

Integrating Policy and Practice: The Evolution of Energy Resilience Programs in Oregon from the 2021 & 2022 Legislative Session

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ABSTRACT

In 2021 and 2022, the Oregon Legislature passed key legislation aimed at wildfire recovery and energy resilience. House Bill 2289 allowed local jurisdictions to permit the reconstruction of homes using previous versions of the building code, rather than the current code, in an effort to ease the rebuilding process for victims of the state's most devastating wildfire season. This policy shift enabled Energy Trust of Oregon to adapt its Energy Performance Score (EPS)TM New Construction program to better support wildfire recovery efforts.

At the same time, Senate Bill 1536 introduced several new initiatives to enhance community resilience during extreme weather events. One of the resulting programs was the Landlord Provided Cooling Spaces initiative, created to expand tenant access to indoor cooling in multifamily housing. In response to public health needs following unprecedented heat events, Energy Trust was tasked with launching the Landlord Provided Cooling Spaces program on an accelerated timeline.

Lastly, House Bill 3141 allowed ratepayer funds to be used for distribution system-connected technologies that support reliability, resilience, and the integration of renewable energy resources into the distribution system of investor-owned electric utilities in Oregon. This policy shift enabled Energy Trust to offer incentives for battery storage systems that provide grid benefits and allow customers to power critical loads during an outage, further strengthening its ability to support communities with more robust energy resilience resources.

Four years later, customers and communities across Oregon have realized the benefits from innovative clean energy programs that were designed in response to these legislative efforts. This paper analyzes these programs and explores how state legislation can be leveraged to support resilient clean energy initiatives.

Introduction

Since 2002, Energy Trust of Oregon has served 2.5 million utility customers across Oregon and Southwest Washington, helping them reduce energy use and invest in renewable energy—efforts that have saved customers \$9.5 billion on their utility bills (Energy Trust of Oregon 2026). Energy Trust is funded by customers of Portland General Electric, Pacific Power, NW Natural, Cascade Natural Gas, and Avista. The dollars collected support a variety of energy-efficiency and renewable energy services and programs for residential, commercial, industrial, and agricultural customers and are split between three distinct blocks: affordable energy efficiency funding; small-scale renewable energy systems and grid-connected technologies funding; and additional programs funded by contracts and grants that align with Energy Trust's mission.

Energy Trust's programs continually evolve to reflect changing customer needs, advancements in energy technologies, and new legislative initiatives. As a non-lobbying organization, Energy Trust does not take positions on proposed or pending legislation. Although Energy Trust may be asked to provide information about how proposed policies could affect its operations, energy legislation is often developed without its direct input. The legislation discussed in this paper was developed and enacted without Energy Trust's direct input. Once legislation is enacted, however, Energy Trust must determine how best to adapt existing or design new programs to ensure compliance and continued service to customers.

The importance of this adaptive implementation role became clear following Oregon's devastating 2020 wildfire season. Over one million acres burned, and over 4,000 homes and structures were destroyed (Shimberg 2025). Much of this destruction occurred during the 2020 Labor Day Fires, when extreme heat and powerful winds spread fire across drought-stricken landscapes. These conditions ignited five megafires—each exceeding 100,000 acres—along with 12 additional large fires (Oregon Forest Resources Institute 2021). Many of these fires swept through rural communities served by Energy Trust, causing extensive damage and long-term recovery needs.

In June 2021, the Pacific Northwest experienced an unprecedented heat wave with temperatures reaching triple digits (up to 116° F) for three days and little cooling at night. This heat wave resulted in more than 500 deaths in Oregon, Washington, Idaho, and Canada (Samayoa 2022). At least 100 deaths occurred in Oregon, and it was described as “the second worst natural disaster in our state's recorded history” (Oregon Senate Democrats 2022, 1). An analysis of these heat-related deaths found that lack of air conditioning was the primary driver in mortality; the majority of individuals who passed away were older, lived alone, and did not have air conditioning in their residence. More than half of deaths occurred in multifamily dwellings (Multnomah County 2021).

In response, Oregon legislators made wildfire recovery and heat relief among the top priorities during the 2021 and 2022 legislative sessions. The result was a series of measures aimed at supporting wildfire recovery and strengthening community resilience. Three bills in particular—House Bill 2289, Senate Bill 1536, and House Bill 3141—directly affected Energy Trust's services and customer offerings. Implementing this legislation required Energy Trust to serve as a central coordinating resource for impacted organizations while remaining flexible and responsive. Energy Trust developed new programs to ensure that resources could be deployed quickly and effectively, helping affected communities rebuild with energy sustainability and resilience at the forefront.

House Bill 2289

House Bill 2289 was filed at the request of the House Land Use and Agriculture Committee and was led by Brian Clem, who served in the Oregon House of Representatives for District 21 (OregonLive 2021). Its purpose was to create a streamlined rebuilding process for residential, nonresidential, and accessory structures destroyed or damaged by the 2020 wildfires. The legislation allowed property owners to bypass certain standard permitting requirements, enabling faster replacement of structures in the same location and within 10% of their original size. Additionally, it permitted buildings constructed before 2008 to comply with the earlier vintage code in effect at the time of their construction rather than the current code. This streamlined approach was time-limited and applied only if rebuilding began by September 30, 2025 (Oregon Legislative Assembly 2021).

Prior to the bill's creation and passage, Energy Trust, which was already working in many of the communities affected by the 2020 wildfires, was internally evaluating how it could support rebuilding efforts with a focus on energy efficiency and resilience. Outreach staff had established relationships in impacted areas, maintaining active communication with local nonprofits and municipal staff and participating in town halls and wildfire recovery meetings.

After the bill was enacted and Energy Trust connected with municipal city planners, it became clear that many of the affected homes had originally been constructed in the 1960s and 1970s—before a statewide mandatory energy code was in place—and there was a significant risk that they would be rebuilt to their original, less efficient standards (U.S. Department of Energy 2025).

In response, Energy Trust quickly adapted its New Homes Energy Performance Score (EPS)TM program into a Fire Rebuild EPSTM offering. The original EPSTM program is a whole-building, performance-based incentive program that rewards homes for achieving efficiency tiers starting at 5% above the applicable baseline energy code. The Fire Rebuild EPSTM program applied to owners whose homes were destroyed or damaged beyond repair in areas identified in an executive order issued by the Office of the Governor of Oregon under the Emergency Conflagration Act (ORS 476.510 to 476.610) between August 1 and September 30, 2020.

The ability to rebuild to an earlier vintage code enabled Energy Trust to establish a modified “fire rebuild baseline,” based on a combination of the 2021 Oregon Residential Specialty Code (ORSC) and a 2008 ORSC proxy. This fire rebuild baseline is less efficient than the current building energy code. As a result, Energy Trust was able to offer incentives that were significantly higher—up to double those available through the standard EPSTM program—to encourage wildfire survivors to rebuild homes that exceeded current energy code requirements. These enhanced incentives encouraged builders and homeowners to pursue higher levels of energy efficiency while helping to offset some of the financial pressures associated with rebuilding after a wildfire.

The program was successfully launched, and to date, 239 homes have been rebuilt within Energy Trust's service territory. Of those, 215 homes were rebuilt in Talent, Oregon, a community devastated by the Almeda Fire, which destroyed approximately 40% of the city's housing stock.

Talent Mobile Estates, a manufactured home community in Talent, was among the areas most dramatically impacted by the Almeda Fire. Talent Mobile Estates was almost entirely destroyed, absent a few homes. To support the rebuilding of manufactured homes, Energy Trust leveraged its manufactured home replacement program, which was in pilot phase at the time. The program replaces manufactured homes built pre-1995—before some U.S. Department of Housing and Urban Development standards were put into effect—with new ENERGY STAR certified or Northwest Energy Efficient Manufactured (NEEM) rated homes. While many of the homes in Talent Mobile Estates qualified per the program's rules, it was challenging to identify destroyed homes' original construction dates, and even their original primary heating fuel was challenging to identify. Energy Trust worked with gas and electric utilities to provide some leniency to the rules and allowed for wildfire-destroyed homes to qualify for the program, regardless of their vintage, fuel, and location. The goal was to allow manufactured homeowners who lost their homes to wildfire to have a path to rebuilding with a new, efficient manufactured home. To date, almost the entire Talent Mobile Estate community has been replaced with energy-efficient, NEEM-rated homes.

The foundation for this rebuilding success was laid years before the fire. At the time, Energy Trust’s Southern Oregon Outreach Manager, Karen Chase, was consistently engaged in the community—attending city council meetings, participating in local events, and building trusted relationships with municipal staff and community leaders. In addition, Energy Trust supported the community by sponsoring AmeriCorps positions through the University of Oregon’s Resource Assistance for Rural Environments (RARE) program. These sustained investments and partnerships positioned Energy Trust as a vetted and trusted resource, enabling it to help guide rebuilding efforts with energy efficiency and resilience at the forefront. With this established relationship, Energy Trust was able to adapt a new program tailored to meet the needs of wildfire victims and coordinate with other state agency recovery programs. This enabled communities like Talent to rebuild more quickly, prioritizing energy efficiency and resilience, and ultimately become one of the most energy-efficient cities in the country (Grable 2026).

House Bill 3141

House Bill 3141 passed with bipartisan support from energy efficiency and renewable energy advocates, electric utilities, and consumer, community, environmental, and equity-focused groups, and it was signed into law by Governor Kate Brown. In addition to retaining Energy Trust as the implementer of all cost-effective energy efficiency programs and extending Energy Trust’s public purpose charge funding to support distributed renewable energy generation, the law newly allowed Energy Trust to use public purpose charge funding to support customer investments in grid distribution system-connected building technologies that support reliability and resiliency of the electric system and integration of renewable energy resources (Energy Trust 2021).

Specifically, the law allows Energy Trust to spend public purpose charge funding on “the above-market costs of new renewable energy resources and customer investments in distribution system-connected technologies that support reliability, resilience, and the integration of renewable energy resources with the distribution systems of electric companies and Oregon Community Power” (Oregon Legislative Assembly 2021a, 1).

The bill directed the Oregon Public Utility Commission (OPUC) to define distribution system-connected technologies. The OPUC provided an interim definition through the OPUC’s docket for implementation of HB3141, docket number UM 2195, stating distribution system-connected technologies are one of the following two technologies, connected to the distribution grid at the customer’s site, and installed for use by the customer: 1) A “smart inverter” that is part of a solar generation system and is capable of providing grid support; 2) Battery energy storage system with a smart inverter and/or integrated controls capable of providing grid support, installed as either stand-alone storage or storage paired with a renewable energy and charged by either on-site renewable energy or the electric grid (OPUC 2021, 4).

Prior to the passage of this bill, Energy Trust was not involved in funding battery storage projects, as previous laws only allowed public purpose charge funding to be used for renewable energy generation systems. Energy Trust had been supporting the development of the solar market in Oregon since 2001. By the time House Bill 3141 was introduced, the solar market in Oregon was mature. Also, there was a growing awareness across the West Coast of the risk of power outages related to wildfires and power safety shutoffs. Concurrently, there was a growing interest in the energy resilience benefits that solar and storage could provide. While Energy Trust observed early adoption of battery storage technology among customers and contractors, the upfront costs of solar kept demand low and the market faced related supply chain issues.

Financial support and market standardization were needed, but constraints on Energy Trust's use of public purpose charge funds, despite the natural fit, prevented Energy Trust from participating.

The passage of House Bill 3141 allowed Energy Trust to begin supporting the battery storage market in Oregon with incentives and market support. Energy Trust supports the maturation of the battery storage market by providing incentives for a growing volume and complexity of systems that meet both customer resilience goals and can be used by utilities for grid services through utility battery and grid flexibility programs. Energy Trust has launched several incentives to make storage paired with renewables more affordable and accessible to people, businesses, nonprofits, and public entities throughout Oregon. Energy Trust's current incentive offering requires that batteries be installed with a solar array or to complement an existing solar array.

In July 2023, Energy Trust launched a battery storage incentive for up to \$3,000 for homes and up to \$10,000 for income-qualified households, depending on the battery's capacity. From 2023 to 2025, Energy Trust supported 1,684 battery storage systems, providing 30,200 kilowatt hours (kWh) of storage capacity to residential customers and an additional 459 battery storage systems providing 7,000 kWh of storage capacity to residential customers with low and moderate incomes.

In 2024, Energy Trust launched a battery storage incentive for businesses of up to \$15,000, depending on the battery's capacity, and provided deeper incentives for Tribes (up to \$50,000), affordable housing (\$45,000), and qualifying nonprofits (up to \$30,000). The first installations were completed in 2025. In 2025, Energy Trust supported 24 commercially-installed battery storage systems, providing 760 kWh of capacity.

Energy Trust also launched battery storage development assistance to help commercial, nonprofit, and public entities assess the feasibility of installing storage on their buildings. Since the launch of this program in 2024, Energy Trust has supported 30 projects with feasibility studies delivered through its Trade Ally Network.

Energy Trust also has project development assistance incentive funds available to provide engineering support for early phase project development activities and has expanded that offer to include up to \$40,000 for microgrid projects. These incentives are available to public entities and Tribes, or to privately-owned projects that are determined to provide significant public benefit or a critical service to the community. Energy Trust has completed one study under this pathway and is currently supporting seven other projects.

As a result of the increased market demand in Oregon for solar and storage bolstered by Energy Trust incentives, increased customer awareness, increased desire for backup power, and other factors, Energy Trust's existing solar Trade Ally Network and engineering service providers have expanded their capabilities to meet the needs of customers. Energy Trust has found that the primary motivation for customers in Oregon to adopt storage to pair with a distributed renewable system is for the resilience benefits of backup in a power outage. The grid benefits that can be monetized through utility rate structures or grid flexibility programs are a secondary consideration that the customer may use to reduce the overall cost of the system. As the market has developed, Energy Trust staff, engineering services providers, and the solar Trade Ally Network have recognized the highly variable nature of customer energy resilience goals, objectives, and capabilities; it is not a one-size-fits-all or universal infrastructure investment. Each individual, business, nonprofit, or public entity has unique needs and limitations that must be considered when designing the right solar and storage system for resilience benefits, which

raises complex questions about how the system is sized and programmed to meet critical and priority electricity needs in the event of an outage while maintaining financial feasibility of the project.

To support the capacity of the market to answer these complex questions, Energy Trust has considered ways it can provide upstream support and started to implement some solutions. For example, Energy Trust offered a microgrid training to the solar Trade Ally Network in March 2026 to provide trade allies with the knowledge and tools to better serve customers with solar and storage systems that meet their resilience goals.

While Energy Trust's programs have supported the development of the battery market in Oregon, solar and storage for resilience is still a relatively nascent market in the state. Solar and storage and microgrid systems remain expensive and often require multiple funding streams, and the supply side is still building the needed technical expertise. Energy Trust is one player among many in Oregon who are working to understand and define what energy resilience means for Oregonians. House Bill 3141 has paved the way for additional legislation related to microgrids, including House Bill 2065 and House Bill 2066 in 2025, two pieces of legislation which aim to increase and expedite access to microgrids across urban, suburban, and rural Oregon communities (Oregon Governor's Office 2025).

Senate Bill 1536

In response to 2021 heat wave, Oregon created emergency heat relief legislation aimed at protecting the state's most vulnerable populations. Known as the "Tenant Right to Cooling" bill, Senate Bill 1536 was passed in March 2022, and was targeted at creating access to cooling through a variety of mechanisms, including direct grant and rebate programs, new building and property owner requirements, access to information, and new research. Among the components of the bill were:

- New limitations on the restrictions landlords were allowed to place on the use of portable cooling devices in rental housing units.
- Creation of a program to be delivered by Oregon Health Authority to provide free air conditioning units to eligible individuals.
- Added requirements for new residential construction rental units permitted after April 2024 to include adequate cooling.
- Rebates for the purchase and installation of heat pumps in residential housing
- Expanded access to Oregon Health Authority's Health Homes Grant Program to include Indian health centers, and manufactured home co-ops.
- Conducting a Cooling Needs Study to better understand the prevalence and needs for cooling access across the state.
- Establishing mechanisms for Oregon Health Authority and the Department of Human Services to institute a grant program to enable local governments to establish warming and cooling shelters.
- Creation of a website on Oregon Housing and Community Services making available information on extreme heat events, programs and services available to create access to cooling, including available rebates from federal, state and local entities.
- Creation of a Community Cooling Spaces program.

The legislation stated that this Community Cooling Spaces program would be through a grant provided by the Oregon Department of Energy to Energy Trust to create a program “to assist landlords in creating or operating, whenever there is an extreme heat event ... community cooling spaces available to the landlord’s tenants during the extreme heat event” (Oregon Legislative Assembly 2022).

Energy Trust was tasked with designing a program that would result in the intended benefits for communities with fairly limited legislative guidance on the program design. The legislation included the following characteristics for a “community cooling space”:

- Accommodate at least five individuals
- Operate during extreme heat events
- Be on or near the premises
- Maintain a temperature of not higher than 80 degrees Fahrenheit

The Landlord Provided Cooling Spaces offer was initially launched in June 2022, just three months after the legislation passed. In order to move swiftly and put an offer in place in advance of the coming cooling season, Energy Trust partnered with its existing implementation firm delivering multifamily services to leverage relationships with its Trade Ally Network. The program design prioritized the following goals:

- Help property owners create and operate private community cooling spaces available to tenants that are on or near the premises.
- Prioritize environmental justice communities, in particular tenants experiencing low incomes, seniors, and people living with disabilities or medical conditions, as beneficiaries of the program and its incentives. These customers are referred to as “priority customers”. Provide program support that addresses barriers facing property owners serving priority customers.
- Minimize the added electricity use, climate impact and operating cost of these cooling spaces by recommending more energy-efficient cooling equipment and providing guidance on how to appropriately size and operate the cooling space to maximize energy efficiency and tenant comfort.
- Address barriers to creating community cooling spaces by providing:
 - Financial incentives for property owners to create or operate community cooling spaces that will accommodate at least five individuals.
 - Technical support with cooling space siting, sizing, and operations, as well as referrals to local Energy Trust trade ally installers.
 - Information on private and government programs that may be used to create or operate community cooling spaces.

Over the course of implementing the initiative, Energy Trust adopted a continuous improvements approach to ensure the program evolved as lessons were learned. Early continuous improvements involved:

- Enhancing marketing approaches in response to lower than anticipated awareness and uptake, resulting in significantly increased activity;

- Targeted outreach support as field staff learned which customers were best suited for the program and additional data analysis;
- Updating the types and configurations of equipment installed to better adapt to different space needs and characteristics;
- Instant incentives offered by program trade allies to reduce up-front cost for customers; and
- Streamlining exceptions to provide more flexibility for unique customer and site circumstances.

Despite these early improvements, staff found that participation continued to be lower than hoped for the program. In 2023, Energy Trust staff conducted a thorough review of program design and operations to better understand where there might be barriers to participation or operational challenges that could be addressed to increase access to the program.

Through a series of listening sessions across several core components of the program, including field staff working directly with customers and contractors, engineering staff reviewing cooling space designs, and marketing and operations, Energy Trust staff identified a number of barriers to participation that could be addressed through additional continuous improvements:

- **Cost:** The program employed a tiered incentive structure, which covered full cost for sites serving environmental justice communities and 60% of the cost for sites that did not. In nearly all cases, customers who did not qualify for full cost coverage did not participate in the offer.
- **Complexity:** Several factors contributed to the complexity of the initial program design, including customer confusion around eligibility for the higher tier incentives, the definition of a community cooling space, and how to participate in the program, as well as the detailed engineering reviews required for larger spaces and systems.
- **Suitable spaces:** Many sites did not have suitable spaces on-site that could be used or converted into shared community cooling spaces. While customers could seek off-site spaces nearby to partner with, this pathway was met with little to no interest due to limited time or motivation to pursue this option.
- **Suitable equipment:** The initial program design assumed that the vast majority of cooling spaces would leverage the low-cost option of portable air conditioning equipment. However, the program found that *very few* spaces could actually be served through portable plug-in equipment; most spaces were larger and required hard-wired solutions, which involved additional time, cost, and effort.
- **Technical requirements:** For hard-wired systems, original program design prescribed oversizing equipment by 25% above standard sizing for each space, based on assumptions of extreme heat events at 115 degrees. This resulted in contractor and customer concerns, increased costs, and sub-optimal overall performance of systems.
- **Marketing and outreach:** Initial marketing was minimal, based on assumptions that more less advertising would be needed for the project volume that was initially envisioned, which assumed a majority of projects would be no- or low-cost and easy to install (i.e., plug-in equipment).

Based on these insights, Energy Trust and the Oregon Department of Energy decided to extend the duration of the program and launched a new program design in 2024. The redesigned program was extended through the end of 2025 and included the following adjustments:

- Removed the tiered incentive structure and offered a single incentive that covers up to full cost for all customers.
- Built in additional, dedicated budget for enhanced marketing tactics.
- Added additional flexibility in equipment sizing and solutions, including adopting a standard “hybrid” configuration option of right-sized central equipment plus supplemental plug-in devices that could be deployed during extreme heat events to boost cooling capacity of the spaces.

The program ran from June 2022 through September 2025. Over the course of implementation, the Landlord Provided Cooling Spaces offer provided 49 technical consultations and supported the creation of 92 community cooling spaces with 130 pieces of equipment at 85 locations across Oregon. The majority of participating sites were affordable multifamily housing properties (63%); additional participating sites included market-rate multifamily housing (18%), manufactured housing (13%), and other types (6%) including community centers, agricultural housing, campus living, and place of worship. Notably, the offer far exceeded its goal of 50% of cooling spaces reaching environmental justice communities; of the final sites served, 89% of sites reported serving one or more environmental justice community types.

In 2025, Energy Trust contracted with Unrooz Solutions to conduct a process evaluation of the Landlord Provided Cooling Spaces initiative. Unrooz analyzed the program data, interviewed staff and participant and near-participant property owners, surveyed and interviewed tenants, and surveyed contractors. The evaluation found that the program was largely successful in meeting its intended goals (Unrooz 2026). The program reached its priority customer groups, with almost 90% of projects serving at least one environmental justice community. Residents reported occasional use of the cooling spaces, along with heat relief, air filtration, improved mood, and an increased sense of safety. Residents also noted social benefits, including bringing nonresident friends and family to the space so they could also benefit from the cooling. The program provided additional HVAC-related benefits to residents, enabling property owners to install efficient heating systems and pilot heat pumps before incorporating them into other renovation projects. The most significant barrier to using the cooling space was a lack of awareness, with 25 percent of residents surveyed were unaware that the cooling space existed. Evaluators also found that the continuous improvements made over time resulted in increased enrollment, and that the expansion of building types and system configurations helped expand the program’s reach, but designing and approving these systems was complex and time-consuming.

While this specific initiative has concluded, the lessons identified have broader relevance for utilities and policymakers addressing extreme heat nationwide. Energy Trust is already incorporating these findings into its multifamily program and using them to inform program design and measure development. If a similar program is implemented in the future, early engagement with marketing and technical experts, standardized program delivery, broader outreach emphasizing resident benefits, and stronger support for property owners in tenant communication would improve implementation from the outset.

Conclusion

Oregon’s energy-related legislation is developed and adopted by state legislators, who do not have responsibilities to implement energy programs in Oregon. Once a bill is passed, Energy Trust, as the statewide implementer for investor-owned utility service areas, must work with experts within the organization and with those directly impacted by the legislation to determine creative and adaptive approaches to implementation. This may involve tailoring existing programs or developing new ones to ensure compliance with the new requirements while effectively serving the communities these programs are intended to support.

The Senate and House Bills from the 2021 and 2022 Legislative Sessions highlight three examples of how Energy Trust leveraged its existing infrastructure and community relationships to develop programs in response to new mandates. While these programs varied in their level of impact, each provided additional resources to the communities that needed them most. The lessons learned from these efforts include the following:

- Understand that rebuilding after disasters with community input takes time, even with established relationships with the affected community in place. It took almost two years to design home rebuilding program.
- Look to regulators, legislators, and decision makers to provide support if the current programs do not fit the need or have the necessary resources.
- Know that energy efficiency standards are often not a top consideration when rebuilding after disasters.
- Providing central points of contact for disaster survivors allows them to build trusted relationships and helps them navigate all the information provided to them.
- Make innovative and accessible energy-related offerings that provide obvious benefits—including those beyond energy—and are readily implemented can result in community-wide resilience upgrades after disasters.
- Remain nimble in responding to disasters and flexible in the development and application of measures as legislative priorities evolve to maximize efficiency and resilience gains.

The lessons described in this paper were developed through extensive real-world experience implementing these legislative mandates, engaging communities, and adapting programs to meet their changing needs. While the path was not always straightforward, each initiative contributed to a deeper understanding of how energy and resilience programs can be designed to support communities and respond to emerging policy priorities. Today, Energy Trust is well positioned to share these insights with organizations pursuing similar programs. By leveraging the lessons learned from Energy Trust’s experiences, energy organizations can more effectively develop, implement, and scale programs in their service territory.

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AI-assisted Tools: Disclosures and Responsibility

AI-assisted tools used: ChatGPT & Grammarly.

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