

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 2022 Board Meeting
Phoenix, Arizona
November 14, 2022



Chair's Welcome

Rich Barone
Get Smart, LLC



Welcome New PLMA Members!



Enode



GET SMART LLC



leap



octopus energy



sinopé

SPAN



Welcome Our New Officer Ruth Kiselewich, ICF Secretary



**Welcome Our Newest
Executive Committee
Member:**
Jenny Roehm, Schneider Electric

PLMA Officers



▲ Chair

Rich Barone, Get Smart LLC



▲ Vice Chair

Robin Maslowski, Guidehouse



▲ Treasurer

Troy Eichenberger, TVA



▲ Secretary

Ruth Kiselewich, ICF

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**.



▲ 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



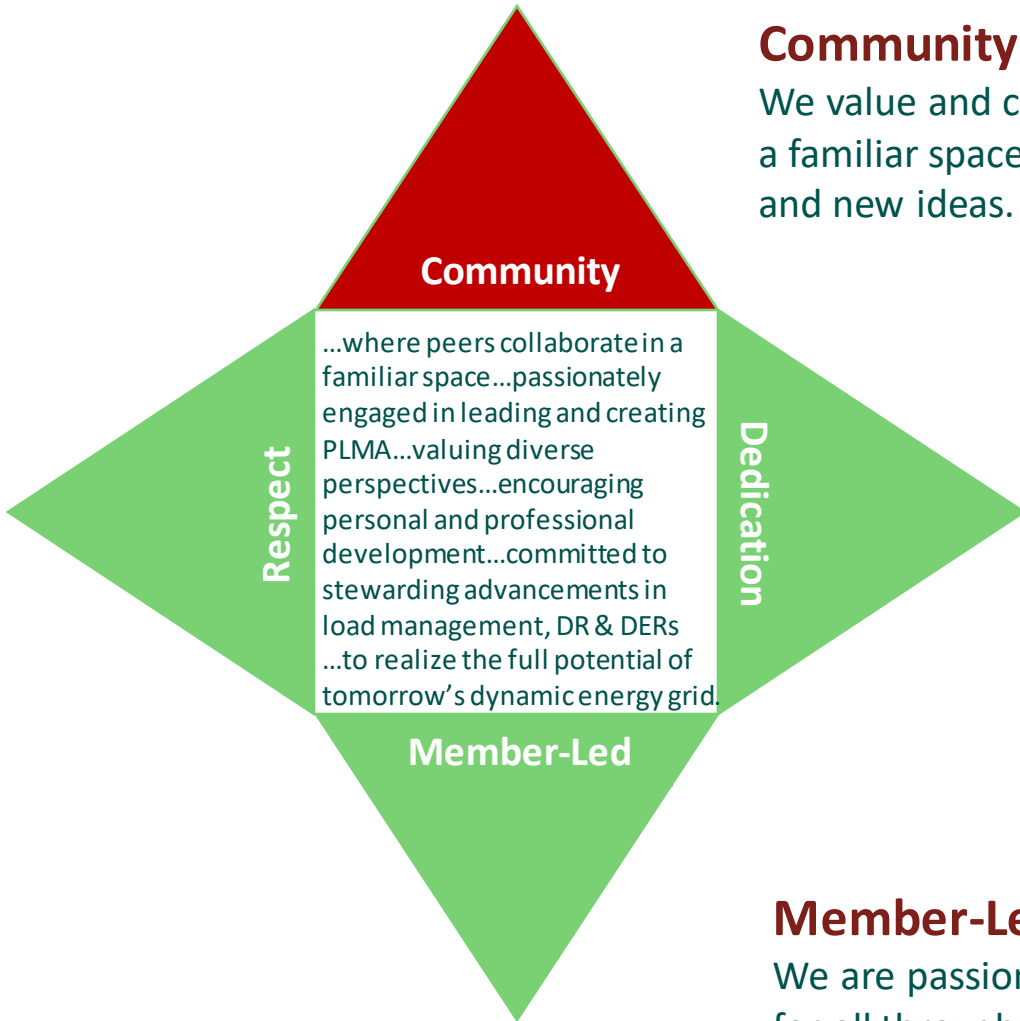
Community

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 income 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
Ops + Member Svcs Manager
Registration Manager
Sponsorship Manager
Resources Manager
Webmaster

PLMA Board of Directors

“Seated” (voting)

1 Board Seat per
Sustaining Member

44

Directors

1 Board Seat per
Advisory Member

64

Directors

At-Large

4

Elected Directors

“At-Large” (non-voting)

Associate Members

47

Academic Members

4

Vice-Chair's Report

Robin Maslowski
Guidehouse



PLMA's Interest Groups: Roles + Responsibilities



Commercial & Industrial Load Flexibility:

Co-chaired by **Bruce Brazis**, Arizona Public Service; **Vasudha Lathey**, Olivine; **Tom Roberts**, IGS Energy; and **Andy Taylor**, Duke Energy



Connected Devices:

Co-chaired by **Cindy Berry**, Austin Energy; and **J.T. Thompson**, Generac Grid Services



Customer Engagement:

Co-chaired by **Rebekah Grant**, Baltimore Gas and Electric; **Lenore Zeuthen**, Opinion Dynamics; **Vanessa Richter**, Oracle Utilities

PLMA's Interest Groups: Roles + Responsibilities



Electric Transportation:

Co-chaired by **Kessie Avseikova**, Opinion Dynamics; **Meghan Jennings**, Rappahannock Electric Cooperative; **Katie Parkinson**, Apex Analytics; and **Nick Bengston**, EnergyHub



Global Load Management:

Co-chaired by **Jon Hilowitz**, Orange and Rockland Utilities; **Ross Malme**, Malme Energy Consulting; **Scott Coe**, GridOptimize; and **Michael Brown**, Berkshire Hathaway/NV Energy



Retail Pricing:

Co-chaired by **Chris Gallo**, Consolidated Edison; **Maryanne Hatch**, NRUCFC; **Maria Kretzing**, Bidgely; and **Jordan Folks**, Opinion Dynamics.

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

Ruth Kiselewich
ICF



- **Quorum for Votes**
- **Approve the Spring 2022 Board Meeting Minutes**
 - Posted at <https://plma.memberclicks.net/board-home-page>
- **Executive Committee Election**
- **Policy Update**
 - **Antitrust Policy**
- **Spring 2022 conference metrics**

- ▲ Needed for the votes on the board meeting minutes and the Executive Committee election
- ▲ The By-Laws define a quorum as 1/3 of directors then in office
- ▲ The Election Policy says the voting roster is set 60 days before the election
- ▲ For Fall 2022 election, the quorum is 34 voting organizations
 - ▲ Advisory (58) + Sustaining (42) + 2 At-Large = 102
 - ▲ 33% of 102 is 33.66, rounded to 34

▲ Motion to accept the minutes as posted?

▲ Vote

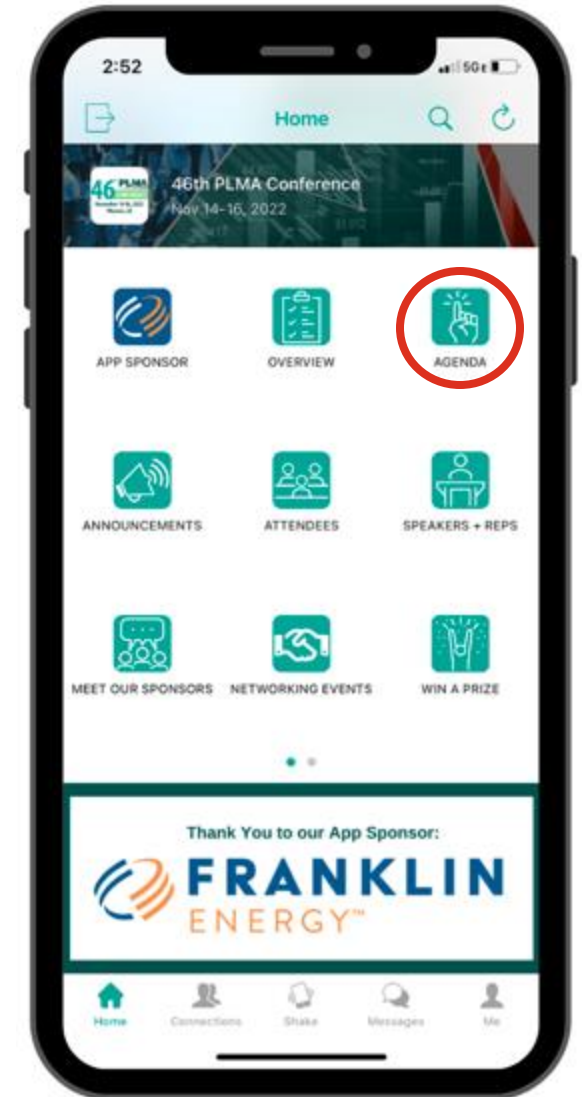
▲ Yay

▲ Nay

▲ Abstain

Voting Instructions to Approve Minutes

- ▲ To vote, log into the Conference App
- ▲ Look for the icon “**Agenda**” and click it to enter
- ▲ Select the “**Fall Board of Directors’ Meeting**”
- ▲ Click on “**Polling**” near the top of your screen
- ▲ Select your response to approve the Spring 2022 Board Meeting Minutes and click “**Submit**”



- ▲ Antitrust statement added to the Antitrust Policy

- ▲ Policy is part of Code of Conduct

- ▲ Is here: XXXXXXXXX

- ▲ Statement is to be on a slide or read at start of all PLMA meetings

Antitrust guidelines direct meeting participants to avoid discussion of topics or behavior that would result in anticompetitive behavior including: restraint of trade and conspiracies to monopolize, unfair or deceptive business acts or practices, price discriminations, division of markets, allocation of production, imposition of boycotts, and exclusive dealing arrangements.

- ▲ A monitoring and tracking system of PLMA organizational documents including policies is under development

Attendance at 45th Conference: Spring 2022

- ▲ Fall conference was first in-person since pre-COVID
- ▲ 243 participants compares to 222 average pre-COVID / on-line conferences

	Participants		Companies	
	Number	Percent	Number	Percent
Utility	59	24.3%	30	30.9%
Vendors/ Consultants	184	75.7%	67	69.1%
Total	243	100.0%	97	100.0%

Fall 2022 Executive Committee Elections



Background

- ▲ PLMA Election Officer
 - ▲ Laurie Duhan
 - ▲ Baltimore Gas and Electric
- ▲ Fall 2022 Slate
 - ▲ 10 candidates for 8 positions
- ▲ Term begins at conclusion of Fall Conference

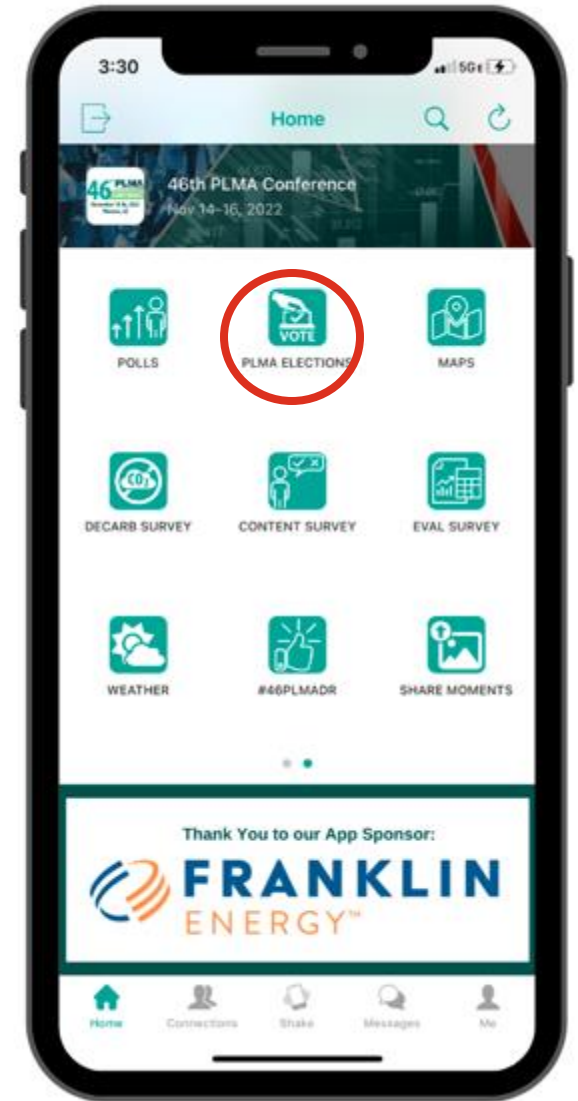
Timeline and Process Dates

- ▲ September
 - ▲ Self nominations announced
 - ▲ Prep of experience, objectives, and position materials
- ▲ October
 - ▲ Slate approved by Officers
 - ▲ Ballot finalized
- ▲ November
 - ▲ Electronic vote launched Nov 4
 - ▲ In person votes during board meeting at 46th Conference

1. John Day, Copper Labs
2. Justin Chamberlain, CPS Energy
3. Amy Schmidt, E Source
4. Kari Binley, ecobee
5. Allison Hamilton, NRECA
6. Olivia Patterson, Opinion Dynamics
7. Joyce Bodoh, Rappahannock Electric Cooperative
8. Eamonn Urey, Salt River Project
9. Jenny Roehm, Schneider Electric
10. Derek Kirchner, TRC Companies

Voting Instructions for Executive Committee

- ▲ Organizations with a **VOTE** slip next to your tent card indicates that a vote is still needed
- ▲ Open the conference app and *swipe left* to access the second list of icons
- ▲ Look for the icon “**PLMA Elections**” and click it to access the ballot
- ▲ Enter your **Name** and **Organization**
- ▲ Cast your vote for up to 8 candidates out of the 10 listed and select “**Next**”
- ▲ Review your selections and click “**Submit**”



Treasurer's Report

Troy Eichenberger
Tennessee Valley Authority



Financial Report: P&L Overview

REVENUES

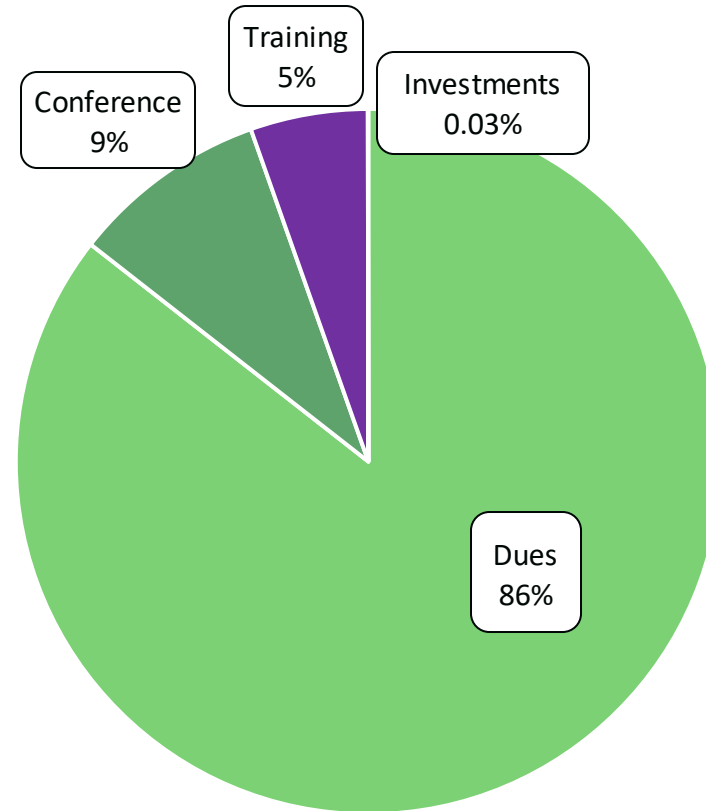
Dues	352,120
Conference	37,145
Training	22,162
Investments, Misc.	103
Total Revenues	411,530

EXPENSES

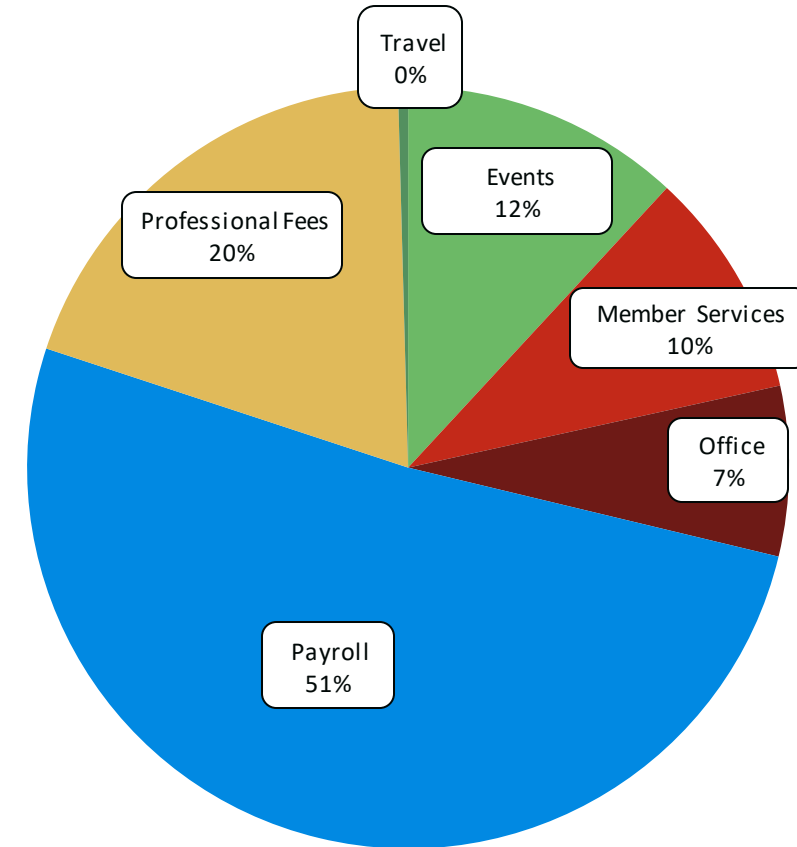
Events	48,903
Professional Fees	80,303
Member Services	39,755
Office	29,679
Payroll	211,165
Travel	1,753
Total Expenses	411,558

Net Income (Loss) (28)

REVENUES



EXPENSES



Based on statements as of September 30, 2021

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**

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>

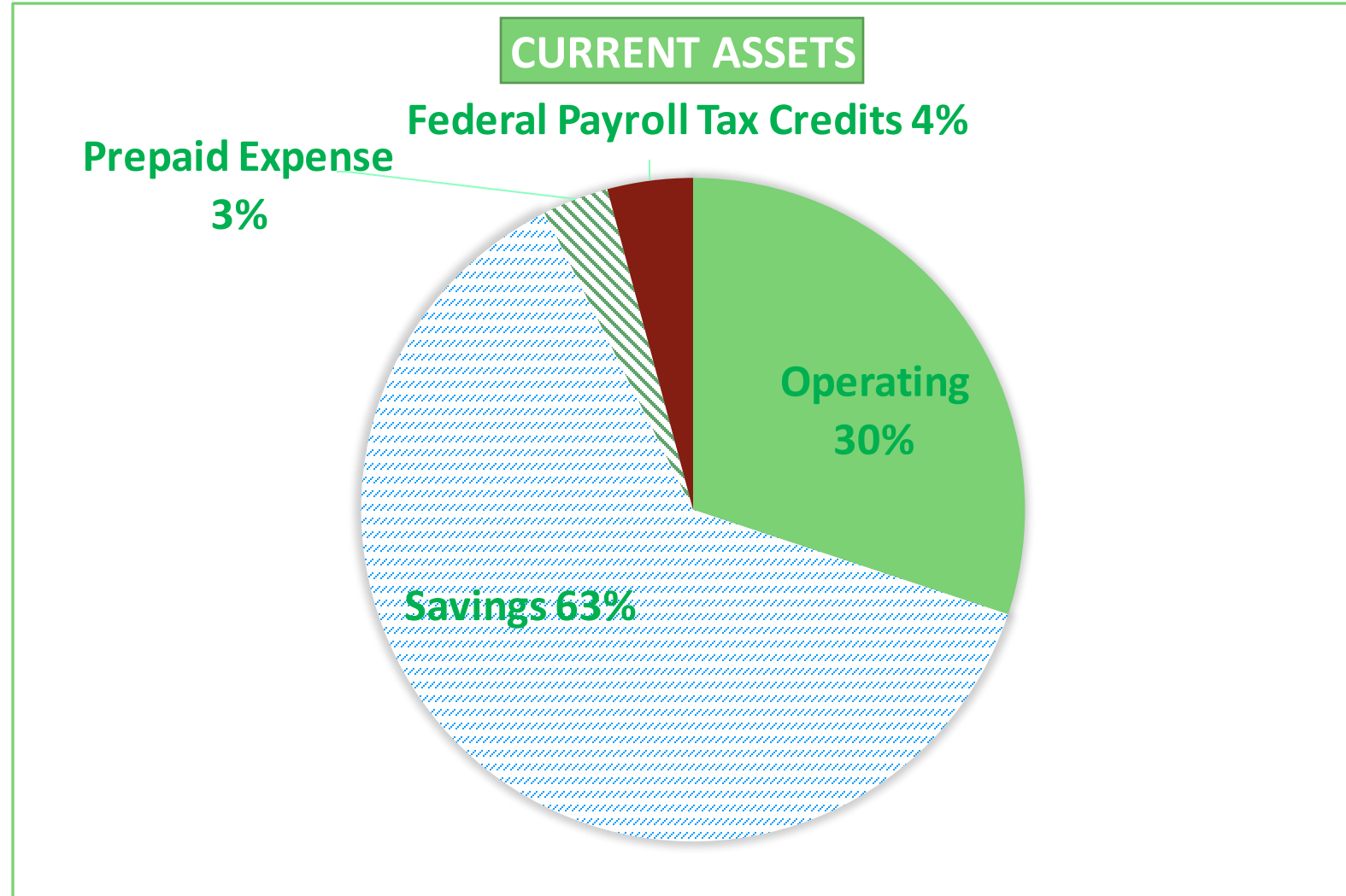
LIABILITIES AND EQUITY

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

Chair's Remarks

Rich Barone
Get Smart, LLC



Staff Remarks

Rich Philip, Executive Director

Judy Knight, Chief Development Officer

Monica Hammond, Operations & Member
Services Manager





Steering Committee:
Brian Doyle, Dave Erickson, Mike
Smith, Julie Cain

PLMA Volunteer Leaders' Reports

Planning Groups and Interest Groups



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 Mark Martinez

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

- Continued growth
- 177 packages of content to date
- 384 registered users (more than double since spring)

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

2022 Growth and Innovation. . .



"Soft Launch" summer 2022

Peter Kelly-Detwiler (PKD)
Videos



All Load Management
Dialogues become podcasts

Through October 2022

- 15 webinars added
- Downloaded ~2000 times

and the Future

Role of Thought Leadership
Planning Group 2022-2024

Clarify the scope and role of
Thought Leadership Planning

- Content Creation
- Member Engagement
- PLMA's position in market



Load Management Leadership

AWARDS PROGRAM

Co-Chairs:
Peter Bergeron, Brett Feldman,
Kevin Knight

- **Celebrating Award Winner's through Webinars**
 - PLMA webinar/podcast for each award winner from PLMA 45
- **Looking forward to PLMA 47 Award Nominee Submissions**
 - Will be announced in February, '23
 - Award Categories include:
 - Program Pacesetter
 - Technology Pioneer
 - Thought Leader

Summer Webinar Series:



Olivine + PG&E on Load Flex for Complex Customers and Situations

A 19th  Award Winner

Summer Webinar Series:



California's DR Energy Technologies Collaborative

A 19th  Award Winner

Summer Webinar Series:



Duke Energy's Multiple Demand Response Initiatives

A 19th  Award Winner

20th PLMA Awards Planning Timeline

- ▲ **January 16** - Launch Call of Nominations
- ▲ **February 21** - Judges Scoring Orientation
- ▲ **February 24** - Deadline for Award Nominations
- ▲ **February 27- March 3** - Nominations Scoring
- ▲ **March 7-8** - Review Ranked Scores
- ▲ **March 9** - Judges Meeting to Review Finalists
- ▲ **March 21** - Notify Award Winners
- ▲ **May 9** - Awards Presentation, 47th PLMA Conference

PLMATM

Load Management Leadership

EDUCATION PLANNING

Co-Chairs:
Paul Wassink and John Powers

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 and J.T. Thompson

- **Spring Was A Blast**

- Great attendance and feedback on the interest group meeting focused on FERC 2222 and Connected Devices

- **Next Up!**

- Posting report outs from today's session on the DERMS Journey
- Looking for more topics
 - Resiliency as a Service
 - Who's your data and what does it do?

- **We are looking to add another utility member to the interest group. If you know of anyone interested, please reach out!**

PLMATM

Load Management Leadership

CUSTOMER ENGAGEMENT

Co-Chairs:
Vanessa Richter, Rebekah Grant,
and Lenore Zeuthen

- ▲ How Much Is Too Much?
 - ▲ Pre-conference session focused on email marketing
 - ▲ Thank you to Renee Guillory, APS; Wendy Brummer, PG&E; Brad Mantz, SDG&E
- ▲ Hot Topic webinar
 - ▲ Targeting January
 - ▲ Exploring topics such as targeting strategies for low-income customers, SMB
- ▲ In the works
 - ▲ Search for additional co-chairs
 - ▲ Must be utility staff

PLMATM

Load Management Leadership

GLOBAL LOAD MANAGEMENT

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

GLM Interest Group: Goals

Short Term:


- ▲ Encourage participation
- ▲ Help PLMA Members find support opportunities in Europe

Long Term:


- ▲ Educate PLMA Members on innovations around the world
- ▲ Expand global presence with non-North American membership

Recent Initiatives – Country Focus



Country Focus – Canada 
Lisa DeMarco, Resilient LLP,
Canada's Emissions market



Country Focus – South Africa 
COVID implications of load reductions on South African grid




Country Focus – Australia  Oakley Greenwood
Lance Hoch, Oakley Greenwood, Australian Grid/Market Overview



Country Focus – Israel  
Doron Frenkel, Driivz, Energy and Data Management for EVs
Dr. Alex Levran, EGM Inc. Israeli Grid Optimization



Country Focus – Japan/Hawaii  
Challenges and opportunities in "energy islands"/DER penetration 

Country Focus – Ukraine 
Will Polen, USEA; Elgie Holstein, EDF
North American energy impacts resulting from Russian war on Ukraine

Country Focus – Ukraine & Europe 
Enrico Viale, Enel Group
Update on the European energy position, mitigations, and worldwide impacts.

GLM Interest Group: Ukraine Speaker Series

APRIL 2022

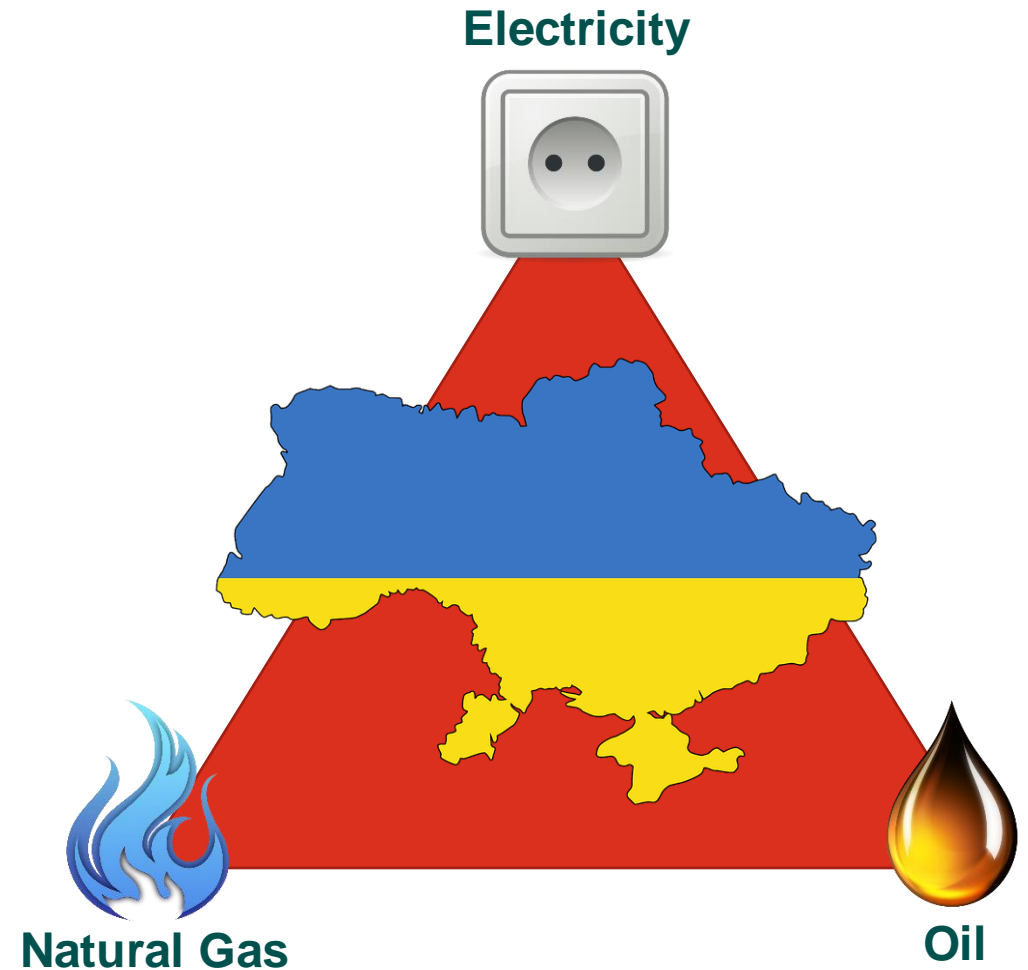
In-person session focused on the Russian war on Ukraine and impacts to North American energy supply.

NOVEMBER 2022

In-person session review of Ukraine and the European energy position, mitigations, and worldwide impacts as winter 2022 approaches.

MAY 2023

In-person update on the ongoing worldwide energy impacts of the war on Ukraine.





Load Management Leadership

RETAIL PRICING

Co-Chairs:
Jordan Folks,
Christopher Gallo,
Maria Kretzing, and
Maryanne Hatch

▲ HOT TOPIC:

- September 2022: “How Utilities Are Leveraging In-Home Technologies to Adaptively Respond to Dynamic Pricing Signals” (52 registrants)
- HOT TOPICS have had, and continue, strong attendance/engagement

▲ Fall Conference Programming on Monday:

- “Successful Strategies for Increasing Residential Customer Interest in Innovative Rate Plans”

▲ Assisted with planning, judging, implementing Fall Conference 2022

- Some submissions were parlayed into Hot Topic or Interest Group programming

▲ Next Up:

- Continue to host multiple HOT TOPIC Conversations each year (PTR + TOU, Customer Acceptance, etc.)
- Assist with planning, judging, implementing Spring Conference 2023

PLMATM

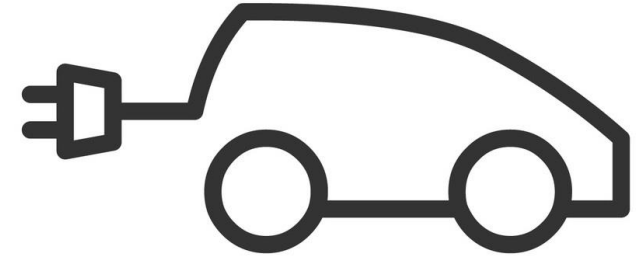
Load Management Leadership

ELECTRIC TRANSPORTATION

Co-Chairs:
Meghan Jennings, Kessie
Avseikova, Nick Bengston, and
Katie Parkinson

▲ HOT TOPIC Conversations:

- **January 27, 2022**
 - Highlights from SEPA on the state of managed charging
- **August 4, 2022**
 - Impacts of tariffs on medium and heavy duty EV fleet adoption



▲ Exciting content during 2-hour IG session at spring **45th PLMA Conference**

- ▲ EV news and learning from a panel of reps from Xcel Energy, Baltimore Gas & Electric, Rappahannock Electric Cooperative, Smart Energy Consumer Collaborative, and Sagewell

▲ Equally exciting content at the **46th PLMA Conference**

- ▲ 2-hour IG session featuring City of Phoenix and SRP presentations intermingled with interactive discussion of the future trends, challenges, and most burning ET questions
- ▲ Numerous ET presentations throughout the conference

▲ **[Still Planning] Early 2023 HOT TOPIC**

- ▲ NREL's research and modeling to support 2030 light duty infrastructure assessment and how to get there



Load Management Leadership

COMMERCIAL & INDUSTRIAL
LOAD FLEXIBILITY



Co-Chairs:

Bruce Brazis, Vasudha Lathey,
Tom Roberts, Andy Taylor

C&I Load Flexibility Update

New Interest Group:

- Initial discussions started following 45th (Spring 2022) PLMA Conference
- Interest Group formally created in June 2022
- Focus Areas of Interest Group:
 - Industry peer group created to share opportunities for C&I-specific opportunities to address load flexibility
 - Focuses on unique relationship with very large consumers of electricity which can have large impact on load shaping/shifting
 - C&I customers tend to be some of the most sophisticated energy consumers
 - Hopes to tap into this potential while addressing challenges with customer engagement and acceptance of demand response

HOT TOPIC Conversation:

- Introduction and Feedback; September 14, 2022
 - Discussion was used primarily to further discussions around challenges and opportunities for demand response in the C&I space and to drive further discussions during 46th PLMA Conference engagement session.

C&I Load Flexibility Update

Activities at the 46th PLMA Conference

- 2-hour Interest Group Engagement
 - Presentation on C&I Load Flexibility Benchmarking- Jingjing Liu, LBNL
 - Panel format bringing together various stakeholders to discuss barriers and opportunities

Upcoming Events/Plants

- Continued focus on facilitating implementation of load flexibility in this segment
 - Additional engagement with larger group of "steering committee" stakeholders
 - Goal of direct customer feedback and engagement in activities targeted at achieving common goals in load flexibility





Load Management Leadership

WOMEN IN DM

Co-Chairs:
Erica Keating,
Jessie Peters, and
Sangeeta Ranade

Women in DM Biannual Survey Results continue to drive major 2022 programming milestones.

Preferred Activity	% Respondents Requesting
"Fireside Chat" with Female Executives	52%
Small Moderated Discussions	46%
Skill-Development Workshops	40%
Panel Discussions	40%



Women in DM Speaker Series

- *June 2nd, 2022 with Jill Anderson (Build, Manage, Foster Diverse Teams)*
- *August 16th, 2022 with Patty Durand (Advice & Training: Working with PSCs/PUCs)*

Preferred Topic	% Respondents Requesting
Build, Manage, and Foster Diverse Teams	53%
Challenges Women Experience in DSM	46%
Career Progression Toward Executive Level	43%



Mentorship Program (Q2 2022 Launch)

- *6 pairings, 12 participants*
 - *9 vendors, 1 utility, 2 other*
- *10-week pilot*
- *Semi-structured*
- *Positive feedback*

Motivations for Joining	% Respondents Requesting
Expand My Network	36%
Advice and Training	24%
Improve my Management	21%



Holiday Happy Hour and other Social Events

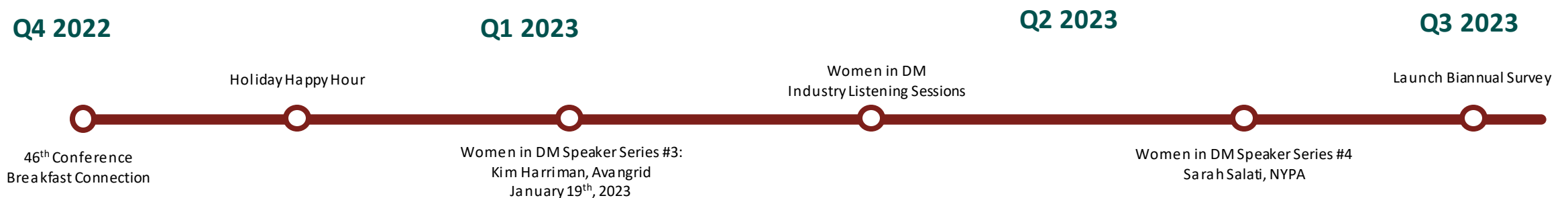
- *45th Conference Breakfast*
- ***(Forthcoming) 46th Conference Small-group Breakfast***

The Women in Demand Management Interest Group seeks to elevate the voices of females while promoting female leadership and advocacy in the energy sector.

Three Pillars of Programming (2022 – 2023)

- ▲ Leadership Development
- ▲ Education and Inclusivity
- ▲ Social Events and Networking

Future Programming Milestones





PLMATM

Load Management Leadership

CONFERENCE PLANNING

Co-Chairs:
Eamonn Urey, Tom Hines, and
Bruce Brazis



46TH PLMATM

Load Management Leadership

CONFERENCE

November 14-16, 2022, Phoenix, Arizona





Load Management Leadership

CONFERENCE PLANNING

Welcome to the 47th PLMA
Conference in Memphis!

Troy Eichenberger



47TH PLMATM
Load Management Leadership
CONFERENCE

May 8-10, 2023
Memphis, TN

Full of History and Heart:

- Home of the Blues and birthplace of Rock n' Roll
- America's FedEx distribution center
- Pork barbeque capital of the world
- Graceland
- Beale Street
- Memphis Rock n' Roll Museum
- National Civil Rights Museum
- Memphis Grizzlies Basketball



Executive Committee Election Results

Laurie Duhan
Baltimore Gas and Electric



Executive Committee Election Results

Name 1



Name 2

Name 3

Name 4

Name 5

Name 6

Name 7

Name 8



Strategic Vision 2022

Strategic Plan Update: Vision 2022

Development and 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)



Leadershi
To Date
0
2

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



Volunteer Leadership Retreat (August 2020)

- Self assessment survey
- Best practices
- Roles & responsibilities
- Membership engagement



Fall 2020
Spring 2021
Updates



Vision 2021 REFRESH
Planning Retreat
(August 2021)



Vision 2021
REFRESH Update
(Fall 2021)



Vision 2021
REFRESH
Progress
(Spring 2022)



Vision 2024 Strategic Planning Retreat (Summer 2022)

Where We Began: Strategic Plan REFRESH 2022



Strategic Initiatives

Operational Imperatives



Foundational Supports



Strategic REFRESH 2022: New Initiatives / Imperative

A
Spark DER
Innovation

B
Advance Decarbonization
Through LM

C
Enhance Diversity,
Equity, and Inclusion

Strategic Initiatives

Operational Imperatives

1 Strategic
Marketing

2 Improve Resource
Efficiency
(Volunteers and Paid Staff)

3 Financial Planning
and Operations

4 Member
Development

Foundational Supports

Board Structure, Bylaws, Policies,
and Procedures

Mission – Vision – Values

A

Spark DER Innovation

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

2020-2022 Review

Challenge Categories

1. Quantifying and monetizing value / value stacking
2. Customer engagement / empowerment / education
3. Metering and communications
4. Regulatory education / structures
5. Integration standards
6. Relative cost (DER vs. grid scale)



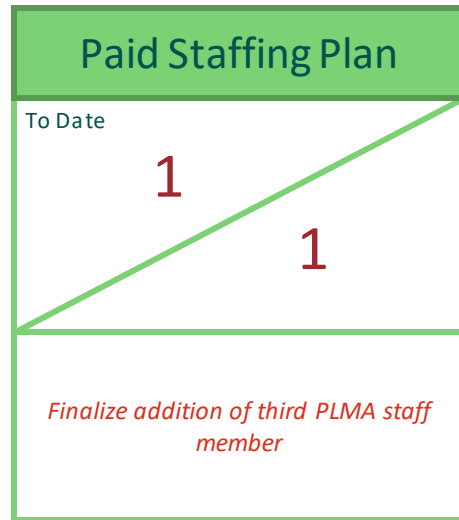
FERC 222 Series	Webcast Registrants	Video Recording Downloads	Podcast Downloads
1) Overview from FERC	112	14	63
2) Utilities Perspective	212	13	82
3) Investor Perspective	50	3	65

Updated September 28, 2022

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.

2022 Targets



- 3 x EC Candidates
- 1 x New EC member
- 6 x Co-Chairs
- 1 New Strat. Init. Lead
- 1 New Op. Imp. Lead



3 Financial Planning and Operations

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

2022 Targets

Create and Maintain Risk Management Plan

To Date

1

1

Document current risk and expense management tactics and options

Create and Maintain Investment Plan

To Date

1

1

2021 Target

Define investment objectives and create a 1, 2 and 5-year investment plan, to include potential endowment

Document Revenue Strategy and Options

To Date

1

1

Document current pricing/revenue strategies and options, including free/discounted/bartered passes/memberships

Set and Track Key Financial Performance Metrics

To Date

1

1

Gain consensus for key performance metrics that should guide revenue (and expense) growth relative to current and prospective member and industry ally engagement



Strategic Vision 2024

Strategic Plan Introduction: Vision 2024

Strategic Planning Retreat - August in Denver!



Strategic Plan: 2022 to 2024

Strategic Initiatives:

A Spark DER to Grid Services

B Decarbonization thru LM

C Diversity, Equity, Inclusion

D EV Managed Charging

Operational Imperatives:

1 Strategic Marketing

2 Member Development

Foundational Supports:

Mission, Vision, Values

Board Structure, Bylaws, Policies, Procedures

Member Services, Program Design & Delivery, Groups Dev & Support, Management & Admin.

Strategic Initiatives

Spark DER as a Grid Resource

PLMA Strategic Initiative A
2022-2024

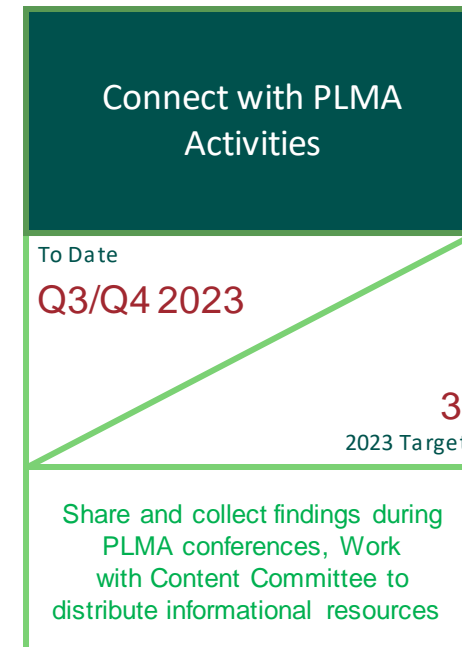
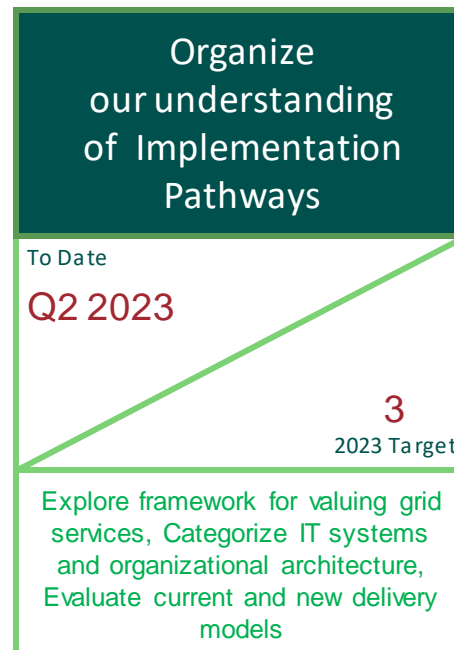


Strategic Initiative A

Spark DER as a Grid Resource

Shepherd DER management into a grid resource

Taskforce Volunteers: Eric Van Orden, Rich Barone, Robin Maslowski, AJ Howard, John Powers, Christine Riker, Laurie Duhan, Tom Hines, Ruth Kiselewich



Decarbonization Through Load Management

PLMA Strategic Initiative B
2022-2024



Goals & Objectives

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

- ▲ Clearly identify **market failures or hurdles** to developing sufficiently clear drivers 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.
- ▲ Continue to build an understanding of PLMA members' **awareness, interest and engagement** with decarbonization within their organizations.
- ▲ Offer **educational opportunities** that meet PLMA members where they are.

Taskforce Volunteers

Ruth Kiselewich, Rich Hasselman, John Powers, CC Maurer, Rich Barone, Eric Van Orden, Amy Schmidt, Dave Alspector, Olivia Patterson



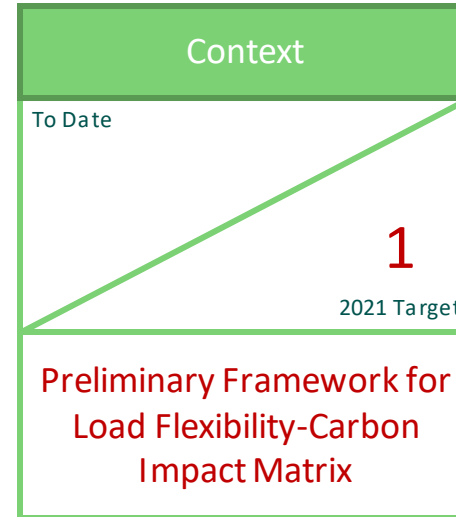
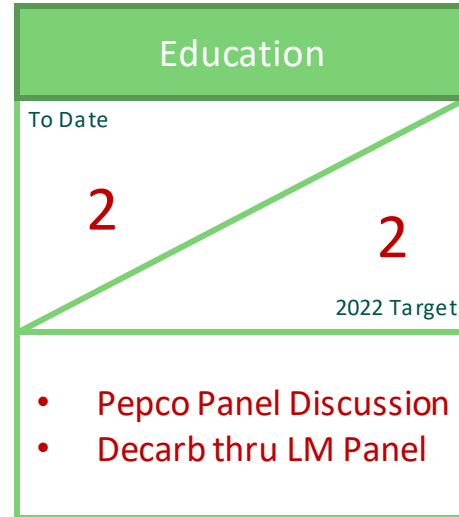
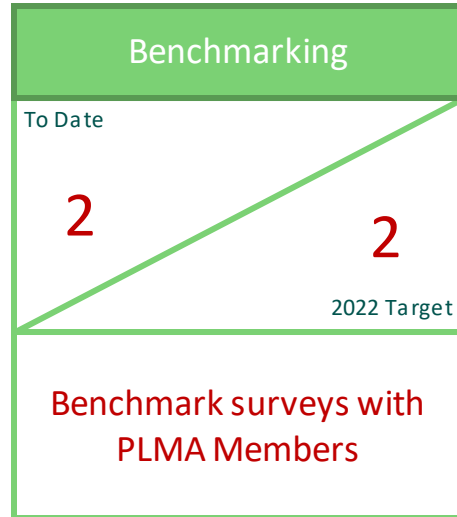
Tasks with Deliverables (Thru 2024)

Metric	Timeline
Benchmarking	<p>Develop and implement mechanisms designed to establish a benchmark for how much awareness or engagement PLMA members have around decarbonization and load management.</p> <ul style="list-style-type: none">Continue surveys with PLMA members on topics of interest and decarbonization initiatives
Education	<p>Develop and deliver educational content and delivery channels appropriate to meet PLMA members "where they are" to help build a vision of how decarbonization could be relevant to our collective work and vice versa.</p> <ul style="list-style-type: none">Conference sessions/panels and webinars on approaches, methods, challenges, and case studiesDevelop a powerpoint for "non-practitioners" including regulators, Regional EEAs, etc. on the using LM as a decarbonization toolULE Knowledge sharing session with member utilities on integrating LM with Decarb goals
Quantification	<p>Define the existing tools and data sets useful in translating kW/kWh into carbon impacts, considerations in using those tools/data, and implications for M&V</p> <ul style="list-style-type: none">Build out the load flexibility-carbon impact matrix that matches load, the role of M&V, and feedback from members on different use cases, tools, and data sets
Collaboration	<p>Coordinate and collaborate with other PLMA initiatives and interest groups to draw connections between decarbonization, rates, electrification/EVs, grid impacts.</p>

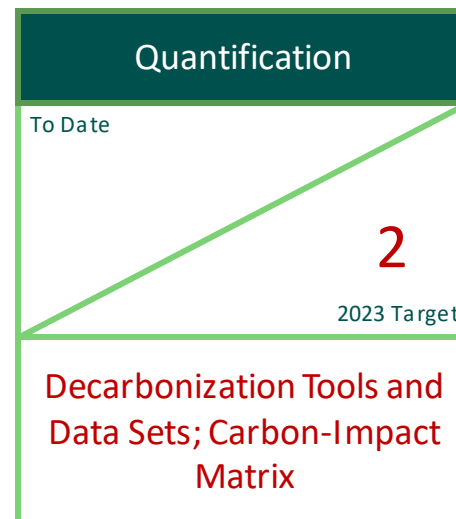
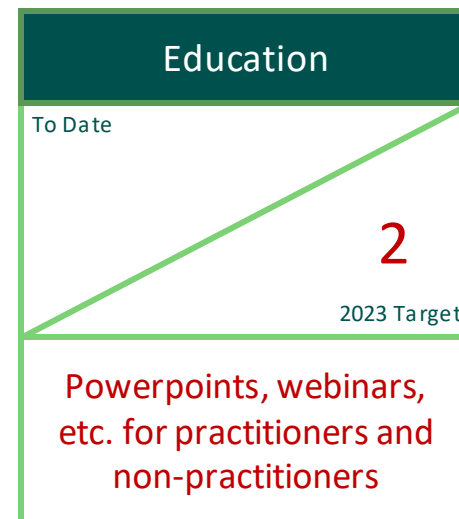
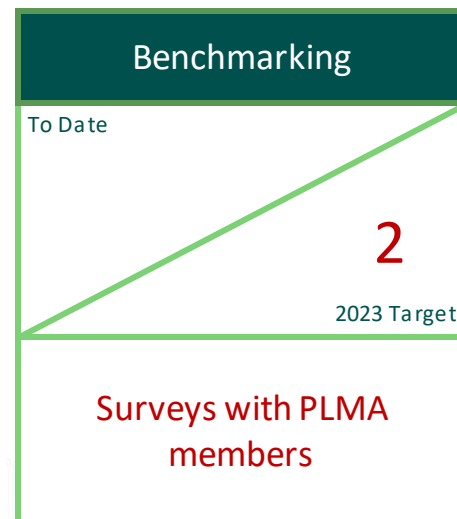


Metrics

2022



2023/2024



Enhance Diversity, Equity, and Inclusion

PLMA Strategic Initiative C
2022-2024



Goals & Objectives



Ensure PLMA's actions and content reflect our values with respect to Diversity, Equity, and Inclusion. The PLMA community's embodiment of DEI values becomes an example to the energy industry.

- Finalize **DEI Framework**
- Encourage and support **Affinity Groups**
- Assist with **internal DEI** communication and coordination
- Facilitate **external DEI** outreach and coordination

Proposed PLMA DEI Statement:

PLMA is committed to building a diverse, equitable and inclusive community amongst its load management practitioners and the communities they serve. We celebrate our differences and promise to foster an environment of equity and mutual respect for all members.

Taskforce Volunteers: Melissa Knous, Amber Mullaney, Raul Flores, Rebekah Grant, Robin Maslowski



Tasks with Deliverables (Thru 2024)



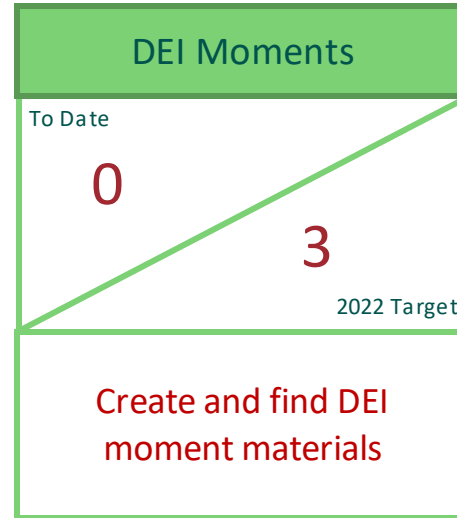
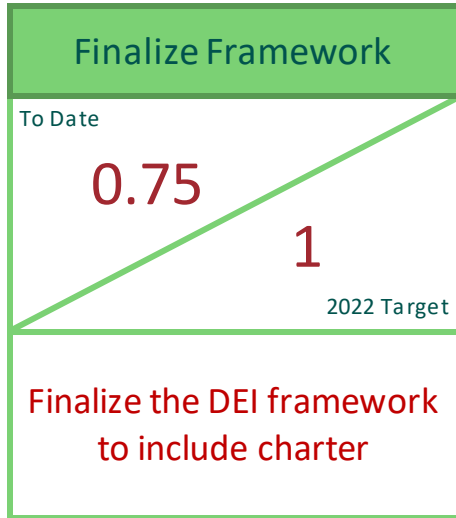
Metric	Timeline
Phase 1: Education & Planning	<ul style="list-style-type: none">• Identify and engage an external training/education provider• Identify areas for PLMA focus (e.g., age, BIPOC, disabilities, gender, gender identity, socioeconomic)• Establish DER Framework, including timeline and phases of implementation for internal communications, policies, programming, and projects
Phase 2: Internal	<ul style="list-style-type: none">• Review of internal policies and opportunities for strengthening DEI aspects• Create and distribute informational and educational materials on DEI• Develop DEI statement, landing pages, resource center, toolkits, etc.
Phase 3: External	<ul style="list-style-type: none">• Establish timeline and key objectives of completion• Identify and discuss best practices for underserved communities in PLMA sessions, trainings, etc.• Create awareness surrounding industry needs and interest driven by DEI• Curate external content focused on equity of DEI incorporation and participation rates



Metrics

2022

C
Enhance Diversity,
Equity, and Inclusion



2023/2024



EV Impacts to the Grid

PLMA Strategic Initiative D
2022-2024



EV Impacts to the Grid

Amplify learnings taking place on managing EV load impacts to the grid, including: V2G pilots, managed public charging, rates, etc.

Taskforce Volunteers: Allison Hamilton & ET IG Co-Chairs (Katie Parkinson, Kessie Avseikova, Meghan Jennings, Nick Bengtson), Rich Philip

- **Leverage efforts of EV IG (without taxing the volunteer co-chairs)**
- **Engage New Members**
- **Amplify learnings via a variety of channels**
- **Leverage efforts of other Strategic Initiatives, as opportunities are presented**

EV Impacts to the Grid

Tasks with Deliverables

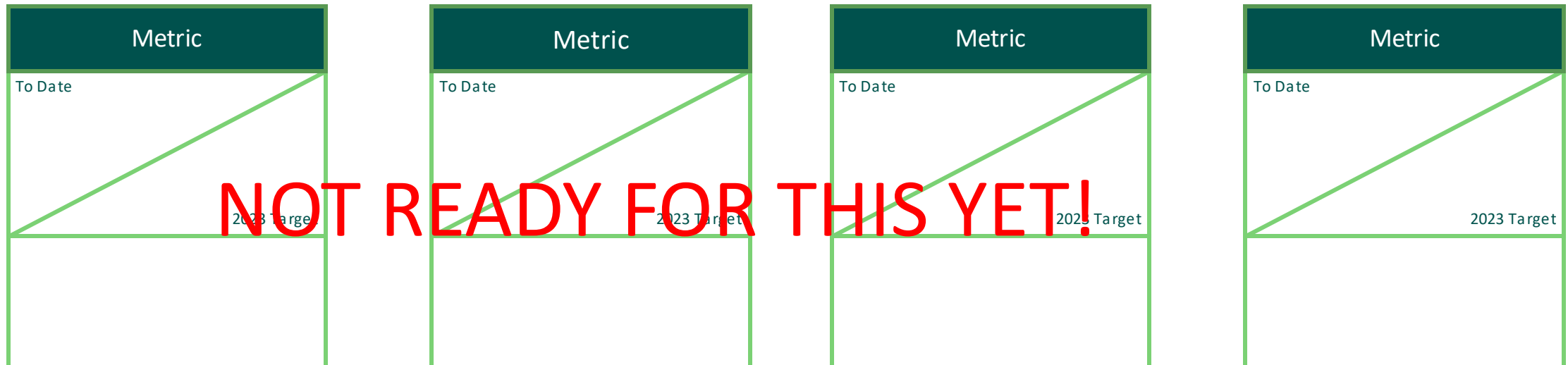
Metric	Timeline
One-Day Conference by 6/30/2023	Execute a one-day conference focused on Topics in EV Managed Charging
Additional Programming (these are ideas)	(2-4?) Load Management Dialogues, focused on EV topics Special Session at a 2023 PLMA Conference on Wednesday afternoon? Collection of Case Studies or a Newsletter



EV Impacts to the Grid

Amplify learnings taking place on managing EV load impacts to the grid, including: V2G pilots, managed public charging, rates, etc.

Taskforce Volunteers: Allison Hamilton & ET IG Co-Chairs (Katie Parkinson, Kessie Avseikova, Meghan Jennings, Nick Bengtson), Rich Philip



Operational Imperatives

2022-2024 Strategic Plan Follow Up

Operational Imperative 1: Strategic Marketing
November 14, 2022



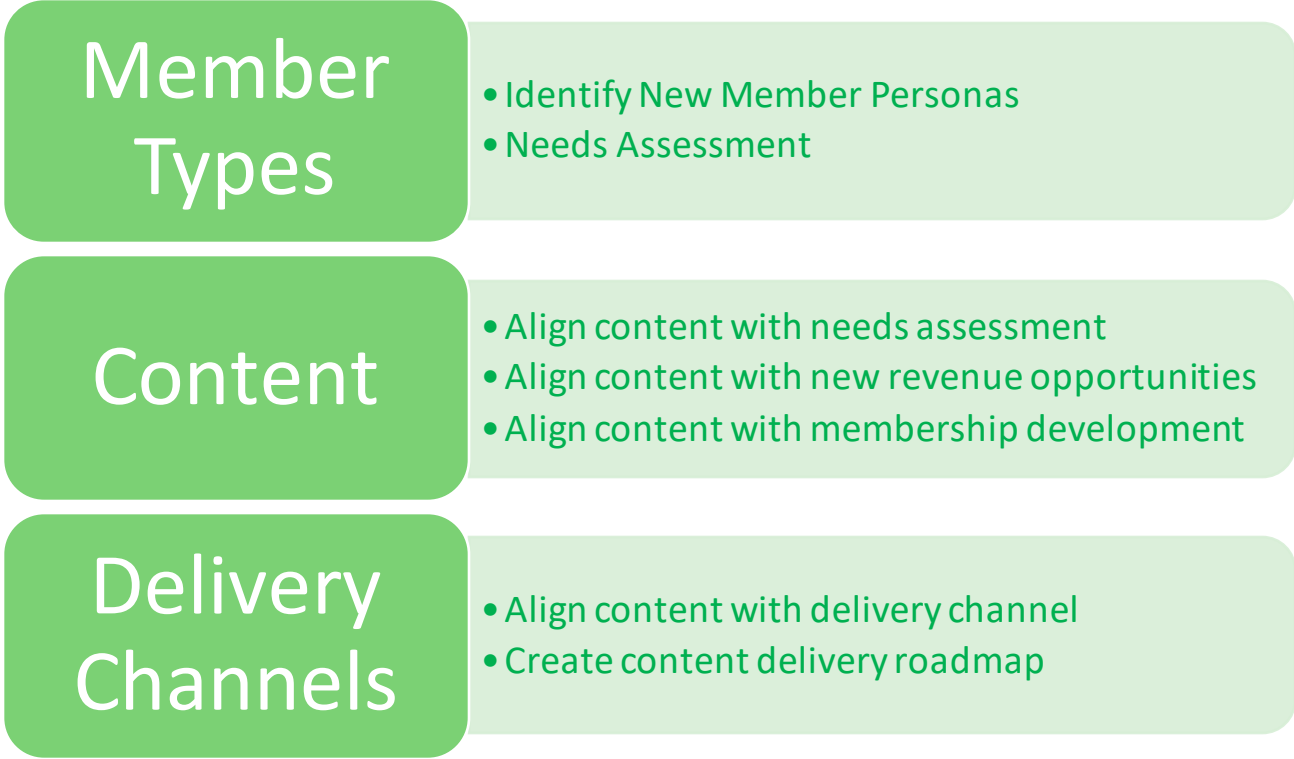
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Strategic Marketing

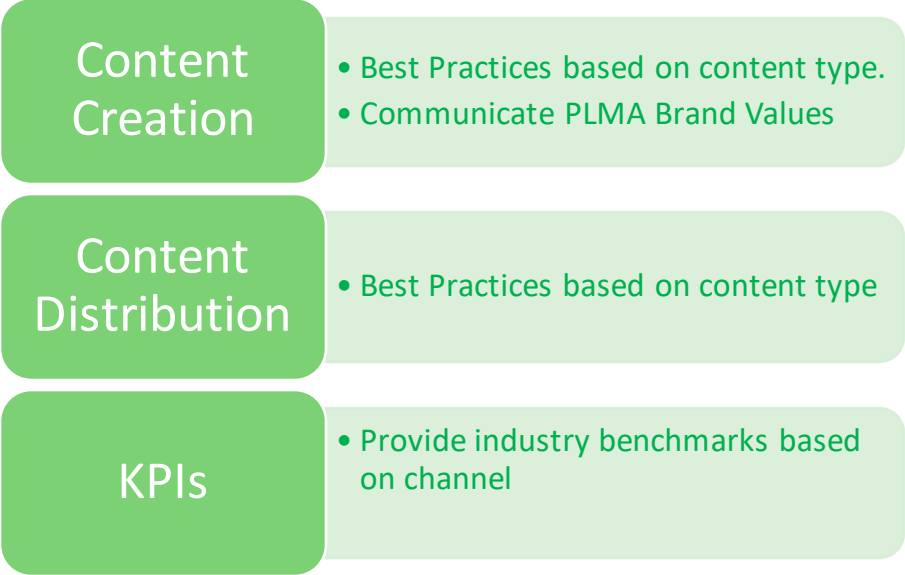
Raise the “*Voice of Load Management Practitioners*” among industry stakeholders who need unbiased information, lessons learned, and practical insight about the DR & DER evolution.

1. 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 types** and content delivery channels and methods
 - Phased approach for plan implementation starting with highest impact measures
 - **Alignment with revenue strategy**
 - **Alignment with membership development** 
2. Initiate phased implementation of the plan via a “Raise the Voice” (or similar) marketing campaign
3. Engage marketing professionals to help develop the campaign and to recommend updates to the graphic design of PLMA branded content

Tasks with Deliverables



Working Group



SWAT Team of Marketing Professionals



1 Strategic Marketing

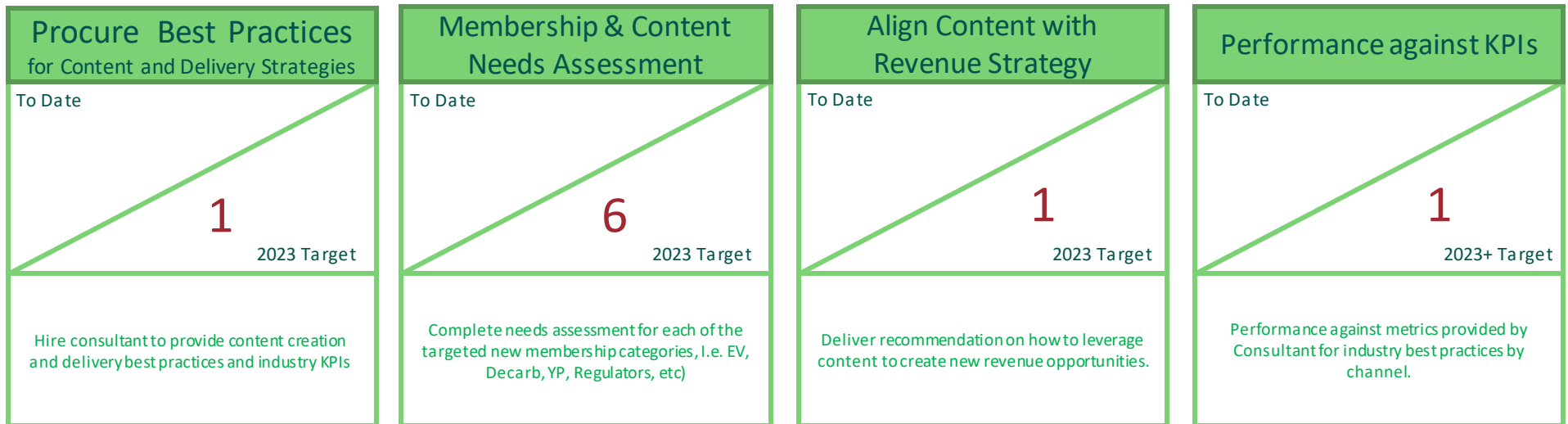
Taskforce Volunteers: Kari Binley (lead), Michael Brown, Lenore Zeuthen, Amy Schmidt, Rich Baron, Robin Maslowski

Standing Meeting Dates: 10/11; 10/18; 11/1 (Bi-weekly on Tuesdays)

2022 Targets



2023 - 2024



1

Strategic
Marketing

Tasks with Deliverables- Appendix

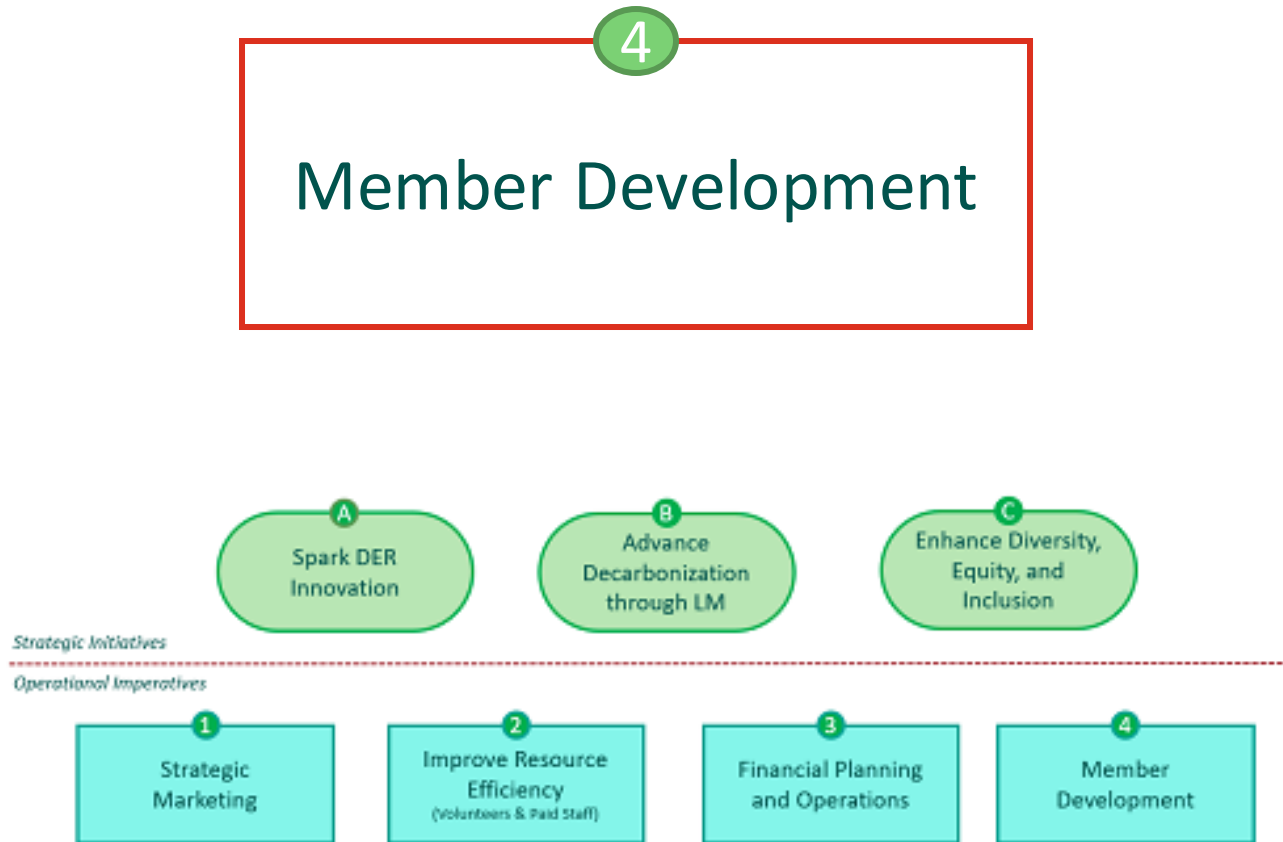
Brand-Consultant	Addressing new member types (YP, EV, Decarb, Investment)	Content	Delivery Channels
Review Draft Plan & existing branding Provide recommendations and refine as needed	Refine category definitions and then build out personas	Align content with Needs Assessment for each persona	Content Creation Roadmap
Content Distribution Strategy w/ Best Practice Manual	Needs Assessment for each persona (what content do they need? Where do they currently go?)	Align content with revenue opportunities	Align delivery channel with revenue opportunities.
Best practice on content based revenue generation strategies	Create target list of desired members (I.e. specific people or companies)	Align with membership development	Content Creation Best Practice Training
Content Creation Best Practices		Templates for Content Creation	
Provide KPIs based on industry benchmarks	KPIs	KPIs	KPIs



Member Development

PLMA Operational Imperative #2
2022-2024





Member Development

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

Team Lead: Olivia Patterson with Justin Chamberlain,
Jenny Roehm, Monica Hammond

- Strategically drive the engagement and development of current and prospective PLMA members through:
 - Retention: Focus on enhanced member retention
 - Reach: Targeted engagement to strategically grow new member companies
 - Depth: Guide increased engagement with staff at existing member companies
 - Development: Cultivate bench of future leaders for volunteer positions
- Ensure collaboration with relevant operational imperatives and alignment with strategic initiatives.

2022

Enhance Member Experience

To Date

4

4

2022 Target

Hold new member orientations /breakfasts /lunches at PLMA events

Increase Group Engagement

To Date

30+

30

2022 Target

Deliver interest group boot camp at all PLMA events to drive engagement, answer questions and recruit new members to participate. Measurement based on meeting attendees.

Formally Mentor Members

To Date

12

20

2022 Target

Establish mentoring connections out of this program. Measurement based on meeting attendees.

Publish Leadership Bios

To Date

4

4

2021 Target

Develop bios for elected officers and have information posted on the website. Work to engage Executive Committee and Interest Group Chairs.

Define what it means to be part of PLMA

To Date

1

1

2021 Target

PLMA is a member driven volunteer organization. Develop information and process maps on what it means to be a Board Member, an Executive Committee Member, an Elected Officers and Interest Group Chair of PLMA.

2023/2024

Retention: Member Interviews

To Date

0

10

2023 Target

- Conduct 5 exit and 5 stay interviews

Reach: Member Analytics

To Date

0

1

2023 Target

- Conduct member analytics
- Coordinate with strategic marketing

Depth: Board Member Mentors

To Date

0

1

2023 Target

- Launch board member mentorship program

New Member Materials

To Date

0

3

2023 Target

- Launch new member content
- Launch quarterly new practitioner training
- Launch buddy/orientation sessions

Leadership Development

To Date

0

6

2023 Target

- Identify and create a list of future volunteers

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, PLMA Chair
Get Smart



PLMMATM

The logo features the acronym 'PLMMA' in a bold, dark teal, sans-serif font. A red horizontal line runs beneath the letters, with a red triangular peak rising from the line under the final 'A'. A small 'TM' trademark symbol is positioned to the upper right of the 'A'.

Load Management Leadership