

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



Call to Order

PLMA Fall 2020 Board Meeting
Virtual Edition – November 2, 2020

Chair's Welcome

Michael Brown
NV Energy/Berkshire Hathaway Energy

1. Accenture
2. Advanced Energy
3. Alectra Utilities
4. Alternative Energy Systems Consulting
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6. American Public Power Association
7. Apex Analytics
8. Apogee Interactive
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164. Xcel Energy
165. Zen Ecosystems
166. Zeuthen Management Solutions

Board Policies

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

Association Structure

Executive Committee

4

Elected Officers

8

Elected Members

PLMA Staff

Executive Director, Chief Development Officer, Operations Director, Member Services Director, Webmaster, Registration Manager, Sponsor Manager

PLMA Board of Directors

“Seated” (voting)

1 Board Seat per
Sustaining Member

38

Directors

1 Board Seat per
Advisory Member

72

Directors

At-Large

4

Elected Directors

“At-Large” (non-voting)

Associate Members

51

Academic Members

1

Vice-Chair Report

Rich Barone
TRC Companies

Vice Chair Report

- **Interest Group Updates:**

- Sunsetting of DER Integration Interest Group
- Addition of Retail Pricing Interest Group
- Addition of Electric Transportation Interest Group



Secretary Report

Joe Childs
Eaton

Secretary Report

- **Spring Conference – Online Board Minutes Approval**

- Posted at: <https://peakload.org/board-home-page>

Motion to accept minutes
as posted?

- **Election Policy Update**

- **Document Retention Policy**

- Enacted
- In-Process

- **Spring Conference Metrics**

Leadership Election Policy

- **Status:** Approved by Executive Committee
- **Electronic Voting**
 - Revised to allow elections to be electronic voting only when not meeting in person
 - Added process in case of a tie for electronic voting
- **Voting Slate Approval**
 - Refined approval responsibility of election slate
- **Clarification**
 - Replacement term to next general election of position

Document Retention Policy

- **Status: Draft**

- Implemented PLMA Material Retention Software - Dropbox
- Materials moved to site (~98% 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

TO DO:

Define retention review and deletion procedures.

Spring Online Conference

1,138

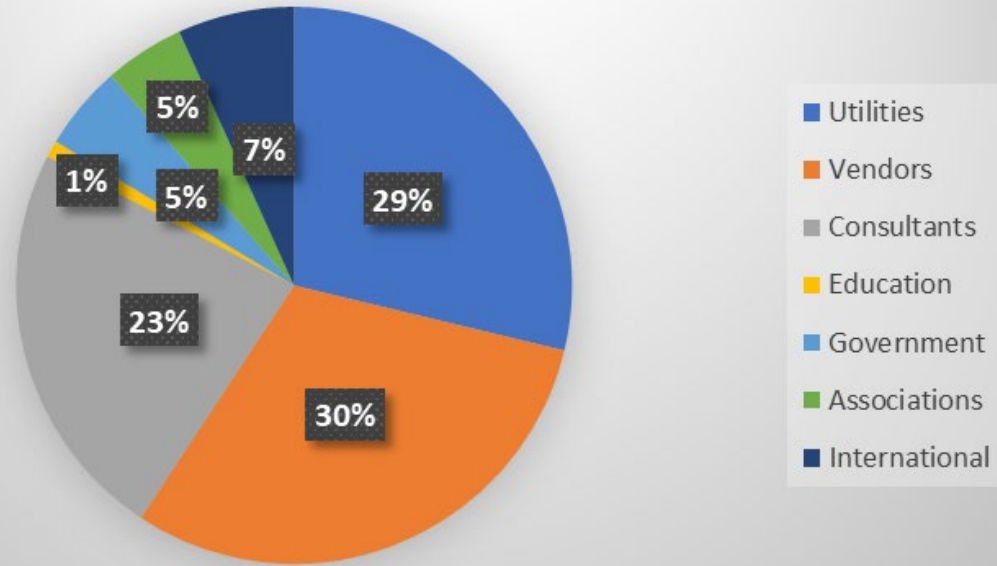
- **Extended our Reach**
- **Utilities**
 - More Coops & Munis
 - Greater Penetration
- **International**
 - Worldwide registration
- **Education**
 - Broader Access
- **Government**
 - Broader Access

Conference Attendance	Ave 11 Conf.	St. Pete	Online
Total Registration	222	319	1,138
First Time Registrants		112	765
Returning Registrants		207	373

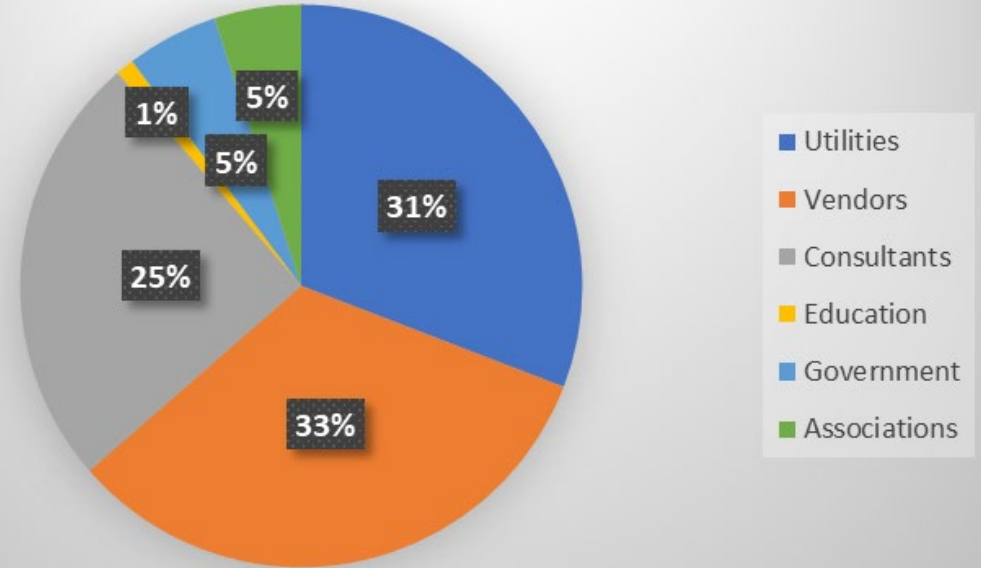
Registration	Participants		Companies	
	Count	%	Count	%
Utilities	326	29%	102	21%
Vendors	348	31%	115	24%
Consultants	266	23%	135	28%
Education	11	1%	8	2%
Government	56	5%	36	7%
Associations	54	5%	36	7%
International	77	7%	52	11%
Total	1,138	100%	484	100%

Online Conference Registration: People

Registration by Type

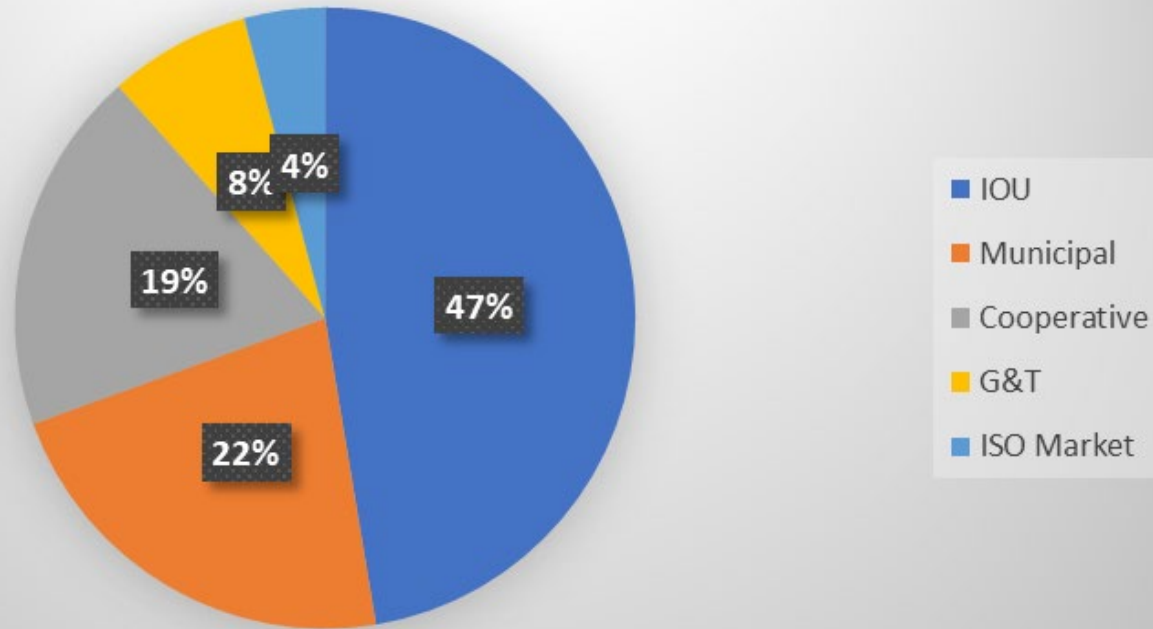


Registration by Type w/o International



Utility Registration

Utility Company Registration by Type



Registration	Count	%
IOU	45	47%
Municipal	21	22%
Cooperative	18	19%
G&T	7	7%
ISO Market	4	4%
Total	95	100%

Spring Online Conference – Core Statistics

- **First-time Registration**

- Double the in-person conference

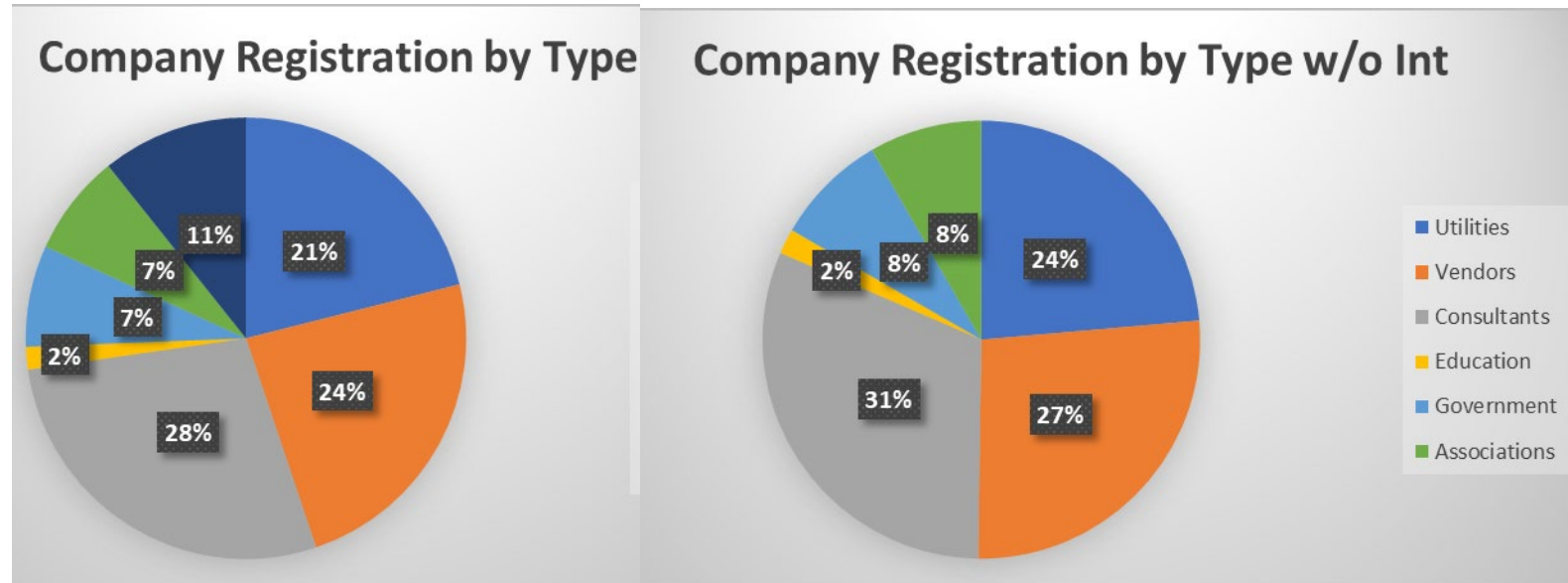
- **Utility Representation**

- Consistent with history

- **Participation by Company**

- Greater depth and reach

			Online Conference	
Conference Attendance	Ave 11 Conf.	St. Pete	All	W/O Int
First Time		35%	67%	65%
People -Utility / Total	33%	32%	29%	31%
Companies - Utility / Total	33%	31%	21%	24%
Participation per Company		St. Pete	All	
Utility	1.9	2.2	3.2	
Vendor / Consult	1.9	2.4	2.5	



Note W/O Int = Category / (Total - International)

Treasurer Report

Troy Eichenberger
Tennessee Valley Authority

Financial Report – Profit & Loss Overview

REVENUES

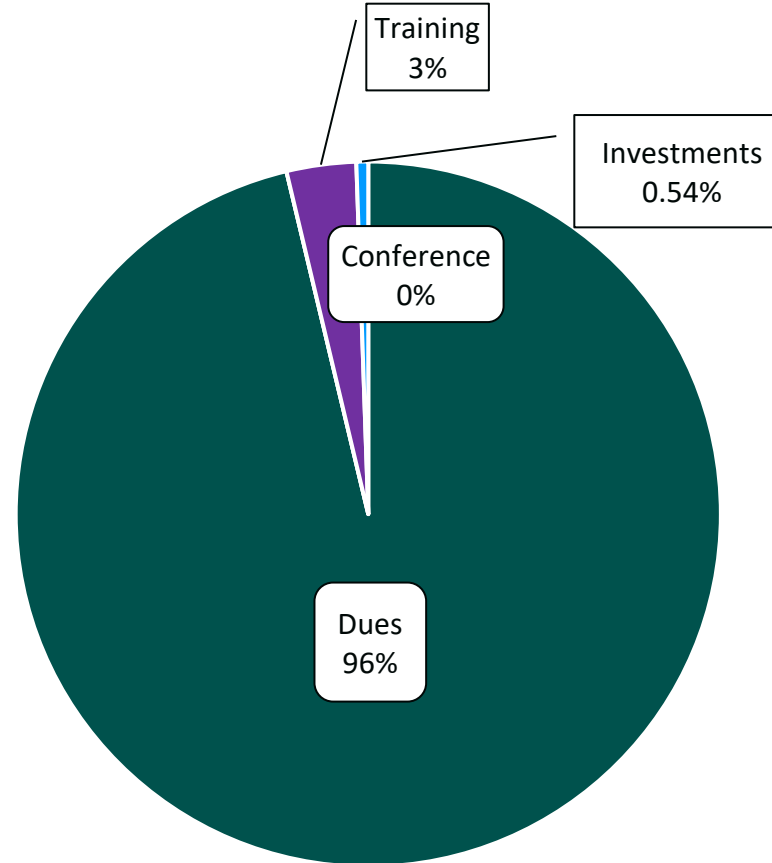
Dues	378,670
Conference	0
Training	12,542
Investments, Misc.	2,134
Total Revenues	393,346

EXPENSES

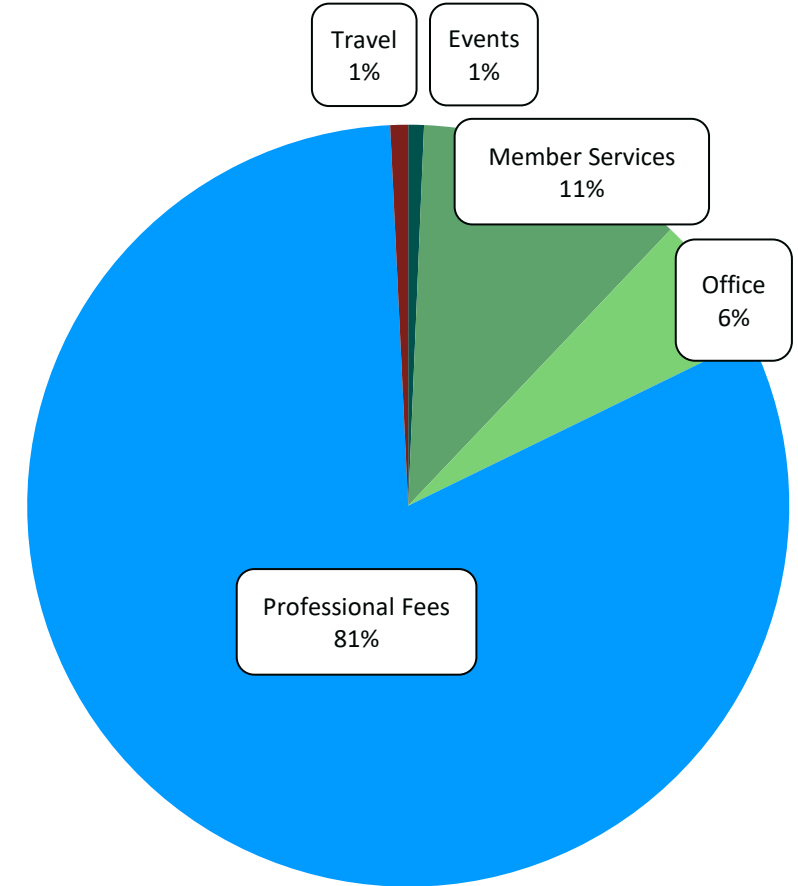
Events	3,465
Professional Fees	426,188
Member Services	59,809
Office	29,726
Travel	3,955
Total Expenses	523,143

Net Income (Loss) (129,797)

REVENUES

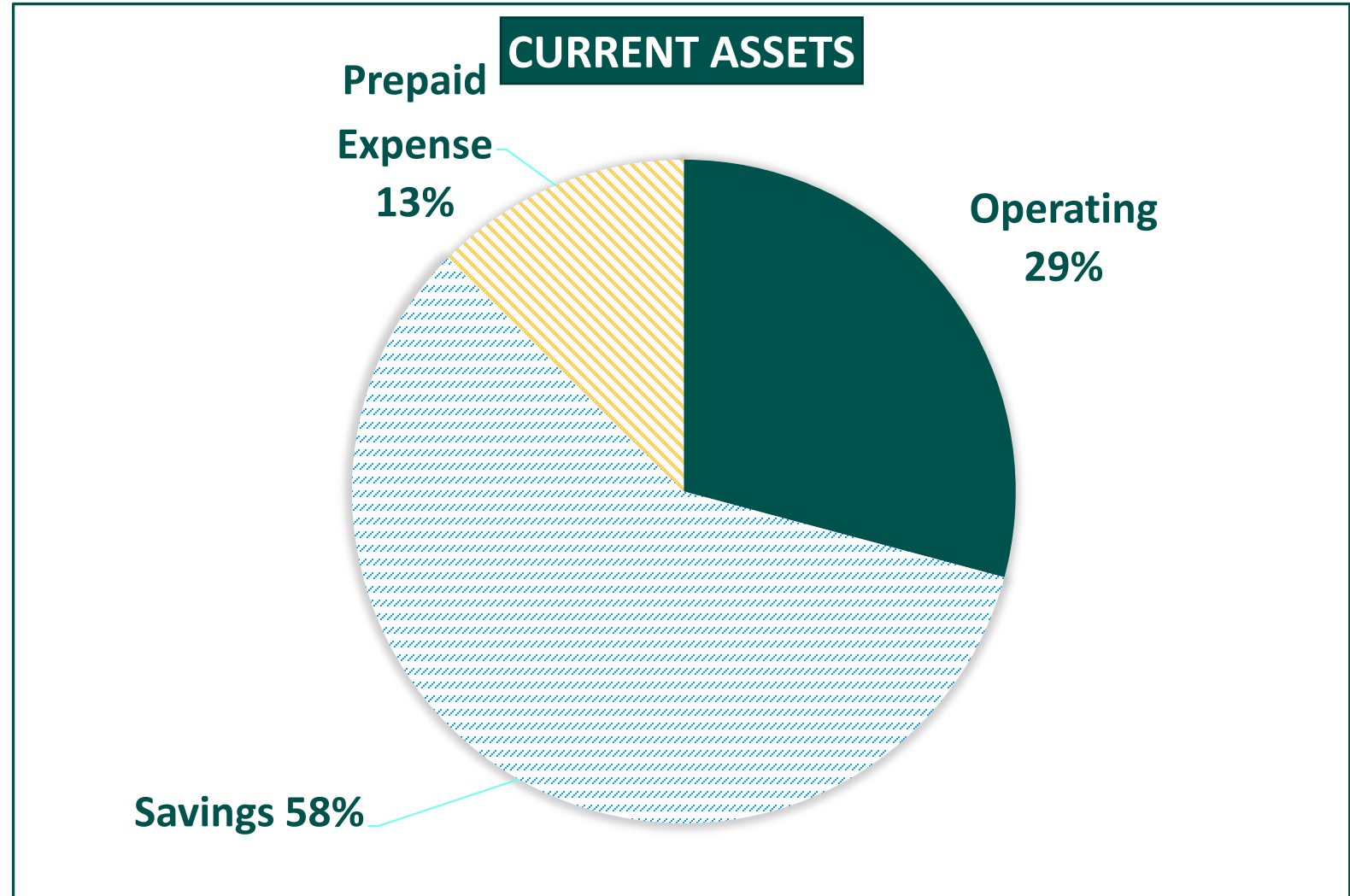


EXPENSES



Financial Report – Balance Sheet Overview

ASSETS	
Operating Accounts	\$187,735
Savings	\$374,819
Investments	\$0
Prepaid Expenses	\$81,127
<u>TOTAL ASSETS</u>	<u>\$658,431</u>
LIABILITIES AND EQUITY	
Current Liabilities	
Account Payable	\$30,100
Credit Cards	\$11,535
Other	\$0
Deferred Revenue	\$62,908
<u>TOTAL LIABILITIES</u>	<u>\$104,543</u>
EQUITY	
Retained Earnings	\$683,685
Net Income (Loss)	(\$129,797)
<u>TOTAL EQUITY</u>	<u>\$553,888</u>
<u>TOTAL LIABILITIES AND EQUITY</u>	<u>\$658,431</u>



Based on statements as of September 30, 2020.

Treasurer Report – Approved Budget Overview

Annual budget process completed with Executive Committee

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



Treasurer Report – Q3 Actual and Forecast

Annual budget process completed with Executive Committee

	Jan - Mar, 2020	Apr - Jun, 2020	Jul - Sep, 2020	Oct - Dec, 2020*	2020 Budget Total*
Income					
Conference Fees	50,562.50	(50,562.50)	0.00	75,365.00	75,365.00
Membership Dues	204,120.00	88,450.00	86,100.00	181,064.00	559,734.00
Miscellaneous	1,716.14	331.54	86.55	150.00	2,284.23
Training Fees	1,770.00	(1,770.00)	12,542.00	2,000.00	14,542.00
Total Income	\$ 258,168.64	\$ 36,449.04	\$ 98,728.55	\$ 258,579.00	\$ 651,925.23
Expenses					
Event Expense	2,109.31	400.00	956.00	24,940.00	28,405.31
Total Member Services	\$ 17,961.19	\$ 18,789.78	\$ 23,058.00	\$ 79,336.25	\$ 139,145.22
Total Office Expense	\$ 10,533.72	\$ 2,823.72	\$ 16,368.70	\$ 23,000.35	\$ 52,726.49
Total Professional Fees	\$ 82,027.23	\$ 170,729.19	\$ 173,431.66	\$ 171,917.58	\$ 598,105.66
Total Travel Expense	\$ 3,955.03	\$ 0.00	\$ 0.00	\$ 0.00	\$ 3,955.03
Total Expenses	\$ 116,586.48	\$ 192,742.69	\$ 213,814.36	\$ 299,194.18	\$ 822,337.71
Net Operating Income (Loss)	\$ 141,582.16	\$ (156,293.65)	\$ (115,085.81)	\$ (40,615.18)	\$ (170,412.48)

Q1-Q3 actuals based on statements as of September 30, 2020.

*Cash Basis Forecast Estimates

\$37,365 was collected for Conference Fees in Q3 but treated as deferred income



Fiscal Committee Activities

- Monthly review of financial statements
- Reviewed forecast expenditures to accommodate virtual Fall Conference
- Reviewed investment options for maturing CDs
- Continually analyzing COVID-19 impacts



Executive Committee Election

Executive Committee Elections

- **Executive Committee Election Process**

- 10 People self nominated
- Slate approved by the officers

- **Process**

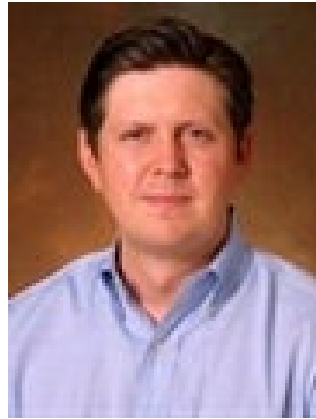
- September
 - Self Nomination Process
 - Preparation of personal experience, objectives and position materials
- October
 - Final Ballot
- Electronic Voting – First Fully Electronic Voting Election
- November Board Meeting
 - Announcement of election results

- **Voting Summary**

- **56 Votes Cast out of 111 (50% voted)**
- **Voting Quorum Achieved**
- **Voting Tabulation Validated by Election Officer**
- **A runoff election because of tie is not required**

2020 - Executive Committee Election Results

Justin Chamberlain



Laurie Duhan



Derek Kirchner



Ruth Kiselewich



Robin Maslowski



Olivia Patterson



Christine Riker



Andrea Simmons



Group Reports



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

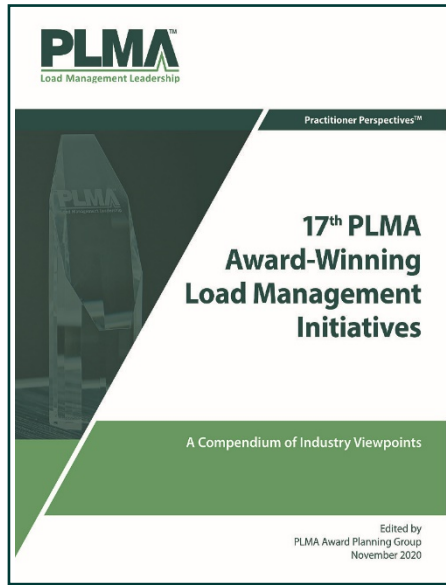


**Co-Chairs:
Jenny Roehm and Michael Ohlsen**

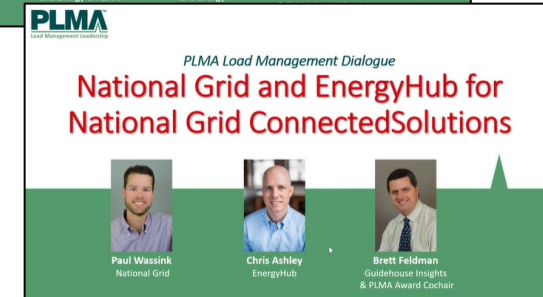
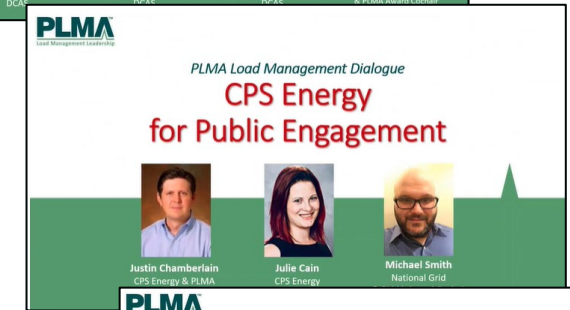
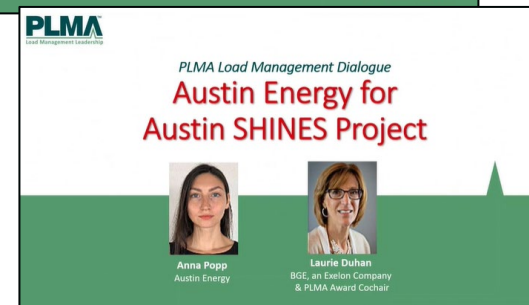
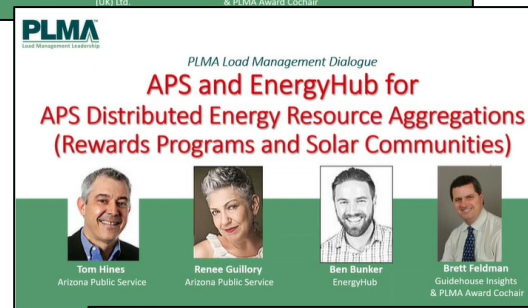
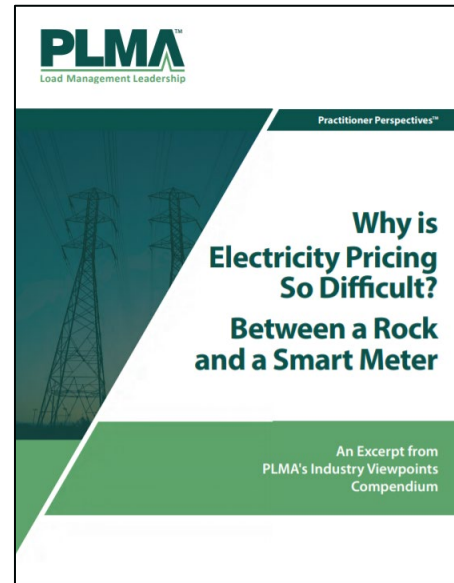
Thought Leadership Update

Recent Achievements - Business as Usual

Compendia:



Dialogues:



Thought Leadership Update: Making the News

PLMA
Load Management Leadership

PLMA Load Management Dialogue

Perspectives on FERC Order 2222



Brett Feldman
Guidehouse

Anja Gilbert
PG&E

Marcus Hawkins
The Organization of
MISO States

Jay Morrison
NRECA

Matt Sachs
CPower

GRID EDGE

4 Big Challenges Facing FERC's Plan to Open Up Power Markets to Distributed Energy

Utilities and state regulators may struggle with the new federal mandate to allow behind-the-meter resources access to wholesale energy markets.

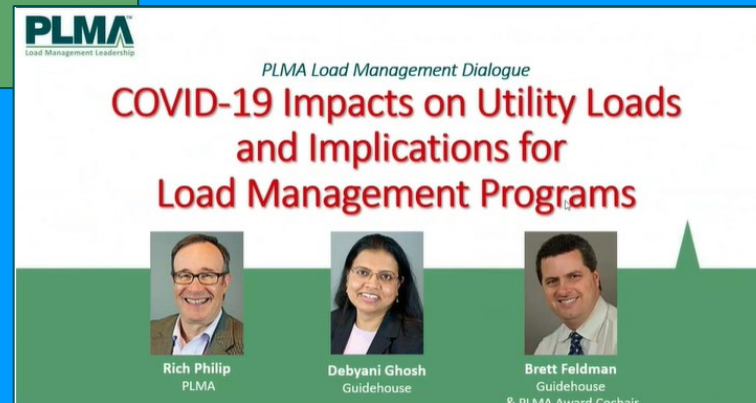
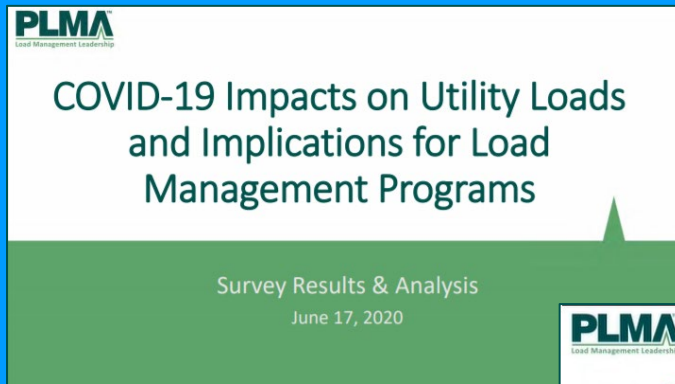
JEFF ST. JOHN | OCTOBER 28, 2020



Thought Leadership Update

Recent Achievements- Business as UNUSUAL

COVID Survey and Load Management Dialogue



Looking Forward

- Continue to leverage conference content for broad distribution to PLMA members.
- Continued news on COVID impacts to our industry and innovations in response.
- Strategic initiatives A and B (Spark DER Innovation and Foster DER Adoption) continue to be viewed as springboards for future publications and dialogues.



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

Education Planning Group

Mission

- Grow and Refine PLMA Training in the Quality of Program and the Quantity of Users
-
- Pivoted training to remote offering due to COVID-19
 - SUCCESS! Students provide positive feedback and classes were sold out
 - PLMA training classes – Remote
 - DR Wholesale Markets
 - Sept 15-16, from 8am-2pm PST
 - DR Program Design and Implementation
 - Sept 22-23, from 8am-2pm PST
 - Evolution of DR to DERs: Fundamentals and Path Forward
 - October 28-29, from 9:30am-1:30pm PST
 - Introduction to Demand Response Fundamentals (*online on-demand*)
 - Coordination with Foster DER Adoption Strategic Initiative on DER adoption training course



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

Connected Devices

- **HOT TOPIC Conversations**

- Great response to HOT TOPICS “FM” with Karen Herter
- PLMA Conference HOT TOPIC to better understand areas of interest

- **LinkedIn Poll**

- To generate feedback around areas of interest
- Low response

- **Interest Group Reformatting Discussion**

- How or if to reformat Connected Devices with elimination of DER IG, plus the addition of and EV Transportation/Mobility IG

- **Excited about Arizona! Don't ask JT for one more Zoom meeting!**



**Co-Chairs:
Melissa Knous and Lenore Zeuthen**

Women in Demand Management

- **Mentoring Pilot Update**
 - Pilot announced July 23, launched Sept 8
 - 20 applicants, 6 pairs matched
 - 10 female, 2 male participants
 - 5 utility, 4 consulting, 3 technology
- **Quick Start Guide Published**
- **Mentoring Pair Check Ins**
 - Two check-ins to date with assigned co-chair
 - Pairs have met virtually, scheduled regular sessions, established goals
- **Next Steps**
 - Participant Survey, week of Nov 8th
 - Check in #3: post-Thanksgiving
 - Pilot Assessment at the end of December

Mentoring Pilot Quick Start Guide

PLMA Women in DM Interest Group

Getting Started

Congratulations on being paired and thank you for volunteering to participate in PLMA's Mentoring Pilot.

Please take a moment to review this Guidebook. In it you will find:



Setting
Expectations



Goal
Tracking



Getting to Know
Each Other



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



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

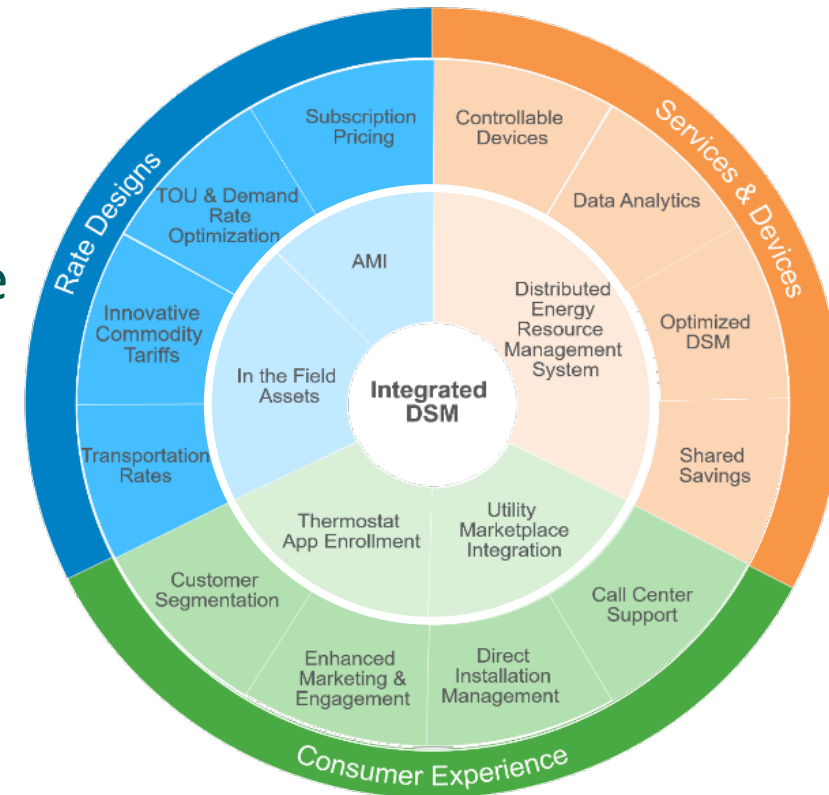
Customer Engagement Group Update

- **2020 Sessions**

- **March 26:** Behavioral DR Programs Webinar
- **July 2:** Utility Programs for Families in Quarantine
- **August 20:** HOT TOPIC: an Open Dialogue

- **Looking Ahead**

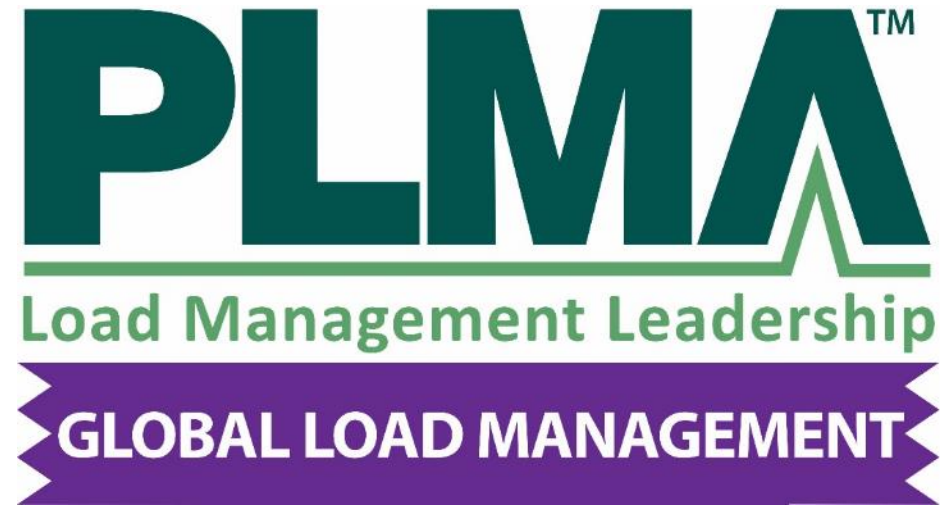
- Call for topic ideas for next sessions



TVA EnergyRight®

ENERGY
MONSTERS





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

Recent Initiatives

- Webinar Guest Participation



- Country Focus = **South Africa**
- Potential implications of load reductions from COVID on South African grid
- Coordinated with South African utility, Eskom

- Hosted Webinar



- Country Focus = **Australia**
- **Lance Hoch, Oakley Greenwood** Australian Grid/Market Overview



- Next Webinar



- Country Focus = **Israel**
- **Dr. Alex Levrn, EGM Inc.** Israeli Grid Optimization



First Half of 2021

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



**Conference
Planning**

**Co-Chairs:
Peter Bergeron, Joyce Bodoh,
and Chris Walls**

Thank You to the Conference Abstract Scorers*

- Cindy Berry, Austin Energy
- Scott Jarman, Austin Energy
- Dana DeRemigis, Baltimore Gas & Electric
- Laurie Duhan, Baltimore Gas & Electric
- Chris Walls, Baltimore Gas & Electric
- Michael Brown, Berkshire Hathaway Energy
- Michael Ohlsen, City of Tallahassee
- Derek Kirchner, Consumers Energy
- Peter Bergeron, CPower
- Melissa Knous, Duke Energy
- Clare Valentine, E Source
- Joseph Childs, Eaton
- Kari Binley, ecobee
- JT Thompson, Enbala
- Christine Riker, Energy Solutions
- Kitty Wang, Energy Solutions
- Chris Ashley, EnergyHub
- Jeff Perkins, ERS
- Richard Hasselman, GDS Associates
- Brett Feldman, Guidehouse
- Debyani Ghosh, Guidehouse
- Robin Maslowski, Guidehouse
- Ruth Kiselewich, ICF
- Andrea Simmons, Idaho Power
- Mike Smith, National Grid
- Poornima Eber, National Grid
- Elizabeth Reid, Olivine
- Olivia Patterson, Opinion Dynamics
- Wendy Lohkamp, Oracle Utilities
- Diana Sefcik, Orange & Rockland Utilities
- Jon Hilowitz, Orange & Rockland Utilities
- Joyce Bodoh, Rappahannock Electric Cooperative
- Mark Gagen, Salt River Project
- Jenny Roehm, Schneider Electric
- Ross Malme, Skipping Stone
- Mark Martinez, Southern California Edison
- Troy Eichenberger, Tennessee Valley Authority
- Tracy Schmidt, Tennessee Valley Authority
- Jonathan Hoechst, TetraTech
- Joel Schofield, Threshold
- Meridith Nierenberg, West Monroe Partners
- Lenore Zeuthen, Zeuthen Management Solutions

**43rd
Conference
Scottsdale, AZ**



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



44th
Conference
Baltimore, MD

Mark Your Calendar for
44th PLMA Conference
Nov. 8-10, 2020 – Baltimore, Maryland



**Co-Chairs:
Brett Feldman and Michael Smith**

Load Management Dialogue Series: Award-Winning Initiatives

- May 21** National Grid + EnergyHub for the National Grid *ConnectedSolutions* Program
- June 4** Arizona Public Service + EnergyHub for APS Distributed Energy Resource Aggregations
- June 18** Connected Energy (UK) Ltd for Battery Recycling to Battery Storage in Belgium
- July 9** Austin Energy for Austin SHINES Project
- July 16** CPS Energy for Public Engagement
- Aug. 13** City of New York, Dept of Citywide Admin Services for Building Operator Engagement



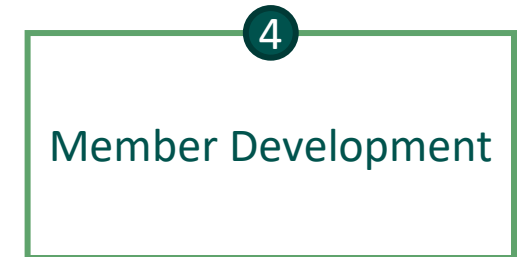
Strategic Vision 2021

Key Initiatives



Strategic Initiatives

Operational Imperatives



Development & Execution Process

PLMA

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

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

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



PLMA

DER Thought Leadership - Executive

To Date: 0

2019 Target: 2

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

new!

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 2023 Strategic Planning Retreat (August 2021)



Vision 2021 Review & Vision 2023 (Fall 2021)



Key Initiatives *(enhanced)*



Strategic Initiatives

Operational Imperatives



Succession Planning

Membership Best Practices
Membership Engagement Tactics

Foundational Supports



A

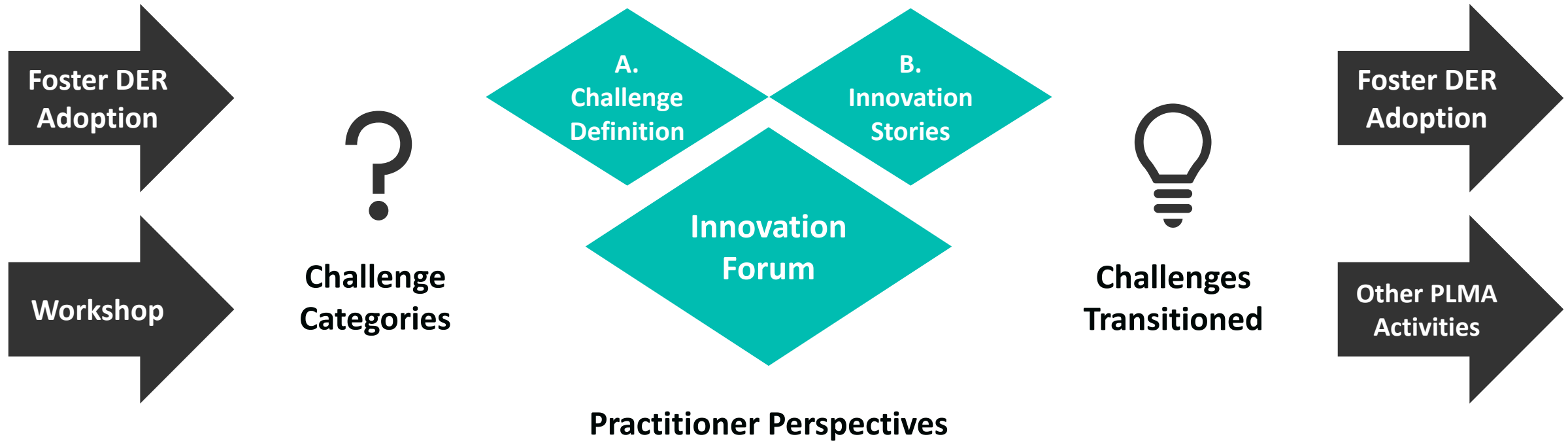
Spark DER
Innovation

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

Team Lead: Robin Maslowski with Rich Barone, Michael Brown, Olivia Patterson, Christine Riker, Ruth Kiselewich, John Powers, Matt Carlson, Jim Muselik, Matthew Haak, Dave Erickson, Patty Cook, Paul Tyno, Eric Van Orden

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

Spark DER Innovation Overview



A
Spark DER
Innovation

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

Team Lead: Robin Maslowski with Rich Barone, Michael Brown, Olivia Patterson, Christine Riker, Ruth Kiselewich, John Powers, Matt Carlson, Jim Muselik, Matthew Haak, Dave Erickson, Patty Cook, Paul Tyno & Eric Van Orden; volunteer at signup@peakload.org

Current Focus:

Create Innovation Forum	
To Date	1
2021 Target	1
Description: Develop interactive innovation forum as a hub/platform for identifying potential new solutions	

Develop Idea Generation Process	
To Date	1
2021 Target	1
Description: Establish process to identify, prioritize, and disseminate greatest/emerging gaps/challenges	

Enhance PLMA Activities	
To Date	6
2021 Target	6
Description: Create a structured way to drive PLMA activities/initiatives that address innovation priorities; influence awards, conference abstracts, webinars, and/or trainings	

Tasks with Deliverables

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

* Includes coordination with Strategic Initiative B: Foster DER Adoption

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, Rich Hasselman, Eric Van Orden, John Powers

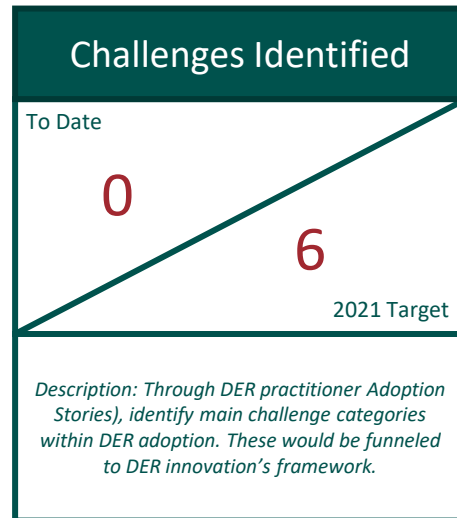
- Illustrate DER adoption – most notably PV, storage and EVs, as a key means of expanding the scope and value of the Demand Response Toolkit.
- Reflect utility, market, and customer perspectives on DER Adoption based on real world examples.
- Emphasize both the successes AND failures to simultaneously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

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, Rich Hasselman, Eric Van Orden, John Powers



Progress on Tasks & Deliverables

Metric	Update	Next Steps
Engage Practitioners through Sharing of DER Adoption Practices	<ul style="list-style-type: none"> Disestablished tracking process to review, classify and categorize all PLMA content and quantify DER Adoption content 	<ul style="list-style-type: none"> Finalize process and tracking sheets Identify volunteer support to execute tracking by end of year
Identify Challenges in DER Adoption	<ul style="list-style-type: none"> Challenge classification scheme built into tracking process; Determined a transfer mechanism for delivering challenges to Strategic Initiative A team; these will be evaluated in the context of challenges already identified. 	<ul style="list-style-type: none"> As above, the 2020 challenges assessment will commence following completion of 2020 tracking
Engage Policy Makers	<ul style="list-style-type: none"> As part of Ally Strategy, Strategic Initiative B has identified NARUC and SEPA as primary Allies to pursue both attacking and delivering content to Policy makers and Sr. utility executives 	<ul style="list-style-type: none"> Identify “Ambassadors” for each Ally relationship and follow the Ambassador protocol to both collaborate on content and attract specific Ally members to PLMA events
Launch DER Adoption Training Course	<ul style="list-style-type: none"> Current DR training has been evolving to increasingly offer DER-related content An advanced DER training curriculum is currently under development 	<ul style="list-style-type: none"> Complete advanced DER training course curriculum by end of year Initiate DER training in Q1 2021

1

Ally Strategy

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

Team: Jenny Roehm and Joe Childs

✓ 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

1

Ally Strategy

Tasks with Deliverables

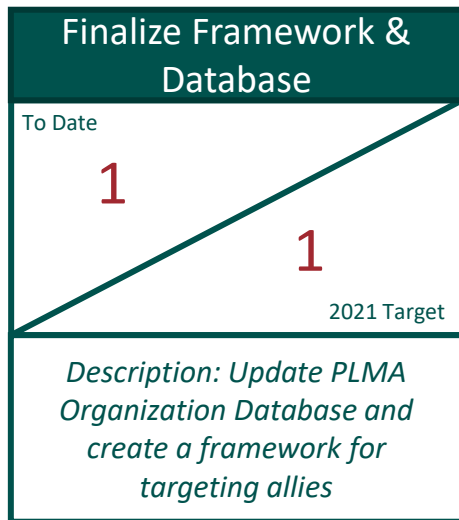
Metric	By Dec. 2020	By Dec. 2021
Finalize Framework & Database	<ul style="list-style-type: none"> Update Ally Database and Prioritize Relationships Create Tracking and Documentation Infrastructure Document MOU & Relationship Agreement Structure 	
Recruit and Train Ambassadors	<ul style="list-style-type: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

1

Ally Strategy

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

Team: Jenny Roehm and Joe Childs



PLMA's Ally Relationship Path

Engagement (short-term goal)

- Quid pro quo marketing, promotion, etc.
- Collegial relationships
- Reciprocal Attendance at one another's conferences / events

Involvement (short to medium-term goal)

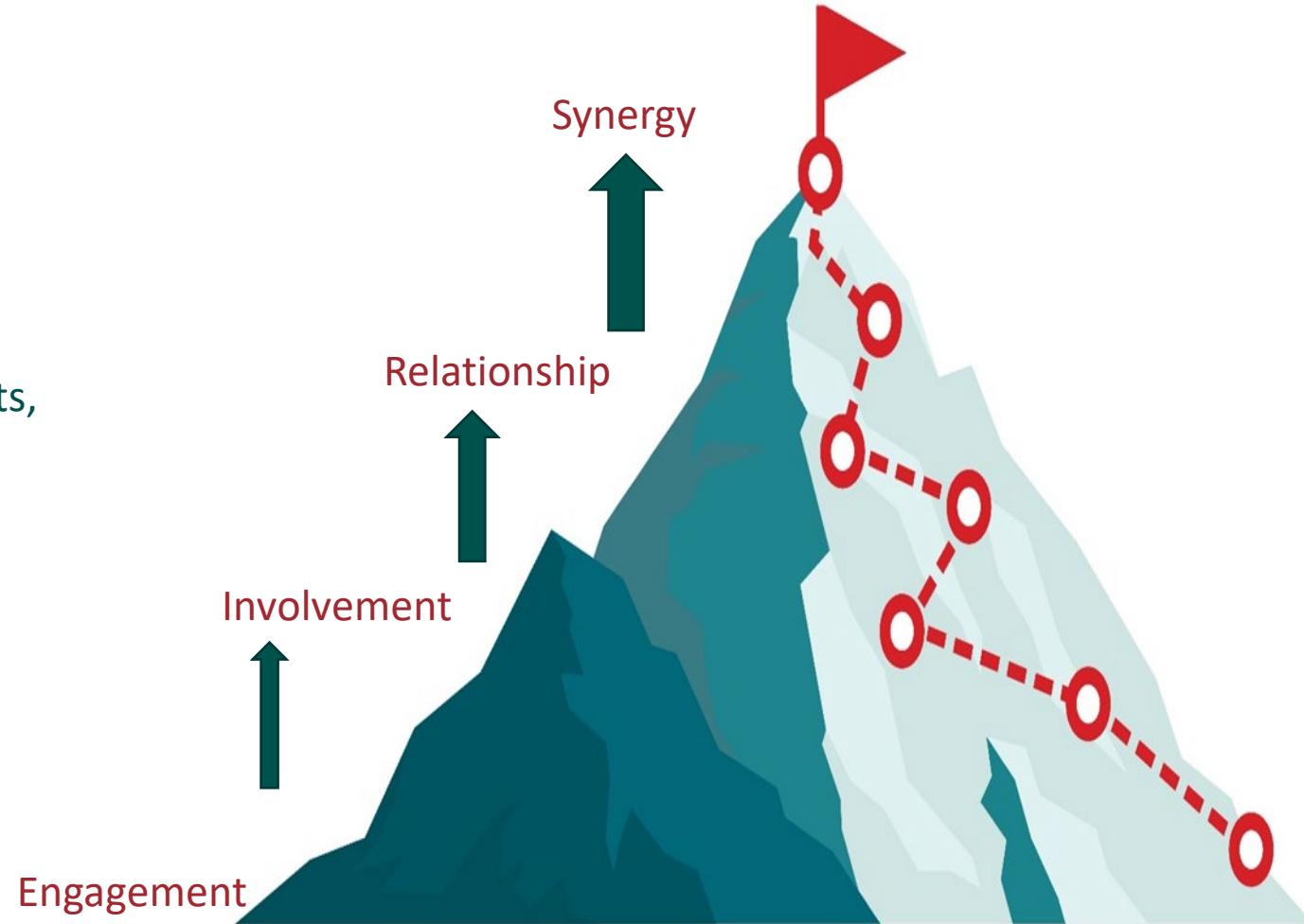
- New industry contacts and relationships
- participation in Ally initiatives (i.e. speaker slots, committees, task forces)
- Additional touchpoints for PLMA members

Relationship (medium to long-term goal)

- Advanced mission-supporting collaborations
- Joint publications, trainings, events

Synergy (very long-term goal limited to unique organizations and opportunities)

- Public partnership with significant, ongoing complementary and synergistic benefits.



2

Improve Resource Efficiency
(Volunteers & Paid Staff)

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

Team Lead: Michael Brown with Officers and Executive Committee

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

Tasks with Deliverables

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

2

Improve Resource Efficiency (Volunteers & Paid Staff)

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

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



- 2020 Retreat

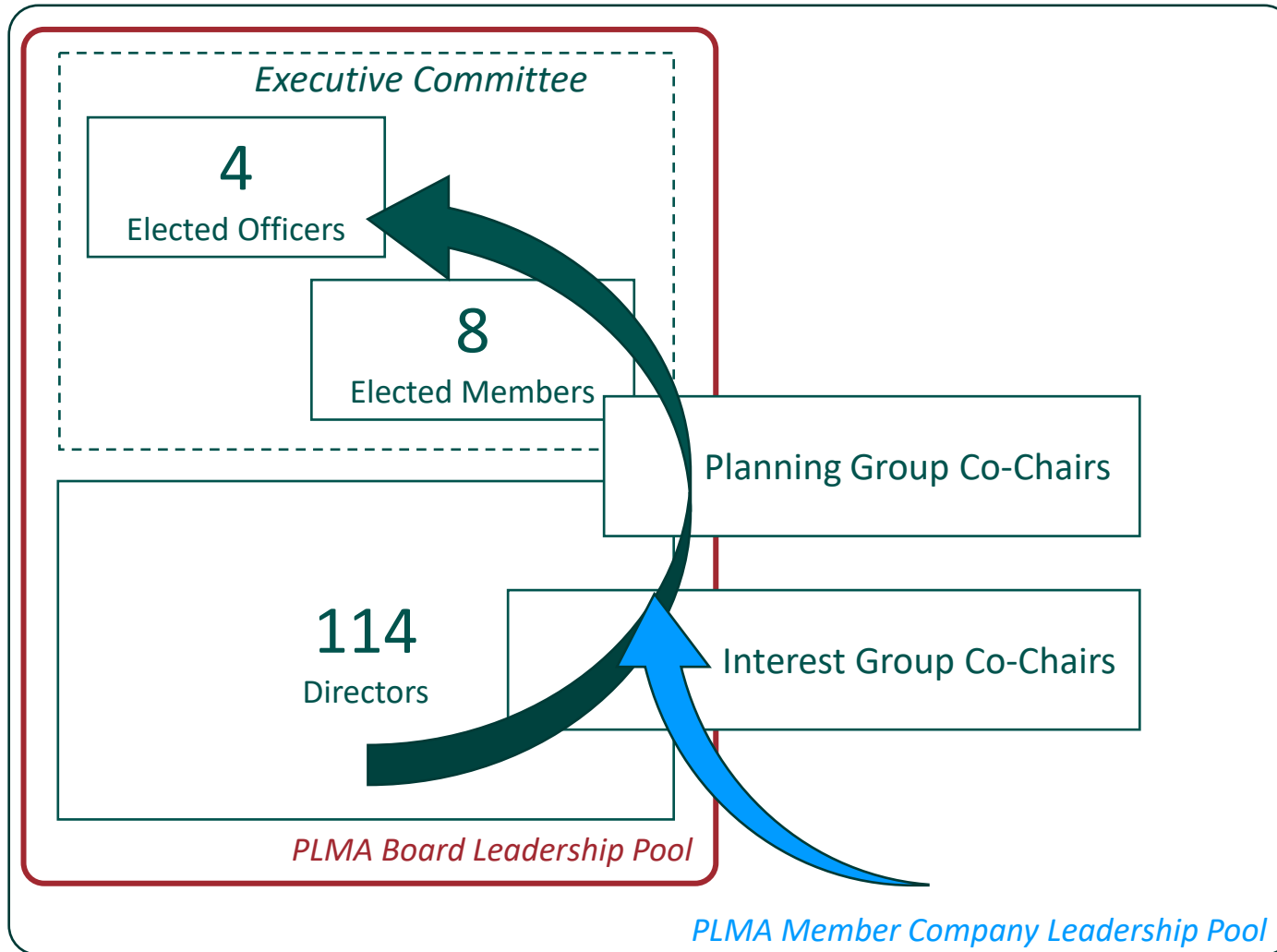


- Employee Transition Plan
- 2021 Resource Plan



- 2 x Officers
- 1 x EC
- 3 x Co-Chairs

Succession Planning



Volunteer Leadership

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

Paid Staff

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

3

Financial Planning and Operations

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

Team: Troy Eichenberger with Ruth Kiselewich, Laurie Duhan, Michael Brown

Financial Planning

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

Financial Operations

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

Tasks with Deliverables

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

Bold text indicates progress.

3

Financial Planning and Operations

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

Team: Troy Eichenberger with Ruth Kiselewich, Laurie Duhan, Michael Brown



Member Development

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

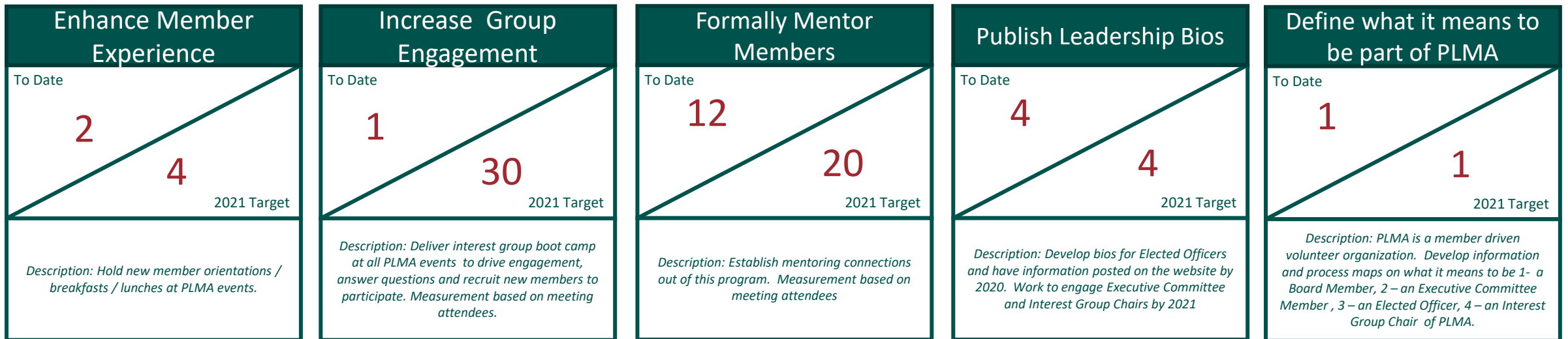
Team Lead: Derek Kirchner with Justin Chamberlain, Andrea Simonsen,
Olivia Patterson, Rich Philip

- 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.

Member Development

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

Team Lead: Derek Kirchner with Justin Chamberlain, Andrea Simmons, Olivia Patterson, Rich Philip



PLMA Membership Initiative Vision

- **Membership Initiative supports vision and goals to:**
 - 1) better define PLMA values
 - 2) drive member engagement + development to ensure PLMA's long-term success
- **Membership Initiative activities focused on:**
 - Enhancing Member Experience
 - Increasing Group Engagement
 - Formally Mentor Members
 - Publish Leadership Bios
 - Define what it means to be part of PLMA
- **Moving Forward:**
 - ensure that membership initiatives align with evolving value for members



Officer Bios

Officers (2019-2021):



Board Chair
Michael Brown
Berkshire Hathaway
NV Energy

[Read Michael's Bio](#)



Board Vice Chair
Richard Barone
TRC

[Read Richard's Bio](#)



Treasurer
Troy Eichenberger
Tennessee Valley
Authority

[Read Troy's Bio](#)



Secretary
Joseph Childs
Eaton

[Read Joe's Bio](#)



Michael Brown

PLMA Title: Chair of the Board

Company: NV Energy /
Company Title: Manag
Years with PLMA: 13
Years in the Industry: 2

How Did You Become a Member of PLMA's Leadership Team?

I started regularly attending PLMA conferences in 2007 to



Richard Barone

PLMA Title: Vice Chair

Company: TRC Com
Company Title: VP A
Years with PLMA: 7
Years in the Industry:

How Did You Become a Member of PLMA's Leadership Team?

I was initially recruited by John Powers to join the DER Integration Interest Group as a co-chair in the fall of 20



Troy Eichenberger

PLMA Title: Treasurer

Company: Tennessee V
Company Title: Senior
Years with PLMA: 9
Years in the Industry: 1

How Did You Become a Member of PLMA's Leadership Team?

PLMA is a great place explore your leadership interests because



Joseph E. Childs

PLMA Title: Secretary

Company: Eaton
Company Title: Sr. Manager DR Strategy and Business Relations
Years with PLMA: 21
Years in the Industry: 35 years in the Utility Industry

How Did You Become a Member of PLMA's Leadership Team?

I attend events for a few years and sat in on board meetings

Subject Matter Expertise / Areas of Knowledge:

- marketing

Board Feedback on Initiatives

The most appealing benefits to me for serving as a PLMA Volunteer would be: (select all that apply)

1. Access to new skills coaching and mentoring
2. Resume building opportunities
3. Networking and introductions
4. Status
5. Access to possible career opportunities
6. Purpose and community
7. A fun new group to work with
8. The possibility of career advancement
9. Other (please specify)

If interested in volunteering in any Membership efforts, reach out to [@Derek Kirchner](#)

Board Feedback on Initiatives

Which PLMA Volunteer Leadership opportunity would you like to get involved with?

- A. Interest Group coach / mentor
- B. PLMA liaison for a new 1st year member organization
- C. PLMA focus group participant
- D. Ambassador for a PLMA Industry Ally
- E. Election officer
- F. Women in DM Mentor / Mentee
- G. Other (please specify)

If interested in volunteering in any Membership efforts, reach out to [@Derek Kirchner](#)

Chair's Remarks

Michael Brown
NV Energy/Berkshire Hathaway Energy

Staff Comments

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

Looking Ahead to What's Next . . .

- 1) 2021 Conference Update
- 2) Member Programming and Engagement
- 3) New Opportunities for Volunteers
- 4) An Online “Learning Management System”



Member Programming + Engagement



“A Learning Management System”

- A searchable repository of PLMA Resources
- A user-friendly platform
- Training classes
- Video, audio, graphics
- Public and member access

The screenshot shows the PLMA Load Management Resource Center website. The header includes the PLMA logo (Load Management Leadership) and navigation links for HOME, TRAINING, CONTENT, and CONFERENCE, along with a LOGIN button. The main banner features a 3D illustration of a smart home with solar panels and a power grid. Below the banner, the section is titled "Current Resources:" and displays four resource cards:

- Public Resources:** Load Management Dialogues are available to utility and regulatory staff and energy organizations seeking insights on dynamic load management, including DR and DER. Tags: Public Resources, Resources.
- Load Management Dialogues:** Load Management Dialogues are available to utility and regulatory staff and energy organizations seeking insights on dynamic load management, including DR and DER. Tags: Demand Response, Load Control, 2020.
- Introduction to DR Fundamentals:** This short introduction to DR is offered as a self-paced training that takes approximately 3 hours to complete. Duration: 00:03:00. Tag: Demand Response.
- Evolution of DR to DER:** This one-day interactive class explains how today's demand response initiatives are evolving to interact with distributed energy resources, which are increasingly part of the future of peak load management. Duration: 07:00:00. Tag: Demand Response.

At the bottom of the page, there is a file upload indicator "person-holding-cr...jpg" and a "Show all" button.

Open Discussion

email to signup@peakload.org

Adjourn

Appendix

Balance Sheet Overview

	As of Sep 30, 2020	As of Sep 30, 2019	Change	% Change
ASSETS				
Bill.com Money Out Clearing	14,750.00	0.00	14,750.00	
Key Bank Checking	187,734.88	131,611.64	56,123.24	42.64%
Merrill Lynch Savings	374,818.91	571,307.34	-196,488.43	-34.39%
Prepaid Expenses	81,127.30	50,000.00	31,127.30	62.25%
TOTAL ASSETS	\$ 658,431.09	\$ 752,918.98	-\$ 94,487.89	-12.55%
LIABILITIES AND EQUITY				
Liabilities				
Accounts Payable	30,100.00	17,607.50	12,492.50	70.95%
Key Bank Credit Card	11,535.14	16,677.25	-5,142.11	-30.83%
Total DEFERRED REVENUE (Conference Fees)	\$ 62,907.50	\$ 0.00	\$ 62,907.50	
Total Liabilities	\$ 104,542.64	\$ 34,284.75	\$ 70,257.89	204.92%
Opening Bal Equity	0.00	0.00	0.00	
Retained Earnings	683,685.75	506,774.25	176,911.50	34.91%
Net Income	-129,797.30	211,859.98	-341,657.28	-161.27%
Total Equity	\$ 553,888.45	\$ 718,634.23	-\$ 164,745.78	-22.92%
TOTAL LIABILITIES AND EQUITY	\$ 658,431.09	\$ 752,918.98	-\$ 94,487.89	-12.55%

