study on Chelan PUD's partnership with Microsoft and its approach to managing large data center loads. VonReis explained Chelan PUD's framework for integrating large loads, including the use of tariff thresholds, tailored contracts, and a public process designed to ensure transparency and protect existing customers. The framework emphasizes that large-load customers must procure or bring their own power, with Chelan PUD serving as a facilitator rather than subsidizing supply.

The presenters also reviewed power procurement and infrastructure considerations, including options such as short-term wholesale purchases, customer-supplied energy, and negotiated contracts. They noted that large-load customers are responsible for funding required transmission and infrastructure upgrades to avoid shifting costs to other ratepayers.

Koch and VonReis discussed the challenges and limited opportunities associated with demand response for data centers, noting that high reliability requirements and business models often limit operational flexibility. They said Chelan PUD has established demand response targets and is exploring aggregation and islanding opportunities, particularly with cryptocurrency mining operations.

The presenters also described Chelan PUD's efforts to engage the public and Board early in the process to address concerns related to hydropower allocation and rate impacts. They said the utility's guiding principles prioritize neutrality or benefits for existing customers, local control, and compliance with state laws.

Koch highlighted Chelan PUD's exploration of new energy resources, including partnerships related to fusion and enhanced geothermal projects, to support future large loads and maintain resource adequacy.

## Board Discussion – Data Centers

Tom Beierle from Ross Strategic led a Board discussion on how Board Member organizations are preparing for anticipated load growth from data centers. The discussion focused on what utilities would like to include in their energy efficiency and load flexibility toolkit for data centers, whether there is a role for

market transformation and/or a regional approach to support utilities and the grid as large new loads come online, and reflections for Cycle 8.

The Board discussed utility planning and policy development efforts, including the creation of large-load tariffs, integrated resource planning processes, and policies intended to ensure that new data centers pay for required infrastructure and do not shift costs to existing customers. Several utilities described requiring contracts and no-harm analyses for large-load customers, while others noted that policy development efforts are currently paused pending legislative outcomes.

Board Members also discussed energy efficiency and demand response programs for data centers and community environmental considerations, including concerns related to water use, environmental impacts, equity, and affordability. Some utilities and states are exploring opportunities for data centers to contribute to local energy efficiency efforts and community benefits.

The Board expressed interest in development of energy code provisions, collection of data and best practices for baseline development, development of additional performance metrics, and opportunities for efficiency and load flexibility both at the data center and in the surrounding communities to offset impacts on the grid.

NEEA staff will incorporate the feedback from the discussion and report back to the Board with any future recommendations regarding NEEA's potential role related to data centers.

### **Public Comment**

Lauren McCloy from the Northwest Energy Coalition provided public comment on the challenges data centers present for regional energy goals, emphasizing the importance of transparency, community benefits, and energy efficiency. She encouraged NEEA to support policymakers and help define efficiency metrics for data centers.

### **Board Meeting Wrap-up**

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

### **Board Meeting Adjourn**

Archuleta adjourned the public Board Meeting at 11:25 am PT.

# Memorandum

June 4, 2026

TO: NEEA Board of Directors

FROM: Jeff Harris, Chief Transformation Officer  
Peter Christeleit, Senior Manager, Corporate Strategy & Stakeholder Relations

SUBJECT: Strategic Topic: Data Center Update

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**Ask:** For information and discussion; recommended next steps.

**Board discussion summary:**

At the Q1 2026 Board meeting, the Board heard presentations on the impacts of data centers on the Northwest grid from NEEA staff and from Chelan PUD. The Board also engaged in a facilitated roundtable discussion about their own experience with data centers as well as potential efficiency opportunities and possible roles for NEEA and the alliance.

Some high-level takeaways from the presentations and discussion included:

- Many Board members are currently engaged in discussions with data centers, working on policies, or are likely to be impacted directly or indirectly by data center build-out in the region.
- There appears to be unlimited demand for the services supported by data centers, in particular artificial intelligence which is driving the majority of the build-out.
- The impact on the grid is significant even if some of the forecasted build-out does not materialize.
- Policies at the state and local level are moving towards ensuring that data centers do not place economic burdens on other customer groups and do not exacerbate affordability issues.
- State policies are also impacting utility responses to data center build-out and utility considerations, such as what types of fuels can be used for backup power.
- The highly competitive nature of the data center industry as well as the urgency to get connected are barriers to engaging data center developers and influencing design or operational efficiency.

The Board discussion highlighted some areas of potential for efficiency and load flexibility:

- Support development of data center specific energy codes.
- Collect data and conduct analysis to establish baselines for data center efficiency measures in support of utility program interventions.
- Develop additional performance metrics related to server processing efficiency and increase data transparency.
- Create visibility for and/or develop best practices for design and operation.
- Explore load flexibility opportunities both at the data center and in the surrounding community level that could facilitate new data center siting and offset community impacts.
- Create common messaging for customers of utilities serving data center energy needs.

Next Steps:

There is some limited interest from the Board in NEEA exploring potential energy efficiency opportunities in the data center space, and staff appreciate the forthright feedback from Board members. Generally, the

potential areas of work discussed during the meeting fall within the bounds of NEEA's existing business model, for example working with energy code agencies to develop appropriate provisions for data centers. Because data center technology is advancing rapidly, NEEA's emerging technology group is probably the best suited to explore and assess the opportunities for NEEA to intervene. As with all new opportunities, work on data centers will need to be evaluated in comparison to other portfolio opportunities and priorities with resources allocated accordingly.

Some examples of how data centers can be integrated into our existing business processes:

- Scanning for specific opportunities (more efficiency technologies, metrics, etc.). If any are identified as promising, those would move through NEEA's portfolio development process (opportunity evaluation, savings timing and magnitude, weighing resources against opportunity cost, etc.) to be evaluated for further investment. While any potential opportunities would likely be marginal to the full power and energy demand that is built out in the region, the sheer magnitude of the opportunity (marginal impacts could potentially be in the order of at least 10s to 100s of MW) could make this worthy of further exploration. However, there are significant challenges that could make achieving this opportunity difficult or costly (access to data, speed of change, confluence with policy activities at the state level, willingness of market actors to engage, etc.).
- Working with partners and stakeholders to explore and assess a process to develop appropriate baselines for current practice in data center equipment and design in support of utility efficiency programs.
- Engaging with regional and national partners also working in data centers and identifying opportunities for collaboration where our work can leverage support from other organizations.

Updates will be communicated back to the Board via Executive Director Updates as appropriate and relevant.



# Memorandum

June 4, 2026

TO: NEEA Board of Directors

FROM: Becca Yates, Executive Director

SUBJECT: 2026 NEEA Board Officer Elections

**Our Ask:** For information and opportunity for questions.

## Updates:

### *Executive Committee Vacancy*

Right before the Q1 NEEA Board meeting, Clay Monroe resigned from his position at PacifiCorp and stepped down from NEEA's Board. Clay had been elected into the at-large seat of the Executive Committee at the Q4 2025 Board meeting to fulfill this seat for the remainder of 2026, a vacancy that had resulted from another departure from NEEA's Board in the Spring of 2025.

The Governance and Executive Committee(s) discussed the current Executive Committee vacancy and recommends leaving the seat open until December 2026, when it can be filled as part of the regularly scheduled Board Officer and Executive Committee elections.

### *Criteria for Board Officer Candidate Interviews*

During its Q1 meeting, the Governance Committee asked whether interviews are required for Board Officer positions. NEEA staff informed the Committee that interviews are optional and not required as part of the process.

During its Q2 meeting, the Governance Committee discussed criteria for interviewing Board Members interested in officer positions or the at-large seat on the Executive Committee. The Committee agreed that interviews will be conducted for the Board Chair and Vice Chair seats and for other seats if more than one Board Member expresses interest. The Committee will develop a set of interview questions and evaluation criteria after it reviews the list of interviews that are needed

## 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 2026 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

<b>Current Officers</b>	<b>Member</b>	<b>Member Company</b>
At Large	Vacant	Vacant

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, 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 directly 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.

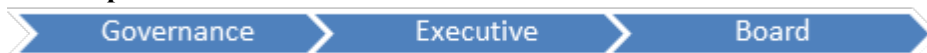
Here is an outline of next steps and timeline for reviewing the Executive Committee slate using the established process, not assuming an interim seat placement:

<b>Date</b>	<b>Governance Committee Action Items</b>
Q1 Board Meeting	Review the process and timeline with the Board - completed
Q2 GC Meeting	Consider under what circumstances the GC will conduct candidate interviews - completed
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



## CONFLICT OF INTEREST POLICY

### Review process:



### Background and Underlying Philosophy:

It is in NEEA's best interests to be aware of and properly manage all conflicts of interest and appearances of a conflict of interest to further NEEA's best practices and for compliance with applicable law. NEEA's Conflict of Interest Policy (this "Policy") is designed to help NEEA Board members and NEEA staff identify situations that present actual or potential conflicts of interest and outline disclosure requirements, processes, and procedures to help mitigate related risk and remediate situations where a Conflict of Interest is determined to exist. This Policy endeavors to further NEEA's goals of accountability, fairness, and transparency in NEEA's operations. This Policy is intended to supplement but not replace any applicable state and federal laws governing conflicts of interest applicable to nonprofit associations, including those that may apply to NEEA

## 1. DEFINITIONS

- a. An "Interested Person" is an officer, employee, member of the Board of Directors of NEEA, or anyone else who is in a position of authority with NEEA, as well as any Family Member of NEEA officers, employees or Board members; entities which are more than 35% owned, directly or indirectly, individually or collectively, by one or more NEEA officers, directors, or employees; and other entities (excluding §501(c) tax-exempt organizations) of which a NEEA officer, director or employee serves in a position of influence (e.g., as an officer, director, or key employee).<sup>1</sup>
- b. A "Family Member" includes an Interested Person's spouse, ancestors, siblings (whether whole or half-blood), children (whether natural or adopted), grandchildren, great-grandchildren, and spouses of brothers, sisters, children, grandchildren, and great-grandchildren.
- c. A "Material Financial Interest" is a financial interest of any kind, direct or indirect, which, in view of all the circumstances, is substantial enough that it reasonably could affect an Interested Person's judgment with respect to a Transaction in which NEEA is involved or which affects NEEA.<sup>2</sup>
- d. A "Transaction" is any agreement or relationship involving an interest in any sales, purchases, transfers, leasing arrangements, licensing arrangements, guarantees, performance of service contracts, joint ventures, or other business transactions since the beginning of the current fiscal year to which NEEA was, or is to be, a party, including the providing or receipt of a loan or grant, the establishment of any financial relationship, or the exercise of control over another organization.
- e. A "Conflict of Interest" exists when an Interested Person has a Material Financial Interest in a Transaction in which NEEA is involved, or to which NEEA is to be a party in the future, or which otherwise affects NEEA.
- f. The Board recognizes that this Policy may not describe all Transactions or matters in which an Interested Person or an individual or business closely connected

<sup>1</sup> "Interested Persons" also include (1) former officers and key employees ("former" meaning the past five years) if they receive compensation for the current year in an amount greater than \$100,000, and (2) former Directors if they receive compensation for the current year in an amount greater than \$10,000.

<sup>2</sup> A material interest is defined as anything over 2 percent of the total dollar amount to be voted upon in the case of a transaction in which a NEEA board member is involved.

with an Interested Person may engage in a Transaction or other matter with NEEA that creates divided loyalties or the possibility or perception of a conflict of interest or of unfair advantage to the other party. In such cases, the Board Chair or Board shall determine whether the Transaction is a Conflict of Interest under this Policy or should otherwise be scrutinized as set forth in this Policy.

## 2. EXAMPLES

The following examples are not exhaustive but are intended to illustrate the application of this Policy.

- a. A Conflict of Interest occurs in any of the following when an Interested Person:
  1. is a party to a contract with NEEA.
  2. has a Material Financial Interest in an entity which competes with NEEA.
  3. has a Material Financial Interest in an entity which is engaging in a Transaction with NEEA.
- b. A Conflict of Interest does not occur when an Interested Person is simply an employee of an entity which funds NEEA.
- c. A Conflict of Interest occurs when an Interested Person accepts any gift or entertainment with a value over \$50.00 USD from an individual or entity involved in a Transaction with NEEA.
- d. A Conflict of Interest occurs when a Board Member, or the Board Member's organization, directly benefits from a vote where they, or their organization, receives monies that are over two percent (2%) of the total amount to be voted upon.

It may not always be clear if a Conflict of Interest exists. Any situation which creates an actual or potential of a Conflict of Interest should be disclosed pursuant to the procedures outlined below.

## 3. PROCEDURES

- a. An Interested Person must promptly and fully disclose all material facts of every actual or potential Conflict of Interest at such time as it arises, including annually pursuant to this Policy. NEEA staff Conflict of Interest disclosures are collected and evaluated by NEEA for Conflict of Interest and upleveted as needed to NEEA's Board Chair or Board for formal Conflict of Interest determination. NEEA's Board disclosures are collected and evaluated by NEEA for Conflict of Interest and upleveted as needed to NEEA's Board Chair or Board pursuant to this Policy for formal Conflict of Interest determination.
- b. An Interested Person who is NEEA staff that has a Conflict of Interest as determined pursuant to this Policy may not be involved in the selection, award, or administration of any NEEA contract, or involved in any related Transaction. NEEA staffs' questions about NEEA's Conflict of Interest Policy or compliance standards should be directed to NEEA's Human Resources Department, Legal Department, Executive Director, Board Chair, or Board. All material facts regarding NEEA staffs' Conflict of Interest disclosures shall be retained by NEEA. NEEA staff will also engage in reasonable efforts to mitigate risk and take remedial steps to address and minimize any potential conflict not rising to an actual Conflict of Interest.
- c. An Interested Person who is a Board officer or director that has a Conflict of Interest shall not participate in or hear the Board or Committee discussion of the Transaction except to disclose facts and answer questions. Such Interested Person shall not attempt to exert the Interested Person's personal influence regarding the Transaction at any time. All material facts regarding the Conflict of Interest shall be recorded in the minutes of Board or Committee at any such meeting.
- d. An Interested Person who is a Board director that has a Conflict of Interest shall not be counted for

purposes of determining a quorum with respect to a Board or Committee vote regarding the Transaction and shall not vote on the Transaction or be present when the vote is taken. The Committee or Board shall document its decision by keeping written records of the terms of the Transaction, the Board members present during deliberations on the Transaction, the results of any vote, and to what extent the Interested Person was excluded from Board deliberations. All material facts regarding the Conflict of Interest shall be recorded in the minutes of Board or Committee at any such meeting.

- e. If it is not clear whether a Conflict of Interest exists, the Interested Person shall disclose all material facts pertaining to the potential Conflict of Interest to NEEA staff, NEEA's Board Chair, or NEEA's Board, and NEEA's Board Chair shall have the sole authority to determine whether a Conflict of Interest exists or may delegate this decision for a vote of the Board.
- f. NEEA staff, NEEA's Board Chair, and NEEA's Board shall exercise due diligence when evaluating any disclosure related to a Conflict of Interest, which may include investigating and proposing alternatives to the Transaction that present no actual or potential Conflict of Interest, to determine whether the Transaction is in NEEA's best interest, for its own benefit, and whether it is fair and reasonable to NEEA.

#### 4. REVIEW

- a. Each NEEA director and employee shall review this Policy and acknowledge in writing that each NEEA director and employee has done so and agrees to abide by it.
- b. Each NEEA director and employee shall complete a disclosure form annually identifying any position they or their Family Member holds, or any Transaction in which they, or their Family Member is involved as an Interested Person, which could constitute or lead to a potential or actual Conflict of Interest. Such disclosure shall be confidential, and shall be made available only to NEEA staff on an "as needed" basis, NEEA's Executive Director, NEEA's Board Chair, and NEEA's Board as necessary to implement this Policy. This confidentiality provision shall not limit the material facts pertaining to an actual Conflict of Interest being recorded in the minutes of a meeting pursuant to Sections 3b-c above or otherwise to effectuate this Policy.

#### Review Schedule:

The Board reviews this Policy during the first year of the funding cycle, or at other times as needed as determined by the Board.

<b>HISTORY</b>			
<b>Source</b>	<b>Date</b>	<b>Action/Notes</b>	<b>Next Review Date</b>
Board Decision	August 28, 2008	Adopted	As needed
Governance Committee	September 17, 2009	Reviewed. Recommended for Board approval.	As needed
Board Decision	October 15, 2009	Amended.	As needed
Finance & Audit Committee	May 21, 2015	Reviewed. Recommended for Board approval.	2016
Board Decision	June 2, 2015	Reviewed and approved.	2016
Governance Committee	November 3, 2015	Recommended Board approval.	2020
Executive Committee	November 19, 2015	Recommended Board	Q2 2020

<b>HISTORY</b>			
<b>Source</b>	<b>Date</b>	<b>Action/Notes</b>	<b>Next Review Date</b>
		approval.	
Board Decision	December 3, 2015	Board approval.	Q2 2020
Governance Committee	January 23, 2020	Recommended Board approval.	Q2 2025
Executive Committee	February 20, 2020	Recommended Board approval.	Q2 2025
Board Decision	March 24, 2020	Board approval.	Q2 2025
Governance Committee	February 18, 2025	Reviewed. Recommended for Board approval.	Q2 2030
Executive Committee	February 20, 2025	Reviewed. Recommended for Board approval.	Q2 2030
Board Decision	March 11, 2025	Board approval.	Q2 2030

*Referenced in: Financial Management Policies*

**NEEA CONFLICT OF INTEREST POLICY - DISCLOSURE FORM**

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Position with NEEA: \_\_\_\_\_

I certify that I have reviewed and agree to abide by the NEEA Conflict of Interest Policy, and understand the defined terms used in this disclosure form.

Please describe below any position you hold, paid or unpaid, or which any Family Member holds, which could constitute or lead to a Conflict of Interest:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Please describe below any Transactions in which you or any Family Member has a Material Financial Interest, which could constitute or lead to a Conflict of Interest:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Please identify fellow NEEA officers, directors, or key employees with which you have a family or business relationship:

Family relationship(s): \_\_\_\_\_

Business relationship(s): \_\_\_\_\_

I certify that the above information is true and complete to the best of my knowledge.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# Memorandum

June 4, 2026



To: NEEA Board of Directors

From: Becca Yates, NEEA Executive Director

Subject: 2026 Leadership in Energy Efficiency Awards – Ad Hoc Board Committee

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**Our Ask:** We invite Board members to volunteer for the 2026 Leadership in Energy Efficiency Awards Ad Hoc Committee. Committee members will serve as judges and review nominations in late September/Early October.

**Background:** In an ongoing effort to enhance collaboration within the region, NEEA recognizes individuals and teams for their outstanding leadership and contributions to energy efficiency.

**Event Logistics:** The 2026 award ceremony will be held as a breakfast session, rather than a luncheon. The event will take place on **Friday, December 4, from approximately 9 – 10:30 a.m.**, kicking off the second day of the Annual Board meeting.

The ceremony will be held at AVENUE, located just blocks from NEEA's offices.

NEEA staff will solicit award nominations from **August 3 – September 18, 2026.**

The Ad Hoc Board Committee panel of judges (to be selected no later than the September Board meeting) will then review the nominations using the following criteria:

- **Leadership in Energy Efficiency Award for Innovative Collaboration:** This award recognizes outstanding achievement by individuals, groups, and/or organizations in creating, using or promoting innovative solutions to collaborate that help the region achieve more energy efficiency. The recipient of this award demonstrates the following characteristics:
  - Places regional or team goals above personal goals.
  - Demonstrates innovative problem solving - seizes an opportunity that delivers value or satisfies an existing need more effectively than alternative technologies or solutions.
  - Creates team environment, is respectful of differences, solicits multiple viewpoints, builds consensus, shares knowledge and promotes knowledge sharing, maintains positive attitude, effectively engages team.
  - Drives new ideas and welcomes new team members or groups.
- **Leadership in Energy Efficiency Rising Star Award:** This award recognizes an emerging leader in energy efficiency whose record reflects ongoing and exceptional growth in contribution to the industry. The recipient is a dynamic individual who brings talent, drive and creativity to the field and demonstrates strong leadership qualities. They are just beginning their energy efficiency journey, with 5 years or less experience in the industry and have demonstrated a commitment to advancing the future of energy efficiency. There is no age definition for the recipient of this award.

- **Tom Eckman Leadership in Energy Efficiency Lifetime Achievement Award:** Named after its first recipient, this award recognizes the outstanding achievement of an individual whose career has greatly contributed to the advancement of energy efficiency in the Northwest.
- **Chairperson's Award:** This award recognizes individuals who have uniquely contributed to the success of the Northwest Energy Efficiency Alliance. The winner will be decided by NEEA's Board Chair and Executive Director annually.

**Timing:** The award process is aligned with the Board meeting schedule.

- **August 3:** Nominations open
- **September 18:** Nominations close
  - *Note: September Board meeting takes place on 9/17 - 09/18*
- **October (TBD):** Ad Hoc Committee meeting held, award recipients selected
- **December 4 (9 – 10:30 a.m.):** Award ceremony breakfast held



## Memorandum – *Informational Update*

June 4, 2026

TO: Board of Directors

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

SUBJECT: Update on recent committee meetings (Q1 / Q2 2026)

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**Our Ask of You:** Please review the memo and bring any questions, recommendations, feedback, or concerns to the upcoming Board meeting, or contact NEEA staff listed below.

### **Regional Portfolio Advisory Committee (RPAC):**

At the Q2 May 19, 2026 meeting committee members heard a portfolio update, discussed highlights from the Heat Pump Water Heater Market Progress Report, engaged in elections for the proposed 2026 Heat Pump Water (HPWH) marketing campaign, and received an update about program expansions. Committee members participated in a round robin update as well as a discussion around the Efficient Fans Program to refresh committee knowledge about the program, which is currently in Program Development, in preparation for the planned Q3 milestone vote.

At the Q1 RPAC meeting (held in Olympia) February 10, 2026, committee members heard a portfolio update, discussed the Hot Water Innovation Prize, and reviewed Heat Pump Water Heater marketing campaign 2025 results and plans for 2026. Committee members participated in a round robin update and had an initial discussion about Efficient Fans Program in preparation for the planned Q3 milestone vote.

Recent and upcoming meeting notes, slides and agenda packets are available on [neea.org](http://neea.org) [here](#).

### **Natural Gas Advisory Committee (NGAC):**

The Q2 meeting was held on June 2, 2026, and included a portfolio update, quarterly highlights from the portfolio progress report, and a proposal and discussion on how to handle program expansions. Committee members participated in a round robin update with a special request to share new initiatives or adjustments/plans related to affordability.

The Q1 meeting was held on March 3, 2026 and covered portfolio updates, including a look back on 2025, focus areas for 2026 and quarterly highlights from the portfolio progress report, including an overview of the new quarterly progress report format. Additional topics included an emerging portfolio opportunity in Luminaire Level Lighting Controls + HVAC, a committee round robin, and dual-fuel work group updates.

Recent and upcoming meeting notes, slides and agenda packets are available on [neea.org](http://neea.org) [here](#).

### **Commercial & Industrial Coordinating Committee (CICC):**

In the Q2 2026 CICC meeting on May 27, the Committee focused on the Luminaire Level Lighting Controls (LLLC) regional priority topic and engaged in a panel discussion on LLLC education. The panelists were committee

members from Energy Trust, Seattle City Light, and Snohomish PUD. Committee members and NEEA Program Managers also shared organizational and programmatic updates during the Regional Roundtable.

Recent and upcoming meeting notes, slides and agenda packets are available on neea.org [here](#).

#### **Residential Coordinating Committee (RCC):**

At the Q2 2026 RCC meeting on June 16, the Committee will engage in a discussion on NW Heat Pump Symposium results roll out for addressing minimizing supplemental heat with consumers, installers, and manufacturers as part of the regional priority topic for Advanced Heat Pumps facilitated by Sr. Program Manager, Suzi Asmus. Committee members and NEEA Program Managers will also share organizational and programmatic updates during the Regional Roundtable.

Recent & upcoming meeting notes, slides and agenda packets are available on neea.org [here](#).

#### **Regional Emerging Technology Advisory Committee (RETAC):**

At the Q1 2026 RETAC meeting on March 11, Keshmira McVey, Engineer with BPA, presented BPA's research on industrial dairies and the efficiency opportunities they offer the region. Then Cheryn Metzger and Hayden Reeve with the Pacific Northwest National Laboratory (PNNL) presented the history of PNNL's efficiency efforts and their current research portfolio. Finally, the meeting included a round robin for members to share their research priorities.

The Q2 meeting is scheduled for June 17, 2026.

Recent & upcoming meeting notes, slides and agenda packets are available on neea.org [here](#).

#### **Cost-Effectiveness & Evaluation Advisory Committee (CEAC):**

The Q2 2026 CEAC meeting was held on April 23, 2026. During this meeting, staff provided an annual overview of NEEA's Market Transformation framework, including approaches to market transformation value, benefit-cost calculations, and portfolio-level savings reporting. The committee also reviewed a series of market progress "market stories" highlighting 2025 progress in Luminaire Level Lighting Controls (LLLC), the Retail Products Portfolio, Reduced Wattage Lamp Replacement, Extended Motor Products (Pumps), and Heat Pump Water Heaters (HPWH). Staff shared updates on Market Research and Evaluation (MRE) activities included in the quarterly newsletter and reviewed recent updates to key inputs and assumptions affecting savings and cost-effectiveness calculations, including updates related to residential and commercial building energy codes, retail products, High Performance HVAC, HPWH, and indirect gas savings. The meeting also included an overview of NEEA's 2025 portfolio performance, including electric and natural gas savings estimates, benefit-cost assessment results, avoided carbon emissions, and peak capacity savings, along with committee discussion and questions regarding annual reporting assumptions and methodologies.

Recent & upcoming meeting notes, slides and agenda packets are available on neea.org [here](#)



# Memorandum

June 4, 2026

TO: NEEA Board of Directors

FROM: Peter Christeleit, Senior Manager, Corporate Strategy & Stakeholder Relations  
Virginia Mersereau, Vice President, Corporate Strategy, Relationships & Communication

SUBJECT: Planned 2026 Stakeholder Satisfaction Survey

**Our Ask:** Please review and bring any questions to the Q2 Board meeting or contact Virginia Mersereau at [vmersereau@neea.org](mailto:vmersereau@neea.org).

## Need to Know:

In October, 2026, NEEA is planning to launch an **online stakeholder satisfaction survey**, similar to the survey that was completed in 2024. The survey will seek feedback on funders/stakeholders' experience with NEEA's work, committees/forums and staff engagements (see additional detail below). NEEA staff will send the survey to all current participants in alliance committees and work. If requested, NEEA can provide the list to Board members for their input prior to the survey launch date.

## Survey Details:

The last time NEEA conducted a formal stakeholder satisfaction survey was in 2024. To assess the current perception of NEEA's performance with stakeholders, staff are preparing to launch another stakeholder satisfaction survey in October 2026. Survey results, insights and an action plan to address the results (if needed) will be shared with the Board at its Q1 meeting in 2026.

## Research Goals:

- Benchmark stakeholder satisfaction of the alliance's work and engagements with NEEA staff and Northwest stakeholder forums against previous survey findings.
- Gain insights that can be put into action to improve stakeholders' experience with NEEA.
- Understand where regional collaboration and work are excelling and where there are opportunities for improvement and/or new approaches.

## Categories of Survey Recipients:

- Board members (~20 people)
- Members of the Regional Portfolio Advisory Committee and Natural Gas Advisory Committee as well as members of the marketing group that joins RPAC+ discussions (~30 people).
- Members of the Cost-Effectiveness Advisory Committee (~12 people)
- Members of the Regional Emerging Technology Advisory Committee (~12 people)
- Coordinating Committee members (~40 people)

- Workgroup and steering committee members (e.g., End Use Load Research, building stock assessments, etc.) (~45 members)
- Special Projects Steering Committees (~12)
- Others as requested by the Board.

#### Proposed Timeline:

- Q2 Board meeting (June 23-24): Share Stakeholder Engagement Survey Plan + Questions with the Board
- June-Sept: Notifications in committee meetings that survey is coming
- Week of September 28: Link to online survey sent to stakeholders
- Survey Period: 2-3 Reminders sent to respondents.
- Week of October 26: Survey period is closed.
- Early January: Results shared with internal team/ key staff.
- Feb 2027: Action plan developed based on survey results.
- February 2027: Exec Committee review of survey results, insights and potential actions
- February 2027: RPAC/NGAC review
- March 2027: Board presentation

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#### Proposed Questions [note: these questions are identical to the 2024 stakeholder satisfaction survey to enable longitudinal comparison]

1. In the past year, did you participate in any alliance forums, such as the NEEA Board, any NEEA workgroups, or any NEEA committees?

**[Required question. If Yes, triggers Q2 and Tier 2 questions later in the survey.]**

2. Which of the following forums were you involved with in 2023: (Check all that apply)
  - Cost Effectiveness and Evaluation Advisory Committee (CEAC)
  - End Use Load Research (EULR)
  - Commercial and Industrial Coordinating Committee (CICC)
  - Natural Gas Advisory Committee (NGAC)
  - NEEA Board
  - Residential Coordinating Committee (RCC)
  - Regional Building Stock Assessment (RBSA) Working Group
  - Regional Emerging Technology Advisory Committee (RETAC)
  - Regional Portfolio Advisory Committee (RPAC)
  - Whole Buildings Steering Committee
  - End Use Load Flex Steering Committee
  - Other [If Other is selected, triggers open response to name other forum(s).]
3. During the last year, about how often did you do NEEA-related work, such as reading meeting materials, attending meetings, reading newsletters, etc.?
4. During the last year, about how often did you engage in the following alliance activities?
  - Read a NEEA newsletter or corporate email (versus direct communications with NEEA staff)

- Visited neea.org
  - Attended a committee meeting
  - Visited NEEA's Portal
  - Worked directly with NEEA staff
5. How would you prefer to receive information about NEEA's programs and other activities?
6. How strongly do you agree with the following statements about NEEA's website (neea.org)?
- neea.org is a valuable source of information.
  - I can easily find the information I need on neea.org.
7. How valuable are the following alliance activities to your organization? (scale of 1-5)
- Programs
  - Building Stock Assessments
  - Emerging Technology Reports
  - Codes and Standards Reports
  - Market Research Insights and Data
  - Convening and Collaborating (regional meetings and events)
8. How strongly do you agree with the following statements?

The alliance:

- Provides my organization with excellent value
  - Provides services that meet my organization's needs
  - Conducts activities that do not compete with my organization
  - Provides Market Transformation services that are well-differentiated from my organization's energy efficiency services
  - Moves at an appropriate pace on its programs and initiatives
  - Provides an effective means for utilities/program administrators to collaborate with each other
9. How confident are you in the alliances' ability to help meet the future energy efficiency needs of your organization?
10. How likely would you be to speak positively about the alliance?
11. Overall, how satisfied are you with the alliance?

**The next few questions are about NEEA staff. Please answer based on your direct experiences with NEEA staff during the past year.**

12. Please rate your agreement with the following statements. NEEA staff:
- Is committed to working with me
  - Treats me with respect
  - Leads regional collaboration effectively
  - Understands my organization's energy efficiency programs and goals
  - Follows through on alliance decisions
  - Understands the market conditions in my local territory

- Listens to my needs
- Is responsive to my requests
- Provides me with the information I need to make effective decisions
- Addresses issues or risks as they arise
- Values my input

13. Overall, how satisfied are you with your interactions with NEEA staff?

14. What value does NEEA provide to you or your organization? What is least valuable to you or your organization? (open-ended question)

15. What could NEEA improve? (open-ended question)

16. How long have you been directly participating in alliance activities? (# of years)

17. Where is your organization's headquarters? (ID, MT, OR, WA)

**[Tier 2 Questions for Committee Participants Only Based on their Answer to Q1:]**

18. How strongly do you agree with the following statements about NEEA forums, including committees, workgroups, the board, etc.? (Select one per row.)

	<b>Strongly disagree</b>	<b>Somewhat disagree</b>	<b>Neither agree nor disagree</b>	<b>Somewhat agree</b>	<b>Strongly agree</b>	<b>Not sure</b>
a. Each forum I participate in has a clear purpose.						
b. Hybrid meetings I attended were effective.						
c. Meeting materials from NEEA staff (such as meeting packets, slide decks and notes) clearly communicated information needed for the forum's work.						
d. Communication between meetings was sufficient for me to stay informed.						
e. Forum participation required an acceptable amount of effort.						
f. Forum meetings raised my awareness of other organizations' activities.						
g. Forum meetings enabled me to pursue opportunities to collaborate on regional energy efficiency efforts.						
h. Forum meetings were a good use of my time.						

19. Please rate your satisfaction with the committee meetings you participated over the last year. (Select one per row.)

	<b>Extremely dissatisfied</b>	<b>Somewhat dissatisfied</b>	<b>Neither satisfied nor dissatisfied</b>	<b>Somewhat satisfied</b>	<b>Extremely satisfied</b>	<b>Not sure</b>
a. Meeting format						
b. Meeting facilitation						
c. Meeting frequency						
d. Meeting length						

20. What are any challenges or opportunities for improvement with NEEA forums, including content, organization, structure, frequency, additional needs they could address, etc.?

21. What are any successes or areas of strength with NEEA forums?

22. What do you value most about NEEA's coordinating committees?