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15. Austin Energy
16. AutoGrid
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18. Beneficial Electrification League
19. Berkshire Hathaway Energy
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22. Blackhawk Network
23. Bonneville Power Administration
24. BTES
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26. Calico Energy
27. Central Hudson Gas & Electric
28. Centrica Business Solutions
29. Chelan PUD
30. City of Tallahassee Utilities
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32. CLEAResult
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34. Colbun
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36. Con Edison
37. Connected Energy
38. Consumers Energy Company
39. CPower Energy Management
40. CPS Energy
41. Customized Energy Solutions
42. Dairyland Power Cooperative
43. DNV GL
44. DTE Energy
45. Duke Energy
46. E Source
47. E4TheFuture
48. Eaton
49. ecobee
50. Edison Electric Institute
51. Efficiency Vermont
52. Emerson Climate Technologies
53. Enbala
54. Encycle
55. Enel X
56. Energy Datametrics
57. Energy Federation
58. Energy Solutions
59. EnergyHub
60. EnerVision
61. Entergy
62. EPRI
63. ERS
64. Eversource
65. Extensible Energy
66. FirstEnergy
67. FleetCarma
68. FPL
69. Franklin Energy
70. GDS Associates
71. Generac
72. Georgia Power Company
73. Google (Nest)
74. Great River Energy
75. GridOptimize
76. GridPoint
77. Hawaiian Electric Company
78. High West Energy
79. Honeywell Smart Energy
80. ICF
81. Idaho Power
82. IGS Energy
83. Illume Advising
84. Indianapolis Power & Light Co.
85. Integral Analytics
86. IPKeys Power Partners
87. Itron
88. Jackson EMC
89. Kansas City Power & Light
90. Landis+Gyr
91. Leap
92. Lockheed Martin
93. Minnesota Power, an ALLETE Company
94. Modesto Irrigation District
95. National Grid
96. NRECA
97. Navigant
98. NB Power
99. New Braunfels Utilities
100. New Hampshire Electric Cooperative
101. New York Power Authority
102. Nexant
103. North Carolina Electric Membership Corporation
104. Northwestern REC
105. NRG Curtailment Solutions
106. NTC
107. OATI
108. Oklahoma Gas & Electric
109. Olivine
110. Oncor Electric Delivery
111. Open Systems International
112. OpenADR Alliance
113. Opinion Dynamics
114. Orange and Rockland Utilities
115. Oracle
116. Pacific Gas & Electric
117. PECO, An Exelon Company
118. Pepco, an Exelon Company
119. Portland General Electric
120. Powerley
121. PowerSouth Electric Cooperative
122. PPL Electric Utilities
123. Public Service Company of Oklahoma
124. Rappahannock Electric Cooperative
125. Resideo
126. RF Demand Solutions
127. Sacramento Municipal Utility District
128. Salt River Project
129. San Diego Gas & Electric
130. Schneider Electric
131. Scope Services
132. ScottMadden
133. Sensus USA
134. Shifted Energy
135. Skipping Stone
136. Smart Electric Power Alliance
137. Smartenit
138. SolarEdge Technologies
139. Southern California Edison
140. Southern California Gas Company
141. Steffes
142. Tantalus
143. Tennessee Municipal Electric Power Association
144. Tennessee Valley Authority
145. Tetra Tech
146. The Brattle Group
147. Threshold
148. Tierra Resource Consultants
149. Tri-State Generation & Transmission
150. Trickle Star
151. Tucson Electric Power
152. Uplight
153. Utility Load Management Exchange
154. Vectren
155. Virtual Peaker
156. Warranty Design
157. Waseda University
158. WaterFurnace
159. West Monroe Partners
160. Xcel Energy
161. Zen Ecosystems
162. Zeuthen Management Solutions
163. ZOME

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Call to Order

PLMA Fall 2019 Board Meeting
St. Petersburg – November 4, 2019

Chair's Welcome

Welcome to Special Guests

- **Founders**
  - Joel Gilbert, Apogee Interactive
  - Elliot Boardman

- **Past Board Chairs**
  - Ed Cooley, Vistra Energy (1999-2001)
  - Ross Malme, Skipping Stone (2002 – 2005)
  - Joel Gilbert, Apogee Interactive (2006 – 2007)
  - Dick Preston, Energy Grid Services (2008 – 2009)
  - Paul Tyno, Buffalo Energy Advisors (2010 – 2015)
  - Rich Philip, Duke Energy (2016 – 2017)

Board Policies

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

Election Officer Report

Policy at: 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. Call for Nominations for Officers & At-Large Directors
2. Ballots Approved by Executive Committee
3. Early Voting Online by Board Members & At-Large Representatives
4. Paper Ballot Tonight
5. Validate Results and Announce Tonight
6. Terms Begin at Conclusion of Fall Conference

Association Structure

Executive Committee

4	8
Elected Officers	Elected Members

PLMA Staff

Executive Director, Member Services, Registration, Sponsors, Resources, Website, Database

PLMA Board of Directors

"Seated" (voting)

1 Board Seat per Sustaining Member	1 Board Seat per Advisory Member	At-Large
37	86	4
Directors	Directors	Elected Directors

"At-Large" (non-voting)

Associate Members	Academic Members
38	1

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15 New Members Since Spring 2019 Meeting

Secretary Report

- **Fall Conference - Minneapolis Board Minutes Approval**
  - Posted at: www.peakload.org/board-home-page

Motion to accept minutes as posted?

- **By-Laws Vote for Elected Positions Vacancies**
- **Policy Updates**
  - Update on procedural policies
- **Conference Metrics**

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By-Laws Change Overview

Status: Requires Board of Directors Vote on By-Laws Changes

- **Issues**
  - Elected members become ineligible to continue to hold position
  - Costly and disruptive to hold a special election
- **Policies**
  - Bylaws, Election, Membership,
- **History**
  - Coronado Board Meeting (Spring 2018) – Communicated issue and need
  - Summer 2018 – Executive Committee reviewed and approved working approach
  - Austin Board Meeting (Fall 2018) – Communicated approach was used in 2018
  - **St. Petersburg (Fall 2019) - Board vote on Backfill Elected Position changes in By-laws**
- **Bylaw Changes**
  - Remove redundancies.
  - Modify By-laws for consistent language across all elected officials
  - Put the “How” into the policy documents
  - Allow Strategic Plan Committee to review and revise succession approach

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By-Laws – 2019 Process

Status: Requires Board of Directors Vote on By-Laws Changes

- **Requirements**
  - **50% of PLMA Board must approve By-Law changes**
- **Milestones**
  - Communicated Process in Minneapolis
  - Extensive review by Officers
  - Review and Acceptance by Executive Committee
  - Published to Voting Board Members in October
  - Held Recorded Screen Share Presentation and Discussion Session
- **Board Meeting Vote**
  - **Discussions/ Questions**
  - Motion to proceed to Vote
    - Approve By-Law Changes
    - Reject By-Law Changes

} Motion to accept By-Law changes as posted

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Leadership Election Process

- **Status**: Contingent upon By-Law modification approval.
- Process
  - Draft Document reviewed by Executive Committee
  - Complete modifications and have final review with Executive Committee
  - Vote by Executive Committee to approve
- Election Cycle
  - Original: At-Large Directors are elected for a two-year term at the Fall Conference session in odd years …
  - Revised: The number of At-Large Directors to be elected shall be based on the number of Associate and Academic Members 60 days before the Fall Board Meeting."
  - Reason: Want At-Large Directors to be on same cycle as officers.
- Vacancies
  - Language drafted.
    - Initial internal review complete
    - Working on use cases and edge conditions.

Membership Policy

- Status: Revised
- Updates
  - Category A Sustaining Member can purchase 6 additional passes.
  - At-Large Director number of board seats clarified
  - Removed Election Process information
- Next Steps
  - Provide comments to Officers or Executive Committee
  - Executive Committee to agree on final version and approve

Volunteer Expense Reimbursement Policy

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

Document Retention Policy

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

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

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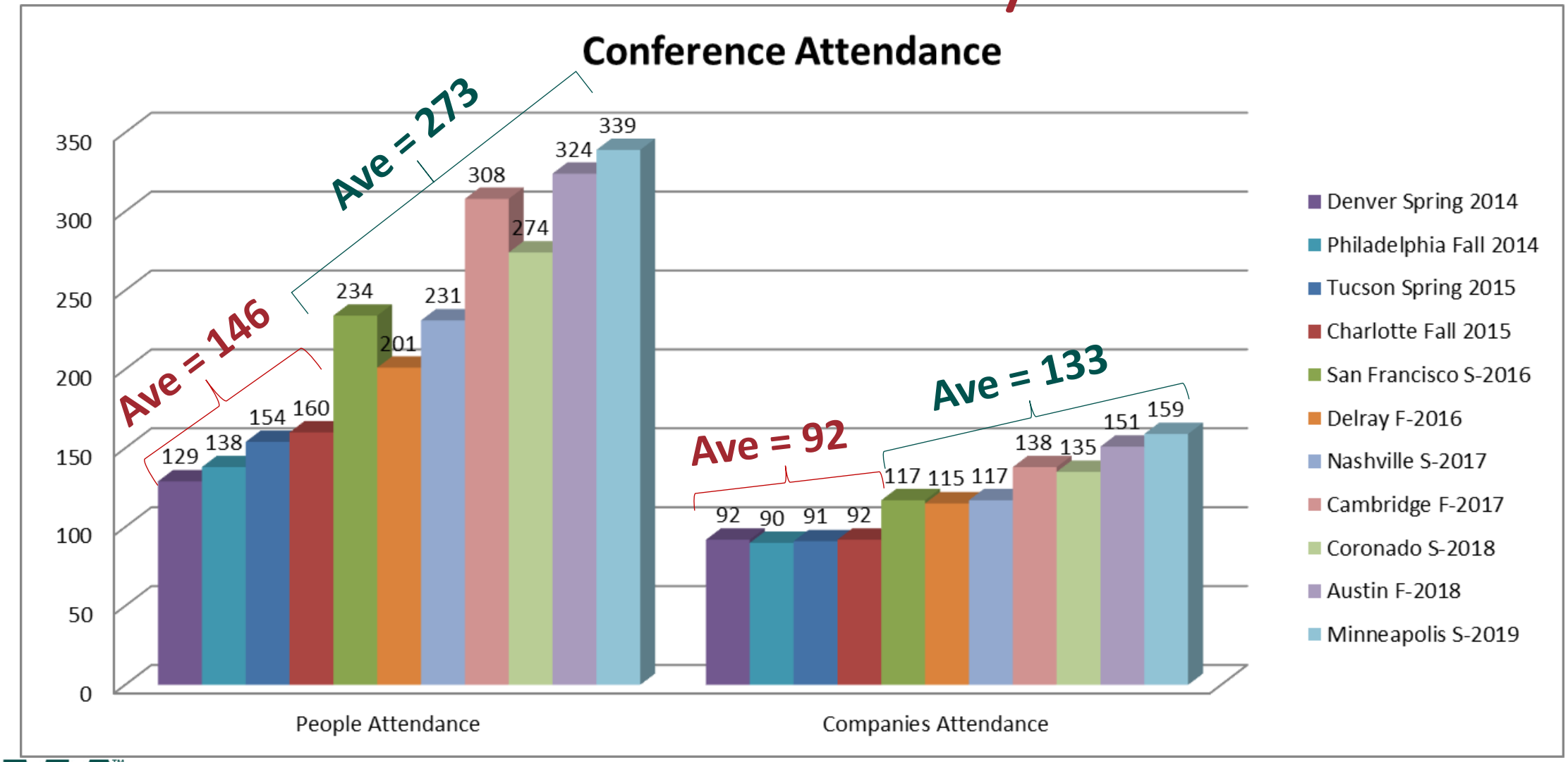
Conference Attendance History



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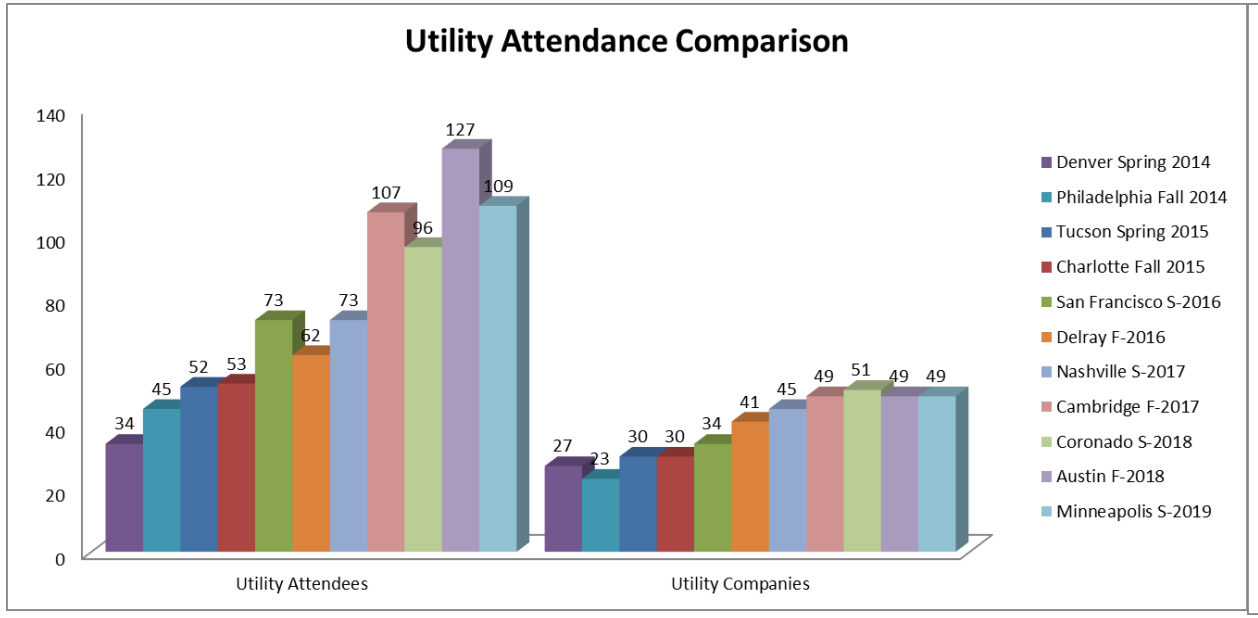
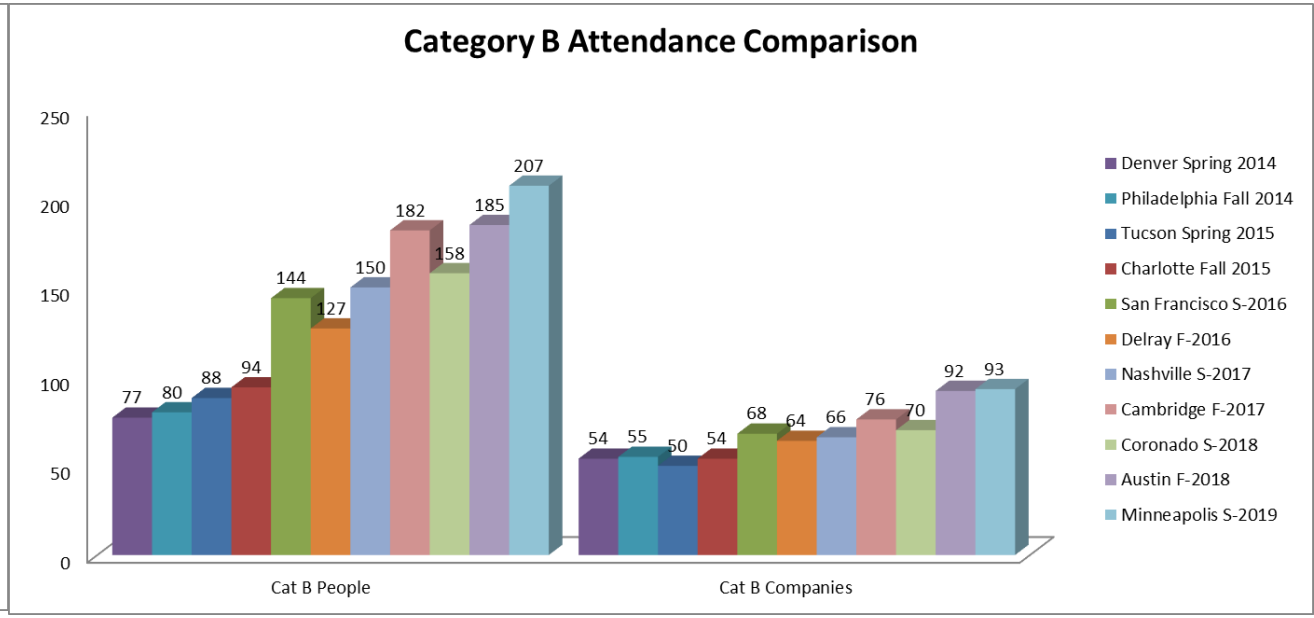
Minneapolis First Time Participation = 178 = 53%

Category Attendance Analysis





Core Metrics	Avgerage 10 Conferences	Minneapolis
People - Utility /Total	33%	32%
Companies - Utility /Total	33%	31%

Stable Utility Participation

Participation per Company	Avgerage 10 Conferences	Minneapolis
Utility	1.9	2.2
Vendor	1.9	2.4

Increasing Participation per Company

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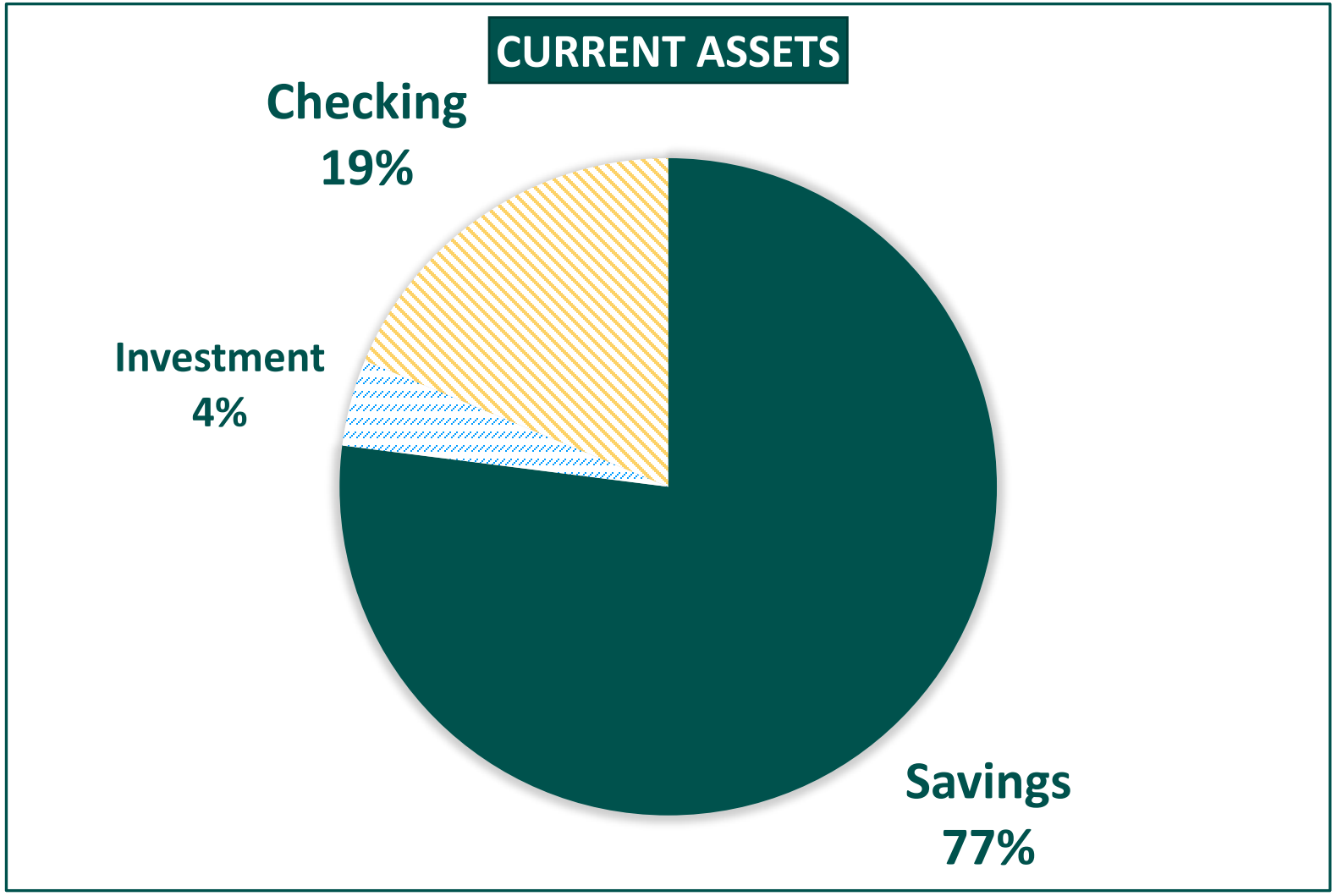
Financial Report – Balance Sheet Overview

ASSETS		
Current Assets		
Bank Accounts	$702,919	
Accounts Receivable	$0	
Other	$0	
Prepaid Expenses	$50,000	
TOTAL ASSETS		**$752,919**
LIABILITIES AND EQUITY		
Current Liabilities		
Account Payable	$17,208	
Credit Cards	$16,677	
Other	$0	
Deferred Revenue	$0	
TOTAL LIABILITIES		***$33,885***
EQUITY		
Retained Earnings	$485,386	
Net Income	$233,648	
TOTAL EQUITY		***$719,034***
TOTAL LIABILITIES AND EQUITY		**$752,919**



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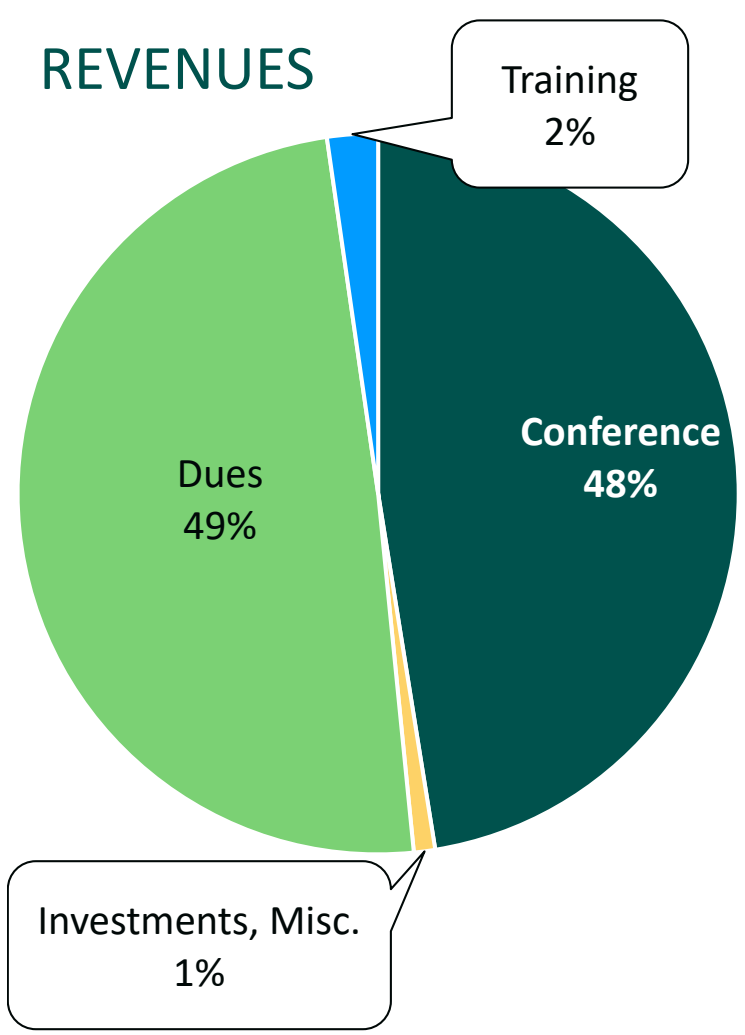
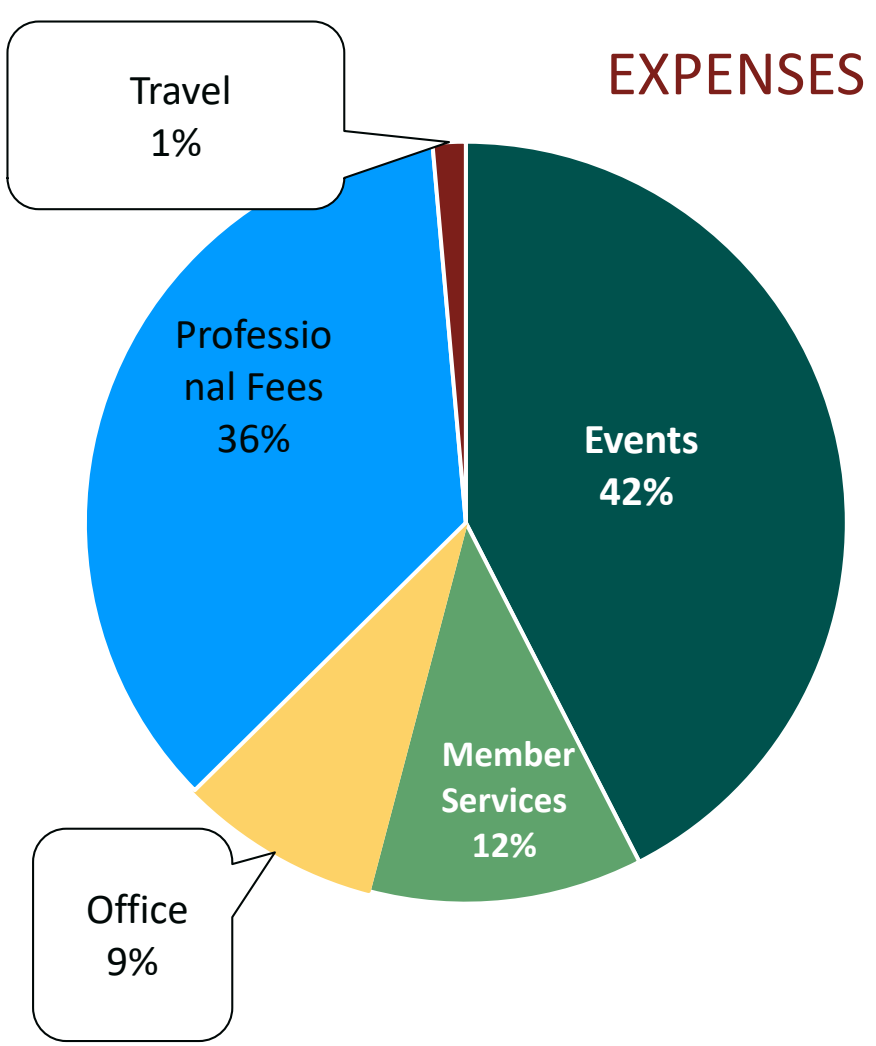
Based on financial statements prepared by Rood and Assoc., as of September 30, 2019.

Financial Report – Profit & Loss Overview

REVENUES	
Dues	410,018
Conference	394,736
Training	18,932
Investments, Misc.	7,934
Total Revenues	831,619
EXPENSES	
Events	253,985
Professional Fees	215,232
Member Services	69,549
Office	50,834
Travel	8,371
Total Expenses	597,972
Net Income	**233,648***





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* Compare to Budgeted Net Income through September 30: $164,120

Based on financial statements prepared by Rood and Assoc., as of September

Fiscal Committee Activities

- Updated Fiscal Policy with CPA Review
  - worked to strengthen internal controls
  - implemented Bill.com
- Reviewed Insurance Coverage
- Completed Independent Audit
  - gearing up to implement auditor recommendations

Independent Auditor Report

Eric Fontana, Fontana CPAs

Executive Director Report

- Volunteers are PLMA's Lifeblood
  - Formation
  - Transition Planning
  - Interest Groups
  - Training Courses
  - Scoring Conference and Award Abstracts
  - Speakers Bureau and Ally Outreach

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

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CONNECTED DEVICES

Co-Chairs:
Justin Chamberlain, Olivia Patterson, Poornima Eber, and Tamar Rousan

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

What activities would you most like us to feature during our pre-conference session?

ANSWER CHOICES	RESPONSES
Workshops or skill-development presentations	42
Panel discussion of senior level female DSM professionals	39
Fireside chat (in-depth Q&A) with executive level female DSM professionals	36
Small, moderated discussion groups among other session attendees	28
Unstructured networking mixers	23
Case studies discussion	16
Team-building exercises	11

What topics would you most like us to address?

ANSWER CHOICES	RESPONSES
Challenges women experience in the DSM industry, as well as strategies for mitigating them	47
How to build, manage and foster diverse teams, and/or develop female talent	36
Career progression to executive level positions	28
Mentorship: how to find a mentor, how to be one	25
Entrepreneurship within corporate environments	16
Mid-career changes from one function to another (e.g. regulatory policy to program management)	17
Mid-career changes from one employer type to another (e.g. utility to consulting)	17
How to recover from or avoid communication gaffes when working with other genders	15

What is your motivation for joining Women in DM?

ANSWER CHOICES	RESPONSES
Expand my network with other women working in DSM	51
Learn from the experiences of other female professionals	39
Hear more about the female experience and improve my management skills	30
Advice and/or training on how to best manage my career in this industry	28
Increased contact with female DSM executives	23
Identify female talent to grow my own team and/or recruit for my company	12
Share my own experiences with other women and compare notes	11

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

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CUSTOMER ENGAGEMENT

Co-Chairs:
Andrea Simmonsen, Sharyn Barata, Scott Jarman, and Tracy Schmidt

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GLOBAL LOAD MANAGEMENT

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

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Conference Planning

Co-Chairs:
Melissa Knous, Michael Ohlsen, and SaLisa Berrien

Thanks to Conference Abstract Scorers*

- Chris Ashley, EnergyHub
- Rich Barone, Hawaiian Electric
- SaLisa Berrien, COI Energy Services
- Cindy Berry, Austin Energy
- Kari Binley, ecobee
- Michael Brown, NV Energy
- Joseph Childs, Eaton
- Laurie Duhan, Baltimore Gas & Electric
- Troy Eichenberger, Tennessee Valley Authority
- Brett Feldman, Navigant
- Randy Fish, Shifted Energy
- Kate Flores, Honeywell Smart Energy
- Debyani Ghosh, Navigant
- Allison Hamilton, NRECA
- Eileen Hannigan, Illume Advising
- Pete Harbin, Carina
- Rich Hasselman, GDS Associates
- Jonathan Hoechst, Tetra Tech
- Scott Jarman, Austin Energy
- Ruth Kiselewich, ICF
- Melissa Knous, Duke Energy
- Ross Malme, Skipping Stone
- Paul Miles, PECO
- Meridith Nierenberg, West Monroe Partners
- Michael Ohlsen, Tallahassee Electric Utilities
- Olivia Patterson, Opinion Dynamics
- Jeff Perkins, ERS
- Rich Philip, Duke Energy
- Elizabeth Reid, Olivine
- Jenny Roehm, Schneider Electric
- Joel Schofield, Threshold
- Andrea Simmonsen, Idaho Power
- Mike Smith, National Grid
- Lynn Stein, E Source
- JT Thompson, Enbala
- Clare Valentine, E Source
- Kitty Wang, Energy Solutions
- Paul Wezner, Powerley

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*40 People Scored Abstracts. Score for the 41st Conference at signup@peakload.org

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Load Management Leadership

41st Conference
Scottsdale, AZ

Mark Your Calendar for

41st PLMA Conference

April 20-22, 2020 – Scottsdale, Arizona

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PLMA™
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42nd Conference
Baltimore, MD

Mark Your Calendar for

42nd PLMA Conference

Nov. 9-11, 2020 – Baltimore, Maryland

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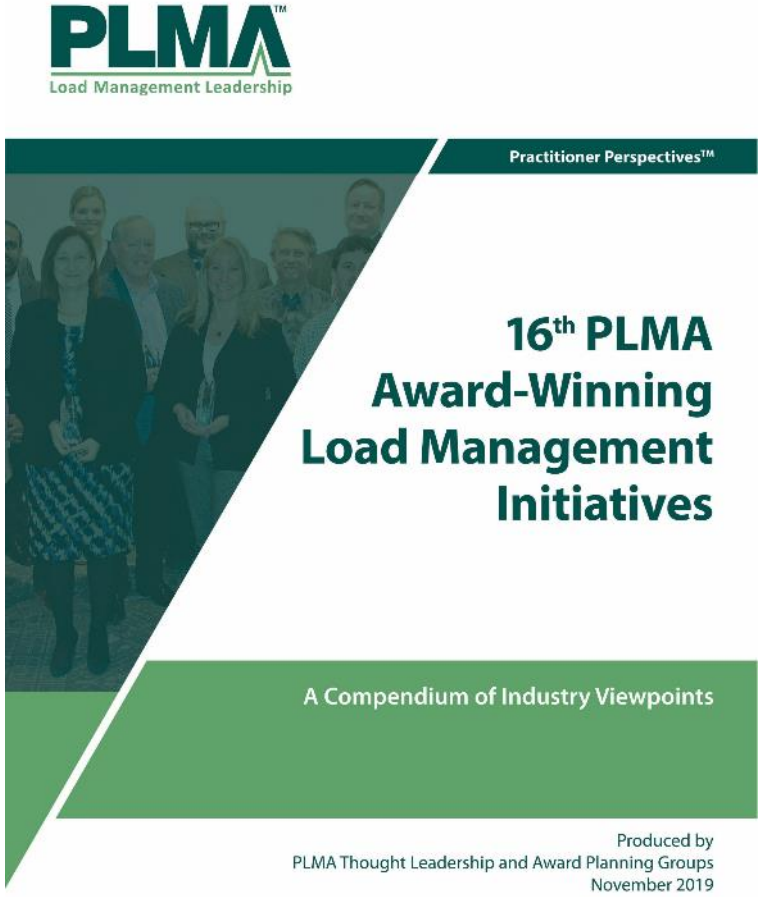
Awards Program

Co-Chairs:
Laurie Duhan and Michael Smith

16th PLMA Award Program Milestones

- Nov. | Compendium Published
- Dec. | Volunteer Judges Recruited
- Jan. | Call for Nominations
- Mar. | Deadline for Nominations
- April | Winners Selected
- May | Spring Conference Presentation
- May-Sept | DR Dialogues Featuring Award Winners



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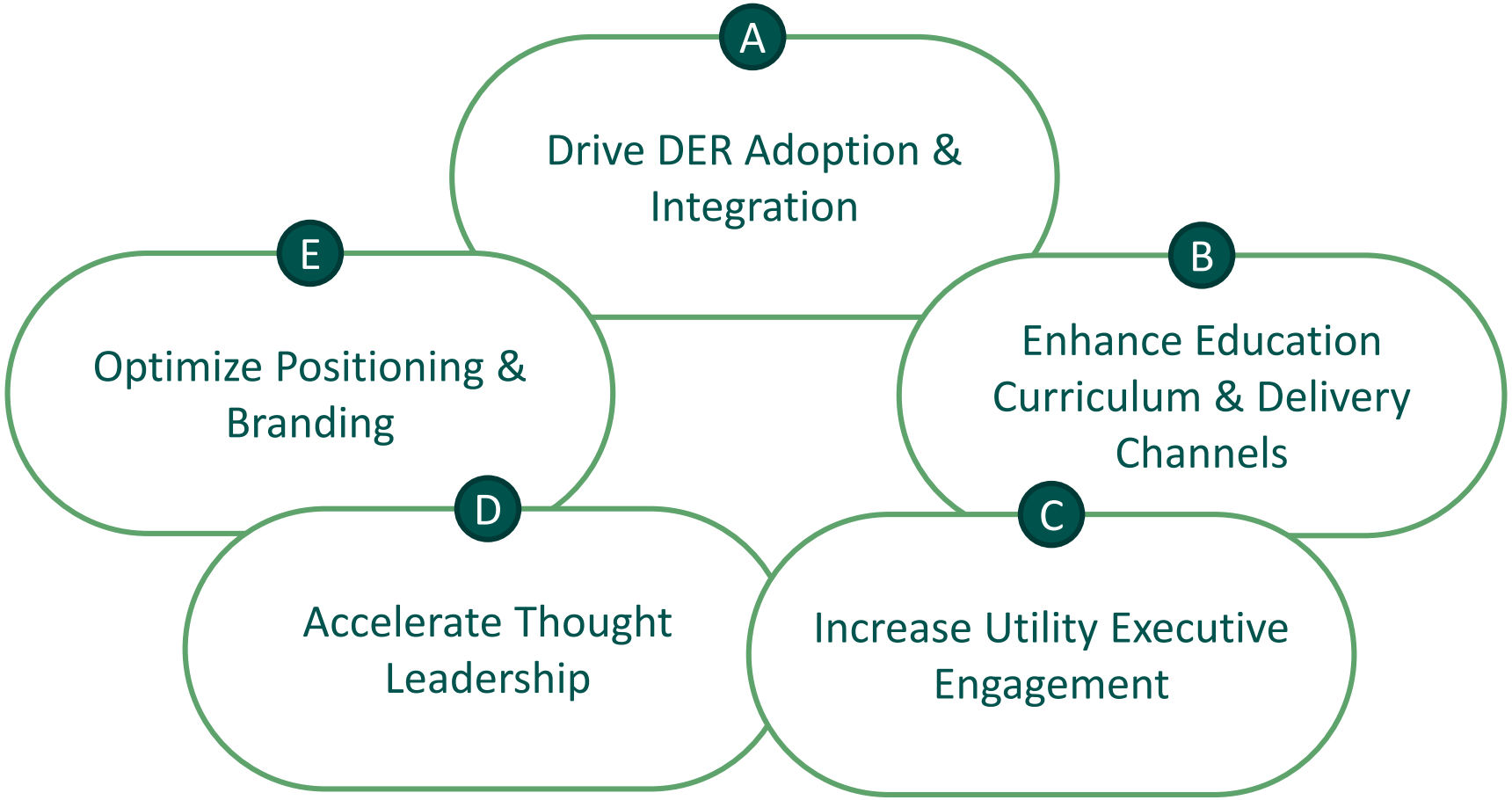
Strategic Vision 2019

Strategic Initiatives



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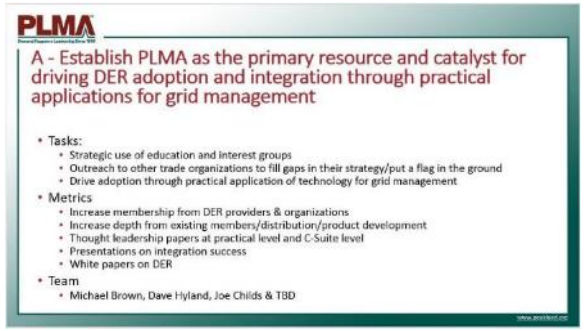
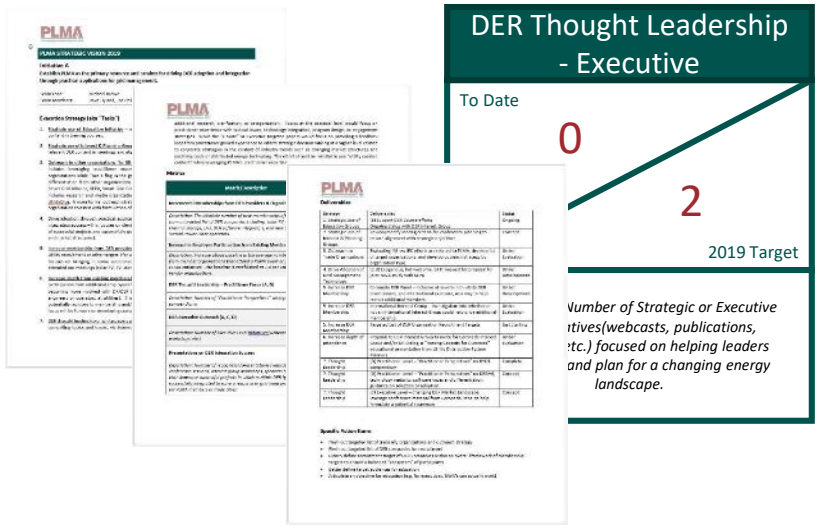
Development & Execution Process



Vision 2019 Strategic Planning Retreat (August 2017 with report out in Fall 2017)



Metrics Development & Tactical Planning (report out in Spring 2018)

Fall 2018
Spring 2019
Updates

Vision 2021 Strategic Planning Retreat (August 2019)

Today's report out (Fall 2019) Vision 2019 Review & Vision 2021

Spring 2020 Update with final Metrics Development & Tactical Planning

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A

Drive DER Adoption & Integration

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

Team: Michael Brown, Dave Hyland, Joe Childs, Rich Barone, Dain Nestel

New DER Memberships

To Date 23

2019 Target 20

Description: The absolute number of new memberships after January 1, 2018 from a targeted list of DER companies including: solar PV, electric storage, thermal storage, EVs, DER software integrators, and new DER aggregators or Virtual Power Plant operators.

Depth of Participation

To Date 2.2

2019 Target 2.0

Description: Increase above baseline in the average number of employees from member organizations that attend a PLMA event or participate in PLMA initiatives. The baseline is established at 1.8 per utility and 1.9 per vendor organizations.

DER Thought Leadership - Practitioner

To Date 3

2019 Target 2

Description: Number of "Practitioner Perspectives" whitepapers or compendiums focusing DER program and technology implementation themes.

DER Thought Leadership - Executive

To Date 8

2019 Target 2

Description: Number of Strategic or Executive Level initiatives(webcasts, publications, workshops etc.) focused on helping leaders understand and plan for a changing energy landscape.

Presentations on DER Integration Success

To Date 30

2019 Target 24

Description: Number of presentations (webcasts, conference sessions, interest group workshops, speakers bureau) that showcase successful projects in which multiple DER types were successfully integrated to solve a resource or grid need produced by PLMA for PLMA members or trade allies.

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B

Enhance Education Curriculum & Delivery Channels

"Continue enhancing the PLMA Education Strategic Initiatives by developing new delivery channels of training, improved industry-relevant curriculum, and a road map for its financial autonomy "

Team: Mark Martinez, Christine Riker, Ray Pustinger, John Powers

Course Attendance

To Date

596

500

2019 Target

Description: Increase the cumulative number of students at in-person courses produced by PLMA.

Online Course

To Date

1

1

2019 Target

Description: The number of online courses developed, such as online Introduction to DR course, or the transition of in-person course content into an online format.

Develop Financial Road Map

To Date

0

1

2019 Target

Description: The number of road maps developed that articulate the financial expectations and impacts of PLMA educational services.

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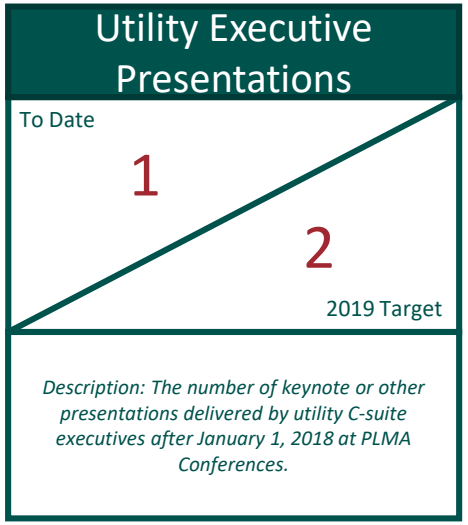
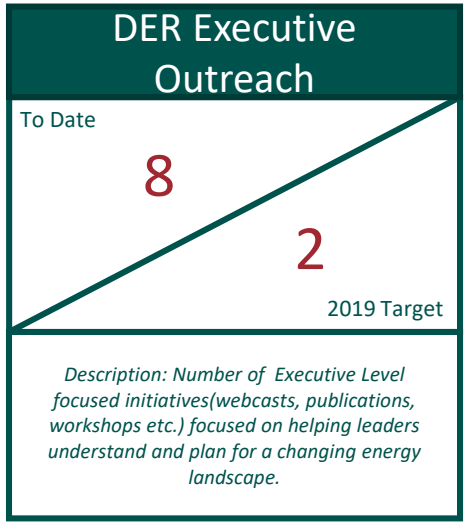
C

Increase Utility Executive Engagement

"Outreach to Utility Executives to engage with PLMA through focused actions"

Team: Paul Miles, Derek Kirchner, Rich Philip, Ruth Kiselewich





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D

Accelerate Thought Leadership

"Accelerate PLMA Thought Leadership Through More Aggressive Pursuit of Speaking Opportunities and Regular Creation of Meaningful Content"

Team: Rich Philip, Jenny Roehm, Robin Maslowski, Justin Chamberlain, Olivia Patterson

Publications	Speakers Bureau	Webcasts	Videos (includes podcasts)	Wiki(s)
To Date: 6	To Date: 20	To Date: 11	To Date: 10	To Date: 1
2019 Target: 6	2019 Target: 12	2019 Target: 8	2019 Target: 8	2019 Target: 1
Description: Number of papers published that demonstrate PLMA member expertise on key industry topics.	*Description: Number of PLMA Members that represented PLMA at relevant industry events.*	*Description: Number of joint thought leadership webcasts in partnership with PLMA allies.*	*Description: Number of strategically identified and recorded PLMA conference presentations for redistribution via additional channels (e.g. via website).*	*Description: Number of Wiki(s) created, such as a PLMA Wikipedia page, or PLMA web-site Wiki-style page.*

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E

Optimize Positioning & Branding

"Realign the PLMA Mission Statement, Branding, and messaging to reflect changing energy industry landscape"

Team: Ray Pustinger, Ruth Kiselewich, Stuart Schare, Wendy Brummer

Positioning Statement

To Date: Yes

2019 Target: Yes

Description: Indicates Executive Committee consensus on updated PLMA positioning statement.

Webpage Visitors

To Date: 1,029

2019 Target: 500

Description: Number of web page views for a newly-created webpage with Positioning Statement as trade press article reprint.

Mission Statement

To Date: Yes

2019 Target: Yes

Description: Indicates Executive Committee consensus on updated PLMA mission statement.

Branding Refresh

To Date: Yes

2019 Target: Yes

Description: Indicates Executive Committee consensus on branding refresh approach.

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Setting the Stage for Strategic Vision 2021

Survey Results Summary – Current State

- Current members favorite existing membership benefits are the Conferences, Member Passes, Interest Groups and Publications
- All existing benefits rated as high or medium value for more than 50% of respondents.
- Differences between utility members and other industry members—Member Passes, Interest Groups and Publications all rated higher for utility members. Industry members scored training classes much higher than utilities in this year's survey—a switch from 2017.
- Very few negative comments about existing benefits.

Survey Results Summary—Future Direction

- C-Suite Engagement – uneven interest across membership. Will need strong sponsorship and an eye toward leveraging other activities/initiatives in order to move forward.
- Policy Maker Engagement – Utility Members much more interested than others, but overall it is “luke-warm interest” with some risk of alienating existing members who are active in that area. Needs discussion.
- Exploring innovation in future business models does have interest across membership.

Survey Results Summary—Top Issues

- DER Integration
  - How to provide more value, following industry changes, role of DR, etc.
- PLMA Organizational Issues
  - Thought Leadership ideas/direction
  - Financial Plan
  - Interest Group management/planning/lifecycle management
  - How much can we expect from volunteers? (Strategic versus operational)
  - Succession Planning, Term Limits, and overall structure
- Conferences
  - How to improve (can we leverage material for more things, additional session approaches)
  - Engage Members to participate more during the sessions
- Where do Policy issues fit?
- C-Suite Engagement
- Training Improvements

Survey Results Summary – Utilities vs. "Industry" perspective

47 Valid Responses (as opposed to 68 in 2017)

	Utilities	"Industry"
Respondents	20	26
#1 Member Benefit	Conferences	Conferences
#2 Member Benefit	Passes for Conferences & Training	Passes for Conferences & Training
#3 Member Benefit	Publications	Interest Groups
Also Scoring Highly (above 50% "High Value")	Interest Groups, Webinars & Podcasts	

Strategic Vision 2021

Lessons Learned

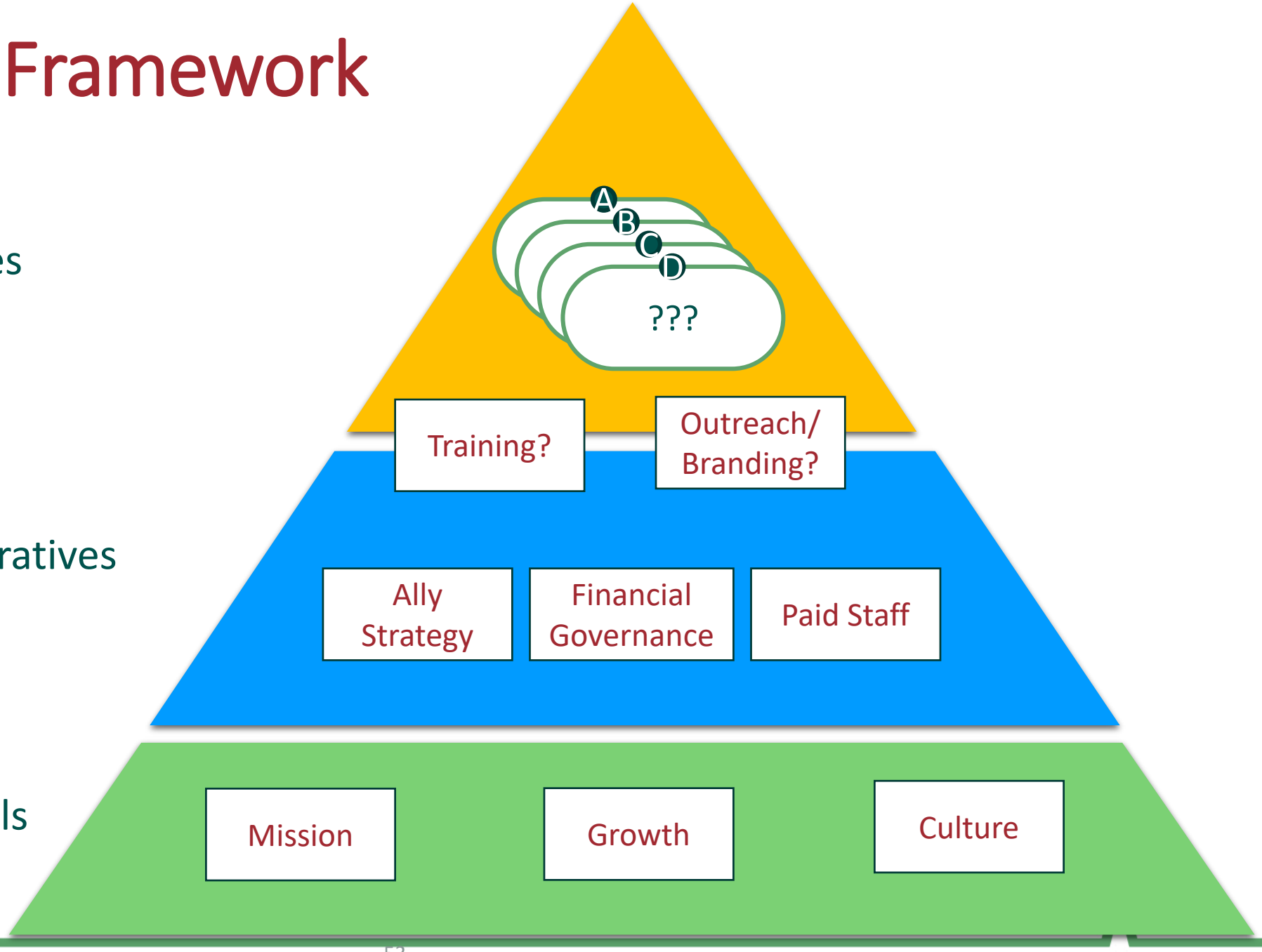
- Strong ask for volunteers to manage the logistics of regular team meetings to refine and track plan documents and metrics;
- Metrics allow demonstration of concrete progress against stated goals; however, some of the metrics deemed controversial (e.g. “New DER Memberships”)
- Strategic metrics discussion highlighted the need to also define operational and foundational metrics:
  - Performance metrics dashboard: *https://docs.google.com/spreadsheets/d/1pa9shRGSg4VOO-ytwQHBbEpMCmBH2WrzLat-zOVTN7M/edit?usp=sharing*
- Some of the metrics evolved and were refined (e.g. videos)

Development Framework

Strategic Initiatives

Operational Imperatives

Foundational Goals



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Key Initiatives

A
Spark DER Innovation

B
Foster DER Adoption

Strategic Initiatives

Operational Imperatives

1
Ally Strategy

2
Improve Resource Efficiency
(Volunteers & Paid Staff)

3
Financial Planning & Operations

4
Member Development

DRAFT

A

Spark DER Innovation

"Stimulate DER advancement by providing a process/platform for identifying industry needs an accelerating innovation"

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

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

A

Spark DER Innovation

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Tasks with Deliverables

Metric	By Dec. 2020	By Dec. 2021
Develop Idea Generation Process	-Engage members to recommend best ways to identify, prioritize, and disseminate greatest/emerging gaps/challenges and innovations* -Test methods to structure a process around member recommendations	-Implement idea generation process
Create Innovation Forum	-Develop concept for interactive innovation forum as a hub/platform for identifying industry gap areas and potential new solutions	-Implement innovation forum concept
Enhance PLMA Activities	-Engage PLMA Leadership to recommend best ways to coordinate activities and drive integration of DER innovation into all PLMA activities -Test methods to more proactively drive content for awards/conferences/webinars/training to align with innovation priorities	-Establish on-going communications among PLMA Leadership to give strategic focus to all activities -Create a structured way to drive PLMA activities/initiatives that address innovation priorities

* Includes coordination with Strategic Initiative B: Foster DER Adoption

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A

Spark DER Innovation

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

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

Develop Idea Generation Process

To Date

1

2021 Target

Description: Establish process to identify, prioritize, and disseminate greatest/emerging gaps/challenges and innovations

Create Innovation Forum

To Date

1

2021 Target

Description: Develop interactive innovation forum as a hub/platform for identifying industry gap areas and potential new solutions

Enhance PLMA Activities

To Date

6

2021 Target

Description: Create a structured way to drive PLMA activities/initiatives that address innovation priorities; influence awards, conference abstracts, webinars, and/or trainings

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B

Foster DER Adoption

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

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

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

B

Foster DER Adoption

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Tasks with Deliverables

Metric	By Dec. 2020	By Dec. 2021
Engage Practitioners through Sharing of DER Adoption Practices	-Promulgate 4 utility case studies or equivalent as measured by documentation in a PLMA-facilitated activity/initiative . These would include compendiums, DER Dialogues, workshops, panels or presentations.	-Promulgate an additional 5 (10 in total) utility case studies or equivalent as measured by documentation in a PLMA-facilitated activity/initiative. These would include compendiums, DER Dialogues, workshops, panels or presentations.
Identify Challenges in DER Adoption	-Identify and categorize 3 main challenges with DER adoption through DER Integration Interest Group workshops, compendiums and/or DER Year in Review sessions at fall conferences. Feed these into DER Innovation framework	-Identify and categorize 3 additional challenges with DER adoption through DER Integration Interest Group workshops, compendiums and/or DER Year in Review sessions at fall conferences. Feed these into DER Innovation framework
Engage Policy Makers	-Directly engage 3 senior utility executives and federal/state regulatory staff as measured by participation in a PLMA-facilitated activity/initiative	-Directly engage 3 additional senior utility executives and federal/state regulatory staff as measured by participation in a PLMA-facilitated activity
Launch DER Adoption Training Course	-Conceptualize and define an online/in-person training course to guide practitioners on DER adoption best practices through real-world examples	-Host 2 additional (1 online/1 in-person) training course to guide practitioners on DER adoption best practices through real-world examples

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B

Foster DER Adoption

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

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

Engagement Through DER Adoption Stories

To Date

10

2021 Target

Description: Promulgate utility case studies or equivalent as measured by documentation in a PLMA-facilitated activity/initiative

Challenges Identified

To Date

6

2021 Target

Description: Through DER practitioner Adoption Stories), identify main challenge categories within DER adoption. These would be funneled to DER innovation's framework.

Engage Policy Makers

To Date

6

2021 Target

Description: Directly engage senior utility executives and federal/state regulatory staff as measured by participation in a PLMA-facilitated activity

Launch DER Adoption Training Course

To Date

2

2021 Target

Description: Launch an online/in-person training course to guide practitioners on DER adoption best practices through real-world examples

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1

Ally Strategy

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

Team: Jenny Roehm, Joe Childs, & Paul Miles

volunteer at signup@peakload.org

Finalize Ally Strategy Framework

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

Ally Strategy Tactics

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

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Tasks with Deliverables

Metric	By Dec. 2020	By Dec. 2021
Finalize Framework & Database	Update Ally Database and Prioritize Relationships Create Tracking and Documentation Infrastructure Document MOU & Relationship Agreement Structure	
Recruit and Train Ambassadors	Create Training Materials for Ally Ambassadors Recruit Ally Ambassadors for Top 5 Allies	Recruit Ally Ambassadors for high priority Allies
Deliver Sessions at Ally Events	Work with Allies to determine where PLMA can provide value Create / Aggregate materials for sessions Deliver training or technical sessions at 2 Ally events	Create / Aggregate materials for sessions Deliver training or technical sessions at 6 Ally events

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1

Ally Strategy

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

Team: Jenny Roehm, Joe Childs, & Paul Miles
volunteer at signup@peakload.org

Finalize Framework & Database

To Date

1

2021 Target

Description: Update PLMA Organization Database and create a framework for targeting allies

Recruit and Train Ambassadors

To Date

10

2021 Target

Description: Recruit and Train PLMA member to be Ally relationship managers

Deliver Sessions at Ally Events

To Date

6

2021 Target

Description: Deliver Training and technical presentations at Ally events.

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2

Improve Resource Efficiency
(Volunteers & Paid Staff)

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

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

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

2

Improve Resource Efficiency
(Volunteers & Paid Staff)

DRAFT

Tasks with Deliverables

Metric	By December 2020	By December 2021
Volunteer Leadership Development	-Produce Leadership Training Retreat (similar to Vision Plan retreat) -Better define and articulate the different types of leadership roles, expectations, and benefits - Train/guide at least twelve volunteer leaders	-Train/guide at least an additional 12 volunteer leaders
Paid Staffing Plan	-Hire and onboard new Executive Director -Work with Executive Director to flush out more comprehensive plan	-Execute upon staffing plan in alignment with financial plan to onboard additional mission-focus resources
Leadership Succession Plan	-Draft succession plan for all staff and officer roles -Review ideas related to term limits, additional staggering of leadership elections	-Finalize succession plan -Identify/cultivate future PLMA volunteer leaders

DRAFT

2

Improve Resource Efficiency
(Volunteers & Paid Staff)

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

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

Volunteers Leaders Developed

To Date

24

2021 Target

Description: Number of volunteer leaders that have been trained in PLMA roles and non-profit governance and administration.

Paid Staffing Plan

To Date

1

2020 Target

Description: Executive Director is hired and on boarded and a comprehensive plan is in place to execute upon in 2021.

Leadership Succession

To Date

12

2021 Target

Description: Volunteer candidates identified for potential transition or fully transitioned into new leadership role.

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3

Financial Planning and Operations

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

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

Financial Planning

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

Financial Operations

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

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Tasks with Deliverables

Metric	By Dec. 2020	By Dec. 2021
Create and Maintain Risk Management Plan	-Document minimum cash-flow needs -Document current risk and expense management tactics and options	Create Risk Management Plan
Create and Maintain Investment Plan	Document current and potential investment options Define investment objectives	Create a 1, 2 and 5-year investment plan
Document Revenue Strategy and Options	Document current pricing/revenue strategies and options, including free/discounted/bartered passes/memberships	-Articulate operational methods to scale revenue and expenses to meet established strategic goals
Set and Track Key Financial Performance Metrics	-Seek expert opinions to establish industry-standard processes for policies, audits, insurance review, etc. -Gain leadership consensus for key performance metrics that should guide revenue (and expense) growth relative to current and prospective member and industry ally engagement	-Track and Adjust Metrics, If Necessary

DRAFT

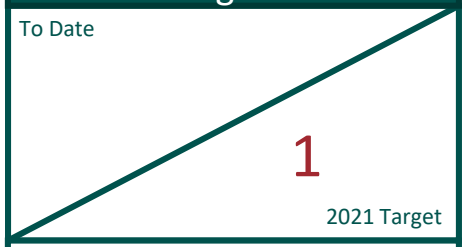
3

Financial Planning and Operations

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

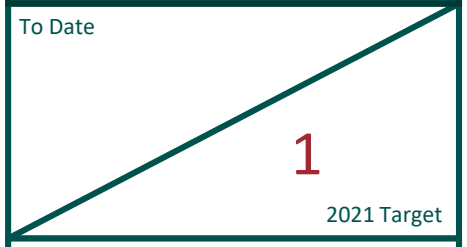
Team: Troy Eichenberger with Ruth Kiselewich, Michael Brown, Joe Childs, Paul Miles, volunteer at signup@peakload.org

Create and Maintain Risk Management Plan



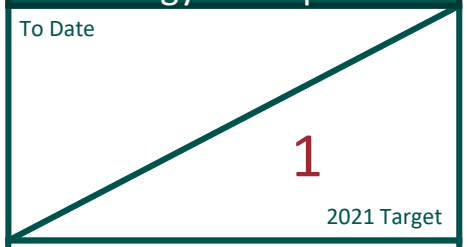
Description: Document current risk and expense management tactics and options

Create and Maintain Investment Plan



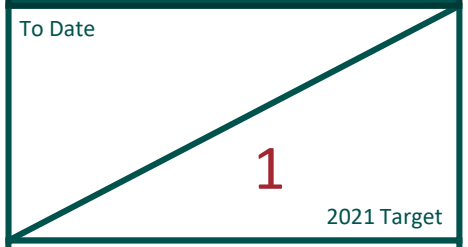
Description: Define investment objectives and create a 1, 2 and 5-year investment plan, to include potential endowment

Document Revenue Strategy and Options



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

Set and Track Key Financial Performance Metrics



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

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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 Simmonsen, Olivia Patterson, Rich Philip, volunteer at signup@peakload.org

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

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Tasks with Deliverables

Metric	By December 2020	By December 2021
Enhance Member Experience	-Document/Refine new member orientation process -Conduct new member orientations -Orient new member organization staff	-Map/refine member journey/experience -Engage new member staff in PLMA-facilitated activity/initiative
Increase Group Engagement	-Document/Refine Group engagement/experience -Deliver group cochair boot camp to set/align expectations -Engage 20 group members	-Deliver group member boot camp -Engage 20 group members
Formally Mentor Members (and Allies?)	-Establish mentoring program for members (and allies?) -Establish online forum where members (and allies?) can ask experts questions and share experience	-Document 15 mentoring program connections -Document online forum success stories
Publish Leadership Bios	-Create bio template and production/distribution process -Publish bios for all elected Officers and Executive Committee	-Publish bios for all Group Co-Chairs and others (prominent presenters, award winners, etc.)
Define what it means to be part of PLMA	-Document/Refine leadership orientation process -Develop information and process maps on what it means to be 1-Board Member, 2 – Executive Committee Member, 3 – Officer, 4 – Group Co-chair, 5 - At-Large Dir/Rep, Member, Non-Member -Identify prospective member organization targets	-Conduct Leadership Orientation for current/prospective Officers, Executive Committee, and Group Cochairs -Conduct Structured Outreach to Targeted Prospective Member Organizations

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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 Simmonsen, Olivia Patterson, Rich Philip, volunteer at signup@peakload.org

Enhance Member Experience	Increase Group Engagement	Formally Mentor Members (and Allies?)	Publish Leadership Bios	Define what it means to be part of PLMA
To Date	To Date	To Date	To Date	To Date
4	30	20	15	1
2021 Target	2021 Target	2021 Target	2021 Target	2021 Target
Description: Hold new member orientations / breakfasts / lunches at PLMA events.	*Description: 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.*	*Description: Hold PLMA mentoring sessions where members can come and ask the experts questions. Can establish formal mentoring connections out of this program. Measurement based on meeting attendees*	*Description: Develop bios for all elected Executive Committee, Elected Officers and have information posted on the website by 2020. Work to engage Interest Group Chairs by 2021*	*Description: PLMA is a member driven volunteer organization. Develop information and process maps on what it means to be 1- a Board Member, 2 – an Executive Committee Member , 3 – an Elected Officer, 4 – an Interest Group Chair of PLMA.*

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Open Discussion

email to signup@peakload.org

Adjourn

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Welcome Reception & Salute to Past Chairs

Esplanade overlooking Marina

Member Survey Details

Current Benefit Ratings (% Rating the Benefit "High" Value)

Listed in same order as on the survey

Benefit	Utilities (n=20)	Industry (n=26)	Total (n=46)
National Conferences	94%	88%	91%
Webinars & Podcasts	55%	46%	50%
Interest Groups	65%	50%	60%
Member Passes	89%	61%	73%
News Items*	28%	33%	31%
Member Meet-ups*	31%	41%	38%
Member Directory	35%	44%	40%
Resource Directory	35%	24%	29%
Publications*	68%	44%	53%

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* Denotes new to the Survey in 2019

Existing Training (% Rated Value of Class as "High")

Class	Utilities (n=20)	Industry (n=26)	Total (n=46)
DR Fundamentals (Online)	33%	50%	41%
DR to DER Fundamentals & Evolution (one-day)	47%	75%	59%
DR Market Fundamentals (2-day)	25%	78%	51%
DR Product Design & Implementation (2-day)	24%	74%	49%

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Prospective Training (% Rated Value of Class as "High")

Class	Utilities (n=20)	Industry (n=26)	Total (n=47)
DER Integration	54%	79%	66%
Integrated DSM/iDSR	46%	58%	52%
Introduction to Grid Operations	33%	68%	48%

C-Suite Engagement (% Rating the Benefit as "High")

	Utilities (n=20)	Industry (n=25)	Total (n=46)
Strategic dimensions of DER & DER training courses	25%	13%	18%
Pursue speakers bureau opportunities at exec-level events	15%	24%	22%
Produce a special event/roundtable	30%	24%	26%
Targeted outreach (publication, webinar, etc.) featuring lessons learned from practitioners	25%	16%	20%
Survey of C-suite executives with summary report to members	20%	28%	26%

Policy Maker Engagement (% Rating the Benefit as "High")

	Utilities (n=20)	Industry (n=26)	Total (n=47)
Policy dimensions of DER & DER training course	35%	4%	17%
Partnership(s) with policy-focused organization(s)	45%	11%	26%
Policymaker engagement interest group	30%	19%	23%
Targeted outreach (publication, webinar, etc.) featuring lessons learned from practitioners	35%	8%	19%
Pursue speakers bureau opportunities at policy-oriented events	15%	8%	11%

New Strategic Initiatives (% Rating the Benefit as "High")

	Utilities (n=20)	Industry (n=26)	Total (n=48)
Explore innovation in utility or solution provider business models	55%	38%	46%
Conduct primary industry surveys or benchmarking research	45%	23%	32%
Support social effort and/or demonstration project for underserved markets by leveraging member practitioner expertise/solutions	35%	12%	21%