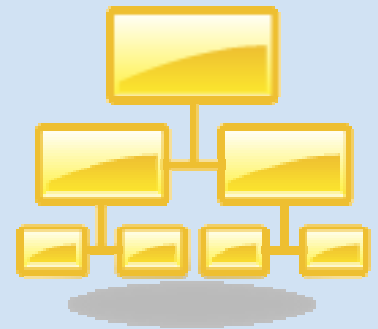


Good News: CEE is Exploring How to Support Portfolio Managers Too!

Marc Hoffman
CEE Executive Director
San Francisco, CA
January 14, 2009



Why Are Members Taking a Portfolio Approach to Efficiency Programs?

More members have greater latitude to manage efficiency measures on a portfolio basis:

- have multi-year program budgets
- can demonstrate cost-effectiveness across a host of measures rather than on a single measure basis
- have the latitude to support “families of measures” around specific customer segments (e.g., commercial kitchens)
- can support non-traditional measure, such as emerging technologies
- can support and “softer” approaches (e.g., O&M, system-related, process-related, and management-related measures)

In Response Members are Designating Program Portfolio Managers

Responsibilities—

- **Assessing** efficiency program objectives, timelines, and resources for the entire organization.
- **Planning** a set of programs needed to meet these requirements beyond the current program year
- **Maintaining** a balance of program activities across the portfolio in order to achieve multi-year goals

Portfolio Management Needs

Portfolio Managers are looking for information and support to:

- identify and evaluate emerging technologies
- develop program platforms, consisting “families” of related measures (e.g., commercial kitchens)
- identify programs with longer development times
- explore non-traditional programs (e.g., behavior-based programs)

Potential CEE roles to Support Member Portfolio Managers

- Identify common member needs and opportunities
- Provide a forum for information exchange among member portfolio managers
- Coordinate explorations and additional studies
- Identify and support mutually beneficial program platforms
- Serve as liaison for efficiency programs with outside organizations

How we are moving forward

- Identify which members are pursuing portfolio management
- Convene them via conference calls and in-person meeting and further define their roles within member organizations.
- Assess common portfolio manager needs and possible value of CEE role in supporting them
- Determine next steps

Calling all portfolio managers!

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It depends....

- What type of program administrator you are
 - What your program goals and timelines are
 - The level and availability of program resources
 - Your tolerance for risk
 - The degree of flexibility you have
 - Who your regulator is
 - The market and political environment you work in
-

All of these factors influence what goes into your program portfolio and how you manage it.

What set of programs will meet future goals?

Residential Programs

Commercial Programs

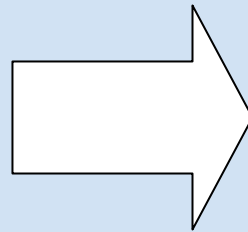
Industrial Programs

Natural Gas Programs

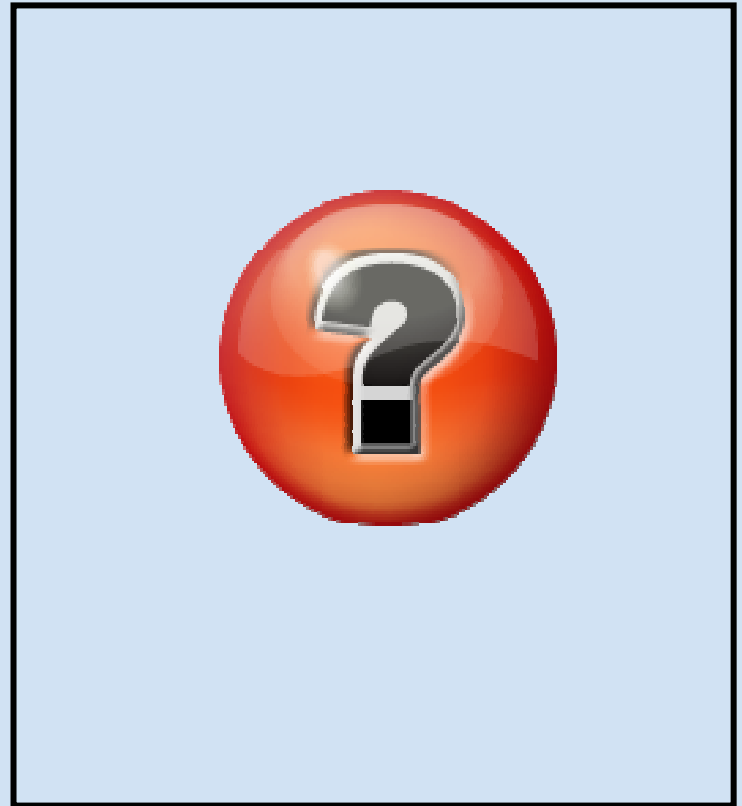
Evaluation and Research

Emerging Technologies

New Program Designs



Your Program Portfolio



Beyond CEE Program Committees

Residential Programs

- Lighting, Appliances, HVAC
- Whole House, New Construction

Commercial Programs

- Lighting, HVAC
- Whole Building Performance
- Targeted Programs
 - Kitchens, Data Centers,

Industrial Programs

- Motors and Drives
- Custom Programs
- Targeted Programs
 - Water Treatment, Food Processing

Natural Gas Programs

- Residential Heating
- Commercial Boilers
- Water Heating

Evaluation and Research

Government Purchasing

Multi-Family

Activities to Date

- Presented PM opportunity to Board of Directors in June
- On Dec. 17 CEE hosted an *Ask the Experts* webinar to share member experience in this area with new program administrators
 - thanks to our experts from Energy Trust, National Grid, SMUD
- Convening exploratory meetings of member portfolio managers
 - discuss their interests in area,
 - identify common challenges and barriers
 - to explore a potential role for CEE to enhance their portfolio planning and management efforts.