

Exh. KLE-2  
Docket UE-210829  
Witness: Kenneth Lee Elder

**BEFORE THE WASHINGTON  
UTILITIES AND TRANSPORTATION COMMISSION**

WASHINGTON UTILITIES AND  
TRANSPORTATION COMMISSION,

Complainant,

v.

PACIFICORP dba  
PACIFIC POWER & LIGHT COMPANY

Respondent.

Docket UE-210829

**PACIFICORP**

**EXHIBIT OF KENNETH LEE ELDER**

**Rocky Mountain Institute Letter**

**July 2023**

TO: PacifiCorp EAG 2021-2022 Staff

FROM: RMI EAG 2021-2022 Staff

SUBJECT: Thank you and reflections on the EAG 2021-2022 process

RMI is grateful for the opportunity to have worked alongside PacifiCorp and the members of the Equity Advisory Group to build a more equitable energy system in Washington. Reflecting on our work together, we note three key areas of progress:

- **CEIP:** Based on RMI's understanding of CETA's objectives and outcomes, we believe PacifiCorp's CEIP was the most comprehensive of Washington's three IOUs, demonstrating commitment to identifying named communities and developing CBIs across a diverse array of specific actions.
- **EAG Health:** PacifiCorp's EAG represents its diverse customer base in Washington, who provide expertise in communications, utility operations, community outreach, advocacy, business, education, and health. Over 80% of all original EAG members are still actively involved in EAG meetings. Successful measures PacifiCorp has taken to support this retention include: taking pulse checks of EAG members and incorporating their feedback into meetings, actively listening and responding to comments from members, providing compensation both for preparation time and meetings, and visiting EAG members in person for 1:1 meetings.
- **Non-Energy Impact Analysis and Customer Benefit Indicators:** We also laud PacifiCorp's commitment to Non-Energy Impact analysis and CBIs. Quantifying and factoring in NEIs to cost-benefit analysis is crucial to achieving and justifying equitable project development. Your team has consistently brought CBIs to the EAG to allow for iterative improvements, including relating desired CBI outcomes to real challenges felt by PacifiCorp customers. We encourage focusing on non-finalized CBIs in EAG meetings to ensure member feedback can be incorporated into the metrics.

None of the above would be possible without the dedication of PacifiCorp's staff to CETA projects. PacifiCorp's internal and external SMEs have shown growth in their understanding of the importance of the EAG and have worked to integrate the EAG's feedback into their work.

Seeing E-Source and PacifiCorp at the September EAG meeting, it's clear the EAG is in good hands going forward. As it may be helpful, what follows are some recommendations based on past meetings and our experience working with the EAG.

- **Stay grounded in the spirit of input and collaboration.** The purpose of the EAG is to provide input *proactively*. This is made possible by sharing information early, before it is filed, and in a window of time where the feedback can be meaningfully incorporated by the Pacificorp team. Additionally, as the community connections discussion showed, the EAG can provide value beyond the CETA framework.
- **Consider quarterly in-person or hybrid meetings** to provide additional value for community building and feedback. We've seen the value in-person engagement can provide through the 1:1s conducted in early 2021, which helped the EAG engage in deep discussion with PacifiCorp and create a spirit of collaboration. We've also heard feedback about the value EAG members place on Pacificorp engaging directly in the places where they work and live; such an approach would demonstrate that you've heard that input.

- **Continue to provide space to coach SME presenters** on EAG member communication styles and previous meeting topics. This will help SMEs to: (1) understand appropriate language to use in written materials (especially for non-Native English speakers), (2) craft tailored presentation materials to get the most out of their time with the EAG, (3) prevent the EAG from fatigue having to share the same input meeting over meeting (for example, with [communications tactics](#)), and (4) set SMEs up for success when the EAG members are passionate about key topics (for example, with representing Tribal data)
- **Continue focusing on quality (over quantity) of content.** Over the summer, we began having conversations ahead of all EAG meetings to prioritize the meeting content we wanted to present. To do this effectively, we prioritized which objectives were most ripe to achieve in the upcoming meeting and set a “narrative arc” to determine the relevance of topics. We recommend continuing to deploy these strategies to create meaningful engagements. (Note that two-thirds of EAG respondents said they’d prefer shorter meetings if possible, so this will be a particularly useful action to shorten meeting length).
- **Identify ways the EAG can help other advisory groups achieve their aims, and visa-versa.** Other advisory groups, such as the Transportation Electrification and Demand Response groups, have interests in successfully delivering products to customers in Washington. It is critical to the success and the equitable delivery of those programs to make sure the EAG’s feedback is incorporated into their design. Doing this proactively, by facilitating meetings or information exchange between two or more groups, can help streamline information delivery while ensuring the feedback between groups is additive instead of repetitive. E-Source's leadership of multiple advisory groups will be an asset to the success of this recommendation.
- **Continue to set and communicate norms around meeting logistics, especially the zoom chat.** We heard deltas in our plus/delta meetings indicating that we had missed cues in the questions or clarifications in the chat. We recommend designating a specific person to monitor the chat and align on a consistent way to facilitate comments and questions (either take all questions at once or allow them to come up throughout the presentations).

RMI has greatly appreciated the opportunity to work together and advance an equitable clean energy transition for Washington. We hope to find more ways to do so in the future (e.g., in the areas of clean energy planning, transmission planning, and program design we discussed when we explored continued engagement some months ago), and look forward to hearing your feedback.