

1. Advanced Energy
2. AlltimePower
3. Ameren
4. American Public Power Association
5. Apex Analytics
6. Apogee Interactive
7. Applied Energy Group
8. APTIM
9. Aquanta
10. Arizona Public Service
11. Armada Power
12. Austin Energy
13. Austin Independent School District
14. Baltimore Gas and Electric
15. BC Hydro
16. Benton PUD
17. Berkshire Hathaway Energy
18. Bonneville Power Administration
19. Bowen Advisors
20. Bristol Tennessee Essential Services
21. Cadmus
22. Calico Energy
23. Central Electric Power Cooperative
24. Central Hudson Gas & Electric
25. City of Tallahassee Utilities
26. CLEARresult
27. Cobb EMC
28. COI Energy Services
29. Commonwealth Edison
30. Con Edison
31. Connected Energy
32. Connected Energy Limited
33. Consumers Energy Company
34. Contract Callers
35. Copper Labs
36. CPower Energy Management
37. CPS Energy
38. Customized Energy Solutions
39. Dairyland Power Cooperative
40. DemandQ
41. DNV GL
42. DTE Energy
43. Duke Energy
44. E Source
45. Eaton
46. ecobee
47. Edison Electric Institute
48. Efficiency Vermont
49. EFI
50. EGM
51. Elocity
52. Emerson Commercial & Residential Solutions
53. EMI Consulting
54. Enbala
55. Encycle
56. Enel X
57. Energy Solutions
58. EnergyHub
59. EnerVision
60. Evergy
61. Eversource
62. Extensible Energy
63. FirstEnergy
64. FlexCharging
65. FPL
66. Franklin Energy
67. GDS Associates
68. Generac
69. Georgia Power Company
70. Geotab Energy
71. Google (Nest)
72. Great River Energy
73. GridBeyond
74. GridOptimize
75. GridPoint
76. GridX
77. Guidehouse
78. Hawaiian Electric Company
79. High West Energy
80. Honeywell Smart Energy
81. ICF
82. Idaho Power
83. IGS Energy
84. Illume Advising
85. Integral Analytics
86. IPKeys Power Partners
87. Itron
88. Jackson EMC
89. Johns Hopkins University
90. Kiwi Power
91. Lakeland Electric
92. Lawrence Berkeley National Laboratory
93. Madison Gas and Electric
94. Manitoba Hydro
95. Mitsubishi Electric Trane HVAC
96. Modesto Irrigation District
97. National Grid
98. National Rural Electric Cooperative
99. National Rural Utilities Cooperative Finance Corporation
100. NB Power
101. New Braunfels Utilities
102. New Hampshire Electric Cooperative
103. New York Power Authority
104. North Carolina Electric Membership Corporation
105. NTC
106. OATI
107. Olivine
108. Oncor Electric Delivery
109. Open Systems International
110. OpenADR Alliance
111. Opinion Dynamics
112. Opus One
113. Oracle Utilities
114. Orange and Rockland Utilities
115. Ottertail Power
116. Pacific Gas & Electric
117. PECO, An Exelon Company
118. Pepco, an Exelon Company
119. Portland General Electric
120. Powerley
121. Racepoint Energy LLC
122. Rappahannock Electric Cooperative
123. Recurve
124. Resideo
125. RF Demand Solutions
126. Sacramento Municipal Utility District
127. Saint John Energy
128. Salt River Project
129. San Diego Gas & Electric
130. Santee Cooper
131. Schneider Electric
132. Scope Services
133. Seattle City Light
134. Shifted Energy
135. Smart Electric Power Alliance
136. Smartenit
137. Snohomish County PUD
138. Sonoma Clean Power
139. Southern California Edison
140. Southern California Gas Company
141. Swell Energy
142. Tampa Electric Company
143. Tantalus
144. Tennessee Valley Authority
145. Tetra Tech
146. The Brattle Group
147. Threshold
148. Tierra Resource Consultants
149. TRC
150. Trico Electric Cooperative
151. Tri-State Generation & Transmission
152. Trickle Star
153. Tucson Electric Power
154. Uplight
155. Utility Load Management Exchange
156. Virtual Peaker
157. West Monroe Partners
158. Xcel Energy
159. Zeuthen Management Solutions

Call to Order

PLMA Fall 2021 Board Meeting
Live Online
November 1, 2021



Chair's Welcome

Michael Brown

NV Energy/Berkshire Hathaway Energy



Welcome New PLMA Members!

AlltimePower



Austin Independent School District



Johns Hopkins University



Lakeland Electric



Lawrence Berkley National Laboratory



Manitoba Hydro



NRUCFC



Recurve



Trico Energy Cooperative



Virtual Peaker



▲ Vision

To empower PLMA members and allies to realize the full potential of tomorrow's dynamic energy grid.

▲ Mission

PLMA seeks to advance the practical applications of dynamic load management and distributed energy resources by providing a forum where practitioners educate one another and explore innovative approaches to program delivery, pricing constructs, and technology adoption.

▲ Values



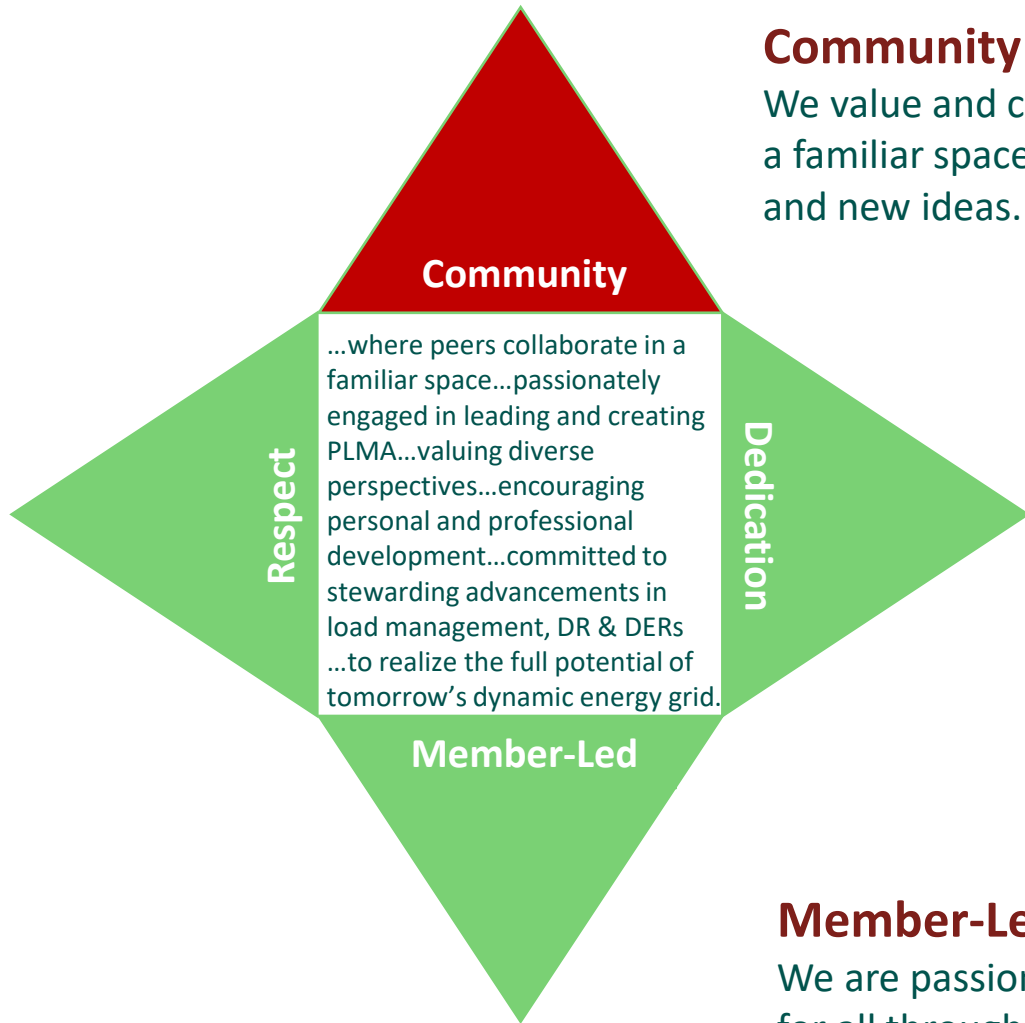
Community

Respect

Dedication

Member-Led

PLMA's Values Defined



Community:

We value and create an inclusive and supportive environment where peers collaborate in a familiar space to address common challenges while nurturing relationships, networks, and new ideas.

Respect:

We listen to and value perspectives from a diversity of people, professional backgrounds, cultures, and life experiences to broaden our own and one another's humanity, skills, and knowledge.

Dedication:

We are committed to stewarding the advancement of load management, demand response, and distributed energy resources as core elements of the clean energy transformation.

Member-Led:

We are passionate about encouraging professional and personal development opportunities for all through leadership, mentoring, and education. Together, we actively engage in creating PLMA: its vision, mission, strategy, and programming.

PLMA: The Entity Is:

- ▲ Volunteer governed
- ▲ Professionally managed
- ▲ A 501(c)6 non-profit organization

PLMA: The Entity:

- Does not lobby at any level of government.
- Does not pay taxes as a non-profit association.
- Exists to serve its members as “the voice of load management practitioners”

▲ 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
- Member practitioners 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
Chief Development Officer
Member Services Manager
Registration Manager
Resources Manager
Webmaster
Database Administrator

PLMA Board of Directors

“Seated” (voting)

1 Board Seat per
Sustaining Member

39

Directors

1 Board Seat per
Advisory Member

58

Directors

At-Large

5

Elected Directors

“At-Large” (non-voting)

Associate Members

60

Academic Members

2

Vice-Chair's Report

Rich Barone
TRC Companies



PLMA's Interest Groups: Roles + Responsibilities



Connected Devices:

Co-chaired by Cindy Berry, Austin Energy; Kari Binley, ecobee; and J.T. Thompson, Enbala; This Group examines the costs and benefits of all types of utility-sponsored programs that leverage connected device technology to deliver demand response, energy efficiency, or other system benefits.



Customer Engagement:

Co-chaired by Tracy Schmidt, Tennessee Valley Authority; Vanessa Richter, Oracle Utilities; This Group addresses key areas of customer engagement for DR programs.



Global Load Management:

Co-chaired by Jon Hilowitz, Orange and Rockland Utilities; Ross Malme, Bowen Inc.; Scott Coe, GridOptimize;

This Group brings together PLMA members who are interested in developing new activities from outside of North America, and connecting with international energy companies and technology providers.

PLMA's Interest Groups: Roles + Responsibilities



Retail Pricing:

Co-chaired by **Chris Gallo**, Consolidated Edison; **Allison Hamilton**, National Rural Electric Cooperative Association; **Farrokh Albuyeh** of OATI; and **Jordan Folks**, Opinion Dynamics.

This Group addresses a wide variety of rates and program types related to continued AMI rollouts, customers adopting DG, customers purchasing connected appliances (Internet of Things), and regulators pushing for energy pricing reforms.



Electric Transportation:

Co-chaired by **Kessie Avseikova**, Opinion Dynamics; **Joyce Bodoh**, Rappahannock Electric Co-op; **Katie Parkinson**, Apex Analytics; and **Nick Bengtson**, EnergyHub,

This group addresses the growing popularity of electric transportation and its impacts on demand response, grid reliability, and beneficial electrification.

PLMA's Planning Groups: Roles + Responsibilities

Awards Planning

- Reviews and periodically revises Award categories and definitions
- Responsible for process improvement for selection process
- Recruits Award Selection Committee
- Publicly promotes the awards program and award winners (e.g. Awards LM Dialogue Series)

Conference Planning

- Coordinates with paid staff regarding venues for conference activities
- Representative for local conference site planning and coordination
- Promotes PLMA conferences among members and in the industry
- Helps identify and recruit keynote speaker and/or incorporates regional themes

Education Planning

- Oversees PLMA's training program, scope, and portfolio planning
- Oversees course curriculum design and ongoing reviews and enhancements
- Develops training portfolio delivery strategy and delivery channels
- Identifies and onboards training partner(s)

Thought Leadership

- Plans major publications on timely themes: Compendiums of Industry Viewpoints
- Helps identify and coordinate HOT TOPICS with PLMA Interest Groups
- Helps identify and coordinate Load Management Dialogues
- Reviews key industry developments, emerging issues, and collects related member feedback

New 2021 Practitioner Initiatives



Investment Community
Outreach/Forum

DER Innovation Forum

Secretary's Report

Joe Childs
Eaton



- **Spring 2021 Conference: Approving the Board Meeting Minutes**
 - Posted at: www.peakload.org/board-home-page
- **Elections: Officers and At-Large Directors**
- **Spring 2021 Conference Metrics**

Motion to accept the minutes as posted?

▲ Survey:

- Yay
- Nay
- Abstain

PLMA Affinity Groups are a forum for members with a common set of characteristics to have a place for sharing, interacting, and making improvements to their working environment, careers, community, or PLMA.

Status: Approved by Executive Committee

- ▲ Structure for Resource Groups separate from Interest Groups
- ▲ Women in DM planned as First Affinity Group

Key Content:

- ▲ Formation Procedures
 - ▲ Co-Chairs create proposal to Executive Committee
 - ▲ Annual Review with Executive Committee
- ▲ Leadership Requirements
 - ▲ 2 Co-Chairs
 - ▲ Executive Committee Sponsor
 - ▲ Report Group Accomplishments at Board Meetings
- ▲ Staff Responsibilities

Posted at: <https://www.peakload.org/policies>

Status: Working Draft

- ▲ Make Materials more accessible to Leadership
 - ▲ Retire Dropbox
 - ▲ Complete implementation of Microsoft Teams SharePoint Design
 - ▲ Group Control
 - ▲ Enhanced and Flexible Security
 - ▲ Retention Policy part of new Sharepoint infrastructure
- ▲ All materials to be moved to site
- ▲ 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

TO DO:

Implement retention review and deletion procedures.

Volunteer Travel & Expense Policy

PLMA may need to reimburse Volunteers (Officers, Executive Committee, Directors, Members or Third Parties) travel and expense costs to meet strategic objectives or ensure the quality delivery of our programs. The reimbursement to volunteers will be handled on a case-by-case basis.

Status: Working Draft

- ▲ IRS Reporting Requirements
- ▲ Request and Reporting Form

Key Content:

- ▲ Content
 - ▲ Pre-Approval Process
 - ▲ Receipts and Documentary Evidence
- ▲ Use Case Guidelines

Spring 2021 Online Conference

▲ ~70 fewer participants

▲ - 46 Utility

▲ - 50 Vendor + Consultant

▲ - 75 First Time

▲ Fewer Utility Participants but similar utility company count

▲ Lower participation from Education and from Outside North America

Conference Attendance	Ave Pre Covid-19	St. Pete	Spring 2020 (no cost)	Spring 2020 Fall 2020	Spring 2021
Total Registration	222	319	1,138	320	248
First Time Registrants		112	765	123	75
Returning Registrants		207	373	197	173

Registration	Participants		Companies	
	Count	%	Count	%
Utility	100	40%	46	44.7%
Vendor	103	42%	36	35.0%
Consultant	32	13%	14	13.6%
Education	1	0%	1	1.0%
Government	5	2%	2	1.9%
Associations	3	1%	2	1.9%
Outside North America	1	0%	1	1.0%
Staff	3	1%	1	1.0%
TOTAL	248	100.0%	103	100.0%

Note: BPA, TVA, and WAPA counted as Utility

▲ First-time registration:

- Similar to Fall 2020

▲ Utility representation:

- Up from pre-COVID times
- Mixed utility ratios

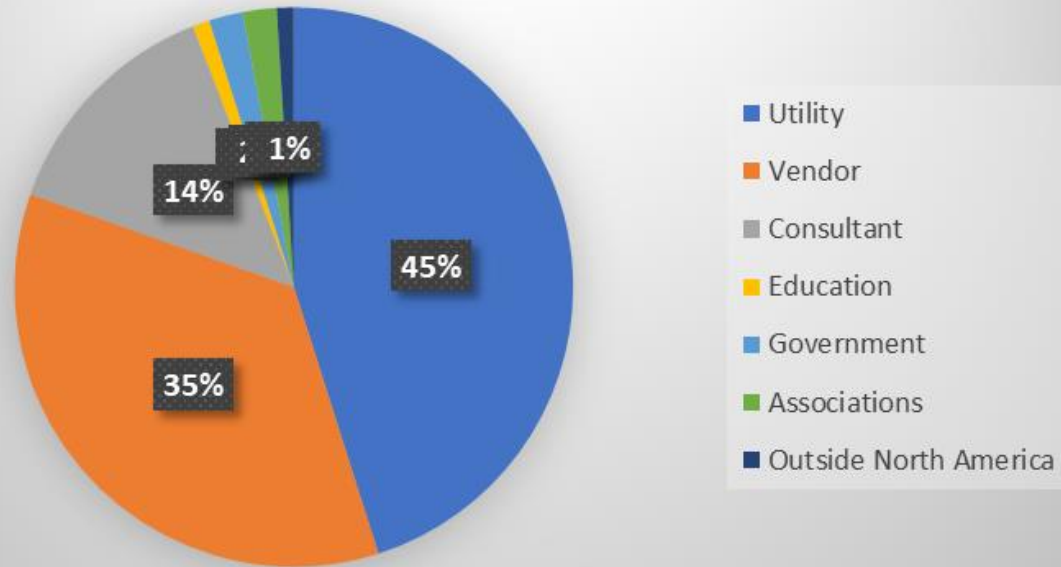
▲ Participation by companies:

- Up from pre-COVID times

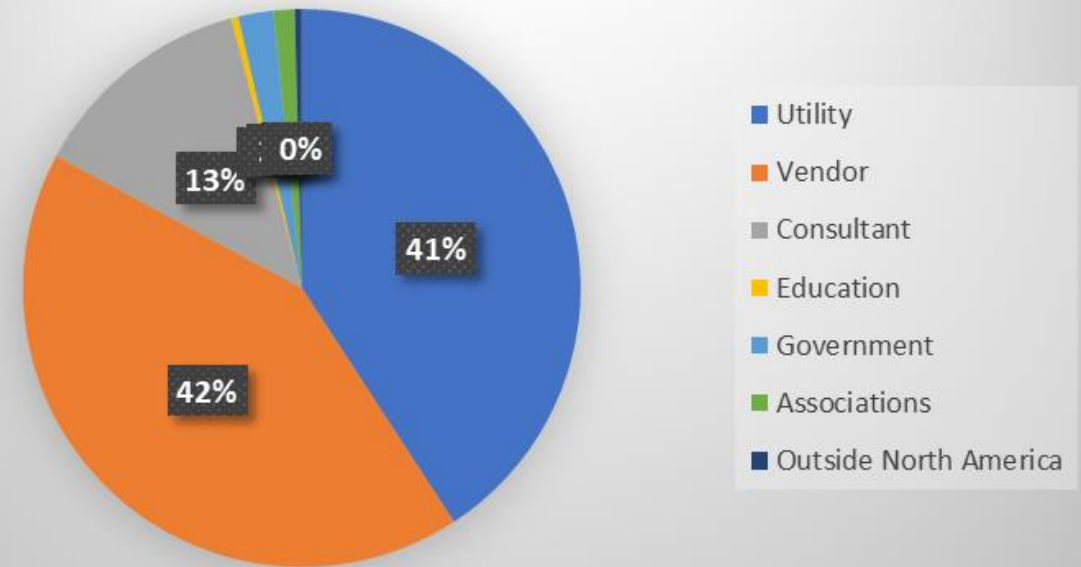
	Ave Pre		Spring 2020		Spring
Conference Attendance	Covid-19	St. Pete	(no cost)	Fall 2020	2021
First Time		35%	65%	38%	30%
People-Utility / Total	33%	32%	31%	44.7%	40.3%
Companies - Utility/Total	33%	31%	24%	41.5%	44.7%
Participation per Company					
Utility	1.9	2.2	3.2	2.9	2.2
Vendor / Consultant	1.9	2.4	2.5	2.6	2.7

Spring 2021 Conference Registration

Company Registration



Person Registration



Treasurer's Report

Troy Eichenberger
Tennessee Valley Authority



Financial Report: P&L Overview

REVENUES

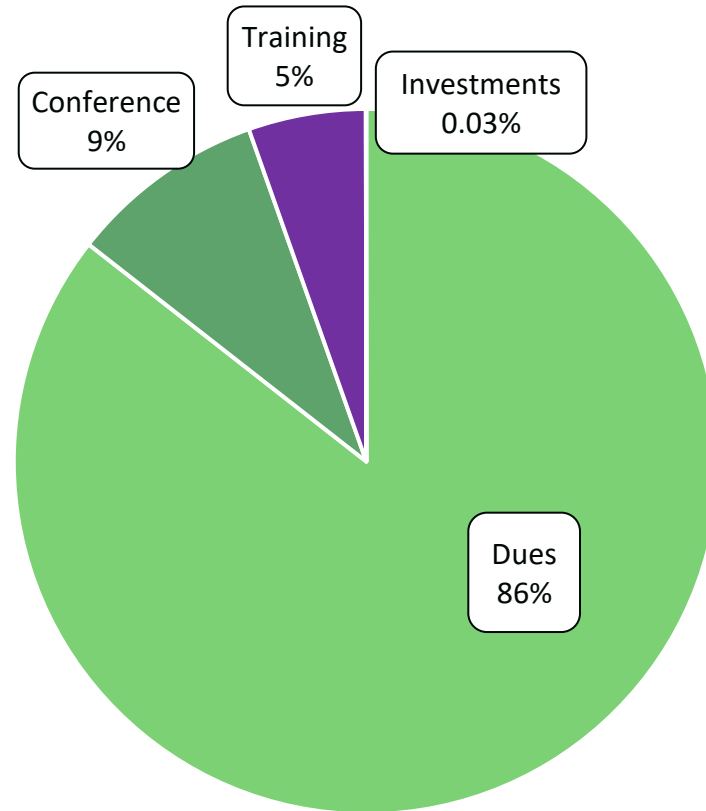
Dues	352,120
Conference	37,145
Training	22,162
Investments, Misc.	103
Total Revenues	411,530

EXPENSES

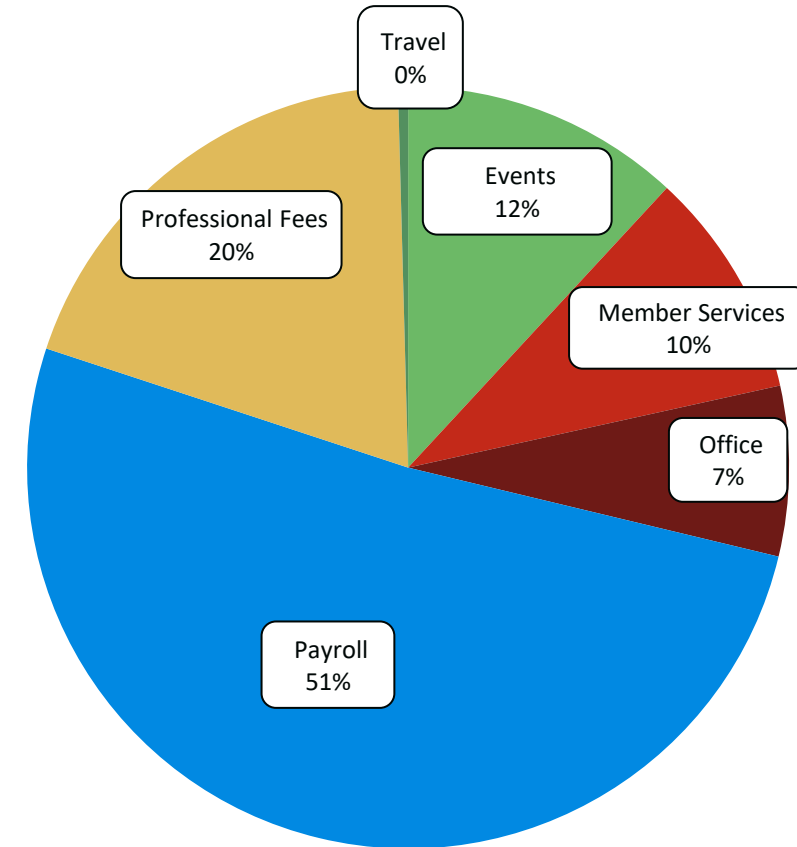
Events	48,903
Professional Fees	80,303
Member Services	39,755
Office	29,679
Payroll	211,165
Travel	1,753
Total Expenses	411,558

Net Income (Loss) (28)

REVENUES



EXPENSES



Based on statements as of September 30, 2021

Financial Report: Balance Sheet

ASSETS

Operating Accounts	\$180,467
Savings	\$374,657
Federal Payroll Tax Credits	\$24,949
Prepaid Expenses	\$19,328
<u>TOTAL ASSETS</u>	<u>\$599,401</u>

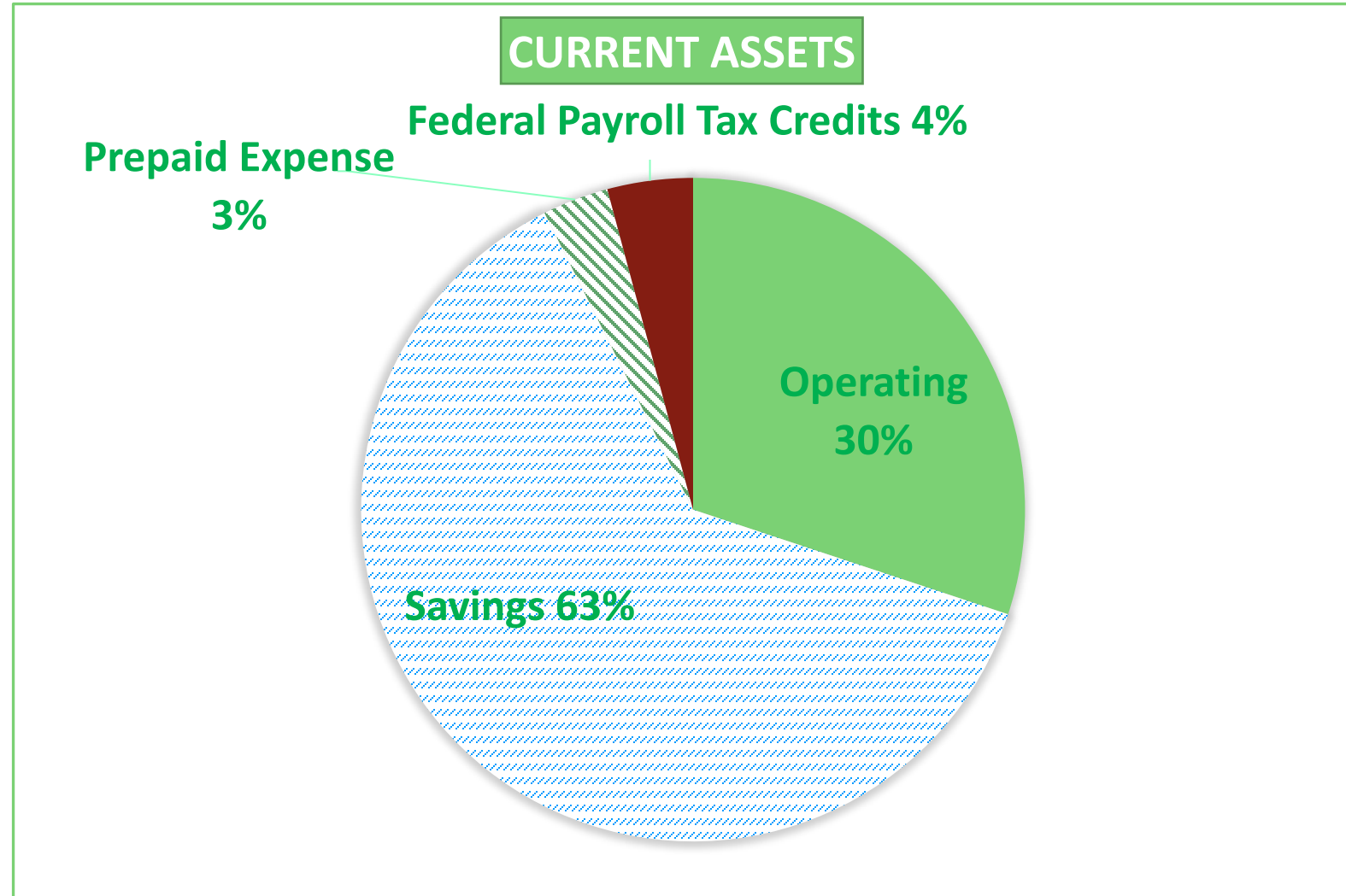
LIABILITIES AND EQUITY

Current Liabilities	
Account Payable	\$600
Credit Cards	\$19,560
Other	\$0
Wages Payable	\$1,849
Deferred Revenue	\$3,960
<u>TOTAL LIABILITIES</u>	<u>\$25,969</u>

EQUITY

Retained Earnings	\$573,460
Net Income (Loss)	(\$28)
<u>TOTAL EQUITY</u>	<u>\$569,409</u>

TOTAL LIABILITIES AND EQUITY **\$599,401**



Based on statements as of September 30, 2021

Treasurer Report: 2021 Budget Overview

Annual budget process completed with Executive Committee:

	Jan - Mar, 2021	Apr - Jun, 2021	Jul - Sep, 2021	Oct - Dec, 2021	2021 Budget Total
Income					
Conference Fees	20,000.00	50,000.00	100,000.00	120,000.00	292,000.00
Membership Dues	192,301.77	93,237.22	93,237.22	203,956.42	582,732.63
Miscellaneous	0.00	0.00	0.00	1,000.00	1,000.00
Training Fees	10,000.00	15,000.00	15,000.00	15,000.00	55,000.00
Total Income	\$222,301.77	\$158,237.22	\$208,237.22	\$339,956.42	\$930,732.63
Expenses					
Event Expense	10,000.00	10,000.00	25,000.00	257,375.00	302,375.00
Total Member Services	\$35,375.00	\$35,375.00	\$35,375.00	\$35,375.00	\$141,500.00
Total Office Expense	\$16,625.00	\$16,625.00	\$16,625.00	\$16,625.00	\$66,500.00
Total Professional Fees	\$114,908.00	\$114,908.00	\$114,908.00	\$114,908.00	\$459,632.00
Total Travel Expense	\$0.00	\$0.00	\$3,000.00	\$8,000.00	\$11,000.00
Total Expenses	\$176,908.00	\$176,908.00	\$194,908.00	\$432,283.00	\$981,007.00
Net Operating Income	\$45,393.77	(\$18,670.78)	\$13,329.22	(\$92,326.58)	(\$50,274.37)

Treasurer Report: 2021 Q3 Actual / Forecast

	Jan - Mar, 2021	Apr - Jun, 2021	Jul - Sep, 2021	Oct - Dec, 2021*	2021 Budget Total*
Income					
Conference Fees	0.00	27,145.00	10,000.00	30,855.00	68,000.00
Membership Dues	144,625.00	116,795.00	90,700.00	149,670.80	501,790.80
Miscellaneous	33.99	34.38	34.75	6.88	110.00
Training Fees	3,692.50	4,486.00	13,983.00	2,838.50	25,000.00
Total Income	\$148,351.49	\$148,460.38	\$114,717.75	\$183,371.18	\$594,900.80
Expenses					
Event Expense	27,868.00	17,652.09	3,383.09	24,596.82	73,500.00
Total Member Services	\$9,200.29	\$18,804.91	\$11,749.28	48,945.52	\$88,700.00
Total Office Expense	\$4,997.78	\$8,889.80	\$15,790.86	27,921.56	\$57,600.00
Total Professional Fees	\$97,326.56	\$99,609.72	\$94,531.86	97,868.86	\$389,337.00
Total Travel Expense	\$0.00	\$0.00	\$1,753.15	2,246.85	\$4,000.00
Total Expenses	\$139,392.63	\$144,956.52	\$127,208.24	201,579.61	\$613,137.00
Net Operating Income	\$8,958.86	\$3,503.86	(\$12,490.49)	(\$18,208.43)	(\$18,236.20)

Q1-Q3 actuals based on statements as of September 30, 2021.

*Cash Basis Forecast Estimates

Forecasted net income is \$6,764 including return of conference venue deposit

- Monthly review of **financial statements**
- Finalizing **Risk Management Plan** with additional information from insurance consultant
- Transitioning to new bank options for improved **investment opportunities**
- Reviewing **Membership Pricing Strategy**

Leadership Elections

Laurie Duhan, Election Officer
Baltimore Gas & Electric



Policy: www.peakload.org/board-home-page

- Access is restricted to PLMA Members behind your login on the Board of Directors and At Large Members' pages

Process:

1. Call for an Elections Officer

2. Officer Elections

- All Officer Seats are up for election (Chair, Co-Chair, Secretary, Treasurer)
- Officer Job Descriptions posted

3. Process

- Self Nomination August
- Election Ballot Approval by Executive Committee September
- Electronic Vote prior to Conference

4. Term Begins at Conclusion of Fall Conference, November 10, 2021

Officer Election Voting Summary

- 1. Eligible Voters: The PLMA Board of Directors**
- 2. Votes Cast: 38 out of 87 eligible voters (44% voted)**
QUORUM ACHIEVED
- 3. Voting Tabulation Validated by the Election Officer**
- 4. No Ties mean no Run-Off Election Required**

Officer Election Results (2021-23 Term)

- ▲ **Chair:**
Rich Barone, TRC Companies
- ▲ **Vice Chair:**
Robin Maslowski, Guidehouse
- ▲ **Treasurer:**
Troy Eichenberger, TVA
- ▲ **Secretary:**
Andrea Simmons, Idaho Power



Policy: www.peakload.org/board-home-page

- Access restricted PLMA Members behind your login on the Board of Directors and At Large Members page

Process:

1. **Determine number of At-Large Director Seats 60 days before election (5)** ✓

2. **Election Process** ✓

- Self Nomination September
- Election Ballot Approval by Executive Committee October
- Electronic Vote prior to Conference

3. **Term Begins at Conclusion of Fall Conference, November 10, 2021**

1. **Eligible Voters: The PLMA Associate Members**
2. **Votes Cast: xx out of 48 eligible voters (xx% voted)**
QUORUM ACHIEVED
3. **Voting Tabulation Validated by the Election Officer**
4. **No Ties mean no Run-Off Election Required**

At-Large Directors Election Results (2021-23 Term)



John Powers
Extensible Energy



Matt Carlson
Aquanta



Allison Hamilton
NRECA



Eric Mallia
Geotab Energy



Joel Schofield
Threshold Energy Solutions

Chair's Remarks

Michael Brown
NV Energy/Berkshire Hathaway Energy



PLMA: The Voice of Load Management Practitioners

We are . . .

- A peer-to-peer learning organization of **hands-on practitioners**.
- A supportive, **welcoming community** of industry professionals.
- An accessible community that will openly share similar and dissimilar **experiences**, and **lessons learned** (good and bad!).
- A community interested in the big trends and how these impact **on-the-ground programs**.



PLMA Volunteer Leaders' Reports


Planning Groups and Interest Groups





Steering Committee:
Brian Doyle, Paul Wassink,
Julie Cain

RECAP: PLMA's Planning Groups:



**Thought
Leadership**



**Awards
Planning**



**Education
Planning**



**Conference
Planning**

RECAP: PLMA's Interest Groups:





Load Management Leadership

THOUGHT LEADERSHIP

Co-Chairs:
Jenny Roehm and Michael Ohlsen

PLMA's Load Management Resource Center

PLMA Lead Management Leadership

SEARCH WEBINARS CONFERENCES PUBLICATIONS INNOVATION FORUM LOGIN

Welcome to PLMA's Load Management Resource Center

To find PLMA content on a specific topic, there are two ways to search this Resource Center:

1. Go to the Nav Bar at the top of this page and hover over "Search," or
2. For current content, the white blocks below list PLMA's most recent additions. All PLMA content going back to January 2020 can be found by searching the Nav Bar.

HOT TOPIC

Building a DER Portfolio through Business Case Modeling

Puget Sound Energy (PSE) and West Monroe Partners discuss their DER use-case stacking approach to creating a portfolio of DER concepts.

2021 | HOT TOPICS | DER | Utility | Residential | Connected Devices | Model

DETAILS

LOAD MGMT DIALOGUE

Growth Capital Investment in Energy Tech

The big "Three Ds," Decarbonization, Decentralization and Digitalization, are driving the new energy economy, as well as trends in M&A and growth capital investment in energy tech.

2021 | Load Management Dialogue | DER | FERC | Trends | Finance | Investment

DETAILS

LOAD MGMT DIALOGUE

DERs in the New Energy Economy

By 2025, tens of millions of DERs will have entered the ecosystem across many DER asset classes. Understand the implications for a new transaction infrastructure.

Distributed Energy Resources | 2021 | Load Management Dialogue | FERC | Aggregation | DERs

DETAILS

HOT TOPIC

Full House: Residential DR Recruitment and Retention Strategies during COVID-19

Discussion of challenges faced by utilities over 2020, and the approaches they've taken to keep programs fully subscribed and delivering results while customers' homes are more fully occupied.

Demand Response | Customer Engagement | 2021 | HOT TOPICS | COVID-19 | Residential

DETAILS

- A searchable repository of all PLMA content from 2020 forward

- 110 packages of content to date

- 167 users since April'21

<https://bit.ly/PLMA-Resource-Center>

2021 Publications

PLMA™
Load Management Leadership

Executive Summary

Thought Leadership 2020 Compendium

TABLE OF CONTENTS

Pricing

- Why is Electricity Pricing So Difficult?
- How Pricing is Playing a Greater Role in Grid Solutions
- Perspectives on FERC 2222

Integration

- The Promise and Progress of Integrated EE/DR
- The U.S. Department of Energy's Future Connected Communities
- Bridging the Gap Between DSM and Grid Operations

Evaluation

- Calculating Cost Effectiveness for EE and DR Impacts
- Beyond the Pandemic

The year 2020 was an interesting one for sure and will be remembered first and foremost as the year of the COVID-19 pandemic.

It turned our world upside down and, in many places, brought it to a screeching halt. Two things were true: the role energy and load management play in the economy was front and center, and, utilities are full of essential workers. During the year, load management practitioners examined several key topics during PLMA's live online conferences and Load Management Dialogues (webcasts). In the **2020 Industry Viewpoints Compendium**, you'll find transcripts of the most popular and thought-provoking of these discussions which reflected three important themes: pricing, integration, and evaluation.

PRICING

Pricing has been shown to change behavior, but still, regulators, utilities, and customers are resistant to time-of-use rates (TOU). Even though 80 percent of U.S. electricity customers have smart meters, only four percent of them are enrolled in TOU rates. Last year in a session led by Derek Kirchner of Consumers Energy, Ahmad Faruqi from the Brattle Group shared and debunked the "five immortal objections" to TOU rates.

Here are the five immortal objections. Everyone in the energy industry has either heard or said at least one of them:

- While time-of-use rates might reduce peak load, they will not lower customer bills. *(A well-designed rate just might!)*
- Lower peak demand will not lower transmission and distribution costs. *(How about reducing congestion from the emerging electric vehicle market?)*
- Ongoing pilots with time-of-use and other time-varying rates show minimal customer reaction to price signals. Their load profiles remain unaffected. *(Hard evidence suggests otherwise!)*

PLMA™
Load Management Leadership
THOUGHT LEADERSHIP

PLMA™
Load Management Leadership

Vision 2021

PLMA Innovation Forum: Challenge Definition Roundtable

CHALLENGE: Incentivizing Residential Customer Participation

CHALLENGE: Creating Scalable Architecture to Minimize Overhead and Complexity

CHALLENGE: Measuring and Settling Integrated Flex Loads

CHALLENGE: Managing the Many Moving Parts of DERs

CHALLENGE: Put Me in Coach! Struggles of Inclusion in Market Structures for Residential Solar


CHALLENGE: Customer Data Access and Management



PLMA™
Load Management Leadership

"Achieving a 100 Percent Clean Energy Economy, With Net Zero Emissions, No Later than 2050"

Transcript of remarks recorded at the 43rd PLMA Conference, May 2021



By Kelly Speakes-Backman
Acting Assistant Secretary for Energy Efficiency and Renewable Energy (EERE)
U.S. Department of Energy

Ruth Kiselewich:
I'm Ruth Kiselewich with ICF and also a member of the PLMA Executive Committee. It is with great pleasure that I introduce our keynote speaker for the 43rd PLMA Conference, Kelly Speakes-Backman. Kelly is the Acting Assistant Secretary for Energy Efficiency and Renewable Energy (EERE) at the U.S. Department of Energy.

Kelly's work is to create and sustain American leadership in the transition to a global clean energy economy. To that end, she oversees the planning and execution of EERE's \$2.8 billion portfolio of research, development, demonstration, and deployment activities in energy efficiency, renewable energy, and sustainable transportation.

Most recently, and prior to her current appointment, Kelly served as the first chief executive of the Energy Storage Association. Prior to that, she was the senior vice president of policy and research at the Alliance to Save Energy.

I got to know her when she was a Commissioner of the Maryland Public Service Commission. When I was a utility witness in energy efficiency and demand response proceedings, Kelly's questions and comments were insightful and helped us to drive innovation and program successes. It is notable that in 2019, Kelly was honored by the Cleanie Awards as "Woman of the Year." These awards recognize the best in clean tech and sustainability.

Kelly Speakes-Backman
Ruth and Michael, thank you so much, and Ruth, it's so good to see you again. I'm here to talk about President Biden's clean energy goals which are designed to put America on an irreversible path to achieving a 100 percent clean energy economy, with net zero emissions, no later than 2050.



Load Management Leadership

AWARDS PROGRAM

Co-Chairs:
Peter Bergeron, Brett Feldman,
Michael Smith



EVERSOURCE

 **Sonoma
Clean Power**

 **westernpower**

Consumers Energy
Count on Us[®]

enel x

Load Management Dialogues (webinars) by each Award-Winning initiative / organization attracted **505** registrations.



Load Management Leadership

EDUCATION PLANNING

Co-Chairs:
Mark Martinez and Christine Riker

Mission:



**Demand Response
Training Series**

To Grow and Refine PLMA Training: Curriculum Quality and Student Quantity

- Provide training classes to a virtual platform (by design) and also pivoted due to COVID-19
 - *Introduction to Demand Response Fundamentals* (online & on-demand)
- **PLMA Training Classes held in 2021 – Live Online!**
 - *Evolution of DR to DERs*
April 21-22nd (43rd Conf), July 26-27th (Com Ed) and September 28-29th (44th Conf)
from 9:30am – 1:30pm PT, daily
 - *DR Wholesale Markets*
Scheduled for December 7-8, 2021
 - *DR Program Design and Implementation*
Completed April 7-8, 2021 from 8am-2pm PT, daily
- Continuing to schedule classes and evolve online platform options
- Coordinating with the **PLMA Strategic Initiatives and AESP** to create an **Advanced DER Training**



Load Management Leadership

CONNECTED DEVICES

Co-Chairs:
Cindy Berry, Kari Binley,
and J.T. Thompson

- **HOT TOPIC Conversations**

- Great response to HOT TOPICS “How to Approach Customers with the Full Value Stack” with Bill Le Blanc and Jason Turner

- **Next Up!**

- Change HOT Topic to Controversial Conversations!
- Connected Devices: FERC 2222 in 2022!
 - Utility Controlled DER Markets versus Free Market
 - How does that impact Connected Devices: Control, Data, who is the aggregator?
- Stand-by Generation as grid services-use cases (CA, TX, AZ)

- **When will we meet in person?**

Don't ask JT for one more Teams/Zoom/Webex meeting!



Load Management Leadership

CUSTOMER ENGAGEMENT

Co-Chairs:
Vanessa Richter and
Tracy Schmidt

▲ 2021 Sessions:

July 22:

Maintaining Clean Energy Commitments during COVID plus APS' Preliminary 2020 DR Season Results

March 4:

Residential DR - Full House Retention and Recruitment Strategies, and Challenges

▲ Looking Ahead

- Call for topic ideas for future sessions
- Interest in becoming a Co-Chair: 1-2 slots



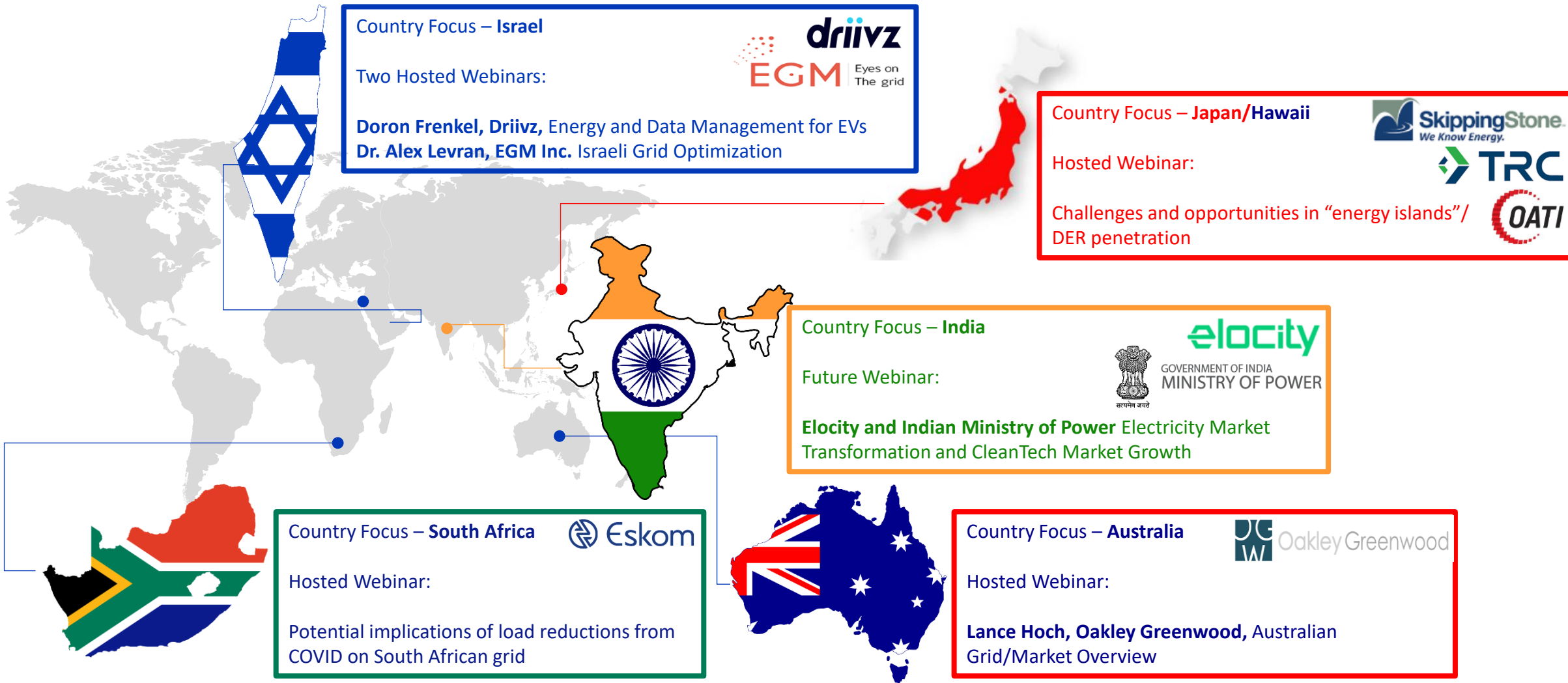
PLMATM

Load Management Leadership

GLOBAL LOAD MANAGEMENT

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

Recent Initiatives – Country Focus



Country Focus – Israel

Two Hosted Webinars:

Doron Frenkel, Drivvz, Energy and Data Management for EVs
Dr. Alex Levran, EGM Inc. Israeli Grid Optimization

drivvz
EGM Eyes on The grid

Country Focus – Japan/Hawaii

Hosted Webinar:

Challenges and opportunities in “energy islands”/ DER penetration

SkippingStone We Know Energy.
TRC
OATI

Country Focus – India

Future Webinar:

Elocity and Indian Ministry of Power Electricity Market Transformation and CleanTech Market Growth

elocity
GOVERNMENT OF INDIA
MINISTRY OF POWER
सत्यमेव जयते

Country Focus – South Africa

Hosted Webinar:

Potential implications of load reductions from COVID on South African grid

Eskom

Country Focus – Australia

Hosted Webinar:

Lance Hoch, Oakley Greenwood, Australian Grid/Market Overview

Oakley Greenwood

Updates

- ▲ Hosted multiple webinars spotlighting various countries
- ▲ Growth Capital Investment in Energy Tech webinar
- ▲ Currently bi-weekly leadership calls
- ▲ Still looking for [new member practitioners to get involved](#)

Future Opportunities

- ▲ Region-Focus Candidate #1 – **India**: Electricity Market and CleanTech Market Growth (featuring PLMA member company Elocity and Indian Ministry of Power)
- ▲ Region-Focus Candidate #2 – **Europe**: Regional gas shortages
- ▲ Region-Focus Candidate #3 – **Canada**: Carbon market



Load Management Leadership

RETAIL PRICING

Co-Chairs:
Farrokh Albuyeh, Jordan Folks,
Christopher Gallo, and
Allison Hamilton

- ▲ Rejuvenated the Retail Interest Group in Fall 2020
- ▲ Hosted four HOT TOPICS since rejuvenation; two since last board meeting:
 - ▲ **June 2021:**
Managing EV Load With and Without AMI: TOU Rates and Alternative Approaches (BGE, Eversource, Oracle)
 - ▲ **October 2021:**
TOU Program Best Practices for Design, Implementation and Customer Engagement (SCE, Consumers, GridX)
- ▲ Next Up:
 - ▲ Excited for the “**final final**” online conference!
 - ▲ Continue to host multiple HOT TOPIC Conversations each year
 - ▲ Assist with planning, judging, implementing **Spring Conference 2022**

Co-Chairs:
Joyce Bodoh, Kessie Avseikova,
Nick Bengston, Katie Parkinson

▲ **HOT TOPIC Conversations:**

- **June 24, 2021** – A “Lightning Round” Learning Opportunity with Leading Electric Transportation Vendors
- **October 28, 2021** – Designing Effective Managed Charging Programs

▲ Potentially another HOT TOPIC before year-end?

▲ Two EV presentations in upcoming **44th PLMA Conference**

- ▲ Effective EV Load Management: Is It the Car, the Charger, or Both?
- ▲ Making EV Load Flexibility a Reality

▲ **Co-Chair Update**

- Chad Saliba departed as a co-chair
- Co-chair replacement TBD





Load Management Leadership

WOMEN IN DM

Co-Chairs:
Melissa Knous, Lenore Zeuthen,
Jessie Mehrhoff, and
Sangeeta Ranade

Transition to Affinity Group

- ▲ Presented to Executive Committee, met with Officers Q2
 - ▲ Will continue to focus on women's leadership and advocacy
 - ▲ Created Roadmap for 2022

New Co-Chairs

- ▲ **Jessie Mehrhoff**, Generac Grid Services (formerly Enbala), confirmed Q2
- ▲ **Sangeeta Ranade**, New York Power Authority, confirmed Q3
- ▲ Additional Co-Chairs needed: pls email Judy Knight, jknight@peakload.org

Bi-Annual Women in DM Engagement Survey

- ▲ Watch your in-boxes next Tuesday and please respond!



Load Management Leadership

CONFERENCE PLANNING

Co-Chairs:
Allison Hamilton and Sharyn Barata

44TH PLMATM Load Management Leadership CONFERENCE

Live Online | Nov. 8-10, 2021



Registration Closes Friday, Nov 5!

The 44th PLMA Conference

November 8-10, 2021 – Live Online



Load Management Leadership

CONFERENCE PLANNING

Welcome to the 45th PLMA Conference in Baltimore!

Laurie Duhan



**45th
Conference
Baltimore, MD**

Mark Your Calendar for:

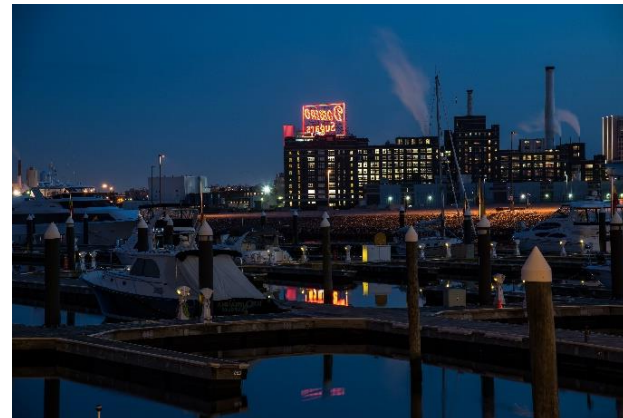
The 45th PLMA Conference

April 4-6, 2022 - Baltimore, Maryland

Welcome to Baltimore: It's Charming!

Full of History and Heart:

- Home of the first gas utility in U.S., est.1817
- Steamed Chesapeake Bay Blue Crabs
- Edgar Allen Poe House and Museum
- National Aquarium
- B&O Railroad Museum
- Museum of Industry
- SS Constellation
- Fort McHenry / Star Spangled Banner
- Ravens M&T Bank Stadium
- Oriole Park at Camden Yards



Staff Remarks

Rich Philip, Executive Director

Judy Knight, Chief Development Officer

Monica Hammond, Member Services Manager





Strategic Vision 2021

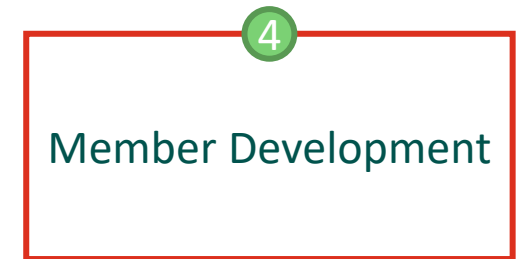
REFRESH: 2019 - 2022

VISION 2021 Strategic Plan: 2019 to 2021



Strategic Initiatives

Operational Imperatives



Succession Planning

Membership Best Practices
Membership Engagement Tactics

Foundational Supports



VISION 2021 Strategic Plan: 2019 to 2021



Strategic Initiatives

Operational Imperatives



Succession Planning

Membership Best Practices
Membership Engagement Tactics

Foundational Supports



VISION 2021 Strategic Plan: Two Success Stories!



COMPLETE!

B

Foster DER Adoption

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

TEAM: Rich Barone with Robin Maslowski, Michael Brown, Olivia Patterson, Ruth Kiselewich, Rich Hasselman, Eric Van Orden, John Powers



MOVED TO STAFF!

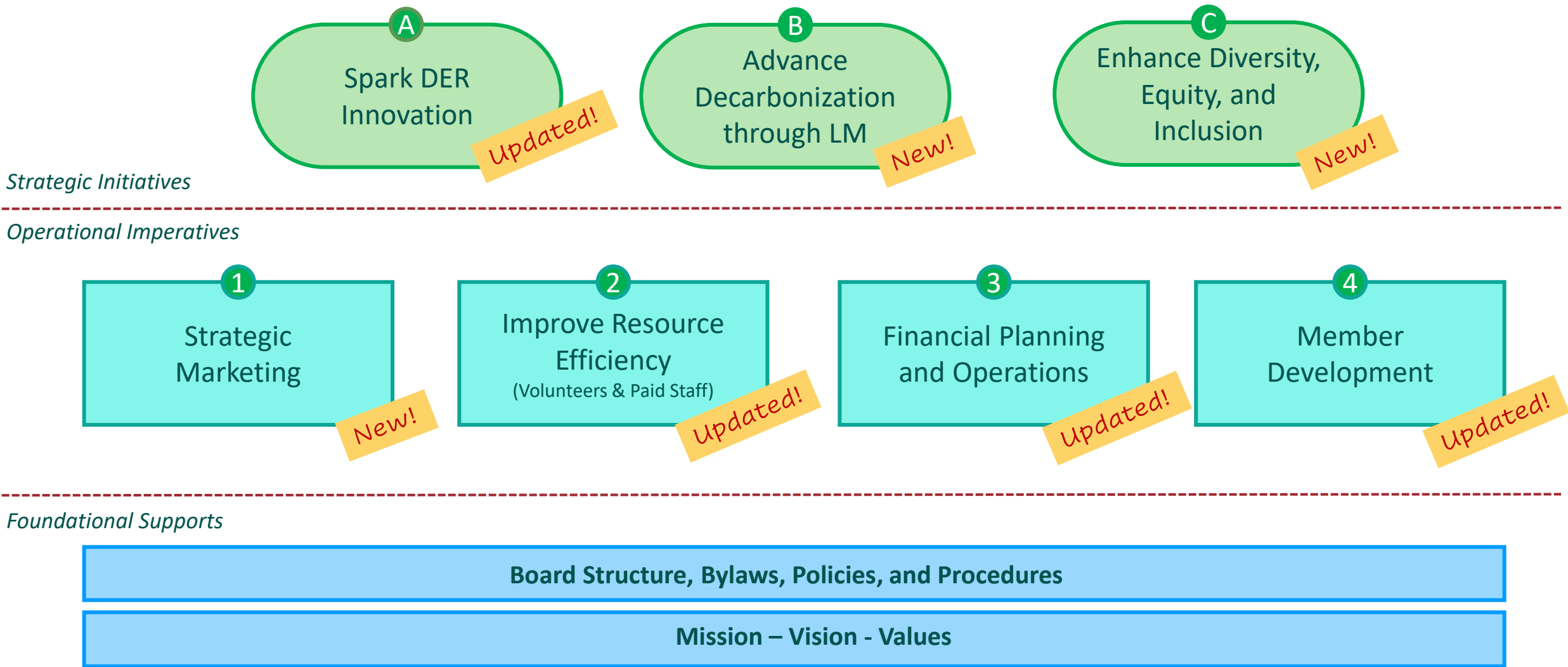
1

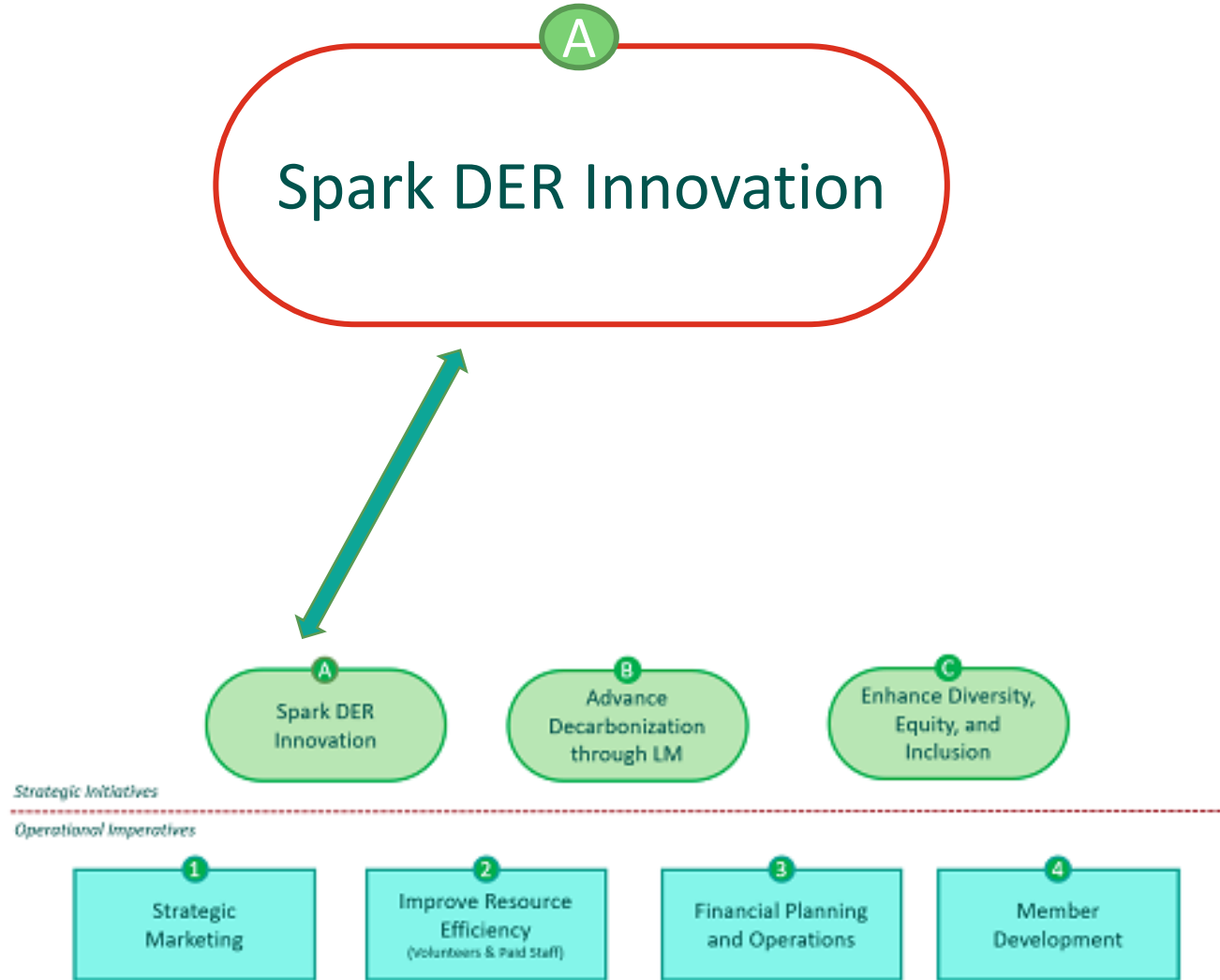
Ally Strategy

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

TEAM: Joe Childs, Jenny Roehm

Strategic Plan REFRESH: 2019 to 2022





A

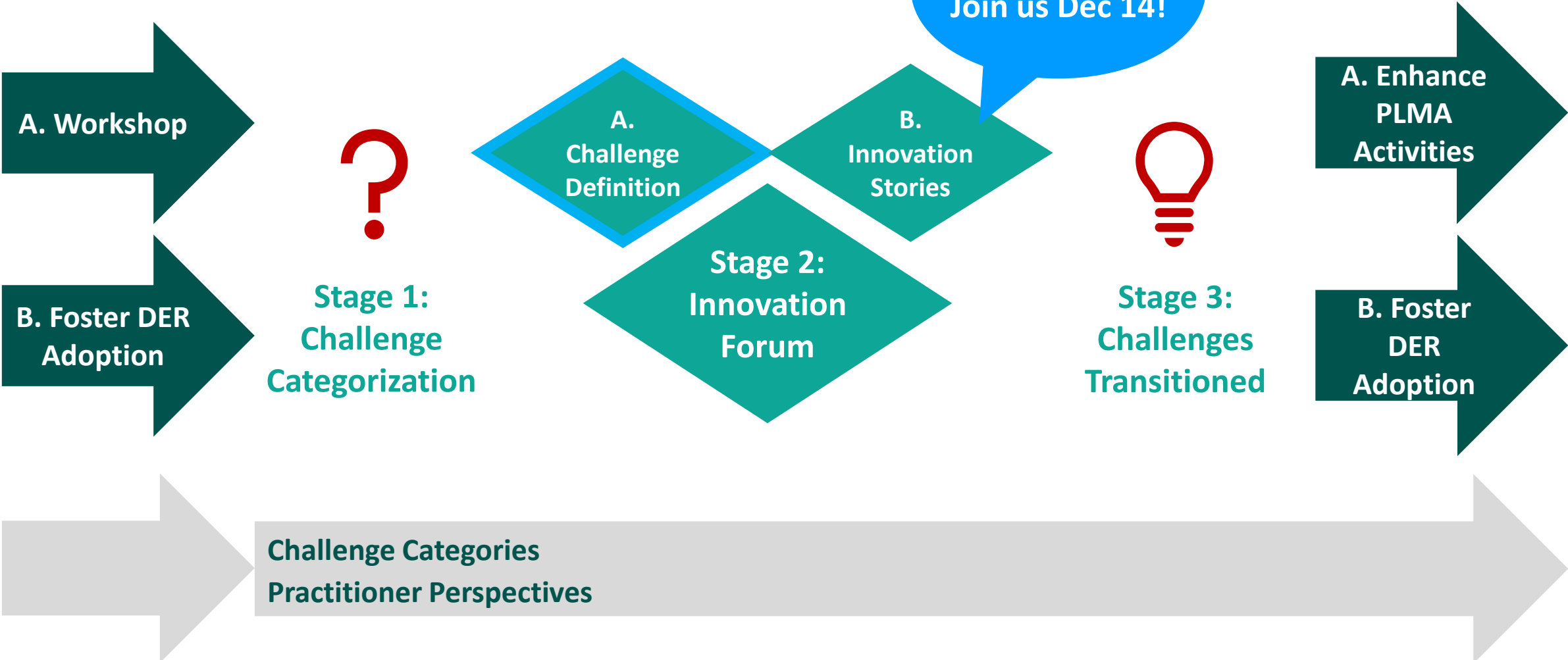
Spark DER Innovation

“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, John Powers, Matt Carlson, Jim Muselik, Matthew Haak, Dave Erickson, Patty Cook, Paul Tyno, Eric Van Orden

- 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

Spark DER Innovation

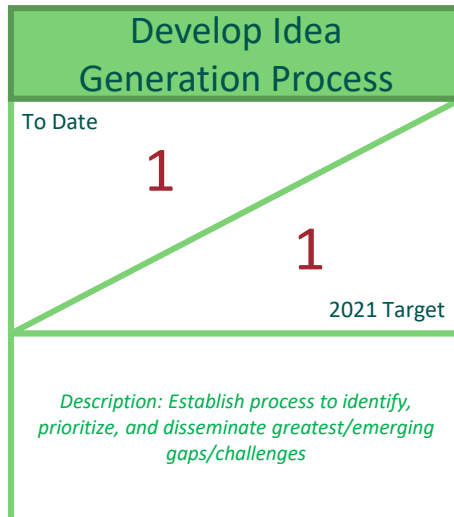


A

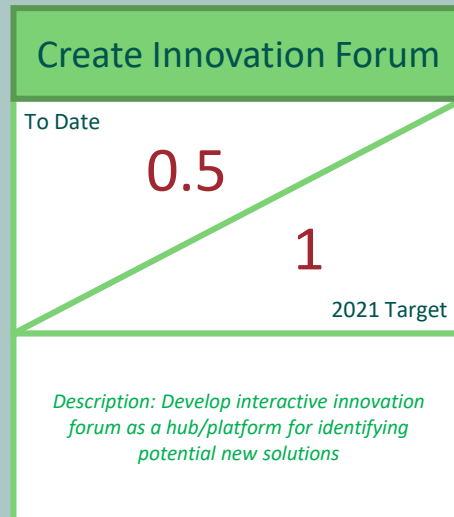
Spark DER Innovation

“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, Ruth Kiselewich, John Powers, Matt Carlson, Jim Muselik, Matthew Haak, Dave Erickson, Patty Cook, Paul Tyno, Eric Van Orden

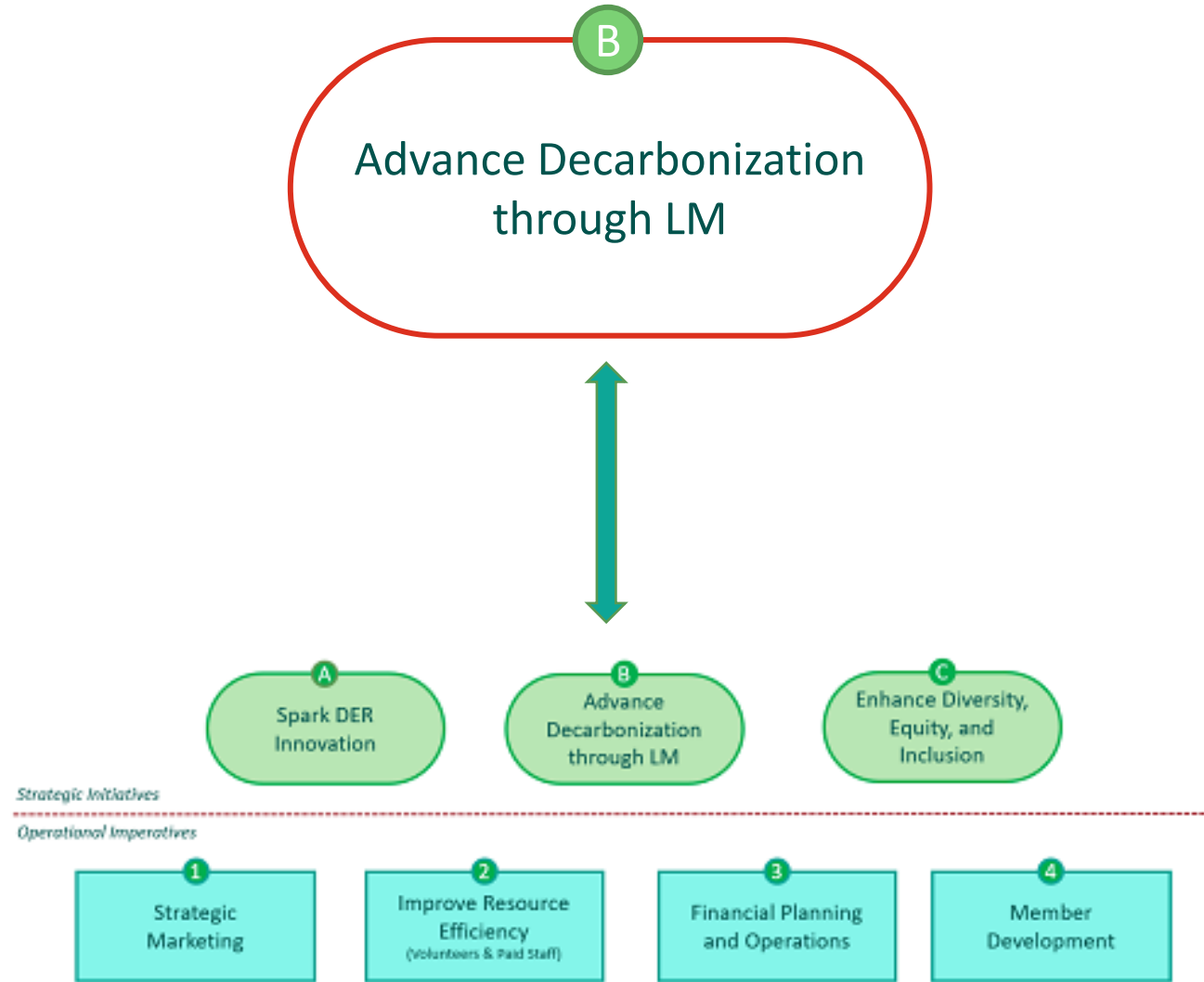


Current Focus:



Strategic Initiative B

New!



B

Advance Decarbonization
through LM

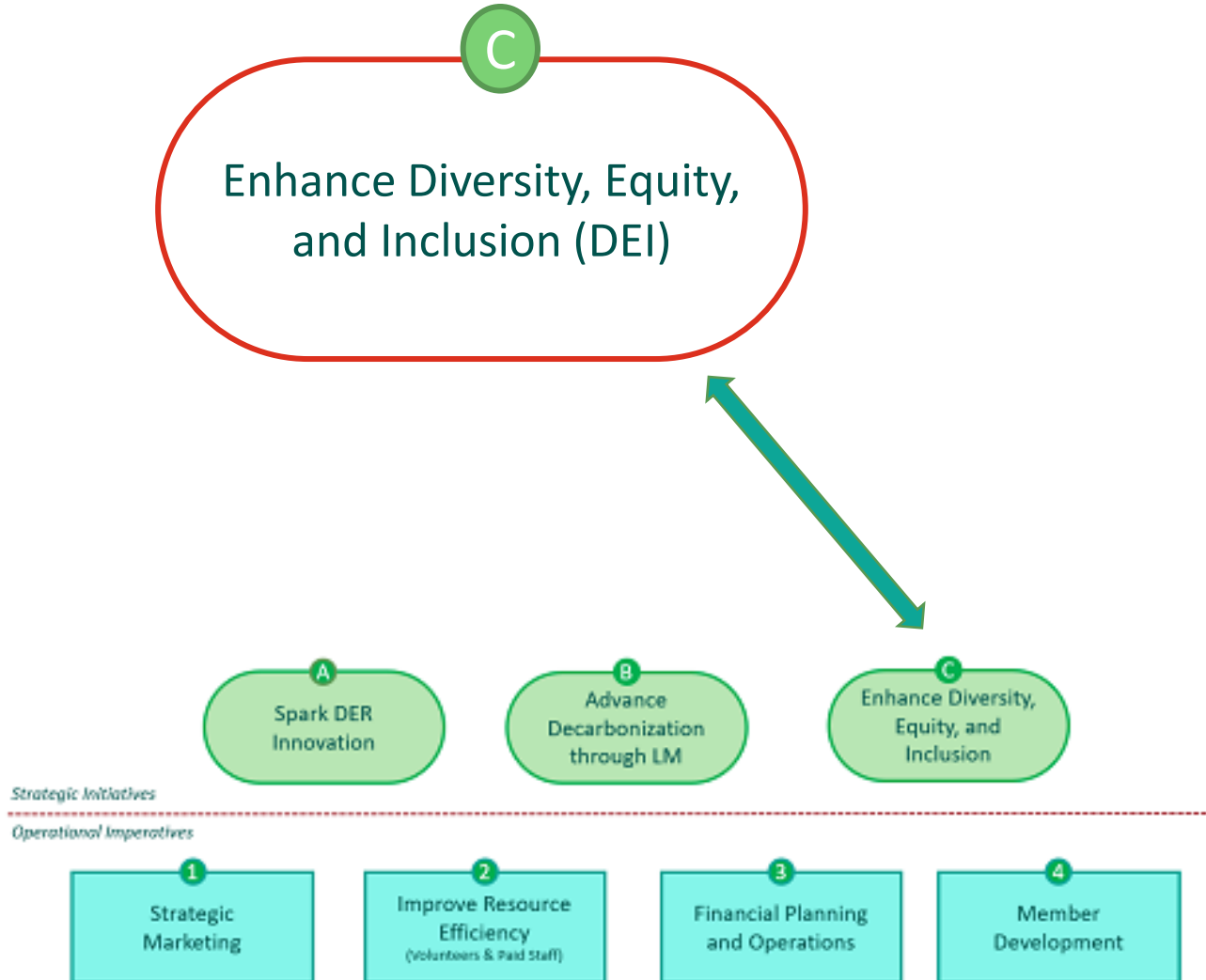
“Demonstrate how load management is an important tool for achieving decarbonization goals.”

Team: Christine Riker, Robin Maslowski & Rich Barone

- Clearly identify and articulate the link between targeted load management and carbon reductions within the energy sector.
- Highlight how optimized DER dispatch and time of day usage can have compounding effects towards accelerated decarbonization.
- Illustrate and promote the use of Measurement & Verification of load flexibility to substantiate and quantify decarbonization through avoided carbon emissions.

Strategic Initiative C New!

New!



C

Enhance Diversity,
Equity, and
Inclusion (DEI)

“Ensure PLMA’s actions and content reflect our values with respect to Diversity, Equity, and Inclusion through both internal and external opportunities. The PLMA community’s embodiment of DEI values becomes an example to the energy industry.”

Team: Melissa Knous, Andrea Simonsen, and Joe Childs

Finalize DEI Framework

- **Build a team to support this objective**
- Define our DEI Values and Objectives
- Create education materials
- Globalize initiative across membership

Affinity Groups

- Encourage, Facilitate, and Support Affinity Groups Instantiation

Internal DEI Communication and Coordination

- Outreach and Coordination with Interest Groups
- Encourage Content in PLMA Conferences
- Present DR Dialogs DEI Success Stories / Education
- Periodic Review of PLMA materials and website to DEI objectives

External DEI Outreach and Coordination

- Learn from other organizations (best practices)
- Ensure that external PLMA content includes our DEI standards
- Be aware of opportunities

Educational Materials

- DEI Moments
 - Create and Find DEI Moment Materials
 - Instantiate DEI Moments in our meetings
 - DEI Inclusion Games
 - Pull materials from Member Companies and incorporate
- Create DEI Scoring system/ metric for submission and material review
- DEI Communication
 - Make DEI Visible and Increase Awareness
 - Now that I am aware, what to I do
 - Make DEI less threatening
 - Curate and Recommend Ted Talks

Operational Imperative 1

New!



1

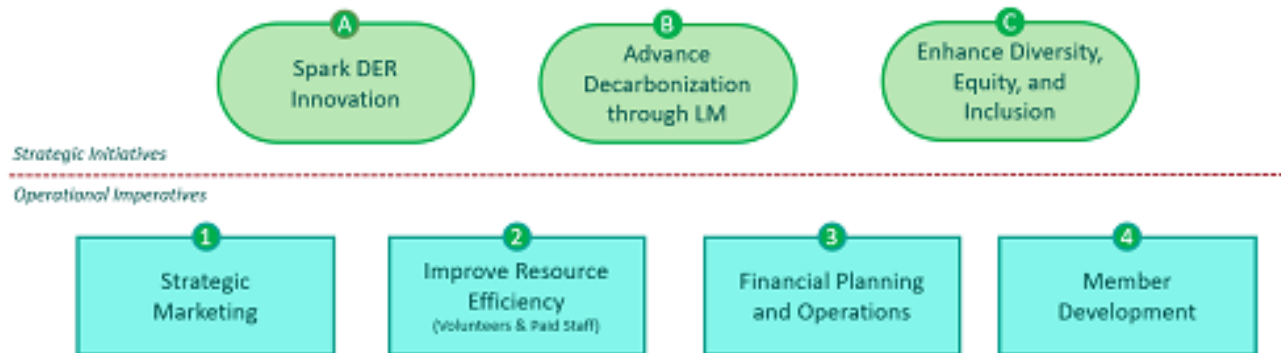
Strategic Marketing

Raise the “Voice of Load Management Practitioners” among industry stakeholders who need unbiased information, lessons learned, and practical insight about the DR & DER evolution.”

Team Leads: Officers and Executive Committee

- Develop a strategic marketing plan that focuses on identifying and prioritizing:
 - Key stakeholder segments for targeted delivery of PLMA messaging and content
 - Updated and modern content delivery channels and methods
 - Phased approach for plan implementation starting with highest impact measures
- Initiate phased implementation of the plan via a “Raise the Voice” (or similar) marketing campaign
- Engage marketing professionals to help develop the campaign and to recommend updates to the graphic design of PLMA branded content

2 Improve Resource Efficiency (Volunteers and Paid Staff)



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

- 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 and paid Staff.

2

Improve Resource Efficiency (Volunteers and 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



- 2020 Retreat (done)
- 2021 Retreat (done)



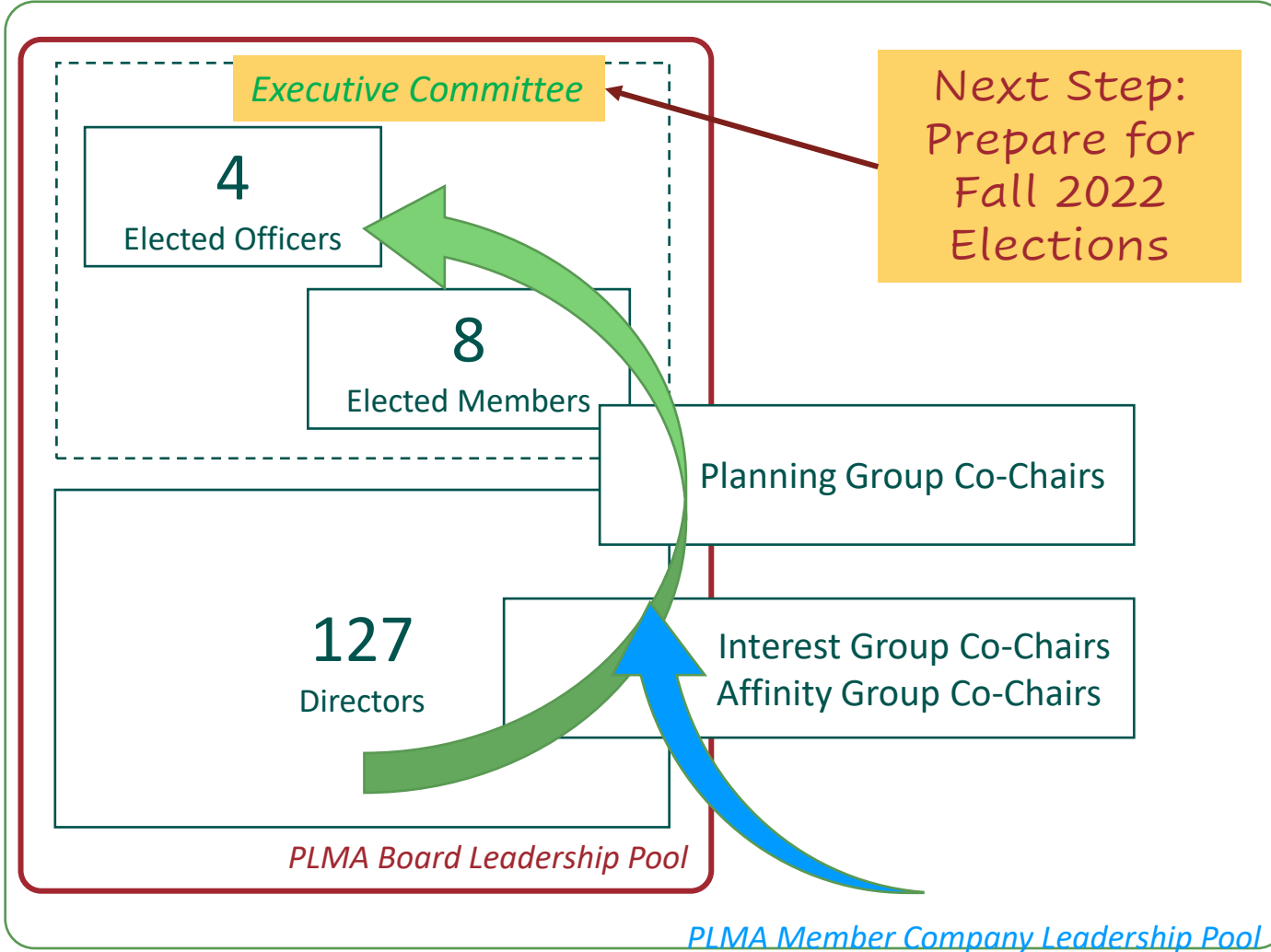
- Employee Transition Plan (done)
- 2021 Resource Plan (done)



- 2 x Officers (+2 soon)
- 4 x EC
- 10 x Co-Chairs



Succession Planning



Volunteer Leadership

- Pathways development from board and member company leadership pools
- Supports broader membership engagement and development
- Consistent with by-laws and organization governance (e.g. ensure qualified candidates for elected positions)
- Role clarity and qualifications

Paid Staff

- Ensure success and going concern via risk managed resource allocation
- **Establish performance expectations**
- Conduct benchmarking for well-defined roles
- Processes (e.g. search committee), contingency, transition plans

Executive Director – Scorecard

Category	Annual Goal Descriptions	Metric	Progress
Member Engagement (20%)	<ul style="list-style-type: none"> Ensure volunteer leaders are developed and needs are addressed Add new structures that improve benefits for member volunteers 	<ul style="list-style-type: none"> Demonstrate Volunteer Leader support through development or improvement of planning/interest groups. Deliver Volunteer Leadership Training. 	<ul style="list-style-type: none"> Added Electric Transportation Interest Group (April 2021). Developed Affinity Group structure. Completed Volunteer Training (August 2021).
Financial Management (20%)	<ul style="list-style-type: none"> Advance Risk Management Plan Improve Budget Scenario Analysis 	<ul style="list-style-type: none"> Review, enhance, and summarize all insurance policies by 12/31/2021. Improved spreadsheet analysis by 12/31/2021. 	<ul style="list-style-type: none"> Policy improvements actively under review. Several scenarios created, more work to do.
Resource Management (20%)	<ul style="list-style-type: none"> 2021 Resource Plan Onboard Member Services Manager 	<ul style="list-style-type: none"> Complete Resource Plan by April Hire Member Services Manager by end of February 	<ul style="list-style-type: none"> 2021 Resource Plan completed. Member Services Manager Hired--February 2021.
Operations Management (20%)	<ul style="list-style-type: none"> Introduce MS business systems Streamline online event processes 	<ul style="list-style-type: none"> Office 365 implemented by 3/31/2021 Event platform improvements. SharePoint structure established by 12/31/2021. 	<ul style="list-style-type: none"> MS Office 365-Complete. Event Platform Refresh in process.
Program Management (20%)	<ul style="list-style-type: none"> Create relevant, engaging, and effective initiatives and Add DER Content to Training and LMS Deliver on the 2020 Program Plan Ally Strategy Implementation 	<ul style="list-style-type: none"> Develop and enhance virtual settings for programs/events. Support Strategic Initiative B via catalog of DER Initiatives. Support transition of Ally Strategy to Staff. 	<ul style="list-style-type: none"> LM Resource Center launch Added DER content to xx% of PLMA resources Developed HOT TOPIC Conversations Webinar Series



Chief Development Officer – Scorecard Concept

Category	Annual Goal Descriptions	Metric	Progress
Member Engagement (20%)	<ul style="list-style-type: none"> Achieve threshold level of volunteer leadership satisfaction with support levels 	<ul style="list-style-type: none"> Design and implement Volunteer Leadership Training. 	<ul style="list-style-type: none"> PLMA Values developed, refined, and published. Developed curriculum, completed Volunteer Training (August 2021).
Membership Management (20%)	<ul style="list-style-type: none"> Marketing update(s) plan Onboard Membership Services Manager 	<ul style="list-style-type: none"> Hire Member Services Manager by end of February. 	<ul style="list-style-type: none"> Member Services Manager hired and successfully onboarded -- February to present, 2021.
Partnerships Management (20%)	<ul style="list-style-type: none"> Ally Strategy Plan Maintenance Develop new or advance existing partnerships 	<ul style="list-style-type: none"> Develop or advance at least two partnerships (NARUC, NASEO, SEPA, AESP, LBNL) 	<ul style="list-style-type: none"> DR Training-for-NARUC-membership-swap initiated. Joint DR Training initiative in discussion with AESP. MOU in development by LBNL.
Program Strategy Management (20%)	<ul style="list-style-type: none"> Resource Directory Overhaul Program Development Plan Maintenance Expand programs experience to enhance member value 	<ul style="list-style-type: none"> New resource directory via Learning Management System (LMS) up and running. Develop or expand at least one major new content delivery channel. 	<ul style="list-style-type: none"> LM Resource Center developed and launched. Added all DER content to LM Resource Center Developed HOT TOPIC Conversations Webinar Series Women in DM transitioning to Affinity Group.
Training Program Management (20%)	<ul style="list-style-type: none"> Successfully produce training series New DER Training Course 	<ul style="list-style-type: none"> 2 x Training Series produced. DER class or DER material added into curriculum. 	<ul style="list-style-type: none"> April, July, September, December 2021 DR Training Series successfully completed.



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, Laurie Duhan, Michael Brown

Financial Planning

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

Financial Operations

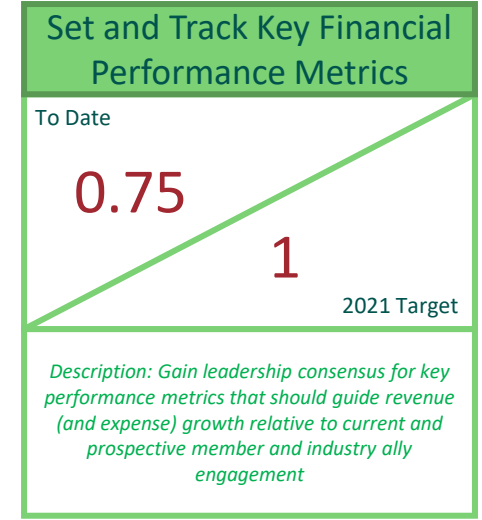
- Articulate pricing strategy and revenue priorities
- Articulate risk and expense management options

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, Laurie Duhan, Michael Brown





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

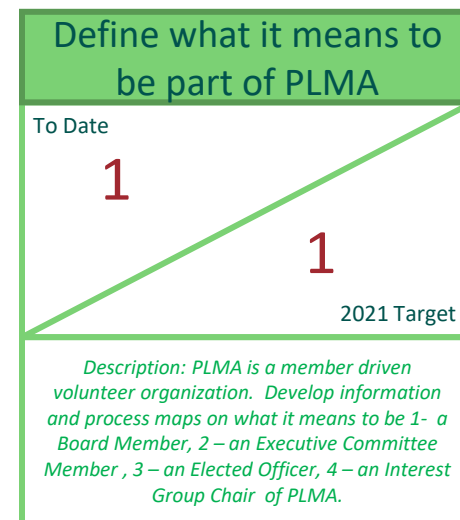
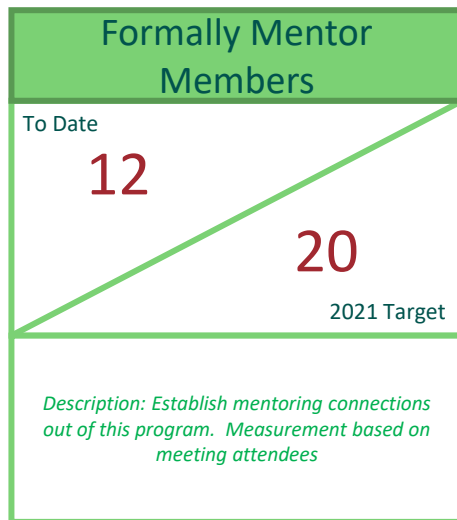
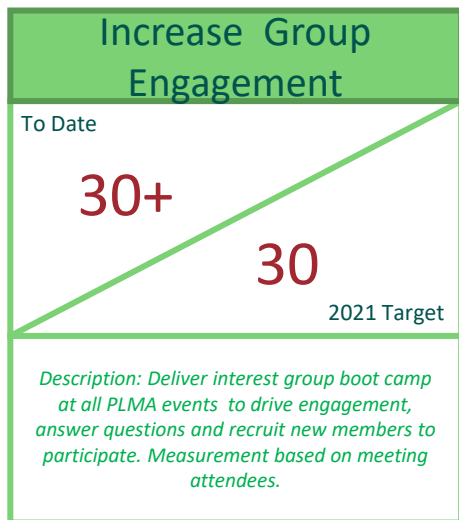
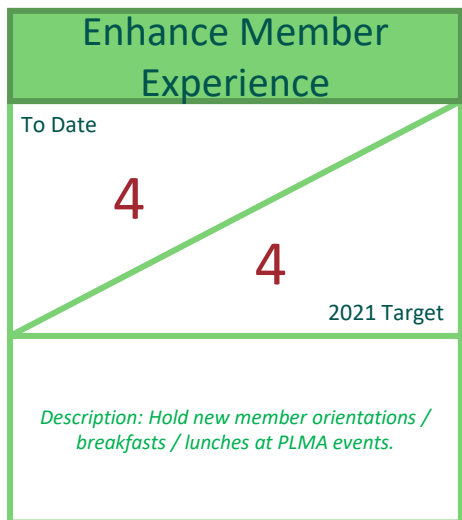
- Strategically drive the engagement and development of current and prospective PLMA member organization staff as well as key allies (i.e. policy makers, etc.).
- Define and develop the roles, responsibilities, and experience of PLMA membership and leadership.
- Define and develop how PLMA supports a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

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



Please Get Involved!

Help PLMA Support
the Clean Energy Transformation

signup@peakload.org



Call for New Business and Questions

Thank You PLMA Board Members!

Closing Comments

Rich Barone, Chair-Elect
TRC Companies



PLMMATM

The logo features the acronym 'PLMMA' in a bold, dark teal, sans-serif font. A red line graphic is positioned below the letters, starting as a horizontal bar under 'P', 'L', and 'M', then rising to form a triangle under the second 'M', and finally descending to form a horizontal bar under the final 'A'.

Load Management Leadership