



# STAYING FLEXIBLE ON THE RAPIDLY CHANGING ENERGY PATHWAY

NEEA is an alliance of utilities that pools resources and shares risks to transform the market for energy efficiency to the benefit of consumers in the Northwest.

The alliance's 2020-2024 Business Plan details structural approaches and operational efficiencies that help the Northwest region stay relevant and ready within a rapidly shifting market and energy landscape. This approach helps the region maintain flexibility while maximizing value for Northwest utilities and their customers.

2020

Collective and individual risk decreases when the region continues pooling resources and working together.

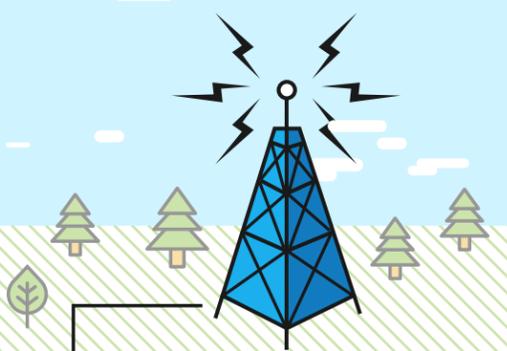
The first dual-fuel business plan aligns portfolios and decision-making for operational efficiency and improved knowledge-sharing.



A balanced portfolio of programs in numerous markets helps the region retain footholds in markets where opportunities may blossom.



Continuing work in emerging tech, and keeping the pipeline of technologies filled, will help all utilities stay relevant and ready for the next big thing.



Increased marketing flexibility gives individual funders more options in how the region coordinates and collaborates on marketing to end-use customers.

Economies of scale, resulting from partnerships with regional market actors and utilities, save individual utilities time and resources, and increase the region's influence and buying power.



Extra-regional partnerships help the region create more opportunity for less cost by pooling ideas and data, and improving the region's collective bargaining power across the supply chain.



Entering into demand-side management lets the Alliance provide cost-effective savings opportunities to utilities by leveraging existing and relevant product initiatives, such as water heaters.

The new special projects vetting process allows the board to view and approve opportunities as they come through.

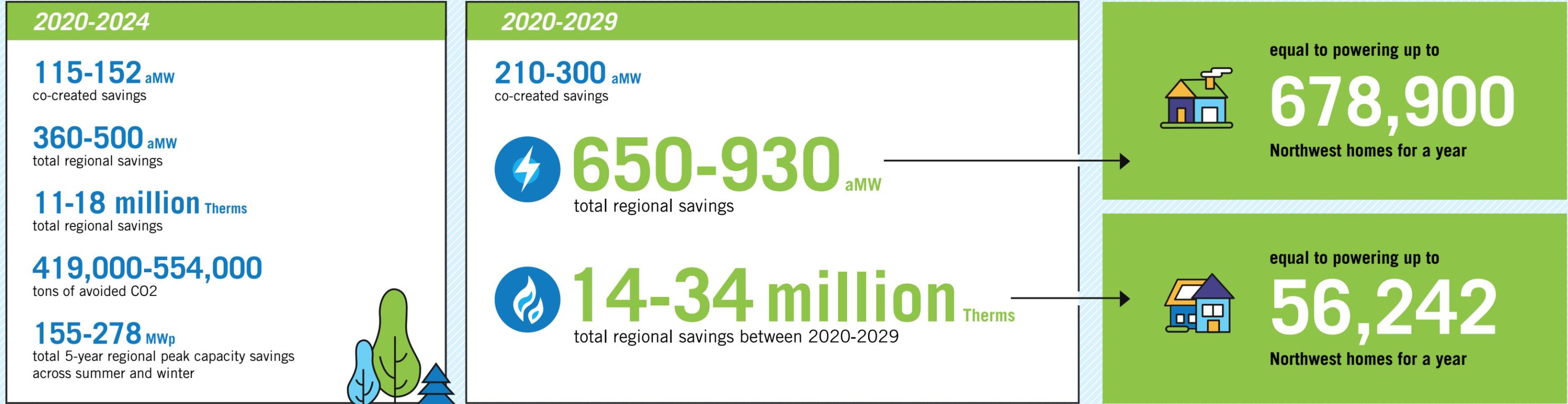


2024



# DELIVERING RESULTS IN 2020-2024

## SAVINGS



### Transformation Goal

Sustain a portfolio of initiatives and support functions that enable more cost-effective efficiency to occur sooner, in larger amounts and/or at lower cost than otherwise expected.

- Emerging Technology**  
Routinely scan for, assess, and report on the potential for newly identified efficiency products, services, and practices and test the field performance of the most promising opportunities.
- Effective Portfolio Execution**  
Implement the prioritized portfolio of initiatives, routinely evaluate progress, and adapt as necessary to achieve accelerated and sustained market adoption.
- Codes and Standards**  
Influence development and support successful implementation of building codes and equipment efficiency standards and test methods to materially improve efficiency outcomes.
- Convene and Collaborate**  
Selectively support dialogue and coordinate activities among stakeholders interested in accelerating energy efficiency through market transformation in the Northwest.
- Market Intelligence**  
Research, analyze, and provide actionable insight to support identification and pursuit of efficiency opportunities and results reporting.

### Operations Goal

Continuously improve organizational culture and performance efficacy, ensure accountability and transparency, and strive for innovation in service.

- Optimized Resource Allocation**  
Engage funders and other qualified advisors to identify, develop, and sustain a portfolio of efficiency-enabling initiatives and activities that are consistent with the alliance's purpose.
- Prioritization Standards**  
Establish Board-determined policies to assure equitable allocation and appropriate prioritization of efforts.

