

1. Accenture
2. Advanced Energy
3. Alectra Utilities
4. Ally Energy Solutions
5. Alternative Energy Systems Consulting
6. Ameren
7. American Public Power Association
8. Apex Analytics
9. Apogee Interactive
10. Applied Energy Group
11. APTIM
12. Aquanta
13. Arizona Public Service
14. Armada Power
15. Austin Energy
16. Baltimore Gas and Electric
17. Beneficial Electrification League
18. Berkshire Hathaway Energy
19. Black & Veatch Management Consulting
20. Bonneville Power Administration
21. Bristol Tennessee Essential Services
22. Buffalo Niagara Medical Campus
23. Cadmus
24. Calico Energy
25. Central Hudson Gas & Electric
26. Chelan PUD
27. City of Tallahassee Utilities
28. Clean Power Research
29. CLEAResult
30. COI Energy Services
31. Columbia Gas of Tennessee
32. Commonwealth Edison
33. Con Edison
34. Connected Energy
35. Connected Energy Limited
36. Consumers Energy Company
37. Contract Callers
38. CPower Energy Management
39. CPS Energy
40. Customized Energy Solutions
41. Dairyland Power Cooperative
42. DNV GL
43. DTE Energy
44. Duke Energy
45. E Source
46. E4TheFuture
47. Eaton
48. ecobee
49. Edison Electric Institute
50. Efficiency Vermont
51. Emerson Commercial & Residential Solutions
52. EMI Consulting
53. Enbala
54. Encycle
55. Enel X
56. Energy Federation
57. Energy Solutions
58. EnergyHub
59. EnerVision
60. Entergy
61. EPRI
62. ERS
63. Evergy
64. Eversource
65. Extensible Energy
66. FirstEnergy
67. FleetCarma
68. FPL
69. Franklin Energy
70. GDS Associates
71. Generac
72. Georgia Power Company
73. Google (Nest)
74. Great River Energy
75. GridFabric
76. GridOptimize
77. GridPoint
78. Guidehouse
79. Hawaiian Electric Company
80. High West Energy
81. Honeywell Smart Energy
82. ICF
83. Idaho Power
84. IGS Energy
85. Illume Advising
86. Indianapolis Power & Light Co.
87. Integral Analytics
88. IPKeys Power Partners
89. Itron
90. Jackson EMC
91. Landis+Gyr
92. Leap
93. Minnesota Power, an ALLETE Company
94. Modesto Irrigation District
95. National Grid
96. National Rural Electric Cooperative
97. NB Power
98. New Braunfels Utilities
99. New Hampshire Electric Cooperative
100. New York Power Authority
101. Nexant
102. North Carolina Electric Membership Corporation
103. NTC
104. OATI
105. Oklahoma Gas & Electric
106. Olivine
107. Oncor Electric Delivery
108. Open Systems International
109. OpenADR Alliance
110. Opinion Dynamics
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113. Orange and Rockland Utilities
114. Pacific Gas & Electric
115. PECO, An Exelon Company
116. Pepco, an Exelon Company
117. Portland General Electric
118. Powerley
119. PowerSouth Electric Cooperative
120. PPL Electric Utilities
121. Public Service Company of Oklahoma
122. Rappahannock Electric Cooperative
123. Resideo
124. RF Demand Solutions
125. Sacramento Municipal Utility District
126. Salt River Project
127. San Diego Gas & Electric
128. Santee Cooper
129. Schneider Electric
130. Scope Services
131. ScottMadden
132. Seattle City Light
133. Sensus USA
134. Shifted Energy
135. Skipping Stone
136. Smart Electric Power Alliance
137. Smartenit
138. Snohomish County PUD
139. SolarEdge Technologies
140. Southern California Edison
141. Southern California Gas Company
142. Steffes
143. Sunverge Energy
144. Tantalus
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147. Tetra Tech
148. The Brattle Group
149. Threshold
150. Tierra Resource Consultants
151. TRC
152. Tri-State Generation & Transmission
153. Trickle Star
154. TROVE
155. Tucson Electric Power
156. Uplight
157. Utility Load Management Exchange
158. Vectren
159. Warranty Design
160. Waseda University
161. West Monroe Partners
162. Xcel Energy
163. Zen Ecosystems
164. Zeuthen Management Solutions



Call to Order

PLMA Spring 2020 Board Meeting
Virtual Edition – April 20, 2020

Chair's Welcome

PLMA Officers (2019-2021)



Board Chair
Michael Brown
Berkshire Hathaway Energy
NV Energy



Board Vice Chair
Rich Barone
TRC



Treasurer
Troy Eichenberger
Tennessee Valley Authority



Secretary
Joseph Childs
Eaton



Executive Committee (2018-2020)



Justin Chamberlain
CPS Energy



Derek Kirchner
Consumers Energy Company



Robin Maslowski
Guidehouse



Ruth Kiselewich
ICF



Olivia Patterson
Opinion Dynamics



Christine Riker
Energy Solutions



Andrea Simonsen
Idaho Power



Board Policies

- PLMA By-Laws
 - Roles and responsibilities of Board, Executive Committee, Officers and Executive Director
- PLMA Code of Conduct
 - Confidentiality Policy
 - Meeting content has PLMA confidential Information
 - Maintain a bias free decision-making process
 - Conflict of Interest Policy
 - If you have a conflict of interest
 - Disclose your conflict of interest
 - Recuse yourself from discussions or voting
 - Ask to hold the conversation and then exit until topic is concluded
 - Antitrust Policy
 - No PLMA activity shall limit or restrict Free Trade
 - Whistleblower
 - PLMA Adheres to Federal, State and Local laws
 - Members should report any violations
 - Anti-Harassment
 - PLMA is dedicated to providing a harassment-free experience for everyone

Association Structure

Executive Committee

4

Elected Officers

8

Elected Members

PLMA Staff

Executive Director, Member Services, Chief Development Officer, Registration, Sponsors, Resources, Website, Database

PLMA Board of Directors

“Seated” (voting)

1 Board Seat per
Sustaining Member

39

Directors

1 Board Seat per
Advisory Member

84

Directors

At-Large

4

Elected Directors

“At-Large” (non-voting)

Associate Members

40

Academic Members

1

1. Accenture
2. Advanced Energy
3. Alectra Utilities
4. Ally Energy Solutions
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50. Efficiency Vermont
51. Emerson Commercial & Residential Solutions
52. **EMI Consulting**
53. Enbala
54. Encycle
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57. Energy Solutions
58. EnergyHub
59. EnerVision
60. Entergy
61. EPRI
62. ERS
63. **Evergy (name change)**
64. Eversource
65. Extensible Energy
66. FirstEnergy
67. FleetCarma
68. FPL
69. Franklin Energy
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77. GridPoint
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107. Oncor Electric Delivery
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109. OpenADR Alliance
110. Opinion Dynamics
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8 New Members Since Fall 2019 Board Meeting

Vice-Chair Report

Executive Director Search

- **Process**

- **Initial applicant assessment**
- **Down-select to 4 semi-finalist candidates**
- **Telephone screens and reference checks**
- **Finalists identified**
- **In-person interviews**
- **Deliberation**
 - **Officers revisited scope and budget and recommended to Executive Committee that both candidates be offered roles**
- **Negotiations**

- **Search & Selection Committee**

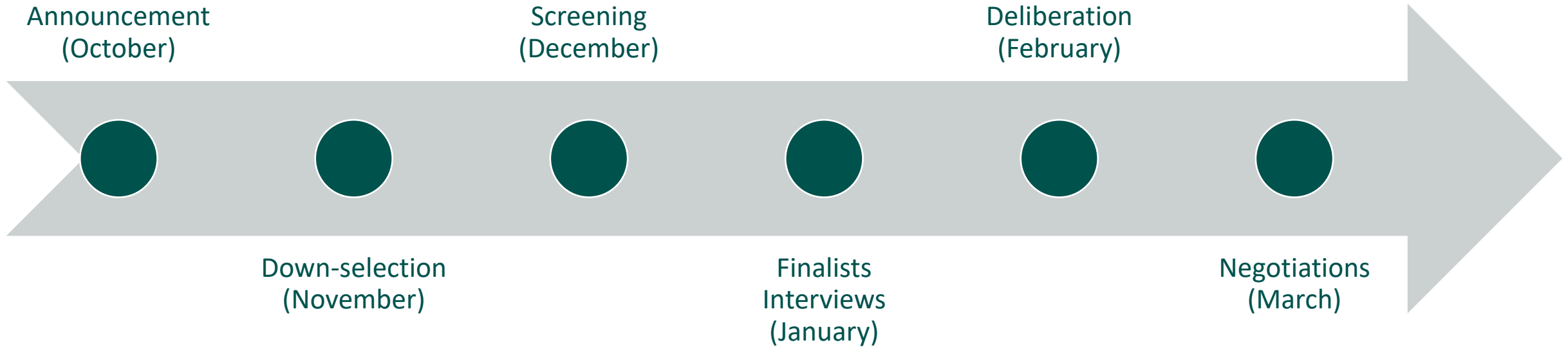
- **Search Committee**

- **Initial screening and down-selection**
 - **Rich Barone**
 - **Ward Eames**
 - **Brian Doyle**

- **Selection Committee**

- **Interview and deliberation of finalists**
 - **All PLMA Officers**
 - **Search Committee**
 - **Olivia Patterson**
 - **Ruth Kiselewich**

Executive Director Search Timeline



Vice Chair Report (continued)

- **Emphasizing a focus on the Interest Groups**
 - **Collaboration with Executive Director and Chief Development Officer**
- **Additional news:**
 - **Transitioned from Hawaiian Electric to TRC**
 - **VP Advanced Energy Transformation**

Secretary Report

Secretary Report

- **Fall Conference – St. Petersburg Board Minutes Approval**

- Posted at: <https://plma.memberclicks.net/board-home-page>

Motion to accept minutes
as posted?

- **Executive Committee Election – Fall Conference Baltimore**

- **Policy Updates**

- Enacted
- In-Process

- **Conference Metrics**

Executive Committee Elections

- **Fall Board Meeting**
 - All 8 positions will be elected
- **Election Officer – Need Volunteer**
- **Process**
 - August
 - Self Nomination Process
 - Preparation of personal experience, objectives and position materials
 - September
 - Webinar – Town hall Style Conversation
 - Final Ballot
 - October
 - Electronic Voting
 - November Board Meeting
 - In-person voting & election results

Leadership Election Process

- **Status:** Approved by Executive Committee
- Election Cycle
 - Revised: The number of At-Large Directors to be elected shall be based on the number of Associate and Academic Members 60 days before the Fall Board Meeting.”
- Vacancies
 - Seated Board replaced according to By-Laws
 - Elected Position – At Large Director, Executive Committee, and Officers
- Opportunity to Remedy
 - 3 months from date of ineligibility
- Replacement
 - Executive Committee recommends and votes on replacement

Membership Policy

- Status: Approved by Executive Committee
- Updates
 - Category A Sustaining Member may purchase additional passes
 - At-Large Director number of board seats clarified
 - Removed Election Process information

Volunteer Expense Reimbursement Policy

- Status: Draft
- Purpose
 - Required to Support Working Groups, Thought Leadership, Speaker Bureau, Training, etc.
 - IRS has specific guidelines and rules with respect to non-profit organizations
 - Revising Uses Cases and Guidelines for Approval
 - Expense Report and Receipts Process
- Next Steps
 - Provide comments to Officers or Executive Director
 - Executive Committee to agree on final version and approve

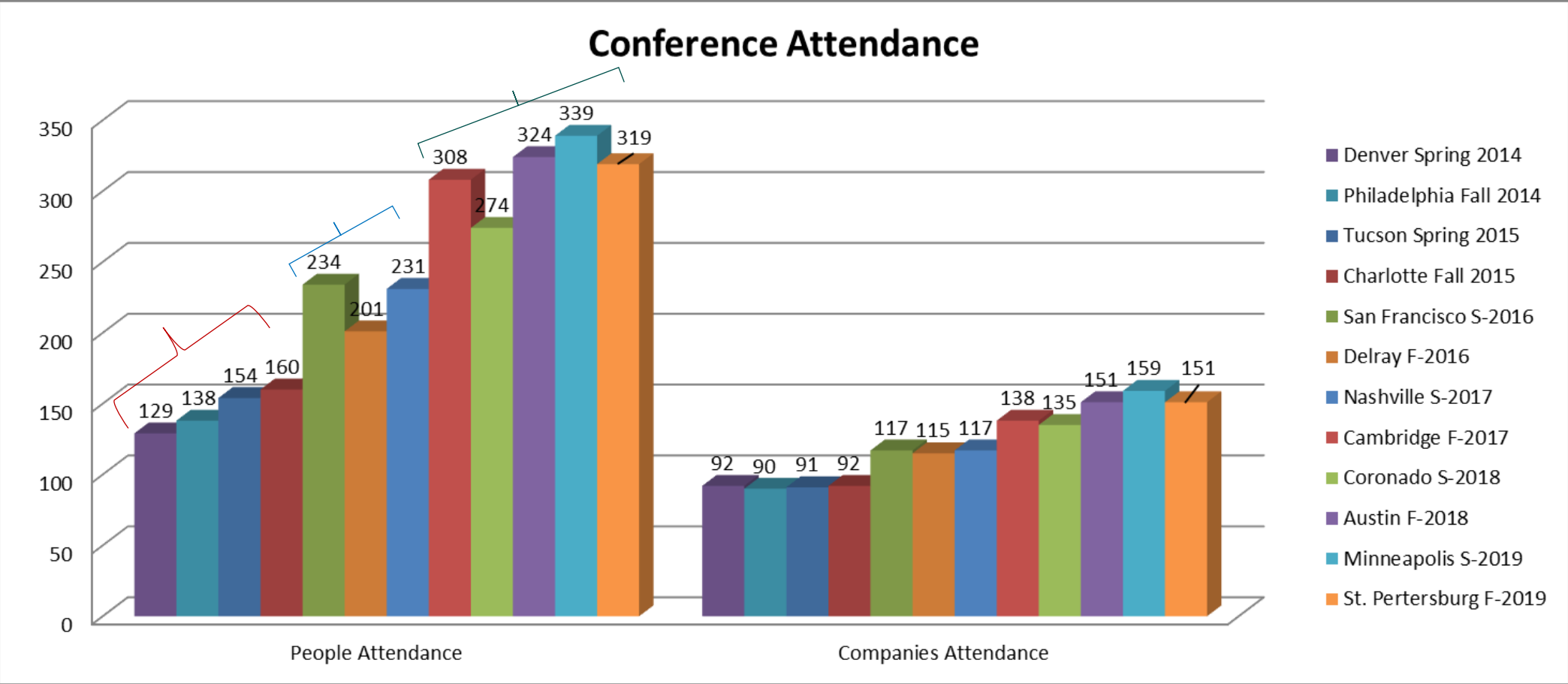
Document Retention Policy

- Status – Draft.
 - Implemented PLMA Material Retention Software - Dropbox
 - Materials moving to site (~90% complete)
 - Government rules and guideline organizations giving this more attention.
 - Required to clearly define what needs to be kept and deleted
- Key Content
 - Responsible Parties
 - Timeframe for document retention
 - Legal Hold Requirements
 - Exclusions
 - Annual Review

Action: Provide comments to Officers, volunteer to participate in policy crafting

Conference Attendance History

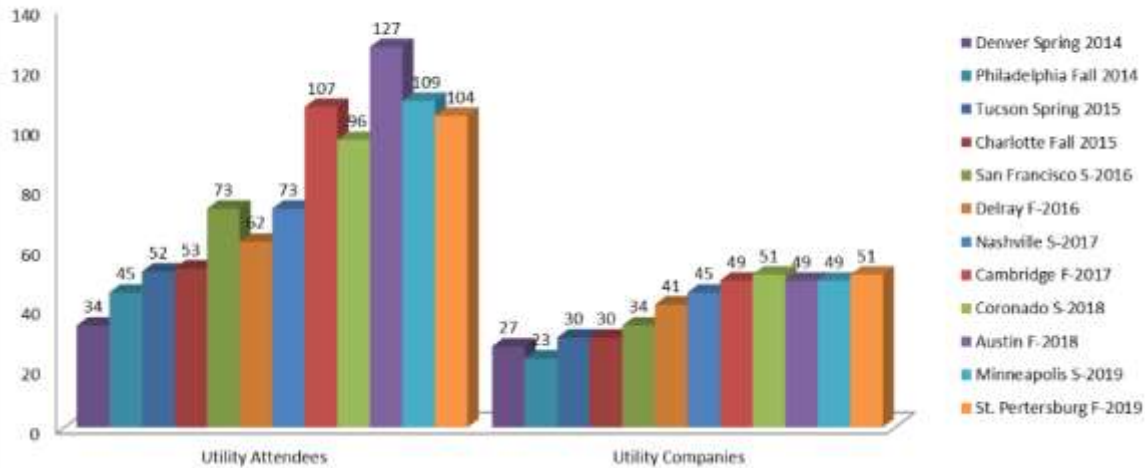
Averages	People	Company
2014-2015	146	92
2016 - 2018 Spring	222	117
2018 Fall - 2019	313	147



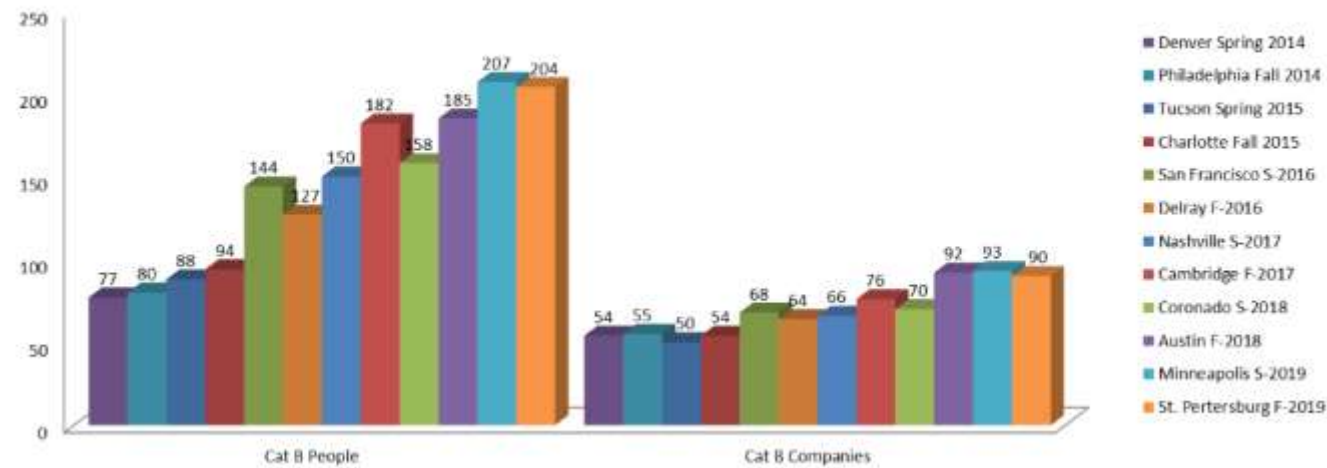
St. Petersburg First Time Participation = 112 = 35%

Category Attendance Analysis

Utility Attendance Comparison



Category B Attendance Comparison



Core Metrics	Average 11 Conferences	St. Petersburg
People - Utility /Total	33%	32%
Companies - Utility /Total	33%	31%

Stable Utility Participation

Participation per Company	Average 11 Conferences	St. Petersburg
Utility	1.9	2.2
Vendor	1.9	2.4

Stable Participation per Company

Treasurer Report

Financial Report – Profit & Loss Overview

REVENUES

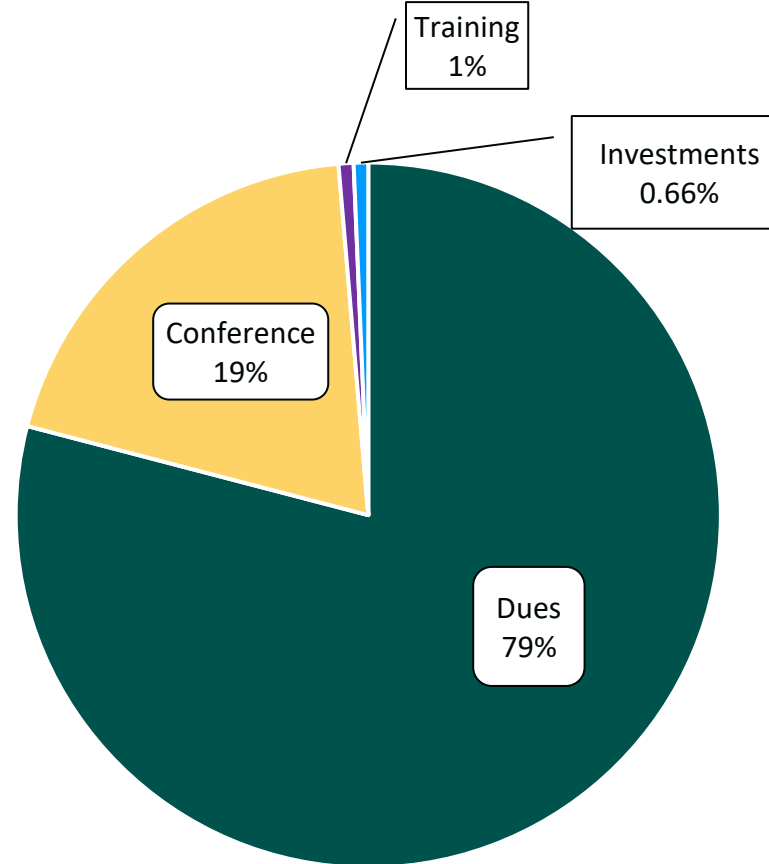
Dues	204,120
Conference	50,563
Training	1,770
Investments, Misc.	1,716
Total Revenues	258,169

EXPENSES

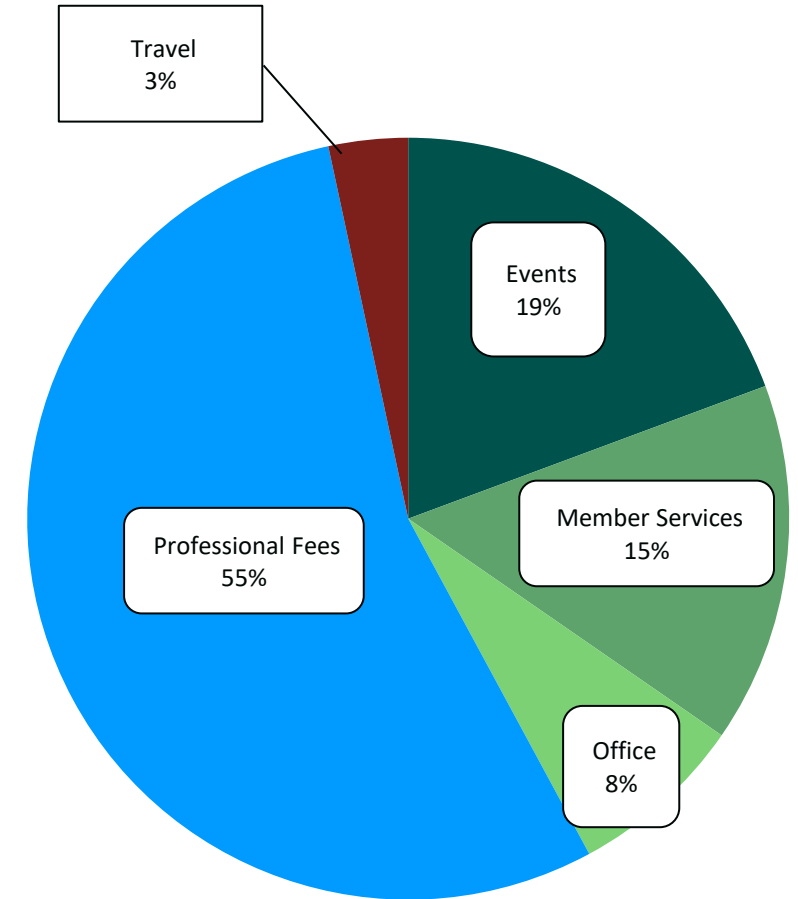
Events	22,723
Professional Fees	64,052
Member Services	17,961
Office	8,802
Travel	3,955
Total Expenses	117,493

Net Income 140,676

REVENUES



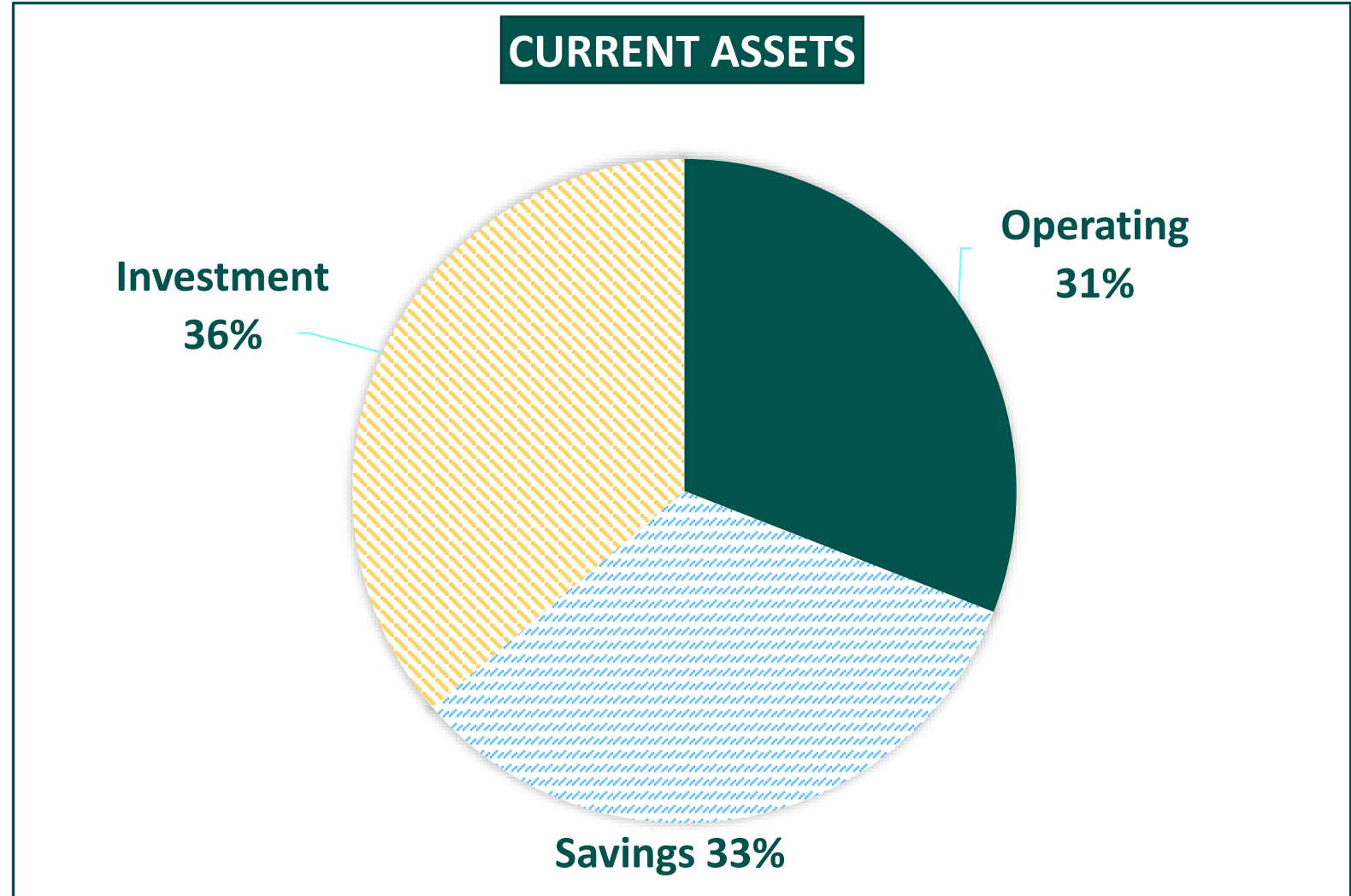
EXPENSES



Based on statements as of Mar 31, 2020.

Financial Report – Balance Sheet Overview

ASSETS	
Operating Accounts	\$234,998
Savings	\$248,802
Investments	\$275,923
Prepaid Expenses	\$50,000
<u>TOTAL ASSETS</u>	<u>\$809,723</u>
LIABILITIES AND EQUITY	
Current Liabilities	
Account Payable	\$12,450
Credit Cards	\$5,618
Other	\$0
Deferred Revenue	\$0
<u>TOTAL LIABILITIES</u>	<u>\$18,068</u>
EQUITY	
Retained Earnings	\$683,686
Net Income	\$107,969
<u>TOTAL EQUITY</u>	<u>\$791,655</u>
<u>TOTAL LIABILITIES AND EQUITY</u>	<u>\$809,723</u>



Based on statements as of March 31, 2020.

Treasurer Report – Budget Overview

Annual budget process completed with Executive Committee

	Jan - Mar, 2020	Apr - Jun, 2020	Jul - Sep, 2020	Oct - Dec, 2020	2020 Budget Total
Income					
Conference Fees	25,000.00	35,000.00	90,000.00	100,000.00	250,000.00
Membership Dues	150,000.00	150,000.00	150,000.00	155,000.00	605,000.00
Miscellaneous	1,500.00	3,622.37	1,500.00	1,500.00	8,122.37
Training Fees	5,000.00	7,500.00	7,500.00	5,000.00	25,000.00
Total Income	\$ 181,500.00	\$ 196,122.37	\$ 249,000.00	\$ 261,500.00	\$ 888,122.37
Expenses					
Event Expense	40,000.00	17,500.00	25,000.00	200,000.00	282,500.00
Total Member Services	\$ 30,250.00	\$ 39,250.00	\$ 40,250.00	\$ 21,750.00	\$ 131,500.00
Total Office Expense	\$ 8,000.00	\$ 22,500.00	\$ 15,000.00	\$ 19,500.00	\$ 65,000.00
Total Professional Fees	\$ 104,850.00	\$ 147,950.00	\$ 160,450.00	\$ 160,450.00	\$ 573,700.00
Total Travel Expense	\$ 9,375.00	\$ 6,875.00	\$ 7,125.00	\$ 7,125.00	\$ 30,500.00
Total Expenses	\$ 192,475.00	\$ 234,075.00	\$ 247,825.00	\$ 408,825.00	\$ 1,083,200.00
Net Operating Income	\$ (10,975.00)	\$ (37,952.63)	\$ 1,175.00	\$ (147,325.00)	\$ (195,077.63)



Fiscal Committee Activities

- Implemented Fiscal Policy Incorporating Independent Auditor Suggestions
 - Strengthened Controls
 - Updated Investment Policy
- Reviewed Investment Options
- Analyzed Budget Impacts to Add Fulltime Staff
- Investigating COVID-19 Impacts
- Welcomed New Member



Executive Director Report

Executive Director Report

- Transition Underway
- Conference Planning Pivot to
“Biggest Conference We Never Had”
- Why Join or Renew?

Group Reports



**Steering Committee:
Brian Doyle, Paul Wassink,
and Dana DeRemigis**



**Co-Chair:
Jenny Roehm**

Thought Leadership Update

Recent Achievements

Compendium



Dialogues



Looking to the Future

- Looking forward to seeing the results of 41st PLMA conference, both in content and format, to leverage into more innovative content for PLMA.
- Strategic initiatives A and B (which you will hear more about) are the springboards for future publications and dialogues.



**Co-Chairs:
Mark Martinez and Christine Riker**

Education Planning Group

Mission

- Grow and Refine PLMA Training in the Quality of Program and the Quantity of Users
- Future on-line training under assessment
 - Benchmarking similar virtual classes with several providers
- Examining training grant opportunities
- PLMA training classes – enhanced content
 - Introduction to Demand Response Fundamentals (*online on-demand*)
 - Evolution of Demand Response to Distributed Energy Resources: Fundamentals and Path Forward (one day)
 - Demand Response Market Fundamentals (two days)
 - Demand Response Program Design and Implementation (two days)

Upcoming Trainings

- July 13-17: Irwindale, CA
 - DR Market Fundamentals
 - DR Program Design and Implementation
- Fall 2020: Tentative NY or Chicago
- November 9: Before 42nd PLMA Conference in Baltimore, MD
 - Evolution of DR



Co-Chairs:
Kari Binley, Poornima Eber,
Tamar Rousan and JT Thompson

Connected Devices

- Recorded 41st PLMA Interest Group Presentations
 - Great presentations from 4 groups (3 EV/1 Connected Home)
 - Make sure to check them out!
- Added two new co-chairs to replace Justin and Olivia: Kari Binley from ecobee and JT Thompson from Enbala
- Excited about Baltimore!



Co-Chairs:
Melissa Knous, Lenore Zeuthen,
and Isabel Sepulveda

Women in Demand Management

Our theme for 2020 is "career advocacy" with an emphasis on mentoring

Planned engagement includes:

- Update email to group members in May
- Mentoring pilot launch in June
 - Present proposal to leadership in May
 - Includes career survey to facilitate matching
 - Open to all PLMA members regardless of gender
- Complements Nov/Baltimore presentation "Empowerment and Transformation in the DM Marketplace"



**Co-Chairs:
Rich Barone, John Powers,
and Jamie Coffel**



Co-Chairs:
Diana Sefcik, Vanessa Richter,
Scott Jarman, and Tracy Schmidt

Customer Engagement Group Update

- New Leadership Appointments:
 - Vanessa Richter, Oracle
 - Diana Sefcik, Orange & Rockland Utilities
- Behavioral Demand Response Programs Webinar
 - Held March 26
 - +300 registrants
 - Speakers: Tom Hines (Arizona Public Service), Julie Cain (CPS Energy), Leigh Jarosinski (Baltimore Gas and Electric)

Customer Engagement Group Update

- Interest Group Session
 - June 2020
 - Tentative Format: Q&A
 - Outreach to be held for participants and SMEs
 - Extended interactive on-line session
 - SMEs & Co-Chairs address questions and themes
- Fall 2020 Webinar
 - In development
 - Tentative topic: “How Does COVID Impact Customer Engagement Strategies?”



**Co-Chairs:
Jon Hilowitz, Scott Coe,
and Ross Malme**

Near-Term Plans

- Next Webinar
 - Country Focus = **Australia**
 - Content originally planned for Spring Conference

Lance Hoch

Australian Grid/Market Overview



Oakley Greenwood

Bud Vos

VPPs in Australia



enbala

Next 6 Months

- Establish regular planning calls
 - Currently weekly leadership calls
 - Supplement with monthly “anyone interested” calls
 - Still looking for new members to get involved
- Work on Fall Conference
 - Country-Focus Candidate #1 = **The Gulf States**
 - Unique challenge = Need to retire coal plants, but if demand response is to supply the balance, which resources can be used for a very long summer?



Conference Planning

**Co-Chairs:
Bruce Brazis, Mark Gagen, and Tom Hines**

Thanks to Conference Abstract Scorers*

- Bruce Brazis, APS
- Cindy Berry, Austin Energy
- Scott Jarman, Austin Energy
- Dana DeRemigis, Baltimore Gas & Electric
- Laurie Duhan, Baltimore Gas & Electric
- Michael Ohlsen, City of Tallahassee
- Justin Chamberlain, CPS Energy
- Melissa Knous, Duke Energy
- Richard Philip, Duke Energy
- Clare Valentine, E Source
- Joseph Childs, Eaton
- Kari Binley, ecobee
- JT Thompson, Enbala
- Christine Riker, Energy Solutions
- Kitty Wang, Energy Solutions
- Chris Ashley, EnergyHub
- Jeff Perkins, ERS
- Richard Hasselman, GDS Associates
- Brad Davids, Google
- Brett Feldman, Guidehouse
- Debyani Ghosh, Guidehouse
- Robin Maslowski, Guidehouse
- Jamie Coffel, Honeywell Smart Energy
- Ruth Kiselewich, ICF
- Andrea Simmons, Idaho Power
- Mike Smith, National Grid
- Allison Hamilton, NRECA
- Elizabeth Reid, Olivine
- Olivia Patterson, Opinion Dynamics
- Wendy Lohkamp, Oracle
- Jon Hilowitz, Orange & Rockland Utilities
- Paul Wezner, Powerly
- Jerry Mount, Shifted Energy
- Ross Malme, Skipping Stone
- Mark Martinez, Southern California Edison
- Troy Eichenberger, Tennessee Valley Authority
- Tracy Schmidt, Tennessee Valley Authority
- Jonathan Hoechst, TetraTech
- Joel Schofield, Threshold
- Richard Barone, TRC
- Joel McManus, TRC
- Lenore Zeuthen, Zeuthen Management Solutions



**42nd
Conference
Baltimore, MD**

*Mark Your Calendar for
42nd PLMA Conference
Nov. 9-11, 2020 – Baltimore, Maryland*



Mark Your Calendar for
43rd PLMA Conference
May 10-12, 2021 – Scottsdale, Arizona



**Co-Chairs:
Laurie Duhan, Michael Smith, and Brett Feldman**

Thanks to Awards Nominations Scorers

- Scott Jarman, Austin Energy
- Laurie Duhan, Baltimore Gas and Electric
- Derek Kirchner, Consumers Energy
- Justin Chamberlain, CPS Energy
- Kari Binley, ecobee
- Graham Horn, Enbala
- Audra Drazga, Energy Central
- Sierra Martinez, Energy Foundation
- Christine Riker, Energy Solutions
- Brett Feldman, Guidehouse
- Jamie Coffel, Honeywell Smart Energy
- Ruth Kiselewich, ICF
- Andrea Simmons, Idaho Power
- Mike Smith, National Grid
- Diana Sefcik, Orange and Rockland Utilities
- Jon Hilowitz, Orange and Rockland Utilities
- Denise Ernst, Parks Associates
- Paul Miles, PECO
- Ross Malme, Skipping Stone
- Mark Martinez, Southern California Edison
- Tracy Schmidt, Tennessee Valley Authority
- Johanna Koolemans-Beynen, USEA
- Lenore Zeuthen, Zeuthen Management Solutions

Congratulations to Our Winners

- **Program Pacesetters**

- National Grid and EnergyHub for National Grid Connected Solutions
- Arizona Public Service and EnergyHub for APS Distributed Energy Resource Aggregations (Rewards Programs and Solar Communities)

- **Thought Leaders**

- Connected Energy (UK) Ltd for Battery Recycling in Belgium
- Austin Energy for Austin SHINES Project

- **Technology Pioneer**

- CPS Energy for Public Engagement
- City of New York, Department of Citywide Administrative Services for Building Operator Engagement

Load Management Dialogue Series: Award-Winning Initiatives



May 21 – National Grid and EnergyHub for National Grid Connected Solutions

June 4 – Arizona Public Service and EnergyHub for APS Distributed Energy Resource Aggregations

June 18 – Connected Energy (UK) Ltd for Battery Recycling in Belgium

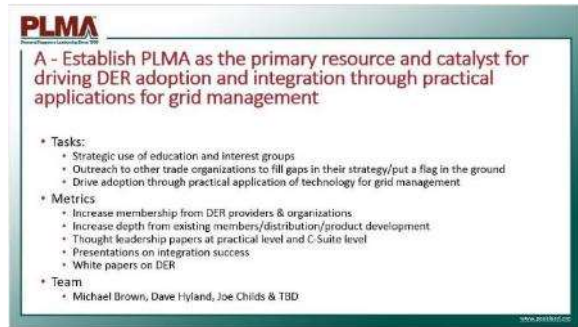
July 9 – Austin Energy for Austin SHINES Project

July 16 – CPS Energy for Public Engagement

Aug. 13 – City of New York, Dept of Citywide Admin Services for Building Operator Engagement

Strategic Vision 2021

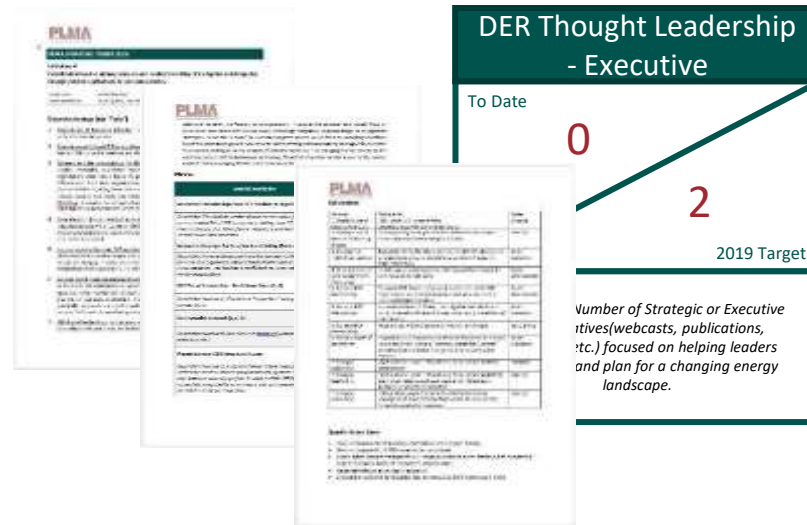
Development & Execution Process



PLMA
A - Establish PLMA as the primary resource and catalyst for driving DER adoption and integration through practical applications for grid management

- Tasks:
 - Strategic use of education and interest groups
 - Outreach to other trade organizations to fill gaps in their strategy/put a flag in the ground
 - Drive adoption through practical application of technology for grid management
- Metrics:
 - Increase membership from DER providers & organizations
 - Increase depth from existing members/distribution/product development
 - Thought leadership papers at practical level and C Suite level
 - Presentations on integration success
 - White papers on DER
- Team
 - Michael Brown, Dave Hyland, Joe Childs & TBD

Vision 2021 Strategic Planning Retreat
(August 2019 with report out in Fall 2019)



PLMA
DER Thought Leadership - Executive

To Date: 0

2019 Target: 2

Number of Strategic or Executive activities (webcasts, publications, etc.) focused on helping leaders and plan for a changing energy landscape.

Activity	Target	Actual
Thought Leadership Papers	2	0
Webcasts	0	0
Publications	0	0
Presentations	0	0
White Papers	0	0

Metrics Development & Tactical Planning
(report out in Spring 2020)



Fall 2020
Spring 2021
Updates



Vision 2023 Strategic Planning Retreat
(August 2021)



Vision 2021 Review & Vision 2023
(Fall 2021)

Key Initiatives

A
Spark DER
Innovation

B
Foster DER
Adoption

Strategic Initiatives

Operational Imperatives

1
Ally Strategy

2
Improve Resource
Efficiency
(Volunteers & Paid Staff)

3
Financial Planning &
Operations

4
Member Development

A

Spark DER Innovation

“Stimulate DER advancement by providing a process/platform for identifying industry needs and accelerating innovation”

Team Lead: Robin Maslowski with Rich Barone, Michael Brown, Olivia Patterson, Christine Riker, Ruth Kiselewich, volunteer at signup@peakload.org

- Create a structured process to identify, prioritize, and disseminate DER innovation gaps/needs/topics/challenges that could be addressed by PLMA activities/initiatives
- Establish and maintain a common, objective hub for identifying, prioritizing, and fostering adoption of leading-edge solutions that address “greatest DER challenges” in innovative, replicable/practical ways
- Enhance PLMA operational practices to drive activities/initiatives that address key themes/needs/priorities as identified by membership

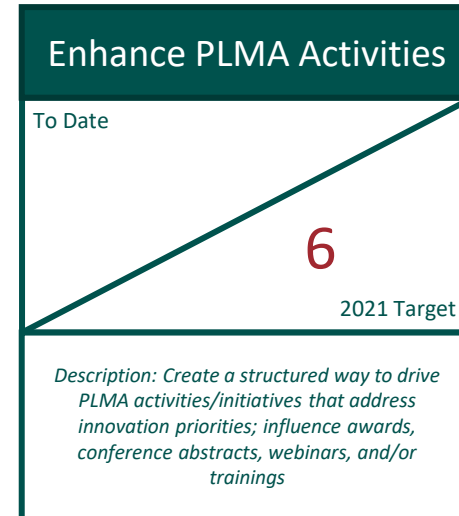
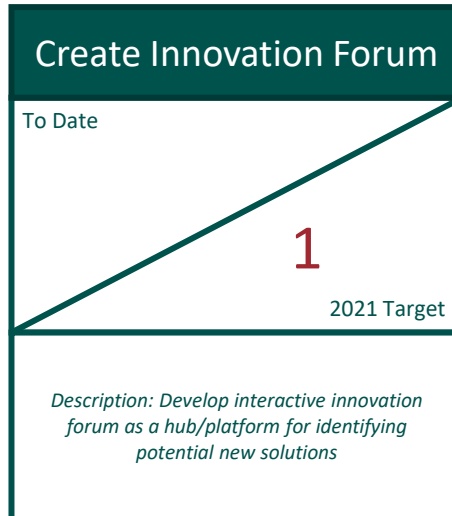
A

Spark DER Innovation

“Stimulate DER advancement by providing a process/platform for identifying industry needs and accelerating innovation”

Team Lead: Robin Maslowski with Rich Barone, Michael Brown, Olivia Patterson, Christine Riker, Ruth Kiselewich, volunteer at signup@peakload.org

Current Focus:



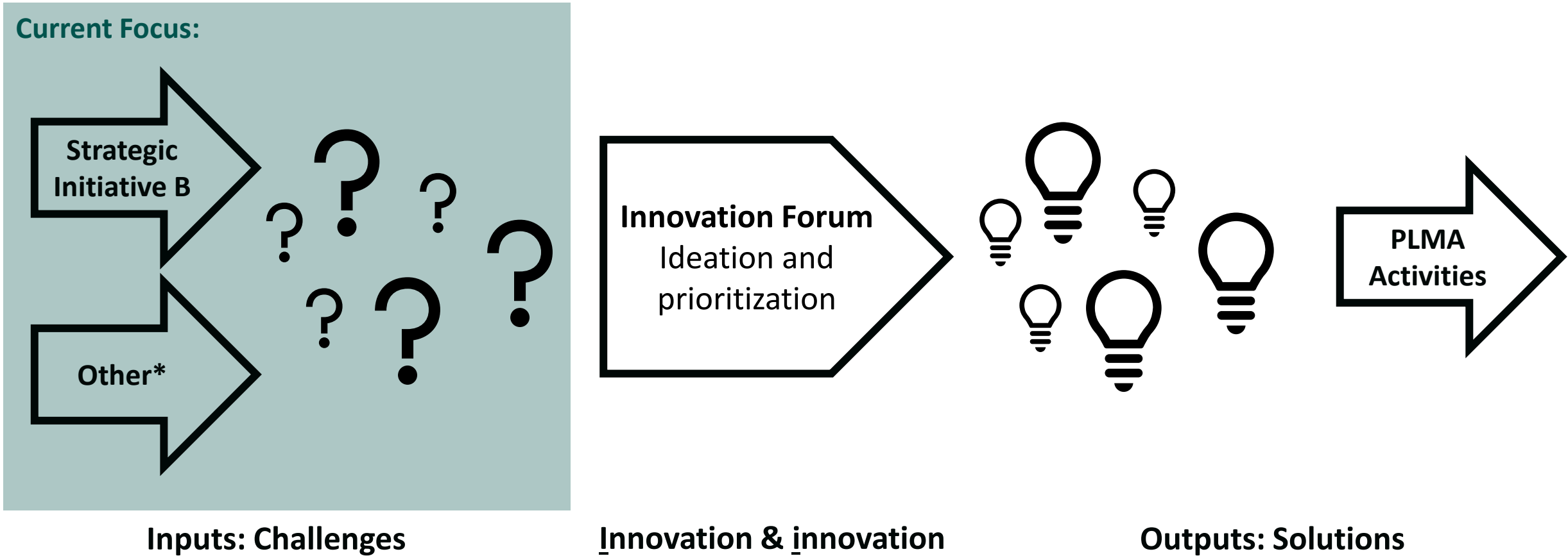


Tasks with Deliverables

Metric	By Dec. 2020	By Dec. 2021
Develop Idea Generation Process	<ul style="list-style-type: none"> -Engage members to recommend best ways to identify, prioritize, and disseminate greatest/emerging gaps/challenges for innovation* -Test methods to structure a process around member recommendations 	<ul style="list-style-type: none"> -Implement idea generation process
Create Innovation Forum	<ul style="list-style-type: none"> -Develop concept for interactive innovation forum as a hub/platform for identifying potential new solutions 	<ul style="list-style-type: none"> -Implement innovation forum concept
Enhance PLMA Activities	<ul style="list-style-type: none"> -Engage PLMA Leadership to recommend best ways to coordinate activities and drive integration of DER innovation into all PLMA activities -Test methods to more proactively drive content for awards/conferences/webinars/training to align with innovation priorities 	<ul style="list-style-type: none"> -Establish on-going communications among PLMA Leadership to give strategic focus to all activities -Create a structured way to drive PLMA activities/initiatives that address innovation priorities

* Includes coordination with Strategic Initiative B: Foster DER Adoption

Innovation Forum Process: Working Draft



B

Foster DER Adoption

“Pave the DER path by promoting forward-leaning solutions, market models, organizational change management, and operational experiences”

Team Lead: Rich Barone with Robin Maslowski, Michael Brown, Olivia Patterson, Christine Riker, Ruth Kiselewich, Patty Cook, John Powers, Jamie Coffel, Rich Hasselman

- Illustrate DER adoption – most notably PV, storage and Evs, as a key means of expanding the scope and value of the Demand Response toolkit.
- Reflect utility, market and customer perspectives on DER adoption based on real world examples
- Emphasize both the successes AND failures to simultaneously illuminate “how to’s” while sharing key lessons learned industry challenges

Tasks with Deliverables

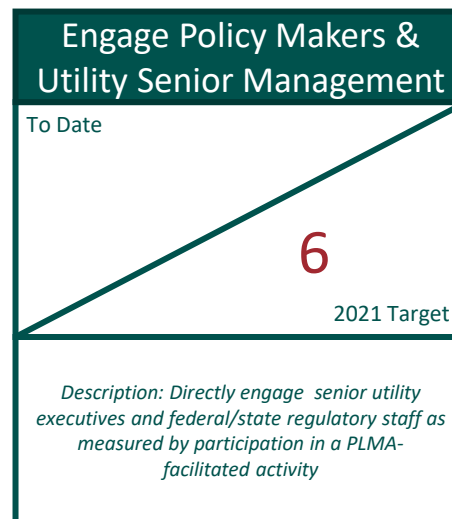
Metric	By Dec. 2020	By Dec. 2021
Engage Practitioners through Sharing of DER Adoption Practices	-Promulgate 8 utility DER adoption stories – such as pilots, programs, market initiatives or other. This metric is measured by the delivery of PLMA-facilitated activity/initiative. These would include compendiums, DER Adoption-related Web Dialogues, DER Integration Interest Group workshops, and conference panels or presentations. Topics will range from EV initiatives, PV + BESS projects, Transactive Energy pilots, DERMS and microgrid efforts as priority content.	-Promulgate an additional 8 (16 total) utility DER adoption stories – such as pilots, programs, market initiatives or other. This metric is measured by the delivery of PLMA-facilitated activity/initiative. These would include compendiums, DER Adoption-related Web Dialogues, DER Integration Interest Group workshops, and conference panels or presentations.. Topics will range from EV initiatives, PV + BESS projects, Transactive Energy pilots, DERMS and microgrid efforts as priority content.
Transition Challenges in DER Adoption	-Identify, categorize, prioritize and transition 4 challenges uncovered or highlighted through DER adoption initiatives. These initiatives would be brought forward through DER Integration Interest Group workshops, compendiums and/or DER Year in Review sessions at fall conferences. Prioritized challenges will be fed into DER Innovation framework.	-Identify, categorize, prioritize and transition 4 additional challenges uncovered or highlighted through DER adoption initiatives. These initiatives would be brought forward through DER Integration Interest Group workshops, compendiums and/or DER Year in Review sessions at fall conferences. Prioritized challenges will be fed into DER Innovation framework.
Engage Policy Makers & Utility Senior Management	-Directly engage 3 senior utility executives and federal/state regulatory staff as measured by participation in a PLMA-facilitated activity/initiative	-Directly engage 3 additional senior utility executives and federal/state regulatory staff as measured by participation in a PLMA-facilitated activity
Launch DER Adoption Training Course	-Conceptualize and define an online/in-person training course to guide practitioners on DER adoption best practices through real-world examples	-Host 2 additional (1 online/1 in-person) training course to guide practitioners on DER adoption best practices through real-world examples

B

Foster DER Adoption

“Pave the DER path by promoting forward-leaning solutions, market models, organizational change management, and operational experiences”

Team Lead: Rich Barone with Robin Maslowski, Michael Brown, Olivia Patterson, Christine Riker, Ruth Kiselewich, Patty Cook, John Powers, Jamie Coffel, Rich Hasselman



Progress to Date

- Evaluated and modified all targets
 - Increased content targets
- Developed "Foster DER Adoption" content tracking approach and tools
 - Utilization of Interest Group evolution
- Modified second metric to reflect the transition of challenges identified into Strategic Initiative A. – Spark DER Innovation
- Identified Policy Makers and Utility Senior Management matrix
 - Engage Allies
- Identifying gaps with current training to determine best path for DER training

1

Ally Strategy

“Build on the solid efforts developed previously to identify and secure strategic relationships with other industry organizations and trade allies.”

Team: Jenny Roehm and Joe Childs
volunteer at signup@peakload.org

Finalize Ally Strategy Framework

- PLMA Organization Relationship Database Review
- Finalize framework based on current alliances (SEPA, AESP, EEI, etc).

Ally Strategy Tactics

- Relationship ambassadors beyond executive committee & Staff
- Take PLMA on the road – deliver training & presentations
- Get involvement from other technical organizations
- Build on Success, Learn from the past

Tasks with Deliverables

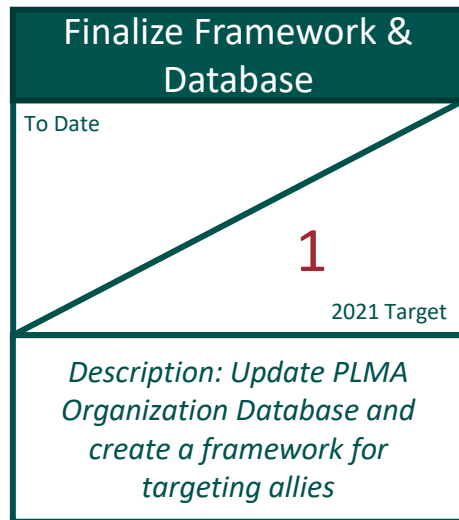
Metric	By Dec. 2020	By Dec. 2021
Finalize Framework & Database	<ul style="list-style-type: none"> Update Ally Database and Prioritize Relationships Create Tracking and Documentation Infrastructure Document MOU & Relationship Agreement Structure 	
Recruit and Train Ambassadors	<ul style="list-style-type: none"> Create Training Materials for Ally Ambassadors Recruit Ally Ambassadors for Top 5 Allies 	Recruit Ally Ambassadors for high priority Allies
Deliver Sessions at Ally Events	<ul style="list-style-type: none"> Work with Allies to determine where PLMA can provide value Create / Aggregate materials for sessions Deliver training or technical sessions at 2 Ally events 	<ul style="list-style-type: none"> Create / Aggregate materials for sessions Deliver training or technical sessions at 6 Ally events

1

Ally Strategy

“Build on the solid efforts developed previously to identify and secure strategic relationships with other industry organizations and trade allies.”

Team: Jenny Roehm and Joe Childs
volunteer at signup@peakload.org



2

Improve Resource Efficiency
(Volunteers & Paid Staff)

“Empower volunteer leaders and drive mission-focused efforts through volunteer leader development, strategic investment in Paid Staff, and incentive alignment.”

Team Lead: Michael Brown with Officers and Executive Committee, volunteer at signup@peakload.org

- Provide leadership development for Volunteer Leaders;
- Build out Paid Staff support framework for Volunteer Leaders and Groups that are driving mission-based initiatives;
- Optimize the balance of skill sets for Paid Staff applied to operational tasks and strategic mission-focused tasks;
- Ensure mission-focused incentive alignment for Paid Staff;
- Develop succession planning frameworks for Volunteers & Paid Staff

Improve Resource
Efficiency
(Volunteers & Paid Staff)

Tasks with Deliverables

Metric	By December 2020	By December 2021
Volunteer Leadership Development	<ul style="list-style-type: none"> -Produce Leadership Training Retreat (similar to Vision Plan retreat) -Better define and articulate the different types of leadership roles, expectations, and benefits - Train/guide at least twelve volunteer leaders 	<ul style="list-style-type: none"> -Train/guide at least an additional 12 volunteer leaders
Paid Staffing Plan	<ul style="list-style-type: none"> -Hire and onboard new Executive Director -Work with Executive Director to flush out more comprehensive plan 	<ul style="list-style-type: none"> -Execute upon staffing plan in alignment with financial plan to onboard additional mission-focus resources
Leadership Succession Plan	<ul style="list-style-type: none"> -Draft succession plan for all staff and officer roles -Review ideas related to term limits, additional staggering of leadership elections 	<ul style="list-style-type: none"> -Finalize succession plan -Identify/cultivate future PLMA volunteer leaders

2

Improve Resource Efficiency (Volunteers & Paid Staff)

“Empower volunteer leaders and drive mission focused efforts through volunteer leader development, strategic investment in Paid Staff, and incentive alignment.”

Team Lead: Michael Brown with Officers and Executive Committee, volunteer at signup@peakload.org



3

Financial Planning and
Operations

“Refine Financial Planning and Operations to support strategic growth and position for longer-term financial sustainability”

Team: Troy Eichenberger with Ruth Kiselewich, Michael Brown, Joe Childs, Rich Barone, volunteer at signup@peakload.org

Financial Planning

- Maintain financial stability to support strategic goals
- Create a long-term investment plan

Financial Operations

- Articulate pricing strategy and revenue priorities
- Articulate risk and expense management options

Tasks with Deliverables

Metric	By Dec. 2020	By Dec. 2021
Create and Maintain Risk Management Plan	<ul style="list-style-type: none"> -Document minimum cash-flow needs -Document current risk and expense management tactics and options 	Create Risk Management Plan
Create and Maintain Investment Plan	<ul style="list-style-type: none"> Document current and potential investment options Define investment objectives 	Create a 1, 2 and 5-year investment plan
Document Revenue Strategy and Options	Document current pricing/revenue strategies and options, including free/discounted/bartered passes/memberships	-Articulate operational methods to scale revenue and expenses to meet established strategic goals
Set and Track Key Financial Performance Metrics	<ul style="list-style-type: none"> -Seek expert opinions to establish industry-standard processes for policies, audits, insurance review, etc. -Gain leadership consensus for key performance metrics that should guide revenue (and expense) growth relative to current and prospective member and industry ally engagement 	-Track and Adjust Metrics, If Necessary

3

Financial Planning and Operations

“Refine Financial Planning and Operations to support strategic growth and position for longer-term financial sustainability”

Team: Troy Eichenberger with Ruth Kiselewich, Michael Brown, Joe Childs, Rich Barone, volunteer at signup@peakload.org



4

Member Development

“Drive member engagement and development to ensure PLMA’s long term growth and success”

Team Lead: Derek Kirchner with Justin Chamberlain, Andrea Simmons, Olivia Patterson, Rich Philip, volunteer at signup@peakload.org

- Strategically drive the engagement and development of current and prospective PLMA member organization staff as well as key allies (i.e. policy makers, etc.)
- Define and develop the roles, responsibilities, and experience of PLMA membership and leadership
- Define and develop how PLMA supports a “mentoring” approach
- Define and develop infrastructure to communicate/share information to PLMA members vs. allies for greater engagement

Tasks with Deliverables

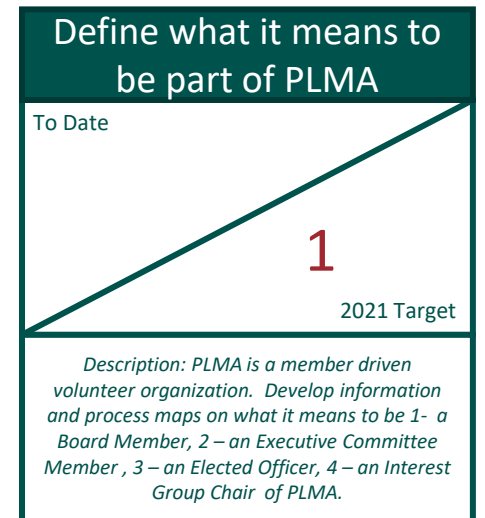
Metric	By December 2020	By December 2021
Enhance Member Experience	<ul style="list-style-type: none"> -Document/Refine new member orientation process -Conduct new member orientations -Orient new member organization staff 	<ul style="list-style-type: none"> -Map/refine member journey/experience -Engage new member staff in PLMA-facilitated activity/initiative
Increase Group Engagement	<ul style="list-style-type: none"> -Document/Refine Group engagement/experience -Deliver group cochair boot camp to set/align expectations -Engage 20 group members 	<ul style="list-style-type: none"> -Deliver group member boot camp -Engage 20 group members
Formally Mentor Members (and Allies?)	<ul style="list-style-type: none"> -Establish mentoring program for members (and allies?) -Establish online forum where members (and allies?) can ask experts questions and share experience 	<ul style="list-style-type: none"> -Document 15 mentoring program connections -Document online forum success stories
Publish Leadership Bios	<ul style="list-style-type: none"> -Create bio template and production/distribution process -Publish bios for all elected Officers and Executive Committee 	<ul style="list-style-type: none"> -Publish bios for all Group Co-Chairs and others (prominent presenters, award winners, etc.)
Define what it means to be part of PLMA	<ul style="list-style-type: none"> -Document/Refine leadership orientation process -Develop information and process maps on what it means to be 1- Board Member, 2 – Executive Committee Member, 3 – Officer, 4 – Group Co-chair, 5 - At-Large Dir/Rep, Member, Non-Member -Identify prospective member organization targets 	<ul style="list-style-type: none"> -Conduct Leadership Orientation for current/prospective Officers, Executive Committee, and Group Cochairs -Conduct Structured Outreach to Targeted Prospective Member Organizations

4

Member Development

“Drive member engagement and development to ensure PLMA’s long term growth and success”

Team Lead: Derek Kirchner with Justin Chamberlain, Andrea Simmons, Olivia Patterson, Rich Philip, volunteer at signup@peakload.org



Chair's Remarks

New Staff Comments

*Rich Philip, Executive Director
&
Judy Knight, Chief Development Officer*

Open Discussion

email to signup@peakload.org

Adjourn

Appendix for Treasurer Report

- Balance Sheet Overview

Balance Sheet Overview

	Total		
	As of Mar. 31, 2020	As of Mar. 31, 2019	% Change
ASSETS			
Operating Account	234,997.58	298,743.25	-21.34
Savings - Cash	248,801.74	292,981.63	*
Investments	275,122.33	--	*
Estimated Accrued Int.	801.75	--	*
Prepaid Expenses	50,000.00	0.00	--
TOTAL ASSETS	\$ 809,723.40	\$ 591,724.88	36.84
LIABILITIES AND EQUITY			
Accounts Payable	12,450.00	0.00	--
Key Bank Credit Card	5,618.60	4,654.80	20.70
TOTAL LIABILITIES	\$ 18,068.60	\$ 4,654.80	288.17
EQUITY			
Retained Earnings	683,685.75	506,774.25	34.91
Net Income	107,969.15	80,295.83	34.46
TOTAL EQUITY	\$ 791,654.90	\$ 587,070.08	34.85
TOTAL LIABILITIES AND EQUITY	\$ 809,723.40	\$ 591,724.88	36.84

Based on statements as of March 31, 2020.

* Savings, Investments, and Accrued Interest were reported as a single total in 2019. Overall change in the Savings/Investment accounts is 79.10%