NEEA Board of Directors Meeting

Q3 2026 | September 17 - 18

Q3 2026 NEEA Board Meeting

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

DATE/TIME:	Thursday, September 17, 12:00 – 5:00 pm PT Friday, September 18, 8:30 am – Noon PT
LOCATION:	**Davenport Grand – Terrace Room West** 333 W Spokane Falls Blvd, Spokane, WA 99201
ATTENDEES:	Board Members, NEEA Staff and the Public
WEBINAR:	

Microsoft Teams meeting
Join: https://teams.microsoft.com/meet/252451644374631?p=DQECwdeivZvi85pNh4
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Note: all times listed are Pacific Time (PT)

Agenda – Thursday, September 17

		Page
12:00 pm	**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**	
12:10 pm	**Board Consent Agenda** – Gilbert Archuleta, Board Chair Q2 2026 Board Meeting Minutes ***Motion: approve the consent agenda.***	38
12:15 pm	**Executive Director Update** – Becca Yates, NEEA staff	11

12:45 pm	**Strategic Planning Committee** NEEA staff **Updates** 1. Cycle 8 Strategic Planning Facilitation – Virginia Mersereau, NEEA staff 2. Update on Dual-Fuel Technologies – Jeff Harris, NEEA staff 3. Update on End-Use Load Flexibility – Jeff Harris, NEEA staff ***Outcome: updates and opportunity for questions.***	
1:00 pm	**Board Strategic Discussion** **Board Strategic Discussion – E3 Report Phase II Presentation –** Arne Olson Long-term pathways to ensure resource adequacy of the Northwest grid ***Outcome: Presentation on study results.***	**16**
2:00 pm	**BREAK**	
2:15 pm	**Strategic Planning Committee (continued)** Discussion: E3 Report Phase II discussion -- Tom Beierle, Ross Strategic ***Outcome: Board discussion.***	
3:15 pm	**Public Board Meeting Adjourns** – Gilbert Archuleta, Board Chair	
3:30 pm	**Executive Session –** contract negotiations, personnel, confidential information	
5:00 pm	**Executive Session Adjourns** – Gilbert Archuleta, Board Chair	

Agenda – Friday, September 18

Time	Item	Page
8:30 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**	--
8:40 am	**Commercial Building Stock Assessment** – Mike Psaris, NEEA staff ***Outcome: Presentation to share the Commercial Building Stock Assessment final data, reports, and opportunity for questions.***	
9:40 am	**Governance** 1. **9:40 am 2026 Board Officer Elections** Elizabeth Osborne, Governance Committee Chair ***Outcome: review process and timeline, call for interest.*** 2. **9:50 am Public Interest Seat and 2026 Board Self-Assessment** Elizabeth Osborne, Governance Committee Chair ***Outcome: inform and review Self-Assessment results.***	19
10:20 am	**BREAK**	
10:30 am	**Governance (continued)** **2026 Board Self-Assessment – facilitated discussions and report out --** Tom Beierle, Ross Strategic ***Outcome: discuss key themes, identify actions, and report-out to the Board.***	
11:30 am	**Finance** 1. **11:30 am Draft Form 990 and 403(b) Audit** Kyle Roadman, Finance and Audit Committee Chair Nathan Stamets/Stephen Aiken, Aprio ***Outcome: review and opportunity for questions.*** 2. **11:40 pm Quarterly Financials** Kyle Roadman, Finance and Audit Committee Chair; Becky Walker, NEEA staff ***Outcome: review quarterly financials.***	25

12:00 pm	**Executive** **2027 Amended Board Meeting Dates** Gilbert Archuleta, Board Chair ***Outcome: approve revised 2027 Board Meeting dates to accommodate Cycle 8 Strategic Planning Workshops.***	**52**
12:10 pm	**Opportunity For Public Comment** – Gilbert Archuleta, Board Chair	
12:15 pm	**Next Steps, Action Item Review, Meeting Feedback, Input on Future Agenda Topics, Closing Remarks** – Gilbert Archuleta, Board Chair	
12:20 pm	**Public Board Meeting Adjourns** – Gilbert Archuleta, Board Chair	

To-go lunch boxes available

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

2026 Board Meetings	Location	Day	Date
Q1 Board Orientation (Noon - 5 pm)	Wenatchee, WA	Thursday	Mar 12, 2026
Q1 Board Meeting - (8 am - Noon)	Wenatchee, WA	Friday	Mar 13, 2026
Q2 Board Meeting - Day 1 (Noon - 5 pm)	Helena, Montana	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 will vote on these amended dates in September 2026

Amended 2027 Board Meetings	Location	Day	Date
Q1 Cycle 8 Strategic Planning Workshop (8 am - 5 pm)	Seattle, WA	Wednesday	March 10, 2027
Board Orientation (8 am - Noon)	Seattle, WA	Thursday	March 11, 2027
Q1 Board Meeting (12:30 - 4 pm)	Seattle, WA	Thursday	March 11, 2027
Q2 Cycle 8 Strategic Planning Workshop (8 am - 5 pm)	Missoula, MT	Thursday	June 24, 2027
Q2 Board Meeting (8 am - 1 pm)	Missoula, MT	Friday	June 25, 2027
Q3 Cycle 8 Strategic Planning Workshop (8 am - 5 pm)	Boise, ID	Tuesday	September 14, 2027
Q3 Board Meeting (8 am - 1 pm)	Boise, ID	Wednesday	September 15, 2027
Q4 Cycle 8 Strategic Planning workshop (8 am - 5 pm)	Portland, OR	Tuesday	December 7, 2027
Q4 Board Meeting (8 am - 11:30 am)	Portland, OR	Wednesday	December 8, 2027
LEEA Awards Ceremony (Noon - 1 pm)	Portland, OR	Wednesday	December 8, 2027

Quarterly Report

NEEA QUARTERLY REPORT

Q2 2026 // Performance Highlights

A Note from the Executive Director

This quarter, we are taking a minute to recognize the alliance's 30-year history of success, released as part of the NEEA 2025 Annual Report. Working together, regional utilities and energy efficiency organizations have created permanent market change leading to 1,046 average megawatts (aMW) of co-created electric savings since 1997, and 5 million (MM) Therms of natural gas savings since 2019. These efforts have benefited consumers while supporting a more reliable, affordable and efficient energy future for the Northwest.

At the American Council for an Energy-Efficient Economy (ACEEE) Summer Study last month, I had the honor of announcing Midea as the winner of the Hot Water Innovation Prize, a national competition led by NEEA in partnership with ACEEE and a national coalition of energy efficiency organizations. The contest was designed to catalyze the development of a low-cost water heater designed to fit into smaller or space-constrained homes, making efficient water heating available to a wider range of households in an accelerated timeframe. These water heaters are intended for people living in apartments, condos or manufactured homes that might rely on electric resistance water heaters instead.

This competition is a classic example of Market Transformation in action and accelerating innovation with manufacturers. Since NEEA announced the Hot Water Innovation Prize, other manufacturers have brought to market compact heat pump water heaters that have similar product requirements as specified in the prize.

Throughout the conference, it was inspiring to see the alliance's work represented in important national efficiency conversations through Market Transformation presentations, panels, and showcasing Northwest research.

For more than 30 years, these partnerships and conversations have helped advance energy efficiency across the Northwest and the nation. While significant progress has been made, important work remains ahead.

More details are available in the quarterly newsletters linked below. Please reach out to NEEA staff directly with questions.

Becca Yates

Becca Yates, Executive Director

ADDITIONAL RESOURCES:

> *Quarterly NEEA Newsletters*	> *Quarterly Market Progress Report*

Delivering on Cycle 7 Mission + Purpose

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

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

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

Portfolio Priorities	Q2 Updates
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.	
Heat Pump Water Heaters (HPWH)	• *Announced Midea as the winner of the Hot Water Innovation Prize. The winning solution has the potential to save households $5.6 billion in energy costs while addressing one of the largest barriers to adoption of heat pump water heaters: space. Midea's new split-system heat pump water heater is designed to provide families in apartments, condominiums, manufactured homes and other spaces with the option of installing an energy-saving heat pump water heater.*
Extended Motor Products (XMP)	• *Partnered with the Hydraulic Institute to establish a new smart pump product labeling system and to develop an educational website with a qualifying product database. These efforts increase market awareness and alignment in support of broader smart pumps adoption.*
Retail Product Portfolio (RPP)	• *Provided extensive testing methods, product testing, market research and development to inform the European Commission's proposed update to electronic display regulations and common test framework for TVs, monitors, and digital signage. The Commission has advanced these concepts into its Ecodesign revision process, with adoption targeted for 2028, to help align global test methods for products sold in international markets. This effort influences potential updates to the U.S. Department of Energy and ENERGY STAR® work to set efficiency levels for products and influence manufacturers of products purchased by Northwest consumers.* *Additionally, this creates a potential for 63 TWh of global energy savings while reducing energy costs and carbon emissions, as these technologies are largely developed and manufactured for worldwide markets. These changes are expected to drive ongoing voluntary efficiency improvements that will benefit Northwest consumers and utilities through lower energy use and sustained Market Transformation without additional, region-specific product requirements.*

Portfolio Priorities	Q2 Updates
Portfolio Goal: Continue development of the natural gas portfolio and dual-fuel systems.	
Natural Gas/Dual-Fuel Portfolio	• *Partnered with the North American Gas Heat Pump Collaborative to assess the commercial water heating market, providing the Northwest with insight into efficiency opportunities in existing buildings including multifamily, lodging, schools, universities, and other central domestic hot water applications. In addition to the regional market assessment, utility-specific opportunity analyses were developed for participating Northwest utilities to support local program planning and market development efforts.*
Portfolio Goal: Collaboratively develop End-Use Load Flexibility and Whole Building special projects.	
End-Use Load Flexibility	• *Finalized agreements with eight Northwest utilities to launch Phase II of the Regional End-Use Load Flexibility portfolio. Began building the end-use load flexibility portfolio with the Steering Committee, with an initial focus on connected water heating.*
Whole Building	• *Finalized proposal for Phase II of the Whole Building special project, which will focus on program concept refinements along with workforce, technology and resource development activities.* • *Identified more than 100 technology products through the Whole Building Special Project technology scan and began working with utility stakeholders to prioritize solutions that best support regional Market Transformation objectives and utility program goals.*
Additional Priorities	**Q2 Updates**
Other notable highlights.	
Emerging Tech	• *Published report on current clothes dryer test procedures to investigate their accuracy in predicting dryer energy use under real-world operating conditions. The report provides insights into how dryer energy performance varies across different load sizes and operating conditions and identifies opportunities to better align laboratory test results with common household usage patterns. These findings will help inform future discussions on dryer performance.*
Research and Regional Studies	• *Analyzed the End-Use Load Research Project data to derive insights from the study's foundational dataset of more than 3.1 billion commercial data points and more than 14 billion residential data points across the Northwest. These analyses will inform energy planning, programs and policy as well as create visibility into peak-load scenarios showing how demand will shift and where risks and opportunities lie.* • *Provided the foundational data to Bonneville Power Administration's 2022–2024 Northwest HVAC Sales Insights Report, which shows continued market movement toward efficient heat pumps and helps the region better identify opportunities for energy savings to support the adoption of high-efficiency HVAC technologies.*
Regional Collaboration	• *Hosted 2026 Efficiency Exchange Conference in Boise, Idaho in partnership with Bonneville Power Administration, the Northwest Power and Conservation Council, and host utility Idaho Power. Almost 500 energy efficiency professionals attended the event, which was keynoted by Idaho Power President and CEO Lisa Grow.*
Program Update	• *Updated names for NEEA's commercial HVAC to better reflect industry terminology and the full range of efficiency benefits that these technologies provide. Advanced Performance RTUs was formerly Efficient Rooftop Units and Advanced Performance DOAS was formerly High-Performance HVAC.*

Market Transformation Metrics (Q2 2026)

	Business Plan Estimate	Current Forecast[1]	Status
Electric Portfolio Energy Savings			
5-year (2025–2029) Co-Created Energy Savings (aMW)	195 - 225	170 - 200	
Natural Gas Portfolio Energy Savings			
5-year (2025–2029) Co-Created Energy Savings (MM Therms)	6 - 17	4 - 8	

Within 1% of target *Within 20% of target* *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 (Q2 2026)

	Actual	Forecast	Budget / Target	Status
Electric Portfolio				
YTD Investment ($M)	$16.9	$18.5	$20.6	
Natural Gas Portfolio				
YTD Investment ($M)	$3.0	$3.3	$3.6	
Administrative Budget				
Administrative Expenses (%)	18.5%	N/A	<18.0%	

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

Electric Portfolio: *The YTD variance reflects vacancy and delays in program spend. The program spend is driven primarily by record volume of contracting, lower than expected midstream and upstream incentives, and market delays.* ***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*: Defined as the percent of total budget dedicated to business administration and executive cost centers.*

[1] NEEA adjusts its savings forecasts twice a year. The next updated forecast will be shared in the Q3 Quarterly Report, which the Board will receive in December.

Pre-read Materials

Memorandum

September 2, 2026

To: NEEA Board of Directors

From: Jeff Harris and Virginia Mersereau

Subject: Strategic Topics Conversations for Q3 and Q4 2026

Ask: Information.

Background:

NEEA's Board meetings serve as a venue to advance issues of strategic importance for the region. Each quarter, the Strategic Planning Committee (SPC) works with NEEA staff to identify potential topics for discussion and align around the content. Topics are chosen based on their relevance to NEEA funders and other energy efficiency stakeholders and their level of strategic importance for the alliance.

In the fourth quarter of 2025, NEEA staff proposed a series of strategic topics for Board discussion between December 2025 and December 2026. These topics were selected for their relevance to NEEA's mission and the alliance's long-term direction. Staff anticipate the outcomes from each discussion will inform NEEA's next strategic and business planning process, scheduled to launch in 2027. By integrating these discussions into the regular 2026 Board meeting schedule, staff aim to use the Board's time efficiently while gathering essential input to shape the upcoming strategic plan. Table 1 below displays the topics, questions, and speakers for 2026.

Q3 2026 Topic - Resource Adequacy Solutions:

In Q4 of 2025, Arne Olson from E3 presented to the NEEA Board findings from a study they conducted on resource adequacy needs across the Greater Northwest. This work was the first part of a two-part study supported by over forty utilities and managed by the Public Generating Pool (PGP). The first part of the study identified a very significant need for additional generating resources to maintain resource adequacy over the next five to ten years. The scope and scale of the resource adequacy need in this first part of the study have served as a critical element of the context for strategic discussions with the Board on several topics, including load flexibility and dual-fuel end-use systems.

Completed in April of 2026, the second part of the study was focused on assessing a range of resource options to meet the needs identified in the first part of the study. This second part of the study also sought to identify a cost-optimized portfolio to meet forecasted resource adequacy needs at the lowest possible cost.

While the focus of the analysis was on supply side generating resources, the analysis findings also highlight the role and importance of demand-side resources that can reduce the needs and costs of the supply side portfolio. It also revealed a growing interdependence between the regional natural gas system and its role in supplying energy to new electric generation resources. This dependency between natural gas and electric generation presents new challenges and opportunities that interact directly with the demand side of the system where natural gas currently supplies the majority of heating load during peak periods.

Board Discussion:

Staff proposes the following questions for discussion:

- How is your organization assessing resource adequacy and energy system needs and what are the findings?
- What role do energy efficiency, load flexibility and dual fuel solutions play, if any, in your organization's response to resource adequacy needs?
- What role could or should the alliance play in supporting the regional power system needs for resource adequacy? How could it complement your organization's needs?

Ninth Power Plan considerations:

The E3 analysis is similar to work currently being conducted by the Northwest Power and Conservation Council (Council) for the Ninth Power Plan. Council staff presented preliminary findings at the Q2 NEEA Board meeting and subsequently released a draft plan at their August Council meeting. The NEEA Board will be discussing comments on the Draft Plan at the Q3 Board meeting.

While the E3 study is not directly comparable to the Draft Plan in its entirety, it is informative as another assessment of needs and solutions to ensure an adequate, economical and reliable power system for the Northwest. Because all forecasting is uncertain, the E3 study provides an additional perspective on future needs and solutions that serve as another data point as the region reviews and comments on the draft Ninth Plan.

Table 1. Strategic Conversations: Topics and Schedule-to Date

Quarter/ year	Strategic Topic	Board Discussion Questions	Potential Speakers/ content
Q4 2025	Resource Adequacy in the Pacific Northwest: Examining the growing resource gap in the region through the lens of energy efficiency.	• How/is the business case for EE evolving for your state/ utility? • How can energy efficiency contribute to maintaining resource adequacy? • What are the biggest barriers to funding energy efficiency at	Arne Olson, E3

Quarter/ year	Strategic Topic	Board Discussion Questions	Potential Speakers/ content
		scale, and how can they be addressed? • Future research needs?	
Q1 2026	Data Centers: Exploring opportunities to improve efficiency and leverage demand flexibility to mitigate the impact of data centers on the grid.	• How is your state/ utility approaching the anticipated load growth from data centers? • What are the opportunities to mitigate these new large loads as a region? • Is there a role for Market Transformation?	• Oregon state-wide characterization of data center impacts • Recent research from PNNL, ACEE
Q2 2026	Energy system optimization: Barriers and opportunities for dual-fuel technologies to serve as a capacity resource for the region.	• What is the business case for dual-fuel technologies? • What are the barriers that need to be addressed (data, regulatory framework, etc.)? • What role can the alliance play?	• NEEA white paper
Q3 2026	Resource Adequacy Assessment and Potential Solutions; the Role of Energy Efficiency, Load Flexibility, and Dual-Fuel End-use solutions	• How do alliance members see EE, Load Flexibility and Dual-Fuel supporting their organization needs/perspectives for resource adequacy? • Beyond the current work at NEEA, what could the alliance be doing in response to these needs?	Arne Olson, E3
Q4 2026	Goal #4 - Advance the Equitable Delivery of Energy Efficiency Benefits to Northwest Consumers through Market Transformation. Aligning on objectives for NEEA's planned mid-cycle assessment for goal #4.	• Update on affordability research and NW Marketplace Pilot. • Next steps for research and mid-cycle assessment.	• NEEA Staff - Preliminary results from NEEA research

Memorandum

September 2, 2026

TO: NEEA Board of Director

FROM: Becca Yates, NEEA Executive Director

SUBJECT: 2026 Biennial Board Self-Assessment – results, themes, Board discussion

Our ask: Review and prepare for the Q3 Board discussion.

During its Q3 meeting, the Governance Committee reviewed and aligned on the approach for presenting the Board Self-Assessment results, identified the highest-priority topics for Board discussion, and agreed to engage Tom Beierle of Ross Strategic to facilitate the conversation. The Executive Committee supported this approach.

Next steps: During the Q3 Board Meeting, the Governance Committee will present the results from the 2026 Board Self-Assessment and Tom Beierle from Ross Strategic will facilitate the discussion.

1. Review the 2026 Board self-assessment results.
2. Break into small groups to discuss the following questions:
    - Given the steady improvement in assessment scores since 2020, what does the Board consider an acceptable score for each section, particularly in the lower-scoring areas?
    - Board composition continues to receive the lowest scores. Does the Board view this as a process issue, a structural issue, or both? Does the Board believe additional work is needed to address this area?
    - Program Oversight was also among the lower-scoring sections. What degree of program oversight is appropriate for this Board and does the Board see opportunities to improve performance in this area?
    - What is the Board doing particularly well, and what practices should it continue to maintain its strongest performance areas?
3. Discuss themes from breakout groups as a full group.
4. Identify priorities for future action.
5. Confirm next steps for the Governance Committee. The Committee has identified an opportunity to further define the purpose and selection criteria for the Public Interest Board seat, which may help address some questions related to Board composition.

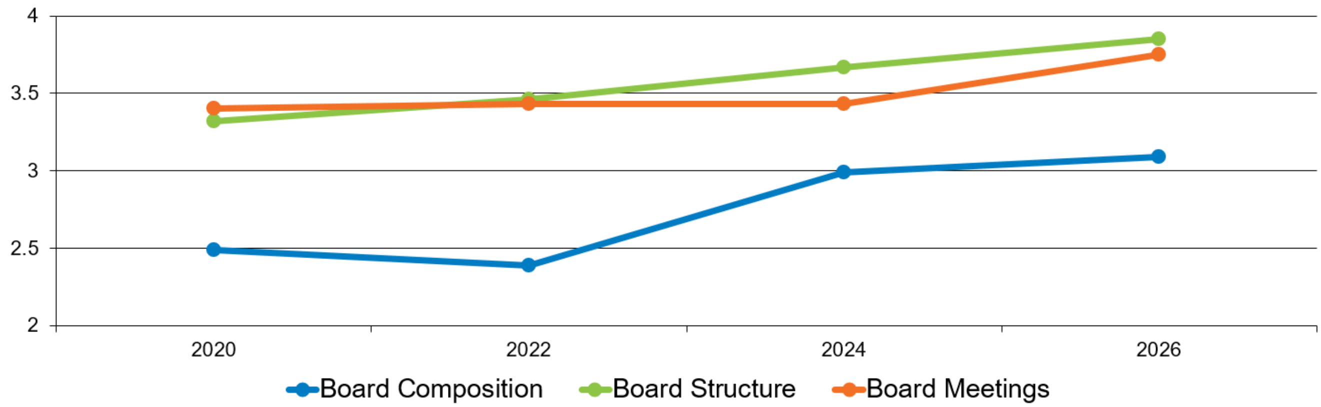
After the Q3 Board meeting, NEEA staff will summarize Board input. During its Q4 meeting, the Governance Committee will use that input to develop an action plan for Board consideration in December.

Background: Every two years, the Governance Committee leads a Board self-assessment. For the 2026 assessment, the Committee again used the BoardSource survey instrument that has been used since 2018. The survey was administered in April 2026 with 100% of Board members and the Executive Director participating.

Results: (trends 2020, 2022, 2024, 2026)

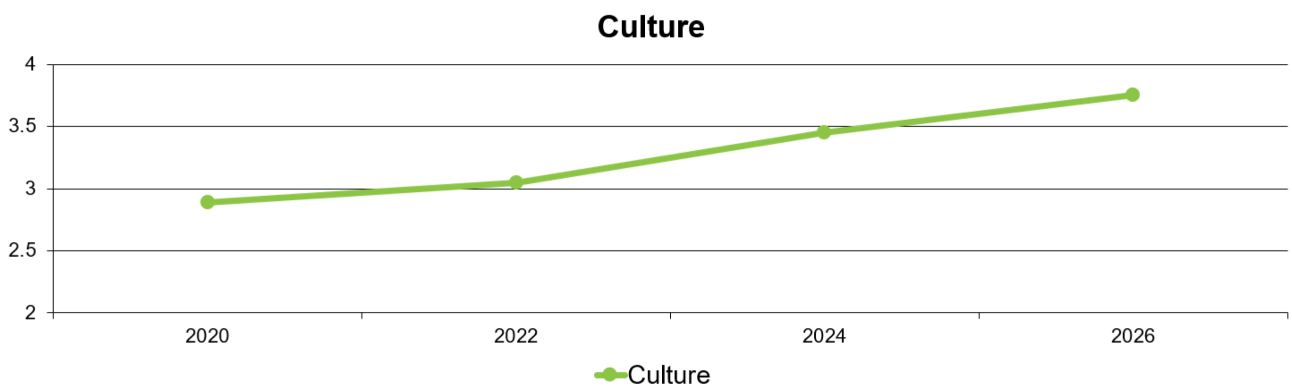
People (P): Composition, Structure, Meetings

Trend lines show progress from 2020 to 2026 (0–4 scale)



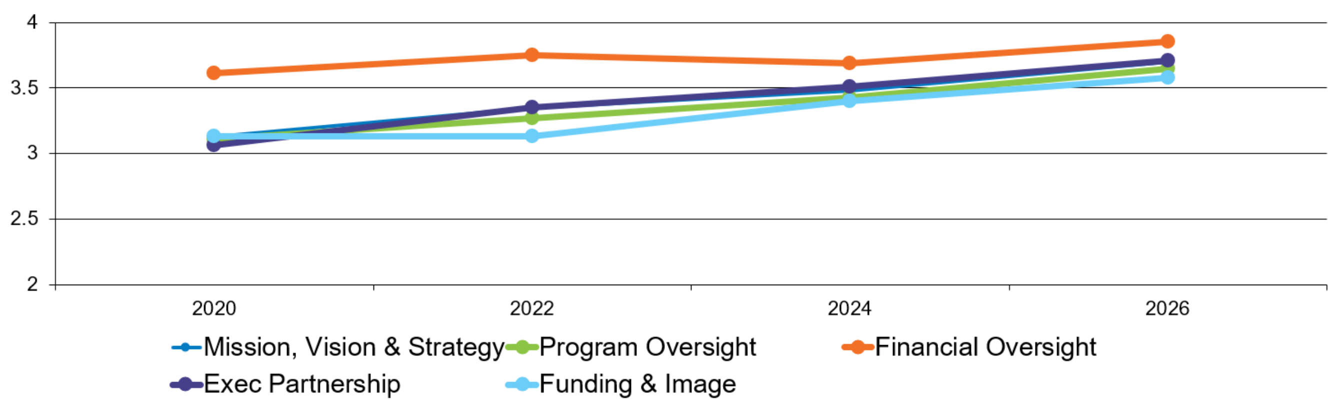
Culture (C): How the board works together

Single trend line highlights overall momentum (0–4 scale)



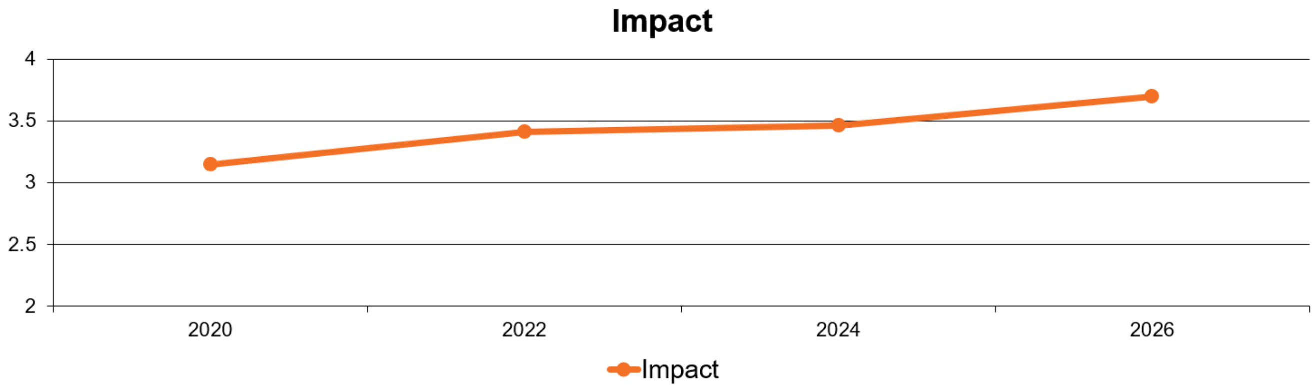
Work (W): Core governance responsibilities

Five trend lines; focus on direction and relative strength (0–4 scale)



Impact (I): Perceived effect on organizational performance

Overall impact trend line (0–4 scale)



Overall, the Board's self-assessment scores improved or remained stable in all areas since 2020. At the time the survey was administered, there were 18 Board members, 13 of whom also served in 2024. The Executive Director also provided input, for a total of 19 responses. The results are summarized across four overarching categories: people, culture, work, and impact. The full report provides additional detail for each area.

Within the four overarching categories are ten areas of governance responsibility. The table below presents the 2026 scores, ordered from lowest to highest. Scores from 2020, 2022, and 2024 are included for comparison.

The survey generated more than 170 open-ended responses, many of which informed the themes summarized below.

The Committee may wish to refine these themes and consider grouping them into one of the following categories:

1. Actions underway — continue refining
2. Consider for specific action
3. Highlight for future Board discussion

The scores below are based on this answer scale: 0 = Poor; 1 = Fair; 2 = OK; 3 = Good; 4 = Excellent.

Governance Responsibility	2020 Score	2022 Score	2024 Score	2026 Score
Board Composition	2.49	2.39	2.99	3.09
Funding & Public Image	3.13	3.13	3.40	3.58
Program Oversight	3.11	3.27	3.43	3.65
Impact	3.15	3.41	3.46	3.70
Mission, Vision, Strategic Direction	3.13	3.35	3.48	3.70
Chief Executive Oversight	3.06	3.35	3.51	3.71
Culture	2.89	3.05	3.45	3.75
Board Meetings	3.40	3.43	3.43	3.75
Board Structure	3.32	3.46	3.67	3.85
Financial Oversight	3.61	3.75	3.69	3.85

Interpreting results: While 100% of Board members participated in the survey, five members are new since the 2024 assessment.

The assessment identified several emerging focus areas as NEEA continues to navigate rapid transformation across the regional energy landscape. Although Board Composition improved in 2026 compared to prior years, it has remained the lowest-scoring area since 2020. Comments suggest that Board members understand many composition constraints are structural and tied to NEEA's Bylaws, while appointing entities retain Board Member appointment flexibility.

The verbatims are useful for understanding specific areas for growth. However, because not all Board members commented in each area, the Board discussion will be important for validating and prioritizing these themes.

Highest Rated Areas

1. Board Structure — 3.85

Board members expressed strong confidence in the organization's governance framework, including:

- Clearly defined Board and staff roles
- Effective committee structures
- Strong governance processes
- Ongoing policy and bylaw review
- Robust Board orientation practices

Comments frequently noted that governance expectations are well communicated, consistently reinforced, and actively supported by the Governance Committee.

2. Financial Oversight — 3.85

Financial stewardship remains a significant organizational strength.

Respondents highlighted:

- Strong financial transparency
- Effective audit and risk oversight
- Confidence in budget management
- Appropriate internal controls
- Clear accountability structures

Board members generally indicated a high level of trust in the organization's fiscal management and reporting practices.

3. Board Meetings / Culture — 3.75

The Board received exceptionally positive feedback regarding meeting quality and overall culture.

Strengths included:

- Effective facilitation and agenda management
- Strategic discussions integrated into meetings

- Strong preparation materials
- Productive Executive Director outreach and 1:1 engagement
- A respectful, collaborative environment where members feel heard

Several respondents specifically noted that the current Board culture is among the strongest they have experienced at NEEA.

Lowest Rated Areas / Areas for Improvement

1. Board Composition — 3.09

Board composition emerged as the clearest area for continued attention.

Primary themes included:

- Succession planning challenges
- Leadership pipeline development
- Representation and inclusion considerations
- Constraints created by member-appointed Board seats
- Balancing representation across utilities, states, and stakeholder groups

Respondents acknowledged that many Board composition limitations are structural and tied to the organization's governance model, but several encouraged continued focus on long-term succession and representation planning.

2. Funding & Public Image — 3.58

Board members identified growing external pressures affecting NEEA's positioning and stakeholder alignment.

Themes included:

- Regional policy divergence across Northwest states
- Balancing the priorities of natural gas and electric funders
- Articulating the ongoing value of energy efficiency
- Maintaining alignment among funders and stakeholders
- Responding to affordability and climate policy pressures

Several respondents noted concern that shifts in portfolio emphasis could create tension among regional funders if not carefully managed.

3. Program Oversight — 3.65

While still rated positively overall, respondents expressed interest in deeper strategic and programmatic engagement.

Suggested areas for enhancement included:

- Increasing Board understanding of NEEA programs and impacts within a Market Transformation and regional perspective

- Connecting NEEA work more explicitly to state energy strategies
- Expanding opportunities for Board education and program exposure
- Providing clearer linkage between organizational outcomes and regional policy priorities

Some respondents also expressed interest in more opportunities to experience or observe NEEA's work directly.

Memorandum

Date: September 2, 2026

To: NEEA Board of Directors

From: Kyle Burchard, Vice President of Business Administration

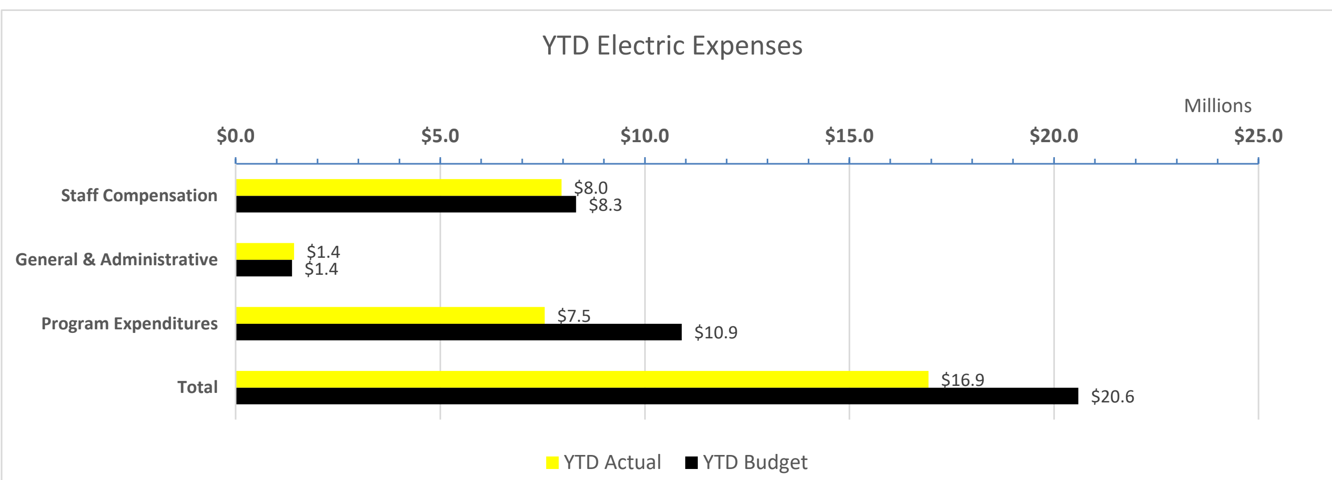
Subject: Q2 YTD 2026 Financial Summary

Our Ask: For information only.

Overall Summary

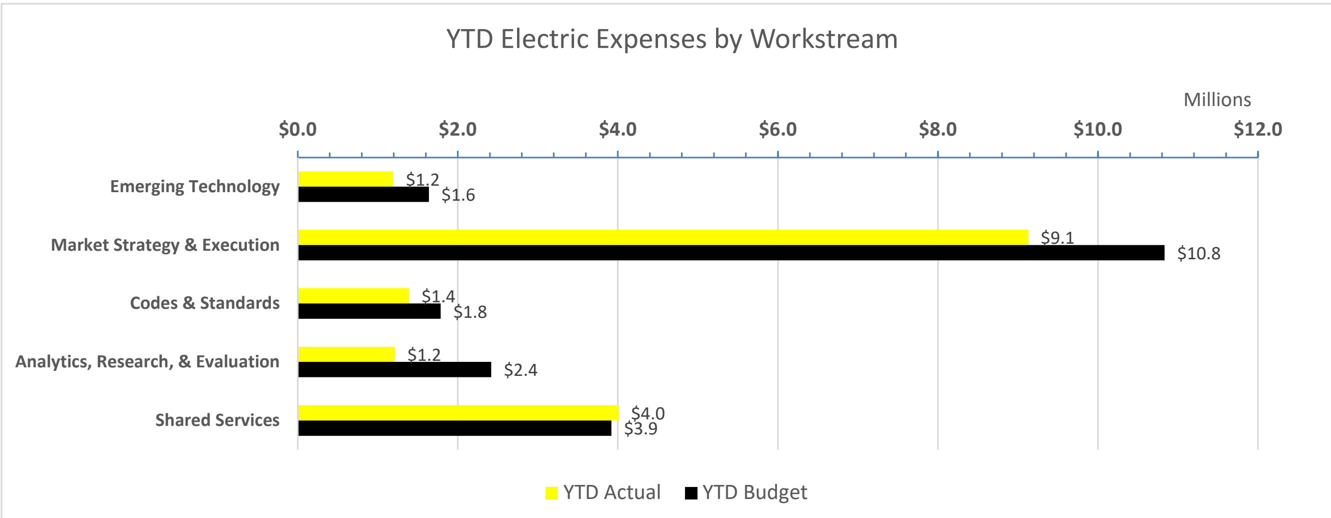
- **Core electric is projected to finish the year -6% below budget, with current YTD expenses being -7% Y/Y; staff are monitoring potential programmatic impacts. Core gas is likely to finish close to budget for the year with current YTD expenses being +10% Y/Y.**
- **The largest variance driver through Q2 vs budget is contracting delays due to a record volume of contracts. Staff are implementing adjustments to address the contracting backlog.**
- **Staff have also noticed some slowdown in market partner participation vs. what was expected, which may be a signal of the current economic climate.**

Q2 2026 Electric Financial Summary Report – *please reference Tables 1 & 2 of 2026 Operations Plan*



NEEA's electric YTD actuals through Q2 2026 were $16.9M vs. a budget of $20.6M, a variance of -$3.7M (-18%). Compensation and Benefits were -$0.4M below budget (-4%) due to staff vacancy. General and Administrative expenditures were +$0.05M above budget (+4%) due primarily to IT investments and lower than anticipated admin allocation. Program expenditures of $7.6M were below the $10.9M budget by -$3.4M (-31%). The YTD variance was primarily driven by historically high contract volume, a slowdown in market partner participation, and lower than anticipated midstream and upstream incentives in certain programs.

Q2 2026 YTD Expenses by Workstream



- **Emerging Technology** finished the quarter -$0.4M (-27%) below budget as delays in contracting and in securing field study participants led to a slower ramp than budgeted. The team expects a significant increase in activity in Q3 and Q4.

- **Market Strategy & Execution** was -$1.7M below budget (-16%) as all product group direct expenses (excluding labor and G&A, details below) finished under budget.

    - Water Heating was -$248K (-20%) below budget though Q2, largely due to a reduction and delay in the Hot Water Innovation Prize payout.

    - HVAC was -$200K below budget (-18%), as there was a slower ramp than expected for advanced heat pump field study activities as well as manufacturer rep engagement for the Advanced Performance DOAS program.

    - Consumer Products was -$579K below budget (-34%), driven by lower-than-expected retailer mid-stream incentives and a reduction in planned budget for TV incentives due to reduced retailer participation. Also, a Heat Pump Dryer Study is not proceeding as planned due to contracting complexities with a university.

    - Enabling Infrastructure was -$78K below budget (-16%) due to prolonged contract negotiations. The team expects to make this variance up over the remainder of 2026.

    - Motor-Driven Systems was -$300K below budget (-25%) due to slower than expected onboarding of new market partners. Activity is expected to pick up in the second half of 2026.

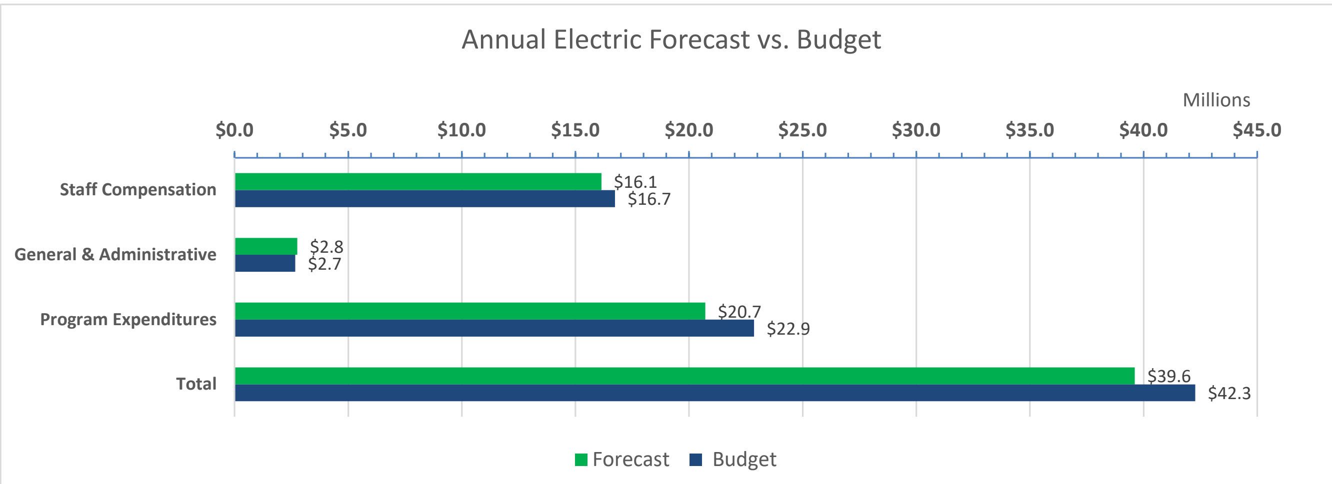
    - Lighting finished the quarter -$39K below budget (-6%) due to data collection costing less than was anticipated.

- **Codes & Standards** were -$0.4M below budget (-22%) due to delays in contracting. The team expects a significant increase in activity for Q3 and Q4.

- **Analytics, Research, & Evaluation** finished the quarter -$1.2M vs. budget (-50%) driven primarily by contract negotiation delays with Motor System Stock Assessment. The Residential Building Stock Assessment RFP process also started later than anticipated, and Commercial Building Stock Assessment was completed for less than was originally budgeted.

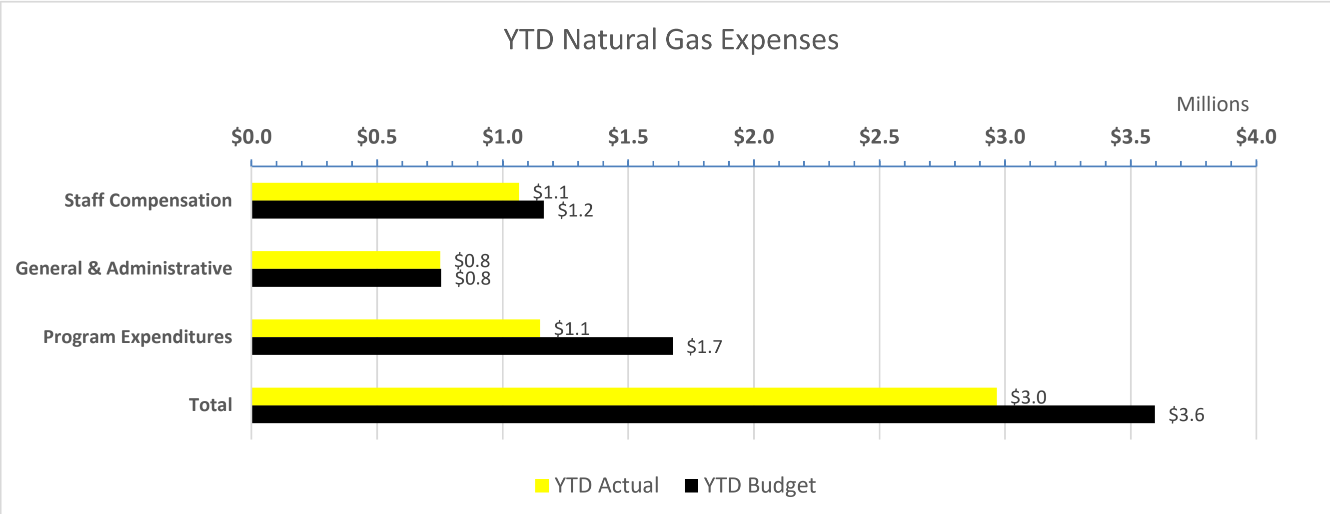
- **Shared Services** were +$0.1M (+2%) as G&A was slightly ahead of budget through Q2.

2026 Electric Forecast as of July



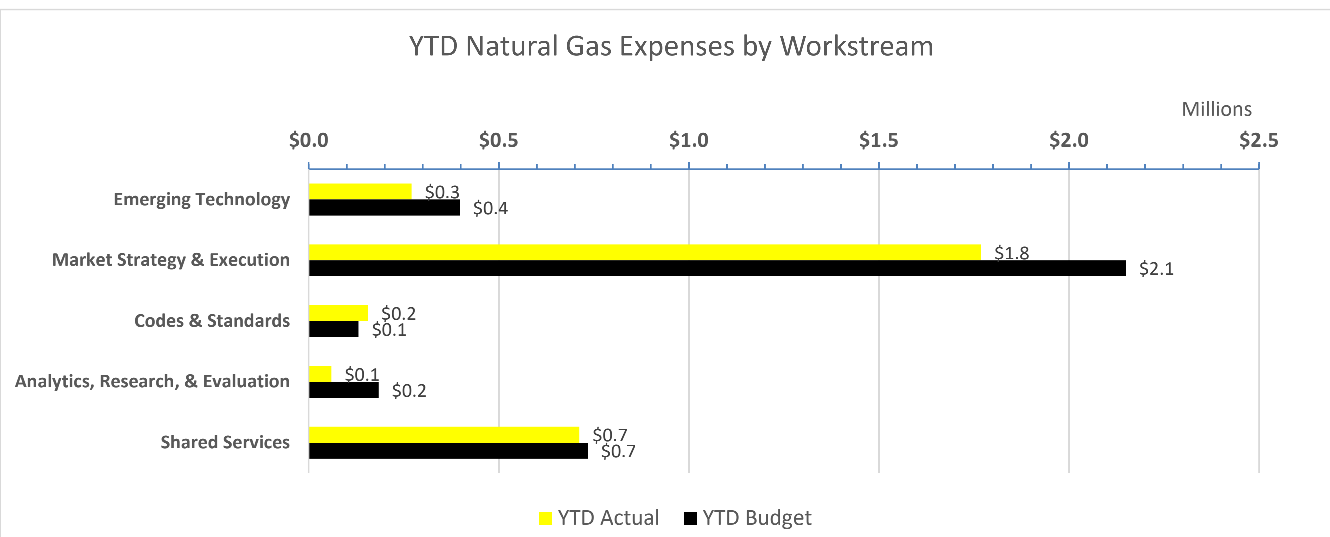
NEEA staff are currently projecting that total core electric expenses will finish -$2.7M (-6%) below budget for the year. The portfolio management team has been monitoring market fluctuations that can affect work. NEEA staff look at program expenditure projections using a monthly process of forecast/reallocation reviews to adaptively manage budget variances. Staff are estimating that program expenditures will finish -$2.1M (-9%) below budget. Year-to-date variances in compensation are expected to continue throughout the year. NEEA staff have taken steps, including changes to resourcing, to address the contracting backlog affecting program expenditures.

Q2 2026 Gas Financial Summary Report – ***please reference Tables 1 & 2 of 2026 Operations Plan***



NEEA's natural gas actuals through Q2 2026 were $3.0M vs. budget of $3.6M, a variance of -$0.6M (-18%). Compensation and Benefits were -$0.1M under budget (-9%) due to fewer hours being needed to support program needs. General and Administrative costs were -$3K below budget (-0.4%). Program utilization finished the quarter -$0.5M below budget (-31%) YTD. The main drivers of the YTD variance are related to labor costs and contracting delays.

Q2 2026 YTD Expenses by Workstream

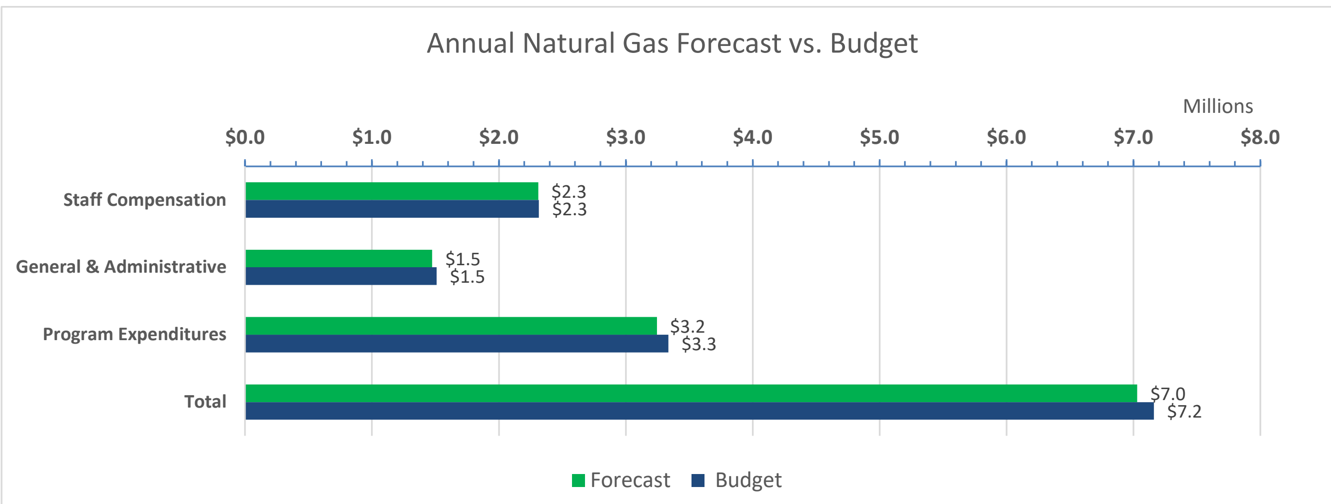


- **Emerging Technology** finished the quarter -$127K below budget (-32%) as a field study was delayed due to product availability.
- **Market Strategy & Execution** was -$0.4M below budget (-18%) as product group direct expenses excluding labor and G&A, details below) finished under budget.

- Water Heating was -$35K below budget (-9%) as installations planned for Q2 were delayed.
- HVAC was below -$371K budget (-43%) as contracting delays pushed work into Q3. Additional field studies above 2026 budget will be completed in Q3.

- **Codes and Standards** finished Q2 +$25K (+19%) as codes work ramped up slightly faster than anticipated for the four states.
- **Analytics, Research, & Evaluation** was -$124K (-68%) as work on Motor System and Residential Building Stock Assessments were delayed and the Commercial Building Stock Assessment was completed for less than was originally budgeted.
- **Shared Services** was -$22K (-3%) below budget through Q2.

2026 Gas Forecast as of July



NEEA staff are currently projecting that gas expenses will finish -$0.1M (-2%) below budget for the year. The portfolio management team 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.

Natural Gas Variance Report by Product Group

	Year to date as of June 2026					Full Fiscal Year 2026			
	Actuals ($K)	Budget ($K)	Variance ($K)	% Var	Impact of Variance	Annual Budget ($K)	Annual Forecast ($K)	Variance ($K)	% Var
Compensation and Benefits	1,065	1,164	(99)	(8%)	G	2,316	2,310	(6)	(0%)
General and Administrative	752	755	(3)	(0%)	G	1,510	1,474	(36)	(2%)
Emerging Technology (Direct Expense)	203	249	(46)	(19%)	G	498	498	(0)	(0%)
HVAC (Direct Expense)									
Advanced Performance DOAS	1	1	0	0%	G	1	1	0	0%
Advanced Performance RTUs	138	377	(239)	(63%)	Y	740	645	(95)	(13%)
Dual Fuel Residential HVAC	341	445	(104)	(23%)	G	725	718	(7)	(1%)
Luminaire Level Lighting Controls (LLLC) and HVAC	0	0	0	0%	G	0	35	35	0%
Market Strategy	8	35	(27)	(78%)	G	42	45	2	6%
Total HVAC	**487**	**858**	(371)	(43%)		**1,509**	**1,444**	(65)	(4%)
Water Heating (Direct Expense)									
Advanced Commercial Water Heating	336	366	(30)	(8%)	G	620	795	175	28%
Efficient Gas Water Heating	1	5	(4)	(75%)	G	55	52	(3)	(5%)
Water Heating Strategy	0	0	0	0%	G	0	80	80	0%
Total Water Heating	**337**	**371**	(34)	(9%)		**675**	**927**	252	37%
New Initiative Budget	0	0	0	0%	G	200	0	(200)	(100%)
Codes and Standards (Direct Expense)	60	74	(14)	(19%)	G	200	200	0	0%
Market Intelligence (Direct Expense)	49	118	(69)	(59%)	Y	246	161	(84)	(34%)
Market Strategy (Direct Expense)	6	0	6	0%	G	0	6	6	0%
Other Projects (Direct Expense)	8	8	0	3%	G	8	8	0	3%
Total Expense	**2,967**	**3,596**	(629)	(18%)		**7,161**	**7,029**	(132)	(2%)

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	**Northwest Energy Efficiency Alliance**								
4	**Profit and Loss Statement**				*$ Thousands*				*$ Thousands*
5		***Calendar Year-to-Date through June 2026***				***Annual***			
6		***Actual***	***Budget***	***Variance***	***% Variance***	***Budget***	***Forecast***	***Variance***	***% Variance***
7	**INCOME**								
8	Electric Funds	17,272	20,596	(3,324)	-16.1%	42,277	39,950	(2,327)	-5.5%
9	Natural Gas	3,026	3,596	(570)	-15.9%	7,161	7,088	(73)	-1.0%
10	End-Use Load Research	104	311	(207)	-66.6%	622	304	(318)	-51.2%
17	Special Funds	1,517	1,950	(433)	-22.2%	3,448	3,508	60	1.7%
21	Misc Income	157	38	120	319.4%	75	195	120	159.7%
22	**Total Income**	**22,075**	**26,490**	**(4,415)**	**-16.7%**	**53,583**	**51,045**	**(2,538)**	**-4.7%**
24	**Electric Expenses**								
25	**Compensation & Benefits**	**7,960**	**8,320**	**(360)**	**-4.3%**	**16,744**	**16,139**	**(605)**	**-3.6%**
27	**Electric Genl & Admin Expenses**								
28	Professional Services	710	824	(114)	-13.9%	1,497	1,435	(62)	-4.2%
29	Office Expenses	252	251	1	0.6%	501	509	8	1.6%
30	Sponsorships	33	41	(8)	-19.5%	77	63	(14)	-18.2%
31	Equipment and Software	457	367	90	24.4%	736	919	183	24.8%
32	Facilities	324	327	(4)	-1.1%	655	657	2	0.3%
33	Travel and Meetings	362	411	(49)	-11.9%	864	799	(65)	-7.5%
34	Depreciation	229	224	5	2.3%	478	442	(36)	-7.5%
35	Miscellaneous	2	4	(3)	-62.1%	10	7	(2)	-24.7%
36	Allocate Shared Services	(944)	(1,075)	131	-12.1%	(2,149)	(2,073)	76	-3.5%
37	**Total Electric G&A Funds**	**1,424**	**1,375**	**50**	**3.6%**	**2,669**	**2,758**	**90**	**3.4%**
39	**PROJECT EXPENSES BY PRODUCT GROUP:**								
40	Emerging Technology	593	931	(338)	-36.3%	1,797	1,697	(100)	-5.6%
41	Building Envelope	0	0	0	0.0%	0	0	0	0.0%
42	Consumer Products	1,138	1,716	(579)	-33.7%	3,771	2,935	(836)	-22.2%
43	HVAC	927	1,127	(200)	-17.8%	3,056	3,047	(9)	-0.3%
44	Lighting	643	681	(39)	-5.7%	1,360	1,310	(50)	-3.7%
45	Motor-Driven Systems	893	1,193	(300)	-25.1%	2,535	2,519	(16)	-0.6%
46	New Construction	29	40	(11)	-27.2%	40	29	(11)	-27.2%
47	Water Heating	992	1,240	(248)	-20.0%	2,561	2,334	(226)	-8.8%
48	Enabling Infrastructure	403	481	(78)	-16.3%	947	952	4	0.5%
49	Codes and Standards	893	1,243	(350)	-28.1%	2,615	2,527	(88)	-3.4%
50	Market Intelligence	992	2,118	(1,126)	-53.2%	3,900	3,067	(833)	-21.4%
51	Market Research	0	0	0	0.0%	0	0	0	0.0%
52	Market Strategy	12	100	(88)	-88.0%	250	262	12	4.8%
55	**Total Electric Project Expenses**	**7,550**	**10,902**	**(3,352)**	**-30.7%**	**22,864**	**20,715**	**(2,149)**	**-9.4%**
57	**Total Electric Expenses**	**16,934**	**20,596**	**(3,662)**	**-17.8%**	**42,277**	**39,612**	**(2,664)**	**-6.3%**
59	**Natural Gas**								
60	Compensation & Benefits	1,065	1,164	(99)	-8.5%	2,316	2,310	(6)	-0.2%
61	General & Administrative	48	29	19	66.8%	58	71	13	23.1%
62	Allocate Shared Services	704	726	(23)	-3.1%	1,452	1,403	(50)	-3.4%
63	Projects	1,150	1,677	(528)	-31.5%	3,335	3,245	(90)	-2.7%
64	**Total Natural Gas Expenses**	**2,967**	**3,596**	**(629)**	**-17.5%**	**7,161**	**7,029**	**(132)**	**-1.8%**
65									
66	**End-Use Load Research**								
67	Compensation & Benefits	80	77	3	3.7%	155	160	5	3.4%
68	General & Administrative	9	(0)	9		0	9	9	
69	Allocate Shared Services	34	34	0	0.0%	68	61	(7)	-10.3%
70	Projects	2	264	(262)	-99.4%	527	136	(391)	-74.2%
71	**Total End-Use Load Expenses**	**125**	**375**	**(250)**	**-66.6%**	**750**	**366**	**(384)**	**-51.2%**
72									
73	**Special Projects**								
74	Compensation & Benefits	617	674	(57)		1,326	1,396	70	
75	General & Administrative	36	17	19		31	72	41	
76	Allocate Shared Services	206	315	(108)		629	609	(20)	
77	Projects	654	960	(306)		1,496	1,449	(47)	-3.1%
78	**Total Special Project Expenses**	**1,513**	**1,966**	**(453)**		**3,481**	**3,525**	**44**	**1.3%**
79	**Total NEEA Expenses**	**21,539**	**26,533**	**(4,994)**	**-18.8%**	**53,668**	**50,533**	**(3,136)**	**-5.8%**
80	**Net Surplus (Deficit)**	**536**	**(43)**	**579**		**(86)**	**512**	**598**	

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

	Current Qtr End (June 2026)	Previous Qtr End (March 2026)	Last Fiscal Year (December 2025)
ASSETS			
Current Assets			
Cash and Cash Equivalents	$ 20,983,431	$ 19,129,681	$ 16,916,012
Accounts Receivable	8,748,373	7,888,320	71,865
Other Current Asset	1,371,942	1,813,558	938,254
Total Current Assets	$ 31,103,746	$ 28,831,560	$ 17,926,130
Fixed Assets	1,573,802	1,501,575	1,535,594
Right of Use Asset : Lloyd Lease	2,640,682	2,780,689	2,920,299
Total ASSETS	$ 35,318,230	$ 33,113,823	$ 22,382,024
LIABILITIES & EQUITY			
Current Liabilities	3,693,502	3,641,151	4,621,913
Advances From Funders	23,849,928	21,807,822	10,182,165
Total Current Liabilities	$ 27,543,431	$ 25,448,973	$ 14,804,078
Total Long Term Liabilities	$ 3,383,108	$ 3,553,627	$ 3,722,299
Net Assets			
Equity			
Without Donor Restriction	$ 4,391,691	$ 4,111,223	$ 3,855,647
With Donor Restriction	-	-	-
Total Net Assets	$ 4,391,691	$ 4,111,223	$ 3,855,647
Total LIABILITIES & EQUITY	$ 35,318,230	$ 33,113,823	$ 22,382,024

Net Assets Without Donor Restriction Detail	
Property and Equipment, net of Right to Use Asset and associated Liability	831,376
Net Reserved for End-Use Load Research (NREL Funding)	289,604
Net Financial Reserve	3,270,711
Total Net Assets Without Donor Restriction	4,391,691

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.

Return to agenda

Informational Materials

Memorandum – *Q3 Board Committee Meetings Summary*

September 2026

Governance Committee – August 4, 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 results of the 2026 Board Self-Assessment, aligned on the approach for sharing the findings with the Board, identified the highest-priority topics for discussion, and agreed to engage Tom Beierle of Ross Strategic to facilitate the Board conversation.
2. **2026 Board Officer Elections** – The Governance Committee agreed to interview candidates for Board Chair, Vice Chair, and any other officer positions for which there is more than one interested Board member. Elizabeth Osborne, Eileen Quigley, and Becca Yates will participate in the interviews, and the interviews will be scheduled for 45-60 minutes. The Committee also aligned on six interview questions to address the areas of readiness, governance, facilitation, strategic thinking, succession planning, and commitment. Osborne will send an email to the Board soliciting interest in Board Officer and Executive Committee seats. The Committee will conduct interviews during Q3 and will review the interview results during its Q4 Meeting before aligning on an officer and Executive Committee slate to present to the Board in December for elections.
3. **NEEA Public Interest Seat** – The Committee identified an opportunity to further clarify the purpose and selection criteria for the Public Interest Board seat and will update the Board on this effort at the Q3 Board Meeting. The Committee will further define the scope of the work during its Q4 meeting and incorporate it into the 2027 Governance Committee Work Plan.

Natural Gas Committee – August 5, 2026

Committee members present: Gilbert Archuleta, Kellye Dundon, Nicole Hydzik, Caleb Reimer
Committee members absent: Michael Colgrove, Bonnie Rouse
Key topics:

1. **Q2 Policy Updates** – NEEA staff provided a regional legislative and policy update covering Idaho, Montana, Oregon, Washington, and federal developments. Staff highlighted energy policy implementation, utility reporting requirements, and ongoing legislative and regulatory activities. The discussion also covered significant federal policy changes affecting energy efficiency programs and standards. The Committee discussed work related to Washington's CCA credits and related outcomes and agreed to continue monitoring.
2. **Q2 Board Dual-Fuel Strategic Discussion Debrief** – NEEA staff provided a debrief of the Q2 strategic discussion on dual-fuel, focusing on the region's transition from pilot projects to potential large-scale implementation and the key considerations that must be addressed before broader adoption. Staff said the Q2 Board discussion explored ongoing regulatory and policy uncertainties, emerging market and technical information needs, including system performance and customer value, and the challenges of integrating gas and electric utility operations. The Committee discussed the critical role of advanced controls, connectivity, and coordination among utilities, equipment manufacturers, and third-party technology providers in supporting future market transformation efforts. Staff then reviewed next steps for dual-fuel technologies.

3. **Natural Gas Portfolio Strategic Review** – NEEA staff said the purpose of this yearly strategic review is to align on priorities leading up to Operations Planning. Staff provided an update on the evolving natural gas portfolio strategy, highlighting the expansion of fuel-neutral and dual-fuel initiatives and the portfolio's focus on five strategic value areas, including market transformation, dual-fuel systems, and codes and standards. The discussion covered planned program expansions, efforts to build on existing electric program work, and the expectation that ongoing research and development will strengthen future savings forecasts and market impacts. Staff also reviewed the process for engaging advisory committees in program review and decision-making and shared progress on commercial and residential building stock assessments.
4. **Additional Natural Gas Updates** – NEEA staff provided updates on an upcoming program advancement milestone for the gas portfolio and extra-regional coordination efforts.
5. **Topics for Upcoming Meetings** – The Committee agreed to add building performance standards at the local level to next quarter's meeting.

Strategic Planning Committee – August 13, 2026

Committee members present: Mike Colgrove, Debbie DePetris, Josh Mitchell, Kyle Roadman
Committee members absent: none
Key topics:

1. **Cycle 8 Strategic Planning** – NEEA staff reviewed the vetting process for facilitator candidates, which included recommendations from board members, screening for Northwest-based firms, and evaluation against criteria such as experience with strategic planning frameworks, board engagement, stakeholder facilitation, energy industry knowledge, and project ramp-up capability. Four candidates were interviewed, three submitted proposals, and two finalists, Ross Strategic and Pyramid Communications, were recommended. The Committee discussed the two finalists and voted to recommend Ross Strategic to facilitate Cycle 8 Strategic Planning to the Board in September for confirmation. The Committee also reviewed the proposed timeline, milestones, and deliverables for the Cycle 8 strategic planning process.
2. **Q2 Board Strategic Discussion Debrief and Q3 Strategic Discussion Recommendation** – The Committee discussed the recent Board strategic conversation about dual-fuel technologies. Staff summarized proposed next steps including finalizing and publishing the dual-fuel policy paper, continuing field and lab research on dual-fuel products, developing the customer value proposition, identifying new pilot opportunities, expanding market analysis, and developing regionally sensitive messaging. The Committee supported staff's recommendations for next steps. Staff also reviewed the schedule for upcoming strategic Board conversations, noting a shift in topics for Q3 and Q4, and outlined the focus on resource adequacy and equitable delivery of energy efficiency benefits. The Committee supported this approach for the Q3 Board Meeting.
3. **End-Use Load Flexibility and Whole Building Efficiency Updates** – NEEA staff provided a verbal update on the progress of the End-Use Load Flexibility and Whole Building Efficiency special projects, including new utility contracts, pilot opportunities, and ongoing efforts to integrate load flexibility with building efficiency.
4. **Q2 Policy Updates** – NEEA staff provided a regional legislative and policy update covering Idaho, Montana, Oregon, Washington, and federal developments. Staff highlighted energy policy implementation, utility reporting requirements, and ongoing legislative and regulatory activities. The discussion also covered significant federal policy changes affecting energy efficiency programs and standards.

Finance and Audit Committee – August 18, 2026

Committee members present: Brittany Broyles, Quentin Nesbitt, Caleb Reimer, Kyle Roadman
Committee members absent: none
Key topics:

1. **2025 Draft Form 990, 403(b) Audit, 2025 Financial Audit Update** – Nathan Stamets and Stephen Aiken from Aprio joined the Committee Meeting to review the draft Form 990 and provide an update on the 403(b) audit filing. Stamets said that Form 990 is an IRS-required information return for nonprofits, detailing governance, compensation, and financial information, and is a public document except for Schedule B. He then highlighted key sections in the draft form. Aiken provided the status on the 403(b) audit and said the audit package had been received, with sample selection planned for the following week and a draft audit expected by mid-September, aiming for completion before the October 15 deadline.

   NEEA staff said that Aprio's quality control review of the 2025 Financial Audit found that the audit was originally scoped to include Uniform Guidance, a holdover from when NEEA had direct federal contracts, but this was no longer applicable due to changes in NEEA's funding agreements. He said Aprio presented two options for the Committee to consider: update the engagement letter to reflect compliance with BPA's Financial Assistance Instruction Manual or conduct additional work to perform a Uniform Guidance audit, which would not affect the financial statements but would require extra effort. The Committee supported option #1 to update the engagement letter, as this reflected the current funding agreement and did not change any audit numbers.
2. **Quarterly Review of NEEA Financials** – NEEA staff reviewed the quarterly financials, including the confidential special projects report. There were no questions from the Committee. NEEA staff will review the financials with the Board in September.
3. **Q2 2026 Expenditure Review** – The Committee did not submit any questions to staff prior to the meeting. Burchard presented a summary of expense reports, project costs, and general administrative expenses, noting Q2 increases due to major events. The Committee had no additional questions or concerns.
4. **NEEA Funding Updates** – NEEA staff said there were no updates at this time and staff will continue to monitor and update the Committee as more information becomes available.

Executive Committee – August 27, 2026

Committee members present: Gilbert Archuleta, Joe Fernandi, Nicole Hydzik, Kyle Roadman
Committee members absent: none
Key topics:

1. **Council Updates** – NEEA staff said the Council released the draft 9th Power Plan in early August for public feedback. Staff drafted comments in response to the draft Plan and will discuss them with the Board during the Q3 Board Meeting Executive Session before submitting them to the Council by the October 16 deadline.
2. **2026 Board Officer/Executive Committee Elections** – NEEA staff said the Governance Committee will interview candidates for Board Chair, Vice Chair, and any other officer positions for which there is more than one interested Board member. Staff said Osborne will send an email to the Board soliciting interest in Board Officer and Executive Committee seats, the Governance Committee will conduct interviews during Q3 and will review interview results during its Q4 Meeting before aligning on a Board Officer and Executive Committee slate to present to the Board in December for elections.
3. **2026 Board Self-Assessment** – NEEA staff said the Governance Committee reviewed the results of the 2026 Board Self-Assessment, aligned on the approach for sharing the findings with the Board, identified the highest-priority topics for discussion, and agreed to engage Tom Beierle of Ross Strategic to facilitate the Board conversation. The Executive Committee supported the Governance Committee's approach and proposed discussion questions. The Executive Committee also

supported the use of small discussion groups and recommended that staff explain prior work to strengthen Board recruitment and composition.

4. **Q3 Board Strategic Discussion** – NEEA staff reviewed the proposed Board strategic discussion topic and approach. The Committee had no additional questions or input and supported the Strategic Planning Committee's recommendation to focus on regional resource adequacy.
5. **End-Use Load Flexibility and Whole Building Efficiency Updates** – NEEA staff provided a verbal update on the progress of the End-Use Load Flexibility and Whole Building Efficiency special projects, including new utility contracts, pilot opportunities, and ongoing efforts to integrate load flexibility with building efficiency.
6. **Federal Contracts Follow-Up** – NEEA staff reviewed the results from the recent Board survey, outstanding questions, and potential next steps. The Executive Committee asked staff to ensure there is sufficient time for Board discussion, especially given that not all Board Members provided input through the survey.
7. **Cycle 8 Strategic Planning** – NEEA staff reviewed the background for NEEA's funding mechanism and provided context for Cycle 8 Strategic Planning. Staff said the Executive Committee has historically led the review and modification of the funding mechanisms, with additional Board Members participating to broaden representation. The Executive Committee supported this approach for Cycle 8, with staff providing analytical and document development support throughout the process. Staff then reviewed the process and timeline leading up to Board approval in December 2027.
8. **Q3 Board Meeting Agenda Review** – NEEA staff provided an overview of the draft Q3 Board Meeting Agenda. The Executive Committee supported the agenda and encouraged staff to remain mindful of maintaining a good balance between presentations and Board discussions.

Return to agenda

Minutes
NEEA Board Meeting
June 23 and June 24, 2026
Helena Great Northern Hotel, Helena, Montana

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, Dan James, Jeff Feinberg

Member Absence: none

NEEA Staff attendance:
Becca Yates, Jeff Harris, Kyle Burchard, Virginia Mersereau, Becky Walker, Stephanie Rider, Jane Waian

Public attendees:
Phillip Kelsven, Bonneville Power Administration; Jennifer Light, Northwest Power and Conservation Council; Tom Beierle, Ross Strategic; Emily Gilroy, Washington Utilities and Transportation Commission; Matt Babbitts, Clark PUD

Tuesday, June 23

Welcome and Agenda Review
Gilbert Archuleta, Board Chair, opened the public Board Meeting at 9:00 am MT 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 Q2 2026 Board Meeting.

Yates announced the release of the NEEA 2025 annual report, inviting attendees to review the published stories online and emphasizing the collaborative nature of the achievements featured. She said the report spotlights the launch of NEEA's first dual-fuel market transformation effort, early pilots in Northwest homes, progress in the whole building special project, and foundational investments in end-use load flexibility, all aimed at advancing energy efficiency and grid management.

Yates said the annual report also highlights how NEEA's regional collaboration is driving progress in the pumps market and provided details on two major analyses, an agricultural pump market study involving direct engagement with farmers and a comprehensive review of building energy codes evaluation methodologies, resulting in a tailored approach for state-specific code analysis.

Yates reviewed regional efforts to advance multiple dual-fuel and fuel-neutral opportunities to increase natural gas efficiency and said that the Board would discuss dual-fuel in more detail on the following day.

Yates said the Hot Water Innovation Prize winner would be announced during Summer Study in August. She said NEEA launched this innovation prize in 2024 as a national competition designed to speed the development and commercialization of compact, high-efficiency heat pump water heaters. Yates then reviewed market progress for Retail Product Portfolio and End-Use Load Research, as well as providing updates on energy-use studies for the Commercial Building Stock Assessment, 2026 Motor System Stock Assessment, and 2027 Residential Building Stock Assessment.

Yates said 2027 Operations Planning is underway and the Board will be invited to the regional webinar on October 15. She added that the Board will approve the plan at the December Board Meeting.

Yates provided a follow up from the 2026 Efficiency Exchange Conference in Boise, Idaho, and announced that the Leadership in Energy Efficiency Awards nomination window opens August 3.

There were no Board actions or decisions.

Portfolio Review

Stephanie Rider, NEEA staff, provided a comprehensive update on NEEA's electric and natural gas portfolios, outlining the impacts of delayed codes and standards, economic headwinds, and the organization's shift to a leveraged growth strategy focused on near-term opportunities and program expansions.

Rider explained NEEA's approach to market transformation, detailing engagement across the supply chain, the importance of feedback loops, and the role of codes and standards in embedding efficiency into market norms. She said delays in building codes, product standards, and new construction, combined with broader external challenges, have pushed expected energy savings to the lower end of projections for both electric and gas portfolios. She shared intel from some key retail partners showing suppressed sales levels and increased price sensitivity, as well as creative measures some are taking to weather the trends.

In response to these challenges, Rider said NEEA has temporarily shifted focus from adding new technologies to expanding existing programs by finding technology extensions, leveraging dual-fuel and fuel-neutral opportunities, and focusing on programmatic depth to access nearer-term savings.

Rider said the electric portfolio remains strong with nine mature programs, and efforts are underway to expand distribution channels, integrate fuel-neutral technologies, and expedite program development in both electric and gas portfolios by leveraging cross-portfolio experience. She said that despite short-term setbacks, NEEA maintains a robust pipeline of technical potential, with ongoing monitoring of market trends and readiness to pivot back to long-term growth strategies as conditions improve.

There were no Board actions or decisions.

Strategic Planning

Mike Colgrove, Strategic Planning Committee Chair, asked NEEA staff to provide updates on the Commercial Whole Building Efficiency Special Project, Data Centers, and Cycle 8 Strategic Planning.

- **Commercial Whole Building Efficiency Special Project** - Debbie Driscoll, NEEA staff, presented an update on the Commercial Whole Building Efficiency Special Project, detailing phase one achievements in market research and resource development, and outlining plans for piloting and scaling strategies to accelerate medium-sized building retrofits in the Northwest.

Driscoll said the project aims to accelerate energy efficiency and load flexibility retrofits in medium-sized commercial buildings (10,000–100,000 sq ft), which represent 20% of buildings but 40% of energy use, by addressing unique barriers faced by owners and decision makers.

She said Phase I delivered extensive market research, developed benchmarking and upgrade planning resources, and began technology scans and recognition strategy concepts, all informed by engagement with building professionals and stakeholders.

Driscoll said that during Phase II from 2027 to 2029, the project will pilot and validate interventions, with ongoing discussions among current funders about participation in phase two and the potential for broader program adoption in future NEEA cycles. She added that the project is designed to complement existing state and municipal programs, with the possibility of transitioning from a special project to a core NEEA program in Cycle 8, pending Board evaluation of outcomes and regional applicability.

- **Data Centers** – Jeff Harris, NEEA staff, said the Board discussed NEEA's potential opportunities related to data centers during its Q1 Meeting. Harris said staff will use NEEA's adaptive management and scanning processes to evaluate opportunities in data center energy codes, baselines, best practices, and load flexibility, and will continue to bring opportunities and information to the Board for further consideration as more information becomes available.

- **Strategic Planning for Cycle 8 --** Virginia Mersereau, NEEA staff, outlined the collaborative approach, facilitator selection, and timeline for NEEA's Cycle 8 strategic and business planning process. She said staff recommend that the Board and staff co-manage the Cycle 8 Strategic Planning process, with the board setting direction, the Strategic Planning Committee overseeing, and staff managing deliverables and plan drafting, replicating the successful collaborative model from Cycle 7. She said staff are vetting facilitator candidates with input from the Board, weighing the importance of industry knowledge versus objectivity and strategic planning expertise, and aiming for a consultant who aligns with board culture and process needs. She said the strategic planning process will begin with a workshop in March 2027, transition to business planning by late 2027, and culminate in board approval by the end of 2028, with board meetings extended to a day and a half to accommodate the process. She added that parallel to strategic and business planning, the board will address governance topics such as the funding formula and committee structures, with flexibility to add webinars or ad hoc committees as needed.

  Colgrove asked the Board if there were any questions or concerns about extending the 2027 Board Meetings to accommodate Cycle 8 Strategic Planning workshops. Hearing none, he called for a motion to approve.

  Motion: Eileen Quigley moved to approve extending the 2027 Board Meetings to 1.5 days to accommodate Cycle 8 Strategic Planning Workshops; Quentin Nesbitt seconded. The motion was unanimously approved by voice vote.

There were no Board actions.

Governance

- **Board Officer Elections and Vacancies** - Elizabeth Osborne, Governance Committee Chair, said the governance committee recommends leaving the at-large Executive Committee seat vacant until the

December general elections. She added that the Governance Committee discussed principles for board officer interviews, emphasizing process clarity and best practices. Yates confirmed that the Governance Committee will conduct interviews for the Board Chair and Vice Chair seats and other seats when more than one Board Member expresses interest.

- **Conflict of Interest Policy** - Yates reviewed the annual conflict of interest disclosure process, explaining definitions, examples, and mitigation procedures and said staff will distribute the form to Board Members via DocuSign after the Board Meeting.

There were no Board actions or decisions.

Finance

Kyle Roadman, Finance and Audit Committee Chair, invited Nathan Stamets from Aprio to provide an overview of the 2025 audit results.

- **2026 Audit Results -** Stamets said the 2025 financial audit received an unmodified (clean) opinion with no material findings or audit adjustments. He reviewed compliance with federal grant requirements and reported a financial surplus for the year. Roadman asked the Board if there were any questions. Hearing none, he called for a motion to accept the 2025 financial audit.

  Motion: Eileen Quigley moved to accept the 2025 audit results; Debbie DePetris seconded. The motion was unanimously approved by voice vote.

- **Quarterly Financials:** Kyle Burchard, NEEA staff provided an overview of the Q1 2026 financials. He reported a -6% year-over-year decline in electric spending, with projections to underspend versus budget due to increases in contract volume, which are being actively addressed. He then reviewed electric expenses by workstream. He said emerging tech, market strategy, HVAC, consumer products, and other work streams were under budget, primarily due to contracting delays, lower-than-expected incentives, and specific issues such as a retailer not joining the consumer products program. Burchard reviewed the Electric forecast compared to the budget and said staff projects that electric expenses will finish -3% below budget for the year.

  Burchard said Natural Gas expenses finished the quarter approximately -$400K below budget, with similar drivers as electric, including delays in field studies and contracting, and the team remains optimistic about making up the shortfall by year-end. He then reviewed Natural Gas expenses by workstream, and the Natural Gas forecast compared to the budget. He said staff expects that gas expenses will finish at budget for the year.

There were no Board actions or decisions.

Executive

Archuleta said NEEA holds the annual Leadership in Energy Efficiency Awards ceremony every December, and the Board is tasked with establishing an Ad Hoc Committee to review all nominations and select the winners. He asked the Board for volunteers to sit on this year's selection committee. The following Board Members volunteered: Dan James, Kellye Dundon, Chris Johnson, Mike Colgrove, and Josh Mitchell. NEEA staff will reach out to Board Members to schedule the Committee Meeting, which will take place in early October.

There were no Board actions or decisions.

Northwest Power and Conservation Council Presentation

Jennifer Light, Northwest Power and Conservation Council, joined the Board Meeting in person to provide an overview of the development process for the 9th regional power plan, emphasizing the requirements set by the Power Act, the integration of the Fish and Wildlife Program, and the need for cost-effective, reliable, and environmentally compatible resources.

Light explained that resources must be available, reliable, and cost-effective, with cost-effectiveness defined as being less expensive than a similarly available and reliable resource. She said environmental quality and system compatibility are also required considerations and that the Fish and Wildlife Program is a mandatory element of the power plan. Light described the shift from prescriptive conservation programs in early plans to broader guidance in recent plans, noting the latitude given to the administrator and the inclusion of methodologies for quantifying environmental costs and benefits.

Light said the planning process began in early 2024 to gather regional feedback, followed by formal review and scenario modeling. The said the timeline is driven by Power Act requirements, midterm assessment findings, and Bonneville's provider of choice contracts. She said thirteen scenario sensitivities were modeled, including variations in transmission availability, emerging technology costs, federal policy changes, and hydro operations, with each scenario incorporating multiple futures to account for uncertainty. Light also reported that three climate models and thirty hydro and variable energy resource profiles were used to simulate extreme weather impacts and resource variability, resulting in a sampling of 13,500 combinations to represent the range of possible outcomes.

Light presented the draft regional resource strategy, which includes a balanced portfolio of conservation, demand response, renewables, storage, and natural gas, with dual conservation targets for Oregon/Washington and Idaho/Montana, reflecting locational value and stakeholder concerns. She said the dual target approach is based on modeling signals showing higher conservation value in Puget Sound and lower in Montana, aiming to balance cost-effectiveness and resource adequacy while allowing for public comment and further refinement.

The Board discussed the strategy used to develop the current proposed plan and Light explained that the strategy was built from multiple model runs and sensitivities, not a single scenario, with adjustments made to ensure adequacy and reflect advisory committee feedback, particularly regarding constrained system risks. She added that model results show higher conservation value in Puget Sound and lower in Montana, with cost differences driven by resource availability, policy constraints, and system compatibility, influencing the dual-target strategy.

Light said natural gas acquisition is limited by pipeline constraints. She also highlighted policy constraints, such as restrictions on new gas in Oregon and carbon pricing in Washington, influence, resource siting, and dispatch, with the model adapting to meet adequacy and policy requirements.

Light said the suite of draft plan recommendations for conservation and demand response, including evaluation, market transformation, cost barrier mitigation, and program standards, and provided guidance on the upcoming public comment period and stakeholder engagement opportunities. The draft plan is expected to be released in July 2026, with a likely extended public comment period through late September 2026, including field hearings in all states, a virtual hearing, and opportunities for stakeholders to provide input both before and during the formal comment period. Light encouraged stakeholders to submit comments on strategies such as dual versus single conservation targets, noting that council members are open to feedback and that the draft plan is intentionally not final to allow for regional input.

There were no Board actions or decisions.

Board Meeting Adjourn
Archuleta adjourned the public Board Meeting at 2:40 pm MT.

Wednesday, June 24

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

Board Strategic Discussion – Dual-Fuel Technologies: Barriers and Opportunities
Colgrove said the Board expressed desire to dedicate a portion of each Board Meeting to discuss strategic issues impacting the region. He said each quarter the Strategic Planning Committee identifies a topic that is timely and relevant for funders and the alliance and this quarter, the Strategic Planning Committee identified dual-fuel technologies for discussion. He then asked Jeff Harris, NEEA staff, to provide an overview of dual-fuel opportunities in the region.

- **Strategic Overview of Dual-Fuel in the Northwest -** Harris highlighted that rapid electric load growth from building and transportation electrification, industrial growth, and winter peak demand is creating significant resource adequacy challenges for the Northwest. He emphasized that natural gas continues to play an important role in both generation and end-use loads, and that dual-fuel strategies could help manage winter peaks, reduce infrastructure pressure, and improve system flexibility. He also noted the economic risk of inadequate peak resources and referenced E3 study findings showing dual-fuel heating could reduce resource adequacy needs by seven gigawatts through flexible load shifting.
- **NEEA's Dual-Fuel Program Development and Early Learnings -** Becky Walker, NEEA staff, summarized NEEA's dual-fuel program development, including residential HVAC and commercial water heating pilots, modeling studies, and early market insights. She said residential work focuses on adding heat pumps to existing furnaces and testing optimal switchover temperatures in homes, while the commercial program targets central water heating systems in multifamily, lodging, and restaurant settings. She reported that early modeling shows significant natural gas reductions, 50–80% for residential systems and 40–60% for commercial systems, but key barriers remain, including high upfront costs, complex system design, installer education needs, and the importance of rate structures for customer economics.
- **Northwest Natural and Clark PUD Dual-Fuel Pilot Results -** Matt Babbitts and Kellye Dundon presented results from the Northwest Natural and Clark PUD dual-fuel pilot, which tested residential systems that could switch between gas and electric heating in real time. The pilot showed that the technology is technically feasible, can support winter peak management, price response, and emissions-reduction events, and can operate without affecting customer comfort. Babbitts also outlined a potential capacity-payment structure between electric and gas utilities, while Dundon emphasized that broader adoption would require supportive policy, regulatory engagement, rate design changes, and utility coordination.
- **Policy and Regulatory Landscape for Dual-Fuel -** Walker summarized research on the policy and regulatory environment for dual-fuel, highlighting structural gaps, state-by-state differences, and lessons from other regions. She provided an overview of the policy and regulatory landscape for dual-fuel, noting that Northwest policies are generally built around single-fuel systems and create

barriers to dual-fuel adoption. She said Oregon appears to be making the most progress, while examples from other regions show that successful programs depend on resource studies, regulatory recognition, utility coordination, education, and cost-allocation frameworks. Walker said the recommended next steps include conducting a dual-fuel resource potential assessment, continuing pilots, developing smart controls and standards, and engaging regulators, policymakers, and advocacy groups to clarify emissions benefits and address concerns about gas infrastructure.

Board Discussion – Dual-Fuel Technologies: Barriers and Opportunities

Tom Beierle from Ross Strategic led a Board discussion to address dual-fuel barriers and opportunities.

- **Regional Utility and State Perspectives on Dual Fuel –** Board Members shared updates on dual-fuel pilots, program experiences, and policy challenges across the Northwest. They discussed early pilot work focused on dual-fuel heat pumps, ground-source systems, weatherization, low-income customer impacts, and system performance. Participants noted that policy conditions vary significantly across Northwest states, with Oregon appearing more enabling, Washington facing regulatory and decarbonization complexities, and Idaho and Montana constrained by low gas prices and fuel-switching policies. The discussion also emphasized customer affordability, education, rural propane use, and the need for more data, creative program design, and market readiness before broader adoption.
- **Future Directions and Recommendations for NEEA and the Alliance –** Board Members discussed next steps for NEEA and the alliance, recommending a focus on technology development, stakeholder education, articulating nuanced benefits, and facilitating utility partnerships to advance dual-fuel adoption.
    - **Technology and Control Systems -** Board Members suggested NEEA focus on advancing dual-fuel control technologies, such as smart controllers for fuel modulation, and on quantifying efficiency gains and operational benefits.
    - **Stakeholder Engagement and Communication -** There was consensus on the need for NEEA to help articulate the emissions and capacity benefits of dual-fuel to regulators, policymakers, and advocacy groups, and to provide clear, data-driven messaging to support broader acceptance. The Board agreed not to engage in policy discussions.
    - **Facilitating Utility Partnerships –** The Board discussed NEEA acting as a convener to foster collaboration between gas and electric utilities, especially in policy environments where such partnerships are not yet common, and to support mutually beneficial program design.
    - **Market Characterization and Data Collection –** Board Members requested that NEEA help quantify the existing dual-fuel market base, identify customer segments, and support further research to inform program targeting and policy development.

Public Comment

There were no public comments.

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 MT.

Return to agenda

Memorandum

September 2, 2026

TO: NEEA Board of Directors

FROM: Becca Yates, Executive Director

SUBJECT: 2026 NEEA Board Officer Elections

Our Ask: For information.

Background:

Criteria for Board Officer Candidate Interviews

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

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

Interviews and Interview Questions:

During its Q3 meeting, the Governance Committee agreed to interview candidates for Board Chair, Vice Chair, and any other officer positions for which there is more than one interested Board member. Elizabeth Osborne, Eileen Quigley, and Becca Yates will participate in the interviews, and the interviews will be scheduled for 45-60 minutes. The Committee also aligned on six interview questions to address the areas of readiness, governance, facilitation, strategic thinking, succession planning, and commitment.

Process and next steps:

Date	Next Steps
Q3	1. Elizabeth Osborne will send email to the Board formally soliciting interest in serving as a Board Officer and on the Executive Committee 2. NEEA staff will schedule interviews
Q3 Board Meeting	Update the Board on current status

Date	Next Steps
Q4 GC Meeting	The GC will review interview scoring sheets and align on Officer Slate/Executive Committee Members to present to the Executive Committee and Board in December for election
Q4 Board Meeting	The Board will elect officers

Memorandum – *Informational Update*

September 2, 2026

TO: NEEA Board of Directors

FROM: Peter Christeleit, Senior Manager, Corporate Strategy & Stakeholder Relations Anouksha Maggiora, Alisyn, Sr. Stakeholder Relations Manager (RPAC, NGAC)
Gardner, Stakeholder Relations Manager (Coordinating Committees)
Mark Rehley, Director, Codes, Standards, New Construction, & Emerging Tech (RETAC)
Jonathan Belais, Policy Manager (CEAC)

SUBJECT: Update on recent advisory and coordinating committee meetings (Q2 / Q3 2026)

Regional Portfolio Advisory Committee (RPAC):

RPAC's Q3 meeting occurred on September 1 and focused on sharing regional utility and market updates through a committee round robin, reviewing upcoming NEEA engagement opportunities and planning activities, and discussing key portfolio developments. A major decision item was the Efficient Fans Program Advancement milestone vote, where RPAC members reviewed funder feedback and voted to advance the program into Market Development phase. The committee also received a detailed recap of the 2026 Heat Pump Water Heater (HPWH) "Level Up" marketing campaign, including results by geography and audience segment, to better understand campaign performance and customer engagement. In addition, members were briefed on several informational updates, including the upcoming stakeholder satisfaction survey, program expansion opportunities such as Advanced Performance DOAS, HPWH work group activities, electric committee highlights, market progress reporting, and proposed 2027 RPAC meeting dates.

Please contact Emily Moore or Alisyn Maggiora with any questions about the RPAC.

Natural Gas Advisory Committee (NGAC):

NGAC did not meet in Q3.

Commercial & Industrial Coordinating Committee (CICC):

The CICC uses an annual planning process to co-create high-priority regional topics for the following NEEA programs (commercial & industrial focus): Luminaire Level Lighting Controls (LLLC), High-Performance HVAC, Extended Motor Products (XMP) Pumps & Circulators, Efficient Fans, and Better Bricks. This year's co-created regional priority topics are listed in the CICC 2026 Workplan. As a reminder, the coordinating committees skip Q3 and only meet three times a year.

In the Q4 2026 CICC meeting on day 1 (Nov 4), the Committee will receive a presentation from the Efficient Fans Program Manager Alexis Muench for the regional priority topic *Optimizing fan selection software to highlight Fan Energy Index (FEI) and influence specifier decision-making.* Committee members and NEEA Program Managers will also share out organizational and programmatic updates during the Regional Roundtable. On day 2 (Nov 5), the Committee will engage in the annual planning process to co-create regional priority topics for

2027. To access 2026 meeting notes, slides and agenda packets for past or upcoming meetings, please visit neea.org here.

Please contact Stephanie Quinn or Anouksha Gardner with questions about the CICC.

Residential Coordinating Committee (RCC):

Like the CICC, the RCC uses an annual planning process to co-create high- priority regional topics for the following NEEA programs (residential focus): Heat Pump Water Heaters (HPWH), Consumer Products/Retail Product Portfolio (RPP), and Advanced Heat Pumps (Advanced HP). This year's co-created regional priority topics are listed in the RCC 2026 Workplan. As a reminder, the coordinating committees skip Q3 and only meet three times a year.

In the Q4 2026 RCC meeting on day 1 (Dec 1), the Committee will engage in a discussion on the results of *Energy Modeling on room heat pumps*, as the regional priority topic facilitated by NEEA Program Manager Anne Brink. Committee members and NEEA Program Managers will also share out organizational and programmatic updates during the Regional Roundtable. On day 2 (Dec 2), the Committee will engage in the annual planning process to co-create regional priority topics for 2027. To access 2026 meeting notes, slides and agenda packets for past or upcoming meetings, please visit neea.org here.

Please contact Stephanie Quinn or Anouksha Gardner with questions about the RCC.

Regional Emerging Technology Advisory Committee (RETAC):

The Q2, June 17, RETAC meeting included presentations from Ron Domitrovic with the Electric Power Research Institute (EPRI) and Spencer Sator with the Consortium for Energy Efficiency (CEE) as well as a group round robin. The EPRI presentation was an in-depth exploration of heat pump technologies covering residential, commercial and industrial applications including a discussion of the implications for grid management, efficiency, and demand response. The CEE presentation reviewed CEE's mission, membership and technology tracking done by the Emerging Technology Collaborative (ETC) and CEE's staff. In addition to an update on CEE's tracking database, several technologies were reviewed that are priorities for the ETC.

The Q3 meeting is scheduled for September 30, 2026.

Resources / reference:

- Recent & upcoming meeting notes, slides and agenda packets are available on neea.org here.
- To view the Product Council schedule and recordings of previous meetings or to submit requests for product councils, visit neea.org.

Please contact Mark Rehley or Alisyn Maggiora with any questions about the RETAC.

Cost-Effectiveness & Evaluation Advisory Committee (CEAC):

The Q3 2026 Cost-Effectiveness and Evaluation Advisory Committee Meeting on August 26 oriented members to NEEA's major energy-use studies and how the data supports market sizing, modeling, program strategy, and savings forecasts. NEEA staff also reviewed findings from Heat Pump Water Heater Market Progress Evaluation Report #8 and provided a brief market research and evaluation update. The committee also reviewed updated key inputs and assumptions and advised on the third-party review of the Efficient Fans naturally occurring baseline. In the final discussion, NEEA staff sought CEAC feedback on NEEA's proposed methodology for allocating costs between electric and natural gas funders for dually funded market transformation programs.

Recent & upcoming meeting notes, slides and agenda packets are available on neea.org here

Please contact Nathan Martinez or Jonathan Belais if you have questions about the CEAC.

Return to agenda

Memorandum

September 2, 2026

TO: NEEA Board of Directors

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

SUBJECT: REMINDER: Planned 2026 Stakeholder Satisfaction Survey Launching Sept. 28, 2026

Our Ask: Please encourage anyone in your organization who interacts with NEEA to fill out the survey, this information is very valuable for staff to continuously improve the experience of our stakeholders. Please contact Virginia Mersereau at vmersereau@neea.org with any questions or concerns.

Need to Know:

As a reminder, NEEA is planning to launch an **online stakeholder satisfaction survey** in October, 2026, 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.

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 on September 28, 2026, running until October 27, 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 2027.

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.

Timeline:

- September 28: Link to online survey sent to stakeholders
- October 27: Survey period is closed.
- February 2027: Exec Committee review of survey results, insights and potential actions
- February 2027: RPAC/NGAC review
- March 2027: Board presentation

FYI Memorandum

September 2, 2026

TO: NEEA Board of Directors
FROM: NEEA staff
SUBJECT: Proposed amended 2027 Board Meeting dates, proposed 2027 Committee Meeting dates, and proposed 2028 Board Meeting dates

Our Ask: During the Q2 Board Meeting, the Board approved amending the 2027 Board Meeting dates to accommodate Cycle 8 Strategic Planning workshops. During the Q3 Board Meeting, the Board will review and approve the amended 2027 Board Meeting dates.

In December, the Board will approve the 2028 Board Meeting dates and locations. Please review the proposed meeting dates and let Jane Waian know if you foresee any conflicts.

Background:
NEEA staff are sharing the proposed 2027 Committee Meeting schedule for your awareness. Most meetings will be held from 1:00–3:00 pm PT and are planned early in the quarter to allow Board packets to be distributed roughly two weeks before each Board Meeting.

While the 2027 Committee Meeting schedule doesn't require formal approval, we want to make sure there are no major conflicts with Committee Members' calendars. Calendar invitations will be sent out during the second week of December.

2027 Amended Board Meeting dates and locations – Board will vote on these in September

Amended 2027 Board Meetings	Location	Day	Date
Q1 Cycle 8 Strategic Planning Workshop (8 am - 5 pm)	Seattle, WA	Wednesday	March 10, 2027
Board Orientation (8 am - Noon)	Seattle, WA	Thursday	March 11, 2027
Q1 Board Meeting (12:30 - 4 pm)	Seattle, WA	Thursday	March 11, 2027
Q2 Cycle 8 Strategic Planning Workshop (8 am - 5 pm)	Missoula, MT	Thursday	June 24, 2027
Q2 Board Meeting (8 am - 1 pm)	Missoula, MT	Friday	June 25, 2027
Q3 Cycle 8 Strategic Planning Workshop (8 am - 5 pm)	Boise, ID	Tuesday	September 14, 2027
Q3 Board Meeting (8 am - 1 pm)	Boise, ID	Wednesday	September 15, 2027
Q4 Cycle 8 Strategic Planning workshop (8 am - 5 pm)	Portland, OR	Tuesday	December 7, 2027
Q4 Board Meeting (8 am - 11:30 am)	Portland, OR	Wednesday	December 8, 2027
LEEA Awards Ceremony (Noon - 1 pm)	Portland, OR	Wednesday	December 8, 2027

2028 Proposed Board Meeting dates and locations – Board will vote on these in December

Proposed 2028 Board Meeting Dates	Location	Day	Date
Q1 Cycle 8 Business Planning Workshop (8 am - 5 pm)	Seattle, WA	Tuesday	March 7, 2028
Board Orientation (8 am - Noon)	Seattle, WA	Wednesday	March 8, 2028
Q1 Board Meeting (12:30 - 4 pm)	Seattle, WA	Wednesday	March 8, 2028
Q2 Cycle 8 Business Planning Workshop (8 am - 5 pm)	Spokane, WA	Tuesday	June 20, 2028
Q2 Board Meeting (8 am - 1 pm)	Spokane, WA	Wednesday	June 21, 2028
Q3 Cycle 8 Business Planning Workshop (8 am - 5 pm)	Boise, ID	Tuesday	September 12, 2028
Q3 Board Meeting (8 am - 1 pm)	Boise, ID	Wednesday	September 13, 2028
Q4 Cycle 8 Business Planning workshop (8 am - 5 pm)	Portland, OR	Tuesday	December 5, 2028
Q4 Board Meeitng (8 am - 11:30 am)	Portland, OR	Wednesday	December 6, 2028
LEEA Awards Ceremony (Noon - 1 pm)	Portland, OR	Wednesday	December 6, 2028

2027 Proposed Board Committee Meeting Dates – provided as an FYI

Proposed Meeting	Location	Day	Date
Strategic Planning Committee	**webinar**	**Tuesday**	**January 12, 2027**
Natural Gas Advisory Committee - Webinar	webinar	Wednesday	January 27, 2027
Governance Committee	**webinar**	**Tuesday**	**February 2, 2027**
Natural Gas Committee	**webinar**	**Wednesday**	**February 3, 2027**
Strategic Planning Committee	**webinar**	**Thursday**	**February 4, 2027**
Finance & Audit Committee	**webinar**	**Tuesday**	**February 16, 2027**
Cost Effectiveness Advisory Committee	virtual	Wednesday	February 17, 2027
Executive Committee	**webinar**	**Thursday**	**February 18, 2027**
Commercial Industrial Coordinating Committee (formerly ISCC)	hybrid	Wednesday	February 24, 2027
Commercial Industrial Coordinating Committee (formerly ISCC)	hybrid	Thursday	February 25, 2027
Regional Portfolio Advisory Committee	hybrid	Wednesday	March 3, 2027
Regional Emerging Technology Advisory Committee	hybrid	Wednesday	March 10, 2027
Q1 Cycle 8 Strategic Planning Workshop (8 am - 5 pm)	**Seattle, WA**	**Wednesday**	**March 10, 2027**
Board Orientation (8 am - Noon)	**Seattle, WA**	**Thursday**	**March 11, 2027**
Q1 Board Meeting (12:30 - 4 pm)	**Seattle, WA**	**Thursday**	**March 11, 2027**
Residential Coordinating Committee (formerly PCC)	hybrid	Monday	March 16, 2027
Residential Coordinating Committee (formerly PCC)	hybrid	Tuesday	March 17, 2027
Natural Gas Advisory Committee	hybrid	Tuesday	March 18, 2027
Strategic Planning Committee	**webinar**	**Thursday**	**April 1, 2027**
Natural Gas Advisory Committee - Webinar	webinar	Thursday	April 15, 2027
Cost Effectiveness Advisory Committee	hybrid	Wednesday	April 22, 2027
Governance Committee	**webinar**	**Tuesday**	**April 27, 2027**
Natural Gas Committee	**webinar**	**Wednesday**	**April 28, 2027**
Regional Portfolio Advisory Committee	hybrid	Wednesday	May 5, 2027
Strategic Planning Committee	**webinar**	**Thursday**	**May 13, 2027**
Finance & Audit Committee	**webinar**	**Thursday**	**May 25, 2027**

Proposed Meeting	Location	Day	Date
Commercial Industrial Coordinating Committee (formerly ISCC)	hybrid	Wednesday	May 26, 2027
Executive Committee	**webinar**	**Thursday**	**May 27, 2027**
Natural Gas Advisory Committee	hybrid	Tuesday	June 1, 2027
Residential Coordinating Committee (formerly PCC)	hybrid	Tuesday	June 15, 2027
Regional Emerging Technology Advisory Committee	hybrid	Wednesday	June 16, 2027
Q2 Cycle 8 Strategic Planning Workshop (8 am - 5 pm)	**Missoula, MT**	**Thursday**	**June 24, 2027**
Q2 Board Meeting (8 am - 1 pm)	**Missoula, MT**	**Friday**	**June 25, 2027**
Strategic Planning Committee	**webinar**	**Thursday**	**July 15, 2027**
Governance Committee	**webinar**	**Tuesday**	**August 3, 2027**
Natural Gas Committee	**webinar**	**Wednesday**	**August 4, 2027**
Strategic Planning Committee	**webinar**	**Thursday**	**August 12, 2027**
Regional Portfolio Advisory Committee	hybrid	Tuesday	August 17, 2027
Finance & Audit Committee	**webinar**	**Tuesday**	**August 24, 2027**
Cost Effectiveness Advisory Committee	hybrid	Wednesday	August 25, 2027
Executive Committee	**webinar**	**Thursday**	**August 26, 2027**
Q3 Cycle 8 Strategic Planning Workshop (8 am - 5 pm)	**Boise, ID**	**Tuesday**	**September 14, 2027**
Q3 Board Meeting (8 am - 1 pm)	**Boise, ID**	**Wednesday**	**September 15, 2027**
Regional Emerging Technology Advisory Committee	hybrid	Wednesday	September 16, 2027
Natural Gas Advisory Committee - Webinar	webinar	Wednesday	September 22, 2027
Strategic Planning Committee	**webinar**	**Thursday**	**October 7, 2027**
Governance Committee	**webinar**	**Tuesday**	**October 26, 2027**
Cost Effectiveness Advisory Committee	hybrid	Wednesday	October 27, 2027
Natural Gas Committee	**webinar**	**Wednesday**	**October 27, 2027**
Natural Gas Advisory Committee	hybrid	Thursday	October 28, 2027
Regional Portfolio Advisory Committee	hybrid	Wednesday	November 10, 2027
Strategic Planning Committee	**webinar**	**Thursday**	**November 4, 2027**
Finance & Audit Committee	**webinar**	**Tuesday**	**November 16, 2027**
Commercial Industrial Coordinating Committee (formerly ISCC)	hybrid	Wednesday	November 17, 2027
Commercial Industrial Coordinating Committee (formerly ISCC)	hybrid	Thursday	November 18, 2027
Executive Committee	**webinar**	**Thursday**	**November 18, 2027**
Residential Coordinating Committee (formerly PCC)	hybrid	Wednesday	December 1, 2027
Residential Coordinating Committee (formerly PCC)	hybrid	Thursday	December 2, 2027
Q4 Cycle 8 Strategic Planning workshop (8 am - 5 pm)	**Portland, OR**	**Tuesday**	**December 7, 2027**
Q4 Board Meeting (8 am - 11:30 am)	**Portland, OR**	**Wednesday**	**December 8, 2027**
LEEA Awards Ceremony (9 - 11 am)	**Portland, OR**	**Wednesday**	**December 8, 2027**
Natural Gas Advisory Committee - Webinar	webinar	Wednesday	December 8, 2027
Regional Emerging Technology Advisory Committee	hybrid	Wednesday	December 15, 2027