Exhibit 10

2021 Annual Conservation Plan

Northwest Energy Efficiency Alliance (NEEA)

Updates and Revisions

PUGET SOUND ENERGY

2021 Planned Activities Report

Prepared for Puget Sound Energy

OVERVIEW

NOTE: NEEA is currently undergoing 2021 operations planning. NEEA staff will present a final plan to the NEEA Board of Directors for approval in December 2020. If the final draft of the 2021 Operations Plan necessitates changes to NEEA's 2021 planned activities, NEEA staff will update this report accordingly.

The Northwest Energy Efficiency Alliance (NEEA or the alliance) is an alliance of more than 140 Northwest utilities and energy efficiency organizations working on behalf of Northwest energy consumers. The alliance aggregates and leverages the power of the region to identify and vet emerging technologies, and then creates the market conditions necessary for them to take hold. The alliance also helps the region capture energy savings through progressively efficient codes and standards. Puget Sound Energy has been a member of the alliance since 1997.

This report summarizes NEEA's 2021 planned activities within each of its primary Business Plan strategies: Emerging Technology, Effective Portfolio Execution, Codes and Standards, Market Intelligence and, Convening and Collaborating with the region.

PRIMARY BUSINESS PLAN STRATEGY: EMERGING TECHNOLOGY

Emerging Technology is focused on building and maintaining a regional pipeline of emerging energy-efficient products, and then managing those opportunities through NEEA's Initiative Lifecycle. Emerging Technology's primary activities are: 1) scanning for technologies that help manage NEEA's portfolio risk and meet Business Plan goals, 2) translating those technologies into products or measures that meet the region's goals, and 3) tracking regional emerging technology activities and identifying gaps in coordination with the Regional Emerging Technology Advisory Committee (RETAC).

Using NEEA's scanning process, NEEA staff has identified a broad list of promising emerging technologies, services or practices that the alliance will continue to investigate in 2021. Highlights from that list are included below. More information can be found in NEEA's Emerging Technology Quarterly Newsletter, which can be found on neea.org:

- **Ultra-High Definition (UHD) TVs (Consumer Products Product Group)**: The alliance is continuing to collaborate on the development of an updated Department of Energy (DOE) TV Test Procedure and International Electrotechnical Commission (IEC) test clip for ultra-high definition and high dynamic range televisions. Updates to the IEC test clip will inform edits to the federal test method to address new technology features such as HDR and connectivity.
- **Fan Motor Systems (Motor-Driven Products Product Group):** This opportunity focuses on targeting fan systems, which includes the motor, drive, control system and fan. In 2021, the alliance will leverage the Fan Energy Index (FEI) label to support product differentiation and

drive increased adoption of efficient fan systems.

- **Combination Electric Hot Water Heater and Space Heater (Water Heating Product Group)**: These are an integrated appliance providing space and water heating. Production options include different refrigerants and water, air and refrigerant working fluids. In 2021, the alliance will continue conducting field tests of both gas and electric products to demonstrate the performance and adaptability of heat pump-based space and domestic water heating systems in existing homes and small commercial applications.
- **Split System Heat Pump Water Heaters (Water Heating Product Group):** Split system heat pump water heaters separate the heat pump from the water tank, offering an alternative for locations where the integral product doesn't fit. In 2021 the alliance will develop performance specification and begin lab and field testing.
- **Thin Triple Pane Windows (Building Envelope Product Group)**: These are primary windows that have three panes of glass: two of standard thickness and a third thin center pane. In 2021, this product will be leveraged by the alliance's Residential New Construction program as an accessible strategy for new homes.
- **Smart Thermostats (Consumer Products Product Group)**: Smart thermostats control various heating and cooling equipment, use weather and occupancy data to better manage the systems, and engage homeowners to more closely manage energy use and comfort. In 2021, the alliance seeks to develop a method to estimate energy savings for Smart Thermostats based on performance metrics. This will enable Northwest utilities to quickly screen new products for inclusion in Qualified Products Lists (QPLs) and estimate energy savings.
- **Variable Capacity Heat Pump (HVAC Product Group):** This product has variable-speed compressors and other components that allow the equipment to operate at the actual load and not cycle on/off, resulting in significant energy savings. In 2021, NEEA staff will focus on better understanding product strengths and weaknesses of variable capacity heat pumps (VCHPs) by answering the following questions: 1) does the new Canadian Standards Association test procedure improve the representativeness and accuracy of energy efficiency ratings? Should the alliance support it becoming the standard test procedure for VCHPs; 2) how much energy can be saved from properly sized and installed VCHPs; 3) how much energy can be saved with connected systems; and, 4) what are the best VCHPs for Northwest climates and common house designs?
- **Clothes Washers (Consumer Products Product Group):** Clothes washers are a product in the alliance Retail Product Portfolio (RPP) program. In 2021, the alliance will focus on top-loading washers while considering a broader laundry initiative.

PRIMARY BUSINESS PLAN STRATEGY: EFFECTIVE PORTFOLIO EXECUTION (ELECTRIC)

In 2021, NEEA staff will continue managing the portfolio of Market Transformation programs in seven cross-sector Product Groups: Building Envelope, Consumer Products, HVAC, Lighting, Motor-Driven Products, New Construction, and Water Heating. Each Product Group includes multiple programs and emerging technologies that share supply chain opportunities. This product group approach will allow the alliance to leverage shared relationships and market channels among programs and to deliver efficiencies for both NEEA and its supply chain partners.

Building Envelope Product Group

NEEA's Building Envelope Product Group includes the supply chain that manufactures, distributes and sells the physical separators between the interior and exterior of a building, as well as the end consumers who purchase them. These physical separators include walls, fenestration and roofs. Window Attachments is currently the sole program in the Building Envelope Product Group. Planned 2021 activities include:

- **Window Attachments:** This program works to accelerate the adoption of high-performance window attachment products in existing buildings. The program is currently focused on secondary windows in the commercial market. These transparent panes and frames that attach to an existing window (on the inside or outside) are sometimes referred to as storm windows, secondary glazing systems, or window inserts. Since 2016, the program has supported the Attachment Energy Rating Council (AERC) to deliver product differentiation through performance certification. These efforts culminated in a 2018 AERC certification for residential window-attachment products, and a 2020 AERC certification for commercial window-attachment products. In 2021, the program will remain focused solely on commercial secondary windows, with activities (including field testing, research and manufacturer relationships) designed to verify the program's measurability and Market Transformation strategy. Through these efforts, the program seeks to increase the number of AERC-certified products, including non-glass products.

Consumer Products Product Group

NEEA's Consumer Products Product Group comprises the entire supply chain that delivers consumer goods and services in high volume. This includes manufacturers, distributors, physical and online retailers, contractors, installers, as well as end consumers. Retail Product Portfolio (RPP) is currently the sole program in the Consumer Products Product Group. Planned 2021 activities include:

- **Retail Product Portfolio:** The RPP program provides midstream incentives on qualified energy-efficient products by coordinating closely with EPA's ENERGY STAR® Retail Product Portfolio (ESRPP) program and with corporate-level buying teams of national retailers. These incentives are intended to 1) influence retail buying and stocking decisions so that consumers will have a wider variety of efficient choices, and 2) drive market share to help the program further influence manufacturer product offerings, and product standards and specifications. In 2021, the RPP program will continue to closely coordinate with ESRPP and take a more active role in facilitating

and supporting the decision-making processes of this group. The alliance will also continue to execute interventions to maximize influence on manufacturing decisions for each product in the portfolio, thereby providing clear energy efficiency choices for consumers.

HVAC Product Group

NEEA's HVAC Product Group works with the supply chain that manufactures, distributes, specifies, designs and installs commercial and residential HVAC products, as well as the end consumers who purchase them. High-Performance HVAC is currently the sole electric program in the HVAC Products Group. However, to expand upon the Ductless Heat Pump (DHP) program, which is entering into Long-term Monitoring and Tracking in 2021, NEEA staff are concurrently working on a new residential HVAC concept to bring forward for concept advancement in 2021 – Variable Capacity Heat Pumps (VCHPs). This expanded program will provide additional potential for energy savings from increasingly efficient heat pump equipment, including DHPs, through improved system design, installation and maintenance and will leverage relationships and infrastructure from the DHP program.

- **High-Performance HVAC:** This program works to transform the Northwest HVAC market by accelerating the adoption of high efficiency HVAC systems and components. The program's initial focus is Very High Efficiency Dedicated Outside Air Systems (VHE DOAS) in the commercial sector. VHE DOAS enables substantially higher energy savings above conventional DOAS configurations by pairing a very high efficiency heat recovery ventilator/energy recovery ventilator (HRV/ERV) with a high efficiency heating and cooling system, along with key design principles. In 2021, program activities will address market barriers to widespread VHE DOAS adoption, including lack of component availability and designer reluctance to specify the system. Key goals are to 1) inform market intervention development by engaging 2–3 multi-actor, supply-side teams who identify, design and install VHE DOAS projects; 2) lead, or play a key role, in establishing and fostering market and utility partnerships to build alignment on VHE DOAS requirements and approach; and 3) develop draft methodology to support tracking of market progress and adoption.

Lighting Product Group

NEEA's Lighting Product Group works with the supply chain that manufactures, distributes, specifies, designs and installs lighting products, as well as the end consumers who purchase them. Specific lighting products include lamps, ballasts, controls and fixtures. Luminaire Level Lighting Controls (LLLC) is currently the sole program in the Lighting Products Group. This product group is supported by two enabling infrastructure programs: Top Tier Trade Ally and the Distributor Platform. Planned 2021 activities include:

- **Luminaire Level Lighting Controls:** To transform the market so that LLLC systems become standard practice for commercial buildings, this program uses a multi-faceted approach incorporating specification development, market awareness building, training, utility program support, supply chain interventions, and integration with energy codes. In 2021, program activities will target new construction, major renovation and lighting retrofits with a focus on 1) providing education and resources that target installers, lighting designers and specifiers to build the capacity to deliver and promote LLLC technology; and 2) engaging key influencers in

the supply chain and sales channels to create effective LLLC champions.

Motor-Driven Products Product Group

NEEA's Motor-Driven Products Product Group works with the supply chain that manufactures, distributes, specifies, designs and installs a variety of motor-driven products, as well as the decision-makers who influence the purchase of these products. Specific motor products include pumps, fans, compressed air systems and high-performance motors. While Extended Motor Products (XMP) is currently the sole program in this Product Group, the program is exploring the possibility of adding stand-alone Commercial and Industrial (C&I) fans to its portfolio in 2021. Additional planned 2021 activities include:

- **Extended Motor Products:** This program works to accelerate the adoption of more efficient motor-driven products, which are defined as electric motor-driven systems with an active-end that convert electric power into mechanical power. In 2021, to increase market understanding, the program will kick off a pumps distributor pilot that will provide the alliance with full-category sales data to better understand pumps purchasing trends. Additionally, the program team will continue to partner with industry groups to develop and promote the Hydraulic Institute Energy Rating (HI ER) label, which clearly articulates the relative differences in energy performance between models.

New Construction Product Group

Working closely with the alliance's Codes and Standards team, the New Construction Product Group maximizes energy efficiency opportunities for new residential and commercial buildings by enabling code advancement through the market adoption of energy-efficient products and practices. There are currently three programs in the New Construction Product Group: Commercial Code Enhancement (CCE), Manufactured Homes, and Residential New Construction (RNC). Planned 2021 activities include:

- **Commercial Code Enhancement:** This program supports commercial code advancement in the Northwest by influencing commercial code proposals and preparing the market and utilities for future code requirements. In 2021, CCE will use the Washington State Commercial Code Technical Roadmap to identify proposals for the upcoming 2021 Washington Commercial Code cycle and address key barriers to successful code adoption. CCE will also look to increase alignment between code requirements, utility programs, and market best practices by socializing the Roadmap and opportunities that leverage national model code (ASHRAE Standard 90.1 and IECC) and local code compliance tools such as the Total System Performance Ratio (TSPR). Following the results of the Market Progress Evaluation Report (MPER) conducted in 2020, the CCE program will explore transitioning from its role in NEEA's portfolio as a Market Transformation initiative to an infrastructure program. The program will identify potential significant changes, risks, and budget for the remainder of the 2020–2024 Business Plan and develop a communication plan for key stakeholders.
- **Manufactured Homes:** This program works to increase voluntary adoption of NEEM+ manufactured homes, an advanced tier of energy-efficient manufactured homes that leverages ENERGY STAR's Northwest Energy Efficient Manufactured Housing (NEEM) program. The program's overall goal is to provide the Northwest with additional market evidence to influence a

new Federal Energy Conservation Standard for Manufactured Homes. The possibility of a new Federal Standard in 2021 provides a significant opportunity for the Manufactured Homes program. If the Federal Standard is equivalent to NEEM 1.1, then NEEM+ will become the above-code option and new ENERGY STAR specification in the Northwest. In 2021, the program will continue supporting the NEEM+ supply chain by providing technical support and training to manufacturers and sales tools to retailers. The program is seeking an increase in budget ($50k) above the budget allocated in the 2020–2024 Business Plan. This increase will allow the program to continue offering a manufacturer incentive of $500 for each NEEM+ home completed, thereby solidifying NEEM+ as a standard offering in manufacturer product lines. Additionally, the program will explore low-cost coordination opportunities with retailers and utilities to continue increasing consumer awareness, including providing retailers with the sales tools needed to communicate the value of NEEM+ to homebuyers. Finally, NEEA staff will hold conversations with funders to determine the role of the alliance in long-term support for manufactured homes in the region.

- **Residential New Construction (formerly Next Step Homes):** In 2020, following an independent, third-party assessment, the Next Step Homes program realigned program strategy with an updated program vision, current market status, and integration with NEEA's Codes Program. This realignment included 1) an updated program vision to achieve Zero Energy Ready (ZER) residential construction in practice and have ZER residential codes in place by 2030, 2) a new Market Transformation theory, and 3) a new name that reflects a broader market approach (Residential New Construction). In 2021, RNC will focus on removing barriers to the adoption of above-code efficiency measures in new construction and collecting market evidence that will support future code advancement. Key activities will include facilitating demonstration projects and case studies, providing technical education and training, coordinating with voluntary certification, utility and NEEA programs, and leveraging early adopters and code advocates. The program will reduce support for utility Performance Path Incentive programs over a transition period that will complete in 2021. During this transition, the program will provide funders that have programs in the Performance Path with resources and training to implement their own programs with a continued, base-level of support from RNC (e.g., baseline development, coordination with the Regional Technical Forum (RTF) on the Standard Modeling Protocol, and limited technical assistance).

Water Heating Product Group

NEEA's Water Heating Product Group engages the supply chain that manufactures, distributes (wholesale and retail), specifies, designs and installs electric commercial and residential water heaters, as well as the end consumers who purchase them. Electric Heat Pump Water Heaters (HPWH) is currently the sole electric program in the Water Heating Product Group. Planned 2021 activities include:

- **Heat Pump Water Heaters**: This program works to increase adoption of HPWHs for emergency and planned replacements in single-family homes and influence for a Federal Standard in 2023 that will require HPWHs for all electric storage tanks that are 45 gallons or larger. NEEA's most recent savings projection identifies a 20-year technical achievable savings potential of 412 aMW for electric water heating. Realizing this significant savings opportunity relies on the successful achievement of both these goals. In 2021, to drive the market growth required to support the

Federal Standard, the program is significantly shifting its activities to double 2020 sales in the next 1–2 years. To achieve this, the program will focus on ensuring that all retrofit electric water heater installations, whether planned or emergency replacement, are HPWH installations. Additionally, the program will work closely ENERGY STAR, DOE, and other national partners to 1) drive awareness and adoption of HPWHs, 2) tackle challenging installation configurations, 3) continue to explore opportunities to leverage decarbonization policies, and 4) prepare to support the Department of Energy's anticipated water heating Notice of Proposed Rulemaking through data gathering and research.

Infrastructure Programs

Alliance Infrastructure programs develop and implement cross-cutting enabling infrastructure that builds market capability, awareness and demand for energy-efficient products, services and practices or new customer engagement opportunities for funders. These programs support existing and future Market Transformation programs, which each Product Group leverages. The Enabling Infrastructure programs include: BetterBricks, Top Tier Trade Ally (TTTA), the Distributor Platform, the Integrated Design Labs (IDLs) and one specially funded project, Strategic Energy Management (SEM). Planned 2021 activities include:

- **Integrated Design Labs:** The mission of the IDLs is to transform the design, construction, and operations of commercial, institutional, and residential buildings to advance energy-efficient, high-performance, and healthy buildings in the Northwest. IDLs exist at several regional universities including Montana State University, University of Idaho, University of Oregon, University of Washington, and Washington State University. A critical partner to the alliance's programs, IDLs accelerate Market Transformation through research, technical assistance and education used by NEEA programs and market partners. The alliance helps to fund IDLs in two ways: 1) base funding, which funds lab operations, such as exploratory research, facility and equipment costs, and/or staff; and 2) services funding, which provides funds for particular projects or work that is requested of the labs. Services funding supports the alliance's Emerging Technology and program work and is included in other Operations Plans and budgets. Examples of anticipated projects with IDLs in 2021 include: 1) training, awareness and adoption support to build a professional community of advocates for LLLCs, 2) lab and field testing of new HVAC and lighting controls technologies, and 3) support for the City of Seattle Retrofit Accelerator pilot with technical assistance to gather educational content and resources for regional use through the BetterBricks platform.
- **BetterBricks:** BetterBricks is a long-standing, trusted regional resource for building professionals that supports alliance programs by raising market awareness and capability for energy-efficient technologies and decision-making. BetterBricks' target audiences include building owners, property managers, building facilities staff, architects, designers, engineers and contractors. In 2021, BetterBricks will continue to support alliance programs with awareness-building, education and market engagements through its market relationships and communications channels. In addition, BetterBricks will develop a long-term vision and holistic channel strategy to ensure persistent engagement opportunities in the commercial building market for current and future alliance programs.

- **Distributor Platform:** NEEA's Distributor Platform is comprised of key market relationships and contracts, ongoing data collection activities, and repeatable program strategies. The Platform supports multiple alliance and funder programs across various product groups, including Lighting, Motor-Driven Products and Water Heating. It is comprised of more than 24 regional and national electrical distributors, covering more than 260 branches across all four Northwest states. These key market actors influence the stock and sale of efficient products and provide the alliance with access to real-time sales data and market intelligence. Their strategic importance stretches beyond commodity lamp products to all commercial lighting products and, to varying degrees, additional commercial and industrial non-lighting technologies. In 2021, the Distributor Platform has two key areas of focus: 1) supporting the relationships, interventions and data capabilities that provide the alliance with a readily available midstream channel for programs targeting the sales and stock of efficient lighting products, and 2) continuing to foster mutually beneficial relationships with these key market actors to help the alliance monitor and track the evolving lighting market. This insight supports NEEA's Product Group strategy and the funders' focus on niche lighting opportunities and controls adoption.
- **Top Tier Trade Ally:** The TTTA program elevates the skills of lighting contractors in the Northwest through NXT Level training and designation. NXT Level training encompasses two levels of curriculum that drive more advanced energy-efficient commercial and industrial lighting retrofit projects. In 2020, NEEA staff began conversations with stakeholders to define a strategy that transitions the NXT Level training platform to the market, while ensuring the alliance retains some continued influence to support regional priorities. In 2021, as early as Q3, the program will select a third-party market actor to maintain and continue to grow the platform. To achieve the planned transition, the program will continue to support funders in the hosting and promotion of NXT Level trainings, and work to increase customer awareness of and demand for the NXT Level designation. These activities will: 1) continue to fulfill a critical need for trade ally lighting training across the region, 2) secure more value for the Northwest prior to the transition, and 3) continue to increase the value of the platform itself for interested third parties. The TTTA program will communicate with funders early and often regarding the transition plan.
- **Strategic Energy Management:** In 2020, the SEM program transitioned from a core business plan-approved program, to a Special Project, of which Puget Sound Energy is a funder. The SEM program aims to 1) support Northwest program administrators with high-value SEM tools and resources to launch, grow and sustain regional SEM programs, 2) enable commercial and industrial customers to see value in SEM as a strategy for meeting sustainability and energy performance goals, 3) understand baseline SEM practices and identify targeted savings opportunities, and 4) build regional and national consensus on SEM as a best practice or de facto standard. In 2021, SEM will continue to offer a holistic set of tools and resources via the SEM Hub website. In addition, the program will convene the Northwest SEM Collaborative with a focus on the most pressing needs of funders. And, in addition to these existing resources, aggregating and analyzing data to inform programs will be an important new tool for identifying best practices and opportunities. Across these three areas of activity – SEM Hub, Northwest SEM Collaborative and Data Plan implementation – NEEA staff will focus SEM Infrastructure Program efforts based on funder priorities, as informed by a Workgroup made up of SEM Program funders.

PRIMARY BUSINESS PLAN STRATEGY: EFFECTIVE PORTFOLIO EXECUTION (NATURAL GAS)

In 2021, NEEA will operate a portfolio of Natural Gas Market Transformation programs that includes two gas-only programs; Efficient Gas Water Heaters (EGWH) and Efficient Rooftop Units (Efficient RTUs). Planned 2021 activities for the alliance's Natural Gas initiatives are listed below.

- **Efficient Gas Water Heaters**: This program works to develop the market for efficient gas water heating products and bring a gas heat pump water heater (GHPWH) to market. The ultimate goal is to influence the passage of a Federal Standard by 2030 that requires residential gas storage water heaters greater than 35 gallons to have a Uniform Energy Factor (UEF) >1. Currently, one manufacturer is in the process of commercializing a GHPWH, with an estimated product launch in 2022. In 2021, the alliance will participate in the North American field demonstration (NA Field Demo), alongside its partners, including a major manufacturer and utilities, to support a timely and successful launch of GHPWHs. Through the NA Field Demo, the alliance aims to spur utility program development, validate performance in cold climates, identify potential barriers to market acceptance, and initiate market awareness and experience with the product. In 2021, the program will also seek to identify additional technologies that can deliver GHPWH-levels of performance. Additionally, the program will collaborate with other North American utilities through the North American Gas Heat Pump Collaborative (GHP Collaborative) to begin priming the market for the GHPWH product launch.
- **Efficient Rooftop Units (formerly Condensing Rooftop Units):** The Efficient RTU program works to increase the efficiency of RTUs through product differentiation and, ultimately, Federal Standards. Formerly focused on condensing rooftop units (C-RTUs), the program transitioned to a broader rooftop unit approach in 2020 due to 1) installation challenges with C-RTUs, and 2) new opportunities from evolving test procedures that point to a number of low-cost efficiency measures to differentiate efficient RTUs in the market. In 2021, the program will focus on developing specifications based on new and existing test procedures that enable tiers of efficiency performance in a variety of applications. In subsequent years, focus will shift to manufacturer engagement, supporting utility program development and increasing minimum efficiency levels through Federal Standards. While the initial target of this program will be natural gas heated RTUs, the program will explore expanding to dual-fuel opportunities that target both gas and electric heated RTUs.

PRIMARY BUSINESS PLAN STRATEGY: CODES AND STANDARDS

In 2021, NEEA will continue to influence the development and successful implementation of energy codes, appliance and equipment standards, and test procedures to materially improve efficiency outcomes. The Codes and Standards program relies on and is closely coordinated with strategies and activities with the alliance's Market Transformation programs and above code new construction programs, including Residential New Construction, Commercial Code Enhancement and Manufactured Homes. Planned 2021 activities include:

- **Codes:** 1) Supporting the development of state energy codes in Montana (2018 IECC), Oregon

(2021 Commercial and Residential Energy Codes) and Washington (2021 Washington State Energy Code), 2) supporting the development of ASHRAE Standard 90.1-2022 (Model Building Energy Code), 3) identifying new technologies and best practices from the alliance's new construction programs and other resources, and 4) developing technical roadmaps to achieve the DOE's ZER Code goals by 2030 for commercial and residential buildings.

- **Standards:** 1) Continuing to engage with national entities to enhance the load-based test rating method for variable capacity heat pumps, 2) Supporting field testing of the enhanced load-based testing rating standard, and 3) continuing to support the development of new product standards and test procedures.

PRIMARY BUSINESS PLAN STRATEGY: MARKET INTELLIGENCE

Market Intelligence activities are conducted by the Market Research and Evaluation (MRE), Data, Planning and Analytics (DPA) and Energy-use Studies (EUS) teams. Together, these teams comprise NEEA's Analytics, Research and Evaluation (ARE) Division. In 2021, this division will focus on continuing to build capacity for in-house data management and analysis, continuing to grow quality data sets and insights to share with regional partners, and bringing more visibility to Market Transformation outcomes and market progress indicators in addition to energy savings.

Market Research and Evaluation

MRE provides actionable insights for Market Transformation programs throughout their lifecycles and conducts formal evaluations of programs in market development. Planned 2021 activities include:

- Delivering more than 30 market research or evaluation reports to support both electric and natural gas programs.
- Conducting a large-scale Request for Qualification (RFQ) process to expand NEEA's list of qualified research and evaluation contractors.
- Engage a third party to assess NEEA's approach to Market Transformation evaluation.
- Provide management and support of the Northwest Research Group.

Data Planning and Analytics

The DPA team is responsible for cost-benefit analysis, energy-savings forecasting and reporting, value metrics reporting, market analysis and data management. This group also maintains NEEA's centralized sales data hub. Planned 2021 activities include:

- Increasing regional access to market data by bringing data set management – including structure, housing and analysis – in-house.
- Continuing to support funders with customized energy savings reporting, including resetting funder models to incorporate new assumptions based on the Northwest Power and Conservation Council's 2021 Power Plan.

Energy-use Studies

The EUS team develops, manages and analyzes large regional studies and associated data sets including those from the residential and commercial building stock assessments and the End-Use Load Research (EULR) project. Planned 2021 activities include:

- **Stock Assessments**: The EUS team will launch single-family and multi-family building stock assessments, including selecting an implementation contractor, developing survey instruments and beginning site-level data collection.

- **EULR Home Energy Metering Study (HEMS)**: The EUS team will recruit and install residential energy metering equipment in 165 new homes and continue to conduct quality assurance and control to ensure accurate and timely data collection from metered sites.

- **EULR Commercial Energy Metering Study (CEMS)**: The EUS team will recruit and install commercial energy metering equipment in 47 new commercial buildings, and conduct quality assurance and control to ensure accurate and timely data collection from metered sites.

PRIMARY BUSINESS PLAN STRATEGY: CONVENE AND COLLABORATE

The alliance's Convene and Collaborate strategy is carried out by NEEA's Stakeholder Relations, Corporate Strategy and Communications (SRCSC) Division.

Stakeholder Relations helps NEEA staff maintain high-functioning engagement practices with stakeholders to ensure effective collaboration and satisfaction with alliance activities. Stakeholder Relations facilitates NEEA's Advisory/Coordinating Committees and serves as key account managers to Committee members. Planned 2021 activities include:

- Supporting NEEA's successful transition from virtual to in-person stakeholder engagement, or, depending on COVID-19 restrictions, supporting a hybrid approach.
- Continuing to maintain a streamlined Committee structure and ensuring a distinct scope for each Committee.
- Surveying Committee members to assess overall satisfaction with the streamlined Committee structure, including coordination opportunities, Committee processes and outcomes, communication channels, role clarity and efficiency.
- Assessing NEEA's investment to determine if desired cost savings were achieved by the 2020 Advisory Committee streamlining process.
- Engaging proactively with Advisory/Coordinating Committee members to understand individual and organizational priorities and sensitivities, including efforts to support NEEA's Diversity, Equity and Inclusion (DEI) goals, and ensure they are aware of and satisfied with their opportunities to collaborate with NEEA staff.

Corporate Strategy and Communications is responsible for internal and external communications, corporate reporting and corporate events. This team is also responsible for

identifying and helping to drive enterprise-wide initiatives, including operations and strategic planning. Planned 2021 activities include:

- Developing a roadmap for Cycle 7 strategic planning, including a timeline and process for identifying and addressing key strategic topics with NEEA's Board of Directors.
- Creating and implementing an internal communications strategy to support employee engagement and NEEA's internal DEI goals.
- Supporting alignment and operationalizing high-priority, extra-regional opportunities that advance alliance priorities and Business Plan goals and deliver value to the Northwest.
- Supporting successful delivery of Cycle 6 Business Plan goals through annual operations planning, corporate performance tracking and reporting, and COVID-19 scenario planning and alignment.
- Executing virtual funder-engagement events to support regional convening and collaboration, including the annual Efficiency Exchange conference, which will be a virtual event in 2021.

Additional Information

More information on NEEA's Market Transformation programs, as well as NEEA's quarterly and annual reports, can be found at neea.org.

Questions or comments about this report? Please contact NEEA at: info@neea.org