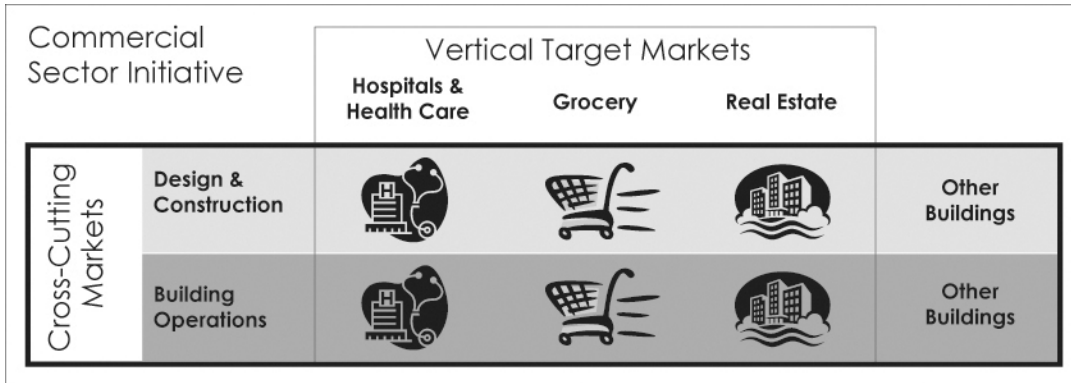


**NEEA**  
**2009 Operations Plan**  
**January 5, 2009**

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# Commercial

## BETTERBRICKS OVERVIEW



BetterBricks includes a focus on business decision-making practices within vertical target markets and trade ally product and service offerings within the crosscutting design and construction and building operations markets. Combining these market perspectives represents the central theme of the commercial sector initiative. A focus on business practices will better incorporate energy efficiency into business decision-making and stimulate demand for related trade ally products and services. A focus on trade allies will assure that these firms recognize the business opportunity, evolve their product and service offerings and enhance their capabilities.

Vertical target markets include hospitals and health care, grocery and office real estate. Cross-cutting markets include design and construction and building operations. In addition to the vertical target markets, new schools continue to receive attention through design and construction market activities. Within the design and construction market the focus is on trade allies involved in the building design and construction process, including architects, design engineers, and construction contractors. Within the building operations market the focus is on trade allies and facility staff involved in operating and maintaining buildings, including mechanical contractors, building controls companies and equipment manufacturers.

## BETTERBRICKS GOALS (Overall)

1. Make energy efficiency an integral part of business decision-making. Within targeted vertical markets change energy related business practices to achieve energy efficiency in design and construction, facility operations, purchasing and capital upgrades. Create natural market demand for related trade ally products and services.
2. Transform trade ally products and service offerings within the crosscutting design and construction and building operations markets to deliver high performance

(energy efficient) buildings. Align trade ally business resources and build market capabilities to meet and increase market demand.

## **2009 MARKET CHANGE OBJECTIVES**

BetterBricks efforts alone will not transform markets. BetterBricks will actively coordinate, align and partner with others. This includes utility/public benefits administrators, business, government and private non-profit entities, both regionally and nationally. In 2009 the following market changes will be in place as a foundation for more significant energy savings to be realized post-2009 (grocery market change objectives removed due to defunding):

- Decision makers in the following markets implement energy-efficient business practices related to design and construction and building operations:
  - 25% of beds in healthcare (hospitals)
  - 15% of targeted office real estate floor space
  - 5% of floor space in other buildings
- Architectural firms that serve the following markets adjust business offerings to design high performance buildings in:
  - 25% of new beds in healthcare
  - 15% of new targeted office real estate floor space
  - 5% of new floor space in other buildings
- Service providers that serve the following markets adjust their business offerings to improve building operating performance for:
  - 25% of existing beds in healthcare (hospitals)
  - 10% of existing targeted office real estate floor space.
  - 3% of existing floor space in other buildings

In addition, NEEA is working collaboratively regionally and nationally to transform the market for new desktop PCs to include high-efficiency power supplies and other energy saving features as the industry standard. The strategy is to use a coordinated manufacturer buy-down approach to encourage production and sales of desktop computers that meet Energy Star 4.0 specifications (including 80 PLUS Power Supplies). The Energy Star specification is promoted as part of purchasing best practices within BetterBricks target markets.

- The buy-down approach, coupled with EPA Energy Star designation and target market efforts stimulate greater market supply and demand, resulting in 80,000 PCs with high-efficiency power supplies shipped to the NW in 2009 (130,000 units total 2008-09; 150,000 units total 2005-09).

## **2009 PERFORMANCE (PROGRESS) INDICATORS**

### **Hospitals & Healthcare**

- Continue to assist six (6) or more hospital systems practicing SEMP. Support business practice change in all energy related areas, including design and construction, facility operating practices, purchasing practices and facility upgrades.

- Further develop the business practice change approach and web-site content, including tools and materials that support hospital management and staff. Augment approach and content to better address the needs of smaller hospitals.
- Continue to expand education and training activities in conjunction with others to build greater market awareness and enable more hospital systems to take action.

### **Office Real Estate**

- Test and refine the High Performance Portfolio framework working with three (3) or more office real estate companies. Use market experience to improve the framework content, tools, messaging and delivery approach.
- Initiate a region wide business practice change delivery approach that maximizes use of existing market channels, the website, and available utility/public benefits administrator resources.
- Advance market relationships with key commercial real estate organizations, including BOMA and ULI. Continue to influence their education curriculum and membership offerings.

### **Design & Construction**

- Through Firm Focus continue to work with five (5) or more architecture firms to advance their energy related integrated design practices. Use Activity Plans to influence business planning and marketing, product and service development, staff development and project designs.
- Provide integrated design assistance to design firms on 25 or more projects region wide (more than half within vertical target markets). Document project outcomes in terms of energy performance and costs.
- Continue to develop energy related integrated design tools, design approaches and informational resources useful to architects, design engineers, contractors and others in the market.
- Conduct energy related integrated design education and training activities in the market in conjunction with associations, utilities/public benefits administrators and others.

### **Building Operations**

- Through Firm Focus continue to work with five (5) or more service providers to advance their building performance service offerings. Use Activity Plans to influence business planning and marketing, product and service development, staff development and projects.
- Improve building operating performance with service providers on 25 or more buildings region wide (more than half within vertical target markets). Document project outcomes in terms of energy performance and costs.
- Continue to evolve the building operating performance toolkit available via the website. Validate its usefulness with target audiences and identify areas for improvement.
- Conduct building operating performance education and training activities in the market in conjunction with associations, utilities/public benefits administrators and others.

## **Education & Training**

- Maintain and enhance relationships with association partners and other entities that have professional development mandates and strong connections to target audiences.
- Establish training and education curriculum that meets high priority needs within each vertical and cross-cutting market. Use BetterBricks business and technical contractual expertise to the extent practical.
- Market and deliver training and education activities within each market area in partnership with others, included associations, utilities/public benefits administrators and trade allies.

## **Marketing**

- Conduct market specific and all encompassing market events in partnership with others that convey key messages and are well attended by target audiences.
- Continue to advance the new website containing micro-sites for each market. Work with the market managers to improve content and monitor target audience interaction and website effectiveness.
- Produce market specific collateral that reflects effective communication to priority target audiences. Support market manager product development activities.
- Influence public relations coverage within each market area in a manner that conveys key messages and is well recognized by target audiences.

## **Desktop Computers**

- At least two major original equipment manufacturers (OEMs) promote Energy Star 4.0 and 80 PLUS Power Supplies in commercial desktop PCs.
- At least 80,000 PCs with high-efficiency power supplies are shipped to the NW in 2009 (150,000 units total for 2005-09).

## **EVALUATION PLAN**

Periodic market progress assessments are conducted by market area along with an annual analysis of energy savings. The evaluation budget in 2009 is \$515,000 to accomplish these activities. Michelle Levy is the NEEA lead for evaluating market progress working with the BetterBricks market managers and contractors. Rob Russell is the NEEA lead for the BetterBricks energy savings analysis.

## **MANAGEMENT PLAN**

The remainder of this operations plan contains the budget, electricity savings, operational structure and resources associated with the BetterBricks initiative. The BetterBricks team (internal and external) has responsibilities as characterized, yet works interactively to achieve common outcomes in the markets. It is the team cohesion that drives BetterBricks success in the markets. Each market manager and contractor is responsible for continuing their professional development and representing NEEA and BetterBricks in the marketplace.

**2009 BETTERBRICKS BUDGET – Draft**

**INITIATIVE BUDGET**

Hospitals & Healthcare	\$490,000
Grocery	0
Office Real Estate	<u>372,000</u>
<i>Vertical Market Subtotal</i>	\$862,000
Design & Construction	\$2,483,000
Building Operations	<u>1,001,000</u>
<i>Cross Cutting Market Subtotal</i>	\$3,484,000
Education & Training*	\$585,000
Marketing	574,000
Planning & Miscellaneous	<u>110,000</u>
<i>Functional Areas Subtotal</i>	\$1,269,000
<b>TOTAL</b>	<b>\$5,615,000</b>

\* includes \$185,000 for Lighting Design Labs

**OPERATIONG BUDGET**

Salaries & related expenses	\$825,301
Other operating costs	<u>162,974</u>
<b>TOTAL</b>	<b>\$988,275</b>

Desktop Computers \$776,980\*\*

\*\*funded under a separate voluntary utility/public benefits administrator opt-in mechanism

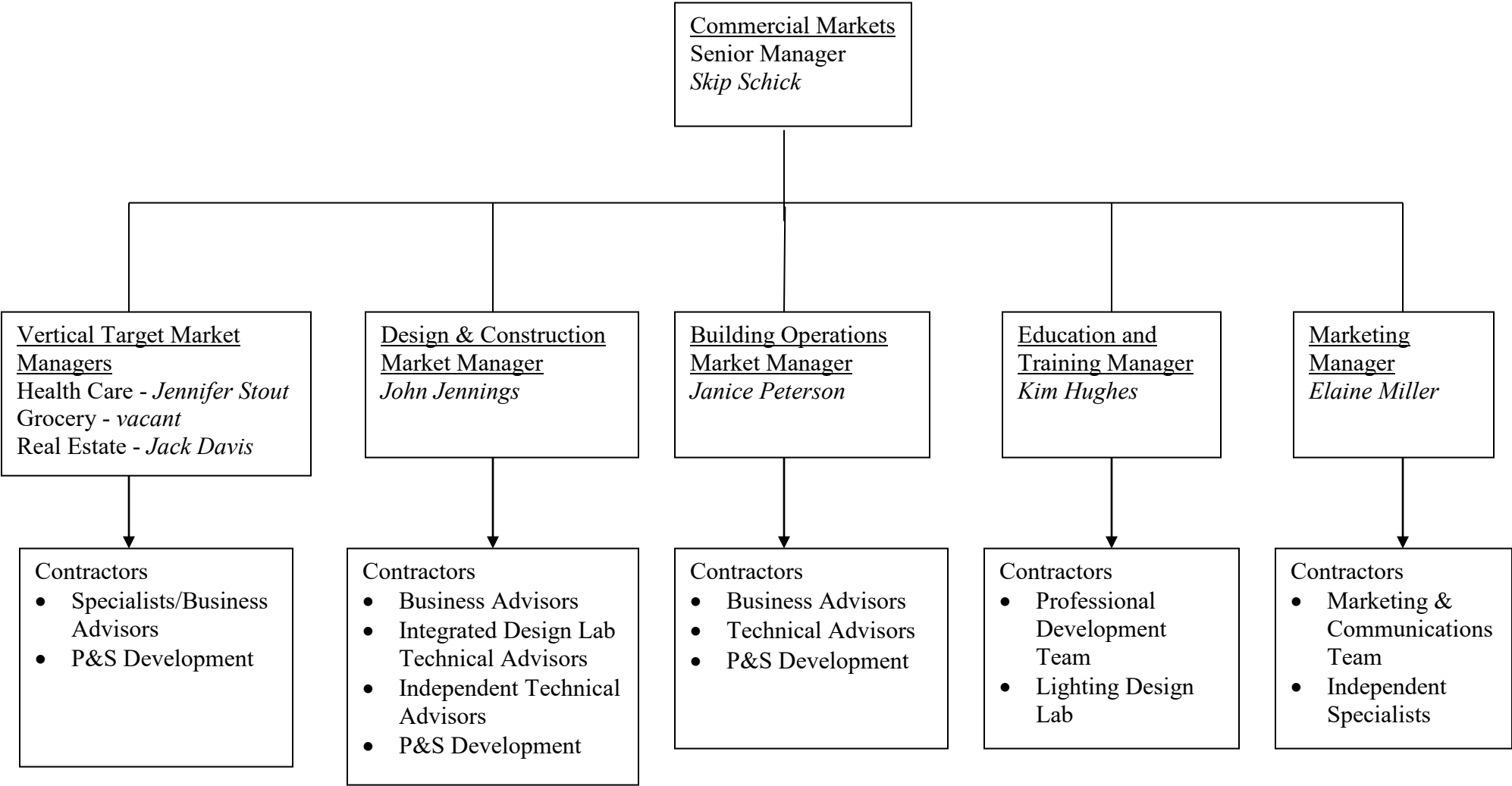
**ELECTRICITY SAVINGS - Draft**

Regional total and net market effects for BetterBricks and Desktop Computers (80 PLUS Power Supplies) in 2009 and for the period 2005-2009 are projected as follows:

Energy Savings (aMW)		
	2009	2005-2009
Regional Total Market Effects		
• BetterBricks	xx aMW	4.7 aMW
• Desktop Computers	.9 aMW	1.6 aMW*
Total	<u>xx aMW</u>	<u>6.3 aMW</u>
Regional Net Market Effects		
• BetterBricks	xx aMW	xx aMW
• Desktop Computers	0 aMW	.2 aMW
Total	<u>xx aMW</u>	<u>Xx aMW</u>

\*The original business plan goal for desktop computers was 4.3 aMW. It has been revised due to slower uptake in market demand than initially projected.

**BETTERBRICKS Operational Structure & Resources**





## **2009 BETTERBRICKS CONTRACTORS**

### **Hospitals & Healthcare**

#### ***Market Specialists (Business Advisors)***

WA: Stan Price/Cynthia Putnam (Putnam Price)

OR: Sharon Graugnard (Volant Strategies)

ID: Bill Gast (Western Energy Advisors)

MT: Bob Julian (Power Procurement Group)

#### ***Product & Service Development***

Robert Blakey (Strategic Equity Associates)

Kay Hall (Perspective Consulting)

Don Rainey/Sue Sharp (Don Rainey & Associates)

Nadine Lihach Communications

### **Office Real Estate**

#### ***Market Specialists (Business Advisors)***

Deb Cloutier (JDM Associates)

Dune Ives (Milepost Consulting)

Ken Baker

#### ***Product & Service Development***

John Klein/Deb Cloutier (JDM Associates)

Theddi Chappell (Pacific Security Capital)

Mark Jewell (RealWinWin)

### **Design & Construction**

#### ***Business Advisors***

Mark Cameron/Jack MacAllister (Cameron MacAllister Group)

#### ***Integrated Design Labs (Technical Advisors)***

Puget Sound/Western WA: Joel Loveland – Lab Director (Seattle)

Eastern Washington: Judy Theodorsen – Lab Director (Spokane)

Oregon/SW Washington: Charlie Brown – Lab Director (Portland & Eugene)

Idaho KevinVanDenWymelenberg – Lab Director (Boise)

Montana Tom Wood – Lab Director (Bozeman)

#### ***Product & Service Development***

Integrated Design Labs

New Buildings Institute

Jeff Cole (Konstrukt)

### **Building Operations**

#### ***Business Advisors***

John Vanderford

#### ***Technical Advisors***

Strategic Energy Group - Jim Volkman, Mike Kaplan, Alan Kakaley

Solarc - Mike Hatten, Gene Johnson, John Alberte

SBW - Michael Baker, Romberger, Qualman, Tso, Roberts, Modi

Brad Weaver  
PECI – Tudi Haasl

***Product & Service Development***

Strategic Energy Group  
SBW  
PECI  
Lighting Design Lab

**Education & Training**

Anna Siebenborn  
Stan Price/Cynthia Putnam (Putnam Price)  
Terry Egnor  
Ken Baker  
Lighting Design Lab (Michael Lane)  
Integrated Design Labs (Lab Directors)

**Marketing**

Coates Kokes  
Independent contractors

**Desktop Computers**

Ecos Consulting

**Evaluation**

*Vertical Markets* – Jane Peters, Marjorie McRae (Research Into Action)  
*Design & Construction* – Phil Willems (PWP, Inc.)  
*Building Operations* – Nick Hall (TecMarket Works)  
*Energy Savings* – Heschong-Mahone Group and The Cadmus Group

**NEEA/BETTERBRICKS MARKET REPRESENTATION (incomplete draft)**

Jack Davis

- Building Owners & Managers Association (BOMA) member
- Urban Land Institute (ULI) member
- Green Building Finance Consortium member

Jennifer Stout

- Hospital Associations (state chapters and national)

John Jennings

- American Institute of Architects (AIA) member
- Cascadia Chapter, United States Green Building Council (USGBC), member/fellow
- Building Commissioning Association (BCA)

Janice Peterson

- American Society for Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE), national standards committee member

Kim Hughes

- 

Elaine Miller

- 

Skip Schick

- Consortium for Energy Efficiency (CEE)

## **Industrial**

### **EXECUTIVE SUMMARY**

The Northwest Energy Efficiency Alliance's industrial initiative works to permanently embed energy management as a core business practice throughout all levels of industry in the Northwest. The initiative is focused on creating industrial energy management as a viable, for-profit market in the Northwest by generating demand among industrial energy users and supply from qualified providers.

### **UNIQUE VALUE ADD**

The Northwest Energy Efficiency Alliance's industrial initiative works to permanently embed energy management as a core business practice throughout industry in the Northwest. The initiative is focused on creating industrial energy management as a viable, for-profit market in the Northwest by generating demand among industrial energy users and supply from qualified providers by:

1. Collaborating with the food processing industry as a whole as it maps and implements a long-term industry-wide energy efficiency roadmap.
2. Working with individual facilities in the pulp and paper and food processing industries to implement energy management via a strategic process known as Continuous Energy Improvement (CEI), and
3. Coordinating and collaborating with Northwest utilities to offer regional technical solutions.

### **2009 PRIORITIES**

#### **Industry Support**

##### *Brief Summary*

In June, 2008, the Northwest Food Processors Association (NWFPA), the US DOE, and NEEA's industrial initiative agreed to collaborate on a plan that would enable the food processing industry to develop and implement a long-term roadmap for energy efficiency. Working first with food processing executives to create the industry vision, next with facilities and allies to give form to the vision, the roadmap project will culminate in May, 2009 with formalized partnership agreements that support the industry in implementing the energy efficiency roadmap. The industry's goal is to reduce energy intensity by 25% in 10 years and an additional 25% in 20 years through innovation. NEEA will use the experience gained from this effort to work with other industries in the future.

##### *NEEA Business Plan Goal and Related Objectives*

The industrial sector's engagement with partners such as NWFPA and the U.S. DOE are related to the business plan goal of Collaboration (#3) and Market Change (#1). Industry support is called out in the sector logic model and directly supports goal #4 of the business plan – High Performance Organization (#4). The sector specific goals call for initial penetration of the Food Processing market at 13%. The logic model and ACE model ramps this to 50% in 2014. This

level of engagement with the industry association is essential to achieving the desired rate of uptake.

*Expected 2009 Outcomes and Dates (measurable – some of which should be quarterly)*

Industry-wide programs and expected savings from those programs will be defined by May 2009. Formalized partnership agreements with national, regional, and local organizations will support the industry’s programs in achieving its goal. NWFPA Roadmap will become a template for future road mapping exercises that can be transferred to other industrial segments. Agreements will establish the methodology to develop a baseline of roadmap participant energy intensity as well as a protocol to track progress to NEEA and NWFPA’s goals.

*Key Strategies/Approaches to Achieve Outcomes*

- Presentation of roadmap at February 2009 DOE Industrial Energy Summit
- Regional and one-on-one meetings with key stakeholders to garner support for the roadmap
- Development of measurement methodology and tracking protocol

*Evaluation Plan*

NEEA will work with the NWFPA to set up an industry-wide baseline and characteristics of measuring both industry-wide energy intensity and specific program effectiveness. The success of this effort will be measured by the uptake of energy management as well as capital improvement, operations, maintenance and design changes made by the Northwest Food Processing industry and the estimation of energy savings from that uptake. Implementation and evaluation teams will develop metrics for participation by industry sub-segment and expected energy savings. Evaluation team will conduct a review of baseline data and conduct surveys as necessary to confirm and characterize participation.

*Responsibility (primary)*

Sergio Dias with support from Sharon Peterson.

*Required Resources (including budget)*

Direct engagement by NEEA staff with significant support from the sector manager. This team will inform and guide the NWFPA as well as coordinate with other entities such as utilities, BPA, ETO and the US DOE.

Beyond NEEA’s internal resources, outside contractors will be used for much of the tactical work. These resources will be determined as the Roadmap is finalized.

	09Q1	09Q2	09Q3	09Q4	Annual
<b>Industry Support</b>	<b>\$ 186,500</b>	<b>\$ 161,500</b>	<b>\$ 161,500</b>	<b>\$ 161,500</b>	<b>\$ 671,000</b>

*Potential Challenges*

As the US continues in economic recession, partners may be reluctant to provide funding support to implement the Roadmap. As the manufacturing sector declines, food processors may be stretched to take advantage of available support as the focus all available resources on production.

## **Energy Management**

### *Brief Overview*

This strategy is intended to incorporate Energy Management (EM) practices as “Business as Usual” in industries in the region. NEEA is initially working with the food processing and pulp and paper sectors because of the amount of energy they consume.

By working with trade associations and local consultants, NEEA’s industrial team is evolving the initial concept of Energy Management into a standardized offering – Continuous Energy Improvement (CEI) that can act as a voluntary, market based standard. As formal standards are developed and adopted (ANSI, ISO), this voluntary standard will act a means of achieving those standards. NEEA will collaborate with organizations such as DOE in bringing these formal standards to the NW.

The 2009 efforts are focused in the following major areas.

- Continued support of currently engaged Food Processor and Pulp and Paper producers in their integration of Energy Management
- Expansion of penetration in the Pulp and Paper segment
- Further developing the current CEI offering into a package the can be delivered by market actors
- Piloting the ANSI MSE 2000:2008 in coordination with DOE starting in Q3 2009
- Developing the 2010-2014 transition of CEI to a market based program

### *NEEA Business Plan Goal and Related Objective*

The sector is actively working with the developers of the ANSI standard (Georgia Tech), CEE and the U.S. DOE in creating and delivering Energy Management standards. This activity supports the business plan goal of Collaboration (#3) and Market Change (#1). These two goals are also supported by the development of the regional offering CEI. Energy management activities are directly tied to the business plan goal of saving energy. For the sector the target is 12 aMW

*Expected 2009 Outcomes and Dates (measurable – some of which should be quarterly)*  
Enhancement to CEI will be released in Q2 and Q4. The ANSI pilot will begin in Q3.

### *Key Strategies/Approaches to Achieve Outcomes*

- Develop CEI tools that can be used by industrial customers and market players
- Incorporate approaches that can be used by market players in new markets
- Incorporate learnings from the ANSI pilot in Texas and partner with DOE to customize for the NW
- Develop a protocol to measure energy savings that is in accordance with regional standards

### *Evaluation Plan*

- Evaluation team will conduct a process evaluation of pilot and an impact evaluation of energy savings based on the protocol developed

*Responsibility (primary)*

John Wallner for the design of Energy Management.

John Sandin for the implementation of the Energy Management System.

*Required Resources (including budget)*

NEEA staff including John Sandin, Sharon Peterson, John Wallner, and Rob Russell. External contractors include ECOS, SEG, Cadmus, and marketing communications contractors as needed.

	09Q1	09Q2	09Q3	09Q4	Annual
Energy Management	\$ 615,250	\$ 615,250	\$ 577,750	\$ 560,750	\$ 2,369,000

*Potential Challenges*

- Nearly all firms are beset by severe constraints on staff resources and time
- Not all of the firms have had active CEO leadership on energy management
- Developing an approach to attribute energy intensity reductions to implementing energy management
- Recruiting the right plants to participate in the ANSI pilot

**Regional Technical Solutions**

*Brief Overview*

This strategy is intended to allow utilities to increase the technical solutions that are available to their industrial customers. NEEA’s role has been to primarily assist the technical discussion between market players and utilities to develop regional approaches that are mutually beneficial. This strategy has also provided regional equity for stakeholders that do not benefit from the activities in the Food Processing and Pulp and Paper sectors.

2009 activities will focus on coordinating the planning and delivery of technical training throughout the region, the transition of Green Motor Practices to utility and market players, and the development of a new regional technical solution, most likely waste water.

*NEEA Business Plan Goal and Related Objective*

Activities in this group are directly tied to Collaboration (#2).

*Expected 2009 Outcomes and Dates (measurable – some of which should be quarterly)*

- In Q2 2009, the Green Motors Practices effort will transition to utilities and market players.
- Deliver technical training, such as the DOE’s Compressed Air Challenge, in each of nine unique regions in the Northwest throughout the year.
- Launch a new technical program by Q3 2009.

*Key Strategies/Approaches to Achieve Outcomes*

- Facilitate regional training calendars to provide a baseline of technical training
- Facilitate final discussions with BPA, ETO, Pacific Power, Idaho Power and the Green Motors Practices Group

- Begin discussions with regional stakeholders to develop the next regional solution, most likely to be waste water

*Evaluation Plan*

The evaluation team will measure the perception of value from training activities (and other regional coordination activities) via a survey of utility program managers. In addition, NEEA will evaluate regional savings achieved by these efforts.

*Responsibility (primary)*

Andy Ekman

*Required Resources (including budget)*

NEEA staff including Andy Ekman, Sergio Dias, John Sandin, John Wallner, Sharon Peterson and Rob Russell. Contractors include Ecos Consulting and Dennis Bowns.

Usage	09Q1	09Q2	09Q3	09Q4	Annual
Regional Support	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000

*Potential Challenges*

NEEA’s Industrial Sector budget was reduced significantly in 2009. There is a possibility that funds may need to be reduced in this activity to reflect that reduction. In addition, Andy Ekman’s position is critical to this work.

**2009 Management Plan**

*Overall Description of the Unit/Sector*

Using skilled, experienced staff, the team is structured like a traditional for-profit enterprise. Marketing identifies areas for focus and provides the “voice of the customer” in a dialog with the marketplace. Product Development focuses on developing innovative solutions to meet the current and future states of the industrial sector. Implementation focuses on the cost effective delivery of products and service to the regional industrial sector. Regional Coordination focuses on the coordination with key stakeholders. Evaluation focuses on quality assurance and feedback to all groups. All these groups (with evaluation matrix managed) are managed by sector managers and are overlaid with a G&A function that provides strategy, management and evaluation.

*Org chart (internal FTE and key external contractors/consultants) and each individual’s primary responsibility*

*Major 2009 Outcomes (including aMW – regional and net)*





*Potential Challenges*

The replacement Andy Ekman is a near term challenge that may impact performance in 2009. Head count needs to be agreed upon and a revised job description developed, posted and filled. With little transition-time remaining, the existing team may be unduly burdened covering the regional coordination function. There is potentially a need to grow the team by one FTE beyond the Ekman vacancy. Again, development of the job description, posting and hiring will be a challenge. This will create a shift in tenure of the team, which may require management focus.

# Residential Sector

## NW ENERGY STAR HOMES

### Executive Summary

The major outcomes for ENERGY STAR Homes for the 2009 timeframe are to achieve 11% market share and to position ourselves to influence minimum efficiency standards in green building programs in Washington, Idaho and Montana for the 2010 timeframe. These outcomes contribute to NEEA's goal of accelerating the adoption of energy efficient products in the residential new construction market.

### Unique Value Add

Residential new construction is a channel strategy which warrants an investment to maintain valuable relationships. The benefits of investing in this channel beyond the long term savings associated with certifying ENERGY STAR homes are as follows:

- Success of an above code new construction program leads to quicker adoption of residential energy codes.
- This channel allows the Northwest to prevent losing opportunities in impacting energy efficiency. When energy efficiency upgrades are not incorporated at the time of build, they are much more difficult and expensive to attain at later dates.
- Development of new construction regionally as a channel allows Northwest utilities to introduce new energy efficiency technologies over the long term to gain incremental energy savings on an ongoing basis.
- This channel can lead to the adoption of new technologies that apply to retrofit situations, i.e. duct testing.
- Regional leverage in industry relationships with manufacturers, distributors and green building programs brings more resources and synergies to the program.

### 2009 Priorities

The ENERGY STAR Homes program will reach 11% market share in 2009. This goal is less than the original goal for 2009 of 14% market share, due primarily to a projected decrease in Oregon's market share from 2007 to 2008 and again in 2009 as a result of adopting a new Oregon state residential energy code. While the new construction team will continue to recruit builders to the ENERGY STAR Homes program in 2009, focus will turn from developing an infrastructure to supporting the sale of ENERGY STAR Homes through consumer advertising and engaging the Real Estate community. In addition, the team will begin to integrate more closely with green building programs on marketing and training and will begin discussions on partnering together to promote the energy efficiency portion of their specifications.

### Market Share

1<sup>st</sup> quarter - 8% year-to-date

2<sup>nd</sup> quarter - 8.5% year-to-date

3<sup>rd</sup> quarter – 9% year-to-date

4<sup>th</sup> quarter – 11 % year-to-date

Strategies to achieve market share goals include:

#### *Builder Recruitment*

Verifier sales, marketing tool kits, and continued field support for verifiers recruiting new builders. Select print advertising and direct mail to pull new builders into the program.

#### *Consumer Advertising*

Consumer advertising will be used to differentiate the builders selling ENERGY STAR Homes and move their inventory so they can continue to build new ENERGY STAR Homes. Consumer advertising also pulls new builders into the program as they see their competition using ENERGY STAR to differentiate their business. Program funds (just under \$200,000) will be leveraged with utility and market funds to generate \$850,000 in consumer advertising throughout the 4 state area. The program will expand efforts to recruit manufacturers and distributors into advertising campaigns that feature their products as a part of building an ENERGY STAR Home.

#### *Real Estate Education*

The program will increase education of the Real Estate and appraisal industry with a goal of reaching 500 Realtors and 100 appraisers in 2009. Web based training will be incorporated into the available options in the first quarter of 2009, increasing the availability of Realtor training in smaller markets. Expand the multiple listing services into Boise, Tri Cities and Spokane by year end.

#### *Green Building*

The team will move toward integrating more tightly with green building programs on a market by market basis with co-op advertising offered for Earth Advantage/ENERGY STAR and Built Green/ENERGY STAR builders for Spokane, Puget Sound and Oregon. In the 1<sup>st</sup> quarter of 2009, discussion will begin with Built Green and the NAHB's green building program for improving minimum energy efficiency standards in their specifications.

### **Budget**

Total spending for the ENERGY STAR Homes program will be \$2,455,000 plus evaluation. NEEA staffing is one market manager and .5? from evaluation.

### **Potential Challenges**

The residential new construction market has suffered two consecutive years of steep declines in new building permits. Through October 2008 permits dropped 52% versus October of 2006. We anticipate a further drop next year of at least 5%. Given this dramatic market contraction, builders are hesitant to add costs to their homes.

## **Progress Monitoring Plan**

Monthly progress meetings with the Fluid team.  
Quarterly review of goals with management.

## **External Contractors**

Oregon Department of Energy	certification and QA Oregon	2 people*
Idaho Office of Energy Resources	certification and QA Idaho	2 people*
Washington State University	certification and QA Washington	3 people*
NCAT	certification and QA Montana	1 person*
Fluid Market Strategies	marketing and field support	18 people*
Ecotope	technical consulting	1 person*

\*Not everyone is full time.

## **OTHER ACTIVITIES / RESIDENTIAL SECTOR**

### **Consumer Products**

We will evaluate upstream electronics opportunities for the region. We have looked at California's program and have some concerns. A couple of other programs are in development in the region. The current plan is to discuss the findings with the expert committee in December and see if there is support for an RFP for an electronics program. If so, we'd like to have an RFP out to the field by January 15<sup>th</sup> and make a decision by the end of February so we can launch by 2<sup>nd</sup> quarter (note that additional funds will be required).

### **Lighting**

We will again support CEE's Lighting for Tomorrow program. This program supports the development of cutting edge energy efficient lighting products and design (\$5,000-\$10,000). In addition, we will continue to track CFL sales in the region (\$20,000).

### **Ductless Heat Pump Pilot**

Implementation and evaluation of the pilot will continue. We are planning a regional conference in spring to bring together market actors and utilities to discuss the latest and greatest in the market place as well as best practices.

### **Conferences**

#### *New Construction*

- International Builder's Conference
- RESNET Conference
- ENERGY STAR Homes Conference
- Exposure to green building industry via appropriate conferences

*Other*

- CEE Program Meeting, Whole House/Electronics Meeting
- ACEEE MT Symposium
- Energy Star Partner Meetings: Lighting, Appliances
- Behavior, Energy, Climate Change Conference

# Codes & Standards

## EXECUTIVE SUMMARY

2009 may be the biggest year ever for energy codes and standards. Governors in Oregon and Washington are explicitly calling for aggressive new codes and Montana will be adopting a significantly more stringent version of the national model code. Federal appliance standards are being decided at a dizzying rate, with twenty-five final rulemakings expected within the next three years. In 2009 virtually all of them are in play. The major focus for the year will therefore be on the creation and adoption of new codes and the development and implementation of an initial appliance standards support strategy, an area in which NEEA has not been active for several years.

Codes and standards efforts contribute directly to NEEA's goal of changing markets to gain energy efficiency. By permanently raising the floor of energy efficiency for everyone they achieve savings from the large proportion of the population that does not participate in voluntary programs. Further, codes and standards spur innovation and market adoption of increasingly efficient materials, products and services as progressive companies seek to differentiate themselves by marketing their high efficiency alternatives to these required legal minimums.

A second NEEA goal that codes and standards address follows from the large amount of this work that occurs at the national level. NEEA collaborates with a variety of national players to promote our agenda and leverage both the knowledge and the influence that these players have.

The budget for 2009 is \$792,000 for implementation and \$39,000 for evaluation.

## UNIQUE VALUE ADD

With the notable exception of Seattle City Light, NEEA's funders do not directly participate in code and standards processes, opting instead to have NEEA serve their needs in this area. As codes and standards are determined at the state and national levels and as there are significant commonalities from state to state, it makes complete sense to have a regional organization take the lead in these activities.

## 2009 PRIORITIES

### Energy Codes Creation and Adoption

- Develop code change proposals for Oregon and Washington and submit them to appropriate code approval organizations in each state prior to deadlines in early 2009. Organize and manage workgroups in each state. Proposals will increase stringency by a minimum of 20%. Conduct prototype modeling and simulation analysis to generate savings estimates.

- Participate in 2009-2010 International Energy Conservation Code (IECC) and International Residential Code (IRC) development cycle. The IECC and IRC are adopted in Montana and Idaho so NEEA has a direct interest in influencing these codes. NEEA, represented by the NEEA-created Northwest Energy Codes Group, will both develop its own proposals for submission and will participate in the creation of proposals by other groups with whom we have relationships. We will attend the hearings and participate in the adoption processes.

Work will be principally conducted by NEEA's codes contractor network supplemented with other technical contractors and knowledgeable non-contractors. The NEEA codes and standards manager will be an active participant.

*Budget*  
\$242,000

*Potential Challenges*

Increasing code stringency by 20% or more requires expertly balancing technical options, incremental costs and the need to maintain enforceability. While most groups now support energy efficiency in principle, they frequently oppose specific changes based on cost or construction practice arguments.

*Evaluation Plan*

All code change proposals will be part of the public record. By the end of 2009 we will know how many of these proposals were adopted into code.

**Energy Codes Implementation**

- Provide energy code technical support and education and training to building officials and design and construction professionals around the region. Increase the audience reached through these activities.
- Identify at least two areas in the state energy codes (minimum one residential and one non-residential) with low compliance; develop and implement a plan to significantly increase compliance levels.

All work will be conducted by NEEA's codes contractor network.

*Budget*  
\$450,000

*Potential Challenges*

If major changes are adopted into codes in multiple states, a very high level of education and training resources will be required at the end of 2009 and into 2010. This will require creating curricula and hiring trainers to supplement the current contractor pool.



*Evaluation plan*

All contractors will be required to obtain contact information from attendees at education and training events.

**Appliance Standards**

- Establish NEEA as a consistent, respected participant in federal DOE appliance standard hearings. Support state-level attempts to increase appliance standards. Actively collaborate with the Appliance Standards Awareness Project.

Work will be principally conducted by NEEA’s standards contractor(s). The NEEA codes and standards manager will play a coordinating role with other pro-efficiency standards groups.

*Budget*

\$100,000

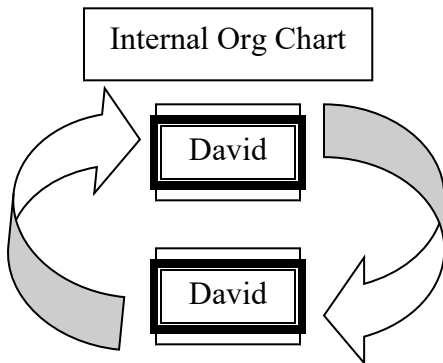
*Potential Challenges*

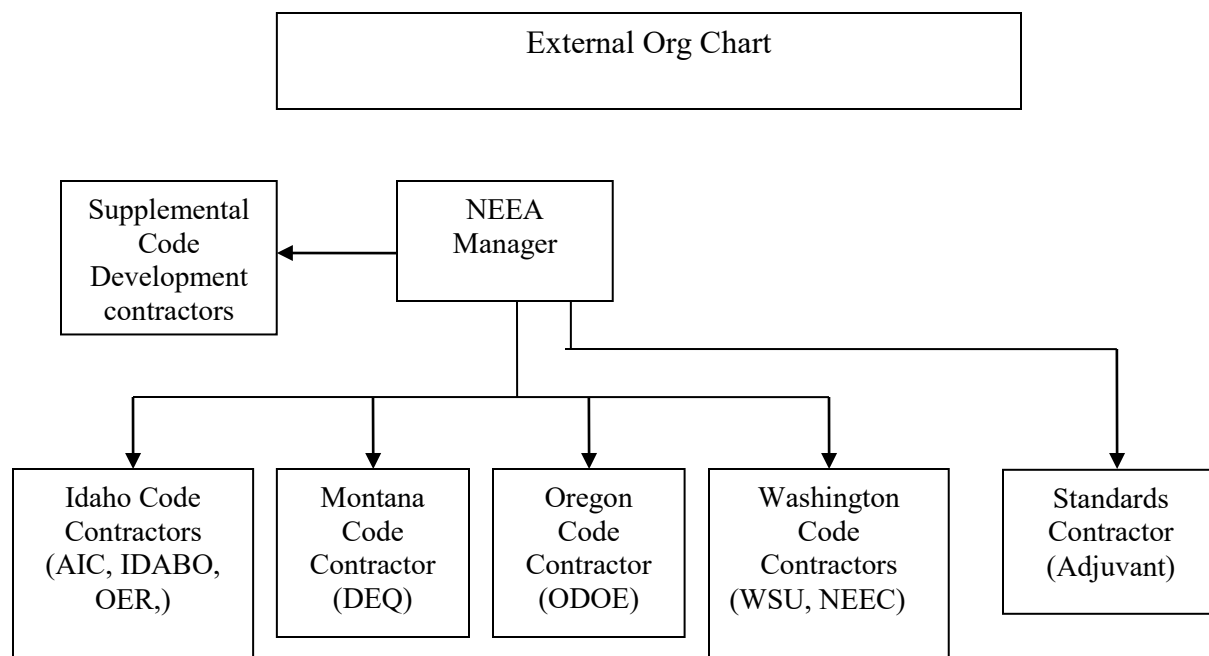
NEEA is re-establishing itself as a player in the federal appliance standards process. The exact roles we should play to be most effective are not known right now. 2009 will be a learning year.

*Evaluation plan*

At the end of the year a qualitative review of our activities should be conducted, which includes lessons learned and recommendations.

**2009 Management Plan**





**OVERALL DESCRIPTION OF THE UNIT/SECTOR**

NEEA contracts with organizations that develop code change proposals, participates in code adoption processes, and provides technical support, education and training for energy codes in all four states. In 2009 we will begin to participate in appliance standards processes for the first time in many years. Contractors will work to increase the stringency of appliance standards at both the federal and state levels.

The historic strategy for energy codes and standards has been to use NEEA's, utilities' and others' voluntary programs to gain significant market share for new technologies and practices and then use codes and standards to “lock in” the savings and expand them to cover the entire market. As such, codes and standards efforts have been and will continue to be closely allied to sector efforts. Recently, in response to increasing pressure from policy makers, codes (more so than standards) have been viewed as a way to proactively push beyond standard practice in order to achieve legislative goals related to energy reductions and greenhouse gas emission reductions. During the 2010-14 period, there will likely be a mixture of these two approaches. NEEA believes that codes can be used to either push or pull standard practice but pushing will require a significant expansion of education and training efforts relative to what we have traditionally provided.

Activity in mandated state and federal standards has increased tremendously recently. U.S. DOE will be reviewing 25 federal appliance standards in the next three years; Northwest states have just adopted standards for many other appliances not covered by federal legislation. NEEA’s participation in these areas will be increasing substantially in 2010-14 which will allow us to more comprehensively link our work in mandatory areas to what we do in our sector programs.

The past five years has seen the rise of an abundance of voluntary codes and standards that apply to every aspect of energy consumption. NEEA has been actively involved with many of these (e.g. Energy Star) but we will become more systematic in determining where we should concentrate our efforts to maximize the benefits of our sector initiatives and achieve our overall savings objectives.

### **MAJOR 2009 OUTCOMES (including aMW – regional and net)**

From Cycle 3 funding: 4.84 aMW for non-residential.

From Cycle 4 funding: 1.17 aMW for non-residential.

Residential savings have not been estimated.

### **TOTAL BUDGET**

The budget for 2009 is \$792,000 for implementation and \$39,000 for evaluation.

### **PROFESSIONAL DEVELOPMENT (including targeted conferences and papers)**

- Facilitate panel at Affordable Comfort NW conference
- Speak at US DOE State Energy Codes Workshop
- Attend two high performance building/code conferences
- Publish at least one code-related article in a national publication
- Increase knowledge of building science and construction practices
- Increase hands-on understanding of building officials' jobs

### **Progress Monitoring Plan**

The following progress indicators have been developed. Activity within these indicators can be easily documented by the codes and standards manager.

- Creation of code change proposals in Oregon and Washington at least 20% more stringent than current codes.
- Creation of NW code change proposals for the national model code at least 8% more stringent than current code.
- Collaborate with other organizations to create complete package for national code at least 15% more stringent than current code.
- Maintain technical support capability in all four states.
- Offer minimum of 15 education and training sessions.
- Develop education and training strategy to support implementation of new, more stringent codes in WA and OR in 2010.
- Increase code compliance in two code areas identified as low compliance.
- Assess standards activities at year end with goal of establishing long-term goals and strategies.

## **Potential Challenges**

The largest challenge in 2009 will be “death by opportunity”. So much is happening that we will need to keep careful watch on budgets and make sure resources are allocated to the most effective and high-yielding areas.

# Corporate Communications

## EXECUTIVE SUMMARY

NEEA corporate communications efforts for 2009 will focus on supporting all NEEA business plan goals with a direct emphasis on helping support the collaboration and high performance organization goals. In addition, NEEA's activities in 2009 will build on work begun in 2008 and will focus on helping prepare NEEA for changes that will be required as part of the strategic plan for the next funding cycle beginning in 2010.

Corporate communications will focus on five key strategies in 2009:

- Establish NEEA as a distinct recognizable brand to regional stakeholders
- Create materials that are consistent, updated and accurately convey the NEEA brand to stakeholders
- Use public relations to help strengthen the NEEA brand and promote energy efficiency
- Establish corporate communication as an integrated NEEA department and helpful resource
- Manage and support outreach to stakeholders

## UNIQUE VALUE ADD

NEEA corporate communications is necessary to help NEEA continue to improve its relationship with stakeholders and deliver a consistent message to the region of its unique role and value.

Specifically, NEEA and its funders benefit from:

- Clear and consistent communications about NEEA's activities
- Increased organizational transparency
- Continued establishment of a regional energy efficiency leadership reputation nationally

## 2009 PRIORITIES AND MANAGEMENT PLAN

### Overview

NEEA's corporate communications department has responsibility for:

- Building and maintaining the NEEA brand and reputation
- Creating all NEEA corporate communication materials
- Updating and maintaining the website
- Supporting the outreach efforts of NEEA's executive director
- Conducting corporate-level stakeholder outreach efforts

The strategies outlined in this plan summarize the work NEEA's corporate communications department will implement in 2009.

## **Business Plan Goals and Objectives**

NEEA's corporate communications division supports NEEA's business plan goals. Corporate communications serve a "matrix" function supporting all NEEA's activities. The most direct link to the goals and objectives in NEEA's 2005-2009 business plan are the Collaboration and High Performance Organization goals as listed below:

### *2005-2009 Business Plan Goal #2: Collaboration*

Collaborate with key stakeholders to leverage resources and enhance collective results.

Objective #1: Collaborate on planning, implementation and evaluation with stakeholders to maximize economies of scale and benefits to the region's electric ratepayers.

Objective #2: Represent the NW market transformation perspective in national forums.

### *2005-2009 Business Plan Goal #4: High Performance Organization*

Operations reflect a high performance organization where skilled and dedicated staff members are focused on results and quality.

Objective #1: NEEA sustains an open supportive workplace that values its people, their development and their contributions.

Objective #2: Management will report annually to the Board and staff on the progress of achieving goals and objectives laid out in the strategic plan.

## Strategies, Approaches, Expected Outcomes and Evaluation

Strategy	Approaches	Expected Outcomes	Evaluation
Establish NEEA as a distinct recognizable brand to regional stakeholders	<ul style="list-style-type: none"> <li>○ Finalize brand standards (Q1)</li> <li>○ Establish PR policies (Q1)</li> <li>○ Update brand standards site (Q2)</li> <li>○ Co-brand with utilities (ongoing)</li> <li>○ Develop style guide for evaluation reports (Q1)</li> </ul>	<ul style="list-style-type: none"> <li>○ NEEA brand used correctly</li> <li>○ Regular two-way communication with sectors</li> <li>○ NEEA promotes all funding utility brands and works with utilities to co-brand with NEEA</li> </ul>	<ul style="list-style-type: none"> <li>○ Review of materials for use and consistency</li> <li>○ Contractor scorecard</li> </ul>
Create materials that are consistent, updated and accurately convey the NEEA brand to stakeholders	<ul style="list-style-type: none"> <li>○ Finalize message board (refresh 2x year)</li> <li>○ Update brand platform to be consistent with strategic plan</li> <li>○ Refresh biz papers (letterhead, biz cards, etc)</li> <li>○ Update corporate brochure (Q3)</li> <li>○ Create 2008 annual report</li> <li>○ Create at least four new case studies (1 per quarter)</li> <li>○ Refresh existing case studies (Q4)</li> <li>○ Develop corporate video (Q2)</li> <li>○ Refresh media kit (Q2)</li> <li>○ Publish NEEA Newsletter (bi-monthly)</li> <li>○ Publish NEEA Bulletins (as needed)</li> <li>○ Refresh website to be consistent with strategic plan (Q2, Q3)</li> <li>○ Update website to keep content fresh and engaging (add Google search, redesign reports page, our work section updated, use newsletter content to keep site fresh etc.) (ongoing)</li> <li>○ Add RSS feed to NEEA website (Q1)</li> <li>○ Create NEEA factoid workbook (Q3)</li> <li>○ Organize images and materials (e.g. stock photos, charts) (Q1)</li> <li>○ Transition to <a href="http://www.neea.org">www.neea.org</a> website – establish plan for updating materials (Q1)</li> <li>○ Create master NEEA calendar for NEEA’s</li> </ul>	<ul style="list-style-type: none"> <li>○ Consistent messaging in materials that supports the strategic plan</li> <li>○ Consistent visual look of materials and website</li> <li>○ Materials are current and include updated data and information</li> <li>○ Website is useful and engaging for visitors – new content weekly</li> <li>○ Central, organized location for images and materials</li> </ul>	<ul style="list-style-type: none"> <li>○ Review of materials for brand tone, messaging and consistency</li> <li>○ Utility satisfaction survey tracking of brand messaging and values</li> <li>○ Conduct website user survey</li> <li>○ Contractor scorecard</li> </ul>

	website with all sector & corporate activities (Q2)		
Use public relations to help strengthen the NEEA brand and reputation	<ul style="list-style-type: none"> <li>○ Media train ED and SMT members (Q1)</li> <li>○ Maintain and update NEEA editorial calendar (ongoing)</li> <li>○ Conduct an ‘Energy Efficiency First’ PR outreach campaign</li> <li>○ Pitch and place authored articles and/or op-eds (ongoing)</li> <li>○ Enter NEEA into appropriate awards and recognition opps (ongoing)</li> <li>○ Conduct media analysis and tracking (ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>○ Daily EE news published</li> <li>○ At least one story published per quarter</li> <li>○ NEEA wins/places in at least one award during year</li> </ul>	<ul style="list-style-type: none"> <li>○ Media placement reporting (track for impressions, value and messaging)</li> </ul>
Establish corporate communications as an integrated NEEA department and helpful resource	<ul style="list-style-type: none"> <li>○ Train NEEA staff</li> <li>○ Train contractors</li> <li>○ Corporate communications participation and involvement in sector teams</li> <li>○ Continue to publish staff newsletter</li> <li>○ Add NEEA calendar online</li> </ul>	<ul style="list-style-type: none"> <li>○ Staff and contractors understand brand and messaging usage</li> <li>○ Policies are followed</li> <li>○ Corporate comm seen as a resource</li> <li>○ Staff newsletter published quarterly</li> </ul>	<ul style="list-style-type: none"> <li>○ Add question to staff survey</li> </ul>
Conduct outreach to stakeholders	<ul style="list-style-type: none"> <li>○ Build communications-staff relationships and alliances with regional and national stakeholders</li> <li>○ Keep stakeholder profiles and media information updated and in NCS</li> <li>○ Create automated subscription management to NEEA’s Bulletin system on its website (Q1, Q2)</li> <li>○ Track communications with key stakeholders through new call report function in NCS (Q1)</li> <li>○ Add survey functionality to NEEA bulletins and newsletters (Q3)</li> <li>○ Continue stakeholder data integrity proj.</li> <li>○ Support ED outreach efforts</li> <li>○ Identify and book speaking opps</li> <li>○ Conduct e-communications as needed with stakeholder audiences – actively manage and segment lists/launch opt-in and opt-out</li> </ul>	<ul style="list-style-type: none"> <li>○ Relevant info about stakeholders is updated and accessible through NCS</li> <li>○ At least 4 high-profile speaking engagements</li> <li>○ Quarterly board update published</li> <li>○ Three conferences attended</li> </ul>	<ul style="list-style-type: none"> <li>○ Stakeholder satisfaction increases</li> <li>○ Organization is seen as transparent</li> <li>○ Tracking of effectiveness of NEEA Bulletins by looking at web stats</li> </ul>



	<p>functionality</p> <ul style="list-style-type: none"><li>○ Publish quarterly board update</li><li>○ Support workshops and events</li><li>○ Attend appropriate conferences</li><li>○ Provide input into 2009 stakeholder survey</li></ul>		
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## **Responsibility**

Aaron Cohen leads the NEEA corporate communications team and is responsible for budget management, strategy and outcomes. Becca Yates is the lead NEEA staff person for coordinating updates to the website, newsletters and NCS. Both Aaron and Becca are supported by NEEA's corporate communications agency, Colehour + Cohen (C+C). In addition, the software development funded through IT is necessary for corporate communications activities.

## **Resources Required**

The annual corporate communications budget is \$240,000 plus staff costs.

## **Potential Challenges**

The biggest challenges that NEEA's corporate communications department faces:

- Sector communications and the implementation of new brand standards into the large diverse sector teams (staff and contractors)
- NEEA board seeing the value in branding and corporate communications
- Limited budget/resources
- Communicating to stakeholders on the reinvention of NEEA

## **Progress Monitoring Plan**

Corporate communications monitors its progress as follows:

- Preparing monthly updates for the ED
- Plan to update strategies and messaging once the 2008 stakeholder survey is done
- Weekly check-ins between NEEA and C+C
- Weekly meetings with Becca and Aaron
- Report to board via ED report (quarterly) and NEEA Board Update (bi-monthly)
- Ongoing feedback and adjustments

# **Business Services**

## **Executive Summary**

Business Services encompasses planning, evaluation/market research and business operations function of NEEA.

Planning has two primary objectives: 1) To spearhead both corporate strategic and project planning for NEEA, including developing and leading the planning processes, and providing the organization with strategic counsel regarding emerging opportunities and approaches, based on thorough assessments, and 2) To perform the quantitative analysis of the costs and benefits of NEEA activities. This includes development and maintenance of analytical models of the cost effectiveness of both individual projects as well as NEEA activities in total. This also includes forecasting, tracking, analysis, and reporting of total energy savings from NEEA activities to our owners.

Business Operations was formed in 2008 and includes the Human Resources, IT, Finance/Accounting, Contracts/Legal and Administrative (Facilities) units. The Business Operations sections of the Business Services Division is tasked with providing consistent and relevant level of support to all NEEA sectors and assist them to achieve their respective targets. Significant support was provided to the Industrial and Residential sectors in 2008, and the Commercial sector will receive particular focus in 2009.

Business Operations' second objective is to provide overall organizational operations support for NEEA's Strategic and Business plans; ensure that cross-sector functions and processes are efficient and appropriate; and offer/sponsor new suggestions and opportunities to the sectors. Objectives in 2009 will include attention to and resolution of corporate process bottlenecks (e.g., contracts, financial reporting, tracking system); assure corporate protection particularly regarding liability, risk, and law changes in the Human Resources area; oversight of a new workplace sustainability program; and preparation for infrastructure support deemed necessary for 2010-2014 Strategic Plan implementation.

A total amount of \$1,811,138 is budgeted for business services (excluding evaluation), and includes the cost of planning, administrative services, personnel costs for 10 FTE, and direct costs of all units under the Business Operations umbrella. (Note that the direct costs apportioned by unit do not foot to this total, as it also includes indirect costs.)

## **Unique Value Add**

The broad cornucopia of Business Operations provides unique opportunities to quickly spot and resolve organizational tangles, reinforce policies and procedures to protect the organization and employees, find duplicate processes or resources and address those discrepancies, and maximize synergies for overall efficiency. Information can flow

smoothly between like disciplines (for example, project costing to financial reporting) which reduces costs and double-input.

Additionally, Business Operations can recruit, recognize, and retain outstanding talent with consistent organizational goals in mind. Overall professional development programs and benchmarking is critical to achievement of NEEA's Strategic plan.

Finally, Business Operations may need to begin ramp up activities for the 2010-2014 Strategic Plan implementation to build and support early infrastructure in 2009.

## **2009 Priorities**

### *Planning*

- Provide support to strategic and business planning processes, with a target of April for Board adoption.
- Provide support for NEEA renewal process.
- Review 2008 retrospective recommendations for planning. Assess costs and benefits of each recommendation and develop and implement an action plan.
- Primary lead for the Expert Committee on Cost-Effectiveness and Savings (ECCES).
- Conduct the 2008 annual review of program cost effectiveness assumptions and annual savings. Report savings to funders.
- Reformat models to incorporate new reporting needs as determined by the new BP and approved requests by ECCES, i.e., track carbon as a stand alone benefit, as well as part of cost-effectiveness.
- Finalize new models for 2009 reporting.
- Train the new planning group employee.

### *Finance and Accounting*

- Complete an overall financial risk assessment of the organization. Consider recent economic activity, processes for finding, assessing and implementing changes as per new legislation, and protection of assets.
- Relevant and accessible financial reporting is critical to finalization of Cycle 3 results. Modify existing reporting as appropriate, design new reports that are relevant to groups of users, and consider timing of financial reporting.
- In preparation for the 2010-2014 Strategic Plan implementation, assess all existing financial and accounting tools and linkages to determine if the tools are appropriate for the Strategic Plan needs. Make recommendations and develop Plan based on approval.
- A successful result for the 2008 financial audit.
- *Approximately \$60,000 in direct costs is budgeted for this unit.*

### *Human Resources*

- Develop a comprehensive plan for employee retention and talent acquisition. This is critical in the Northwest marketplace, where professionals with energy experience will be extremely poachable.
- Assessment of professional development needs; create and implement a standardized program for training. This will include leadership training, project management specific skill training, and software application training so that a consistent level of capability is available organization-wide. Specialized skill and knowledge training is important for individual and organizational creditability.
- Review and update the employee manual (last update was in 2005).
- Develop and implement a process to monitor and implement laws that will affect the NEEA organization in the legal, financial and human resources areas.
- *Approximately \$55,000 in direct costs is budgeted for this unit.*

### *Contracts and Legal*

- Evaluate current contracts process and update with appropriate internal controls and levels. Consider enhancements/efficiencies such as a purchase order process, or creation of a “base” of common contractors.
- Make the process intuitive and accessible – consider IT solutions such as a Wiki approach.
- Review contract templates for structure, liability protection and relevant laws.
- Provide support for renewal contracting process with funders.
- *Approximately \$18,000 is budgeted for direct costs for this unit.*

### *Facilities and Administration*

- Evaluate office space requirements according to NEEA Strategic and Business Plans for 2010-2014.
- Investigate, compile and recommend options for meeting proposed organizational growth.
- Implement selected solution.
- *Approximately \$205,000 is budgeted for this unit.*

### *IT*

- Unlike previous years, few major projects are planned; instead a series of enhancements and extensions to existing systems and capabilities will constitute the bulk of IT’s efforts. These items are categorized into the following broad areas:
  - File and Email Access
  - Tracking System
  - Website Related
  - Corporate Systems
  - Technical Infrastructure
  - IT Process and Management
  - Ongoing IT Activities

- Ongoing I.T. activities include enterprise systems support, infrastructure maintenance, and user support and training.
- Outsourced activities include the IT Transition Manager role, enterprise systems technical support, website/infrastructure technical support, accounting systems support, temporary infrastructure staffing, and infrastructure consulting.
- The graphic below provides a list and rough timeline of anticipated IT activities. The timeline is preliminary. The IT Team will provide regular updates to the timeline as part of its ongoing planning process.
- *The approximate budget for I.T. direct costs in 2009 is \$366,000.*

## 2009 IT Projects and Other Major Activities

### Areas of Focus

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>File and Email Access</b>												
[A] IT Wiki Functional												
[A] Open Wiki to Operations												
[A] Open Wiki to All Areas												
[A] Investigate SharePoint Options												
[A] Prototype SharePoint/Doc Mgt Capabilities												
[B] Potential Doc Mgt Rollout												
[A] Assess/Enhance Handheld Access Options												
[A] N Drive Access/Security Options												
[A] X Drive Access/Security Options												
[A] Assess Web Conferencing Usage and Options												
[B] Assess Video Conferencing Cost and Options												
<b>Tracking System</b>												
[A] Deploy Subscription Mgt												
[A] System/Process Security Enhancements												
[A] Support NCS Calendar, Call Rpts Rollout												
[A] Residential Tracking System (RTS)												
[A] Add Email Capability for CTS, ITS, RTS												
[A] Assess CTS Usage/Needs												
[A] CTS Enhancements												
[A] Ensure IE8 Compatibility												
[A] NCS: Add Stakeholder Profile												
[A] Formalize Data Quality Plan												
[A] Add ability to Track Individual email Receipts												
<b>Website Related</b>												
[A] Deploy Google Search												
[A] NWAlliance Calendar												
[A] Retool Reports Section												
[A] Webmgmt Upgrade												
[A] Newsletter 2.0												
[A] Add Regional Resources Section												
[B] Domain Name Change												
[B] Website Refresh												
<b>Corporate Systems</b>												
[A] Assess Accounting System/Options												
[A] Revive Staff Tech Professional Development												
[B] Image Library												
<b>Technical Infrastructure</b>												
[A] New [File] Server												
[B] DVD Burning Tool												
[B] Add Analog Lines and Phones to all Conf Rooms												
[A] New InFocus												
[A] Asses Domain Groups, Security, Logins												
[A] Cacti Clean Up												
[B] Consider NEEACOLO Failover Capability												
[B] WEB01 SQL Server Upgrade												
[B] Wireless Upgrade												
[A] Phone System Replacement Options												
<b>IT Process and Management</b>												
[A] Quarterly Mtgs w/ All NEEA Areas												
[A] Procedures Documentation												
[A] System Documentation												
[A] Strategic Plan Update												

### Ongoing Activities

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Enterprise Systems Support												
Infrastructure Maintenance												
User Support												

Initial priorities — “A” priority items will be given primary focus; “B” priority items will be focused on as time and resources permit. Given the significant number of projects, tasks, and activities identified for 2009, not all items can be completed given current staffing levels. See Appendix for brief explanations of focus areas.

*Potential Challenges*

- IT's tasks cannot all be accomplished by current resources. We will remain flexible on prioritization and adjust as per business needs using available resources.
- Without finalization of NEEA's Strategic Plan and Business Plans, Business Operations cannot foresee what kind of infrastructure ramp-up activities may be required. The last half of 2009 may be considerably re-prioritized and tasks may be reassigned or adjusted.
- The financial markets are extremely volatile as of this writing; vigilance is necessary to ensure protection of our capital.



# Evaluation and Market Research

## 2009 KEY ACTIVITIES

### Residential Sector

Residential sector evaluation efforts for 2009 will focus on the ongoing evaluation of the ENERGY STAR New Homes initiative and on tracking CFL market progress since NEEA has exited the marketplace. The ENERGY STAR New Homes evaluation will include an assessment of market progress and completion of the impact evaluation, which will provide an analysis of actual realized savings per home for homes built in 2006-2007. A final report is expected in late 2009.

The CFL tracking study will report on CFL sales and market share data since NEEA's exit from the marketplace. In addition to a retail shelf survey (which began in late 2008), the evaluation will gather sales data to characterize the market in terms of CFL sales and market share. The final report due in spring 2009 will also include an estimate of ENERGY STAR CFL market share of total medium screw-based lamp sales in the Northwest and nationwide.

In the area of emerging technologies, we will kick off an evaluation of the DHP pilot project, which will include lab and field monitoring and analysis, consumer surveys, and billing analysis. An initial report on the lab monitoring result is expected in late 2009. Several additional reports are due over the next three years, with a final report expected in late 2011.

### Commercial Sector

2009 commercial sector evaluation will focus on the continued evaluation of NEEA's BetterBricks initiative. The commercial evaluation team will assess BetterBricks from both market progress and program delivery process standpoints. To assess market progress, we will revisit the baseline surveys conducted between 2005 and 2007 for each target market; work with the implementation team to review and revise their logic models; and assess BetterBricks tools, website, and marketing and education efforts. Focused attention will also be paid to refining or redeveloping a methodology for estimating energy savings from the BetterBricks' Market Transformation efforts, and estimating energy savings to date. Findings will be compiled into a single year-end BetterBricks MPER, with individual sections for each target market.

The evaluation team will also conduct a process evaluation of the BetterBricks initiative as a whole, including a review of internal processes and an assessment the effectiveness and efficiency of various initiative components--program service delivery, promotional & marketing strategies, program data tracking with respect to projects, business practice changes and energy savings, and level of customer satisfaction.

In addition to the BetterBricks evaluation, the evaluation team will complete an update to the Commercial Building Stock Assessment. This study will expand the original CBSA sample with additional buildings and update the database information through 2005. The compiled data will supply new information necessary for various regional planning and policy development initiatives. A final report will include an assessment of regional trends in energy use and energy use intensity in the commercial sector, and estimate the effects of normal market forces on these trends (“naturally-occurring conservation”).

Finally the evaluation team will deliver a short evaluation of the 80 Plus program to summarize market progress and energy savings as compared to annual goals, and lesson learned. NEEA is acting as a “pass-through” agency for ongoing 80 Plus efforts.

Project	Work Product	Final	Description
<b>Commercial</b>			
BB Process Evaluation	Report	August 09	<ul style="list-style-type: none"> <li>Assessment of internal processes &amp; program delivery</li> </ul>
BB Overall	BB Overall MPER #2	December 09	<ul style="list-style-type: none"> <li>Market Progress for each target market: real estate; hospitals; grocery; design &amp; construction; building operations</li> <li>Revised logic models and market progress indicators</li> <li>Compilation of sectors, overall summary of program</li> </ul>
BB Energy Savings Measurement	Section in Overall MPER #2	December 09	<ul style="list-style-type: none"> <li>Refinement or redevelopment of a methodology</li> <li>to estimate energy savings from the BB initiative</li> <li>Estimated energy savings to date</li> </ul>
80 Plus Evaluation	MPER #3	December 09	<ul style="list-style-type: none"> <li>Market Progress, savings vs. goals, lessons learned</li> </ul>

### Industrial Sector

2009 industrial sector evaluation activities will focus on the ongoing evaluation of NEEA’s industrial initiative (previously known as IEA), with a focus on refining the methodology for estimating energy savings. The evaluation team will deliver two reports. The first will be an accounting of energy savings-to-date from Continuous Energy Improvement (CEI) from facilities participating in the initiative. The second report will be the 5<sup>th</sup> Market Progress Evaluation Report and it will assess progress-to-goals as well as describe process changes that project managers have initiated since June, 2008.

### Codes Support

The evaluation team will continue its ongoing evaluation of NEEA’s codes support efforts. A mid-year report will summarize NEEA’s activities to support energy codes, including a comprehensive description of the code development and support process for

each of the four northwest states. The report will also estimate the “market penetration” of NEEA-supported training among building code officials. Finally, the evaluation will report on energy savings from residential and non-residential code changes from 2006 to 2008.

### **Long-Term Monitoring and Tracking**

This tracking project will review the continuing market impacts of four to five projects that NEEA has ceased to fund. Based on the findings of these assessments, NEEA will modify its ACE model assumptions and estimate lasting energy savings attributable to these projects.

### **Corporate Evaluation**

The evaluation team will repeat the “Stakeholder Perceptions Survey”, which was last conducted in 2007.

### **2007 Budget**

Evaluation & Market Research		\$1,424,000
Residential	\$580,000	
Commercial	515,000	
Industrial	250,000	
Code Support	39,000	
LT Tracking & Monitoring	40,000	
Operating budget: <sup>1</sup>		\$
Corporate Stakeholder Perceptions Survey	\$25,000	

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<sup>1</sup> Operating budget includes salaries & related expenses and direct project support costs. General Administration is not included.

*2009 Evaluation/Market Research Schedule\**

<b>Sector</b>	<b>Project</b>	<b>Work Product</b>	<b>Final</b>	<b>Description</b>
<b>Residential</b>				
	Ductless Heat Pump Market Research	Market Research Report	Feb 2009	<ul style="list-style-type: none"> <li>• Characteristics of interested homeowners</li> <li>• Consumer perceptions—most compelling benefits; major barriers</li> <li>• Consumer price sensitivity</li> </ul>
	Ductless Heat Pumps Pilot	Report #1 (of 4)	Oct. 2009	<ul style="list-style-type: none"> <li>• Lab monitoring Results</li> </ul>
	ES Lighting Tracking Study	Report	April 2009	<ul style="list-style-type: none"> <li>• Retail shelf survey</li> <li>• EISA impact (manufacturer interviews)</li> <li>• Market share estimate</li> </ul>
	ES New Homes	MPER #6 (interim report)	June 2009	<ul style="list-style-type: none"> <li>• Market Progress</li> <li>• Review residential green building programs</li> <li>• Process evaluation</li> </ul>
	ES Homes Impact Evaluation	Evaluation Report	4Q 2009	<ul style="list-style-type: none"> <li>• Quantify savings associated with ES-built homes—as occupied</li> <li>• ES new construction characteristics &amp; energy use</li> </ul>
	Market Research in Support of 2010-2014 initiatives	tbd	tbd	<ul style="list-style-type: none"> <li>• Tbd</li> </ul>
<b>Commercial</b>				
	BB Process Evaluation	Report	August 09	<ul style="list-style-type: none"> <li>• Assessment of internal processes &amp; program delivery</li> </ul>
	BB Overall	BB Overall MPER #2	December 09	<ul style="list-style-type: none"> <li>• Market Progress for each target market: real estate; hospitals; grocery; design &amp; construction; building operations</li> <li>• Revised logic models and market progress indicators</li> <li>• Compilation of sectors, overall summary of program</li> </ul>
	BB Energy Savings Measurement	Section in Overall MPER #2	December 09	<ul style="list-style-type: none"> <li>• Refinement or redevelopment of a methodology to estimate energy savings</li> <li>• Estimated energy savings to date</li> </ul>
	80 Plus Evaluation	MPER #3	December 09	<ul style="list-style-type: none"> <li>• Market Progress, savings vs. goals, lessons learned</li> </ul>
<b>Industrial</b>				
	2008 Energy Savings Report	Report	January 09	<ul style="list-style-type: none"> <li>• Accounting of energy savings to date</li> </ul>
	IEA Evaluation	MPER #5	October 09	<ul style="list-style-type: none"> <li>• Market Progress Evaluation</li> </ul>
<b>Codes Support</b>				
	Codes Support	MPER #3	May 09	<ul style="list-style-type: none"> <li>• Progress Evaluation</li> </ul>
<b>Long Term Monitoring &amp; Tracking</b>				
	LT Tracking/Monitoring	2008 Annual Report	1Q 2009	<ul style="list-style-type: none"> <li>• Review/Refinement of ACE Model Assumptions</li> </ul>

## APPENDIX

### 2009 IT Areas of Focus

This section provides brief explanations of the IT projects and tasks anticipated for 2009.

#### File and Email Access

- [A] IT Wiki Functional A wiki tool will be deployed in late 2008. This item is to have the tool largely populated and *functional*. Over a very short period virtually all IT documentation should be added to the wiki.
- [A] Open Wiki to Operations Making the wiki tool available to other areas in business services (e.g. contracts, HR).
- [A] Open Wiki to All Areas Making the wiki tool available to all areas within NEEA. While available to all areas it is assumed the wiki application remains an internal tool. *Opening the tool for broader (external) use would require resources not available.*
- [A] Investigate SharePoint Options SharePoint is Microsoft's document management tool. Some elements of SharePoint are included for free with its Server OS products. The "New [File] Server" (see Technical Infrastructure section below) will provide us a platform to better understand and explore the available SharePoint capabilities.
- [A] Prototype SharePoint/Document Management Capabilities Based on the above task, prototype selected SharePoint or other Document Management Tool capabilities.
- [B] Potential Document Management Rollout Based on the above tasks, a formal document management rollout may occur. Note that it is unlikely the IT Team could complete this activity without additional augmentation.
- [A] Assess/Enhance Handheld Access Options Investigate options to better accommodate handheld devices (e.g. smart phones) in terms of email and file access. Enhance current capabilities as possible.
- [A] N Drive Access/Security Options Based on the IT Team's growing experience with wikis and document management tools, look for ways to more flexibly provide and limit access to the N drive both internally and externally for both staff and contractors.
- [A] X Drive Access/Security Options Related to the N Drive item above, be in a position to be able to quickly and efficiently create special purpose network shares for both internal and external use.
- [A] Assess Web Conferencing Usage and Options Assess usage and options to the existing GoToWeb products. Modify vendors/products if needed.
- [B] Assess Video Conferencing Cost and Options Assess cost and options for video conferencing.

## Tracking System

- [A] Deploy Subscription Mgt Deploy the subscription management capability that was in development at the end of 2008.
- [A] System/Process Security Enhancements Put in place both technical and process security enhancements. Examples include: better password management, secure data transfer (SSL), NDA's, and system use policies.
- [A] Support NCS Calendar, Call Reports Rollout In late 2008 "Events" and "Call Report" functionality was added to NCS. Closely support the communications team as they begin to use these tools and facilitate the creation of an NWAlliance website calendar driven by the Tracking System.
- [A] Residential Tracking System (RTS) Deploy a Tracking System for Residential so that they can take advantage of contact, organization, event, and call reporting functionality.
- [A] Add Email Capability for CTS, ITS, RTS Add the ability to permit named Tracking Users make use of emailing and subscription capabilities.
- [A] Assess CTS Usage/Needs Asses how well the current Tracking System solution meets the needs of the Commercial sector and assess its usage rate.
- [A] CTS Enhancements Based on the above assessment, implement priority changes to the Tracking System as needed.
- [A] Ensure IE8 Compatibility Sometime in 2009 Microsoft will release its next browser version. Early indications suggest the Tracking System may require some re-tooling to remain compatible.
- [A] NCS: Add Stakeholder Profile Add appropriate fields so that stakeholder information can be housed in the Tracking System (e.g. "account manager," utility profile, etc.).
- [A] Formalize Data Quality Plan The Data Quality Plan is a documented series of actions intended to ensure the quality of Tracking System data. While elements of this plan exist today it needs to be documented and further developed.
- [A] Add ability to Track Individual email Receipts Add the ability for the system to track, to the level of specific recipients, if email recipients have opened an email.

## Website Related

- [A] Deploy Google Search Deploy the Google search appliance, for the NWAlliance website, that was purchased in late 2008.
- [A] NWAlliance Calendar Deploy an events calendar based on Tracking System data (see also related activity "Support NCS Calendar, Call Reports Rollout" above).
- [A] Retool Reports Section Replace the existing NWAlliance reports section with an easier to navigate and search interface.
- [A] Webmgmt Upgrade The webmgmt application serves as the content management element of the NWAlliance website. The webmgmt application has remained largely unchanged for many years and it based on older technology that limits flexibility (e.g. the new GUI editor used by the NCS email page cannot be used with the older webmgmt codebase).

- [A] Newsletter 2.0 Implement the Communications Team’s “Newsletter 2.0” vision which includes self-contained news articles that are shared between the website and newsletter.
- [A] Add Regional Resources Section Add a new Regional Resources section to the website.
- [B] Domain Name Change If desired by the business, change the organization’s core domain name from “NWAllianace.org” to “NEEA.org.”
- [B] Website Refresh Update the website to reflect potential directional changes as a result of the new Strategic Plan. This is an intermediate change; more extensive changes will likely occur in 2010.

### **Corporate Systems**

- [A] Assess Accounting System/Options Assess the organization’s accounting and reporting needs and determine if the current accounting solution, or perhaps an alternate solution, best meets these needs. If a system change is warranted, the project should be scoped and planned in 2009 for a 2010 implementation. Unlike most items listed here, this is not an IT driven project, but IT will need to be involved.
- [A] Revive Staff Tech Professional Development Re-start an earlier project with the focus on assessing and extending the base technical skills of NEEA staff. For example, an across the board increase in MS Word capability would have a tremendous impact for the organization as a whole.
- [B] Image Library Provide a centralized tool and process for image management.

### **Technical Infrastructure**

- [A] New [File] Server Deploy the new server purchased in late 2008. This server will be used to prototype SharePoint, and potentially other document management tools, and will be a key technical component for both internal and offsite file access.
- [B] DVD Burning Tool As the number of DVD and CD duplication requests is anticipated to increase in 2009, purchase a dedicated device to reliably burn and test disc copies. Currently DVD duplications are outsourced and mass CD duplications are discouraged.
- [B] Add Analog Lines and Phones to all Conference Rooms Add analog phone lines and conference call phones to all conference rooms (specifically Conference Room 2).
- [A] New InFocus Replace the existing InFocus projector in Conference Room 1. The existing projector, which is suffering from image quality issues, will be retained as an emergency backup.
- [A] Asses Domain Groups, Security, Logins Review the current domain security groups and accounts. As needed, reconfigure for greater flexibility and security.
- [A] Cacti Clean-up Add additional monitoring graphs, remove non-used ones, and configure display pages to best maximize the usefulness of this resource. Revise the Infrastructure Monitoring plan accordingly.

- [B] Consider NEEACOLO Failover Capability Assess the costs, pros, and cons to adding failover capability to the NEEACOLO server. If desired, this would be budgeted as a 2010 capital expense.
- [B] WEB01 SQL Server Upgrade Upgrade the SQL Server version from 2000 to 2005. The NEEACOLO server was upgraded from SQL Server 2000 to 2005 in 2007. The WEB01 upgrade was originally planned as a 2008 project but was delayed due to resource constraints on both the accounting and IT teams.
- [B] Wireless Upgrade The current wireless network does not reach all areas of our location and is limited to NEEA-owned laptops. Replace the existing equipment to increase its range and reliability as well as provide access to contractors and guests.
- [A] Phone System Replacement Options The existing phone system is aging and we are limited in our telephony management by the phone-based interface. Prior to the phone system beginning to fail, a newer, more robust solution should be scoped. The scoping will occur in 2009; any new phone system purchase and implementation will occur in 2010.

#### **IT Process and Management**

- [A] Quarterly Meetings with All NEEA Areas Institute quarterly meetings between the IT Manager and leads of all the organizations business and functional areas.
- [A] Procedures Documentation Document all IT Procedures.
- [A] System Documentation Review existing system documentation and add/enhance as needed.
- [A] Strategic Plan Update Based on the organization's new Strategic Plan and Quarterly Meetings with business and functional leads review and update the IT Strategic Plan.