

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

Call to Order

PLMA Spring 2022 Board Meeting
Baltimore, MD
April 4, 2022 | 6:00 pm ET



Chair's Welcome

Rich Barone
TRC Companies

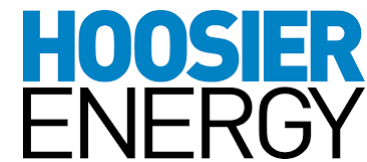


Welcome New PLMA Members since 2019!

1. Benton PUD
2. Camus Energy
3. Copper Labs
4. Enersponse
5. Evergy
6. FlexCharging
7. GridBeyond
8. GridX
9. Hoosier Energy
10. Johns Hopkins University
11. Lakeland Electric
12. Lawrence Berkely National Laboratory
13. Madison Gas & Electric
14. Manitoba Hydro
15. Marshall School of Business, USC
16. Michaels Energy
17. National Rural Utilities Cooperative Finance Corp
18. Opus One
19. Otter Tail Power Company
20. Panasonic Smart Mobility Office
21. Racepoint Energy
22. Recurve
23. Saint John Energy
24. Santee Cooper
25. Seattle City Light
26. Snohomish PUD
27. Sonoma Clean Power
28. Tampa Electric Company
29. TRC Companies
30. WeaveGrid

Welcome New PLMA Members Since the Fall Board Meeting

1. USC Marshall School of Business
2. ev.energy
3. Hoosier Energy
4. Enersponse
5. WeaveGrid
6. Avista Utilities
7. Michaels Energy
8. Camus Energy
9. Panasonic Smart Mobility Office
10. Avangrid
11. Connected Energy
12. Bidgely



Welcome Special Guest: Michael Brown



Welcome Special Guest: Joe Childs



Welcome Special Guests: Ed Thomas and Tiger Adolf



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





John Powers
Extensible Energy



Matt Carlson
Aquanta



Allison Hamilton
NRECA



Eric Mallia
Geotab Energy



Joel Schofield
Threshold Energy Solutions

PLMA: The Voice of Load Management Practitioners

We are . . .

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



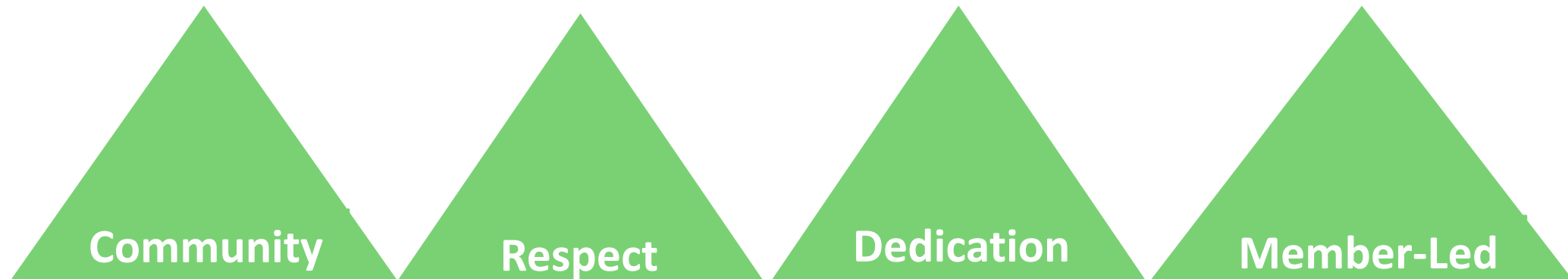
▲ Vision

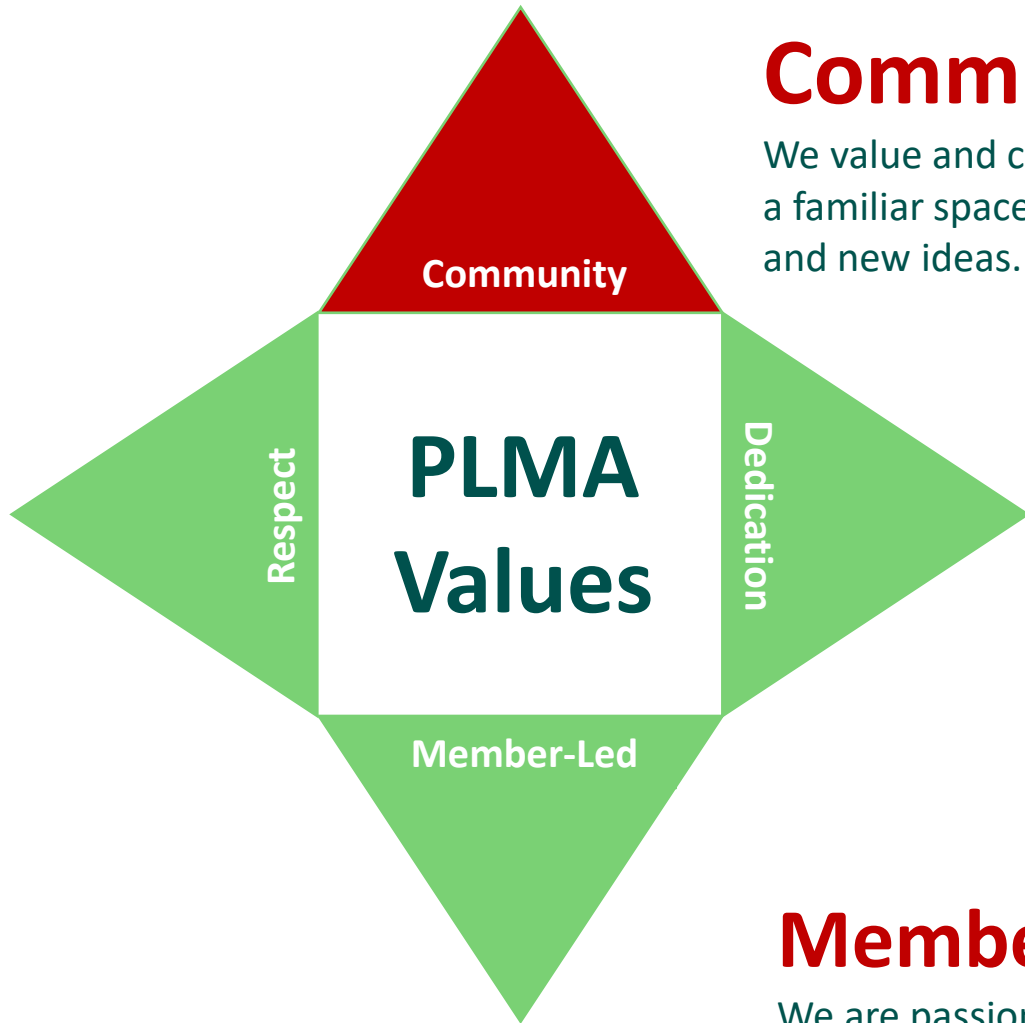
To empower PLMA members and allies to realize the full potential of tomorrow's dynamic energy grid.

▲ Mission

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

▲ Values





Community:

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

Respect:

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

Dedication:

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

Member-Led:

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

PLMA: The Entity Is:

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

PLMA: The Entity:

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

▲ PLMA By-Laws

- Roles and responsibilities of Board, Executive Committee, Officers, and Executive Director

▲ PLMA Code of Conduct

• Confidentiality Policy

- Meeting content has PLMA confidential Information
- Maintain a bias-free decision-making process

• Conflict of Interest Policy

- If you have a conflict of interest:
 - Disclose your conflict of interest
 - Recuse yourself from discussions or voting
 - Ask to hold the conversation and then exit until topic is concluded

• Antitrust Policy

- No PLMA activity shall limit or restrict Free Trade

• Whistleblower

- PLMA Adheres to federal, state, and local laws
- Member practitioners should report any violations

• Anti-Harassment

- PLMA is dedicated to providing a harassment-free experience for everyone

Executive Committee

4

Elected Officers

8

Elected Members

PLMA Staff

- Executive Director
- Chief Development Officer
- Ops & Member Services Mgr
- Registration Manager
- Resources Manager
- Web & Graphics Manager

PLMA Board of Directors

“Seated” (voting)

1 Board Seat per
Sustaining Member

39

Directors

1 Board Seat per
Advisory Member

58

Directors

At-Large

5

Elected Directors

“At-Large” (non-voting)

Associate Members

60

Academic Members

3

Vice-Chair's Report

Robin Maslowski
Guidehouse



PLMA's Interest Groups: Roles + Responsibilities



Connected Devices:

Co-chaired by **Cindy Berry**, Austin Energy; **Kari Binley**, ecobee; and **J.T. Thompson**, Enbala;

This Group examines the costs and benefits of all types of utility-sponsored programs that leverage connected device technology to deliver demand response, energy efficiency, or other system benefits.



Customer Engagement:

Co-chaired by **Vanessa Richter**, Oracle Utilities; **Lenore Zeuthen**, Active Customer Engagement

This Group addresses key areas of customer engagement for DR programs.



Global Load Management:

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

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

PLMA's Interest Groups: Roles + Responsibilities



Retail Pricing:

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

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



Electric Transportation:

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

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

PLMA's Planning Groups: Roles + Responsibilities

Awards Planning

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

Conference Planning

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

Education Planning

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

Thought Leadership

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

Secretary's Report

Andrea Simmons
Idaho Power



- **Fall 2021: Approving the Board Meeting Minutes**
 - Posted at: www.peakload.org/board-home-page

- **Policy Updates:**
 - Affinity Group
 - Document Retention
 - Volunteer Travel & Expense

- **Fall 2021 Conference Metrics**

▲ Survey:

- Yay
- Nay
- Abstain

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

Status: Approved by Executive Committee

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

Key Content:

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

Posted at: www.peakload.org/policies

Status: Working Draft

▲ Make materials more accessible to Leadership

- Retire Dropbox platform
- Complete implementation of Microsoft Teams / SharePoint platform
 - Group Control
 - Enhanced and Flexible Security
 - Retention Policy part of new SharePoint infrastructure

▲ All materials to be moved to site

▲ Government rules and guideline organizations giving this more attention

▲ Required to clearly define what needs to be kept and deleted

Key Content:

▲ Responsible Parties

▲ Timeframe for document retention

▲ Legal Hold Requirements

▲ Exclusions

▲ Annual Review

Volunteer Travel & Expense Policy

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

Status: Working Draft

- ▲ IRS Reporting Requirements
- ▲ Request and Reporting Form

Key Content:

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

Fall 2021 Conference, live online

- ▲ Same level of participants:
 - 96 Utility
 - 132 Vendor + Consultant

			2020		2021	
Conference Attendance	Ave Pre		Spring	Fall	Spring	Fall
	Covid-19	St. Pete	(no cost)			
Total Registration	222	319	1,138	320	248	246
First Time Registrants		112	765	123	75	74
Returning Registrants		207	373	197	173	172

- ▲ Same level of **first-time** participants

- ▲ Similar participation from educational institutions

- ▲ No participants from outside North America

Registration	Participants		Companies	
	Count	%	Count	%
Utility	96	39%	44	41%
Vendor	101	41%	38	36%
Consultant	33	13%	12	11%
Education	2	1%	2	2%
Government	3	1%	3	3%
Associations	7	3%	7	7%
Outside North America	0	0%	0	0%
Staff	4	2%	1	1%
TOTAL	246	100%	107	100%

Note: BPA, TVA, and WAPA counted as Utility

▲ Utility Representation:

- Up from pre-COVID times
- Utility ratio down from Fall 2020

▲ Participation by Companies:

- Utilities similar to last in-person conference
- Vendors and consultants increased participation

▲ Participation by Membership:

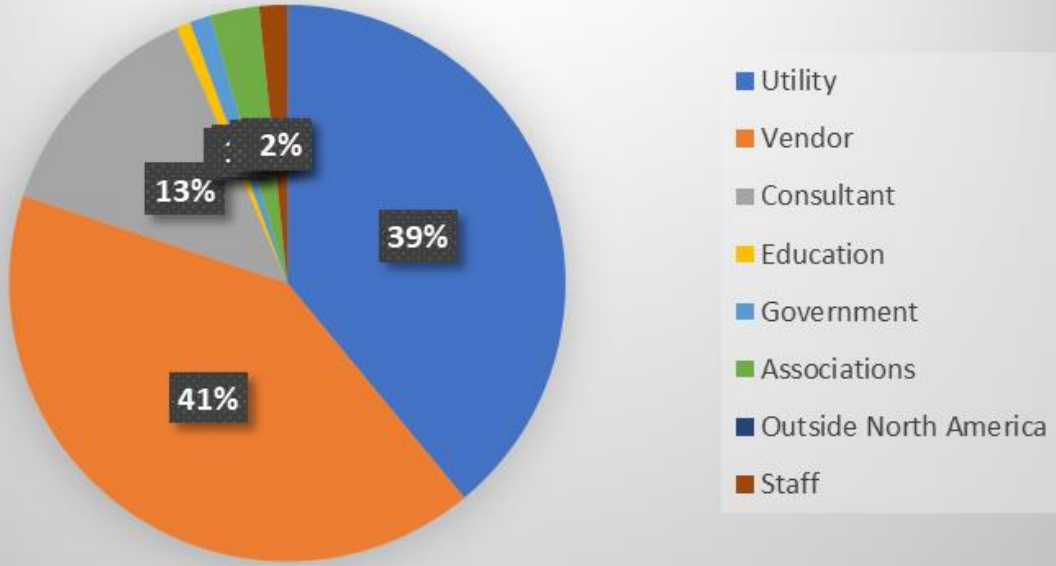
- Sustaining members are the majority of participants in conference

Conference Attendance	Ave Pre		2020		2021	
	Covid-19	St. Pete	Spring (no cost)	Fall	Spring	Fall
First Time		35%	65%	38%	30%	30%
People-Utility / Total	33%	32%	31%	45%	40%	39%
Companies - Utility/Total	33%	31%	24%	42%	45%	41%
Participation per Company						
Utility	1.9	2.2	3.2	2.9	2.2	2.2
Vendor / Consultant	1.9	2.4	2.5	2.6	2.7	2.7

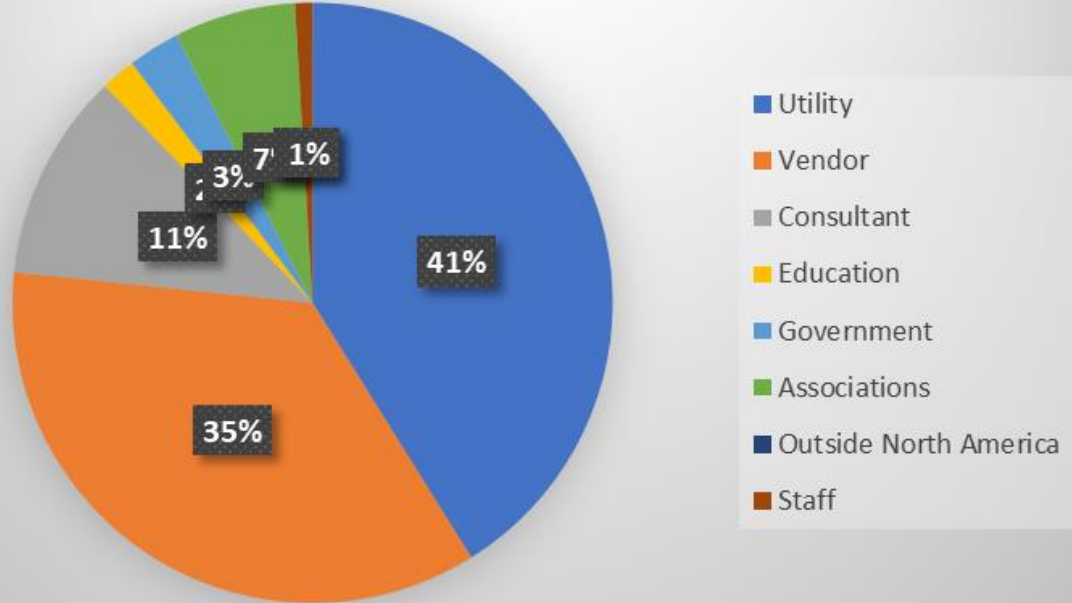
Conference Attendance	Utility		Vendor / Consultant	
	Count	%	Count	%
Sustaining	60	68%	67	53%
Advisory	18	20%	45	35%
Associate	10	11%	15	12%
Total	88	100%	127	100%

Fall 2021 Conference Registration

Person Registration



Company Registration



Treasurer's Report

Troy Eichenberger
Tennessee Valley Authority

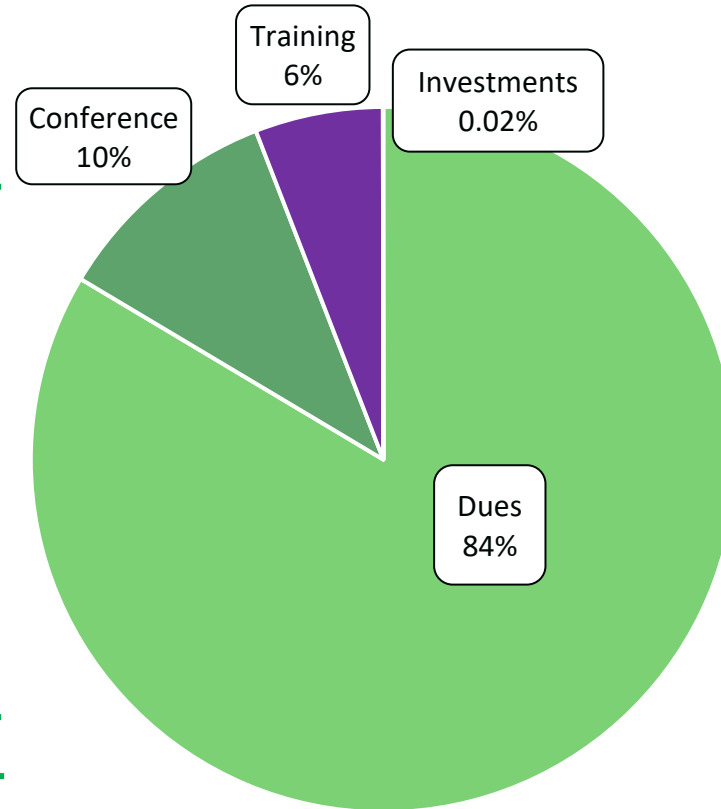


Financial Report: 2021 P&L Overview

REVENUES

Dues	503,290
Conference	63,525
Training	35,350
Investments, Misc.	138
Total Revenues	602,303

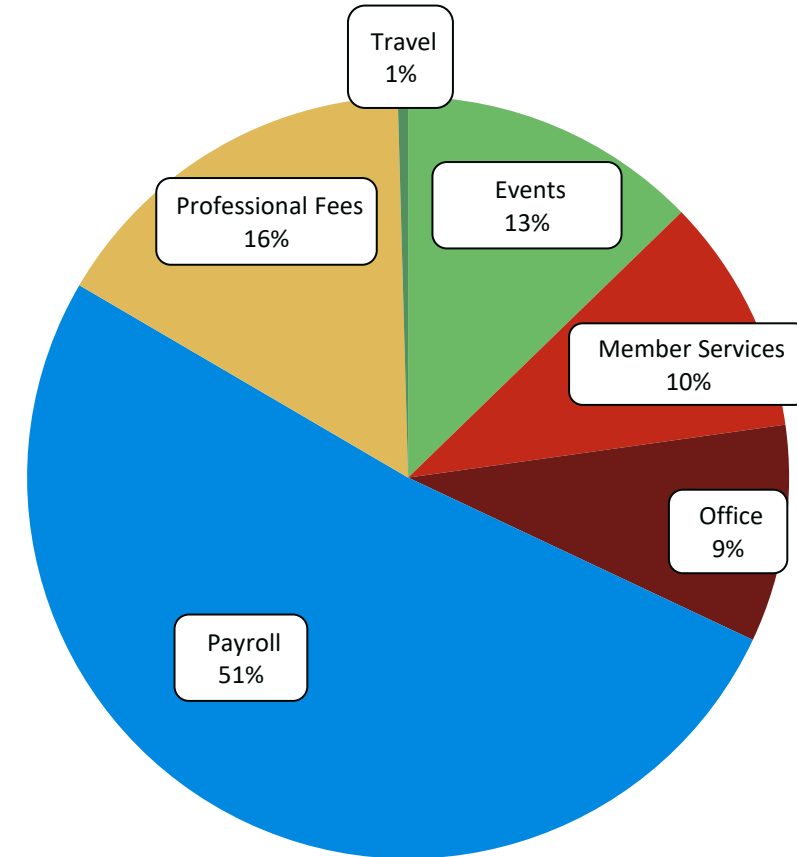
REVENUES



EXPENSES

Events	74,723
Professional Fees	94,714
Member Services	58,961
Office	54,142
Payroll	301,785
Travel	2,557
Total Expenses	586,882

EXPENSES



Net Income (Loss) 15,421

Based on statements as of December 31, 2021

Financial Report: 2021 Balance Sheet

ASSETS

Operating Accounts	\$210,598
Savings	\$374,692
Federal Payroll Tax Credits	\$38,949
Prepaid Expenses	\$275
<u>TOTAL ASSETS</u>	<u>\$624,514</u>

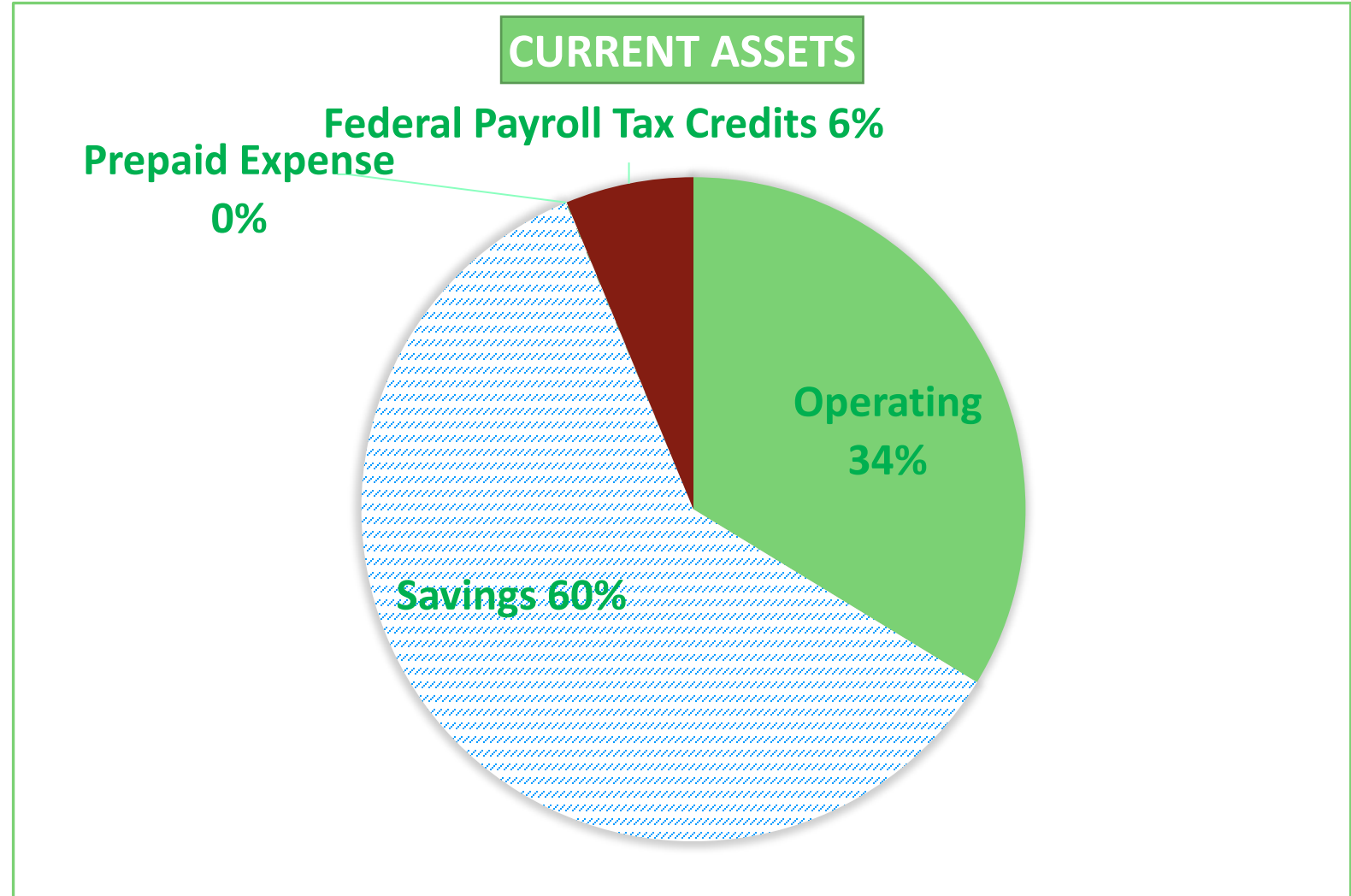
LIABILITIES AND EQUITY

Current Liabilities	
Account Payable	\$1,104
Credit Cards	\$3,105
Other	\$0
Wages Payable	\$31,424
Deferred Revenue	\$0
<u>TOTAL LIABILITIES</u>	<u>\$35,633</u>

EQUITY

Retained Earnings	\$573,460
Net Income (Loss)	15,421
<u>TOTAL EQUITY</u>	<u>\$588,881</u>

TOTAL LIABILITIES AND EQUITY \$624,514



Based on statements as of December 30, 2021

Treasurer Report: 2021 Budget v. Actual

Annual budget process completed with Executive Committee:

	2021 Budget Total	2021 YE Actuals	YE Variance
Income			
Conference Fees	\$292,000.00	\$63,525.00	(\$228,475.00)
Membership Dues	\$582,732.63	\$503,290.00	(\$79,442.63)
Miscellaneous & Interest	\$1,000.00	\$137.87	(\$862.13)
Training Fees	\$55,000.00	\$35,350.50	(\$19,649.50)
Total Income	\$930,732.63	\$602,303.37	(\$328,429.26)
Expenses			
Event Expense	\$302,375.00	\$74,722.81	(\$227,652.19)
Total Member Services	\$141,500.00	\$58,960.98	(\$82,539.02)
Total Office Expense	\$66,500.00	\$54,142.02	(\$12,357.98)
Total Professional Fees	\$459,632.00	\$396,499.67	(\$63,132.33)
Total Travel Expense	\$11,000.00	\$2,556.83	(\$8,443.17)
Total Expenses	\$981,007.00	\$586,882.31	(\$394,124.69)
Net Operating Income	(\$50,274.37)	\$15,421.06	\$65,695.43

Based on statements as of December 31, 2021

Treasurer Report: 2022 Budget Overview

Annual budget process completed with Executive Committee:

	2022 Budget Total
Income	
Conference Fees	460,000.00
Membership Dues	558,000.00
Miscellaneous	1,000.00
Training Fees	42,000.00
Total Income	\$1,061,000.00
Expenses	
Event Expense	500,000.00
Total Member Services	\$119,200.00
Total Office Expense	\$76,200.00
Total Professional Fees	\$471,100.00
Total Travel Expense	\$14,000.00
Total Expenses	\$1,180,500.00
Net Operating Income	(\$119,500.00)

- Monthly review of **financial statements**
- Continued refinement of **Risk Management Plan** as the organization grows
- Recommended Fontana CPAs to conduct 2021 **biennial audit**
- Operations and Member Services Manager has transitioned to a **full-time employee**
- Reviewing **Membership Pricing Strategy**
- **Operational Imperative #3** has transitioned from aspirational goals to implemented processes

Staff Remarks

Rich Philip, Executive Director

Judy Knight, Chief Development Officer

Monica Hammond, Operations & Member Services Manager



PLMA Volunteer Leaders' Reports

Planning, Interest, and Affinity Groups





Steering Committee:
Brian Doyle, Mike Smith,
Julie Cain

Report Outs from PLMA's Planning, Interest, and Affinity Groups:





Load Management Leadership

THOUGHT LEADERSHIP

Co-Chairs:
Jenny Roehm and Mark Martinez

PLMA's Load Management Resource Center

bit.ly/PLMA-Resource-Center

PLMA Load Management Leadership

SEARCH WEBINARS CONFERENCES PUBLICATIONS INNOVATION FORUM LOGIN

Welcome to PLMA's Load Management Resource Center

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

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

HOT TOPIC

Building a DER Portfolio through Business Case Modeling

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

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

DETAILS

LOAD MGMT DIALOGUE

Growth Capital Investment in Energy Tech

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

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

DETAILS

LOAD MGMT DIALOGUE

DERs in the New Energy Economy

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

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

DETAILS

HOT TOPIC

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

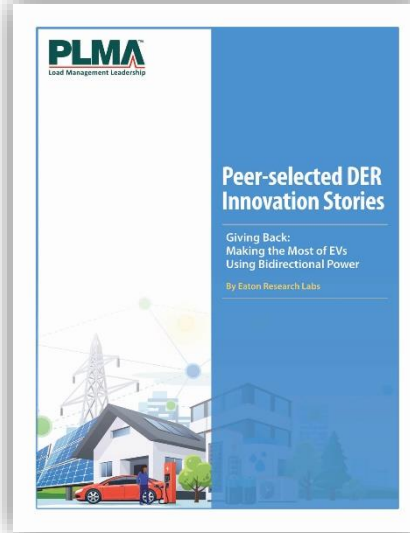
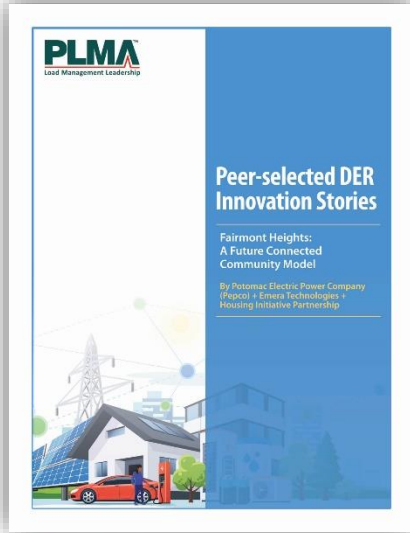
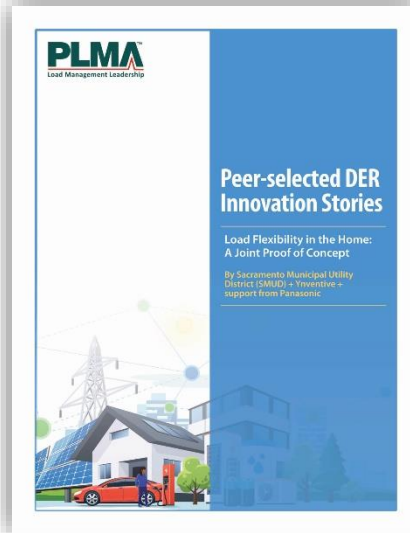
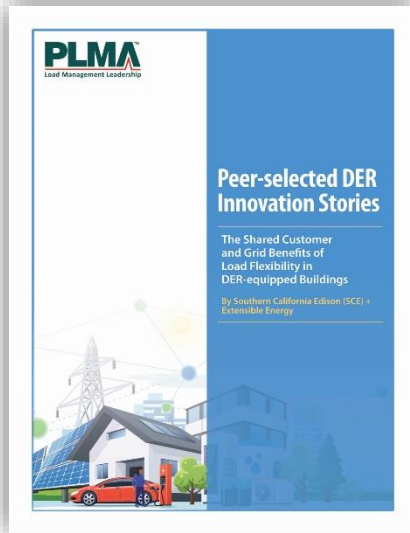
Discussion of challenges faced by utilities over 2020, and the approaches they've taken to keep programs fully subscribed and delivering results while customers' homes are more fully occupied.

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

DETAILS

- A searchable repository of all PLMA content from 2020 forward
- **133 packages** of content to date
- **227 users** since April '21
- **35% growth** in users since the last conference

2022 Publications



Podcast

Load Management Dialogues



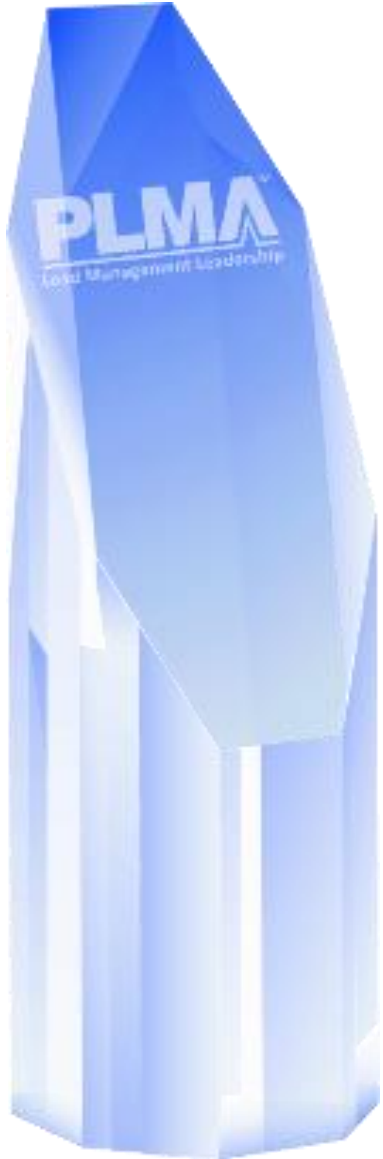
- Available from wherever you download your podcasts
- ~1,100+ downloads / year



Load Management Leadership

AWARDS PROGRAM

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



- 18 nominations received
- 18 volunteer judges provided peer-review
- Winners to be presented Tuesday, April 5

19th PLMA Awards Winners (2022)



PACESETTERS PROGRAM	<ul style="list-style-type: none">> BGE's Telematics-based Smart EV Program with WeaveGrid> Olivine + PG&E for their Collaboration on Solving Problems for Diverse Customers and Situations
TECHNOLOGY PIONEER	<ul style="list-style-type: none">> PG&E, SCE, SDG&E, and Universal Devices for the DRET Program
THOUGHT LEADER	<ul style="list-style-type: none">> Duke Energy for its Multiple Initiatives and Commitments to DR/DER Advancement

Thank You Volunteer Judges!

Peter Bergeron, Cpower

Brett Feldman, National Grid

Kevin Knight, BGE



Awards Co-Chairs

Laurie Duhan, BGE

Allison Hamilton, NRECA

Derek Kirchner, TRC Companies

Ruth Kiselewich, ICF

Melissa Knous, Duke Energy

Johanna Koolemans-Beynen, USEA

Vasudha Lathey, Olivine

Ross Malme, Consultant

Mark Martinez, SCE

Sierra Martinez, Energy Foundation

John Powers, Extensible Energy

Christine Riker, Energy Solutions

Andrea Simmons, Idaho Power

Uros Simovic, West Monroe Partners

Mike Smith, National Grid



Load Management Leadership

EDUCATION PLANNING

Co-Chairs:
John Powers and Paul Wassink

2022 Education Planning Group

2022 Training Agenda:

▲ Three Evolution of DR to DER Classes:

- April 4, 2022, in person class (Baltimore)
- July/August, live online
- November 14, 2022, in person class (Phoenix)

▲ Wholesale Markets Classes

- May 17-18, 2022, live online
- LIVE TRAINING WEEK: 1st week of October

▲ Program Design + Implementation Classes

- May 3-4, 2022, live online
- LIVE TRAINING WEEK: 1st week of October





Load Management Leadership

CONNECTED DEVICES

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

HOT TOPIC Conversations

- None since last update

Next Up!

- Stand-by Generation as Grid Services Use Cases (CA, TX, AZ)
- Use output from Connected Devices Interest Group FERC-2222 session to inform future HOT TOPICS
- Recruiting for replacement for Kari Binley (moved to Exec Committee)

PLMATM

Load Management Leadership

CUSTOMER ENGAGEMENT

Co-Chairs:
Vanessa Richter and
Lenore Zeuthen

Customer Engagement

Customer Journey

Customer Programming



PLMATM

Load Management Leadership

GLOBAL LOAD MANAGEMENT

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

Recent Initiatives – Country Focus



Country Focus – **Canada**



Lisa DeMarco, Resilient LLP, Canada's Emissions market



Country Focus – **Israel**



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



Country Focus – **Japan/Hawaii**



Challenges and opportunities in
“energy islands”/DER penetration



Country Focus – **Ukraine**



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



Country Focus – **South Africa**



COVID implications of load reductions on South
African grid



Country Focus – **Australia**



Lance Hoch, Oakley Greenwood, Australian Grid/Market Overview



GLM Interest Group Updates

APRIL 2022

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

JANUARY 2022

Michael Brown, NV Energy welcomed as newest Co-Chair

- Hosted multiple webinars spotlighting various countries
- Currently weekly leadership calls
- **Still looking for new members to get involved**



U.S. Energy Association: Organization Volunteer Award



- Johanna Koolemans-Beynen at The Energy Utility Partnership Program (EUPP) nominated PLMA to receive the USEA's **2022 Organization Volunteer Award**
- Awarded for PLMA's willingness to participate in USEA training programs in several regions; special thanks to **Rich Barone, Michael Brown, and Scott Coe.**
- To be awarded at USEA's Annual Meeting, **May 26, 2022** (online)





Load Management Leadership

RETAIL PRICING

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

- ▲ Winter HOT TOPICS Conversation on Demand Rates:
 - February 2022: “All About Demand-Rate Pricing” in the co-op environment

- ▲ IG programming this morning on “better connecting wholesale costs to retail prices”

- ▲ Not seeing a ton of retail pricing abstract submittals in last two calls for submissions – but HOT TOPICS have had strong attendance/engagement, so member interest is clearly there

- ▲ **Next Up:**
 - Continue to host multiple HOT TOPIC Conversations each year (PTR + TOU, anyone?)
 - Potentially bring on another/new co-chair for additional support in 2022
 - Assist with planning, judging, implementing Fall Conference 2022



PLMATM

Load Management Leadership

ELECTRIC TRANSPORTATION

Co-Chairs:

Kessie Avseikova, Nick Bengtson,
Katie Parkinson, Meghan Jennings

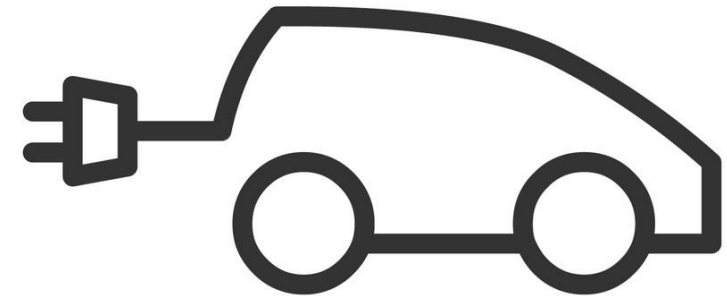
Electric Transportation Update

HOT TOPIC Conversations:

- **Strong conversation on the managed charging topic**
 - **January 27, 2022** – Highlights from SEPA on the State of Managed Charging
 - **October 28, 2021** – Designing Effective Managed Charging Programs

Strong Presence at the 45th PLMA Conference

- 2-hour Interest Group Engagement – EV News and EV Learnings
 - Focus on customer adoption and engagement
- EV-focused Conference session
 - Managed Charging in Electric Transportation:
What's Happening Currently?
What's Coming Next?



Co-Chair Update

- Joyce Bodoh has moved to the PLMA Executive Committee;
Meghan Jennings of Rappahannock EC is the new co-chair

PLMATM

Load Management Leadership

WOMEN IN DM

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

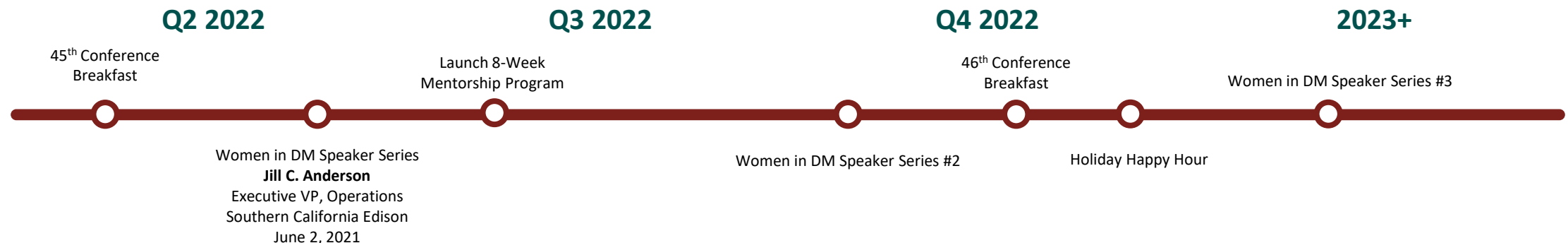
Welcome New Co-Chair

▲ **Erica Keating**, Southern California Edison, Confirmed Q1 2022

Three Pillars of Programming (2022 – 2023)

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

2022 Programming Milestones



Biannual Survey Results

Women in DM Biannual Survey Results to drive major 2022 and 2023 programming milestones.

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



Women in DM Speaker Series

- *June 2, 2022 with Jill C. Anderson, SCE*
- *Q4 2022*
- *Q1 2023*

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



Mentorship Program (Q2 2022 Launch)

- Pilot expansion
- Small group participant meetings

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



Holiday Happy Hour and other Social Events

"Thanks for making this a priority." – Survey Respondent



Load Management Leadership

CONFERENCE PLANNING

Co-Chairs:
Chris Walls, Pete Bergeron,
and Joyce Bodoh



Mark Your Calendar for:

The 46th PLMA Conference

November 14-16, 2022 – Phoenix, Arizona

Strategic Vision 2022

Strategic Plan REFRESH:
2019 - 2022

Development and Execution Process

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

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

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



Leadership To Date
0 2

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



Volunteer Leadership Retreat (August 2020)

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



Fall 2020
Spring 2021
Updates



Vision 2021 REFRESH Planning Retreat (August 2021)



Vision 2021 REFRESH Update (Fall 2021)



Vision 2021 REFRESH Progress (Spring 2022)

NEXT: Vision 202x Strategic Planning Retreat (Summer 2022)

VISION 2021 Strategic Plan: 2019 to 2021

A

Spark DER
Innovation

B

Foster DER
Adoption

Strategic Initiatives

Operational Imperatives

1

Ally Strategy

2

Improve Resource
Efficiency
(Volunteers & Paid Staff)

Succession Planning

3

Financial Planning &
Operations

4

Member Development

Membership Best Practices
Membership Engagement Tactics

Foundational Supports

Board Structure, Bylaws, Policies, and Procedures

Mission – Vision - Values

VISION 2021 Strategic Plan: 2019 to 2021



Strategic Initiatives

Operational Imperatives



Succession Planning

Membership Best Practices
Membership Engagement Tactics

Foundational Supports



VISION 2021 Strategic Plan: Two Success Stories!



COMPLETE!

B

Foster DER Adoption

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

TASKFORCE:

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



MOVED TO STAFF!

1

Ally Strategy

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

TASKFORCE:

Joe Childs, Jenny Roehm

Strategic Plan REFRESH 2022

A
Spark DER
Innovation

B
Advance Decarbonization
Through LM

C
Enhance Diversity,
Equity, and Inclusion

Strategic Initiatives

Operational Imperatives

1 Strategic
Marketing

2 Improve Resource
Efficiency
(Volunteers and Paid Staff)

3 Financial Planning
and Operations

4 Member
Development

Foundational Supports

Board Structure, Bylaws, Policies,
and Procedures

Mission – Vision – Values

Strategic REFRESH 2022: New Initiatives / Imperative

A
Spark DER
Innovation

B
Advance Decarbonization
Through LM

C
Enhance Diversity,
Equity, and Inclusion

Strategic Initiatives

Operational Imperatives

1 Strategic
Marketing

2 Improve Resource
Efficiency
(Volunteers and Paid Staff)

3 Financial Planning
and Operations

4 Member
Development

Foundational Supports

Board Structure, Bylaws, Policies,
and Procedures

Mission – Vision – Values

Strategic Initiatives



Strategic Initiatives

Operational Imperatives



Foundational Supports



Taskforce:

Eric Van Orden, Robin Maslowski, Olivia Patterson. Rich Barone, Michael Brown, Christine Riker; Ruth Kiselewich, John Powers, David Ericson, Daniel Carr, Matthew Haak, Ricson Chude, Tom Hines



Spark DER
Innovation

2019-2021 Review

Metric	Task(s)	Details
Develop Idea Generation Process	<ul style="list-style-type: none">Challenge Definition Workshop (May 2020)	Challenge Categories (See next slide)
Create Innovation Forum	<ul style="list-style-type: none">Innovation Forum/Roundtable (June 2021)Innovation Stories (December 2021)	Included Resource Center (Clickable links to the left) Transcription into a formatted report (Clickable links to the left)
Enhance PLMA Activities	<ul style="list-style-type: none">Establish on-going communications w/ PLMA Leadership to give strategic focus to all activitiesCreate a structured way to drive PLMA activities/initiatives that address innovation priorities	



A

Spark DER Innovation

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

Challenge Categories:

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



A

Spark DER
Innovation

Today's Session: DER Aggregation Tariffs & Program Portfolios

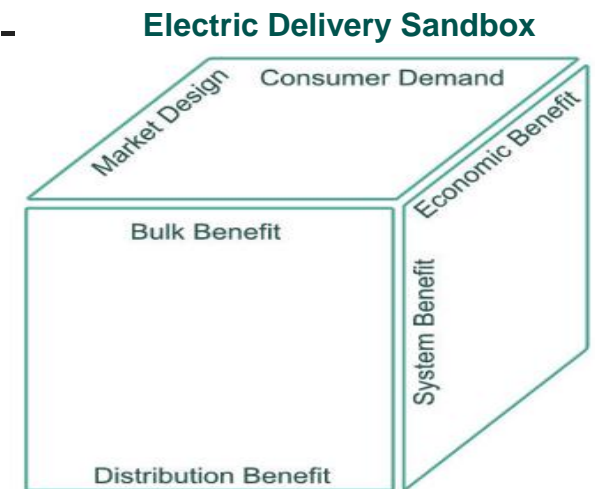
Crowdsourced Suggestions from the PLMA Community

Real-world example of **Arizona Corporation Commission's DER Aggregation Tariff Order** to pressure test development of technology-agnostic valuation of DER assets, incorporate a positive customer experience, and make it valuable enough to ensure market demand without cross-subsidies.

Hawaiian Electric and FERC 2222 also referenced.

Outcome:

Captured themes and ideas to inform future **Spark DER Innovation**



Transitioning from kWh
to kW, kWh, location, time & more

A

Spark DER
Innovation

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

2022 Targets





Strategic Initiatives

Operational Imperatives



Foundational Supports



Taskforce:

Christine Riker, Robin Maslowski, John Powers, Ruth Kiselewich, Colin Lamb, Chuck Ray, Sabrina Oudin, Michael Brown, Olivia Patterson, Rich Hasselman, Constanza Lengerich, David Alspector, CC Maurer, Rich Barone

B

Advance Decarbonization
Through LM

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

- Clearly identify **market failures or hurdles** to developing sufficiently clear drivers and articulate the link between targeted load management and carbon reductions within the energy sector.
- Highlight how **optimized DER dispatch and time of day usage** can have compounding effects towards accelerated decarbonization.
- Develop an understanding of PLMA members' current **state of awareness**, interest or engagement with decarbonization within their organizations.
- Offer **educational opportunities** that meet PLMA members where they are.

B

Advance Decarbonization
Through LM

2022 Tasks with Deliverables

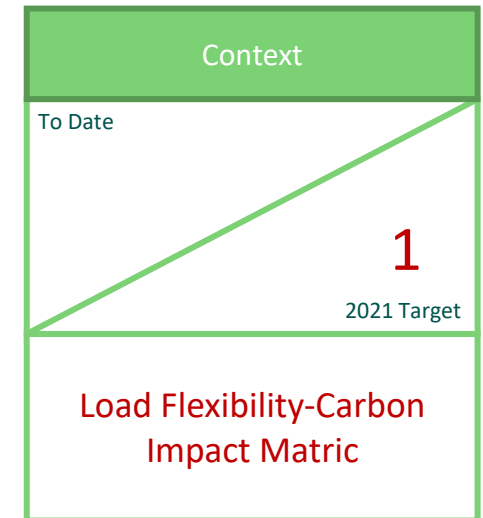
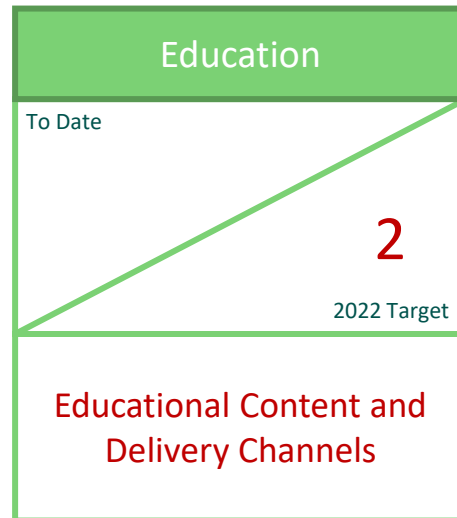
Metric	By Dec. 2022
Benchmarking	Develop and implement mechanisms designed to establish a benchmark for how much awareness or engagement PLMA members have around decarbonization and load management. Two possible tasks associated with this could include an interactive element of the spring conference and an “ideation” session among member utilities to discuss and explore this subject.
Education	Develop and deliver educational content and delivery channels appropriate to meet PLMA members "where they are" to help build a vision of how decarbonization could be relevant to our collective work and vice versa. This content may be delivered in a variety of ways, including load management dialogues, hot topics, conference sessions, among others.
Expansion	Define long-term strategy and tasks at summer strategy retreat; this will serve as a starting point to be fleshed out by the Strategic Initiative B. Task Force
Context	Create a load flexibility-carbon impact matrix that matches load, the role of M&V, and feedback from members on different use cases



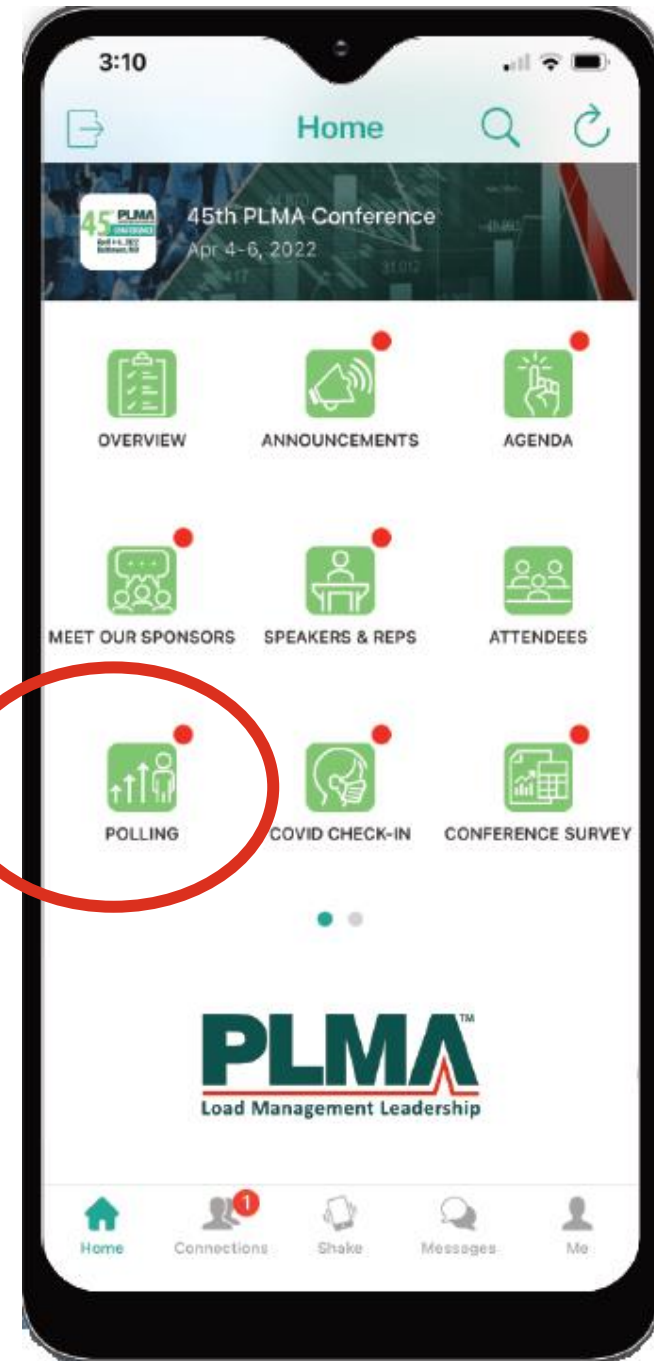
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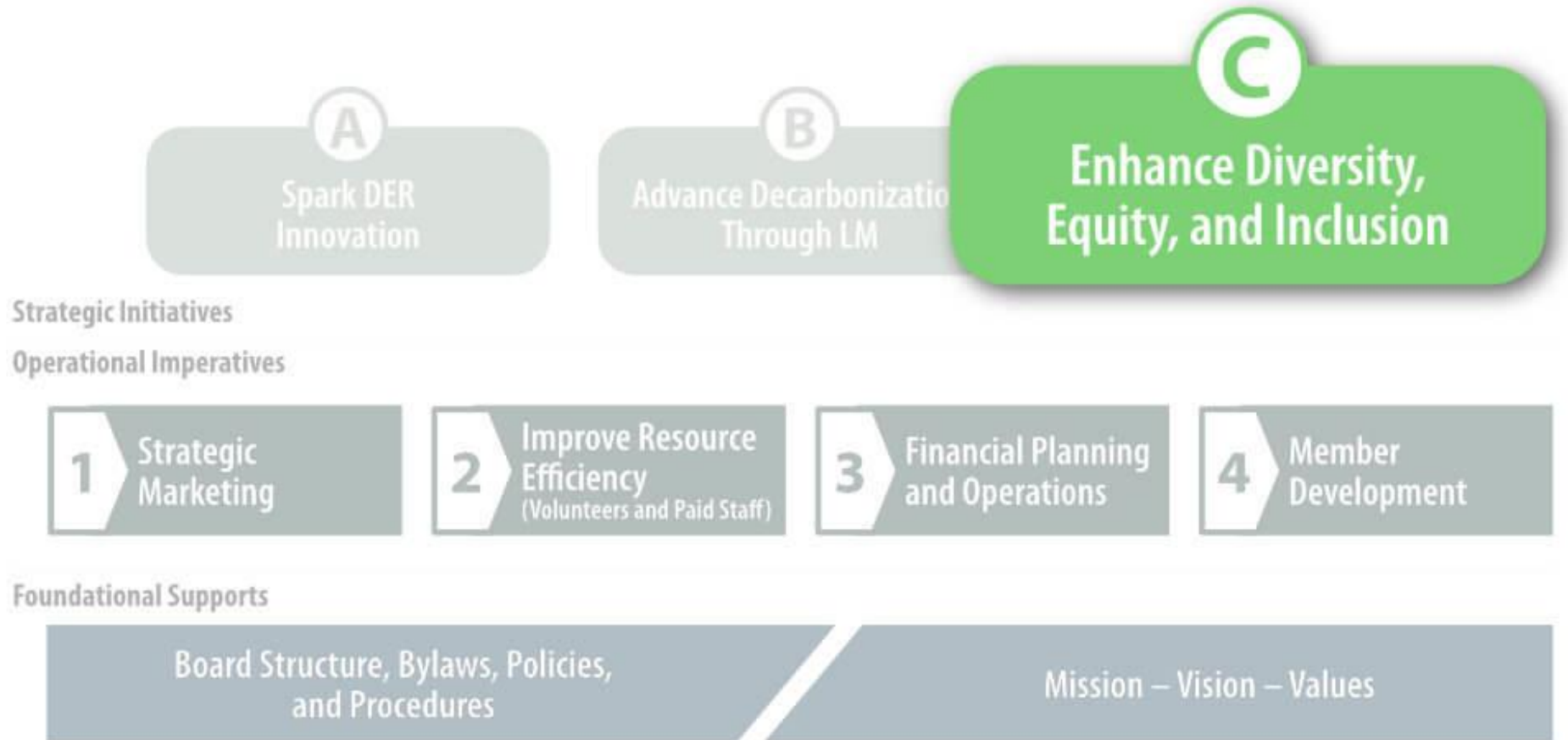
Advance Decarbonization
Through LM

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



**Log into the PLMA
Conference App
and let us know
where you are on
Decarbonization!**





Taskforce: Melissa Knous, Andrea Simmons, Joe Childs, Raul Flores, Rebekah Grant, Amber Mullaney



Enhance Diversity,
Equity, and Inclusion

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

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



Enhance Diversity,
Equity, and Inclusion

Tasks with Deliverables

Metric	By December 2022
Finalize Framework	<ul style="list-style-type: none">• Build team to support this objective• Create DEI charter
Affinity Groups	<ul style="list-style-type: none">• Develop materials/criteria as a “call for” DEI Affinity Groups
Internal DEI Communication and Coordination	<ul style="list-style-type: none">• DEI moments. Create a template and three examples.• DEI Communication (5 items)<ul style="list-style-type: none">• Curate and recommend Ted Talks or other similar content, create DEI quiz
External DEI Outreach and Coordination	<ul style="list-style-type: none">• Learn/research from other organizations (best practices)

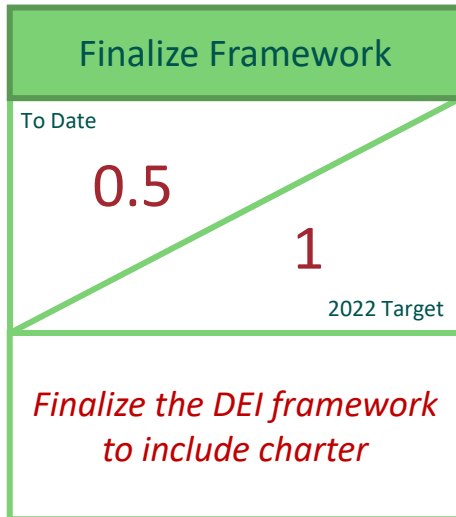




Enhance Diversity,
Equity, and Inclusion

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

2022 Targets



Operational Imperatives



Taskforce:

Michael Brown, Lenore Zeuthen, Robin Maslowski, Rich Barone

1

Strategic Marketing

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

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

1

Strategic Marketing

Tasks with Deliverables

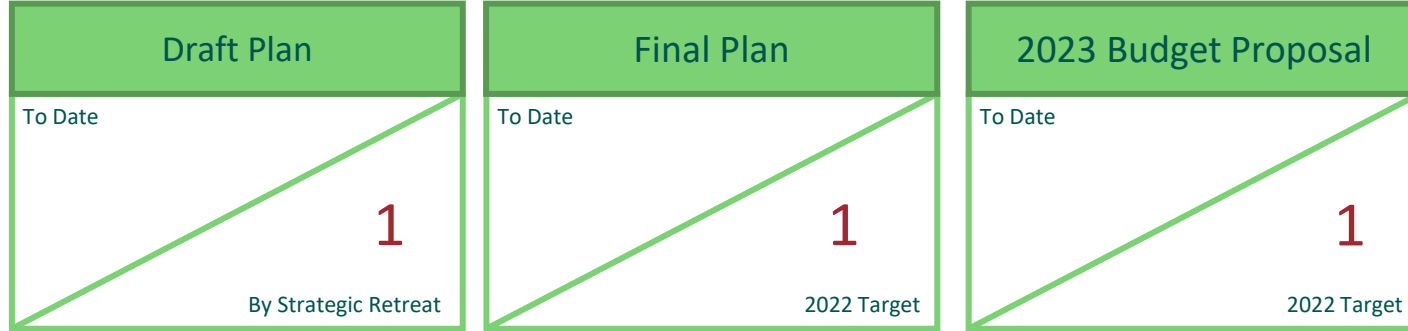
Metric	By Strategic Retreat	By December 2022
Plan Development	<ul style="list-style-type: none"> -Develop requirements & draft plan to support decision making at strategic retreat -Recommend longer term metrics approach 	<ul style="list-style-type: none"> -Revise and finalize plan based upon input from contract resources and strategic retreat -Finalize longer term metrics approach
Plan Implementation	<ul style="list-style-type: none"> • Goals & Priorities • Market Environment & Competing Voices • Stakeholder Segmentation & Growing Audiences • Current State & Desired Future State • Channel Strategy for Messaging & Content • Member Diversification Strategy • Influence & Efficacy Metrics 	Tbd. Launch prioritized components with some graphic design updates if possible; otherwise broad campaign launch in 2023
Resourcing Strategy	<ul style="list-style-type: none"> -Define roles of Paid Staff, Volunteers, Contract resources -Identify appropriate contract resources with social media expertise -Allocate available 2022 budget (\$8-10k) to contract resources 	<ul style="list-style-type: none"> -Issue RFP for appropriately scoped contract resources based upon plan -Propose 2023 budget request in alignment with budget planning process



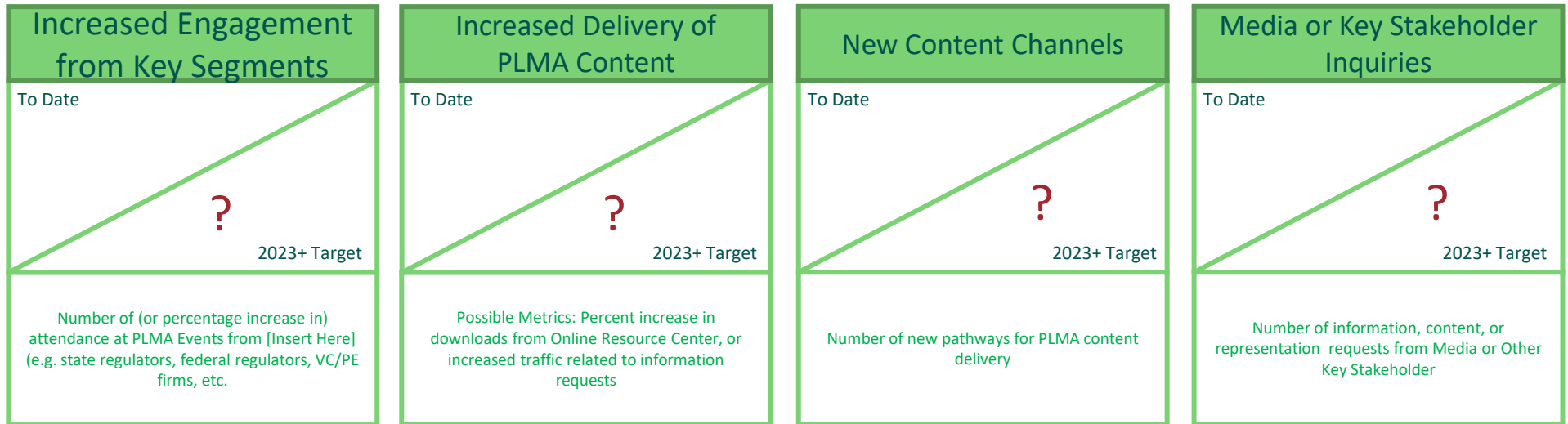
1 Strategic Marketing

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

2022 Targets



Longer Term Sample Metrics (under development)





Taskforce:

Michael Brown, Officers, Executive Committee

2

**Improve Resource
Efficiency**
(Volunteers and Paid Staff)

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

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

2 Improve Resource Efficiency (Volunteers and Paid Staff)

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



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



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



- 4 x Officers
- 7 x EC
- 12 x Co-Chairs
- 1 Strat. Init. Lead





Taskforce:

Troy Eichenberger, Ruth Kiselewich, Laurie Duhan, Rich Barone

3

Financial Planning and Operations

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

Financial Planning

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

Financial Operations

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

3 Financial Planning and Operations

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

Create and Maintain Risk Management Plan

To Date	1	1	2021 Target
<i>Document current risk and expense management tactics and options</i>			

Create and Maintain Investment Plan

To Date	1	1	2021 Target
<i>Define investment objectives and create a 1, 2 and 5-year investment plan, to include potential endowment</i>			

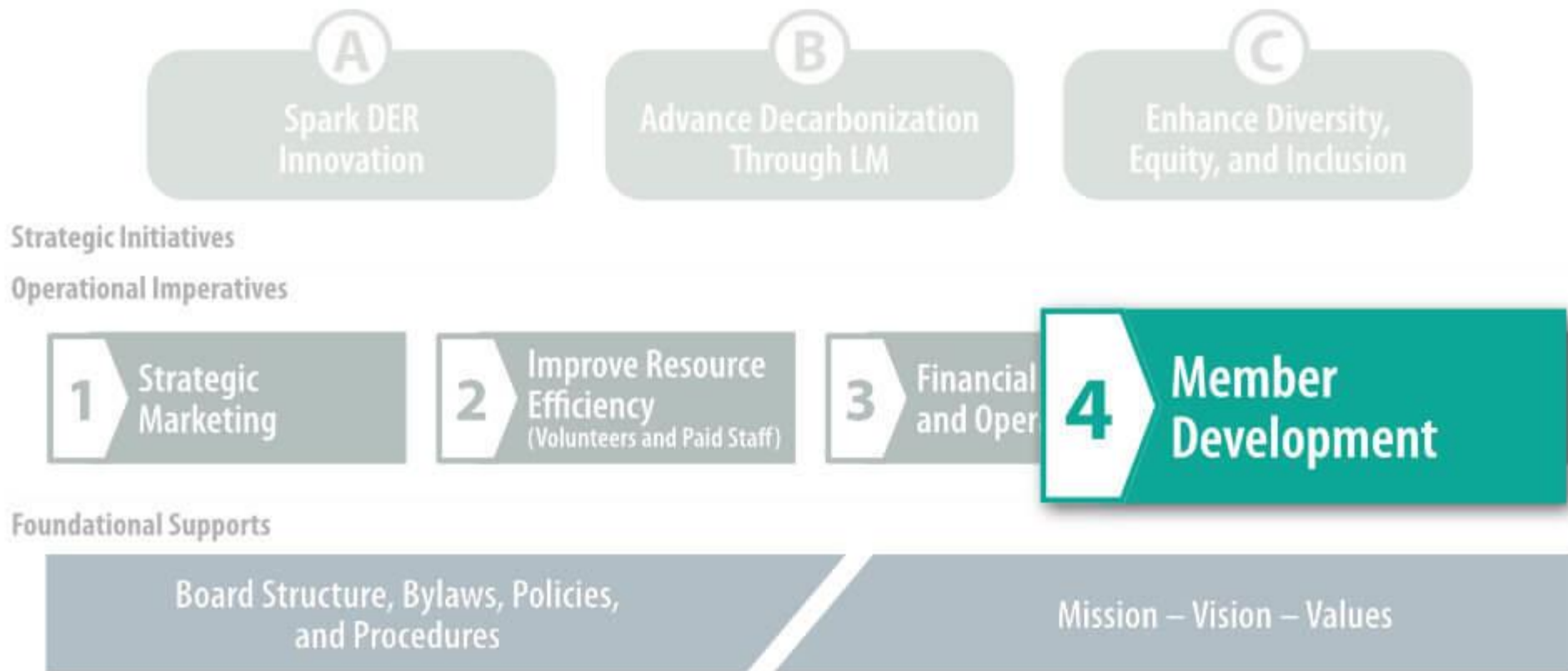
Document Revenue Strategy and Options

To Date	1	1	2021 Target
<i>Document current pricing/revenue strategies and options, including free/discounted/bartered passes/memberships</i>			

Set and Track Key Financial Performance Metrics

To Date	1	1	2021 Target
<i>Gain leadership consensus for key performance metrics that should guide revenue (and expense) growth relative to current and prospective member and industry ally engagement</i>			





Taskforce:

Justin Chamberlain, Andrea Simonsen, Olivia Patterson

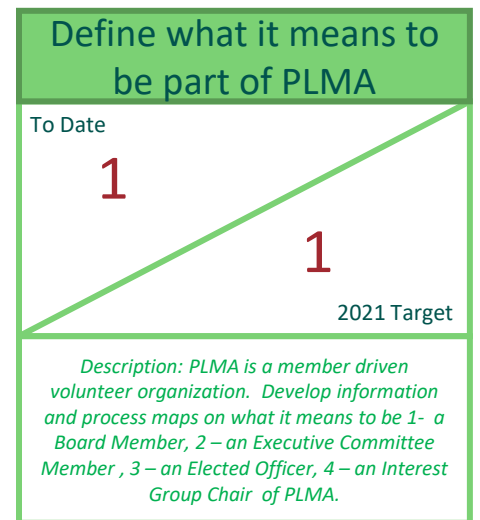
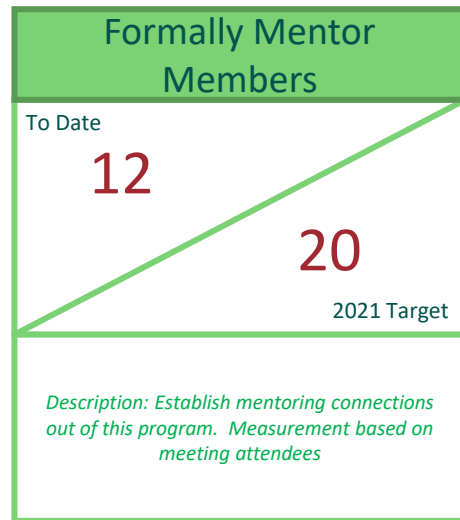
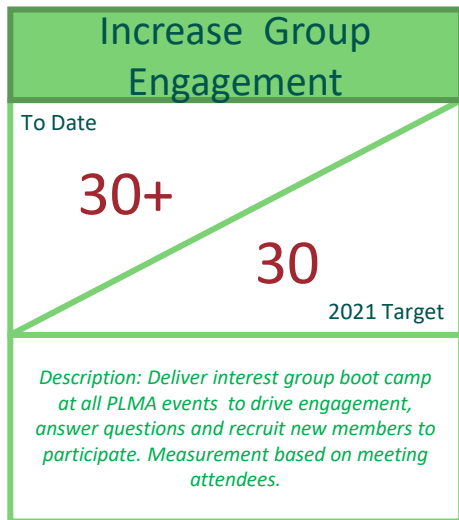
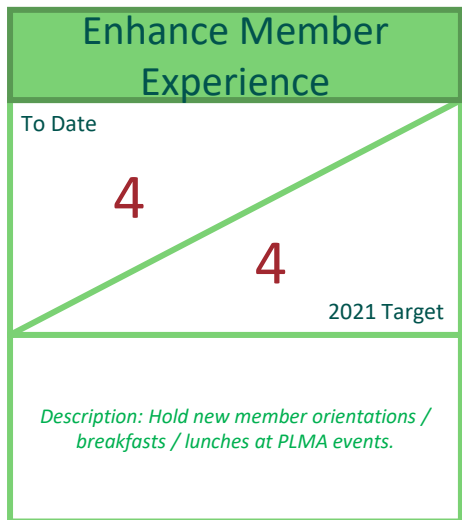
4 Member Development

Drive member engagement and development to ensure PLMA's long-term growth and success.

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

4 Member Development

Drive member engagement and development to ensure PLMA's long-term growth and success.



Please Get Involved!

Help PLMA Support
the Clean Energy Transformation

signup@peakload.org



Call for New Business and Questions

Thank You PLMA Board Members!

Closing Comments

Rich Barone, Chair
TRC Companies



2022 Staff Scorecard Progress

Category	Annual Goal Descriptions
Member Engagement	New membership options
Operations Management	Strategic Marketing, Resource Plan Update, HR Policy, Employee Handbook, Fiscal Policy Update
Partnership Management	AESP (training), NARYC, NASEO
Program Strategy Management	Spark DER, Decarb, DEI
Training Program Management	New member / volunteer orientation
Financial Management	Continuous improvement to annual budgeting: formalized scenario analysis regiment

PLMMATM

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

Load Management Leadership