



# Once Size Doesn't Fit All

## October 22, 2009

### Greg Stiles



# Today

- Who is Energy Trust?
- Target market approach
- Lessons learned

Who is Energy  
Trust?



# Who is Energy Trust?

- 501(c)(3)
- 1999 electricity restructuring / 2002 start
- Electric + natural gas efficiency
  - Market transformation
- Renewables
  - Solar electric, bio-gas, bio-mass, micro-hydro, wind
- 85 FTEs / 150 subcontractor FTEs
- Funded by a public purpose charge
  - 2.25% - 4% of electric retail sales
  - 1.25% - 3% of natural gas retail sales
- 2009 Budget - \$126 million

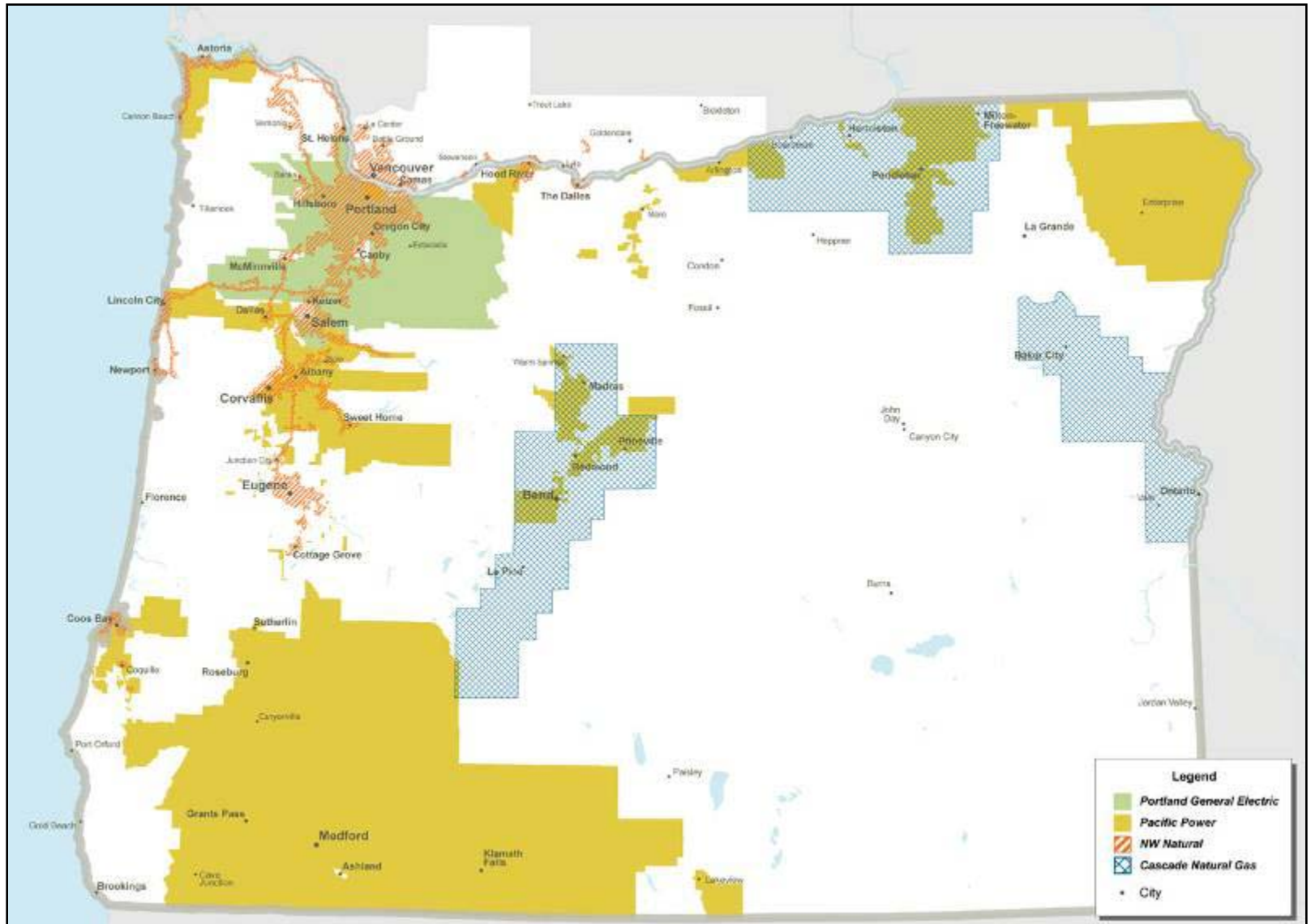


# Who is Energy Trust?

- Utility Partners
  - Portland General Electric
  - Pacific Power
  - NW Natural
  - Cascade Natural Gas
- 64% of electric load / 71% of customers
  - 1.4 million customers
- 90% of therm load / 87% of customers
  - 646,000 customers



# Energy Trust service territories





# Performance Standards

- Oregon Public Utility Commission
  - 271,000 MWH (31 aMW) savings – 3 yr avg
    - \$0.035/kWh levelized
  - 1.8 million therms savings – 3 yr avg
    - \$0.60/therms levelized
  - 79,000 MWH (9 aMW) generated – 3 yr avg
    - Utility scale
  - 26,000 MWH (3 aMW) generated – 3 yr avg
    - Small scale
  - Administrative costs below – 11%
- Utility Standards
  - Meet IRP targets



## 2008 Results

- 2.6 million therms – saved
  - \$0.45/therm levelized
- 280,000 MWH (32 aMW) – saved
  - \$0.021/kWh levelized
- 289,000 MWH (33 aMW) – generated
  - \$0.30/kWh levelized
- 233,000 tons of CO<sub>2</sub> – avoided
- 1,200 trade allies – supported
- 59,000 energy efficiency + renewable energy projects





## 2008 Results

- Economic benefits
  - \$25 million in wages
  - \$4.1 million in new business income
  - 596 new jobs
- Administrative cost – 5.3%



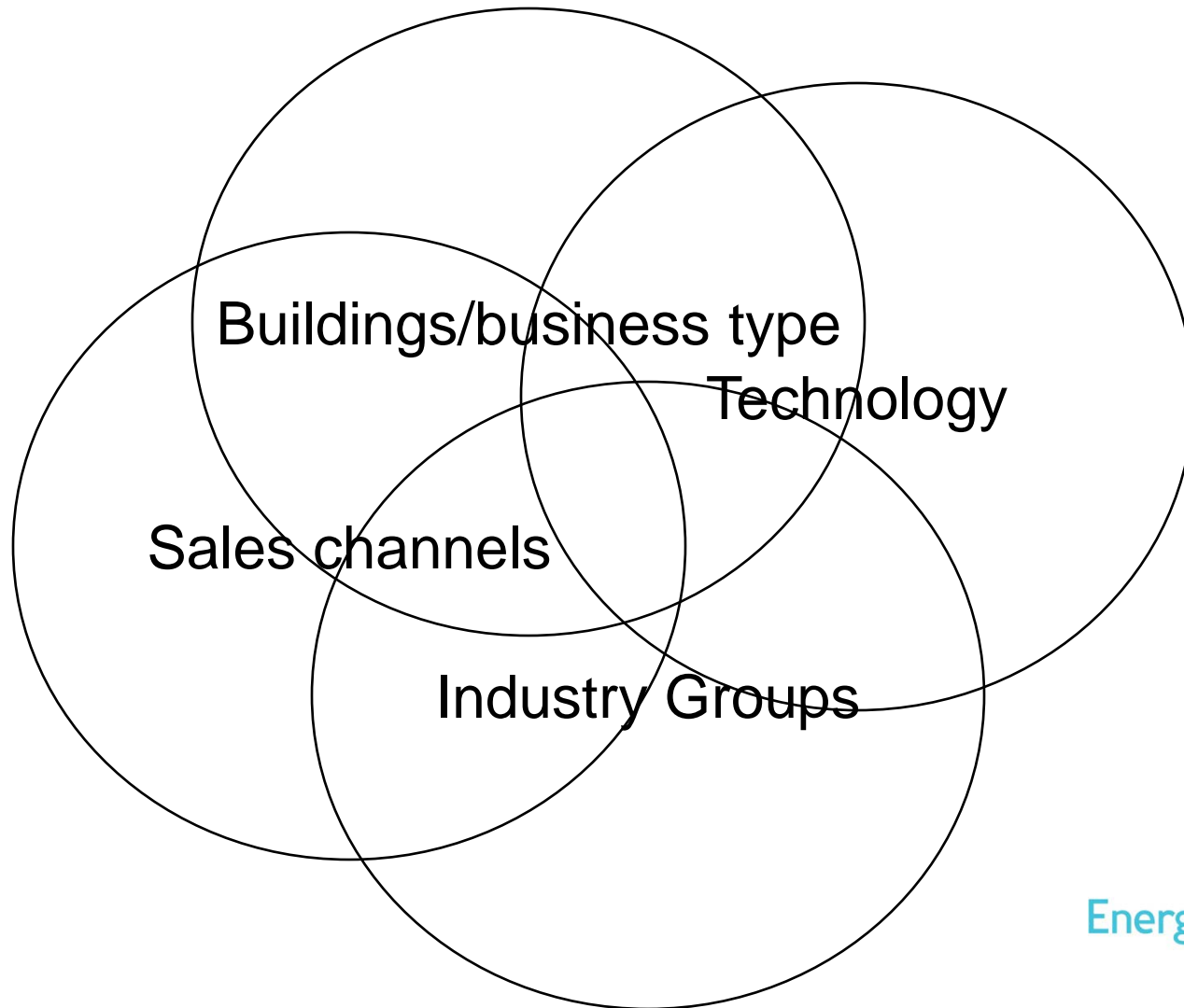
# Fresh Stuff

- Clean Energy Works: Portland
  - [www.cleanenergyworksportland.org](http://www.cleanenergyworksportland.org)
  - Residential utility on-bill financing using Portland's ARRA money - \$2.5 million
  - Energy efficiency and solar electric
  - 500 homes
  - Workforce development
- Solarize Portland
  - [www.solarizeportland.org](http://www.solarizeportland.org)
  - 300 residential volunteers bulk buying solar electric systems for their homes
  - 25% price discount - \$6,800/kW
  - 80% of remaining cost covered by incentives + tax credits

# Target Market Approach



# Target markets – business sector





# Target market – development

- **Market research**
  - Resource assessment - identify business/technology
  - Evaluate
    - Business/technology
    - Sales channels/availability
    - Service providers
    - Industry groups
- **Marketing plan**
  - Speak business
  - Involve target businesses, service providers, trade groups
  - Plan for feedback – surveys, evaluation
- **Delivery plan**
  - Comprehensive offer
  - Field delivery



# Target market – lighting retrofits

- Evaluate

- Sales channels
- Service providers

## Electrical Contractors

- Lighting contractors
- Electrical contractors
- Lighting designers

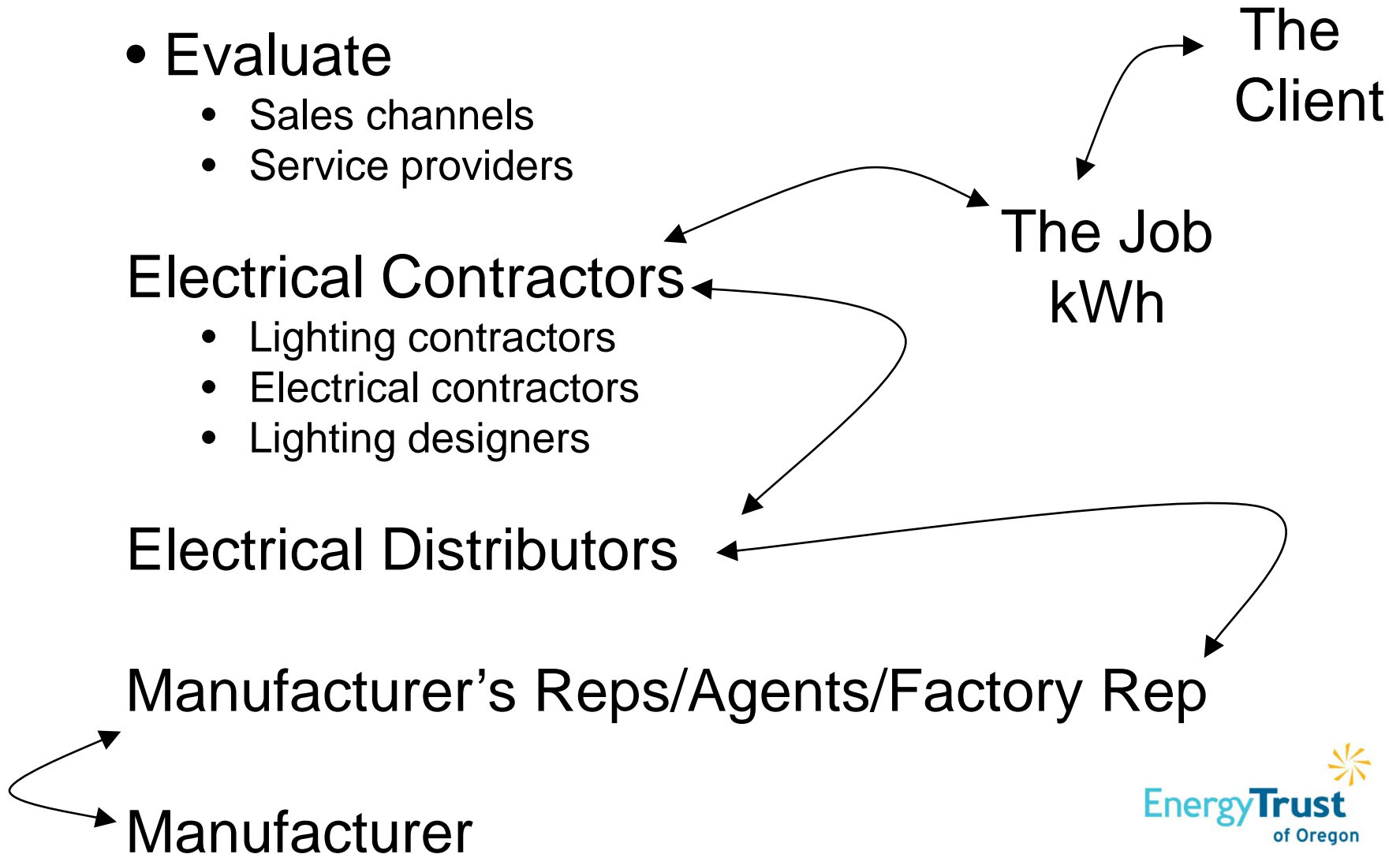
## Electrical Distributors

## Manufacturer's Reps/Agents/Factory Rep

## Manufacturer

The Client

The Job  
kWh





# Target market – lighting trade allies

- 221 companies
- 95% of all lighting projects are from trade allies
- Median # of employees: 9
- 20% reported 75% - 100% of 2007 revenue involved Energy Trust projects + incentives
- This is our [workforce](#)



# Target markets – business sector

## Business/building type

- Aquatic/fitness centers
- Auto Services
- Congregations/faith based
- Data centers
- Dry cleaners/commercial laundries
- Grocery
- Hospitals/healthcare
- Hotels/Motels
- K-12
- Military facilities
- Multifamily
- Office
- Restaurants/foodservice
- Retail/chains/big box
- Retirement centers
- Public Sector
- Universities

## Restaurants/foodservice - profile

- 3<sup>rd</sup> highest potential for therm savings
- 6<sup>th</sup> highest potential for kWh savings
- One of the highest energy uses per sq ft
- 14,000 restaurants in Oregon
  - 10,000 in service territory
- Oregon Restaurant Association
  - 9,000 members
  - Represents 100,000 employees
  - Key partner
  - Views Energy Trust as value added service
- 12 foodservice equipment dealers in Oregon – treated as sales team
- In 2008 5<sup>th</sup> largest dealer in US asked program staff to train their entire sales staff on energy efficient cooking equipment at their national sales meeting





# Target markets – business sector

## Public Sector

- Cities/Counties/State Facilities
  - Offices/multiple depts
  - Water/waste water
  - Labs
  - Street lights/traffic signals
  - Parks & Rec/aquatic centers
  - Multifamily housing
  - Fire departments
  - Prisons
  - Military facilities

## Public Sector

- Community colleges/K-12/state university system
  - Classrooms
  - Offices
  - Labs
  - Aquatic/fitness centers
- Federal facilities
  - National Parks/Forests
  - GSA
  - BLM
  - Army Corp of Engineers
  - Dept of Justice

# Lessons Learned



# Lessons learned

- Be persistent and patient
  - Results lag 12 – 24 months
- Be accommodating
  - Listen + be responsive
- Build long term meaningful trusting relationship with stakeholders
  - Trade groups
  - Professional organizations
  - Service providers
  - Contractors
  - Distributors
  - Businesses



# Lessons learned

- Keep it simple
  - Consistent and timely communication
  - Work at business speed
  - Meet the needs of the trade allies
- 
- Start with the dominant businesses in your area



# Thank you!

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