

Equipoise Consulting, Inc.



Evaluation

Project Management

Final Report for

Northern California Local Government Energy Partnership Program (CPUC Number 1112-04) CALMAC Study ID ABA0001.01

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Table of Contents

	<u>Page</u>
1 EXECUTIVE SUMMARY	1-1
1.1 FINDINGS	1-1
1.2 RECOMMENDATIONS	1-2
2 INTRODUCTION.....	2-1
2.1 PROGRAM OVERVIEW	2-1
2.2 EVALUATION OBJECTIVES.....	2-1
2.3 THE APPROACH OVERVIEW	2-2
2.4 STIPULATED ITEMS.....	2-2
2.5 REPORT CONTENTS	2-4
3 DATA SOURCES	3-1
3.1 DATA SOURCES.....	3-1
3.2 SAMPLING PLANS.....	3-1
3.3 DATA COLLECTION	3-2
4 STUDY METHODS.....	4-1
4.1 DEVELOP PROGRAM THEORY AND IDENTIFY AND ASSESS SUCCESS INDICATORS.....	4-1
4.2 REVIEW OF DATABASE AND DOCUMENTATION OF PROGRESS TOWARD GOALS.....	4-1
4.3 PROCESS EVALUATION.....	4-2
4.4 ANALYSIS METHODS.....	4-3
5 RESULTS	5-1
5.1 COMMUNITY ELEMENT RESULTS	5-1
5.2 FACILITY ELEMENT.....	5-6
5.3 PROCESS ASSESSMENT.....	5-14
5.3.1 Early Process Assessment – Program Startup and Early Operation.....	5-14
5.3.2 Mid Program Process Assessment – View from the Outside.....	5-16
5.3.3 End of Program Process Assessment – Lessons Learned	5-18
5.3.4 Supplemental Process Assessment – Reasons and Remedies for Extensions	5-20
5.3.5 Overall Summary.....	5-21
5.4 DATABASE VERIFICATION.....	5-21
6 FINDINGS AND RECOMMENDATIONS.....	6-1
6.1 FINDINGS	6-1
6.1.1 Program Related Findings	6-1
6.1.2 Evaluation Related Findings	6-2
6.2 RECOMMENDATIONS	6-3
6.2.1 Program Recommendations	6-3
6.2.2 Evaluation Recommendations	6-4
A. PROGRAM THEORY AND LINKAGES.....	A-1
B. SURVEYS.....	B-1
C. SURVEY FREQUENCIES	C-1
D. PROCESS ASSESSMENT MEMORANDUMS	D-1

Table of Exhibits

	<u>Page</u>
Exhibit 3.1 Process Data Collection	3-3
Exhibit 5.1 Type of Participants in Program, as Reported by Program Implementer	5-1
Exhibit 5.3 Further Analysis of Question 28*	5-2
Exhibit 5.4 Top Four Areas of Difficulty in Generating Energy Efficiency Policies	5-4
Exhibit 5.5 LGEP Sponsored Workshops.....	5-5
Exhibit 5.6 Community Awareness of Energy Efficiency.....	5-6
Exhibit 5.7 Able to Identify Energy Efficiency Opportunities?	5-8
Exhibit 5.8 Timeline of Energy Audit Savings.....	5-9
Exhibit 5.9 Percent of Agencies who participated in other EE Programs	5-10
Exhibit 5.10 Number of LGEP Referrals to Other EE Programs	5-10
Exhibit 5.11 Reasons for Not Submitting Proposals for Approval (Late Participation Survey)	5-12
Exhibit 5.12 Verbatim Descriptions of Limits on Project Implementation	5-13
Exhibit 5.13 How staff was rated for assessing energy efficiency projects	5-13
Exhibit 5.14 Program Goals and Achievements	5-22

1 EXECUTIVE SUMMARY

In February of 2004, the Northern California Local Government Energy Partnership (LGEP) was awarded a contract by the California Public Utilities Commission (CPUC) to provide technical assistance and information services throughout 2004 and 2005. The LGEP was tasked to assist small to medium sized cities (thus excluding San Jose, San Francisco and Oakland), counties, and special districts (jointly referred to as “agencies” in this document) within the Association of Bay Area Governments and Association of Monterey Bay Area Governments membership areas (excluding Marin County) to assist in the completion of energy efficiency projects in public facilities, and to promote energy efficiency within their communities. The Program had two major elements. The first element, *Energy Efficient Local Government Facilities*, provided technical assistance services not offered by other parties (e.g. energy use assessments, project development, and sustained technical assistance) and was designed to dovetail with resources from the California Energy Commission (CEC), Pacific Gas and Electric (PG&E), and other Public Goods Charge (PGC) programs available for this sector. The second element, *Community Energy Efficiency* was designed help agencies develop energy efficiency policy and program initiatives to promote energy efficiency among local businesses and residents.

1.1 Findings

LGEP met or exceeded all but 1 of their 15 implementation goals, falling short in the developed project therm savings goal (at 67 percent of their goal).

The program:

- enrolled 37 agencies with 43 percent of these meeting the criteria of “hard-to-reach”. This exceeded their goal of 35 enrollees. Once enrolled, the agencies indicated that the program actively worked with them.
- provided 35 referrals to other energy efficiency programs. The agencies indicated that they participated in 60 percent (21) of these referrals.
- provided specific energy efficiency audit recommendations or referrals to other energy efficiency programs to elicit the potential for 19 GWh and 330,000 therms of savings.
- provided seven workshops in which 24 to 55 people participated per workshop, resulting in 260 total attendees. According to the post-workshop assessments by the program implementer, the topics chosen provided valuable content to the participants.

Additionally:

- After the LGEP intervention, there was an increased level of importance placed on reducing energy use by the agencies.
- The program became the main avenue for energy efficiency information and assistance, supplanting previously used sources, as identified by the difference between the baseline and late participation responses.
- The agency staff was better able to identify energy efficiency opportunities after the program intervention.

However, participants self-reported that there continue to be barriers to actually acting on that increase in importance, funding as the highest indicated barrier. Only a detailed analysis of the recommendations made by the audit and comparison to the measures actually implemented after the elapse of sufficient time following the audit or referral, combined with interviews of those involved in the process, would indicate whether the funding and possible other barriers to implementation are actually present.

1.2 Recommendations

The following program design recommendations evolved from the process analyses within the evaluation:

- The CPUC should take what actions it can to assure that contracting is completed by the utilities in a timely manner. The assessment of the reasons for the program extension identified delays in completing the contracting process as a reason for the program extension that can be remedied. The contract extension was for five and one half months and the contract was approved two and one half months into the anticipated program period. Had the contract been signed three months before the start of the period for which the program was to be offered, allowing time for program ramp up, it is reasonable to assume that a program extension would not have been necessary. The program confirmed that a significant portion of the ramp up could not be commenced until the signed contract was in hand.
- The programs need to trade on experience gained across programs in obtaining utility data in a timely manner. This issue may be somewhat alleviated for this program in the 2006-2008 period because the program will be run jointly with PG&E.
- The program should focus its efforts on improving the turn around time for projects by:
 - Initiating routine interactions with agencies that address progress toward approval and implementation of the identified projects,
 - Increasing efforts to improve the turn around time on audits and audit reports.
- This program, and programs like it, should be continued. When asked “What is your overall opinion of the assistance received from LGEP, or do you have any other comments about the program that you would like to share with me?” at the end of the late participation survey 48 of 56 participants responded to the question. Four gave indecipherable answers, and of the remaining 44 provided response that, when coded by an analyst, resulted in an average score of nine out of ten (one being very poor and ten being very good). The early participation survey supported the program contention that small agencies such as these are severely understaffed on energy matters. Thus, these programs supply a needed service much appreciated by the agencies they serve, and are an important part of the overall portfolio of programs that should be offered in California. For the 2006-2008 program year the LGEP program has resource acquisition goals. The evaluation of that program will enable a better determination of the effectiveness of the program in moving the agencies from developed projects to implemented projects.

Based on what was found in the field, the following recommendations are made for possible future evaluation efforts:

- The evaluation team recommends that the pre-/post-interview type of evaluation should not be used in future evaluations of programs such as these. The timeframe that elapsed, the probability of staff turn over, and the limited number of interviewees per agency all combined to limit the ability of the evaluation to deduce results based on quantitative analysis. While the evaluation was able to draw conclusions from the data collected, the above factors limited the statistical significance of many of the questions addressed. In addition, the process of extracting the conclusions was arduous.
- Equipoise recommends that future evaluators consider an explanatory case study approach if attempting to assess the effect of the program on organizational changes or practices within the agencies. It is felt that this approach would allow a contextually richer result that would provide the evaluator the data to answer *why* there may have been changes in one location and not another.

Details that support this executive summary are presented in the remainder of the report.

2 INTRODUCTION

2.1 Program Overview

In February of 2004, the Northern California Local Government Energy Partnership (LGEP) was awarded a contract by the California Public Utilities Commission (CPUC) to provide technical assistance and information services throughout 2004 and 2005. The LGEP was tasked to assist small to medium sized cities, counties, and special districts within the Association of Bay Area Governments and Association of Monterey Bay Area Governments membership areas (excluding Marin County) to complete energy efficiency projects in public facilities, and to promote energy efficiency within their communities. While some of the larger cities in this region had been very active in energy efficiency, it was posited that most small and medium sized agencies did not have the in-house capability to tap into existing state and utility energy efficiency programs. Program outreach efforts, which commenced in March of 2004 and ended on June 15, 2006, targeted agencies in rural locations and/or government with large concentrations of hard to reach populations, as well as those located within transmission constrained areas. The Program had two major elements. The first element, *Energy Efficient Local Government Facilities*, provided technical assistance services not offered by other parties (e.g. energy use assessments, project development, and sustained technical assistance) and was designed to dovetail with resources from the California Energy Commission (CEC), Pacific Gas and Electric (PG&E), and other Public Goods Charge (PGC) programs available for this sector. These services were intended to help agencies through the entire process of completing energy retrofit projects, and channel developed projects into state sponsored incentive programs. The second element, *Community Energy Efficiency* was designed help agencies develop energy efficiency policy and program initiatives to promote energy efficiency among local businesses and residents. An additional component of this element included a combination of peer forums, agency-focused workshops, and a web based clearinghouse to provide specific energy efficiency information and resources.

2.2 Evaluation Objectives

As stated in the evaluation plan, the core evaluation objectives were to have the Evaluation, Measurement and Verification (EM&V) contractor assess whether the LGEP program:

- engaged agencies,
- provided information to agencies,
- supplied sustained technical support for projects,
- channeled agency energy projects to state sponsored energy efficiency (EE) programs,
- provided information and person-power to assist agencies in implementing initiatives,
- influenced agencies to promote energy efficiency in the local community, and
- provided workshops with topics of interest for agency staff.

In addition to these “core” requirements, the California Public Utility Commission (CPUC) had stipulated eight overall objectives were addressed by the evaluation. These stipulated items are summarized and discussed in Section 2.5 below.

2.3 The Approach Overview

Equipoise Consulting Incorporated’s (Equipoise) evaluation plan to achieve the CPUC stipulated objectives and provide a meaningful assessment of the LGEP involved early- and late-participation interviews of key actors in each agency that chose to work with the program. The “early-participation” interviews were conducted slightly after initial program exposure, with staff in each agency who were able to recount practices, attitudes and behaviors prior to a large degree of exposure to the program. To the extent possible, the same staff were interviewed late in program participation to assess the effects of the program on practices, attitudes and behaviors. The data was collected from staff members at a census of the participating agencies.

To guide the evaluation, Equipoise had developed a program theory diagram and reviewed and obtained feedback from the program implementers at the program initiation meeting. The theory diagram was used to help identify measures of program effectiveness, and indicators of potential near and medium term program effects. Having a clear understanding of the program theory and the parameters that would be used to assess program effectiveness helped in the development of the early participation survey, which established the baseline levels for program effectiveness indicators, and the late participation survey which was used in conjunction with the baseline to establish program effects.

In addition to the assessment of program effect on the participants, the evaluation included an assessment of the program tracking database and a series of process assessments. The database review started with an initial comprehensive assessment of the database’s ability to meet program and evaluation needs. This was followed by quarterly assessments of the quality of the data with feedback to the implementers, and a final reconciliation. The process assessment encompassed three separate efforts looking at startup issues, mid program operation and lessons learned. These two assessments reviewed the paper copies of program participant agreements, assured database consistency, and provided feedback based on staff and participant interviews.

2.4 Stipulated Items

The ALJ issued a ruling on November 27, 2002 requiring all evaluations to address a set of eight overall objectives stated in the CPUC Energy Efficiency Policy Manual (EPPM)¹. The eight objectives are listed below along with a description of how each was addressed by this evaluation. These descriptions match the answers to these same items that were presented in the Research Plan approved by the CPUC and its master contractor.

1. Measuring level of energy and peak demand savings achieved (except information-only).
– *As an information-only program, this objective does not apply to the evaluation.*
2. Measuring cost-effectiveness (except information-only) – *As an information-only program, this objective does not apply to the evaluation.*

¹ California Public Utilities Commission. (2003) Version 2 “*Energy Efficiency Policy Manual.*” Prepared by the Energy Division of the California Public Utilities Commission, August 2003.

3. Providing up-front market assessments and baseline analysis, especially for new programs. – *A market assessment was not done as a part of this evaluation. Given that the market for the program is small to medium size local governments in the Association of Bay Area Governments (ABAG) and Association of Monterey Bay Area Governments (AMBAG) territories, it was assumed that the program implementers (which include ABAG and AMBAG) know and understand their constituents and could supply any needed market information to the evaluators. The evaluation established baseline levels of attitude, practice and behavior through early-participation interviews with staff of participating governments.*
4. Providing ongoing feedback and corrective and constructive guidance regarding the implementation of programs. – *This evaluation performed three process reviews of the program implementation. These reviews assessed the implementation activities and provided feedback to the implementers as appropriate. Further descriptions of planned activities are presented in Section 4.3.*
5. Measuring indicators of the effectiveness of specific programs, including testing of the assumptions that underlie the program theory and approach. – *Equipoise developed and assessed assumptions from the program theory, identified indicators of effectiveness, and assessed baseline levels for program effectiveness indicators through a series of interviews and surveys with the staff from various levels of participating agencies. (The details of this activity are discussed further in Sections 4.1 and 1)*
6. Assessing the overall levels of performance and success of programs. *The evaluation assessed the extent to which the program achieved its stated objectives through quarterly reviews of the database and its reporting routines. These reviews commenced in September 2004 and ended with a final review after the program closed off the database.*
7. Informing decisions regarding compensation and final payments. – *Prior versions of the energy manual did not require this of information-only programs. The program reported progress against goals on a monthly basis. Equipoise did not double check these reports as there seemed very little added value. This item really applies more to non-information-only programs.*
8. Helping to assess whether there is a continuing need for the program. – *Equipoise used the program theory and overall indicator assessment to draw conclusions about the ongoing need for the program.*

EM&V Components

Baseline Information

As this is an information-only program, no energy baseline information is required.

Energy Efficiency Measure Information

As this is an information-only program, no energy efficiency measure information is required.

Measurement and Verification Approach

As this is an information-only program, no M&V is required.

Evaluation Approach

The evaluation approach is covered in detail in Section 0 of this report

2.5 Report Contents

The remainder of this report is divided into the following sections

Section 3, Data Sources, presents the sources for all data used in the evaluation, both existing and new data collection.

Section 4, Study Method, provides the details of the methods used to fulfill the objectives and stipulated items presented in Sections 2.2 and 2.4, respectively.

Section 5, Results, presents the results of the study objective-by-objective.

Section 6, Findings and Recommendations, summarizes the key findings extracted from Section 1, and forms recommendations for improving future LGEP programs and evaluations of those programs.

Appendices:

A. Program Theory and Logic Models

B. Baseline and Late Participation Surveys

C. Baseline and Late Participation Survey Frequencies

D. Process Assessment Memos

3 DATA SOURCES

This section specifies the data and data sources used to successfully complete this study.

3.1 Data Sources

There were virtually no “existing” data available for use in this evaluation. The primary source of data for the evaluation effort was from the program implementers and the agencies that participated in the program. The data sought from the program and the agencies that participated were the names, positions and contact information for the key positions in the project development and decision making chain. This information was used to contact and interview these staff to (1) assess indicators of program success, and (2) contribute to the second and third process assessment cycles.

3.2 Sampling Plans

Sample Design for Assessment of Program Indicators: The program projected that approximately 35 agencies would participate in the program by the time the program was completed. The evaluation planned to conduct 70 interviews very early in the participation process (an average of 2 per participating agency) with the primary contact and/or decision makers. The evaluation then planned to conduct post participation interviews with an average of 3.5 staff members for each participating agency, late in the participation process, resulting in a total of 122 late participation interviews. This resulted in a total of 192 planned interviews for assessing indicators. The logic that lead to this sample approach was as follows:

- Because of the small number of planned participants, a census was necessary to gather enough data to be able to do meaningful analysis.
- Conducting limited early-participation interview recognizes the fact that the key contact/decision makers in the agencies that have agreed to participate in the program probably have the best overall view of the process within the agency and the areas where the agency needs assistance. Prior to program participation the less involved staff may not realize the issues inhibiting their ability to implement projects/policies.
- For the late-participation survey there were likely to be multiple staff positions that could contribute meaningfully opinions, and the evaluation would be assessing two separate elements of the program (Facilities and Community Policies). The program expected that most agencies would participate in both program areas.

Sampling Plan for Database Data Population Assessment – To assess the quality of data entry into the program tracking database, Equipoise was given access to a non editable version of the entire LGEP database. Once the database was reviewed, the planned approach of reviewing a sample of 100 records electronically and then requesting hardcopy of 10 records was shown to not make sense for the data structure. This was a large and complex database, which contained standardized queries, drawing on multiple tables, to produce a report of progress towards the program goals. Instead of the planned approach, Equipoise reviewed all the supporting data tables and the queries to assure that the queries were working properly and that the progress towards goals reported by the program provided information that accurately reflected the

underlying data. A data summary memorandum was generated, delivered and discussed with the program manager to identify areas needing attention. Additionally, a hardcopy of each signed participation agreement was requested for all agencies.

Sample Design for Process Assessment: A sample design for the process evaluation was not included in the Research Plan since these were very small samples of key program staff and a selection of program participants based on the amount of time that each agency had participated in the program at the time of the assessment. The Research Plan did include planned interviews of five agencies (a total of 15 over the length of the evaluation) that chose not to participate in the program despite recruitments attempts by the program.

3.3 Data Collection

This section describes the data collection as it occurred and addresses how and why it deviated from the planned data collection.

Data Collected for Assessment of Program Indicators: Equipoise began conducting early participation telephone interviews by obtaining a list of two names per participating agency, along with contact information and commenced interviewing participants. The early participation telephone interviews were conducted shortly after the participant was recruited. As a result, the interviews were spread across a 12 month period because the participants entered the program over a protracted time. It became obvious as the interviews proceeded that, early in the program, most participating agencies did not have two staff members knowledgeable enough to complete the interview. As a result Equipoise contacted the CPUC and the master contractor and obtained approval to reduce number of interviews per participating agency from two per agency to one per agency. The early participation data collection resulted in 44 interviews from a census of the 37 participating agencies.

The late participation surveys encountered the same issue as the early participation surveys. The program was targeted at small agencies that did not have the staff or resources to address energy efficiency. So in retrospect, it should not have been surprising that each of the participating agencies had only one or two staff involved in the program, not the 3.5 targeted by the evaluation sample design.² As a result, the evaluation team contacted the CPUC and the master contractor and obtained agreement to go after two interviewees per agency, or a census, whichever could be accomplished. This approach resulted in completion of 54 interviews across 37 participating agencies.

Database Data Population Assessments: The evaluation team performed quarterly database reviews for the:

- Third quarter 2004, which covered from program inception to the end of the third quarter,
- Fourth quarter 2004
- First quarter 2005
- Second quarter 2005

² It should noted that at the time of the evaluation project initiation meeting, the LGEP program staff were skeptical about the ability get 3.5 interviewees per government agency.

- Third quarter 2005
- Final database review at the end of the program. This review substituted for the planned fourth quarter 2005 review because the program received a no cost extension to be used solely for completing work with existing enrollees. The results of the final program review are documented in this report.

Each database review examined all of the fields in the database that contributed to the reports supplied to the CPUC by the program to show that they were meeting their objectives. The reviews identified issues in the database and pointed them out to the program database manager. In addition the review obtained paper copies of signed program acceptance forms for every participant.

Process Assessment: The process evaluation was conducted in three phases and included very small samples of key program staff and a selection of program participants. The mix of interviews was based on the targets of each process assessment and on the amount of time that each agency had participated in the program at the time of the assessment. While the plan also included interviews of five agencies (a total of 15 over the length of the evaluation) that chose not to participate in the program despite recruitments attempts by the program, this was modified to a total of five interviews due to the very small number of agencies that met this description.

The CPUC requested the inclusion of a fourth small process assessment to look into the reasons that the program had requested a no cost time extension in the completion of the program.

The data collected during the process assessments, along with the objectives of each assessment are summarized in Exhibit 3.1

**Exhibit 3.1
Process Data Collection**

Assessment No.	1	2	3	4	
Date Completed	10/14/2004	10/25/2005	6/20/2006	In Final Rpt	Total
Objective	To view the program shortly after start up, supply early feedback.	To obtain an “outside” view of how the program was performing.	Lessons learned that could help future programs	Reasons for program extension.	-
Program Managers Interviewed	3	0	2	2	7
Program Staff Interviewed	2	0	3	0	5
Program Partners Interviewed	0	5	0	0	5
Participants Interviewed	0	5	0	0	5
Participant Telephone Surveys*	0	0	54	0	54
Nonparticipants Interviewed	0	5	0	0	5
Total	5	15	59	2	81

* Process survey question included in the late participation survey

It should be noted that because of the reduction in the number of interviews that the evaluation was able to conduct across all elements of the evaluation, \$21,613 of budgeted evaluation funds were redirected to the Direct Implementation budget. The program stated that this created an opportunity for LGEP enrollees to receive additional technical assistance and create more 'developed' energy savings.. This was done with the agreement of the CPUC and the Master Evaluation Contractor.

4 STUDY METHODS

The methodology for this project involved three types of effort.

4.1 Develop Program Theory and Identify and Assess Success Indicators

This effort addressed the CPUC objective of “Measuring indicators of the effectiveness of specific programs, including testing of the assumptions that underlie the program theory and approach.”

In order to establish a baseline for the program, Equipoise developed and documented the program theory and met early in the evaluation with the key program implementation staff to obtain feedback on the draft theory diagrams. The discussions focused on program priorities, expected program accomplishments, issues facing the program and information needs. The theory diagrams and linkage descriptions are attached in Appendix A.

The program theory logic model identifies the intended program activities, expected program outcomes, and assumed causal linkages. The model focused the attention of program managers and the evaluators on the kinds of assessments that would be useful (e.g., occurrence of expected program results can be tracked to a performance monitoring system or management information system; assumed causal connections that can be tested through the use of a variety of evaluation designs).

In addition, Equipoise used the program theory to identify and interview various market actors to attempt to assess the near and possible medium term indicators of program success. The program theory was the primary tool used to develop both the baseline (early-participation) and the late-participation interview instruments to assess program effects. The evaluation team tentatively identified the positions of head of facilities planning, agency procurement person, and facilities maintenance supervisor for pre-participation interviews for the Facilities element, and head of policy planning and one policy planning staff for the Community Energy Efficiency element. While every attempt was made to assure that the early- and late-participation interviewed the same staff, this was not always possible because of staff turnover.

4.2 Review of Database and Documentation of Progress Toward Goals

This effort had two distinct tasks.

Independent Review of Program Tracking Database

The evaluation performed an initial review of the program tracking database that was used to keep track of the program progress toward unit goals. Equipoise assessed the database for data integrity and its ability to supply the needs of the program, program reporting, and the evaluation. As necessary, Equipoise recommended changes or adjustments to the database along with explanations of the reasons. The initial assessment was completed on September 9, 2004. The assessment consisted of reviewing the documents delivered to Equipoise by the Program, (ABAG Database Users Guide and Attachment A which detailed the initial variable names), working methodically through the database online, running some of the available reports, checking to determine where some data that populated the reports resided, and checking that

certain variables shown in the reports were backed up by the data in the tables. At this point, the implementation team was just beginning to populate the database.

Quarterly Review of Database Population and Activities Toward Goals

Equipoise conducted quarterly assessments of the program tracking database to monitor the levels of data completeness and to assess progress toward goals. The first quarterly report covered the program from inception to the end of the third quarter of 2004. In addition to verifying the number of agencies recruited, each assessment reviewed the activities used to reach unit-based marketing goals, and documented those activities in a memorandum timed to support the reporting cycle the month after the end of the quarter. By conducting quarterly assessments the evaluation team assured that the database was being adequately populated to support program progress reporting. If data issues were identified they could then be corrected in a timely manner.

Because the program was give an extension in accepting applications, the final database analysis was deferred, with the approval of the CPUC, to the end of the program when the database was complete.

4.3 Process Evaluation

Equipoise performed a three-part process evaluation, conducting assessments September of 2004, October of 2005 and at the end of the program in June 2006.

The first process review assessed the program shortly after start up in order to give feedback early in the program cycle, where it would hopefully be most useful. It focused on internal program staff and procedures.

The second process review focused on interviews with five participants, five entities that decided not to participate after being exposed to the program, and staff from five subcontractors or partners, with the purpose of getting an “outside” view of how the program was performing. To broaden the picture, this information was combined with (1) a review of the recommendations in the first process assessment, and whether they were addressed, (2) the information supplied by the quarterly database reviews, and (3) a review of the periodic LGEP status reports to program staff.

The third process review concentrated on lessons learned by the program staff that could help future programs of this sort. This phase interviewed five key program staff and was planned to include interviews with 15 participants. Since the timing of the review coincided with the late participant telephone survey, the evaluation team decided to include two questions on that survey, and thus collect data from a census of participants.

Additionally, in order to present a complete picture of the process reviews, Equipoise offered the program implementers the opportunity to supply reply comments, which were appended to each process review memorandum after the fact. This allows the program staff a venue to say whether recommendations were implemented or whether there were reasons or circumstance that resulted in them not being implemented. These responses have been attached to the final memorandums, and the final memorandums for each phase, including program responses, have been appended to this final evaluation report, thus documenting the most comprehensive picture possible of the program evaluation.

Equipoise believes that this multi-phase cyclic approach has contributed significantly to ongoing program optimization and contributed significantly to the evaluations ability to track program changes resulting from evaluation input and to the evaluator's view that the program staff were responsive.

4.4 Analysis Methods

Assessment of the program effects through testing the underlying theory had both a quantitative and qualitative component. The close-ended questions in the participation surveys allowed statistical analysis (averages and standard deviations). Using the same question in both the early- and late-participation surveys for the same participants give the evaluation team the ability to look for changes engendered by the program participation. Statistical tests, such as a t-test, were used to determine if the differences noted between the two sets of answers were statistically different. No statistical modeling, such as a logit models, were conducted in this evaluation.

The process analysis was qualitative in nature due to the extremely small sample sizes.

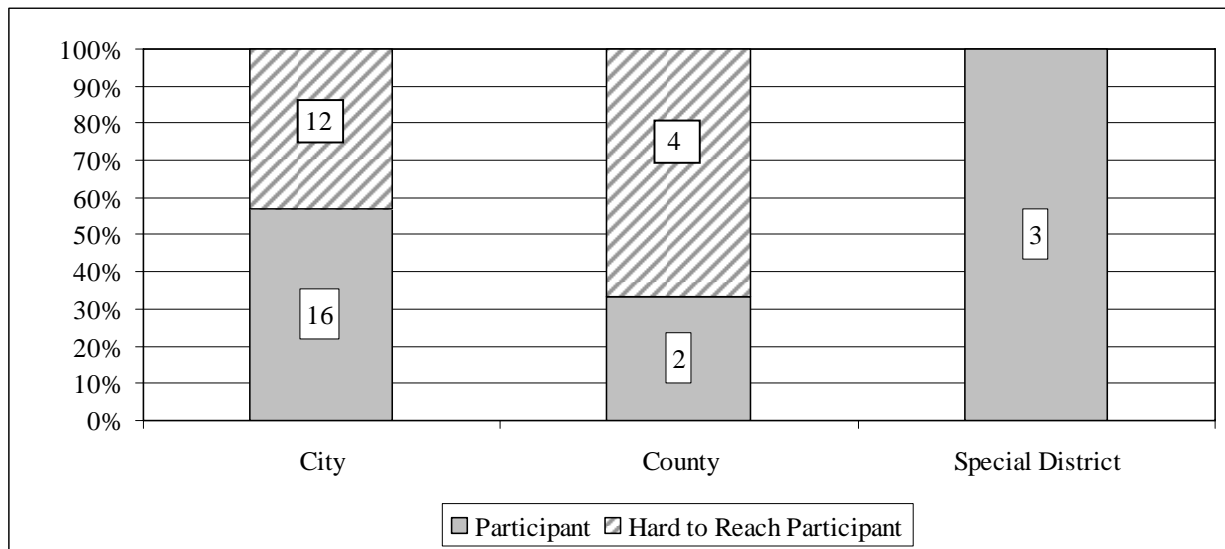
5 RESULTS

This section describes the results of the analysis of the baseline and post participation surveys, and summarizes the findings of the process analysis. The survey analysis is presented first, covering the two main program elements, the Community element and the Facilities element.

The program enrolled 37 agencies, 43 percent of which had at least two components that indicated they were a “hard to reach” community.³

Exhibit 5.1 shows the numbers of each type of agency that participated in the PY2004/2005 program.

Exhibit 5.1
Type of Participants in Program, as Reported by Program Implementer



The LGEP was considered relatively active as reported by the agencies. The average activity level was 6.6 out of 10 (0=not at all active and 10=extremely active).

As indicated earlier in this report, there were two main elements of the LGEP – the Community element and the Facilities element. The surveys fielded by the evaluation team focused on three links within the Community element and twelve links within the Facilities element. Element specific results are presented next with the Community element followed by the Facility element.

5.1 Community Element Results

Promotion of PGC Funded Programs

Part of the community element intervention by LGEP was to attempt to cause the agencies to promote availability of the PGC funded programs (link C3). The survey results show a sixteen percent increase in the number of respondents that indicated their agency promoted these types

³ Hard to reach definitions was based on a high percentage of the population with language barriers or low income or the agency having a high multifamily percentage or high number of rental units.

of programs (52 percent baseline versus 68 percent late participant survey in Q28). This increase holds even after further analysis of agency-specific changes. The more detailed analysis looked specifically at changes between the baseline and late participation survey responses of the same surveyed person. Because of these restrictions, the number of agencies for this analysis was reduced to 14. See Exhibit 5.2 for the results of this further analysis.

Exhibit 5.2
Further Analysis of Question 28*

Baseline Survey – Promoted PGC Programs		Late Participation Survey – Promoted PGC Programs		Same Person in Baseline and Late Participation Survey		Agencies with responses to Q28 in both surveys	
Yes	No	Yes	No	Yes	No	N	%
✓		✓		NA		7	50.0%
✓			✓		✓	2	14.3%
	✓	✓			✓	1	7.1
	✓	✓		✓		2	14.3%
	✓		✓	NA		2	14.3%

*Q28=Does your organization currently promote energy efficiency programs funded from outside your jurisdiction (e.g. State or Utility Funded programs)?

Of those agencies who fulfilled the analytical filters, the two agencies that now promote PCG funded programs (but did not previously) consisted of 40 percent of the five possible agencies that could change from not promoting to promoting this type of program.

For the entire surveyed population, there was an increase in the perceived aggressiveness of promotion within the agencies. Using the scale of zero as ‘not at all aggressive’ and ten as ‘very aggressive’, the baseline survey mean of 2.88 was significantly lower⁴ than the late participation survey mean of 5.19. The largest jump in how the PGC programs were promoted was in the website outreach. Four respondents indicated using the website as a form of outreach in the baseline survey while eleven indicated this as a communication tool in the late participation survey. While no specific question addressed whether the LGEP caused the changes seen, there were definite increases in both the number of agencies promoting energy efficiency programs to their communities as well as the aggressiveness in which the programs were promoted.

A qualitative analysis of the open ended responses about which programs were promoted showed that the PG&E rebate programs were referenced most often, with 41 percent (9 out of 22) of the references in the baseline and 58 percent (15 out of 26) in the late participation survey. This supports the idea that program promotion of existing funding avenues helps to increase participation in these programs. While no other individual program received more than 3 mentions, a considerable number of the other programs mentioned fell into the “green building” category.

⁴ At the 90% confidence level

The most common channels for promoting programs, in descending order of the number of times mentioned were: agency websites, information table or kiosks (most commonly in building departments), agency magazines and newsletters, and outreach to community groups and contractors.

Development of Community Related Energy Efficiency Policies

Another intervention was designed to help the agencies develop community related energy efficiency policies or local programs (link C9). Early in the survey, the agencies were queried about their thoughts on energy efficiency policies. Inevitably, they felt that a policy was positive, although a few noted that there can be “foot-dragging” within a department if the work required to enforce the policy was large. While there was a slight increase seen in the late participation survey in the average number of energy-related policies generated within the past 12 months (from 0.56 to 1.25), the difference was not statistically significant. There was no statistical difference seen in the length of time it took to bring such a policy to fruition from inception to implementation. However, of those policies that were written in the past year, LGEP worked with the agency staff on roughly one-third of the policies.

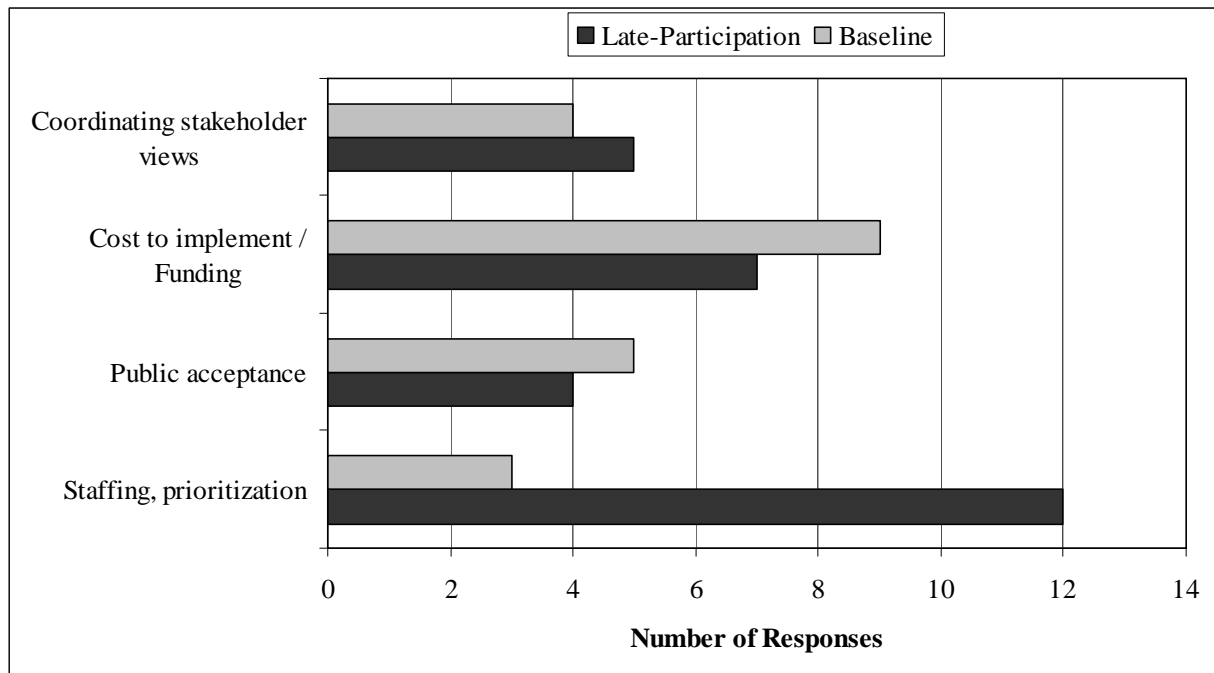
As part of link C9 in the community element of the program theory, the program worked with the agencies to put in place policies specifically for the agency buildings such as procurement guidelines for operations and maintenance (O&M). The data was difficult to analyze because of differences in the baseline and late participation survey even from the same contact person. For eleven of the agencies, both surveys were completed by the same person and indicated they did not know how many policies were generated in the past 12 months when queried during the baseline survey, yet were able to provide a value in the late participation survey. While the data could not be analyzed to determine specific changes, it did appear that at least the person interviewed was more aware of the possibility of policies being implemented. Of those nine agencies that indicated a value for the number of policies generated within the past year, the program tracking database was checked to see if the program indicated they had actually worked with the agency on policies. There were six agencies shown in both the survey and the program database that generated policies in the past year. This does not mean that the program only worked with six agencies, only that the overlap of the program database information and memory of the people surveyed indicated this value. The program indicated that they provided 13 policy initiative implementation packages and worked with 5 agencies on policy adoption assistance. Spot checks on a few of the database items indicated that memos had been written regarding policy. The difference in the database values and the survey values are ascribed to interviewee recall failure or the surveyor not speaking with the person directly involved with LGEP and their work on the policies.

Interviewees who were responsible for community energy policy were asked to describe the mechanism for generating policies or programs to improve energy efficiency in their jurisdiction during both the baseline and the late participation survey. The responses were combined since they had essentially the same distribution at the start and finish of the program. By far the most common response was “from the bottom up”, meaning either staff ideas or public input taken up through a chain of staff or agencies for approval by a board or a senior manager. The next most common response, at about half the rate of the “bottom up” response was “top down”. This generally meant that the idea came from a board member or city council member and the staff was then directed to work on it and develop it into an ordinance. It was not uncommon to have

both mechanisms described as mechanisms within the same agency. Two other routes for generating energy policy emerged at about one-fifth the rate of the “bottom up” response, were (a) policies evolved from the development of the general plan, and (b) policies evolved from energy or planning committees.

Participants were queried during both the baseline and late participation surveys about which areas in the process of creating an energy efficiency policy generally causes difficulty. Twenty-two interviewees responded during baseline survey and 21 responded during the late participation survey, representing 19 agencies in both cases. Exhibit 5.3 presents the top four response types, and illustrates that three of the four areas of difficulty elicited very similar responses during the two surveys, but that the response labeled “Staff, prioritization” showed a four fold increase between the baseline and the late participation interviews. There were no follow-on questions to illuminate the reasons for this change. One can postulate that agencies that were not doing policy development prior to the program may have realized as they participated in the Program that it takes staff time to develop such policies, resulting in their identifying this as an area of difficulty.

Exhibit 5.3
Top Four Areas of Difficulty in Generating Energy Efficiency Policies



Overall, “Staffing and Prioritization” and “Cost to Implement/Funding” drew the largest total number of responses.

Increase in Knowledge for Agency Employees

There was evidence that the agencies were helping to increase the knowledge of energy efficiency for their own employees (link C14). Five additional agencies indicated during the late participation survey that they conducted workshops to promote energy efficiency in agency facilities for their employees (three had been providing such a service before the program).

Included in this was a slight increase (although not statistically significant) in the average number of workshops that had been conducted in the past 12 months (from 2.25 to 3.4).

While the description of the types of seminars presented after a period of program participation seemed more efficiency focused, the limited number of baseline data points (4) restricted the evaluation team’s ability to draw any real conclusions about pre/post seminar content change. Overall, over half of the seminar descriptions could be classified as either hardware retrofit or energy efficiency (EE) practice oriented. The remainder varied widely, often on environmental or green building themes.

The program provided seven workshops over the program period covering various topics. (shown in Exhibit 5.4).

**Exhibit 5.4
LGEP Sponsored Workshops**

Workshop	Year Quarter	N	2004	2005				2006	
			4	1	2	3	4	1	2
Developing and Implementing Effective Energy Policy at the Local Level		24	X						
Implementing Energy Projects		33		X					
Water Pumping Efficiency		37		X					
LGEP Workshop on Pumping Efficiency		33					X		
How to Purchase Green Lighting Equipment		55					X		
Energy Efficiency O&M for Municipal Facilities		47						X	
Implementing Energy Efficiency Projects and Developing Climate Action Plans		31							X
Total		260							

The program implementer used their own post-workshop surveys to obtain feedback from the participants. The percentage of respondents who indicated that the content was ‘excellent’ or ‘very good’ varied from 78 percent to 94 percent. The program appeared to use the results of the surveys to help plan future workshops. This was seen where the first workshop requested a “green building / green energy / efficient design’ topic with the fifth workshop covering green lighting equipment. Another indication of this was the request in the second workshop for ‘water pump efficiency’ followed by this topic in the third and fourth workshop.

Because the study design did not include calls to community members, a proxy for this type of information was a series of questions to the agencies. When asked their opinion on the community level of awareness of, and interest in, energy efficiency, there was a slight increase, but no statistical difference between the mean baseline and late participation survey responses (shown in Exhibit 5.5)

Exhibit 5.5
Community Awareness of Energy Efficiency

How would you rate the following within the community over which you have jurisdiction....	Survey Type	N	Mean*	Std. Dev.	Std. Error Mean
<Q26A> How would you rate the AWARENESS OF YOUR ENERGY conservations and energy efficiency POLICIES?	Baseline Survey	22	4.05	1.914	.408
	Late Participation Survey	24	4.50	2.889	.590
<Q26B> How would you rate the OVERALL AWARENESS of conservation and energy efficiency within your community?	Baseline Survey	24	5.58	1.501	.306
	Late Participation Survey	24	6.04	2.312	.472
<Q26C> And how would you rate the OVERALL LEVEL of INTEREST in energy efficiency from businesses and residents in your community?	Baseline Survey	26	6.04	2.144	.421
	Late Participation Survey	23	6.65	2.208	.460

*The mean is from responses using a scale of 0 to 10 with zero meaning “Not at all aware” and 10 meaning “Extremely aware”.

5.2 Facility Element

Importance of Energy Efficiency

The facility element provided a range of channels for working with the agencies to increase the number of energy efficiency projects implemented by the agency. While the agencies felt that reduction of energy use within their facilities was important even before the program (mean response of 7.4 on a scale of 0 = Not at all important and 10 = Extremely important), after interactions with the program staff, there was a significant increase⁵ in the importance attached to reducing energy use (mean of 8.4). Although there was a high level of importance placed on reducing energy use, one of the theories of the program was that these agencies were inadequately staffed and/or lacked knowledge to actually do anything about reducing energy use in their facilities. The baseline survey indicated that before the program an average of slightly less than two full time equivalent people were employed within the agencies to manage the energy use in the agency buildings.⁶ Additionally, verbatim responses from the baseline survey indicated that resources were difficult to come by for energy efficiency. A few responses were:

- “Always a questions of resources available, but we are always working on it.”
- “The city is strapped for cash, so it doesn’t have the money to make improvements right now.”

⁵ At the 90 percent confidence level.

⁶ These included the facility managers and operators. It should be noted that the same question was asked during the late participation survey, but the data turned out to be unusable because of the broad distribution of the responses.

- “Energy efficiency was something that no one had ownership of – pass through payments made it so that there was no auditing of energy consumption and costs.”
- “Main thing is fixing things after they break, not as proactive.”

Interest In and Ability to Identify Opportunities

The program attempted to fill this void and provide the agencies with many types of assistance to help energy efficiency project implementation. One avenue that showed that this assistance occurred was the information sources used. The 86 percent of the agencies who stated they actively sought out energy efficiency information prior to the program had been obtaining that information from utility service representatives and state agencies. After program intervention, the agencies indicate that this type of information was received most often from energy efficiency programs and the Internet⁷. The Internet ties directly into link F2 of the facilities element program theory in which the agency were assumed to increase their use of the web-based energy efficiency clearing house to identify opportunities. While the survey did not query about which Internet sites were visited, the level of use of the Internet as a source of information increased from 5 percent to 26 percent during the period of the program.

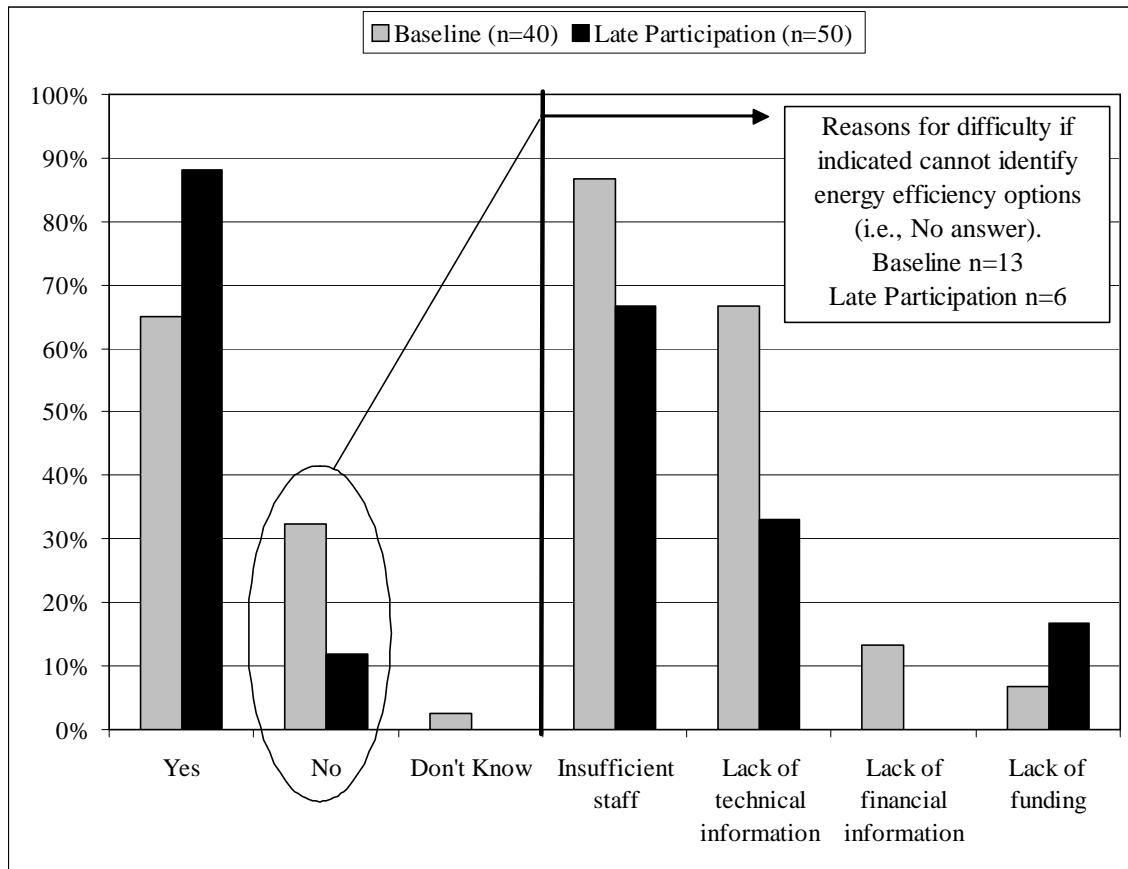
The program became the agency’s source of assistance as well (links F3, F4 and F5). Although 70 percent indicated they used outside parties to identify energy efficiency opportunities prior to the program, the utility service representative was the main source of this assistance (41 percent indicated assistance from this source). While the utility representative continued to help (38 percent), energy efficiency programs from utilities, state agencies or third parties such as LGEP, were now where 79 percent of the assistance was obtained. After the program, survey respondents indicated more support in facility audits, information, measure installation, and direct installation.⁸

The program has been effective in helping create knowledge among the agency staff. Eighty-eight percent of those surveyed in the late participation survey felt that they or their staff are currently able to identify energy efficiency opportunities compared to 65 percent in the baseline survey. Among those who felt they could not identify such opportunities, the late participation survey showed that their response had more to do with insufficient staff than lack of technical or financial information. (See Exhibit 5.6) This result seems to indicate that the few agencies who continued to feel as if they could not identify energy efficiency opportunities did not view the program staff as an available resource.

⁷ See responses in Q4grp in Appendix C.

⁸ See responses in q7grp in Appendix C.

Exhibit 5.6
Able to Identify Energy Efficiency Opportunities?



The ability to identify energy efficiency options ties in with the actual assessment of opportunities within the agencies. As a consequence of the program, municipal facilities will be assessed for energy efficiency options somewhat more often. The average number of months between such assessments was lower in the late participation survey than in the baseline survey (18 months versus 25.4 months in the baseline). However, the change was not statistically significant at the 90 percent confidence level. The number of continuous assessments of energy efficient needs in municipal buildings increased from 5 to 15 responses, while the number of people indicating that municipal facilities will “never” be assessed for energy efficiency went down from 10 to 5 responses. The increased ability to identify energy efficiency opportunities, shown in Exhibit 5.6, appears directly related to the change in the actual actions to assess energy efficiency.

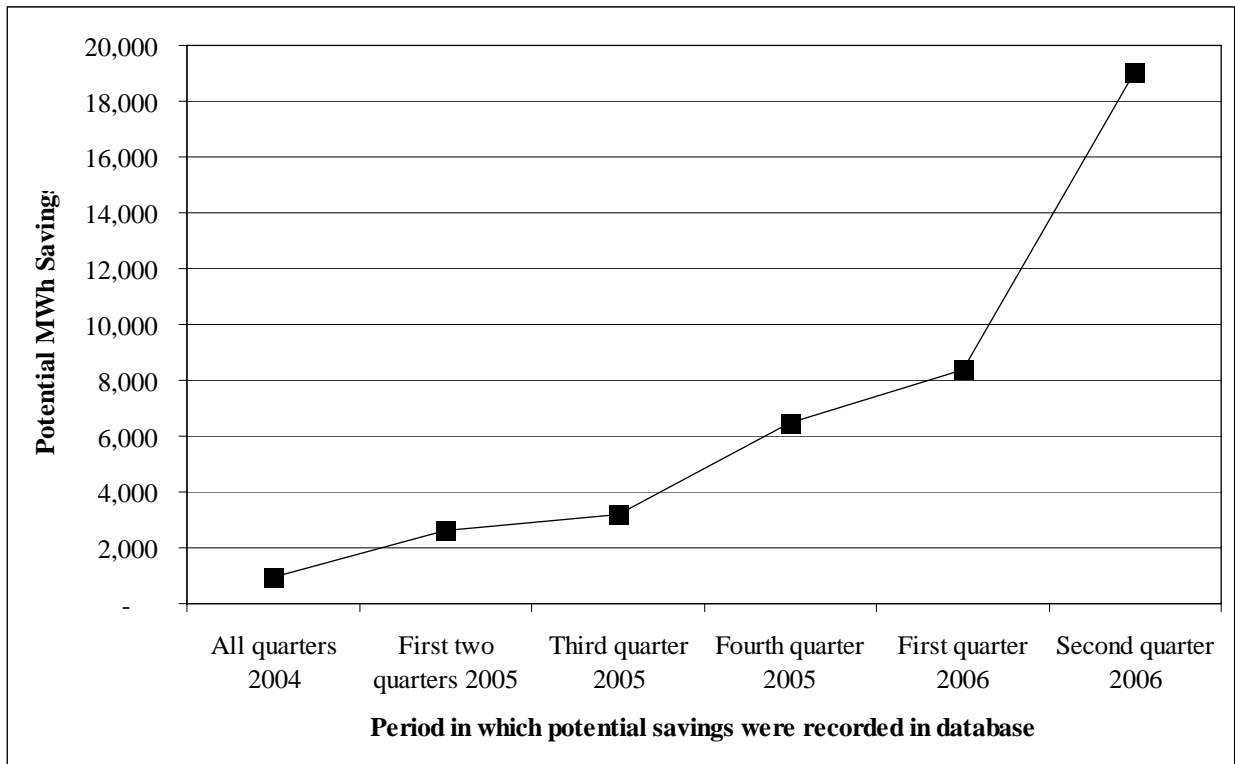
Ability to Specify Projects

Once an agency identifies an opportunity, the ability to detail and financially assess the opportunity must be present as a prelude for action. There was little change seen in how the respondents viewed their ability to actually scope and financially assess energy efficiency opportunities. While 68 percent felt they had this capability in the baseline survey, 70 percent indicated this ability in the late participation survey. The capability was backed up by the actual presentation of energy efficiency project proposals within the past 12 months for all the 68

percent from the baseline survey that indicated they had this ability and 80 percent of the late participation survey respondents that indicated that they had this ability.

For 23 of the 37 participating agencies, the program was able to bring specific energy opportunities to the point where savings could be ascribed to a measure (link F7 and F15). Audits were performed or agencies funneled to different programs that created the potential for 19,000 MWh of savings, if the measures were implemented. Exhibit 5.7 shows that over half of the potential savings from the recommendations had audits that were completed and entered into the program tracking database in the second quarter of 2006. Whether any of the recommended measures have been installed by the agencies is unknown. Determining implementation of recommendations was outside of the scope of this evaluation.

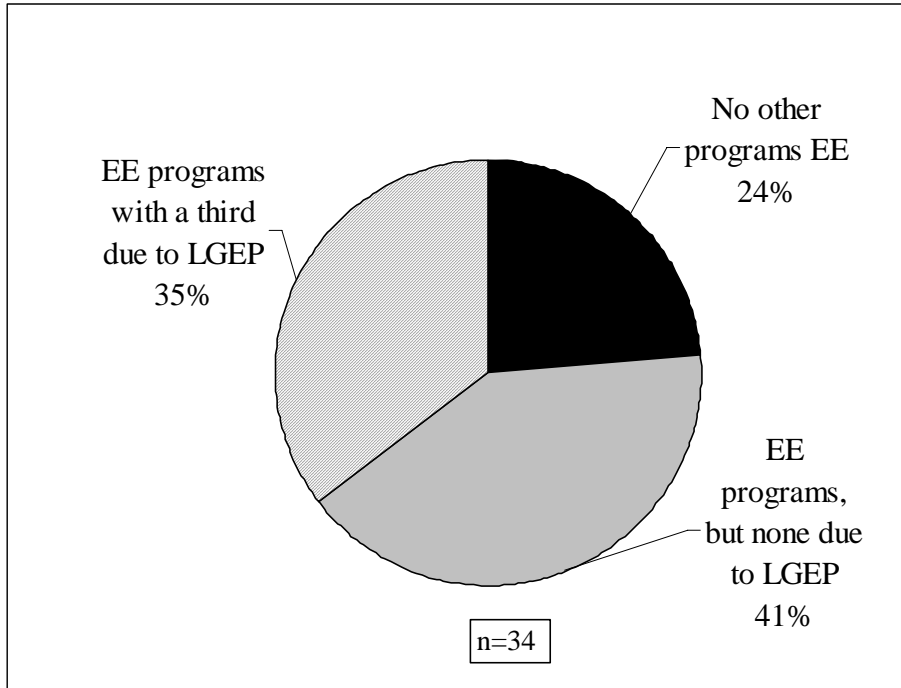
**Exhibit 5.7
Timeline of Energy Audit Savings**



Referrals to Other Programs

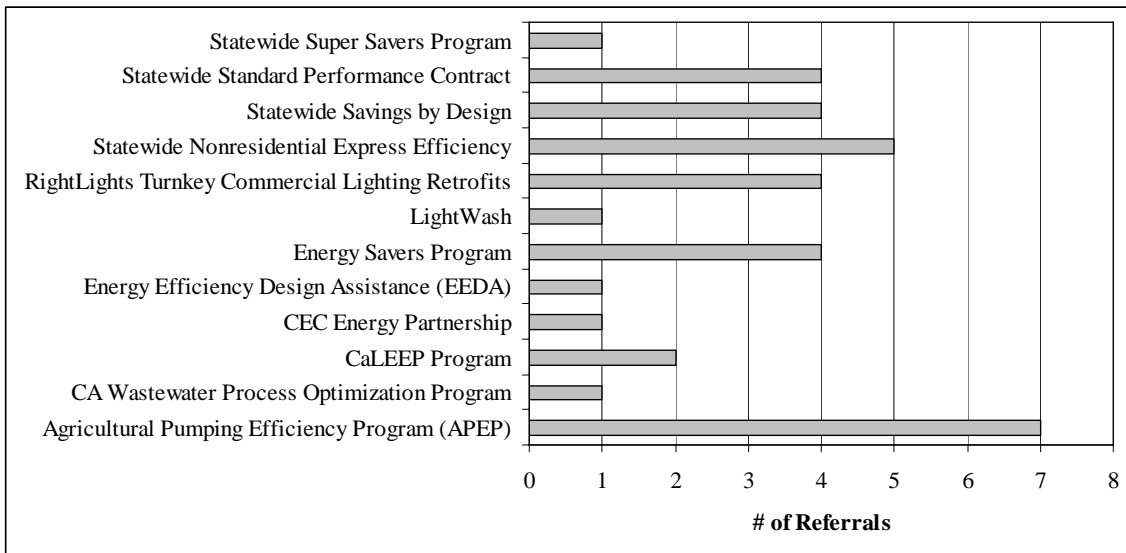
Part of the Program plan to create energy savings potential included referrals to other energy efficiency (EE) programs (link F6). The 34 agencies queried during the late participation survey stated their agency had participated in 68 energy efficiency programs other than the LGEP over the past two years. The respondents indicated that about a third of that participation (21 programs) was due to their participation in the LGEP program (Exhibit 5.8).

Exhibit 5.8
Percent of Agencies who participated in other EE Programs



The LGEP program database showed 35 referrals to other programs (Exhibit 5.9). If the respondents accurately remembered all the programs ascribed to LGEP, it is a 60 percent success rate (i.e., 21 programs with participation out of 35 referrals).

Exhibit 5.9
Number of LGEP Referrals to Other EE Programs



Implementation Hurdles

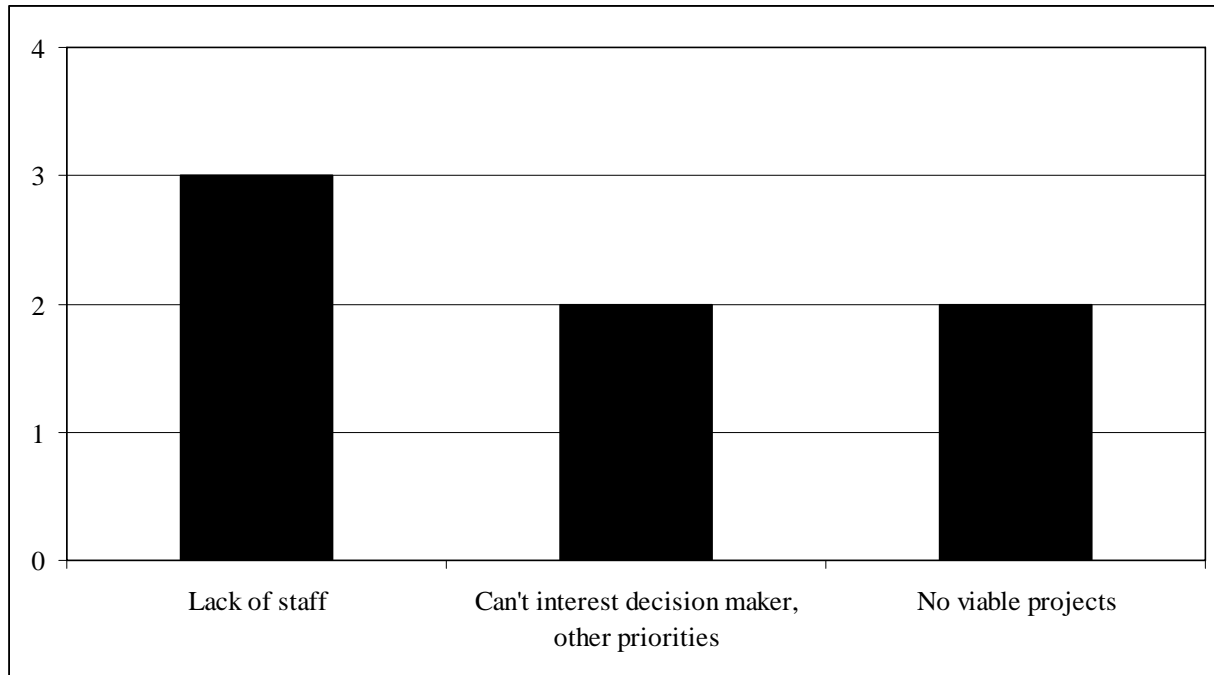
Once specific measure recommendations are proposed, a process was necessary to get the project approved (link F8). The approvals for the submitted proposals was limited mainly by unknown reasons (i.e., the respondent did not know why proposals had difficulties) and lack of technical information prior to the LGEP program and by lack of funding and insufficient staff after program intervention.

Because the lack of project management and implementation resources was considered one of the main tenets of the program, the surveys queried directly (links F9 and F10). Interestingly enough, the responses were opposite of what was expected. The baseline survey indicated that 55 percent felt that the lack of project management/implementation resources limited their ability to implement energy efficiency projects while 64 percent felt this way after program intervention. This counter-intuitive result is thought to be explained by the poor structure of the specific question being asked and the inability to differentiate between project management resources, which is clear, and implementation resources, which could signify lack of funding. Previous questions pointed to an increased ability to identify energy efficiency opportunities, an increase in the frequency of assessing such opportunities, and lack of funding as a top reason for projects not being approved. Verbatim responses to other areas that limit the agency ability to implement energy efficiency projects included a high payback (they desired a 3 year payback, not a 20 year payback), unavailability of funding, and lack of priority within the organization. Regardless of the specific percentage differences between the two surveys, it appears that barriers remain for actual implementation of projects.

For the agencies who had not submitted energy efficiency projects for approval, both surveys went on to ask why they had not. The late participation survey got six meaningful responses to the question about why the agency had not presented proposals to the approving body, despite the agency feeling that it was competent to do so. All six of these responses were with the same interviewee in the baseline and in the late participation survey. Four of these agencies had submitted proposals before participating in the program. Multiple reasons for not submitting a proposal were allowed. The results are summarized in Exhibit 5.10 and show that these particular agencies still find staff shortages and competing priorities for decision makers as obstacles to getting proposals submitted.

Exhibit 5.10

Reasons for Not Submitting Proposals for Approval (Late Participation Survey)



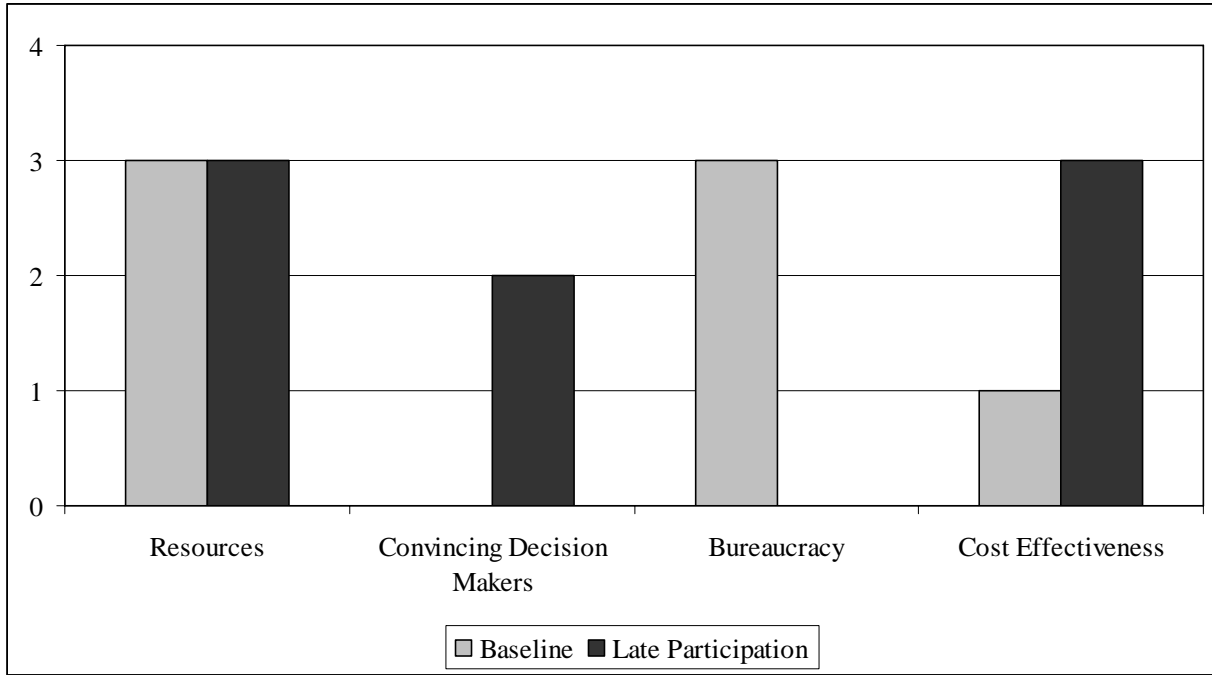
When follow up queries asked about what else limits their ability to implement these types of projects, there were two potential answers to this question, the first was funding assistance and the second was to give a verbatim reason.

Funding Assistance - In the baseline survey eight interviewees responded that funding assistance was the main thing that limited their ability to implement projects. In the late participation survey nine respondents indicated that funding assistance was important. However, a closer analysis of the data showed that only two of agencies that gave this response in baseline survey also gave it in the late participation survey. Thus while the level of response was similar, the agencies giving the response were generally different.

Other - The second potential response to this question was to give an alternate reason. The verbatim reasons given were binned into groups and the results are presented below.

In the baseline, seven interviewees were assigned to the “other” category and verbatim responses were recorded, while nine interviewees in the late participation survey followed this course. The analysis of this limited number of points indicates that resources (e.g., staffing, auditing, technical assistance) were a factor both pre- and post-program (Exhibit 5.11). Further, it could be interpreted that after the program, the issues shifted from bureaucracy to convincing decision makers and that the importance of cost effectiveness increased. While this is limited data, one could argue that this would occur as more information becomes available on the cost effectiveness of the program.

Exhibit 5.11
Verbatim Descriptions of Limits on Project Implementation



The program theory posited that working with the program would create a long term outcome of the agency staff becoming more experienced, knowledgeable, and confident in assessing energy efficiency projects (link F13). However, the responses from this survey query indicated no change, with the mean between 2.5 and 3.0 (1=not at all [experienced, knowledgeable, confident] and 4=extremely advanced) as shown in Exhibit 5.12.

Exhibit 5.12
How staff was rated for assessing energy efficiency projects

	Survey Type	N	Mean	Std. Deviation	Std. Error Mean
<Q20A> EXPERIENCE in assessing energy efficiency projects?	Baseline Survey	39	2.40	.933	.149
	Late Participation Survey	50	2.46	.862	.122
<Q20B> KNOWLEDGE about energy efficiency measures/projects?	Baseline Survey	39	2.67	.869	.139
	Late Participation Survey	50	2.78	.790	.112
<Q20C> CONFIDENCE in assessing energy efficiency projects?	Baseline Survey	39	2.47	1.118	.179
	Late Participation Survey	50	2.36	.802	.113

1 = Not at all and 4 = Extremely advanced

This result is at odds with the responses provided in question 8 (and shown in Exhibit 5.6) that indicated an increase in ability to assess energy efficiency opportunities. It is possible, that the staff felt they were now more able to evaluate this type of opportunities, but had not yet had the time to use this skill and become more experienced and confident.

5.3 Process Assessment

As discussed in Section 4.3, the process assessment was designed and delivered in three phases, the first that assessed the early program progress and issues, the second that looked at mid program operation from the view of the participants and program partners, and the third phase that looked at lessons learned from key program staff and a census of participants.

The following sections present the summary from process assessment memorandum for each phase. This is then followed by the recommendations for that phase of the process assessment juxtaposed with the program response to the recommendation. These write-ups are presented in the tense used in the memorandum in order to present the full meaning of the recommendation and response.

A fourth process assessment is then discussed which was carried out at the request of the CPUC to document the reasons that the program requested a no cost extension, and ways that it might be avoided in the future.

An overall summary of the process assessment closes the discussion in this section.

5.3.1 Early Process Assessment – Program Startup and Early Operation

The first process review, completed in October of 2004, assessed the program shortly after start up in order to give feedback early in the program, where hopefully it would be most useful. It focused on internal program staff and procedures.

Summary

Overall, the LGEP team is doing a good job of fielding the program, enrolling program customers, and starting the process of serving the customer needs. Program managers communicate well and have a common understanding of the program structure and primary goal. Staffing and program ramp up appear to be progressing as one would expect for a program at this stage. An ambitious program tracking database has been created and is operational, although operational issues remain. Recommendations are made for (1) clearer communication of program goals and progress against goals to all program staff, and (2) database and documentation trail improvements.

Recommendations

Recommendations are presented first (in *italics*), followed by the program response.

Staff Training

- 1. Program managers should make all staff aware that there is a complaint procedure spelled out in the Policy and Procedures Manual. This way if or when a complaint does arise everyone will know that a procedure exists and where to find it.*

Response: In order to increase awareness of complaint procedure, we will include a description of procedure in the February, 2005 Team Update email, as well as provide periodic reminders of the process.

Knowledge and Understanding of Program Goals

- 2. Select a single format showing a comprehensive set of goals (may already exist in the document named ABAG Goals Defs And Documentation_Rev9-16-04 or from a database*

report), which includes progress against goals, update regularly, and circulate to all program managers.

Response: Program managers have developed a matrix including Objective/Activity, total Program Goals/Targets and a quarter by quarter mapping of each objective’s goals for planning purposes. In addition, the Program has developed a database Report format, entitled “To-Date Goal Achievement Summary”, which includes Goal Name, Current Month, To Date, Goal, and Percent Complete columns. This report can be produced, at any given time, by any of the nine LGEP team members who have access to the database.

3. *Identify one or two key goals (these may be time dependent) and include the goal and progress against the goal in the bi-weekly email. If a single goal can be identified consider posting a thermometer type chart on a central bulletin board showing progress toward goal (alternately distribute periodically).*

Response: Program managers currently update progress towards overall Program goals in team updates via email. We are also in the process of developing a “thermometer” type chart for internal tracking purposes.

Customer Tracking and Program Database

4. *Assign a person to conduct regular routine quality control assessment of the data in the database, establish quality control criteria, and document the results and remediation steps taken.*

Response: Ann Guy has been assigned to conduct regular, routine quality control assessment of database. She and the database developer are actively resolving “bugs” and revisions to reports. A web-based, bug tracking database allows Program managers to submit “bugs” to developer and document remediation steps.

5. *Consider whether user-friendliness updates should be made to the database or whether user reticence issues can be overcome by training.*

Response: Program managers have incorporated some user-friendly updates into the more recent versions of the database. For example, the user interface for Agencies and Contact Log has been revised to sort data alphabetically and chronologically, respectively. This enables user to locate pre-existing entries much more efficiently than before.

6. *Consider whether additional safeguards need to be added to protect against users inadvertently modifying prior entries.*

Response: In order to prevent loss of existing data, Program managers have relied on additional training and reminders on correct data input procedures. At this point, there has been no loss of data. It was determined that a technical safeguard remedy would cost more than our database budget would allow.

Equipoise Note: While it was not discussed during the interviews, program managers should implement a sound database backup policy if it does not already exist.

Response: From the beginning, the integrity of the LGEP database has been supported by automatic daily database data updates at the web hosting vendor in addition to weekly automated transmission of the data in a flat file to Ted Pope (Energy Solutions) by email.

Ted Pope, in turn, copies the file on to Energy Solutions server and saves a copy in an email folder. This flat file, however, does not include documents appended to the database (e.g. word and excel files that program managers upload into the database).

7. *Create a centralized program filing system designed to contain the definitive paper backup documentation on each program participant, and as appropriate, to support nonparticipant-specific program goals.*

Response: A centralized program filing system has been implemented. In those cases where electronic documents are filed on a central hard drive and/or LGEP database, we have made note of it in the hard copy file.

8. *Create a standard list of documents that should either be present in each file or should be documented as to why it is not necessary that they be present in the paper files. In general these documents should be the paper forms or reports that back up the claims of the program progress against goals. Given that the documents can be uploaded into the database, documentation may simply include a reference to a location and document name in the database. This system does not need to create paper backup where the computer records are sufficient.*

Response: The Program Manager has created a standard list of Program documents which includes a signed Enrollment Form, Facilities Background/Community Needs Questionnaire, signed Utility Release Form, Recommendations Report, and Action Plan. As noted in item 7, electronic files are referenced in hard copy files.

9. *As with the database, a staff member should be assigned to perform routine checks that the files are being kept up to date and are complete. Records should be kept to show that paper data quality assessment is being performed on a regular basis.*

Response: The day-to-day program manager has been assigned to perform routine checks of hard copy files as part of preparation for CPUC monthly reporting task.

5.3.2 Mid Program Process Assessment – View from the Outside

The second process review, completed in October of 2005, focused on interviews with five participants, five entities that decided not to participate after being exposed to the program, and five subcontractor or partner staff, with the purpose of getting an “outside” view of how the program was performing. To broaden the picture, this information was combined with (1) a review of the recommendations in the first process assessment and whether they were addressed, (2) the information supplied by the quarterly database reviews, and (3) a review of the periodic LGEP status reports to program staff.

Summary

Overall, the LGEP team appears to be doing a very good job of fielding the program, enrolling program customers, and serving the customer needs. Program managers communicate well and have a common understanding of the program structure and goals. The program tracking database has matured, and database assessments have shown that the data is sound and reports are accurate. The program puts out regular updates to partnering organizations. Most of the recommendations made cover suggestions for potentially streamlining minor issues in the current implementation.

Recommendations

Recommendations are presented first (in *italics*), followed by the program response.

1. *Mainly for the next round of the program, program staff should consider whether there are changes in the program that can overcome the issue of agency staff shortages. Are there tasks that the program can take on to offset this concern by potential participants?*

Response: Program managers are currently striving to maintain continuity during the transition from the 2004-05 information-only program to the 2006-08 ABAG Energy Watch Local Government Partnership program emphasizing resource acquisition. Improvements to the new round of services include a dedicated source of incentive dollars and a stronger message that the Partnership is available to assist municipal agencies with whatever it takes to implement projects. We plan on providing more Program staff updates (e.g. quarterly communications) to participants.

2. *The program should focus on issues surrounding the Energy Assessment:*
 - a. *Consider whether there are ways to streamline or facilitate extraction of the utility data. [It should be noted that this has been an issue historically, and that this should not be seen as a criticism of this program. It is also possible that the experience gained during this program may have addressed much of this issue. Just continuing to identify this issue for this and other programs, may in turn result in a higher level solution to the problem.]*

Response: As a result of the new 2006-08 Program model (Local Government Partnership with PG&E), Program managers are planning on a more streamlined channel of communication regarding utility data transfer. Program managers are in the process of exploring alternative methods of obtaining data.

- b. *Consider implementing some sort of routine update to participants on the status and timing of planned Energy Assessments.*
- c. *Consider whether routine implementation progress review by the program could assist the agencies in moving from proposed projects (that come out of Energy Assessment report) to successful implementation. Are there other steps that can be taken to assist in moving it through agency approval steps?*

Response: Besides improving “check-in” procedures with participants, Program managers are entertaining the idea of facilitating peer to peer meetings that include agency staff from participating cities, counties, and special districts. We intend to find out more about the successes the Marin Energy Management Team has had with this effort. Hearing about and incorporating lessons learned from other programs with similar challenges can, oftentimes, help move projects forward.

- d. *The evaluation staff gleaned at least one hint that the Energy Assessments were taking longer than was expected. Is there anything that should or could be done to make them more prompt?*

Response: Program staff are in the process of revamping the Energy Assessment process and report template. By combining these improvements with a more streamlined data retrieval process, Program managers feel that it’s not out of the question to improve

turnaround time and content of EA Report. By making the process more efficient, Program managers also hope to provide more than one EA Report to each Participant throughout the next three year program cycle.

3. *The program should reiterate the information on the complaint procedure in the next LGEP Status Update.*

Response: Program managers reiterated information during at least one Team Update meeting (including all Subcontractors) since the Second Process Assessment was completed.

4. *Review the communication and coordination paths between participants in the CE element to assess where improvements are needed, and implement as appropriate.*

Response: Due to the stronger emphasis on resource acquisition in the 2006-08 ABAG Energy Watch Partnership, Program managers are re-thinking the Community Energy (CE) Services portfolio. The 2006-08 program design efforts will have to balance available budget and strong interest for these services with a high likelihood that these services will not result in kWh, kW, or therm savings (as currently defined by CPUC). A review of communication and coordination of CE services is underway.

5.3.3 End of Program Process Assessment – Lessons Learned

The third process review concentrated on lessons learned that could help future programs of this sort. This phase interviewed five key program staff and was planned to include interviews with 15 participants. Since the timing of the review coincided with the late participant telephone survey, the evaluation team decided to include two questions on the survey, and thus collect data from a census of participants.

Summary

The results indicate a program that is highly popular among participants, but had some issues in timely delivery during the last program cycle. The program staff appear to be aware of these issues and are both willing to address the issues and plan to address them⁹. This process assessment makes three recommendations to assist them in this effort.

Recommendations

1. *The program should concentrate efforts on improving turn around time for projects. While Equipoise realizes that this is not totally within the program's control, many aspects are within their control and additional program routines can be established to follow up on client tardiness.*

Response: In reviewing the Activity Update files, we noticed that, rather than length of enrollment, the level of activity with a particular agency was highly dependent on the enrollee's and City (Program) Lead's level of involvement. In some cases, the City Lead was very involved but the enrollee wasn't responsive or didn't have many needs. In other cases, the City Lead was waiting for contact from the City and not proactively engaging the agency representative.

⁹ Per Program feedback to the second process assessment memo.

For the next program cycle, we've included a feature in the new database that shows (at a glance) the most recent contacts/deliverables/activities for each agency. This tool will help City Leads take a more proactive role in keeping the ball rolling on energy efficiency efforts.

We also think we can ameliorate slower than expected turn-around times by providing updates to agencies so they know we are making progress and haven't forgotten about them. The new database is designed to generate an "Enrollee Update" report which can be sent to enrollees on a frequent basis.

- 2. The program should develop, in conjunction with PG&E, standardized methods to assure contact with PG&E's account reps, the overall managers of the various program segments, and managers of the individual programs. The LGEP program feeds into the PG&E programs and already recognizes the need to know what resources they can tap into, how the dollars flow, and what forms need to be filled out so that LGEP can service their customers.*

Response: While the Program had a comprehensive list of PG&E and third party programs for most of the two-year period, significant coordination with PG&E account services staff and utility core program representatives didn't take place until later in the Program.

Starting in 2006, PG&E has, reportedly, changed internal management goals and is emphasizing greater coordination and collaboration with partnerships and third party programs. Whereas, in 2004-05, there was competition between these parties for energy savings, the achievements in 2006-08 program cycle can accrue to both PG&E account representative goals and partnership goals. For this reason and the fact that the LGEP will become the "ABAG Energy Watch Partnership - A joint project of the Association of Bay Area Governments and Pacific Gas and Electric Company," we see significantly more opportunities to communicate, coordinate, and collaborate with the utility. Also, the Program's transition from an "information only," third party program to a "resource acquisition" Local Government Partnership (LGP) will create more chances for contact with PG&E.

- 3. The LGEP program needs to improve its process for obtaining utility data. Other CPUC programs had similar issues during the 2004-2005 program cycle. It is recommended that the LGEP program contact other programs (e.g., the Marin Energy Management Program), mutually review their experiences and develop, in conjunction with PG&E, an improved approach right at the beginning of the new program cycle.^{10,11}*

Response: As previously mentioned, the new program will be transitioning to a LGP with PG&E. We hope that one of the benefits of becoming a "partner" with PG&E will be an improved process for obtaining utility data.

¹⁰ It is also possible that the Master Contractor could develop a list of programs that had this same issue, and facilitate getting them together.

¹¹ The same issue arose in the second process assessment, and the program indicated that they are already working on improving data retrieval.

We have also had discussions with the Marin Energy Management Program and are looking at incorporating effective aspects of their utility data management process.

5.3.4 Supplemental Process Assessment – Reasons and Remedies for Extensions

The CPUC Energy Division requested that Equipoise Consulting attempt to determine the reasons for the program extension. They requested an assessment addressing the following questions:

- Why did the program need the extension and make recommendations for program changes that would allow the program to perform on time.
- What they did, or did not do, that caused the delay to occur.
- What management actions can be or have been taken to keep these types of programs on time.

To address this request, Equipoise committed to interviewing the Program Manager at ABAG and the Program Manager at Energy Solutions to ascertain the answers to the above questions.

Reasons in extension request

As a prelude to the discussion with the key program managers, Equipoise reviewed the official program extension request and identified the following reasons stated there.

- To utilize already approved funds.
- Would allow the Program to continue to assist agencies with their energy projects, and reach the Program goal for energy projects “developed” of 15,000,000 kWh. We typically expect existing rebate and incentive programs to see local government projects resulting from LGEP’s facilitation approximately 10 months following enrollment. Many of the current enrollees are in the middle of assessing, auditing, and packaging energy efficiency projects but require additional assistance prior to final implementation.
- Provide continuity to the enrollees and fill a potential program gap that may result from the inability of the IOUs to have contracts in place by January 1, 2006.

The interviews of the key program managers lead to the following complimentary or supplemental input. A combined set of responses is included in Appendix D.

Reasons that the program requested a no cost extension of the time to continue servicing enrolled customers:

- We had money left. Probably would have asked for an extension because we had not made our goals.
- One major factor was the late start due to utility contracting delays.
- It took longer than anticipated to get the energy use data, both at the agency and at PG&E.
- The operating timeline in this sector is hard to predict, slow on ramp up, deciding which facilities to audit, prioritizing and reaching a decision to move forward. We had to follow up all the time. This sector seems slower than other sectors.

- Longer than planned turn around time to get to project implementation, i.e., developed programs to meet the energy savings program goals.

Suggestions on how to avoid this in future programs:

- The main one would be to get the utility to get out the contract on time. The program is already seeing the same thing on the current contract. It is July and there still isn't a contract. We can't seem to do anything to get the contracts moving. We have made presentations to the CPUC, but they have declined to intervene. Maybe sit down early on and get the lawyers together until all the details are worked out, but PG&E doesn't want to get the lawyers together. They say that they are committed to improving the system, but then nothing happens. PG&E is currently overburdened with lots of partnership contracts. ABAG has been relatively quick in our contract issue turnaround. Contracting could be standardized possibly. One way to be sure the contracts are on time would be to start earlier, maybe start right now for after 2008.
- Awareness of how to work with clients gained from the current program may help to avoid some of the issues that delayed this program in future programs, since many will be repeat customers.
- As suggested in the process assessments, increased routine communications with the clients should help. If they know that we will be making contact on a routine basis they may be more apt to get things done. But we have called in the past and they don't return calls. If we had predictable response times from them we could possibly add a few more staff, then that would further help things move along.
- The program could possibly have added staff, but the agency lead relationship was often difficult. They have delays, so the program couldn't add staff because then they would be idle due to slow response from the agency.

5.3.5 Overall Summary

The three process assessments performed during this evaluation have shown the LGEP program to be an extremely well run program with staff that are open to input and responding to it. The program had some problems obtaining customer utility data in a timely manner (as did other programs), had some issues completing energy assessments on time, and struggled with getting participant organizations to actually implement projects. The staff addressed these issues as well as possible in mid program and say that they are making changes to the follow on program to further address these issue.

The reasons for the program extension include slow contracting process, longer than expected time in getting utility data, well known historic problems of slow turn around times when working with cities and counties, and difficulty getting projects to completion because of the long project cycle in agency.

5.4 Database Verification

Using the method described in Section 4.2, the evaluation confirmed that the program met 14 of their 15 program implementation goals as shown in Exhibit 5.13. Of note is that Goal 4 (Audit Request Submitted to Partner Programs) was confirmed using a slightly different approach than

the other goals. The verification of the underlying data within the goal query was used for all the other goals. However, the query for Goal 4 in the database did not accurately portray the fact that certain agencies had more than one audit request to a partner program. Additionally, some data entry errors were found during the discussions with the implementer regarding the appropriate way that the data within the database should be used to determine the value for this goal. This discrepancy in the query was not determined until after the last verification occurred and necessitated using different data within the database to confirm the number referred.

**Exhibit 5.13
Program Goals and Achievements**

Report Date Friday, July 21, 2006

#	Goal Name	To Date	Goal	Percent Complete
1	Program Enrollees	37	35	106%
2	Hard-to-Reach Enrollees	16	15	107%
3	Energy Assessments Delivered	26	25	104%
4	Audit Request Submitted to Partner Programs	17	15	113%
5	Local Governments Receiving Sustained Technical Assistance	30	30	100%
6	Volume of Energy Projects Developed (electricity) ¹	19,049,638	15,000,000	127%
7	Volume of Energy Projects Developed (therms)	332,578	500,000	67%
8	Community Needs Assessment Interviews	15	15	100%
9	Policy Initiative Implementation Packages Delivered	13	12	108%
10	Policy Adoption Assistance	5	5	100%
11	Local Contacts Provided to Partner Programs	35	20	175%
12	LGEP Workshops Conducted	7	6	117%
13	Referrals to Partners Workshops	116	100	115%
14	Customer Outreach Contacts	0 ²	250	>100%
15	Direct Mailings	10	6	167%

¹While not a direct goal, 2.8 MW of potential savings were also developed.

²There was an unexplained problem in the last verification with the database query that Equipoise used for this goal. While time had been spent attempting to track down the issue, it appeared to only be a problem for the connection by Equipoise (a database connection had been set up such that Equipoise could make no changes in the database). The query shows no values being counted towards this goal. However, data are present in the underlying tables. Since the program had exceeded this goal already as of July 14, 2005 and the underlying table matched the query at that time, no further investigation was performed for this goal.

Equipoise believes that the database review process, along with the responses from the LGEP team to prior reviews and their commitment to correct issues, has contributed to developing and maintaining a clean and accurate LGEP reporting database. As the six quarterly database reviews conducted progressed, the report errors and the disagreements between report results and the underlying data diminished to a minimum.

6 FINDINGS AND RECOMMENDATIONS

6.1 Findings

The LGEP program was an extremely well run program with staff that were open to (and responded to) input from the evaluation team. The program had some problems obtaining customer utility data in a timely manner, had some issues completing energy assessments on time, and struggled with getting participant organizations to actually implement projects. The staff addressed these issues as well as possible in mid program and say that they are making changes to the follow on program to further address these issue.

6.1.1 Program Related Findings

The program implementer had requested that the evaluation help answer specific questions. These queries and evaluation responses are provided next.

- *Did the program engage local governments?* Yes, the program enrolled 37 agencies with 43 percent of these meeting the criteria of “hard-to-reach”. This exceeded their goal of 35 enrollees. Once enrolled, the agencies indicated that the program actively worked with them.
- *Did the program provide information to local governments?* The program became the source of information for the agencies as shown by the 86 percent of the agencies who stated they actively sought out energy efficiency information prior to the program had been obtaining that information from utility service representatives and state agencies. After program intervention, the agencies indicate that this type of information was received most often from energy efficiency programs (i.e., the LGEP) and the Internet¹².
- *Did the program supply sustained technical support for projects?* While no specific questions documented the average level of support received by project, the overall results indicate that the program supplied on-going support for projects over their life span. In some cases, customers did report slow turnaround on facility audit results. The program acknowledged issues with producing reports in a timely manner.
- *Did the program channel local government energy projects to state sponsored energy efficiency programs?* The program provided 35 referrals to other energy efficiency programs. The agencies indicated that they participated in 60 percent (21) of these referrals.
- *Did the program provide information and person-power to assist local governments in implementing initiatives?* Yes, the LGEP was active within the agencies and helped staff with about a third of the policies developed in the past

¹² See responses in Q4grp in Appendix C.

year. Additionally, the program provided 13 policy initiative implementation packages.

- *Did the program influence local government to promote energy efficiency in the local community?* Yes, there was about a 15 percent increase in community promotion of energy efficiency programs. Common channels for promotions were agency websites, information tables or kiosks, and agency magazines and newsletters.
- *Did the program provide workshops with topics of interest for local government staff?* The program provided seven workshops in which 24 to 55 people participated per workshop with a total of 260 participants. According to the post-workshop assessments by the program implementer, the topics chosen provided valuable content to the participants. There was the opportunity for participants to indicate other topics of interest for future workshops, which the program appeared to take advantage of in subsequent workshops.

The evaluation also tested specific links associated with the program theory for the community and facility elements. Findings from this assessment show that:

- After the LGEP intervention, there was an increased level of importance placed on reducing energy use by the agencies.
- The program became the main avenue for energy efficiency information and assistance, supplanting previously used sources.
- The agency staff was better able to identify energy efficiency opportunities after the program intervention. Additionally, assessments to determine possible energy efficiency opportunities are projected to be more frequent since working with the program.
- The program increased the ability of the agency staff to identify energy efficiency opportunities and provided specific energy efficiency audit recommendations or referrals to other energy efficiency programs to elicit the potential for 19 GWh and 330,000 therms of savings.
- Participants self-reported that there continue to be barriers to actually acting on that increase in importance, funding as the highest indicated barrier. Only a detailed analysis of the recommendations made by the audit and comparison to the measures actually implemented after the elapse of sufficient time following the audit or referral, combined with interviews of those involved in the process, would indicate whether the funding and possible other barriers to implementation are actually present.

6.1.2 Evaluation Related Findings

The effects assessment of this program was based on pre- and post-interviews of staff from participating agencies. While this seemed viable at the outset of the evaluation, the following factors combined to make the assessment difficult and to limit its value through statistical quantification of the findings:

- The limited number of agencies participating in the program,
- Most agencies had only one person who was responsible for energy efficiency,

- The program had two elements, meaning that not all agencies participated in both.

6.2 Recommendations

Given the evaluations finding presented above, the evaluation team has the following recommendations:

6.2.1 Program Recommendations

The following program design recommendations evolved from the process analyses within the evaluation:

- The CPUC should take what actions it can to assure that contracting is completed by the utilities in a timely manner. The assessment of the reasons for the program extension identified delays in completing the contracting process as a reason for the program extension that can be remedied. The contract extension was for five and one half months and the contract was approved two and one half months into the anticipated program period. Had the contract been signed three months before the start of the period for which the program was to be offered, allowing time for program ramp up, it is reasonable to assume that a program extension would not have been necessary. The program confirmed that a significant portion of the ramp up could not be commenced until the signed contract was in hand.
- The programs need to trade on experience gained across programs in obtaining utility data in a timely manner. This issue may be somewhat alleviated for this program in the 2006-2008 period because the program will be run jointly with PG&E.
- The program should focus its efforts on improving the turn around time of the facilities element projects by:
 - Initiating routine interactions with agencies that address progress toward approval and implementation of the identified projects,
 - Increasing efforts to improve the turn around time on audits and audit reports.
- This program, and programs like it, should be continued. When asked “What is your overall opinion of the assistance received from LGEP, or do you have any other comments about the program that you would like to share with me?” at the end of the late participation survey 48 of 56 participants responded to the question. Four gave indecipherable answers, and the remaining 44 provided response that, when coded by an analyst, resulted in an average score of nine out of ten (one being very poor and 1ten being very good). The early participation survey supported the program contention that small agencies such as these are severely understaffed on energy matters. Thus, these programs supply a needed service much appreciated by the agencies they serve, and are an important part of the overall portfolio of programs that should be offered in California. For the 2006-2008 program year the LGEP has resource acquisition goals. The evaluation of that program will enable a better determination of the effectiveness of the program in moving the agencies from developed projects to implemented projects.

6.2.2 Evaluation Recommendations

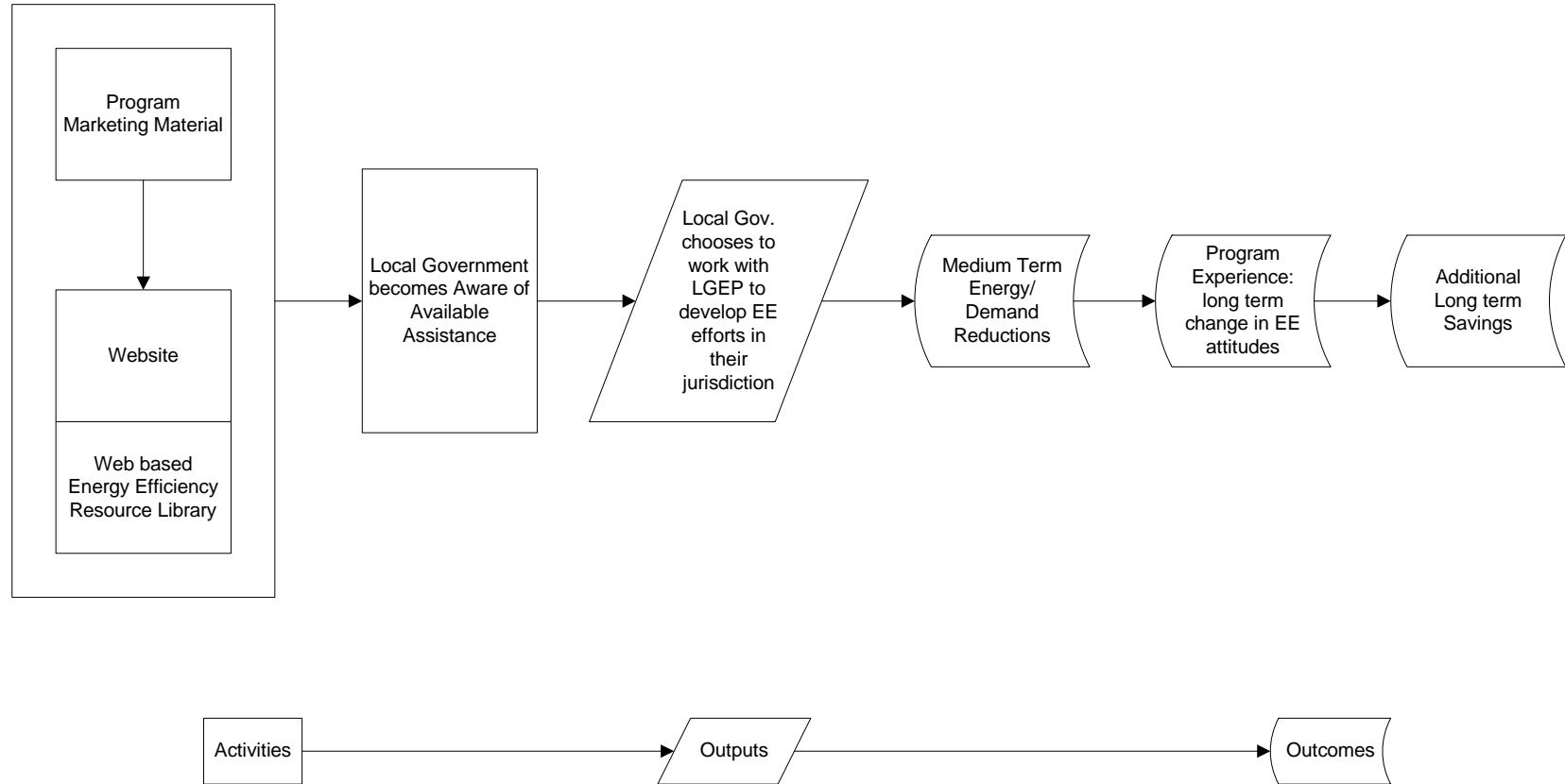
Based on what was found in the field, the following recommendations are made for possible future evaluation efforts:

- The evaluation team recommends that the pre-/post-interview type of evaluation should not be used in future evaluations of programs such as these. The timeframe that elapsed, the probability of staff turn over, and the limited number of interviewees per agency all combined to limit the ability of the evaluation to deduce results based on quantitative analysis. While the evaluation was able to draw conclusions from the data collected, the above factors limited the statistical significance of many of the questions addressed. In addition, the process of extracting the conclusions was arduous.
- Equipoise recommends that future evaluators consider an explanatory case study approach if attempting to assess the effect of the program on organizational changes or practices within the agencies. It is felt that this approach would allow a contextually richer result that would provide the evaluator the data to answer *why* there may have been changes in one location and not another.

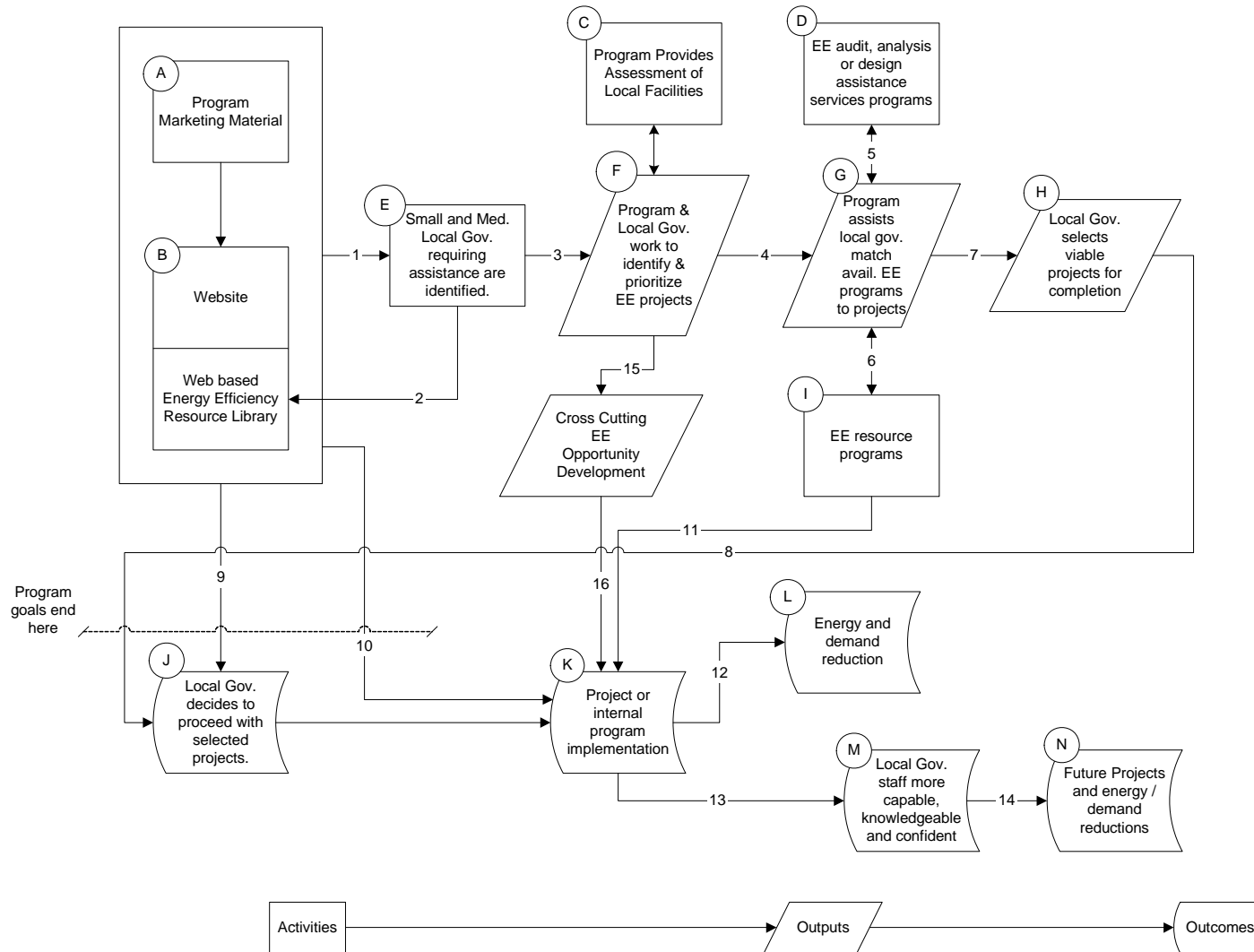
This completes the evaluation report of the PY2004/2005 LGEP program. Appendices follow.

A. PROGRAM THEORY AND LINKAGES

Overview of LGEP Program Theory



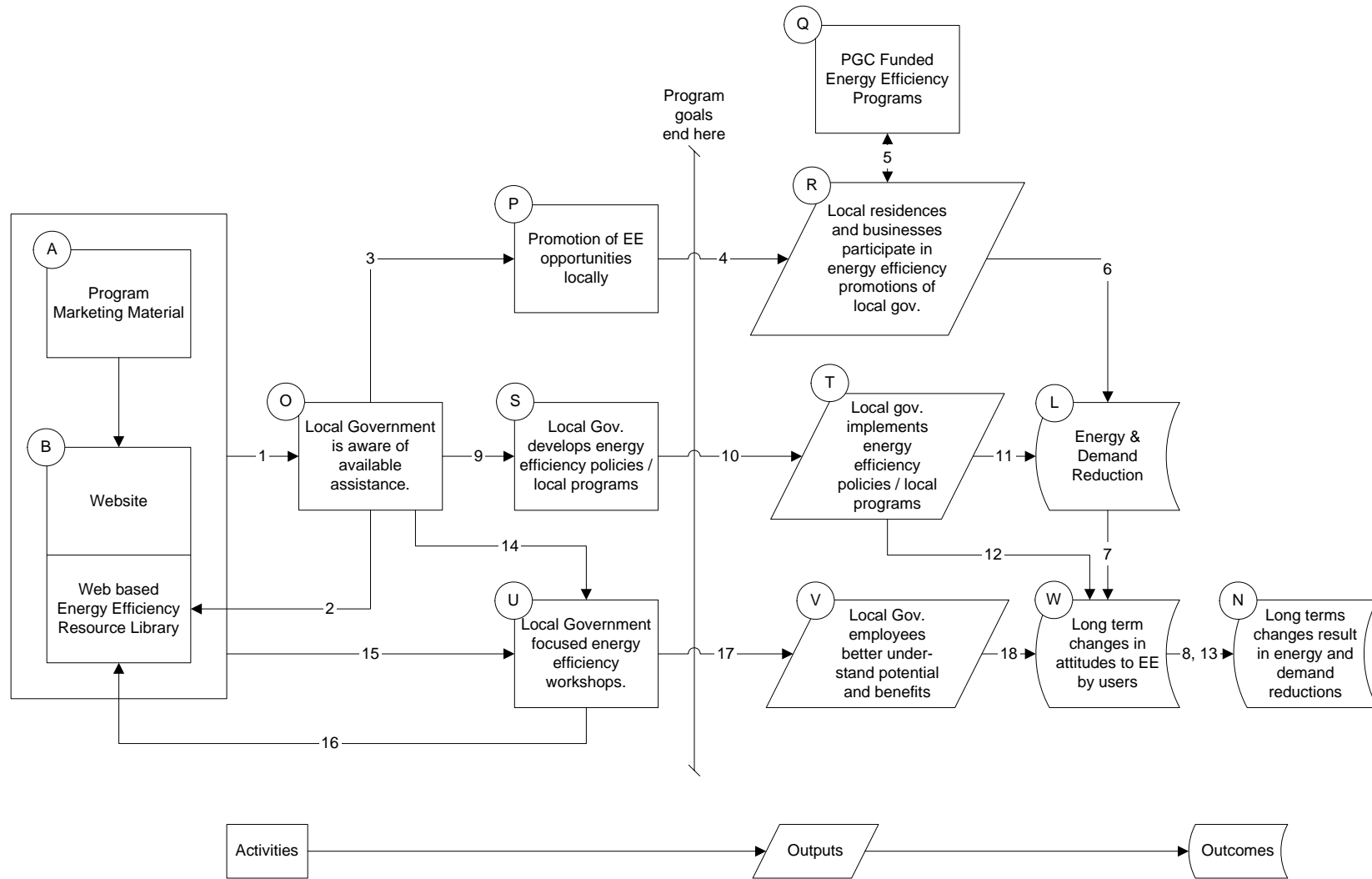
Program Theory – LGEP Energy Efficiency Local Government Facilities Element



Program Theory Linkage Descriptions – LGEP Energy Efficiency Local Government Facilities Element

Link	Description
1	Program can identify local governments who need help, i.e., (a) staff constrained, (b) hard-to-reach, (c) transmission constrained, or (d) unaware of options.
2	Local government uses Web-based EE clearing house to identify opportunities.
3	Program provides information and is credible to local governments.
4	Program working with local governments causes local governments to identify likely projects.
5	Program assists local government identify existing audit programs to help assess projects
6	Program assists local government in gathering information on existing resource energy efficiency programs to assess project viability.
7	Added assistance and information allow local government to identify and select projects for completion.
8	Because of assistance from Program, local government has information and compiled resource program assistance to obtain financial go ahead for projects.
9	Availability of sustained technical support and project management contributes to local government decision to proceed.
10	Sustained technical support and project management is a necessary ingredient for project implementation/completion.
11	Existence of program leads to actual financial assistance in project implementation
12	Package of technical support, energy efficiency program, and project management results in energy and demand reductions (i.e., projects implemented as planned).
13	Experience with program leaves local government staff more experienced, knowledgeable, and confident.
14	Increased staff experience, knowledge, and confidence increases likelihood of future energy efficiency projects resulting in additional long-term savings.
15	Program works with local government to identify cross-cutting programmatic opportunities in local government facilities that can save energy (e.g., changing settings across all on existing energy management systems or procurement policies).
16	Local government decides to institute internal cross-cutting programs to save energy in local government facilities. These, in turn, lead to savings via link 11, and possibly (but less likely) links 12 and 13.

Program Theory – LGEP Community Energy Efficiency Element



Program Theory Linkage Descriptions – LGEP Community Energy Efficiency Element

Link	Description
1	Program markets Community Energy Efficiency (CEE) assistance to small to medium local governments, making them aware of availability of assistance.
2	Local government actively searches or passively finds web passed program material, gaining awareness of program.
3	Assistance from Program causes local government to promote availability of Public Goods Charge (PGC) funded programs.
4	Residences and businesses become aware of, and believe, information on PGC funded programs because of local government promotions.
5	Residences and businesses participate in program because of local government promotion efforts.
6	Because of Program/local government promotion efforts, energy and load are reduced.
7	Experience with energy efficiency measures changes long-term attitudes toward energy efficiency.
8	Participants are more likely to purchase energy efficiency equipment in future.
9	Availability of Programs causes local government to develop energy efficiency policies.
10	Assistance available from the Program allows implementation of energy efficiency policies.
11	Implementation of policies leads to medium to long-term changes in energy use within local government jurisdiction
12	Experiences with energy efficiency policy implementation make local government employees more likely to look for similar opportunities in the future (i.e., long-term changes in attitudes).
13	Long term changes in attitudes likely to lead to long term additional energy/load savings
14	Program promotes workshops that are open to all relevant participants as well as specific to staff of local jurisdictions
15	Local government finds out about the program indirectly, via general marketing materials, website, or web-based library.
16	Workshops generate increased interest in possible local governments programs and solutions resulting in increased web resource library use.
17	Workshop effort increases awareness and understanding of energy efficiency programs, potential, benefits, specific application of energy efficiency measures, or operating & maintenance procedures.
18	Changes in awareness and understanding lead to long-term change in attitudes toward energy efficiency, in turn leading to increased long term savings.

B. SURVEYS

LGEP Baseline Data Collection Instrument

Hello, my name is XXX. I was given your name by Jerry Lahr to discuss current practices in your [local government/organization]. Your [agency/local government/county] is planning to participate in a state funded program to promote energy efficiency. The State of California requires that these programs be independently evaluated, which is what my company has been hired to do. We would like to ask you some questions to establish pre-participation practices and policies in your organization. Do you have about 20 to 30 minutes to answer some questions?

Yes1 (GO TO BEGINNING)
No.....2
Don't Know (DON'T READ) -99
Refused (DON'T READ) -88

Can we schedule a time to call you back? [OBTAIN NEW TIME _____ OR T&T]

BEGINNING: The basic purpose of this interview is to establish how you dealt with energy efficiency matters prior to your first exposure to the Local Government Energy Partnership Program, which I will refer to as LGEP from now on.

1. Are you responsible for, or have influence over, your organization's facility improvements, for broader based community energy efficiency policies, or for both?

Facilities.....1
Community policies only2 (GO TO Q27)
Both.....3
Don't Know (DON'T READ)-99 [Search out why]
Refused (DON'T READ)-88 [Search out why]

2. Thinking about the needs of the government facilities in your jurisdiction, with 1 being the lowest and 10 being the highest, how would you rate the importance of reducing your energy use. (electricity, gas, fuel oil, propane, etc.)?

Rating _____
Other (specify)7
Don't Know (DON'T READ) -99
Refused (DON'T READ) -88

Why?_____

3. How many Full Time Equivalent persons are employed to managing energy use in the local government buildings?
- Don't Know (DON'T READ) -99
- Refused (DON'T READ) -88
4. Before you first heard of the LGEP, did you ever seek information on energy efficiency?
- Yes1
- No..... 2 [GO TO Q6]
- Don't Know (DON'T READ)-99 [GO TO Q6]
- Refused (DON'T READ)-88 [GO TO Q6]
5. How did you seek information on energy efficiency possibilities? [DON'T READ LIST, Allow Multiple responses]
- Utility service representatives.....1
- Energy efficiency programs (run by utility, state agency, or 3rd party).....2
- Local government organizations.....3
- Trade journals4
- State agency5
- Internet7
- Professional Organization (ASHRAE, CAPPO)8
- We didn't look for this type of information.....9
- Person in our government10
- Something else (Specify _____)77
- Don't Know (DON'T READ) -99
- Refused (DON'T READ) -88
6. Do currently you get help from any party outside of your organization in identifying energy efficiency opportunities/projects?
- Yes1
- No..... 2 [GO TO Q9]
- Don't Know (DON'T READ)-99 [GO TO Q9]
- Refused (DON'T READ)-88 [GO TO Q9]
7. Who do you currently get assistance from?
- Utility service representatives.....1
- Energy efficiency programs (run by utility, state agency, or 3rd party).....2
- Local government organizations.....3
- State agency5
- Somebody else (Specify _____)77
- Don't Know (DON'T READ) -99
- Refused (DON'T READ) -88

8. What kind of support do you get?
- Facility audits.....1
 - Information2
 - Financial incentives3
 - Measure installation assistance.....4
 - Direct installation.....5
 - Loans.....6
 - Something else (Specify _____)77
 - Don't Know (DON'T READ) -99
 - Refused (DON'T READ) -88
9. Do you feel you or your staff are currently able to identify energy efficiency opportunities?
- Yes 1 [GO TO 11]
 - No.....2
 - Don't Know (DON'T READ) -99
 - Refused (DON'T READ) -88
10. What currently limits your ability to identify energy efficiency opportunities? (Allow to choose more than one)
- Insufficient staff.....1
 - Lack of technical information.....2
 - Lack of financial information3
 - Lack of funding.....4
 - Lack of credibility.....5
 - Something else (Specify _____)77
 - Don't Know (DON'T READ) -99
 - Refused (DON'T READ) -88
11. How often are the municipal facilities reviewed to assess whether increases in energy efficiency are needed?
- Every _____ months or _____/years ALL CONVERTED TO MONTHS
- Never.....2
 - Continuous3
 - As arises, on remodel, new construction4
 - Don't Know (DON'T READ) -99
 - Refused (DON'T READ) -88
12. Do you feel that your local government has the ability to take this to the next step and scope and financially assess energy efficiency opportunities to the point where you can obtain approval?

- Yes1
No..... 2 [GO TO Q17]
Don't Know (DON'T READ)-99 [GO TO Q17]
Refused (DON'T READ)-88 [GO TO Q17]
13. How often does this type of scoping and in-depth financial assessment occur?
Every _____ months or _____/years
Never.....2
Ongoing, continuous.....3
As arises, on remodel, new construction4
Don't Know (DON'T READ) -99
Refused (DON'T READ) -88
14. Based on your assessment, has your city/department ever presented energy efficiency project proposals for approval.?
Yes 1 [GO TO Q16]
No.....2
Don't Know (DON'T READ) -99
Refused (DON'T READ) -88
15. Why haven't you presented such proposals?
16. Who were those approval requests submitted to?
Agency manager or director1
Agency governing council or board.....2
My direct supervisor3
Division manager4
Other (Specify _____)77
Don't Know (DON'T READ) -99
Refused (DON'T READ) -88
17. What, if anything, currently limits your ability to obtain/give such approvals?
Insufficient staff1
Lack of technical information.....2
Lack of financial information3
Lack of funding.....4
Lack of credibility.....5
Nothing6
Something else (Specify _____)77
Don't Know (DON'T READ) -99
Refused (DON'T READ) -88

18. What would increase your approval rate for proposals you do submit?
- More person power1
 - More technical information2
 - More financial information3
 - More incentives4
 - Increased credibility5
 - Sustained support and project management6
 - Something else (Specify _____)77
 - Don't Know (DON'T READ)99
 - Refused (DON'T READ)88
19. Does lack of project management/implementation resources limit your ability to implement projects?
- Yes1
 - No.....2
 - Don't Know (DON'T READ)-99
 - Refused (DON'T READ)-88
20. Is there anything else that limits your ability to implement projects?
- Yes1
 - No.....2 [GO TO Q22]
 - Don't Know (DON'T READ)-99 [GO TO Q22]
 - Refused (DON'T READ)-88 [GO TO Q22]
21. What?
- Funding Assistance1
 - Other (specify)2
22. On a scale of 1 to 4, where 1 is not at all and 4 is extremely advanced, how would you rate your staff on the following....?
- experience in assessing energy efficiency projects_____
 - knowledge about energy efficiency measures/projects_____
 - confidence in assessing energy efficiency projects_____
23. How many energy efficiency policies for government buildings (e.g., procurement guidelines or O&M,) would you say....
- 23a Are generated annually? _____
 - 23b Exist in total? _____
 - 23c By which departments? _____
 - Specify other situation-66
 - Don't Know (DON'T READ)-99

- Refused (DON'T READ) -88
24. Do you currently conduct workshops for your local government employees to promote energy efficiency in government facilities?
- Yes1
- No..... 2 [GO TO Q27]
- Don't Know (DON'T READ)-99 [GO TO Q27]
- Refused (DON'T READ)-88 [GO TO Q27]
25. How many workshops are conducted annually?
- Number of workshops conducted annually....._____
- Don't Know (DON'T READ) -99
- Refused (DON'T READ) -88
26. Can you give me a general description of the type of workshops and the general type of information presented?
27. If answer to Q1 equals 1, go to Q41, otherwise continue?
28. We'll now turn to your community policy and outreach efforts. On a scale of 0 to 10, where 0 means not at all aware and 10 means extremely aware, how would you rate the following within the community over which they have jurisdiction?
- (a) the awareness of your energy conservation and energy efficiency policies?
- Response _____
- Not Applicable because we don't have any policies -66
- Don't Know (DON'T READ) -99
- Refused (DON'T READ) -88
- (b) the overall awareness of conservation and energy efficiency within your community?
- Response _____
- Don't Know (DON'T READ) -99
- Refused (DON'T READ) -88
- (c) the overall level of interest in energy efficiency from businesses and residents in your community?
- Response _____
- Don't Know (DON'T READ) -99
- Refused (DON'T READ) -88
29. What do you base this response on?
-

30. Does your {city, town, county, district} currently promote energy efficiency programs funded from outside your jurisdiction (e.g., state or utility funded programs)?

- Yes1
- No.....2 [GO TO Q34]
- Don't Know (DON'T READ)-99 [GO TO Q34]
- Refused (DON'T READ)-88 [GO TO Q34]

31. Which programs do you promote?

32. How do you promote these programs (i.e. how do you get the word out?)

33. On a zero to 10 scale where zero is not at all and 10 is very aggressive, how would you rate your current promotion of Public Good Charge funded programs in your jurisdiction?

- Rating _____ [GO TO Q35]
- Don't Know (DON'T READ)-99 [GO TO Q35]
- Refused (DON'T READ)-88 [GO TO Q35]

34. Why not?

- Insufficient staff1
- Lack of technical information2
- Lack of financial information3
- Lack of funding4
- Lack of credibility5
- Inadequate knowledge of programs6
- No apparent need by our residents7
- Not part of the duties of our {city, town, county, district}8
- Something else (Specify _____)77
- Don't Know (DON'T READ)-99
- Refused (DON'T READ)-88

35. What is the mechanism for generating policies or programs to improve energy efficiency in your jurisdiction? (e.g., remodel codes, shade tree programs)

- Specify _____1
- We don't have such a mechanism.....2 [GO TO Q41]
- Don't Know (DON'T READ)-99 [GO TO Q41]
- Refused (DON'T READ)-88 [GO TO Q41]

36. Approximately how many such energy-related policies would you say...

Are generated annually? _____

Exist in total? _____

Specify other situation -66

Don't Know (DON'T READ) -99

Refused (DON'T READ) -88

37. How long would you say it takes to move an energy efficiency policy through from inception to implementation?

_____ months

Don't Know (DON'T READ) -99

Refused (DON'T READ) -88

38. What are the areas (if any) in the process of creating an energy efficiency policy that generally causes difficulty?

Don't Know (DON'T READ) -99

Refused (DON'T READ) -88

39. Based on your experience, once an energy efficiency policy is in place, what effect does it have on your government agency (i.e., do they believe that policies are a good way to effect change as a baseline for why they may or may not support the work in this area)

40. What effect or impact does it have on the residents in your jurisdiction? (i.e., do they believe that policies are a good way to effect change as a baseline for why they may or may not support the work in this area)

41. How many energy efficiency programs besides LGEP have you participated in during the past 2 years?

42. Would you please describe any other energy efficiency efforts that we have not yet discussed?

Thank you very much for your time. We will be calling back to interview you toward the end of the program, so we would appreciate it if you would take our call at that time.

LGEP Late Participation Data Collection Instrument

Hello, my name is _____ from ITRON. I am calling on behalf of the Association of Bay Area Governments. May I speak with _____?

PERSON: My name is _____ and I was given your name by Jerry Lahr from the Association of Bay Area Governments (ABAG) to discuss current practices in your organization. Your organization is participating in a state funded LGEP Program (Local Government Energy Partnership), to promote energy efficiency in your organization. The State of California requires that these programs be independently evaluated. We would like to ask you some questions about your energy efficiency practices and policies. You may have participated in our survey during the past year, and these questions may sound very familiar, but we need to ask some of them again to see if there has been a change since we last talked with someone from your organization.

NOTE: You may have heard (or will hear in the future) other people in your organization completing this survey. This is not because we don't value your opinion, but to gain as many views as possible of these questions, we will be interviewing more than one person in each of the participating organizations.

The basic purpose of this interview is to establish how you currently deal with energy efficiency matters.

Q1: Are you responsible for, or have influence over,

1. either your own organization's facility improvements or
2. for broader based community energy efficiency policies
3. or for both

RESPONSIBLE FOR FACILITIES

RESPONSIBLE FOR COMMUNITY energy efficiency policies

BOTH

NEITHER

Q2: Using a scale of 0 to 10, where 0 is NOT AT ALL IMPORTANT, and 10 is EXTREMELY IMPORTANT, in think about the NEEDS of the government facilities in your jurisdiction, how would you rate the importance of reducing your energy use (electricity, gas, fuel oil, propane, etc.)?

1 to 10 = 1 to 10

11 = zero

Q2WHY: Why do you give it this rating?

Q3: How many FULL TIME EQUIVALENT persons are employed to manage the energy use in the local government buildings? Enter 88 for refused; 99 for don't know.

Q4: When you need information on energy efficiency possibilities, how do you seek it? [DO NOT READ – ALLOW MULTIPLES]

Utility service representatives

Energy efficiency programs (utility, state agency or 3rd party)

Local government organizations

Trade journals

State agency

Internet

Professional Organizations (ASHRAE, CAPPO)

We don't look for this type of information

Person in OUR government

Other

Q5: Do you currently get help from any party outside of your organization in identifying energy efficiency opportunities/projects?

Yes

No

Q6: Who do you currently get assistance from?

Utility service representatives

Energy efficiency programs (utility, state agency or 3rd party)

Local government organizations

State agency

Somebody else (Specify)

Q7: What kind of support do you get?

Facility Audits

Information

Financial Incentives

Measure installation assistance

Direct installation

Loans

Something else (Specify)

Q8: Do you feel you, or your staff, are currently able to identify energy efficiency opportunities?

Yes

No

Q9: What currently limits your ability to identify energy efficiency opportunities? [PROBE FOR MULTIPLES]

Insufficient staff

Lack of technical information

Lack of financial information

Lack of funding

Lack of credibility

Something else (Specify)

Q10: According to current plans, how often will the municipal facilities be reviewed to assess whether increases in energy efficiency are needed?

Answer given in Months

Answer given in Years

Continuous

As arises on remodel or new construction

Answer won't fit in other categories (Specify)

Refused

Don't Know

Q10MO: Enter number of Months

Q10YR: Enter number of Years

Q11: Do you feel that your local government currently has the ability to take this to the next step and scope and financially assess energy efficiency opportunities to the point where you can obtain approval?

Yes

No

Refused

Don't Know

Q12: How often do you foresee this type of scoping and in-depth financial assessment in the future?

Answer given in Months

Answer given in Years

Continuous

As arises on remodel or new construction

Answer won't fit in other categories (Specify)

Q12MO: Enter number of Months

Q12YR: Enter number of Years

Q13: Has your organization presented any energy efficiency project proposals for approval during the last 12 months?

Yes

No

Q14: Why haven't you presented such proposals?

Record Reason

Q15: Who were those approval requests submitted to? [MULTIPLES]

Agency manager or director

Agency governing council or board

My direct supervisor

Division Manager

Other (Specify)

Q16: What, if anything, currently limits your ability to obtain/give such approvals?

Insufficient Staff

Lack of technical information

Lack of financial information

Lack of funding

Lack of credibility

Nothing

Something else (Specify)

Q17: Does lack of project management/implementation resources currently limit your ability to implement energy efficiency projects?

Yes

No

Q18: Is there anything else that limits your ability to implement these type of projects?

Yes

No

Refused

Don't Know

Q19: What else limits your ability to implement these types of projects?

Funding Assistance

Other (Specify)

Using a scale of 1 to 4, where 1 is NOT AT ALL and 4 is EXTREMELY ADVANCED, how would you rate your staff on each of the following?

Q20A: EXPERIENCE in assessing energy efficiency projects?

Q20B: KNOWLEDGE about energy efficiency measures/projects?

Q20C: CONFIDENCE in assessing energy efficiency projects?

Q21A: How many energy efficiency policies for government buildings (for example, procurement guidelines for O&M Operations and Maintenance) would you say have been generated in the PAST 12 MONTHS?

888 is refused

999 is don't know

Q21A_OT: What can you tell me about the energy efficiency policies that are being talked about?

Nothing to record

Record Comments

Q21B: How many energy efficiency policies for government buildings EXIST IN TOTAL?

888 is refused

999 is don't know

Q21B_OT: Any comments?

Nothing to record

Record Comments

Q21C: By which departments?

Nothing to record

Other Situation

Record Comments

Q21C_OT: Specify other situation.

Record Comments

Q22: Do you currently conduct workshops for you local government employees to promote energy efficiency in government facilities?

Yes

No

Q23: How many workshops were conducted in the past 12 months?

888 is refused 999 is don't know

Q24a: Can you give me a general description of the type of workshops and the general type of information presented?

Record Comments

The next set of questions is about your community policy and outreach efforts. Using a scale of 0 to 10, where 0 means NOT AT ALL AWARE and 10 means EXTREMELY AWARE, how would you rate the following within the community over which you have jurisdiction?

1 to 10 is 1 to 10

11 is zero

12 is NOT APPLICABLE

Q26A: Awareness of your energy conservations and energy efficiency policies?

Q26B: Overall awareness of conservation and energy efficiency within you community?

Q26C: Overall level of interest in energy efficiency from businesses and residents in your community?

Q27: What do you base these responses on?

RECORD COMMENTS

Q28: Does your organization currently promote energy efficiency programs funded from OUTSIDE your jurisdiction (e.g. State or Utility Funded Programs)?

Yes

No

Q29: Which programs do you promote?

Record program names or descriptions

Refused

Don't Know

Q30: How do you promote these programs (i.e. How do you get the word out?)?

RECORD program names or descriptions

Q31: Using a scale of 0 to 10 where 0 is NOT AT ALL and 10 is VERY AGGRESSIVE, how would you rate your current promotion of Public Good Charge funded programs in your jurisdiction?

1 to 10 is 1 to 10

11 is zero

Refused

Don't Know

Q32: Why don't you?

Insufficient staff

Lack of technical information

Lack of financial information

Lack of funding

Lack of credibility

Inadequate knowledge of programs

No apparent need by our residents

Not part of the duties of our organization

Something else (Specify)

Refused

Don't Know

Q33: What is the mechanism for generating policies or programs to improve energy efficiency in your jurisdiction?

We don't have such a mechanism

Record (Specify)

Refused

Don't Know

Q34A: Approximately how many such energy related policies would you say were generated within the past 12 months?

888 is refused 999 is don't know

Q34B: And approximately how many (such energy related policies) exist in total?

888 is refused 999 is don't know

Q35: Who actually did this work, LGEP or your staff?

LGEP

Our Staff

Both

Other (Specify)

Refused

Don't Know

Q36: How long would you say it takes to move an energy efficiency policy through from inception to implementation?

Get answer in Months

888 is refused 999 is don't know

Q37: What, if any, are the areas in the process of creating an energy efficiency policy that generally causes difficulty?

Record Comments

Refused

Don't Know

Q38: We know that LGEP actively provided services to various agencies over the past two years. Using the scale of 0 to 10, with 0 meaning not at all active and 10 meaning extremely active, how would you rate the activity level of LGEP within your organization?

Q39A: How many energy efficiency programs besides LGEP have you participated in during the past 2 years?

888 is refused 999 is don't know

Q39B: How many of these were due to your participation in the LGEP?

888 is refused 999 is don't know

Q40: Would you please describe any other current energy efficiency efforts that we have not yet discussed?

There are no other

Record other

Refused

Don't Know

Q41: From your perspective, were there any LGEP program operating issues that you would like to see resolved if the program is refunded for the next cycle?

No Issues

Record Other Issues

Refused

Don't Know

Q42: Were there any particular lessons that you learned about how to work with the LGEP staff to accomplish your energy efficiency goals?

No lessons learned

Record comments

Refused

Don't Know

Q43: What is your overall opinion of the assistance received from LGEP, or do you have any other comments about the program that you would like to share with me?

No comments

Record comments

Refused

Don't Know

Q44: Are there other people within your organization besides ____ who played a significant role in your LGEP activities?

Yes

No

Q45: Do you feel that interviewing them would add new information or a different point of view than those you have just given me?

Yes

No

Q45A: What was their role?

Q45B: May we have their name(s)?

Q45C: May we have their phone number(s)?

VERNAME: For verification purposes only, may I please have your first name?

Those are all of the questions that I have for you today. Thank you very much for your time and cooperation. I would like to let you know that you may hear other people in your organization completing this study, please don't think that it is because we don't value what you have told us. We need to obtain multiple views on these questions.

GENDER: By observation only.

Male

Female

Uses and Sources chart that provides the mapping of question numbers for baseline and late-participation surveys by link.

Survey Questions					Facility Links														Community Links						
Baseline	Late- Participation	Screeener	Baseline	Lessons Learned	1	2	3	4	5	6	7	8	9	10	11	12	13	14	1	2	3	9	14	15	16
1	1	X																							
2	2		X																						
3	3				X																				
4	None					X	X																		
5	4					X																			
6	5							X																	
7	6							X																	
8	7								X	X															
9	8										X														
10	9					X																			
11	10							X																	
12	11										X														
13	12											X													
14	13											X													
15	14											X													
16	15											X													
17	16											X	X												
19	17											X	X												
20	18											X	X												
21	19											X	X												
22	20																X								
23	21																X								
24	22																						X		
25	23																						X		
26	24																						X		
27	25	X																							
28	26		X																						
29	27		X																						
30	28																				X				
31	29																				X				
32	30																				X				
33	31																				X				
34	32																				X				
35	33																					X			
36	34																					X			
37	36																					X			
38	37																					X			
39	None																					X			
40	None																					X			
41	39		X																						
42	40		X																						
18 - out	None																								
None	43			X																					
None	35																				X				
None	38		X																						
None	41			X																					
None	42			X																					
None	44	X																							
None	45	X																							

C. SURVEY FREQUENCIES

Survey frequencies are provided for the baseline and late participation surveys.

- The first set of frequencies provide the data from those questions that overlap and are not verbatim questions. **The number included in these tables corresponds to the late participation survey question numbers.**
- The second set of frequencies are for specific questions not mutual to both surveys – baseline survey and then late participation survey.
- Verbatim responses are provided last by question number – baseline survey and then late participation survey.

The headers indicate which survey the data are from.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
AGENCY NAME * Survey Type	103	100.0%	0	.0%	103	100.0%

AGENCY NAME * Survey Type Crosstabulation

Count

	Survey Type		Total
	Baseline Survey	Late Participation Survey	
AC Transit District	1	2	3
Alameda County	1	1	2
Benicia, City of	1	2	3
Berkeley	1	1	2
Cloverdale	1	1	2
Contra Costa County	2	2	4
Cotati	1	0	1
County of San Mateo	0	2	2
Dixon	2	4	6
Emeryville	1	1	2
GG Bridge District	1	3	4
Healdsburg	1	1	2
Hercules, City of	1	2	3
Hillsborough	2	3	5
Livermore	3	2	5
Los Altos	1	1	2
Millbrae	2	2	4
Monterey County	1	2	3
Morgan Hill	1	1	2
Petaluma	1	1	2
Pleasanton	2	1	3
Richmond	1	1	2
Rohnert Park	1	2	3
San Carlos	1	2	3
San Mateo, City of	2	2	4
Santa Cruz County	1	1	2
Santa Cruz, City of	1	2	3
Santa Rosa	2	3	5
Seaside, City of	1	1	2
Sebastopol	1	3	4
Sonoma County	2	3	5
Sonoma County Water Agency	1	1	2
Sonoma, City of	1	1	2
Vacaville	1	1	2
Windsor	1	1	2
Total	44	59	103

AGENCY
NAME

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<Q1> Are you responsible for, or have influence over, either 1. your own organization's facility improvements OR , 2. for broader based community energy efficiency policies, 3. or for both? * Survey Type	103	100.0%	0	.0%	103	100.0%

<Q1> Are you responsible for, or have influence over, either 1. your own organization's facility improvements OR , 2. for broader based community energy efficiency policies, 3. or for both? * Survey Type Crosstabulation

			Survey Type		Total
			Baseline Survey	Late Participation Survey	
<Q1> Are you responsible for, or have influence over, either 1. your own organization's facility improvements OR , 2. for broader based community energy efficiency policies, 3. or for both?	NEITHER	Count	0	4	4
		% within Survey Type	.0%	6.8%	3.9%
	BOTH	Count	23	20	43
		% within Survey Type	52.3%	33.9%	41.7%
	Responsible for COMMUNITY energy efficiency policies	Count	4	5	9
		% within Survey Type	9.1%	8.5%	8.7%
	Responsible for FACILITIES	Count	17	30	47
		% within Survey Type	38.6%	50.8%	45.6%
	Total	Count	44	59	103
		% within Survey Type	100.0%	100.0%	100.0%

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
<Q2> Using a scale of 0 to 10, where 0 is NOT AT ALL IMPORTANT, and 10 is EXTREMELY IMPORTANT, in thinking about the NEEDS of the government facilities in your jurisdiction, how would you rate the importance of reducing your energy use (electricity, gas, * Survey Type	90	87.4%	13	12.6%	103	100.0%

Report

<Q2> Using a scale of 0 to 10, where 0 is NOT AT ALL IMPORTANT, and 10 is EXTREMELY IMPORTANT, in thinking about the NEEDS of the government facilities in your jurisdiction, how would you rate the importance of reducing your energy use (electricity, gas,

Survey Type	Mean	N	Std. Deviation	Std. Error of Mean
Baseline Survey	7.39	40	2.065	.326
Late Participation Survey	8.38	50	1.589	.225
Total	7.94	90	1.872	.197

LGEP Analysis - Overlapping Questions - Question numbers map to late participation survey

Group Statistics

Survey Type	N	Mean	Std. Deviation	Std. Error Mean
Baseline Survey	40	7.39	2.065	.326
Late Participation Survey	50	8.38	1.589	.225

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	90% Confidence Interval of the Difference	
									Lower	Upper
<Q2> Using a scale of 0 to 10, where 0 is NOT AT ALL IMPORTANT, and 10 is EXTREMELY IMPORTANT, in thinking about the NEEDS of the government facilities in your jurisdiction, how would you rate the importance of reducing your energy use (electricity, gas,	Equal variances assumed	1.686	.198	-2.577	88	.012	-.993	.385	-1.633	-.352
	Equal variances not assumed			-2.504	71.885	.015	-.993	.396	-1.653	-.332

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<Q3> How many FULL TIME EQUIVALENT persons are employed to manage the energy use in the local government buildings? * Survey Type	94	91.3%	9	8.7%	103	100.0%

<Q3> How many FULL TIME EQUIVALENT persons are employed to manage the energy use in the local government buildings? * Survey Type Crosstabulation

Count

		Survey Type		Total
		Baseline Survey	Late Participation Survey	
<Q3> How many FULL TIME EQUIVALENT persons are employed to manage the energy use in the local government buildings?	Don't Know	0	3	3
	600	0	1	1
	400	0	2	2
	300	0	2	2
	200	0	5	5
	150	0	1	1
	125	0	1	1
	100	0	9	9
	75	0	1	1
	50	0	6	6
	30	0	2	2
	25	0	3	3
	20	0	2	2
	10	1	4	5
	5	2	2	4
	4	4	0	4
	3	2	0	2
	2	6	0	6
	2	1	0	1
	1	8	0	8
	1	6	0	6
	0	3	0	3
	0	1	0	1
	0	1	0	1
0	1	0	1	
0	4	6	10	
-77	4	0	4	
Total		44	50	94

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
\$Q4grp*Survey	88	85.4%	15	14.6%	103	100.0%

\$Q4grp*Survey Crosstabulation

		Survey Type		Total	
		Baseline Survey	Late Participation S		
How do you seek information on energy efficiency possibilities?	Utility service repr	Count	31	17	48
		% within Survey	81.6%	34.0%	
	Energy efficiency pr	Count	1	33	34
		% within Survey	2.6%	66.0%	
	Local government org	Count	3	10	13
		% within Survey	7.9%	20.0%	
	Trade journals	Count	0	5	5
		% within Survey	.0%	10.0%	
	State agency	Count	19	8	27
		% within Survey	50.0%	16.0%	
	Internet	Count	2	13	15
		% within Survey	5.3%	26.0%	
	Professional Organiz	Count	3	1	4
		% within Survey	7.9%	2.0%	
	We do not look for t	Count	0	2	2
		% within Survey	.0%	4.0%	
	Person in our govern	Count	0	7	7
		% within Survey	.0%	14.0%	
	Consultant or Vendor	Count	9	14	23
		% within Survey	23.7%	28.0%	
Email Newsletter	Count	0	3	3	
	% within Survey	.0%	6.0%		
Peers	Count	0	2	2	
	% within Survey	.0%	4.0%		
Other	Count	11	6	17	
	% within Survey	28.9%	12.0%		
Total	Count	38	50	88	

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<Q5> Do you currently get help from any party outside of your organization in identifying energy efficiency opportunities/projects? * Survey Type	90	87.4%	13	12.6%	103	100.0%

LGEP Analysis - Overlapping Questions - Question numbers map to late participation survey

<Q5> Do you currently get help from any party outside of your organization in identifying energy efficiency opportunities/projects? *
Survey Type Crosstabulation

			Survey Type		Total
			Baseline Survey	Late Participation Survey	
<Q5> Do you currently get help from any party outside of your organization in identifying energy efficiency opportunities/projects?	Yes	Count	28	41	69
		% within Survey Type	70.0%	82.0%	76.7%
	No	Count	12	9	21
		% within Survey Type	30.0%	18.0%	23.3%
Total	Count	40	50	90	
	% within Survey Type	100.0%	100.0%	100.0%	

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
\$q6grp*Survey	73	70.9%	30	29.1%	103	100.0%

\$q6grp*Survey Crosstabulation

			Survey Type		Total
			Baseline Survey	Late Participation S	
Who do you currently get assistance from?	Utility service repr	Count	16	13	29
		% within Survey	41.0%	38.2%	
	Energy efficiency pr	Count	2	27	29
		% within Survey	5.1%	79.4%	
	Local government org	Count	1	10	11
		% within Survey	2.6%	29.4%	
	State agency	Count	4	0	4
		% within Survey	10.3%	.0%	
	Somebody else	Count	10	1	11
		% within Survey	25.6%	2.9%	
	Do not know	Count	16	0	16
		% within Survey	41.0%	.0%	
	Total	Count	39	34	73

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
\$q7grp*Survey	80	77.7%	23	22.3%	103	100.0%

\$q7grp*Survey Crosstabulation

			Survey Type		Total	
			Baseline Survey	Late Participation S		
What kind of support do you get?	Facility audits	Count	19	20	39	
		% within Survey	45.2%	52.6%		
	Information	Count	18	26	44	
		% within Survey	42.9%	68.4%		
	Financial incentives	Count	10	6	16	
		% within Survey	23.8%	15.8%		
	Measure installation	Count	1	4	5	
		% within Survey	2.4%	10.5%		
	Direct installation	Count	1	3	4	
		% within Survey	2.4%	7.9%		
	Loans	Count	0	1	1	
		% within Survey	.0%	2.6%		
	Something else	Count	4	2	6	
		% within Survey	9.5%	5.3%		
	Do not know	Count	16	0	16	
		% within Survey	38.1%	.0%		
	Total		Count	42	38	80

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<Q8> Do you feel you or your staff are currently able to identify energy efficiency opportunities? * Survey Type	90	87.4%	13	12.6%	103	100.0%

<Q8> Do you feel you or your staff are currently able to identify energy efficiency opportunities? * Survey Type Crosstabulation

			Survey Type		Total	
			Baseline Survey	Late Participation Survey		
<Q8> Do you feel you or your staff are currently able to identify energy efficiency opportunities?	Do not know	Count	1	0	1	
		% within Survey Type	2.5%	.0%	1.1%	
	Yes	Count	26	44	70	
		% within Survey Type	65.0%	88.0%	77.8%	
	No	Count	13	6	19	
		% within Survey Type	32.5%	12.0%	21.1%	
	Total		Count	40	50	90
			% within Survey Type	100.0%	100.0%	100.0%

LGEP Analysis - Overlapping Questions - Question numbers map to late participation survey

Group Statistics

	Survey Type	N	Mean	Std. Deviation	Std. Error Mean
<Q8> Do you feel you or your staff are currently able to identify energy efficiency opportunities?	Baseline Survey	40	-1.18	15.871	2.509
	Late Participation Survey	50	1.12	.328	.046

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	90% Confidence Interval of the Difference	
									Lower	Upper
<Q8> Do you feel you or your staff are currently able to identify energy efficiency opportunities?	Equal variances assumed	4.829	.031	-1.024	88	.309	-2.295	2.242	-6.022	1.432
	Equal variances not assumed			-.914	39.027	.366	-2.295	2.510	-6.524	1.934

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
\$Q9grp*Survey	21	20.4%	82	79.6%	103	100.0%

\$Q9grp*Survey Crosstabulation

			Survey Type		Total
			Baseline Survey	Late Participation S	
What currently limits your ability to identify energy efficiency opportunities?	Insufficient staff	Count	13	4	17
		% within Survey	86.7%	66.7%	
	Lack of technical in	Count	10	2	12
		% within Survey	66.7%	33.3%	
	Lack of financial in	Count	2	0	2
		% within Survey	13.3%	.0%	
	Lack of funding	Count	1	1	2
		% within Survey	6.7%	16.7%	
Total	Count	15	6	21	

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<Q10> According to current plans, how often will the municipal facilities be reviewed to assess whether increases in energy efficiency are needed? * Survey Type	94	91.3%	9	8.7%	103	100.0%

LGEP Analysis - Overlapping Questions - Question numbers map to late participation survey

<Q10> According to current plans, how often will the municipal facilities be reviewed to assess whether increases in energy efficiency are needed? * Survey Type Crosstabulation

Count

		Survey Type		Total
		Baseline Survey	Late Participation Survey	
<Q10> According to current plans, how often will the municipal facilities be reviewed to assess whether increases in energy efficiency are needed?	Answer in Months	20	3	23
	Answer in Years	0	15	15
	Continuous	5	15	20
	As arises on remodel or new construction	3	6	9
	Never	10	5	15
	Other	4	2	6
	Do not know	2	4	6
Total		44	50	94

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<Q11> Do you feel that your local government currently has the bility to take this to the next step and scope and financially assess energy efficiency opportunities to the point where you can obtain approval? * Survey Type	90	87.4%	13	12.6%	103	100.0%

<Q11> Do you feel that your local government currently has the bility to take this to the next step and scope and financially assess energy efficiency opportunities to the point where you can obtain approval? * Survey Type Crosstabulation

		Survey Type		Total	
		Baseline Survey	Late Participation Survey		
<Q11> Do you feel that your local government currently has the bility to take this to the next step and scope and financially assess energy efficiency opportunities to the point where you can obtain approval?	Yes	Count	27	35	62
		% within Survey Type	67.5%	70.0%	68.9%
	No	Count	12	7	19
		% within Survey Type	30.0%	14.0%	21.1%
	Do not know	Count	1	8	9
		% within Survey Type	2.5%	16.0%	10.0%
Total	Count	40	50	90	
	% within Survey Type	100.0%	100.0%	100.0%	

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<Q12> How often do you foresee this type of scoping and in-depth financial assessment in the future? * Survey Type	60	58.3%	43	41.7%	103	100.0%

**<Q12> How often do you foresee this type of scoping and in-depth financial assessment in the future? * Survey Type
Crosstabulation**

Count

		Survey Type		Total
		Baseline Survey	Late Participation Survey	
<Q12> How often do you foresee this type of scoping and in-depth financial assessment in the future?	Other	0	9	9
	As arises on remodel or new construction	7	3	10
	Continuous	3	7	10
	Answer in Years	0	14	14
	Answer in Months	15	2	17
Total		25	35	60

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
<Q12MO> Enter number of MONTHS. * Survey Type	31	30.1%	72	69.9%	103	100.0%

Report

<Q12MO> Enter number of MONTHS.

Survey Type	Mean	N	Std. Deviation	Std. Error of Mean
Baseline Survey	35.20	15	31.799	8.210
Late Participation Survey	22.75	16	19.730	4.932
Total	28.77	31	26.580	4.774

Group Statistics

Survey Type	N	Mean	Std. Deviation	Std. Error Mean
<Q12MO> Enter number of MONTHS. Baseline Survey	15	35.20	31.799	8.210
Late Participation Survey	16	22.75	19.730	4.932

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	90% Confidence Interval of the Difference	
									Lower	Upper
<Q12MO> Enter number of MONTHS.	Equal variances assumed	3.029	.092	1.319	29	.197	12.450	9.437	-3.585	28.485
	Equal variances not assumed			1.300	23.118	.206	12.450	9.578	-3.962	28.862

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<Q13> Has your organization presented any energy efficiency project proposals for approval during the last 12 months? * Survey Type	62	60.2%	41	39.8%	103	100.0%

<Q13> Has your organization presented any energy efficiency project proposals for approval during the last 12 months? * Survey Type Crosstabulation

		Survey Type			
		Baseline Survey	Late Participation Survey	Total	
<Q13> Has your organization presented any energy efficiency project proposals for approval during the last 12 months?	Yes	Count	27	28	55
		% within Survey Type	100.0%	80.0%	88.7%
	No	Count	0	7	7
		% within Survey Type	.0%	20.0%	11.3%
Total		Count	27	35	62
		% within Survey Type	100.0%	100.0%	100.0%

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
\$Q15grp*Survey	71	68.9%	32	31.1%	103	100.0%

\$Q15grp*Survey Crosstabulation

		Survey Type			
		Baseline Survey	Late Participation S	Total	
Who were those approval request submitted to?	Agency manager or di	Count	9	6	15
		% within Survey	20.9%	21.4%	
	Agency governing cou	Count	24	19	43
		% within Survey	55.8%	67.9%	
	My direct supervisor	Count	5	0	5
		% within Survey	11.6%	.0%	
	Division manager	Count	3	5	8
		% within Survey	7.0%	17.9%	
	Other	Count	1	5	6
		% within Survey	2.3%	17.9%	
	Do not know	Count	17	0	17
		% within Survey	39.5%	.0%	
Total	Count	43	28	71	

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
\$Q16grp*Survey	71	68.9%	32	31.1%	103	100.0%

\$Q16grp*Survey Crosstabulation

			Survey Type		Total
			Baseline Survey	Late Participation S	
What, if anything, currently limits your ability to obtain/give such approvals?	Insufficient staff	Count	3	13	16
		% within Survey	14.3%	26.0%	
	Lack of technical in	Count	5	9	14
		% within Survey	23.8%	18.0%	
	Lack of financial in	Count	2	5	7
		% within Survey	9.5%	10.0%	
	Lack of funding	Count	4	27	31
		% within Survey	19.0%	54.0%	
	Nothing	Count	5	3	8
		% within Survey	23.8%	6.0%	
	Something else	Count	1	6	7
		% within Survey	4.8%	12.0%	
	Do not know	Count	6	0	6
		% within Survey	28.6%	.0%	
Total		Count	21	50	71

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<Q17> Does lack of project management/implementation resources currently limit your ability to implement energy efficiency projects? * Survey Type	88	85.4%	15	14.6%	103	100.0%
<Q18> Is there anything else that limits your ability to implement these type of projects? * Survey Type	86	83.5%	17	16.5%	103	100.0%

LGEP Analysis - Overlapping Questions - Question numbers map to late participation survey

<Q17> Does lack of project management/implementation resources currently limit your ability to implement energy efficiency projects? * Survey Type Crosstabulation

			Survey Type		Total
			Baseline Survey	Late Participation Survey	
<Q17> Does lack of project management/implementation resources currently limit your ability to implement energy efficiency projects?	Do not know	Count	1	0	1
		% within Survey Type	2.6%	.0%	1.1%
	Yes	Count	21	32	53
		% within Survey Type	55.3%	64.0%	60.2%
	No	Count	16	18	34
		% within Survey Type	42.1%	36.0%	38.6%
Total	Count	38	50	88	
	% within Survey Type	100.0%	100.0%	100.0%	

<Q18> Is there anything else that limits your ability to implement these type of projects? * Survey Type Crosstabulation

			Survey Type		Total
			Baseline Survey	Late Participation Survey	
<Q18> Is there anything else that limits your ability to implement these type of projects?	Yes	Count	17	17	34
		% within Survey Type	44.7%	35.4%	39.5%
	No	Count	21	30	51
		% within Survey Type	55.3%	62.5%	59.3%
	Do not know	Count	0	1	1
		% within Survey Type	.0%	2.1%	1.2%
Total	Count	38	48	86	
	% within Survey Type	100.0%	100.0%	100.0%	

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
<Q20A> EXPERIENCE in assessing energy efficiency projects? * Survey Type	89	86.4%	14	13.6%	103	100.0%
<Q20B> KNOWLEDGE about energy efficiency meaures/projects? * Survey Type	89	86.4%	14	13.6%	103	100.0%
<Q20C> CONFIDENCE in assessing energy efficiency projects? * Survey Type	89	86.4%	14	13.6%	103	100.0%

Report

Survey Type		<Q20A> EXPERIENCE in assessing energy efficiency projects?	<Q20B> KNOWLEDGE about energy efficiency measures/projects?	<Q20C> CONFIDENCE in assessing energy efficiency projects?
Baseline Survey	Mean	2.40	2.67	2.47
	N	39	39	39
Late Participation Survey	Mean	2.46	2.78	2.36
	N	50	50	50
Total	Mean	2.43	2.73	2.41
	N	89	89	89

Group Statistics

	Survey Type	N	Mean	Std. Deviation	Std. Error Mean
<Q20A> EXPERIENCE in assessing energy efficiency projects?	Baseline Survey	39	2.40	.933	.149
	Late Participation Survey	50	2.46	.862	.122
<Q20B> KNOWLEDGE about energy efficiency measures/projects?	Baseline Survey	39	2.67	.869	.139
	Late Participation Survey	50	2.78	.790	.112
<Q20C> CONFIDENCE in assessing energy efficiency projects?	Baseline Survey	39	2.47	1.118	.179
	Late Participation Survey	50	2.36	.802	.113

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	90% Confidence Interval of the Difference	
									Lower	Upper
<Q20A> EXPERIENCE in assessing energy efficiency projects?	Equal variances assumed	.159	.691	-.328	87	.744	-.063	.191	-.380	.255
	Equal variances not assumed			-.324	78.469	.746	-.063	.193	-.384	.258
<Q20B> KNOWLEDGE about energy efficiency measures/projects?	Equal variances assumed	.931	.337	-.643	87	.522	-.113	.176	-.406	.180
	Equal variances not assumed			-.635	77.755	.527	-.113	.178	-.410	.184
<Q20C> CONFIDENCE in assessing energy efficiency projects?	Equal variances assumed	3.845	.053	.562	87	.576	.114	.204	-.224	.453
	Equal variances not assumed			.540	66.352	.591	.114	.212	-.239	.468

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<Q21A> How many energy efficiency policies for government buildings (for example, procurement guidelines for O&M...Operations and Maintenance) would you say have been generated in the PAST 12 MONTHS? * Survey Type	88	85.4%	15	14.6%	103	100.0%
<Q21B> How many energy efficiency policies for government buildings EXIST IN TOTAL? * Survey Type	90	87.4%	13	12.6%	103	100.0%

<Q21A> How many energy efficiency policies for government buildings (for example, procurement guidelines for O&M...Operations and Maintenance) would you say have been generated in the PAST 12 MONTHS? * Survey Type Crosstabulation

Count

		Survey Type		Total
		Baseline Survey	Late Participation Survey	
<Q21A> How many energy efficiency policies for government buildings (for example, procurement guidelines for O&M...Operations and Maintenance) would you say have been generated in the PAST 12 MONTHS?	DK	30	0	30
	0	5	27	32
	1	1	0	1
	1	2	9	11
	2	0	6	6
	3	0	3	3
	4	0	1	1
	5	0	1	1
	DK	0	3	3
Total		38	50	88

<Q21B> How many energy efficiency policies for government buildings EXIST IN TOTAL? * Survey Type Crosstabulation

Count

		Survey Type		Total
		Baseline Survey	Late Participation Survey	
<Q21B> How many energy efficiency policies for government buildings EXIST IN TOTAL?	0	12	7	19
	1	9	6	15
	2	4	7	11
	3	1	1	2
	4	4	5	9
	5	0	1	1
	7	1	0	1
	8	0	1	1
	9	1	0	1
	10	0	1	1
	25	0	1	1
	DK	8	20	28
Total		40	50	90

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<Q22> Do you currently conduct workshops for your local government employees to promote energy efficiency in government facilities? * Survey Type	89	86.4%	14	13.6%	103	100.0%

<Q22> Do you currently conduct workshops for your local government employees to promote energy efficiency in government facilities? * Survey Type Crosstabulation

		Survey Type			
		Baseline Survey	Late Participation Survey	Total	
<Q22> Do you currently conduct workshops for your local government employees to promote energy efficiency in government facilities?	Yes	Count	5	12	17
		% within Survey Type	12.8%	24.0%	19.1%
	No	Count	34	38	72
		% within Survey Type	87.2%	76.0%	80.9%
Total	Count	39	50	89	
	% within Survey Type	100.0%	100.0%	100.0%	

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
<Q23> How many workshops were conducted in the past 12 months? * Survey Type	14	13.6%	89	86.4%	103	100.0%

Report

<Q23> How many workshops were conducted in the past 12 months?

Survey Type	Mean	Sum	N
Baseline Survey	2.25	9	4
Late Participation Survey	3.40	34	10
Total	3.07	43	14

Group Statistics

	Survey Type	N	Mean	Std. Deviation	Std. Error Mean
<Q23> How many workshops were conducted in the past 12 months?	Baseline Survey	4	2.25	1.500	.750
	Late Participation Survey	10	3.40	3.098	.980

LGEP Analysis - Overlapping Questions - Question numbers map to late participation survey

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	90% Confidence Interval of the Difference	
									Lower	Upper
<Q23> How many workshops were conducted in the past 12 months?	Equal variances assumed	2.042	.178	-.698	12	.499	-1.150	1.648	-4.088	1.788
	Equal variances not assumed			-.932	11.151	.371	-1.150	1.234	-3.363	1.063

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
<Q26A> How would you rate the AWARENESS OF YOUR ENERGY conservations and energy efficiency POLICIES? * Survey Type	46	44.7%	57	55.3%	103	100.0%
<Q26B> How would you rate the OVERALL AWARENESS of conservation and energy efficiency within your community? * Survey Type	48	46.6%	55	53.4%	103	100.0%
<Q26C> And how would you rate the OVERALL LEVEL of INTEREST in energy efficiency from businesses and residents in your community? * Survey Type	49	47.6%	54	52.4%	103	100.0%

Report

Survey Type		<Q26A> How would you rate the AWARENESS OF YOUR ENERGY conservations and energy efficiency POLICIES?	<Q26B> How would you rate the OVERALL AWARENESS of conservation and energy efficiency within your community?	<Q26C> And how would you rate the OVERALL LEVEL of INTEREST in energy efficiency from businesses and residents in your community?
Baseline Survey	Mean	4.05	5.58	6.04
	Sum	89	134	157
	N	22	24	26
Late Participation Survey	Mean	4.50	6.04	6.65
	Sum	108	145	153
	N	24	24	23
Total	Mean	4.28	5.81	6.33
	Sum	197	279	310
	N	46	48	49

LGEP Analysis - Overlapping Questions - Question numbers map to late participation survey

Group Statistics

	Survey Type	N	Mean	Std. Deviation	Std. Error Mean
<Q26A> How would you rate the AWARENESS OF YOUR ENERGY conservations and energy efficiency POLICIES?	Baseline Survey	22	4.05	1.914	.408
	Late Participation Survey	24	4.50	2.889	.590
<Q26B> How would you rate the OVERALL AWARENESS of conservation and energy efficiency within your community?	Baseline Survey	24	5.58	1.501	.306
	Late Participation Survey	24	6.04	2.312	.472
<Q26C> And how would you rate the OVERALL LEVEL of INTEREST in energy efficiency from businesses and residents	Baseline Survey	26	6.04	2.144	.421
	Late Participation Survey	23	6.65	2.208	.460

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	90% Confidence Interval of the Difference	
									Lower	Upper
<Q26A> How would you rate the AWARENESS OF YOUR ENERGY conservations and energy efficiency POLICIES?	Equal variances assumed	6.172	.017	-.623	44	.537	-.455	.730	-1.681	.772
	Equal variances not assumed			-.634	40.205	.530	-.455	.717	-1.662	.753
		1.758	.191	-.814	46	.420	-.458	.563	-1.403	.486
<Q26B> How would you rate the OVERALL AWARENESS of conservation and energy efficiency within your community?	Equal variances assumed			-.814	39.465	.420	-.458	.563	-1.406	.490
	Equal variances not assumed									
		.005	.947	-.986	47	.329	-.614	.622	-1.658	.431
<Q26C> And how would you rate the OVERALL LEVEL of INTEREST in energy efficiency from businesses and residents	Equal variances assumed			-.984	45.908	.330	-.614	.624	-1.660	.433
	Equal variances not assumed									

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<Q28> Does your organization currently promote energy efficiency programs funded from OUTSIDE your jurisdiction (e.g. State or Utility Funded Programs)? * Survey Type	52	50.5%	51	49.5%	103	100.0%

<Q28> Does your organization currently promote energy efficiency programs funded from OUTSIDE your jurisdiction (e.g. State or Utility Funded Programs)? * Survey Type Crosstabulation

		Survey Type			
		Baseline Survey	Late Participation Survey	Total	
<Q28> Does your organization currently promote energy efficiency programs funded from OUTSIDE your jurisdiction (e.g. State or Utility Funded Programs)?	Yes	Count	14	17	31
		% within Survey Type	51.9%	68.0%	59.6%
	No	Count	13	8	21
		% within Survey Type	48.1%	32.0%	40.4%
Total		Count	27	25	52
		% within Survey Type	100.0%	100.0%	100.0%

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
<Q31> Using a scale of 0 to 10, where 0 is NOT AT ALL and 10 is VERY AGGRESSIVE, how would you rate your current promotion of PUBLIC GOOD CHARGE funded programs in your jurisdiction? * Survey Type	29	28.2%	74	71.8%	103	100.0%

Report

<Q31> Using a scale of 0 to 10, where 0 is NOT AT ALL and 10 is VERY AGGRESSIVE, how would you rate your current promotion of PUBLIC GOOD CHARGE funded programs in your jurisdiction?

Survey Type	Mean	Sum	N	Maximum
Baseline Survey	2.88	38	13	9
Late Participation Survey	5.19	83	16	9
Total	4.16	121	29	9

Group Statistics

	Survey Type	N	Mean	Std. Deviation	Std. Error Mean
<Q31> Using a scale of 0 to 10, where 0 is NOT AT ALL and 10 is VERY AGGRESSIVE, how would you rate your current promotion of PUBLIC GOOD CHARGE funded programs in your jurisdiction?	Baseline Survey	13	2.88	2.631	.730
	Late Participation Survey	16	5.19	2.344	.586

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	90% Confidence Interval of the Difference	
									Lower	Upper
<Q31> Using a scale of 0 to 10, where 0 is NOT AT ALL and 10 is VERY AGGRESSIVE, how would you rate your current promotion of PUBLIC GOOD CHARGE funded programs in your jurisdiction?	Equal variances assumed	.057	.813	-2.491	27	.019	-2.303	.924	-3.878	-.728
	Equal variances not assumed			-2.460	24.364	.021	-2.303	.936	-3.903	-.703

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
\$Q32grp*Survey	21	20.4%	82	79.6%	103	100.0%

\$Q32grp*Survey Crosstabulation

			Survey Type		Total	
			Baseline Survey	Late Participation S		
Why do you not promote PGC funded programs in your jurisdiction?	Insufficient staff	Count	9	1	10	
		% within Survey	64.3%	14.3%		
	Lack of technical in	Count	1	0	1	
		% within Survey	7.1%	.0%		
	Lack of funding	Count	0	1	1	
		% within Survey	.0%	14.3%		
	Inadequate knowledge	Count	3	1	4	
		% within Survey	21.4%	14.3%		
	Something else	Count	4	3	7	
		% within Survey	28.6%	42.9%		
	Do not know	Count	0	1	1	
		% within Survey	.0%	14.3%		
	Total		Count	14	7	21

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
<Q34A> Approximately how many such energy-related policies would you say WERE GENERATED WITHIN THE PAST 12 MONTHS? * Survey Type	24	23.3%	79	76.7%	103	100.0%
<Q36> How long would you say it takes to move an energy efficiency policy through from inception to implementation? * Survey Type	24	23.3%	79	76.7%	103	100.0%
<Q39A> How many energy efficiency programs besides LGEP have you participated in during the past 2 years? * Survey Type	24	23.3%	79	76.7%	103	100.0%

Report

Survey Type		<Q34A> Approximately how many such energy-related policies would you say WERE GENERATED WITHIN THE PAST 12 MONTHS?	<Q36> How long would you say it takes to move an energy efficiency policy through from inception to implementation?	<Q39A> How many energy efficiency programs besides LGEP have you participated in during the past 2 years?
Baseline Survey	Mean	.47	11.00	2.40
	Sum	2	55	12
	N	5	5	5
Late Participation Survey	Mean	1.21	10.63	3.42
	Sum	23	202	65
	N	19	19	19
Total	Mean	1.06	10.71	3.21
	Sum	25	257	77
	N	24	24	24

Group Statistics

	Survey Type	N	Mean	Std. Deviation	Std. Error Mean
<Q34A> Approximately how many such energy-related policies would you say WERE GENERATED WITHIN THE PAST 12 MONTHS?	Baseline Survey	6	.56	.502	.205
	Late Participation Survey	24	1.25	1.539	.314
<Q36> How long would you say it takes to move an energy efficiency policy through from inception to implementation?	Baseline Survey	24	8.42	6.071	1.239
	Late Participation Survey	21	10.90	17.677	3.858
<Q39A> How many energy efficiency programs besides LGEP have you participated in during the past 2 years?	Baseline Survey	26	1.73	1.909	.374
	Late Participation Survey	48	2.35	4.489	.648

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	90% Confidence Interval of the Difference	
									Lower	Upper
<Q34A> Approximately how many such energy-related policies would you say WERE GENERATED WITHIN THE PAST 12 MONTHS?	Equal variances assumed	2.074	.161	-1.079	28	.290	-.695	.644	-1.791	.401
	Equal variances not assumed			-1.852	25.497	.076	-.695	.375	-1.335	-.055
<Q36> How long would you say it takes to move an energy efficiency policy through from inception to implementation?	Equal variances assumed	1.864	.179	-.648	43	.520	-2.488	3.839	-8.942	3.965
	Equal variances not assumed			-.614	24.118	.545	-2.488	4.052	-9.419	4.443
<Q39A> How many energy efficiency programs besides LGEP have you participated in during the past 2 years?	Equal variances assumed	.448	.506	-.674	72	.502	-.623	.925	-2.164	.917
	Equal variances not assumed			-.833	69.137	.408	-.623	.748	-1.871	.624

LGEP Baseline Survey Only Questions

<Q4> Before you first heard of the LGEP, did you ever seek information on energy efficiency?

		Frequency	Percent	Valid Percent	Cummulative Percent
Valid	Yes	38	86%	95%	95%
	No	2	5%	5%	100%
	Total	40	91%	100%	
Missing	System	4	9%		
Total		44	100%		

LGEP Late Participation Only Questions

Statistics

		<Q38> We know that LGEP actively provided services to various agencies over the past two years. Using the scale of ZERO to TEN, with ZERO meaning not at all active and TEN meaning extremely active, how would you rate the activity level of LGEP within you
	<Q35> Who actually did this work, LGEP or your staff?	
N	Valid	24 52
	Missing	35 7

<Q35> Who actually did this work, LGEP or your staff?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LGEP	3	5.1	12.5	12.5
	OUR Staff	11	18.6	45.8	58.3
	BOTH	5	8.5	20.8	79.2
	OTHER -RECORD	4	6.8	16.7	95.8
	DON'T KNOW	1	1.7	4.2	100.0
	Total	24	40.7	100.0	
Missing	System	35	59.3		
Total		59	100.0		

LGEP Late Participation Only Questions

<Q38> We know that LGEP actively provided services to various agencies over the past two years. Using the scale of ZERO to TEN, with ZERO meaning not at all active and TEN meaning extremely active, how would you rate the activity level of LGEP within you

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	1.7	1.9	1.9
	2	3	5.1	5.8	7.7
	3	3	5.1	5.8	13.5
	4	2	3.4	3.8	17.3
	5	7	11.9	13.5	30.8
	6	3	5.1	5.8	36.5
	7	14	23.7	26.9	63.5
	8	11	18.6	21.2	84.6
	9	2	3.4	3.8	88.5
	10 EXTREMELY ACTIVE	6	10.2	11.5	100.0
	Total	52	88.1	100.0	
Missing	-77	3	5.1		
	System	4	6.8		
	Total	7	11.9		
Total		59	100.0		

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
<Q38> We know that LGEP actively provided services to various agencies over the past two years. Using the scale of ZERO to TEN, with ZERO meaning not at all active and TEN meaning extremely active, how would you rate the activity level of LGEP within you	52	88.1%	7	11.9%	59	100.0%

Report

<Q38> We know that LGEP actively provided services to various agencies over the past two years. Using the scale of ZERO to TEN, with ZERO meaning not at all active and TEN meaning extremely active, how would you rate the activity level of LGEP within you

Mean	Sum	N	Skewness	Kurtosis
6.56	341	52	-.572	-.199

Statistics

<Q39B> How many of these were due to your participation in the LGEP?

N	Valid	33
	Missing	26

LGEP Late Participation Only Questions

<Q39B> How many of these were due to your participation in the LGEP?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	17	28.8	51.5
	1	8	13.6	24.2
	2	5	8.5	15.2
	3	2	3.4	6.1
	6	1	1.7	3.0
	Total	33	55.9	100.0
Missing	-77	2	3.4	
	System	24	40.7	
	Total	26	44.1	
Total	59	100.0		

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
<Q39A> How many energy efficiency programs besides LGEP have you participated in during the past 2 years?	33	55.9%	26	44.1%	59	100.0%
<Q39B> How many of these were due to your participation in the LGEP?	33	55.9%	26	44.1%	59	100.0%

Report

	<Q39A> How many energy efficiency programs besides LGEP have you participated in during the past 2 years?	<Q39B> How many of these were due to your participation in the LGEP?
Mean	3.33	.91
Sum	110	30
N	33	33

ABAG Baseline Survey

Baseline ID	Variable	Verbatim
17	Q2 WHY	Not our highest priority, Average priority
25	Q2 WHY	Think leadership in city council that are very greenhouse gas reduction oriented. Some unknown's on city council, and budget constraints.
26	Q2 WHY	It's an area we know we can make progress
27	Q2 WHY	Very high priority for EE at the highest use facilities and we made a concerted effort I remodels. There are still things we could do, especially in the office environment
29	Q2 WHY	The city is strapped for cash so it doesn't have the money to make improvements right now. But we don't do them [EE projects] for that sole reason.
30	Q2 WHY	It [energy] is a significant part of the budget. Second largest expenditure in our budget
31	Q2 WHY	Energy is a small component of the cost
32	Q2 WHY	Always a question of resources available, but we are always working on it.
33	Q2 WHY	Very high priority for EE at the highest use facilities and we made a concerted effort I remodels. There are still things we could do, especially in the office environment
34	Q2 WHY	EE was something that no one had ownership of. Pass through payments made it so that there was no auditing of energy consumption and costs
35	Q2 WHY	limited economic resources and looking every possible avenue to use resources, plus right thing to do
36	Q2 WHY	varying priorities, and politics and funds
37	Q2 WHY	Main focus is fixing things after they break, not as pro active.
38	Q2 WHY	Council feedback
39	Q2 WHY	The GM and I would be higher, but the organization it is difficult to keep it on the center of the radar
40	Q2 WHY	Board feedback. Type of legislation the board has introduced
42	Q2 WHY	Since our energy audit (1997 by consultant of all city buildings), city council has paid attention. With prices going up it is a budget item.
43	Q2 WHY	been doing it for 15 years
44	Q2 WHY	Energy Cost are rising, saves dollars.
3	Q5 Something else	Contractors
4	Q5 Something else	Consultants
5	Q5 Something else	Consultants
8	Q5 Something else	Vendors
9	Q5 Something else	Vendors, Contractors
10	Q5 Something else	ABAG
11	Q5 Something else	LBL, DOE
13	Q5 Something else	Green Building Council
15	Q5 Something else	Conferences
17	Q5 Something else	Universities and ILLE
21	Q5 Something else	Green Bldg Council
24	Q5 Something else	Contractors
25	Q5 Something else	Consultants
32	Q5 Something else	Consultants
35	Q5 Something else	ESCO, Greenlights

ABAG Baseline Survey

Baseline ID	Variable	Verbatim
36	Q5 Something else	Consultants
38	Q5 Something else	East Bay Energy Partnership
39	Q5 Something else	Demand response Building Utility Generation program
40	Q5 Something else	Consultants
42	Q5 Something else	Consultants
44	Q5 Something else	Smart Lights
4	Q7 Somebody else	Citizen's committee developing a Community
5	Q7 Somebody else	Consultants, Vendors
6	Q7 Somebody else	Contractors, Engineering firms
8	Q7 Somebody else	AH
10	Q7 Somebody else	AEPC (Private Firm)
11	Q7 Somebody else	CESC
12	Q7 Somebody else	Consultants
15	Q7 Somebody else	Consultants
17	Q7 Somebody else	Greenhouse gas reduction target
19	Q7 Somebody else	ABAG
21	Q7 Somebody else	Sonoma State College
23	Q7 Somebody else	ASP an energy service provider
25	Q7 Somebody else	Consultants
27	Q7 Somebody else	design consultants and architects
32	Q7 Somebody else	lighting vendor
44	Q7 Somebody else	Smart Lights
4	Q8 Something else	Citizen's committee developing a Community General Plan Energy
10	Q8 Something else	Element and utilities supply meter information
11	Q8 Something else	to hire AG
11	Q8 Something else	Project Management and Construction, Limited scope
12	Q8 Something else	Cogent
27	Q8 Something else	Design
31	Q8 Something else	design and audits
36	Q8 Something else	consultants
42	Q8 Something else	rate analysis
5	Q10 Something else	breadth of expertise
12	Q10 Something else	Don't have enough staff to analyze the data from the EMS system
13	Q10 Something else	to best target where we get the best return for our efforts
13	Q10 Something else	Engineering Consultants
44	Q10 Something else	not in job description
11	Q16 Other	CPUC for community program
15	Q16 Other	Who it is presented to depends on budget
18	Q16 Other	Who it is presented to depends on budget
25	Q16 Other	Who it is presented to depends on budget
15	Q17 Something else	Competing community needs
25	Q17 Something else	Initial cost. We are working toward using Life Cycle Cost
2	Q21 Other	Evaluation of options, consultant help, seed money to get other
4	Q21 Other	funds
4	Q21 Other	City's building process a problem. City opposes design build but
25	Q21 Other	that is they way most energy projects seem to come
25	Q21 Other	Good common macro language to educate the decision maker
31	Q21 Other	Age of building, limit what we can do with them, new construction
31	Q21 Other	is easy

ABAG Baseline Survey

Baseline ID	Variable	Verbatim
32	Q21 Other	Technical information on advanced or obscure projects. E.g., I wouldn't have thought of the sleep mode for computer!
36	Q21 Other	Staff to get the work done. Outsourcing increases cost
38	Q21 Other	Bureaucratic Issues, each group has their own control mechanisms
3	Q23c	City Managers Office
4	Q23c	Combination of planning and public works
6	Q23c	Joint between Community Development Dept. and Public Work
8	Q23c	General Services
9	Q23c	Finance
10	Q23c	General Services
11	Q23c	Housing Dept.
12	Q23c	General Services
13	Q23c	General Services
15	Q23c	General Services/Administrative Service
17	Q23c	Funding
18	Q23c	City Managers Office
22	Q23c	Planning and Bldg Dept
24	Q23c	Public Services
25	Q23c	Administrative Services
27	Q23c	Public works, water dept. and city mgr
31	Q23c	City Council
32	Q23c	City manager, mix of departments
33	Q23c	Public Works
36	Q23c	Public Works
37	Q23c	Facilities Maintenance Group
38	Q23c	Don't know, we contract out our bldg management
39	Q23c	Administrative services
41	Q23c	Facilities
43	Q23c	General Services
44	Q23c	Facilities
12	Q23 Specified Other	Doesn't break down that way. We have a page of practices that we use.
13	Q23 Specified Other	Have one large document that depts. can choose from
25	Q23 Specified Other	Comprehensive policy, general in nature
35	Q23 Specified Other	Practices but no policies.
36	Q23 Specified Other	One policy that covers a wide range of issues
11	Q26	Wattstopper trained on EMS, T24 training for plan checkers, Send people to PEC.
13	Q26	Quarterly meetings that have guest speakers
15	Q26	Committee driven environmental stewardship program
32	Q26	Mostly outlining practices in various facilities that could be done to save energy.
40	Q26	Energy Related: Green, buildings, recycling, composting, building construction.
1	Q29	People we talk to.
2	Q29	Recycling and water conservation, outreach program
6	Q29	Contacts w Citizens who call w questions
7	Q29	Gut Feeling

ABAG Baseline Survey

Baseline ID	Variable	Verbatim
11	Q29	Calls we get about our programs, emails, tabling sessions
14	Q29	Knowledge of community, calls, email
15	Q29	Gut Feeling
16	Q29	Queries we get on how to conserve
17	Q29	We have older established businesses and they are not interested. It is only the new developments that are interested
18	Q29	knowledge and awareness of community
20	Q29	demand for programs and what is out there
21	Q29	Community commitment to new police station
22	Q29	Interaction with community, we are trying to increase awareness
23	Q29	weekly city news paper, recent input
24	Q29	City Council awareness, what I read in the media
25	Q29	Gut feel, knowledge of community
26	Q29	Average community, but there is a reasonable awareness and active ecological organizations in the community to highlight issues.
27	Q29	meetings we have had with the community, general awareness
28	Q29	Interaction with community
31	Q29	we do public outreach on EE matters. Requests are low
33	Q29	We are an educated affluent community. They are aware, and it is high on their personal priority list. But they don't know what government policies are
34	Q29	conversations with constituents and their desire for cost reduction
35	Q29	what I see as I drive around, council meetings, and neighborhood groups
38	Q29	During the 2000 public power debate we got a lot of feedback
43	Q29	Done promotional and outreach efforts and we have interaction there. What we hear from community
44	Q29	Everyone is interested in how to do it. They come to public works and the planning commission. This is a team effort
6	Q31	PG&E
11	Q31	Savings by design, energy efficiency, East Bay Energy Partnership, Flex your power, low income programs
14	Q31	PG&E programs
17	Q31	Greenhouse gas reduction program
20	Q31	Federal Funds for rehab.
21	Q31	Sporadic, water conservation
24	Q31	PG&E
25	Q31	Green building program
27	Q31	Links to Flex Your Power on our city website
31	Q31	Utility rebates
34	Q31	Don't recall exactly
35	Q31	Flex your power, PG&E programs, greenlights
38	Q31	Smart lights, Green Business, and Green Building
44	Q31	ABAG, PG&E programs
6	Q32	Area in City hall with information in wall slots and City Connections magazine
11	Q32	Website, referrals

ABAG Baseline Survey

Baseline ID	Variable	Verbatim
14	Q32	our website links to them
17	Q32	council workshop
20	Q32	marketed through the rehab program
21	Q32	Information in water bills
24	Q32	through the media
25	Q32	Public outreach to builders and architects, building supply companies, and the public
27	Q32	Link to Flex Your Power on city website. We also participate in a committee for a regional energy plan
31	Q32	We have done website, brochures, cable channel, newsletter, newspaper
34	Q32	General Media
35	Q32	various, not sure of details
38	Q32	Material at building permit counter, chamber of Commerce newsletter, and consultant contracts.
44	Q32	Literature in City Hall, we publish a magazine quarterly, also citizen reports.
18	Q34 Something else	utilities and ARB does that
28	Q34 Something else	Because we are a Muni and we have our own funds
31	Q34 Something else	Water programs taking priority
43	Q34 Something else	more of a city function than the county
1	Q35 Specify	City council approval.
2	Q35 Specify	City staff, public works, public outreach
6	Q35 Specify	In city ordinance
7	Q35 Specify	Proposal to Dept Head, review, second draft, approval by city administrator, distribution, education
11	Q35 Specify	1) council down, 2) bottom up from champion, adopted by city mgr.
14	Q35 Specify	We have an energy committee, we work to develop energy policies and ordinances.
15	Q35 Specify	Many different sources: e.g., councilmen, outside group
16	Q35 Specify	Staff, public or councilmen suggestion, then put on the council agenda, resolution voted on
17	Q35 Specify	Community to staff to city mgr. to council
18	Q35 Specify	Public or councilmen bring up, staff prepares proposal to council resulting in budget line
20	Q35 Specify	Comes from a recognized need or initialized from council member or city manager. After that it goes to staff then to city council
21	Q35 Specify	General plan
22	Q35 Specify	General Plan, it contains statements. This leads to ordinance
23	Q35 Specify	ICLE
24	Q35 Specify	Public Services to city mgr to council. Sometimes the reverse, but seldom.
25	Q35 Specify	Staff or council members generate concept, staff takes for development, then to council, revision, final to council for approval.
26	Q35 Specify	Review of city plans where we look at elements of plan or by community interest groups

ABAG Baseline Survey

Baseline ID	Variable	Verbatim
27	Q35 Specify	An initiating agent, person or department or citizens group, then moves through city cost estimates, staff report to city council for approval or not.
28	Q35 Specify	Through the city council. We have a workshop within the next couple of months.
29	Q35 Specify	Any time a building is proposed it has to go through the plan approval process.
31	Q35 Specify	Through our residential growth control committee, which I is evaluated annually
33	Q35 Specify	Staff recommendation to city council
34	Q35 Specify	Public works to council approval
35	Q35 Specify	It was in development, but it was shelved when the city energy manager was laid off
38	Q35 Specify	Staff to city council
44	Q35 Specify	Staff recommendation to city hall to policy
21	Q36 Other	General plan covers many areas and is reviewed once every 6-7 years
22	Q36 Other	8 in general plan
38	Q36 Other	There are 3-4 in the General plan which is reviewed every 20 years.
2	Q38	None if the projects are cost effective
6	Q38	Coordinating with others or in ordinance
7	Q38	Public Apathy, lack of awareness, staff availability
11	Q38	Funding, how it is enforced, data to justify approval since it is a public process.
14	Q38	We take a lot of effort to get public input, this is good
15	Q38	coordinating all the different points of view
17	Q38	Funding
18	Q38	getting support of administration and council to embrace program and costs.
20	Q38	Funding sources
22	Q38	Cost, opposition from the community if it arises
23	Q38	Time and resources to research and draft them
24	Q38	Funding and overall philosophy
25	Q38	Committee word smithing to make sure it reflects the current culture so that it can be approved as it goes up.
27	Q38	Funding, opposition from stake holders and or utility
28	Q38	None that I can think of. Maybe funding for the more expensive projects.
29	Q38	None that I can think of.
31	Q38	None
33	Q38	prioritization, staffing
34	Q38	validating that it is going to work, so that we get buy in.
35	Q38	coordination of the various stake holders, financing, getting agreement with policy makers so that they had a comfort in moving forward
38	Q38	Cost to implement, new technology acceptance by public and city council

ABAG Baseline Survey

Baseline ID	Variable	Verbatim
44	Q38	We are a very diverse community. Some people interfere Sometimes it is a lack of common sense and sometimes lack of interest in project.
6	Q39	Positive effect, City council wants it
7	Q39	Positive effect to support and be an example to the community
11	Q39	Usually administered by another department, so no major effect on us. There is some foot dragging if it looks like it could put a large work load on other departments. Depends on how it is presented
14	Q39	Depends on type of project. Generation placement has an immediate impact. EE policies have much less and longer term impact.
15	Q39	Large effect: they become guiding principles
17	Q39	Some negative some positive. Positive is that it will allow the city to achieve its goals.
18	Q39	Positive effect, especially if it is an effective program. People get satisfaction from conservation
20	Q39	Positive effect, the programs are not difficult to implement
22	Q39	Positive effect (not a lot of experience)
24	Q39	Increases work but you know it reduces PG&E bills, so it is mixed
25	Q39	Instills insight, ingrains EE
27	Q39	For us it has mostly been positive public image since we are a pro environment community
28	Q39	Positive effect especially given our resource mix
29	Q39	Lower costs and save city money. Positive image builder
31	Q39	Little effect
33	Q39	We implement the policy. The policies are work neutral policies once implemented. Generally they are a benefit
34	Q39	Implementation is challenging, but cost savings are positive
35	Q39	Positive, very positive, measurement of prior ESCO program gave you ability to prove value.
44	Q39	We have to be trend setters. We have already started
6	Q40	Positive effect
7	Q40	Increased awareness spurring additional measures
11	Q40	Welcomed, depends on how it is presented
14	Q40	Makes it easier for them to get permits etc
15	Q40	Large effect: Government has to lead the process
17	Q40	some people see it as negative, some see it as positive
18	Q40	Positive effect, especially if it is an effective program. People get satisfaction from conservation
20	Q40	Very positive, it gives them choices
22	Q40	Positive effect (not a lot of experience)
23	Q40	Positive, if they think of them at all
24	Q40	Generally they support it, positive
25	Q40	Leads by example, many people don't notice
27	Q40	Positive impact, it is generally advantageous to them
28	Q40	Positive
29	Q40	Don't know, maybe a positive effect because they see the benefit

ABAG Baseline Survey

Baseline ID	Variable	Verbatim
31	Q40	Benefit from more energy efficient hous
33	Q40	They would view them positively, if they knew about them. We don't do a lot of public relations. In fact none
34	Q40	Don't know
35	Q40	Economic benefit. More money for other things, very positive
44	Q40	They see it as positive, but also as a burden when it affects them. The older homes are a problem because the equipment needs upgrading.
6	Q41	Working with PG&E to put in CFLs.
11	Q41	1 third party contract with CPUC, 1 partnership w PG&E, 1 CPUC SB5X program, 1 PG&E Incentives participation, Low income weatherization, Working with Green Buildings Cente
14	Q41	2, both PG&E
33	Q41	Person power, lack of knowledge of the programs kept us from participating in any.
38	Q41	Smart Lights.
44	Q41	Only Smart Lights
2	Q42	We looked at solar but it was cost prohibitive on a first cost basis
4	Q42	We have mad a big push in green buildings for both gov. facilities and encouraging them in the city. RE is responsible for that effort
5	Q42	County recently developed and adopted an EE plan. Indicates proactive stance to EE.
7	Q42	Have a waste gas cogen at waste water plant. Will be putting in more efficient turbines w Chevron Texaco
8	Q42	We are very proactive, looking at the future technologies to see how we can use them
9	Q42	The main thing is having a champion with time to pursue it, ther implementation resource come into play
10	Q42	We consider ourselves a leader, we are very proactive
11	Q42	Design review on new construction, Green building ordinance Recommissioning, load shedding.
12	Q42	We have done a lot over a long period of time. This program just gives us the opportunity to do more
15	Q42	We do future planning for energy efficiency, study emergin; technologies to be sure that we are ready
16	Q42	LGEP could have been specifically designed for Livermore. It will tell us where we are then help us go forward
22	Q42	Enjoying the LGEP, they are timely and responsive
23	Q42	We are investigating a green building ordinance for new developments
26	Q42	No, we are working on a bond issue. EE came up as a possible use. Funds might go there
27	Q42	Member of Cities for Climate Protection – this involves energy conservation. City also has a green building wor4king group. Draf program, figuring out how to implement
29	Q42	We incorporate best practice for energy efficiency whenever we build.

ABAG Baseline Survey

Baseline ID	Variable	Verbatim
30	Q42	To really make this feasible in an agency like ours you need to have turnkey projects which supply all aspects of the project
33	Q42	We bought a hybrid vehicle for our car pool.
35	Q42	We did some assessments about community aggregation, but we didn't go ahead
36	Q42	Vacaville currently has no community energy policy effort. If it did I would be doing it.
37	Q42	We have added several facilities to PG&E critical peak pricing program, which is voluntary. This could be considered a policy. Hydrogen buses.
38	Q42	Self generation, and solar PV on City Hall. We also look at EE street lighting.
39	Q42	Water conservation policies that reflect into energy efficiency
43	Q42	Our focus has been on self generation projects. Solar in particular. Fuel cell.
44	Q42	Upgraded the pool water heaters and reduced gas consumption by 50%, Replaced some AC units, the new library, which has been 12 years in the planning is totally green at the public request.

ABAG LP Survey Comments

Verbatim Responses from the Late Participation Survey

QCID	VARIABLE	COMMENTS
1	Q2WHY	Because we've done so much already. / NFI
3	Q2WHY	It's important. For our operations, it's not essential, but, politically, on our local council, our local government, it's very important to them. It's given a high priority. / Cost reductions. / NFI
6	Q2WHY	The increase in energy costs and the fact that it's probably our 2nd largest expenditure. / Environmental reasons. / NFI
7	Q2WHY	It's just a matter of priority. I think at this point in time we have some really critical, urgent needs for the city as far as use of capital funds. We've got some problems on the streets and storm drains that we just need to face, so it's not that it's unimportant, it's just that we're probably going to spend any available dollars we have there unless I can get a return on investment that's, you know, within a year or two (from new energy efficiency measures). / NFI
8	Q2WHY	Because of a increasing awareness of energy costs. Increasing awareness by the governing body. / NFI
9	Q2WHY	We want to protect the environment and we need to save money and spend our taxpayers moeny in the best way possible. / NFI
10	Q2WHY	Energy use is extremeley important because the cost savings can be quite substantial if we reduce the energy consumption. / NFI
12	Q2WHY	Council's passed numerous policies on greenhouse gas reduction and secondary, is economic, savings on utility bills. / NFI
13	Q2WHY	Because energy costs are, we cannot control them except if we apply some energy efficiency technologies or other means and government budgets are tight so every little bit hurts or helps. / NFI
14	Q2WHY	Because, uh, we have a tight budget, limited funds and we want to make those moneys go towards programs that the, uh, our board members wat to fund and the more money we can squeeze out of our utility bills the better. / We are going through a budget hearing this year just like we have every year and every year is tight. / Well, it just makes sense to sve money. / NFI
15	Q2WHY	Because there's interest on the City Council. We have an Energy ad-hoc commitee made up of two council members that are very interested in this whole issue, both with city-owned buildings and facilities as well as a city-wide program for rnergy efficiency. / NFI
16	Q2WHY	It's definitely received heightened attention and scrutiny and we have a council goal to address energy efficiency as well as looking into alternative energy sources so that we've, at department level, we've been pretty much directed by council that's a high level of interest. / NFI
17	Q2WHY	Because I think energy is probably the most important thing that we can save as far as the economy and for the taxpayers. / NFI
19	Q2WHY	I think it's important from number of perspectives. Number one, just from the envorinmental side of things, to reduce the impact on the environment and then from a budgetary perspective to minimize or reduce operating costs. / NFI
21	Q2WHY	Just because of the costs of managing and operating the facilities and the current market with energy. It's the right thing to do. / NFI
22	Q2WHY	Because, obvioulsy, we always want to save. However, the efforts to come up with the savings need to be cost effective. We are a small entity and we might not have the number of people or the resources available to actively work for this savings. / NFI
23	Q2WHY	Because we are using taxpayer dollars to pay for this and that we are accountable to our public and that their expextation's that we be wise stewards of the money that we get from their taxes. / Well, just good management means that you try to maximize the use of your resources or minimize waste and so from a management point of view I think that's important as well. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
24	Q2WHY	It's a priority, but costs have to come into it also. Not just reducing energy. It's what's the payback, the best investment? / NFI
25	Q2WHY	Because it's an ongoing cost. It's not initial costs, it's an ongoing cost, so there's a cost savings out there and there's only so much energy. / I think it's the right thing to do, personally. / NFI
26	Q2WHY	I think it's been a focus or a least a priority for our City Council that they would like to see addressed along with an effort for local climate protection and greenhouse gas reductions. / NFI
27	Q2WHY	Well, it's an important issue both in terms of the operation of the organization and in terms of the general policy that the City Council has set, so it's on the high side of what our priorities are, but we're dealing with a number of other city priorities as well, in terms of what we need to give our attention to. / NFI
28	Q2WHY	It's something we are always looking at and trying to improve on and think about. We've been on our second phase of energy improvement measures and I think we're prepared to take it to the next level. / NFI
30	Q2WHY	The town council's very much into it and we all are. It's just something that we believe we're pursuing. / NFI
33	Q2WHY	Because anything we can do to save energy saves the City money and that's always paramount. / NFI
34	Q2WHY	Because it's an extremely big opportunity to effect cost savings and our budget situation is probably the key issue facing the City at this point. / Well, I know there are opportunities to improve. We've done enough work with looking at some of our efficiencies I know that there are areas that we can improve. / NFI
35	Q2WHY	Because it's an important issue. It might not overrule, it's not a 100% issue, in other words, it doesn't take precedence over everything, but it's certainly something you want to incorporate into all of your thought processes. / NFI
36	Q2WHY	Physical constraints on Counties in the State of California, a growing understanding of the need to integrate the cost and policies involved with energy into the overall budget and operational requirements for the agency. / NFI
37	Q2WHY	For climate change reasons, mostly, and money savings. / Educate the public about the issues. / Air pollution. / Health/asthma issues. / NFI
39	Q2WHY	It's becoming cost prohibitive to be able to do what we need to do in order to heat our facilities and heat the pool. It's becoming too expensive so we need to come up with a better way of doing it. / NFI
40	Q2WHY	Because we are in the catch-up mode of upgrading and doing facility evaluations and with that, energy has become a primary concern. / It's on my work plan. / NFI
41	Q2WHY	Because it's an opportunity to be more efficient with our resources. / NFI
42	Q2WHY	It's a priority for our organization as well as the community at large. There's a lot of local interest in reducing greenhouse gas emissions. That's one of the environmental reasons we'd like to pursue this, but there's also just a need to reduce costs and be efficient. / NFI
43	Q2WHY	Because of my stark realization that we have, sort of, finite resources and we need to conserve them. / NFI
44	Q2WHY	Because energy is a large portion of our expenses and it makes sense to try to cut dollars wherever we can. / NFI
45	Q2WHY	Because there's other things that are more important and worthwhile, it's not a top priority. / NFI
46	Q2WHY	Just because we're always looking for cost savings. Keeping things running is probably our top priority and this falls just below that. / NFI
48	Q2WHY	Because we need to be more, I think as a community in total, I think we need to be more aware of our energy use and I know as a district as a whole, that's an area we can improve on a lot. There's a lot of fat out there that we can cut. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
49	Q2WHY	Fuel's very costly. High costs. / It's nice to save energy and reduce costs and when you save energy other people get to use it. / NFI
50	Q2WHY	Because the energy costs or utility costs, in general, is the one cost that we don't have control over other than through energy efficiency and lowering our costs through energy efficiency projects. / NFI
52	Q2WHY	Because energy is not cheap. / I'd like to bring my bills down and teach and educate some of the people who forget to turn the lights out or leave heaters on at 100 degrees and walk out. / NFI
53	Q2WHY	Because it's something that has been important, not only with us as staff, but also with City Council. New ways to reduce energy costs. / NFI
54	Q2WHY	Well, energy is an issue that we're obviously all concerned about and with limited resources, conservation is very important. / NFI
56	Q2WHY	Because energy is costing so much and we have to save it and save money as well. / NFI
57	Q2WHY	Because I think it's really important because we spend a lot of money on energy and because the use of energy creates greenhouse gases which create global warming. / Costs. / NFI
60	Q2WHY	Because it's a high overhead cost for the County that takes away from other direct services that we could provide. / Our board has placed a high priority on reducing our greenhouse gas emissions and reducing the energy usage through conservation efforts. / NFI
61	Q2WHY	Because we have to pump all of our water uphill and so pumping cost is a large part of our water costs. / NFI
62	Q2WHY	Well, it's important for everybody. Not only from a climate protection standpoint, but from fiscal responsibility. Being stewards of the environment and taxpayers' dollars it's important that we use it judiciously. / NFI
63	Q2WHY	We've discovered that we have poor efficiency based on a lot of the studies that we've done with LGEP and tremendous savings to be achieved. So, yes we are interested and, in fact, we've already completed a project. / NFI
64	Q2WHY	It's very important that we use our energy efficiently. We know that it's not that available anymore and it's quite expensive so it's best to go to the best products that give us the best results. / NFI
65	Q2WHY	Because eventually, if you design some facility without consideration it affects the City funding because we end up paying for the energy. So, what we do is try to do smart planning and smart design. We don't want the energy to impact our general fund. / NFI
1	Q4	Consortiums like ABAG / NFI
3	Q4	LGEP /
7	Q4	Usually through consultants and then our own engineering staff. / People that specialize in lighting and things like that. / NFI
8	Q4	E-mail newsletters. / Public Technology Institute. / CPUC Newsletters and website. / Books I read on my own. / NFI
9	Q4	LGEP /
10	Q4	LGEP, MBAG /
12	Q4	CESC (Community Energy Services Corp.) / Peer contacts - Other Energy Managers /
13	Q4	Conferences /
14	Q4	Well, we go to our energy manager. We have a contract energy manager. He has been with us for two years and he's responsible for implementing our strategic energy plan which ranges from window filming and lighting retrofits to photovoltaic cells, co-gens, VFD's, DDC's, a whole range. / He's on contract with us. / NFI
15	Q4	Honeywel, LGEP, and the California Energy Commision. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
16	Q4	Our public works director is kind of our guru among staff to research and provide information and he typically has been going with, uh, getting information from the LGEP and some other sources that he's involved with. / NFI
17	Q4	LGEP /
19	Q4	Files for similar projects we might have done. We have various consultants that we have used for mechanical engineering. Some energy consultants that we have used. / NFI
21	Q4	Through our vendors and through our knowledge of electrical products that are out there on the market. / ABAG /
22	Q4	Utility bills. / Our Public Works Department. / NFI
23	Q4	We had LGEP come in and do a survey for us and they provided us with potential savings and what normal use would be for, like, police stations, fire stations, office buildings, and what we call our corporation yard, our maintenance yard. We've also through this programs had our water pumps tested for efficiency and that's a big ticket because all of our facilities added up is a small fraction of what we spend on pumping. / NFI
24	Q4	Hire engineers and architects. / Attend training seminars. / NFI
25	Q4	Manufacturers / The League of Cities / The County of Sonoma /
26	Q4	Through a network associated with the local climate protection campaign. / NFI
27	Q4	Basically, at least within the last year or so, because we've been involved with the program up here we've had some discussion with the consultants that were assigned to work with us and that's probably, to the extent where immediate questions come up, that's where we would refer them. / It was part of that, it was part of the (LGEP) program. / NFI
28	Q4	ABAG / Private Consulting Firms / NFI
30	Q4	We're into a Green Building program here so I get a lot of information through that. Through the local university and Green Building inspectors who are being certified. The general fliers that come out. PG&E has a lot of stuff. / PG&E Seminars. / NFI
33	Q4	LGEP / Past experience. /
34	Q4	LGEP /
35	Q4	We use various consultants. I did use the AMBAG group to help me out with some evaluations of my building. / NFI
36	Q4	Private Consultants /
37	Q4	Through LGEP, through Green Building information from the county. From PG&E's Energy Center, from other City staff in other Cities. / E-mails from the Energy Center (PG&E), classes and a calendar of workshops from PG&E / Green Building information from the County, Alameda County Waste Management Authority / USGBC, there's also a Northern California chapter of USGBC / Smart Lights. / NFI
39	Q4	Other directors in other cities. / NFI
40	Q4	LGEP /
41	Q4	I've attended seminars at PG&E and then the ABAG programs and then following up on contacts that I've made at those seminars / NFI
42	Q4	LGEP /
43	Q4	Vendors /
44	Q4	We are on ABAG's e-mail list for the PG&E seminars that are conducted. We look at those on occasion and then we participate in programs like this. / We've also participated in an energy audit with PG&E as well. / NFI
45	Q4	ABAG / CEC /
48	Q4	LGEP Rep. /

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
50	Q4	Consultants, Vendors / Mechanical or commissioning consultants that we work with for general projects. / Other government agency energy managers. / LGEP /
52	Q4	ABAG, LGEP, Smart Lights program out of Berkeley /
53	Q4	Conferences and Seminars /
54	Q4	ABAG /
56	Q4	ABAG /
57	Q4	LGEP / Sustainable Silicon Valley - they offer forums which offer a lot of information and seminars and sometimes we send people to training at the Pacific Energy Center. / I deal with the Green Building program. / Consultants. / NFI
60	Q4	Project Staff / Architecture Division / Manufacturer Information / LGEP / NFI
61	Q4	LGEP /
62	Q4	Consultants / LGEP /
63	Q4	LGEP /
65	Q4	Other cities that have the same concept on addressing these issues. / NFI
1	Q6	ABAG / NFI
3	Q6	LGEP / Independent volunteer engineers. / NFI
6	Q6	Jerry Lahr /
7	Q6	ABAG / NFI
8	Q6	The ABAG power program. / LGEP / NFI
10	Q6	MBAG, LGEP, Chevron Energy Solutions, Right Lights / NFI
12	Q6	CEC (Community Energy Services Corp.) /
13	Q6	Energy Engineering Companies /
14	Q6	Contract energy manager. He hires consultants to do those types of studies as well. / We employ other people to give us estimates, feasibility estimates, uh, which is better to go with among different alternatives. / NFI
15	Q6	Honeywell, LGEP, CCEC, PG&E Energy Savings by Design program. / NFI
16	Q6	We have a consultant from Honeywell that assists and evaluates some of that stuff and we also use the association as well. / NFI
17	Q6	The League of California Cities / The Regional Recycling Information Group /
19	Q6	LGEP / Consultants Like Mechanical Engineers / Most of the work we do here, we hire outside consultants to do the actual design. / NFI
21	Q6	ABAG /
22	Q6	ABAG / PG&E / NFI
24	Q6	LGEP, ABAG / Sometimes vendors will help. / NFI
25	Q6	Right now we're, actually, using a consultant out of ABAG. We're looking at the co-gen at one of our swimming pool community centers here. We would like to replace the boilers, but instead of doing that, let's go co-gen and generate electric and heat. There's a lot. Every time we do a design. / NFI
27	Q6	There's the county wide program that's going on here and I'm trying to remember the name of the organization. Ann Hancock is the person we make contact with here. / She's a third party consultant for a number of cities. / NFI
28	Q6	APS Energy Services / NFI
30	Q6	The Small Business Alliance / Energy Solutions - A non-profit funded by the LGEP through the PUC tax. / NFI
33	Q6	LGEP / AMBAG /
34	Q6	LGEP /
36	Q6	We just hired a consultant. / My peers in other counties in the State. / NFI
37	Q6	Financial assistance from Smart Lights. / LGEP / Green Buildings program. / Stopwaste.org / NFI
41	Q6	Through LGEP we've made a contact with Dan Wallertek. / The study going on through LGEP. / An equipment installer, Blinky. / NFI
42	Q6	LGEP / TELOS Climate Protection Campaign / NFI
45	Q6	ABAG / CEC /

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
46	Q6	LGEP /
48	Q6	LGEP /
50	Q6	LGEP /
54	Q6	ICS out of San Francisco / NFI
57	Q6	LGEP / SSV - Sustainable Silicon Valley / NFI
60	Q6	Brown and Vance - an Engineering firm /
61	Q6	LGEP / CSG Consulting - our engineering firm. / NFI
62	Q6	Consultants / Build It Green / Climate Protection Campaign /
63	Q6	LGEP /
65	Q6	Contra Costa County Engineering Public Works Department /
1	Q7	Financial Support, Political Support and Community Support / NFI
3	Q7	Hydraulic modeling of our water system to see what we can do to increase the efficiency of our pumps. / Data inventory information that we have. What's in our system at this point. Pump curves, existing water pressures, pump information. / NFI
6	Q7	e-mails and meetings about energy efficiency / NFI
7	Q7	What ABAG is helping us do is when we evaluate those facilities that the city has where we have unusually high energy consumption and then, sort of the next step in that process and we're in that. / Yes, facility audits and we're in the process now of actually reviewing those and seeing what kind of impacts we can make. / ABAG also provides us some training opportunities. With lighting and HVAC units and things like that. / NFI
10	Q7	Links to websites where we can find energy savings / Assistance on research and design for buildings / NFI
14	Q7	Working on rebates or incentives from PG&E. Applying for demand response programs. Going over the technical data with engineers as far as design of co-gen systems. He monitors the usage of our utilities. / NFI
16	Q7	They evaluate certain options and also as we are doing new facilities we have those independently looked at and evaluated for the plans and specifications, what's alternatively available. / NFI
19	Q7	Seminars on Building Commissioning and Evaporative Cooling / Cost Benefit Analysis / Evaluating hardware and different types of technologies that are available. / NFI
24	Q7	ABAG is starting to put on some training sessions. LGEP has done surveys. / NFI
27	Q7	We get a lot of advocacy. We get a lot of information about programs that we, to the extent that we have time to get information about them, they're there. We get assistance as efforts are being to try and coordinate planning efforts. For example, we've got assistance in planning for addressing greenhouse gas emissions kinds of programs with the City. / NFI
33	Q7	Suggestions on things to do to cut down on energy usage, but no financial or anything. / NFI
34	Q7	Information on upcoming rate changes or changes to rate schedules that might improve our cost. / A performance review of all the facilities in the City from PG&E based on our billing history. / Retrocommissioning arranged by LGPE. / NFI
36	Q7	The ability to ask questions about what kind of practices other jurisdictions are using. / NFI
37	Q7	Workshops / Scholarships to conferences. Scholarships for membership in national organizations. / NFI
41	Q7	Professional Advice / Predominately lighting. / Audits. / NFI
42	Q7	Engineering Analysis /
45	Q7	Draft Bid Documents for our use / NFI
46	Q7	Seminars / Rebate Programs / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
48	Q7	They help assess what our needs are. Help us spec. out all our needs and help us get bid proposals and that kind of stuff. / NFI
49	Q7	Immediate e-mails or phone calls on program information. / NFI
53	Q7	Keeps us informed on rate changes. / NFI
57	Q7	They helped us to narrow down the information and see what we should be looking for. / NFI
60	Q7	Feasability Studies /
61	Q7	Solar energy analysis. /
62	Q7	Technical Information / Baseline Information /
63	Q7	Energy efficiency training / Bill audit /
64	Q7	I have a PG&E representative that stays in pretty good contact with me and briefs me quite often on what's going on. We're always touching bases. / Very good support. Regarding electrical issues. Energy saving, mostly, and problems. / ANYthing related to PG&E or electrical. / NFI
65	Q7	Technical and planning support. /
8	Q10	There's no regular pattern to that. / NFI
9	Q10	I don't think we have a plan. I think we joined this LGEP, gave them some information, we're kind of expecting some guidance from them. / NFI
22	Q10	It's not even on the radar. / NFI
23	Q10	We've not determined the frequency yet. I'm just trying to get the ball rolling. I'm not high enough in management to move the projects forward myself. It's up to the Director and City Council. / NFI
27	Q10	We are not on a regular schedule of doing that. We evaluate, from a policy standpoint, what we're doing now is that anytime there's a significant capital improvement going on with relation to the building, including capital maintenance we take that opportunity on a lrger scale what we might do in terms of energy efficiency. For example, green materials, building alignments, the possibilities of looking at photovoltaic installations as we're doing other projects. / NFI
37	Q10	When funding is available. / NFI
43	Q10	There's not a specific plan in place at this time. / NFI
45	Q10	There's no current plans. There's no regimented plans. / NFI
46	Q10	We don't have any formal program for assessing. / NFI
8	Q12	I don't see a regular pattern. / NFI
9	Q12	I would say it would depend on any hope for savings. I mean, if someone could show us we would be able to look into it. / NFI
14	Q12	I don't know that. We were originally funded to do an energy study and I'd come up with a plan and we're in the process of implementing that plan and we're 2 years into the plan and we hope to be completed in approxiametly 2 more years. / NFI
23	Q12	I think probably it was a one time deal. I mean, if they are not going to take any action then reviewing it over and over again won't really make a difference. / NFI
33	Q12	I can only see it if it's happening right now. One time. / NFI
42	Q12	Once every 5 to 10 years. / NFI
45	Q12	I don't. / NFI
54	Q12	When one starts to information related to limited resources. Then you start evaluating that. But, we are such a small agency with so many tasks we're not dedicating staff to evaluate this on a periodic basis. / NFI
57	Q12	Every 3 to 5 years would be useful. / NFI
62	Q12	On a daily basis, multiple times. / NFI
8	Q14	No time. / It's not been a high enough priority to push other things aside. / NFI
23	Q14	I just think that they don't consider it a high enough priority right now. They've got other issues that they're concerned with that have been more urgent for them. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
30	Q14	It's been sort of a stall. I'm working on a plan to increase efficiencies. There's a lot of things listed here that the council may or may not buy into. / NFI
33	Q14	Mostly financial. / NFI
45	Q14	We haven't had any in the hopper. / NFI
52	Q14	Because right now I've got my hand full with 4 simultaneous projects and I don't have much time to worry about energy. I've got a very picky council and they are doing what I call, "petty projects" instead of really dealing with the hardcore stuff. / They are worried about what a bathroom looks like, if it's pretty or not pretty, if it's clean or not clean. They don't worry about having 17 150 watt lamps illuminating a gym where they could be reduced to better energy fixtures. / NFI
54	Q14	What we did was we presented the audits and the results of the audit to our City Council and we informed the City Council what items that we financially could make some changes to and The Council also supported the position that some of the high ticket items we just couldn't afford. / NFI
1	Q15	PG&E / NFI
9	Q15	Our Finance Department /
14	Q15	The project has to be referred to PG&E and that's one of the approvals mainly for, to make sure that everything is engineered correctly. We get proper rebates and to do that PG&E has to take readings before implementation and then after implementation. / NFI
15	Q15	I submit to the City Manager a CIP improvement budget or project list and then the City Council will then approve these various projects. / NFI
16	Q15	City Council / NFI
25	Q15	They go through a process called the Capitol Improvement Program. / The board of utilities. / NFI
35	Q15	The general administration, myself for one and our general Water Department administration. / NFI
37	Q15	Public works committee. / NFI
40	Q15	The City Manager /
48	Q15	Executive Team - Our General Manager and all the Division Managers. / NFI
49	Q15	Our budget committee for review and approval. / NFI
50	Q15	First to the General Services Agency Director then to the Board of Supervisors /
62	Q15	To The City Council and The Board of Public Utilities /
63	Q15	General Manager for AC Transit /
64	Q15	AL NG, I believe she's our Grants. She works for accounting and she's the contact person with LGEP and some of our suppliers. / NFI
1	Q16	Time / NFI
16	Q16	Usually financial resources. Whether it's feasible or not. / NFI
23	Q16	I believe that the resources that are here are directed elsewhere and that the resources are deemed to be at the priority that their agenda has. / NFI
25	Q16	Competing interests for funds, for example fixing potholes or playgrounds or schools or gang reduction measures. / NFI
26	Q16	I'm not sure that we're limited in that respect, it's a matter of prioritizing where we want to be in evaluating energy savings potentials or opportunities. / NFI
30	Q16	The Length of time on the payback. / NFI
35	Q16	Prioritization of other projects. Of being in a holding pattern for the 10 ranking items. The things that are ranked higher than that take place first and then those things come along with it. / NFI
41	Q16	What's needed is the ability to actually prepare the the financial analysis that can demonstrate a reasonable payback. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
43	Q16	It some cases we can...where our in-house technical expertise and skills allow us to do that, but, as a general response, I would say, what limits us is probably the lack of understanding of the various funding mechanisms available, you know, in detail. / Technical information. For example, in the case of solar, I undertand the principles and the technical aspects, but in evaluating the specific locations for placing systems and that sort of thing, I haven't got a great deal of experience with that. So, I would be looking for some sort of technical advice or expertise to help me with that. / NFI
45	Q16	The time to develop them. / NFI
52	Q16	I'd have to submit a proposal and it can be a reccomendation through the different councils and then it basically goes to a council meeting. Open or closed. / I have to pass it to my supervisor and it may sit on his desk, let me give you an example, 2 years. / NFI
62	Q16	Costs. Cost benefit analysis is something that we are always struggling with to a degree. / It's nicer to have a clean cost benefit. To have confidence in that analysis. / NFI
7	Q19	In some ways time. Time is a factor. It usually takes a certain expertise that, maybe, we don't have so, it's just a matter of getting the right people on board to look at it, you know, consultants, to look at that and setting those projects up. It's just a matter of priority. / NFI
15	Q19	Timing, making sure you have the stuff in the right sequence. It's timing. / Scheduling. How do you take a system down when people need it? / Rehab work is actually harder than new construction because people are often occupying the building. / The types of projects and timing to do them. / NFI
23	Q19	The perception of how important this is. / NFI
28	Q19	In the area of solar panels - the availability of rebates and materials. / NFI
34	Q19	The ability to do technical assistance would limit or ability currently. We have been getting that help from LGEP in the last year. So, if that was not available that would definitely limit our ability. / NFI
39	Q19	Technology / Well, I mean for instance, we are looking at the pool right now to do solar over there. The challenge with it is, of course you need the surface area. You need half the surface area to put solar equipment on there. Well, we don't have half the surface area avialable for that so if the technology were a little more advanced and we were able to have a little better moustrap, so to speak, we would be able to work better within the constraints of what we have to work with. / NFI
41	Q19	Having the professional expertise as far as what the options are. For example, I'm aware of the general consepts and I do have some data. For example, we are doing right now, a slide show from Stan where he lays out his technical analysis of the effecicy of different kinds of lighting ballasts, fixtures and so on. That kind of information is very useful. It's having that kind of data to be able to take it to the level of detail. / We really rely on technical expertise. / NFI
57	Q19	Not everybody feels it's as important as some of us do. / NFI
63	Q19	A return on investment analysis may scare us off. We're not interested in 20 year paybacks. We'ree interested in 3 year paybacks. / NFI
1	Q21C	Public Works, Planning, Parks and Recreation, and Utilities. / NFI
7	Q21C	It would be across the city. Those are city-wide policies. / NFI
10	Q21C	IT department / Sherrif's Department, Superior Court and Social Services / NFI
12	Q21C	Initiated here by the Office of Enrgy and Sustainable Development and they're implemented either by all City Departments or Operating Departments / NFI
13	Q21C	The Board of Supervisors / The General Services Department /
14	Q21C	My department, General Services Department is responsible for the energy policies in energy conservation so we've been the initiator. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
15	Q21C	Community Development /
16	Q21C	In public works or planning. / NFI
16	Q21B_OT	Probably best get that problem from somebody in planning or public works. You're talking with recreation community services. /
19	Q21A_OT	We are working with LGEP right now to develop a department wide energy policy that would allow us to apply performance criteria as well as to establish selection criteria from a life-cycle cost perspective on potential projects. I do know that the department is working to develop a greenhouse gas reduction plan to present to the Board of Supervisors. / NFI
21	Q21C	Public Works /
24	Q21C	It's a City - wide policy / NFI
25	Q21C	Administrative Services Department which reports to the City Manager. / NFI
25	Q21B_OT	Probably just the one. It's probably all under the purchasing guidelines. / NFI
26	Q21C	Administration and Public Works / NFI
27	Q21C	We are very decentralized so the main general maintenance of city buildings would include looking at energy issues is under our development services department which is essentially our building official and so that's probably the main area where that would fall, at least with respect to city buildings. / NFI
28	Q21B_OT	There's not really policies. For example, we've just changed all of the thermostats and put them on timers and upgraded our controls and systems and educated all the employees. There's not really a policy saying, you must do this, you must do that. I think it's educating the employees on how to be efficient and identifying opportunities to save energy. It's not a policy where we say you failed to this, it's more of a cultural value. / NFI
28	Q21A_OT	They're tied to not just the concept of saving energy, but the concept of environmental stewardship just as much as saving energy for saving money. The city has been more motivated by environmental stewardship. / NFI
30	Q21C	Facilities and Maintenance / NFI
34	Q21C	City Wide, by the City Council. So, we have an Energy Efficiency Purchasing Resolution, we have some energy conservation guidelines that include some energy efficiency measures approved by the Council in 2001. / NFI
35	Q21B_OT	I'm only part of the overall City operation. There is some guidance that came up year or so ago about doing a lot of things about shutting off your computers, turning the lights off, doing a bunch of different things. I just can't recite those to you right now. / NFI
36	Q21C	Agency wide. / NFI
36	Q21B_OT	It would be over 20. / NFI
37	Q21C	Planning. /
41	Q21B_OT	I now we do have a policy from the City Manager in relation to setting thermostats, thermostat settings. / That same out of some of the energy curtailment situations that we've been in, in the past. / What the thermostat setting should be for all facilities. How much they are adhered to, I don't know. We don't have 100% control over thermostat settings. / NFI
41	Q21C	The City Manager's Office / NFI
41	Q21A_OT	The one that I'm aware of is that we'd like to establish some procurement standards and, this is regarding the lighting, to standardize our lighting purchase practices. / NFI
42	Q21C	Administrative Services /
43	Q21B_OT	I know we are subscribers to the Federally sponsored Green Buildings, so we are a signature to those programs and I know that internally, with work we do as we move forward, we try to stay in compliance with Title 24 and the latest stuff on that. All of our new work we try to keep up to standards, but in terms of specific policies that are within the City, I am probably not the best expert on that. I'm unaware of an energy policy document that I've reviewed. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
44	Q21B_OT	I don't know how many are written down. I mean, we have practices. We might not necessarily have policies. / NFI
44	Q21C	Public Works /
46	Q21C	The Facilities Maintenance Department / NFI
50	Q21C	Our department - The General Services Agency /
52	Q21C	Basically, facilities, which is all the government buildings. I've got 60,000 square feet total. / NFI
56	Q21C	Public Works and The Board of Supervisors / NFI
57	Q21C	Public Works and The Board of Supervisor amd Purchasing / NFI
61	Q21C	Public Works /
65	Q21C	Enginnering, Publis Works, and building facilities. / NFI
1	Q24A	Trainings. / We do the ABAG trainings and workshops. We've hosted PG&E workshops here a couple times. / NFI
10	Q24A	We had speakers come and give presentations and they handed out rebate forms that the departments could fill out if they changed out existing incadescent lights and certain types of ballasts and certain types of flourescent lights. / NFI
12	Q24A	Broadly speaking, Sustainability practices and theory. / NFI
15	Q24A	They were overviews of the replacement project of the HVAC system at City Hall. All the people that work in that building were brought in ands we explained to them what was going to be happening. / NFI
24	Q24A	It was Green Building 101 workshop. A basic introduction to Green Building technologies. / NFI
25	Q24A	Generally, it was the Green Point System, first talking about structures, talking about innefficiencies in contruction, looking at how you look at, not initial costws anymore, but the life cycle costs, cradle to grave, recyclability. For the City of Santa Rosa we are always doing something. Recycling, the reduction of water. / NFI
28	Q24A	We've done mulit-departmental meetings on projects and how to make them more efficient. / We've done city wide ones on identifying and looking at all the energy efficient measures we can and getting input on what would make the most sense. Coming to consensus on what we can agree on. That involves all city facilities. We've had project specific meetings on certain buildings and how we make them even more energy efficient. / NFI
36	Q24A	One was on Green Building practices the other was on the use of pumps. We partnered with AMBAG. / NFI
41	Q24A	In the past it was, basically, PG&E and I'm not sure if there were any other presenters, but they were talking about things that could be done, in facilites, to save energy. This was at a Facility Manager level. / NFI
52	Q24A	We work together with the Hercules Municipal Utility Ditrict. We sit down and discuss energy issues since we are working in the same corp. yard and they show us and they talk to us about, you know, the different type of conduit cables and lamps and illumination issues and the different kinds of streetlighting, that kind of stuff. So we go into facilities and what kind of stuff. Particularly now since some of the lamps that we use are considered hazardous waste and we have to not just dispose of them in the dumpster, but collect them and take them to the facilities, so we go through all this. / NFI
62	Q24A	It's not quite as clean cut as a workshop, but, it's been featured in many different forms. About energy efficiency and techniques that everybody can do to helpreduce, greenhouse gas emissions, etc. / There's a couple forums for that. There's e-mail, broadcasting, individual staff meetings. / NFI
64	Q24A	PGE sponsored with efficiency, electrical efficiency, lighting, and equipment, building maintenance and operations and HVAC systems. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
1	Q27	The fact that we chaired and held an energy committee for three years that had 21 members that met monthly to discuss energy items, made suggestions on outreach and how to put their energy policies and ideas out to the public. / NFI
4	Q27	We have done a fair amount of publicity in our city newsletter and our city website and it's a topic often covered at city council meetings. There is a high level of interest and support from the community and the city council to do things about being energy efficient. / NFI
5	Q27	It's just my general sense from talking to people in the community and the kinds of responses we've gotten from the public in Council meetings and other forums where these things are discussed. / NFI
6	Q27	Costs. Energy costs. Environmental concerns. / NFI
10	Q27	The fact that I can see existing construction going up that are not utilizing energy efficient construction practices. The type of involvement in projects that we have, participation. / NFI
12	Q27	Anecdotal evidence. I think, also, a lot of it is based on a general assessment of the dialogue that's going on in the community on energy and the lack of connection with concrete programs that are out there. There's a lot of discussion about making Berkeley a Solar City, but really nobody's taking any steps towards conservation and efficiency. I think people want to do the right thing. They just don't know how. / NFI
20	Q27	My experience involved in energy efficiency programs through the public works department with the City of Livermore and requests from residents and businesses for information on energy. For example, we've had interest from community members on developing a photo-voltaic buying program. / NFI
22	Q27	My knowledge of what is going on in the town. / Whatever we are doing town-wide. / NFI
25	Q27	Gut feeling. I know I am passionate about it, but it doesn't mean everybody cares with the same passion. See that, in construction, only one major contractor that I am aware of, Christopherson Homes, has adopted the Green Point System. / NFI
27	Q27	My judgement. / There's interest in the business community. For example, through our economic development program, the business community appears to be interested when approached about energy efficiency issues we have. A couple of years ago we were approached on a program that was jointly funded by the city and I believe by PG&E. Any business that wanted an energy evaluation could have it done and each of us would put in up to a certain amount of money per business if they chose to participate in installing some energy efficiency improvements and there was a significant number of businesses that expressed interest in that. / NFI
28	Q27	We get a lot of people interested in conservation. We have pretty large responses from people coming to us from the City and of course, contractors. We have Green Standards which we've adopted and we provide that to all the contractors and explain that it's a Green Building and those types of things and they are very receptive to it and want it. / NFI
30	Q27	On the fact that I've been in charge of this program for the last 2 years and when these items come up at council, given the number of people in support of them. / NFI
33	Q27	I have no idea how aware these businesses are. / NFI
34	Q27	A couple things. Basically, public comments at City Council meetings and Public Works Commission meetings that I've heard regarding energy issues, that's largely it. Letters to the editor, somewhat. / NFI
36	Q27	Community meetings and various advisory groups. I'm also staffed to the Energy Commission for the County. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
37	Q27	Green Business interest in Green Business Certification. / Response to the Smart Lights campaign. / Response to the general plan update process. Response on Green building issues from developers and policy makers. / NFI
45	Q27	A Guess. / NFI
47	Q27	Response to some of our policies and decisions and recent decisions that have come forth. / NFI
52	Q27	There's a lot of people asking questions about how to get other sources of energy, you know, solar, that kind of stuff. We have some inquiries that have been given to our Public Works department, people asking can I put these roof panels on, that kind of stuff. / NFI
57	Q27	We just we don't get very many questions on it. There is a factor that the politicians in this County are really interested in these issues. / NFI
59	Q27	I haven't had a lot of experience in 6 months of what the community's desires are. That's tough because I don't know if the Council Members reflect what the community is looking for or if they're just independently interested in the subject. I suspect it's a little of both. / NFI
62	Q27	On being involved in the outreach effort. / NFI
63	Q27	Personal observation. / Daily travel. / NFI
65	Q27	Requests from citizens and inquiries by residents and project applicants. / Questionnaires. / NFI
4	Q29	LGEP / NFI
5	Q29	The Solar Sebastopol Program, I believe ties into funding, you know the rebates and stuff like that. / It's a program that's kind of a collaboration between The City and the person of the City Manager, Dave Brennan and a local, non-profit group called Solar Sebastopol that's been promoting solar installations and does public education outreach in conjunction with the climate protection campaign to businesses and realtors and various community groups and publicity at events and stuff too. The funding link the availability of loans and rebates from PG&E or the government, or whoever. It's not City funded. / NFI
12	Q29	We run Low Income Home Energy Assistance Program and DOE Weatherization Program. We are part of the East Bay Energy Partnership with PG&E. We founded the Smart Lights program. / NFI
20	Q29	PGE Programs. / NFI
22	Q29	Toilet Retrofit through PG&E. / NFI
27	Q29	I believe it was PG&E, but I don't if the funding was. I just don't remember the details on it. / NFI
28	Q29	The PG&E rebates on more efficient appliances, furnaces, those types of things that people can install and there's a whole bunch of area on the water side. / NFI
30	Q29	Small Business Alliance / NFI
34	Q29	Flex Your Power / The City recognizes, but does not sponsor or promote the Bright Lights program which is offered by Ecology Action, a non-profit here in town. / NFI
37	Q29	The Smart Light Program / Green Business Program / NFI
45	Q29	PG&E Rebates / NFI
47	Q29	PG&E programs / NFI
57	Q29	Some of the rebates and the Right Lights program. / PG&E Rebates. / The PEC programs and training. / The Build-it Green resource line. / NFI
62	Q29	Solar. / SGIP - Self Generated Incentive Program, the PG&E program for rebates for solar panels and we also promote Build It Green. / NFI
63	Q29	PG&E rebates / A solar photo voltaic power project funded by the CEC but administered by PG&E. It's called SGIP, The Self Generation Incentive Program. / NFI
65	Q29	The Safe Lites / Signal Lighting Program / NFI

ABAG LP Survey Comments

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4	Q30	Primarily through our city newsletter which goes out 4 times a year and on our city website and it is discussed at City Council meetings which are covered by the local press. / NFI
5	Q30	Public information and public events. / NFI
12	Q30	We run events like at the Green Home Expo coming up this month. We table other events, like the Solano Stroll. We collaborate with a variety of vendors trying to promote other programs. / Website referalls. Active partnerships. / NFI
20	Q30	City Website, Quarterly Newsletter / NFI
22	Q30	Through the City's website. When we announce or meetings approving the program. We don't have any newspaper in the town. / NFI
25	Q30	We sent out fliers in our utility billings, but I can't tell you the last time. / Cool roofs, there was a puch on that. Water conservation, there was a push on that. PG&E rebates, there was a push on that. / NFI
27	Q30	That particular program, we endorsed it and the staff and I, it was a contractor to PG&E, as I recall. Part of their program was to go out and take the program out to the business community. A lot it was door to door. We're a small community andit's possible for folks to do that. / NFI
28	Q30	We provide, for example, for washing machines, we sendout information in utility bills and we provide it to all the contractors coming in to City Hall for building permits. / NFI
30	Q30	Website, mentioning it in meetings - business people meetings, handouts. / NFI
34	Q30	Right now, there's only a couple things that we do. We have some information on the City's website. We have an informational kiosk in our planning and building department office that has some information related to energy efficiency on it. We do have a Grenn Building program that the City has adopted that includes energy and energy conservation in building and remodeling. / NFI
37	Q30	Through or Chamnber of Commerce, our city-wide newsletter, website, City Council Recognition ceromnies, through our contractors. / NFI
45	Q30	By having message on our website and on our cable channel. / NFI
47	Q30	On our website. In the past we've also had mailings. / NFI
57	Q30	We have a very active website for the county. We have e-lists that we send out information on. Sometimes we put out or include information in presentations. / Sometimes it's a personal reccomendation. / NFI
62	Q30	Every which way we can. / We do outreach, public meetings, training meetings, guidelines that have been passed by City Council and have been revisd by City Council and that's comng up on May 16th. We're making the standards more stringent. We outreach to community groups, suppliers, designers, architects, other government agencies within the area, engineers, construction workers, maintenance workers, anybody who's involved in building a building or involved in any way. / NFI
63	Q30	We partner with private businesses like Power Lite, their the solar power installer. We also use our Board of Directors to support the programs and Senior Management. / One way we've gotten the word out is through LGEP and PG&E. They've helped get the word out. We also have our website to promote these types of projects. / NFI
65	Q30	On project review, like on the street lights we asked the developer's desigener to install an energy efficient lighting system within the development. / NFI
33	Q32	Maybe because we are not aware of any. / NFI
52	Q32	If we promote it, we promote it for our own use. Not for the public in general. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
59	Q32	We haven't gotten to that point. We've been meeting with PG&E to talk about some things that we can do working with them, but it hasn't materialized as anything formal. / NFI
1	Q33	The Pleasanton Energy Committee. We are currently establishing an energy element to the City of Pleasanton's General Plan. / Some of them come from the city council. Some of them come from the community and some of them come from places like the Chamber of Commerce. / NFI
4	Q33	We have adopted financial incentive payments for people that retrofit their toilets or faucets with low-flow fixtures. Last year the city council passed an ordinance for energy and water conservation for new development and major remodels and they are, from what I can see, the most aggressive policies in the State of California. A few years back our City adopted a green building program that requires rating of development application to make sure that they comply with a minimum standard of green building. We have promotional information at our website and at our offices that promote a variety of energy conservation measures. / NFI
5	Q33	Through the action by The City Council for any kinds of programs or policies. / NFI
6	Q33	Having a department head initiate a policy and disseminating that policy throughout the organization and then having it approved by the City manager. / NFI
10	Q33	We would meet with the energy coordinators and discuss with them, create a panel and from that panel create a policy. / NFI
12	Q33	It varies, some comes from Mayor and Council, top-down. Some comes from The Energy Commission, kind of a top-down. Some comes from staff. / NFI
20	Q33	Council Approval /
22	Q33	We submit it to the council for approval. / NFI
25	Q33	One is cost and the other one is public opinion. Both are very strong. / NFI
27	Q33	Generally, it's someone from outside the organization will bring an idea to us and if it seems appropriate and in keeping with city programs and objectives we will endorse those and get involved. / NFI
28	Q33	We do it through our building ordinances. We have some that are voluntary and some that are mandatory. / NFI
30	Q33	We're in a greenhouse gas reduction program and that's been driving all these things, so, it's not like an ordinance or anything. It's a program that the town has entered into and there's 5 steps in it and the next step is creating a plan to implement the identified energy saving methods and that's what we are working on right now. / NFI
33	Q33	I would imagine you would have to come up with something that's going to save energy and then you would have to probably write an agenda item and submit it to the City Council and get passage of it and then you would implement it. / NFI
34	Q33	We have a Green Building ordinance and program that's through our building department. City building codes require compliance with Title 24 and we are currently working on an energy element for our general plan. / NFI
36	Q33	Typically, it's supposed to go through our Planning Department. They have said "no" the last few times I've called in the past year, for workload reasons. / NFI
37	Q33	Right now it's general plan and the Green Building. / We are considering a Green Building resolution or policy. / NFI
45	Q33	With regard to new development, there's a system wherein new housing is, there are policies to encourage it to be more efficient. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
47	Q33	We have to, within my area, come up with specific idea, those ideas are then passed by manager who is the Director of Public Works and would then go on to the City Manager for his approval. If, like it was back during the energy crisis, 2001 - 2002 area. We also went to Council and passed a resolution at that time. We're not doing that today. After City manager approval it might go on a handout in a newsletter, we post in on our intranet website, perhaps go on to our regular website. / NFI
52	Q33	Basically, starting from the bottom up and hoping it doesn't get constipated somewhere. / NFI
57	Q33	We have to decide what we want to do and then we have to develop it. / NFI
59	Q33	City council is who ultimately establish a policy that staff will enforce. / NFI
62	Q33	There's a variety of mechanisms. Most of it is just communication and trying to educate. Public education. / NFI
63	Q33	The board has to adopt policy. / NFI
65	Q33	Through ordinance. / NFI
6	Q35	What work? There was no work done. / NFI
12	Q35	The Mayor introduced them. /
25	Q35	It was actually a combination of an outside consultant out of Texas and staff. Staff is still running it. We even have one person that's really dedicated to energy, Del Trudennick with the Utility Department. NFI
27	Q35	If we don't have any policies that means there's nobody working on it. / NFI
1	Q37	Sometimes complexity of the issues involved make it difficult to get knowledge through to the affected parties. / One of the things that the City of Pleasanton is considering Community Choice aggregation. That's a program where the city would become an energy retailer. The idea behind that is that they would also be able to buy or build resources that provided renewable or sustainable restoration. / Complexity of the problem and getting that into a manageable frame of reference for the council and lay people. / NFI
4	Q37	Looking at both the technical and financial feasibility of some specific policies or requirements. The analysis of financial feasibility and practical feasibility. / Availability of the new technology or contractor familiarity and comfort level and also the confidence that it is a practical and appropriate technology to apply and require. / NFI
6	Q37	Change. Changes in current practices. Requirements for additional resources in order to administer the policy. / NFI
10	Q37	Required, up front costs, inconvenience to existing staff, lack of awareness from the staff. / NFI
12	Q37	I think costs, policy costs. Justification of the costs. Administrative systems and staffing. Public outreach and acceptance. / NFI
20	Q37	Staff time / The current staff don't have enough time to do it. / NFI
22	Q37	The lack of time and the lack of staffing to address those. Since ours is an affluent community there is not much pressure to encourage energy efficiency. They don't even like the low-flow toilets./ NFI
25	Q37	Community acceptance and education. First you have to have the education for the acceptance to occur and then funding is always the last piece. / NFI
27	Q37	I really believe for us the issue is simply not having staff resources to devote to it. Even with outside help you need to have somebody internally to coordinate with the outside assistance and we just have great difficulty freeing up that kind of time. / It's resources and whether it's specifically money if there was some physical thing we wanted to do or adopt a policy that would require us to spend money on things or having the staff resource to carry it out. It really does come down to budget restrictions, which other priorities tend to take precedent. NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
28	Q37	Trying to create a policy that can be effective in the real world. It's easy to have an idea. It's difficult to actually implement and turn it into a policy that will actually apply to all situations. / NFI
30	Q37	The cost. It's always the cost. / NFI
34	Q37	Resources for technical information, staff time, and potentially funding, if there's funding involved. Since we've been working with LGEP, they've done a really good job of providing the technical resources. / NFI
36	Q37	Other types of political interests involving our planning process. I'm not talking about the planning process within my department. I'm talking about the Planning Department for the County. / NFI
45	Q37	Developer pushback. / Developers pushing back against the idea. Saying that's hard to do or something. / NFI
47	Q37	Perceived of importance or urgency on the part of City leadership. / Budgets. / NFI
52	Q37	Obtuse minds. / Dinosaurs. / People that are not willing to go Green. / Some of our elected council members. They are the ones that are actually going to say yay or nay and sometimes it goes, you know, 6, 7, 8, 9, 10 meetings and the item doesn't even come to discussion because they don't think it's that important. / NFI
57	Q37	Whether it's going to affect the cost would be a concern. / We need staff and funding and incentive, you know, desire or we need to get through this process that we are starting to develop an energy strategy for all of the Cities and the County in the area and then they will come forward with recommendations that we say that we think this program should be implemented or created and then that would probably come back to us and give us the direction to go ahead and do that. / NFI
59	Q37	Lack of staff time. / NFI
62	Q37	Change of any kind and institute it uniformly. / Payback period. / NFI
63	Q37	The lack of personnel. / Time to go through the board process. That can take several months or up to a year. / NFI
65	Q37	None that I could think of. / NFI
4	Q40	We're working with LGEP on a couple other policy ideas like a retrofit upon resale program. We will be looking at that in the coming months and also the related thing of seeing if we can retain someone to go out and actively retrofit houses outside from a sale or new construction. We will be looking at if that is feasible for us to do. / NFI
7	Q40	We had a company come in and review our lights, the type of fluorescent lights that we were using. We had those upgraded. Installed T-8 lighting. / We are in the changing our co-generation power plant at our treatment plant and what that's going to allow us to do is use methane gas, which is a by-product of waste water treatment. To actually power our plant. We currently have co-generation there that produces about 30% of the power we need and we're going to be increasing that to about 80% and eventually up to 100%. / NFI
9	Q40	We did a renovation of City Hall with upgrading the motor and the controls to digital controls. / NFI
10	Q40	We're meeting with different groups to provide an assessment of some of our 24 hour locations. We're also involved, actively, with the AMBAG group in providing a community-wide forum and an organizational meeting that will help the community see the importance of energy conservation. / NFI
15	Q40	The City's looking at going into a regional energy provider program with all the municipalities. Which is a City-wide thing. / NFI
17	Q40	We make sure that our thermostats are set at the right level. We turn off lights and computers in buildings. / We post signs saying to turn off equipment. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
19	Q40	We're about to embark, through the effort of LGEP, I guess, through their assistance and with our won identified needs for improving our efficiency. We're about to formulate an energy project that we could then looking at funding & implementing and that's going to include a lot of different elements. / It's going to include changing out existing heating and chilling coils. It's going to modify our central mechanical plant. It's going to be a fairly involved proyect. / NFI
20	Q40	Livermore is working with the City of Pleasanton to develop a community-wide, customer friendly photo-voltaic buying program. We've conducted an RFQ process and we've found a qualified candidate to design it. LGEP is going to help us evaluate the proposed design. Council has adopted a civic Greeg Building ordinance, but staff is working on and has proposed and discussed with council a proposed Green Building ordinance for residents and businesses and LGEP is providing input on an energy section of that draft Green Building ordinance. LGEP has conducted an energy audit of all City facilities./ Environ. friendly purch. guidelines/ NFI
21	Q40	At this point we are just going to work with ABAG's audits to work on, with the funding that's available, to prioritize and carry out energy projects that are identified during the audit. / NFI
22	Q40	Use of energy efficiency lightbulbs. / NFI
23	Q40	We are looking at what's called "pump optimization" for our water system. / We're spending several hundred thousand dollars on pump energy costs. A substantial portion of that is that the control system opereates the pumps - turns them on and off based on water system demand in the resevoirs. The result is that we have a substantial amount of pumping in on-peak periods. Using S.A.C.D.A., pump optimization uses a software control system to recononfigure it to permit pumping only on partial peak or off peak periods unless there's some emergency. / NFI
24	Q40	We track our energy bills. / We have upgraded lighting at the Finley Recreation center. / We've purchased variable frequency drives for pool pump motors. We are budgeting for a co-generation system. / We had our control system fine-truned at the Public Safety Building. / NFI
25	Q40	Obvioulsy, City of Santa Rosa is looking at street lights, LED tecnology. Their also looking at more photo-voltaics. We're also looking at the fleet for use of fuel. We're looking at increasing bicycle paths. / NFI
28	Q40	We have our greenhouse gas reduction program. That was more of a local effort with the Cities and the County. We have the Green Building Ordinance. We've worked on development agreements with the developers doing the large developments in the City. / NFI
30	Q40	The biggest one is the Greenhouse Reduction program. There's some stuff in our general plan, which is a planning document for our town which encourages energy efficiency in new buildings and things like that. It doesn't have a lot of teeth. It's more like goals and policies. But, defintiely the Greenhouse Gas Reduction is our biggest program of all the departments. / NFI
33	Q40	We've done a big retrofit project throughout all the City facilities where we replaced all our old lamps and ballasts with T-8's and electronic ballasts. / WWhen we've had new construcion projects, buildings mostly, we've tried to incorporate energy efficiency type of heat genereating facilities and things like that. / NFI
34	Q40	We are working with our local government commission, which is AMBAG, council of governments. The City is a participant in AMBAG and I'm working with them on a regional energy plan and also, a partnership with PG&E for the area that it serves. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
35	Q40	I just had an LGEP, they wrote up a complete report on my building and we have a number of items on that list that we want to get going, but we haven't started any of them and the reason for that is that it's my responsibility and I'm leaving my job here in 1 day. So, it's just I haven't really got things kicked off, but it's all kinds of things like new windows in this building. We were going to look at some solar power. We were going to look at a new heating system. There were a number of recommendations they made based on our report to us which was very valuable, but I just haven't had an opportunity to act on it. / NFI
41	Q40	We've mostly been focusing on lighting. In one of our facilities we put in that film, reflective film. / We've done some analysis of solar and so far when we've looked at it we've found, unfortunately, that it's not cost-effective, but I would hope that we take a look at it again as the technology improves. / NFI
43	Q40	Basically, we were using an ESCO to do a performance contract previously and that construction aspect and implementation is now completed and we are in the monitoring and verification stage, letting the financial end of that come together. What we're looking at now are the smaller projects that were less viable for the ESCO type of approach. We are looking at those internally and that's what LGEP has been giving us advice on. How to proceed and identifying what those projects might be. / We're looking at local business and citizens have formed a Solar initiative called Solar Richmond. To incorporate 5 megawatts over 5 years. / NFI
44	Q40	We've got a project coming up on a community center where we're considering photovoltaic units on top of the facility. We've got a swimming pool project coming up where we'll be assessing the use of photo-voltaics. / NFI
46	Q40	We're working on, actually working with PG&E and Savings by Design on a new paint booth. We participate in the Critical Peak Pricing program. / In the design of this (paint booth) we are looking for extra efficiency, either through insulating or high efficiency motors, high efficiency lighting, things like that. Just trying to build in as much efficiency as possible. / NFI
47	Q40	We're currently working on the lighting audit and we're trying to look at some other ways of saving money in various facilities. They've come in and we've identified specific facilities and we're going to look at potential cost improvements and so we're in that process which is why I can't tell you we actively have a program because we're developing policies, procedures, programs and I anticipate that taking a period of time. / NFI
50	Q40	We've implemented a number of photo-voltaic projects and we're at the end of implementing a fuel cell project. / NFI
54	Q40	We have the energy audit that was conducted by ICS and a review of that same audit by LGEP and we're implementing portions of that energy audit's recommendations. / NFI
56	Q40	We've put in a co-generation plant. / We're undergoing lighting retrofits right now and looking at other boiler options. / NFI
60	Q40	I have 40 different energy efficiency projects that we are currently considering for energy efficiency. We are trying to bundle them so that we can get more done. / NFI
61	Q40	Like I said, we are evaluating solar panels at our older buildings to see if they are good sites for that. The pumps - we're actively looking at planning for the next 50 years of how can we prove our pump efficiency and I know it sounds minor, but it's hundreds of thousands of dollars every year. We're also looking at changing our telemetry system to take advantage of off-peak pumping. And, actually, the LGEP report was actually very good because it made the firefighters look at how they are consuming energy at the houses. It's a very minor use, but it's significant relative to what they do. / We've bought electric cars too. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
62	Q40	Employee Commute and one that's probably fairly unique to us and that is Waste Water Final Disinfection. We currently use ultra-violet for our final and that's a gigantic energy user. / NFI
64	Q40	That's about it for right now. Like I said, lighting, HVAC, controls, systems, you know, energy efficient systems, but that's all, just pretty general. / NFI
1	Q41	There was high level of initial interest and then there was a long period of nobody getting back to us on some of the audit work that was done. / I don't know what the delay or the problems were, my guess is that the program became popular and so they may have been understaffed and at times the program languished. / NFI
4	Q41	If they had more time and money to get deeper in to some of these issues, technical issues like ordinance requirements or writing an ordinance for us. If they just had more resources to take on more work. / NFI
6	Q41	I'd like to see more follow-through. It seems like there were a lot of things discussed and, but, uh, you know, the follow through needs to happen better on our end or their end or both. / NFI
8	Q41	I'd like to see more follow through on the existing buliding assesments that we identified and discusssed. / NFI
13	Q41	I would like to see the level of funding per project, per effort increased. / NFI
15	Q41	Their scope be expanded. / I think they were limited. / They were really focused to do a certain amount of things, that they were authorized under the scope of work that was provided when we signed up. I think that scope of work should be expanded. They could actually branch into some more areas. / Energy assesment of new buildings. Looking at new projects for public agencies. / NFI
19	Q41	It would be nice if there was more latitude allowed, like the ability to be able to utilize them for co-generation. / Maybe just in general cover a wider range of energy related projects. / NFI
24	Q41	They did an energy audit of our Finley Center and it took almost a year to get that complete. That's too long. / NFI
25	Q41	Hopefully, it will be refunded because most agencies don't have the expertise or the credibility and I think that's most important. Many people are just great individuals and have a lot of knowledge, but they don't have the right certificates. They don't have the buy-in. When it's an outside consultant it carries so much more weight than if I generate such a report. / We'd just like things done quicker. / NFI
36	Q41	I'd like them to, when they commit to a work plan, actual do it. / I'm looking at the list of things we agreed on and this took months to get them to agree. Our vendors didn't have any repsonse at all and I bet this is because they were overloaded with the number of jurisdictions that are committed, but, and I gave them until December 2005 to start, none of these, there's supposed to be 7 to have been completed by now, none of these have happened. / NFI
42	Q41	5/1 13:32 COMPLETE - Q41(Continued here.) to work with LGEP. Primarily because of the funding issue. Not knowing where the funding was coming from, not knowing who was going to be the lead and, in essence, we'd like to see better coordination between LGEP and other entities that are working towards the same goals. If you're working on energy effeciency and you're working on Greenhouse Gas Reduction we'd like to find ways to get some economy of scale and work together so there's not a duplication of effort there. / NFI - COMPLETE GregH*

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
42	Q41	Yeah. I think that's the main issues is that there was somewhat of a pullback or an uncertainty that we could move forward because of the funding, the uncertainty about funding and whether the program could move forward with our type of business. In essence, who would be representating water agencies, in this case. Would it be LGEP? Would it be PG&E? Would it be Quantum Consulting? / Funding to the LGEP program. / The other issue is the coordination between LGEP and other efficiency programs. / We had difficulty getting coordination between a consultant that's working on our Greenhouse Gas Reduction Study (continued in end notes)
47	Q41	It would just be nice to move things forward more quickly. There's been a lot lag time between the various components. We get involved with something we go gangbusters, but then it just sits for a period of time. I know they're serving a lot of agencies, but it would be nice to be able to expedite the process a little bit more. / NFI
52	Q41	It's a little, at the moment, as I said, we're understaffed and some of those programs could get dropped through the cracks unless somebody picks them up. / NFI
54	Q41	It's an organizational issue we have. It's dedicating staff to work with them, You can gather by my answers and lack of oppurtunities to return calls to you that we've just had difficulty dedicating staff to work with them. / NFI
57	Q41	I would like to see that they have the capability of also handling renewable energy because I think it's a mistake to only do efficiency and not do other issues related to energy. / NFI
60	Q41	Evaluation of generation potential. I understand that they are precluded by their funding from looking at co-generation projects. I think co-generation is another option that should be on the table. / NFI
61	Q41	I think they did a job. It took them a little while to evaluate the bill. They kind of went away and they came back, but they came back with a good report it was just that there was a lag time in there. I want to say, like, 6 or 8 months. / NFI
1	Q42	They did an excellent job in providing us input and expertise on the energy element of the general plan and that was really helpful. / Good feedback. Staying in close communication with them. / NFI
3	Q42	It seems like it's all fairly new, even on their end. They don't have a whole lot of experience. Sometimes they kind of have to search for the answers when I've asked them questions, but I'm sure it will all get better as this goes on. / NFI
9	Q42	I went to some of their training programws that they had, some of their seminars and they were beneficial. / NFI
10	Q42	It would be nice if we had more staff on our side. They were ready to work for us and we just don't have the staff. / Just staffing, they had me doing 4 different jobs at the same time. / NFI
15	Q42	I learned that there were limitations on what they were authorized to do and I honored those limitations, within reason. / For example, when were trying to put the bid specs together for the HVAC rehab project at City Hall, it wasn't really within their scope to prepare them. They could review them, but they were limited on how much time they could really put into that for us. We scretched them to get them to do more than they were really authorized to do to review that kind of stuff. / NFI
20	Q42	One of the issues that was a Livermore problem and not an LGEP problem was developing priorities because there are so many things that we want to do. WE have a big list of priorities for energy efficiency programs and we are ticking them off one at a time. For instance, we'd like them to provide assistance with a master energy plan, so that down on out list. / We would very much like them to be refunded. They've been of great benefit to Livermore. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
23	Q42	I've got the contact list. They've published a number of reports that I felt were very useful. I thought they were extremely helpful and supportive. Perhaps, in addition to talking to the operational management they should think about consciousness raising for decision makers - the elected officials. / Policy makers and elected officials, basically, aren't real sensitive in our community to why energy savings are good for everybody. / I don't see any connection that the decision makers are making that although they can afford to spend unnecessary funds for energy that in the overall scheme that it's hurting the State. /NFI
28	Q42	They provided a technical assistance for our agreements with developers and the Green Building Standards. / They provided us the information we needed to accomplish those things. / NFI
30	Q42	It started out really involved and sort of dropped off and part of that's my fault, you know, I don't expect them to call me and prod me along, but that might be something. / NFI
34	Q42	They've just been very responsive. / Their staff was very responsive. I dealt with them mostly by e-mail and they were really good about getting back with that. They were quick to say whether they could or couldn't help on an issue. They're nice. They have found resources to do some things that have surprised me, which I didn't think they'd be able to do, like the retro-commissioning. / NFI
35	Q42	I learned that you can get quite a bit from them of value, for example, they have consultants that helped us with our analysis here that it was valued at some \$12,000 - \$13,000 that was all free. So, it's a valuable service. / NFI
40	Q42	I just kind of followed their lead. They were very supportive and educational. / NFI
42	Q42	Yeah. Just needing to provide them the information as quickly as possible and, kind of, enabling them by responding, getting back to them quickly so that they could do their work. / NFI
43	Q42	What I've learned is the workshops can be very valuable, in terms of education and information where other workshops might be kind of boring and not really informative. They really made an really strong effort to get the folks that really know the various topics together. I've learned that the workshops are valuable. / NFI
47	Q42	It works well when we are actively communicating, but, you know, like I said, that's all program driven where when we're actively involved in a specific City project with them it moves quickly, but in between those times it's like all of a sudden we're out in dead space. / NFI
52	Q42	Guidelines. / You know, information that can be useful to implement the plan that we're trying to push forward. / NFI
54	Q42	I think as an organization, I think the organization needs to assign the proper department to work with this group. That's part of the problem. / (You are referring to your organization?) Yes. / NFI
56	Q42	To kind of be better organized on our data collection and getting information to them. / NFI
61	Q42	They were very cooperative and actually it kind of benefitted us to have it come later in the process because they gave us a lot of benchmarking information which was very helpful to us as we were explaining it to our council and to the staff members. / NFI
62	Q42	To sit down with one of the principles and get a good understanding of what the breadth and scope of their charge is and so then I could participate better and so that we could be better prepared to exploit their capabilities. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
63	Q42	This is the first time we've done a lighting retrofit. So, the lesson learned would be how to do more projects like that in the future. To streamline and make the process more efficient because no project is perfect and you can always make it better. / NFI
64	Q42	The lesson's to know who your contacts are. We had a lot of people involved; suppliers, people doing the study out here for us, the installation people, and just getting to know how that system works was very helpful and not knowing from the start was very confusing. / NFI
65	Q42	When I first started I always thought that energy was always through an electric company, you know, like PG&E. I never though that there were other forms for government to purchase electricity at a more reasonable rate. That's good to now. I didn't know about this until finance told me because I approve all the bills. When I assigned some account, finance came to me and said this is through ABAG. I said, okay, what is that? I didn't know that there are some agencies through ABAG that can sell energy through their systems. / NFI
1	Q43	It was okay. It was the first time that ABAG was doing it and it was fine. / They did an excellent job and provided input and expertise in the energy element of the plan. / NFI
3	Q43	Overall, my opinion is good. / Their responsiveness, like I said, I don't think they are as experienced as they could be, but I think we're all on a learning curver here. / NFI
4	Q43	I though the program is excellent. I think we are very glad we participated. They were helpful, invcluding in expalaing to our City Council technical issues and pros and cons of different policy choices to help make good decisions. I think they were very good in that. / NFI
6	Q43	I'd like to know more. I'd have to chek with the person really in charge before I got into that. / NFI
8	Q43	It was very helpful in assessing a maitnenence contract that we had, a gauranteed savings contract that we had with Chevron and it contributed to my cancelling that program, that contract because were acheiving the savings, so that was a very positive thing. The one area, that I referenced earlier, that I would like to see follow-up on is the Building Assesments and development of priority reccomendations for energy efficiency programs or measures that we could take. / NFI
9	Q43	I think that their training programs are well done, but as far as getting back to us with what they can help us with here is not as strong as we'd like. I know they are busy. / NFI
10	Q43	I think they're a great group. They are very helpful and knowledgabele, They want to provide the best service possible and they work along with, try to work along with our time fame. / NFI
12	Q43	I think it's been really helpful. It's helped us to put together a policy that we would not have been able to approach, even consider, without their technical support. So, it's introducing a new policy that wouldn't even have come up for discussion without their involvement. / It's an update on our Residential Energy Conservation ordinance. / NFI
13	Q43	I thought it was good and very helpful and the staff showed a high willingness to participate and help in any way they could. / NFI
14	Q43	I think we view the program as very valuable. It saves us money and the idea is to save money. We meet those goals. / NFI
15	Q43	I think it's been good and I hope it continues. / NFI
16	Q43	I think it was valuable. It provided some good insight - detail oriented. A good program. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
17	Q43	I think that they worked really well with our staff. I had a minor role in it, but at the meetings I went to I thought they were very knowledgable. I thought their report was concise. If we do any of the reccomendations we will save a lot of money and we should. / NFI
19	Q43	I think I was very pleased with it. It's, just again, trying to identify the areas that they're allowed to assist in and then when they're not able to assist you need to just make other arrangements. From my perspective, I just need a better understanding of the program. It just took me some time to get up to speed with what they (LGEP) actually provided. / I think I've pretty good handle on it, but it's like anything else...I wish I had the time to study the detail more on a lot of things, but I think I have a pretty good perspective and I think that's due to LGEP's ability to keep things rolling on areas they are responsible for./
20	Q43	10 out of 10. / They're great. Everything we've asked them to do they have done splendidly. / NFI
21	Q43	It's a great program. / NFI
23	Q43	If they can do an outrecah to decsion makers and try to create an atmosphere favorable for a pro-active approach to energy conservation then that would be an important initial step. / NFI
24	Q43	They're quite eager to quite. / NFI
25	Q43	I think it's good. I thought it was solid. / I just hope that they renew it. It's very important to have that outside set of eyes to promote energy efficiencies better. / NFI
26	Q43	We've had a positive experience and that the staff involved were responsive to our needs and questions. They were able to provided us with some solid suggestions and opportunities for the future. / I would think it would be benefecial for us to continue a partnership locally or if another opportunity is available through participation with ABAG I am sure that we would want to be involved. / NFI
27	Q43	I think it was very helpful. It kept us aware of things and it was designed to try and deal with the realities that we were experiencing here. / NFI
28	Q43	I think they've always been very responsive to us. We've asked for information and assistance and they've been repsonsive and helpful so far. We've been very happy with working with them. / NFI
30	Q43	They were great. They were always willing to do stuff. I hope it gets renewed. It definitely has been a great service to us. They've done a lot of energy audits for free and them taking up some of the cost really helps to sell these ideas. It's definitely been an assistance. Rebates or just free service is certainly helpful in trying to sell this to people who sign checks and things. / NFI
33	Q43	I think they've been very helpful and steered us in the right direction and got us going on this and we're in the early stages of it still, but we are moving forward on some of these items. / NFI
34	Q43	It's been an excellent program and it's exceeded my expectations for what we would get out of it when we joined and I think the staff has been good about helping to bring things up that we have otherwise probably missed. They've been perisistant about us getting things done and that kind of persistance has been good because it has caused things to happen. I couldn't have asked for more from the program. / NFI
35	Q43	I think the program was great and I think that if we did have more time to focus on that type of thing here we would have been able to take more advantage of it. / NFI
36	Q43	I think once they get in gear they're fine. It's getting them started and following through on their committments. I think we're a smaller jurisdiction and we're not "wagging the dog", so to speak. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
37	Q43	It's been very useful. / The report they provided. / It summarized all of our electricity usage. / NFI
40	Q43	Well, the assistance has been excellent. / NFI
41	Q43	I haven't seen the results of their analysis. I don't know if it's been completed or not. I don't if there's been a report yet, but I haven't seen anything yet. / NFI
42	Q43	My opinion is very high. Especially of Jen Fox and her representing our agency. It's a great program. / NFI
43	Q43	My overall impression is they're very available and the resources that they are able to provide are good. They're more than willing to work with the various members. In our case, we have not availed ourselves of some of the more hands on engineering and audits as much as we might in the future. The workshops have been very informative. I would only suggest that they continue with the PUC funding that they're doing some of that work in concert with PG&E. Utilize moneys targeted from the PUC to do things PG&E used to. Now, it seems like LGEP is doing the outreach and partnerning with PG&E. I think that should continue. / NFI
44	Q43	So far it's been fine, I mean, it's taken an awful long time and we haven't got to the end of this project, so I haven't really sen the results. / There was quite a lag between the time that we authorized release of energy data from PG&E versus the time we actually sat down with the consultant and went over the usage data with the consultant. / I think it's a great service that ABAG is providing because if it were not for this program we wouldn't be doing the analysis that this LGEP program is providing. / NFI
45	Q43	I'm very happy with the services we've receieved. It's been both focused on what are needs are and they haven't pushed us beyond what we're able to do within our staff resources and they've also helped us line up financing opportunities. It's been very good. / NFI
46	Q43	Very good. A good experience. We are looking forward to working with them on doing someof our other facilities. / NFI
47	Q43	I believe it's a good program. I just think that it's a little, and maybeit's because they are trying to service so many agencies, it's a little slow in it's implementation. We don't procedd real quickly from one phase to the next. / NFI
48	Q43	I think the program is excellent. I think the people that we've worked with should be commended. They do very thourough work and good follow through. / NFI
50	Q43	My overall opinion is very positive with them. We continue to use their services. / They're able to bring an expertise to the table that would take us a government agency a long time to do. / NFI
53	Q43	I'd say it's been good. And what I mean is we've had minimal, other than the assesment and then just back and forth correspondance, we haven't had a lot of interaction so far. / NFI
56	Q43	I think they are really good, they're cooperative and they're very knowledgable folks. We've worked with Anne and Leslie, and Ryan and they're all real helpful and knowledgablein their field, able to show us all sorts of things. / NFI
57	Q43	I think they've done a great job. They've been really responsive to us and it's really been helpful to me personally to have them there working on these issues and turning them around and sending me things and saying, here's this, here's that and it's just lightened my load up a lot and sped up a lot of the work that we've done. They've been very responsive. / NFI
59	Q43	Positive. I just wish I had more time to devote to the subject right now, but I don't, but I hope that will be something I will be able to do in the future. / NFI

ABAG LP Survey Comments

QCID	VARIABLE	COMMENTS
60	Q43	Very favorable. I think they are doing a great job. / The training I went to the other day was really basic and not helpful to me specifically, but it was a good training program with good information. / NFI
61	Q43	I thought it was a very good program, actually, because it does give you some of the studies, the real issues, someone who understands the real issues and studying energy bills is anything but glamorous. They really take a responsible look at each individual location and what the costs mean. I thought it was very helpful. / NFI
62	Q43	I think that they are on the right track. I could use a clearer definition of their charge and their responsibility and their role. / NFI
63	Q43	We were very, not only grateful, but the staff is professional. They are, obviously, knowledgeable and experienced and actually, helped us complete one lighting retrofit project with plans to do 5 more on other facilities. / I hope these questions are geared to support funding the program because they have been very helpful. I hope that's the purpose - to let the people that fund these projects and programs know that it's working. / NFI
64	Q43	One thing about it that kind of just annoyed me a little bit. The equipment that the supplier suggested, after it was realized that we were going to do retrofits or whatever, seemed to be quite more costly than the normal equipment that we would have purchased otherwise. Their suggested vendors, in other words, okay? Their prices seemed to be extremely higher than if I had purchased them normally. So when the costs came out, the bottom line, it wasn't as much savings as expected because of the cost of supplies. / I think it turned out to be a positive move and I'm glad we did it. / NFI
65	Q43	I would be nice, if for new staff, to let them know. For example, if I'm gone, my replacement would know about this. It's kind of hard to relate. Just a summary of what ABAG energy arrangement through every city has. I guess there's nobody that could write it better than people that are actually doing it. / The concept of the operation. What started it and the rate comparison, you know, just like a summary, would help. / NFI

D. PROCESS ASSESSMENT MEMORANDUMS

This appendix includes the three Process Assessment memorandums, each includes a program response. The combined analysis of the Process Assessments can be found in the body of the report



October 14, 2004 (Response Appended February 23, 2005)

To: Jerry Lahr, Association of Bay Area Governments
Bruce Chamberlain, Energy Solutions

From: Tim Caulfield, Equipoise Consulting Incorporated

Re: Initial Process Assessment of the Northern California Local Government
Energy Partnership (LGEP) Program Evaluation, CPUC Program No. 1112-04

CC: Nick Hall, TecMarket Works
Pete Jacobs, Architectural Energy
Peter Lai, CPUC/Energy Division
Ted Pope, Energy Solutions

Caution

One ever-present issue for any process assessment/evaluation is the potential that the readers take recommendations as criticism that the program or its staff are not doing a good job. It is important to remember that the program implementation staff have taken a program from concept to reality in a very short period of time, making the practical day-to-day decisions necessary to deliver the program. When in the trenches daily implementing the program, it is often difficult to see some of the niceties or nuances that come into focus when evaluators take the time to do a process assessment. The recommendations made in this process assessment are intended to assist the program in meeting and documenting the achievement of its progress against its goals. They should not be taken as criticism of the program.

Summary

Overall, the LGEP team is doing a good job of fielding the program, enrolling program customers, and starting the process of serving the customer needs. Program managers communicate well and have a common understanding of the program structure and primary goal. Staffing and program ramp up appear to be progressing as one would expect for a program at this stage. An ambitious program tracking database has been created and is operational, although operational issues remain. Recommendations are made for (1) clearer communication of program goals and progress against goals to all program staff, and (2) database and documentation trail improvements.



Introduction

This process assessment memorandum constitutes the first of three process assessment reviews of the LGEP program. Each of the three assessments are limited to interviews with five program staff at what are considered by the evaluation team to be key staff at the times of the interviews. The process assessments are combined with the information supplied by the quarterly database reviews to broaden the picture. As such these process assessments do not compose what is generally recognized as a comprehensive process evaluation. This initial assessment is intended to view the program shortly after start up in order to give feedback early in the program, where hopefully it will be most useful. Three of the five interviews were with the top program managers. This was done to assess the clarity of the program message and consistency of the direction being given to program staff. The additional two interviews were with mid- to lower-level program staff responsible for implementing the early program tasks. Interview results have been compiled and, since there is such a small sample, will be retained by the evaluation team to maintain confidentiality of the individual responses. The interview instrument supplying range of questions asked is attached to the end of this memorandum.

General Findings

The program staff interviewed have a good handle on their responsibilities within the program and appear to have appropriate experience and expertise to handle those responsibilities.

Given that the program is in the ramp up stage where it is growing rapidly, it seems adequately staffed at the levels observed. The program management seems aware of staffing bottlenecks and indicates that they are taking steps to alleviate those constraints. One project manager is recognized as being overloaded at the time of the interviews and there appear to be constraints on the rate that energy assessments can be conducted. The project manager overload issue is considered by most to be a short-term issue that will be resolved by adding staff, creating a “lead” person for each city, and by delegation. The backlog of energy assessments appears to be tied to data acquisition from PG&E and may also be staff limited. Program managers are aware of this issue, are working with PG&E to improve data acquisition flow, and are tracking progress on the data acquisition and staffing issues.

When staff were asked if there were any improvements in staffing levels that they might recommend, most thought that they were about right, with the exceptions noted above. One person suggested that there were quite a few people working part time on the program, and that possibly fewer people working full time would be a more effective use of staff. This kind of choice is up to company and program managers, but this feedback to program staff may be useful.



Program managers gave consistent descriptions of the program structure and staffing levels, indicating good communication and dissemination of program structure.

The program appears to have well developed lines of communication, relying heavily on email and telephone for routine daily communication and on bi-weekly emails and quarterly meetings to update staff on program progress and coordinate efforts.

Staff Training

The program has developed a Policies and Procedures Manual, Database User Guidelines, and Database Entry Procedure to assist staff in conducting the program. The general consensus is that most training occurs one-on-one or informally “at the conference table”.

While staff seemed to have a consistent understanding of the project in general, when queried about potential additional training needs, a few indicated that additional training on the use of the database might be a good idea.

One issue that did arise was that staff did not have a consistent understanding of procedures for handling customer complaints, possibly because there have yet to be any. The program does have a clearly defined customer complaint reporting and handling procedure spelled out in the Policy and Procedures Manual.

Recommendation:

2. Program managers should make all staff aware that there is a complaint procedure spelled out in the Policy and Procedures Manual. This way if or when a complaint does arise everyone will know that a procedure exists and where to find it.

Knowledge and Understanding of Program Goals

The program staff interviewed knew where the goals could be found and how they were set. While most staff could identify the number of enrollees targeted, and had a ballpark idea of progress against this goal, most could not list all of the program goals. There was a general awareness that the program seemed currently be falling behind on the energy assessment goal and efforts were being made to correct this. The fact that the staff cannot keep track of all of the program goals is not surprising since the program has 13 goals and another 6 Activities targets (Section V, Goals of the PIP). With this many goals and targets it is virtually impossible to continuously keep track of goals and progress against goals. Since some of the goals are sequential, it might be a good idea to identify the one or two of the current or most important goals and keep the program team aware of progress toward those goals. For example, in the early stages recruitment and completion of energy assessments might be the appropriate goals. In the final stages of the program the goals of interest



might be the number of agencies receiving sustained technical assistance and total kWh and therms achieved.

It is important for the staff to uniformly understand the program goals, even if they represent only short-term goals, so that they are working toward the same goals and understand progress toward those goals. This gives them a feeling that they are contributing toward achieving the goals and assists in getting the staff to “buy in” to the program.

Recommendations:

3. Select a single format showing a comprehensive set of goals (may already exist in the document named ABAG Goals DefsAnd Documentation_Rev9-16-04 or from a database report), which includes progress against goals, update regularly, and circulate to all program managers.
4. Identify one or two key goals (these may be time dependent) and include the goal and progress against the goal in the bi-weekly email. If a single goal can be identified consider posting a thermometer type chart on a central bulletin board showing progress toward goal (alternately distribute periodically).

Knowledge of Target Population

The staff interviewed, who were mostly management, clearly understood the main target market criteria. A couple of staff pointed out that the program was not currently making an effort to target the hard-to-reach market sector, despite the fact that the goals include 15 hard-to-reach communities out of the 35 enrollees. At least one stated that the distribution of hard to reach agencies (by the program definitions) within the population was probably adequate to reach the hard to reach goals. It was also pointed out by a couple of interviewees that the program may want to target the smaller communities that are less able to initiate these efforts on their own. These communities are also more likely to be hard to reach. The program should consider including, as part of its goals tracking effort, whether targeting of specific communities is necessary to assure attainment of the hard-to-reach goal.

Program Promotion and Marketing

The promotion and marketing element of the LGEP program is the most developed segment since it is first part of the program to be fielded. Also the program design included regional government agencies as the marketing mechanism, clearly defining this role. The program uses ABAG, AMBAG, and LGC, with all of their attendant contacts, to market the program. The agencies use their newsletters, contacts and regular meetings to promote participation in the program. The marketing mechanism seems to be working well so far in that the program is currently on track with their anticipated rate of enrollees.



In addition program marketing staff are considering whether to add elected officials to their marketing lists.

The program does no mass marketing (other than mailers which are used for awareness more than marketing).

Customer Tracking and Program Database

Customer contact tracking is accomplished through an on-line tracking database. Each person who has significant contact with a customer is supposed to access the database, enter the key information from his or her meeting/customer interaction, and assign work to other individuals through the database. It should be recognized that the database is very new (only made available about mid September 2004) and is still going through iterations to improve it. However, most of the staff interviewed expressed some concern about the use of the database during the interview. It would appear that training efforts need to be made to overcome user inertia and/or to modify the database to make it more user friendly. The two separate staff who use the database most described it as “cumbersome” or “clunky”. Since this database is key to program operation and documentation of goal achievement, getting all staff to use it routinely is essential.

When queried about who performed quality control on the database, what the criteria were, and how it was documented, it was clear that no one was assigned this task yet.

As part of this process review, Equipoise reviewed the Database User Guidelines and Database Entry Procedures documents prepared for program staff. Input also came from Equipoise’s initial and third quarter database review. In certain data entry procedures it is necessary for the user to hold down the control key when entering an additional entry, in order to avoid deleting all prior entries. If this procedure is not followed, prior entries are lost. This lack of data protection is not appropriate for a program tracking database used by a range of individuals.

Recommendations:

5. Assign a person to conduct regular routine quality control assessment of the data in the database, establish quality control criteria, and document the results and remediation steps taken.
6. Consider whether user-friendliness updates should be made to the database or whether user reticence issues can be overcome by training.
7. Consider whether additional safeguards need to be added to protect against users inadvertently modifying prior entries.

While it was not discussed during the interviews, program managers should implement a sound database backup policy if it does not already exist.

Backup Paper File Documentation – The program currently does not have a centralized paper filing system. Paper files on the program activities reside in the



Energy Solutions program manager's personal files. There were no apparent uniform criteria for what information should be in program files.

Recommendations:

8. Create a centralized program filing system designed to contain the definitive paper back up documentation on each program participant, and as appropriate, to support nonparticipant-specific program goals.
9. Create a standard list of documents that should either be present in each file or should be documented as to why it is not necessary that they be present in the paper files. In general these document should be the paper forms or reports that back up the claims of the program progress against goals. Given that the documents can be uploaded into the database, documentation may simply include a reference to a location and document name in the database. This system does not need to create paper backup where the computer records are sufficient.
10. As with the database, a staff member should be assigned to perform routine checks that the files are being kept up to date and are complete. Records should be kept to show that paper data quality assessment is being performed on a regular basis.

The purpose of all of the data quality assurance tasks is to establish a clear record trail for substantiation of the program goals attainment claims.

Program Response

While not typically part of process assessment, Equipoise proposed that the program respond to this draft evaluation, supplying feedback on the recommendations, whether they will be addressed, or if not why that action is appropriate in the larger context of their view of the program. This response will then be appended to the final version of this memo to create a balanced view for the prime contractor, the MECT and the California Public Utility Commission, Energy Division staff. This feedback will also allow adjustment of the other two planned process assessments. We recommend that the response be short and concise to limit the impact on program staff time. [Response attached after draft instrument. 02/23/05.]

***Northern California
Local Government Energy Partnership Program (LGEP)
Staff Interview Guide***

The following set of questions were asked of selected the Local Government Energy Partnership (LGEP) Program staff for the purposes of assessing the program objectives, the communication within the LGEP staff, resource allocation, and timing.

In-depth interviews are planned with the following LGEP staff:

- ABAG Program Manager (1)
- ES Program Director (1)
- ES Program Manager (1)
- ES Program Support (1)
- ES Program Analyst (1)

The following questions were asked of interviewees, depending on the appropriateness of the question to the person being interviewed. However, the intent was to ask as many questions as possible with each level of interviewee in order to compose a complete picture of the level of knowledge, communication, and buy-in to the program objectives and goals.

The guide is only an outline, allowing the interviewee and interviewer to deviate into areas that contribute to an overall understanding of program operation.

There are nine areas that will to be covered during the in-depth interviews. They are:

1	EXECUTIVE SUMMARY	1-1
2	INTRODUCTION	1-3
3	DATA SOURCES	3-1
4	STUDY METHODS	4-1
5	RESULTS	5-1
4.	FINDINGS AND RECOMMENDATIONS	6-1
A.	PROGRAM THEORY AND LINKAGES	1
B.	SURVEYS.....	1
C.	SURVEY FREQUENCIES	1

**D. PROCESS ASSESSMENT MEMORANDUMS.....1****General Information**

1. What are your responsibilities in LGEP? What are your qualifications to fill that role? How many other people within the LGEP perform your role or something very similar to it?
2. What other responsibilities do you currently have outside of LGEP? What percent of your time is spent on LGEP versus these other responsibilities?
3. Does this allow adequate time to fulfill your LGEP responsibilities?
4. How many staff are currently involved in the operation of the program (promotion, administration, monitoring)?
5. Please describe the organizational structure used to implement the program.
6. How often and in what formats do you communicate with other program staff? Who do you communicate with? What kinds of issues do you communicate about? Does these relationships work well? What are its strengths and weaknesses? Can you recommend improvements?
7. Has the ramp up of the program gone as smoothly as could be expected? What could have improved it?
8. What is your opinion of the current distribution of program implementation staff? Would more or less be better? More or less where?
9. What is your opinion of the current distribution of program implementation responsibilities? What if any areas could use augmentation?
10. What is your opinion of the communication among people/groups responsible for different aspects of the program?
11. What staffing/organizational improvements would you suggest?

Program Training / Staffing

12. How are program implementation staff provided training on the program? Are there training manuals, are there materials used, or is the training informal? (Request copies of material if available.)
13. What training improvements would you suggest?

14. Are there any specific qualifications required for any of the program positions? If so, what are they?

Program Goals/Strategies

15. What are the goals of the program? Have the goals changed since the start of the program? Are the goals appropriate? Are there other goals that should be included? (What are they?)
16. How are the program goals set? Who sets them?
17. How are program goals communicated to you? Are they communicated clearly? How do you communicate them to your staff?
18. What goals have been achieved in the program to date?
19. Where has the program fallen short of its goals? Where has it exceeded goals?
20. What actions do you think would increase the success of the program in reaching its goals? If they exceeded the goals why do you think that occurred?
21. What part do you play in meeting those goals?

Program Target Population

22. Who do you see as the primary market for the program? Are there any other markets?
23. Is the program reaching that/those market(s)? Describe the makeup of program participants to date. What are the response rates? How are the response rates computed/tracked?
24. Has the program targeted any specific segments of the market such as small or medium size governments?
25. Are there changes you might suggest in program marketing?

Program Promotion and Marketing

26. How do prospective participants learn about the program? Which marketing strategies are primary? Secondary?
27. What are the specific staff responsibilities in program promotion?
28. What feature(s) of the program do you think are the most influential in inducing agencies to participate?
29. What, if any, are the features tend to inhibit agencies from participating?



30. What are the advantages and disadvantages of the current marketing arrangements?
31. Was market research done and was it available for the design of this program? Please describe.
32. Is there any mass marketing of the program? Who is responsible for implementing it? What material is sent out? (obtain copy of material if possible)
33. Who supervises the mass marketing effort?
34. When does this happen?
35. What changes would you make in the marketing of the program?

Program Delivery

36. Who decides what information is offered to each agency?
37. How often do you interact with LGEP customers? (**If never, skip to Q42**)
38. What type of interaction is this and what services/information do you provide to the customer? (i.e., phone, in-person, extensive, short, send LGEP information, discuss technical information, etc.)
39. If the customers request services/information, what is the average time between the request and delivery of that service information?
40. How do you track your interactions with customers?
41. Generally, what part of your customer interactions work well and what parts have difficulties? How would you improve these the parts that have difficulties?
42. What information within the LGEP do you handle? How do you obtain that information and how do you pass it on to others? Do you have any suggestions on how to improve or change the flow of information?

Customer Tracking and Program Database

43. Do you track customers from initial contact through the point when they decide to “sign-on” with the program? If so, how?
44. How many times do you believe the average customer has contact with the LGEP before they decide to “sign-on”?
45. What are the criteria for how aggressively you pursue a particular agency? Who makes those judgments?

- 46. What changes have been made in the LGEP program/schedule as time has passed?
- 47. What are the criteria that define program “success” as it applies to each individual agency? Who sets the criteria?
- 48. How are these criteria tracked?

Data Quality Control

- 49. Who is responsible for monitoring/maintaining database completeness and integrity? Paper file completeness and integrity?
- 50. Does the person who performs the quality control have other responsibilities? What are they and do they delay or interfere with the quality control task?
- 51. What are the criteria for quality control acceptability?
- 52. How are records of quality control maintained?
- 53. How are customer complaints handled?

General Suggestions and Other Comments

MEMO

February 18, 2005

TO: Tim Caulfield, Equipoise Consulting Inc.

FROM: Jerry Lahr, Association of Bay Area Governments (ABAG)
Bruce Chamberlain, Local Government Energy Partnership (LGEP)

RE: Response to Initial Process Assessment of the LGEP Program Evaluation, CPUC
Program No. 1112-04

CC: Ted Pope, Energy Solutions

This memo is a response to the draft process assessment/evaluation conducted by Equipoise in October, 2004. Within the draft report, Equipoise “proposed that the Program respond to this draft evaluation, supplying feedback on the recommendations, whether they will be addressed, or if not why that action is appropriate in the larger context of their view of the Program”. Each of the nine recommendations is reprinted below, followed by the Program response.

We appreciate this opportunity to provide feedback and have it included in the final version of the Process Assessment Memo.

Staff Training

10. Program managers should make all staff aware that there is a complaint procedure spelled out in the Policy and Procedures Manual. This way if or when a complaint does arise everyone will know that a procedure exists and where to find it.

In order to increase awareness of complaint procedure, we will include a description of procedure in the February, 2005 Team Update email, as well as provide periodic reminders of the process.

Knowledge and Understanding of Program Goals

11. *Select a single format showing a comprehensive set of goals (may already exist in the document named ABAG Goals DefsAnd Documentation_Rev9-16-04 or from a database report), which includes progress against goals, update regularly, and circulate to all program managers.*

Program managers have developed a matrix including Objective/Activity, total Program Goals/Targets and a quarter by quarter mapping of each objective's goals for planning purposes. (This document entitled, "LGEP Internal Quarterly Goals 7_20_04.xls" is attached.) In addition, the Program has developed a database Report format, entitled "To-Date Goal Achievement Summary", which includes Goal Name, Current Month, To Date, Goal, and Percent Complete columns. This report can be produced, at any given time, by any of the nine LGEP team members who have access to the database.

12. *Identify one or two key goals (these may be time dependent) and include the goal and progress against the goal in the bi-weekly email. If a single goal can be identified consider posting a thermometer type chart on a central bulletin board showing progress toward goal (alternately distribute periodically).*

Program managers currently update progress towards overall Program goals in team updates via email. We are also in the process of developing a "thermometer" type chart for internal tracking purposes.

Customer Tracking and Program Database

13. *Assign a person to conduct regular routine quality control assessment of the data in the database, establish quality control criteria, and document the results and remediation steps taken.*

Ann Guy has been assigned to conduct regular, routine quality control assessment of database. She and the database developer are actively resolving "bugs" and revisions to reports. A web-based, bug tracking database allows Program managers to submit "bugs" to developer and document remediation steps.

14. *Consider whether user-friendliness updates should be made to the database or whether user reticence issues can be overcome by training.*

Program managers have incorporated some user-friendly updates into the more recent versions of the database. For example, the user interface for Agencies and Contact Log has been revised to sort data alphabetically and chronologically, respectively. This enables user to locate pre-existing entries much more efficiently than before.

15. *Consider whether additional safeguards need to be added to protect against users inadvertently modifying prior entries.*

In order to prevent loss of existing data, Program managers have relied on additional training and reminders on correct data input procedures. At this point, there has been no loss of data. It was determined that a technical safeguard remedy would cost more than our database budget would allow.

Equipoise Note: While it was not discussed during the interviews, program managers should implement a sound database backup policy if it does not already exist.

From the beginning, the integrity of the LGEP database has been supported by automatic daily database data updates at the web hosting vendor in addition to weekly automated transmission of the data in a flat file to Ted Pope (Energy Solutions) by email. Ted Pope, in turn, copies the file on to Energy Solutions server and saves a copy in an email folder. This flat file, however, does not include documents appended to the database (e.g. word and excel files that program managers upload into the database).

16. *Create a centralized program filing system designed to contain the definitive paper back up documentation on each program participant, and as appropriate, to support nonparticipant-specific program goals.*

A centralized program filing system has been implemented. In those cases where electronic documents are filed on a central hard drive and/or LGEP database, we have made note of it in the hard copy file.

17. *Create a standard list of documents that should either be present in each file or should be documented as to why it is not necessary that they be present in the paper files. In general these documents should be the paper forms or reports that back up the claims of the program progress against goals. Given that the documents can be uploaded into the database, documentation may simply include a reference to a location and document name in the database. This system does not need to create paper backup where the computer records are sufficient.*

The Program Manager has created a standard list of Program documents which includes a signed Enrollment Form, Facilities Background/Community Needs Questionnaire, signed Utility Release Form, Recommendations Report, and Action Plan. As noted in item 7, electronic files are referenced in hard copy files.

18. *As with the database, a staff member should be assigned to perform routine checks that the files are being kept up to date and are complete. Records should be kept to show that paper data quality assessment is being performed on a regular basis.*

Bruce Chamberlain has been assigned to perform routine checks of hard copy files as part of preparation for CPUC monthly reporting task.

Objective/Activity	Metric/Indicator	Goals/Targets	2004			2005				2006	Total
			Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	
Objective 1: Enroll local governments to take energy efficiency actions;											
1A: Engage local governments in energy activities.	Number of program enrollees.	35 local governments	1	8	6	7	8	4	1	0	35
		<i>Cumulative</i>	1	9	15	22	30	34	35	35	
1B: Provide services to "hard-to-reach" local governments.	Number of program enrollees in hard-to-reach areas.	15 local governments	0	3	3	3	4	2	0	0	15
		<i>Cumulative</i>	0	3	6	9	13	15	15	15	
Objective 2: Help local governments set energy efficiency priorities; provide											
2A: Help local governments set energy efficiency priorities.	Number of Energy Assessment/ Benchmarking Reports delivered.	25 Reports	0	3	7	5	5	5	0	0	25
		<i>Cumulative</i>	0	3	10	15	20	25	25	25	
2B: Help agencies identify specific energy efficiency opportunities.	2B.1 - Number of audit request applications submitted to PG&E/CEC.	15 audit requests	0	2	3	4	4	2	0	0	15
		<i>Cumulative</i>	0	2	5	9	13	15	15	15	
	2B.2 - Number of agencies receiving sustained technical assistance.	30 local governments	0	3	4	4	10	9	0	0	30
		<i>Cumulative</i>	0	3	7	11	21	30	30	30	
2C: Provide sustained technical assistance	Volume of energy projects "developed"	15 million kWh and 500,000 therms									0
											0
Objective 3: Enable local governments to implement policy initiatives and											
3A: Provide customized local policy needs assessment	Number of needs assessment interviews conducted.	15 local government assessments	1	3	2	3	3	2	1	0	15
		<i>Cumulative</i>	1	4	6	9	12	14	15	15	
3B: Provide policy initiative/ implementation packages.	Number of policy initiative implementation packages delivered	12 packages	0	1	2	2	2	2	2	1	12
		<i>Cumulative</i>	0	1	3	5	7	9	11	12	
3C: Support policy adoption	Number of local agencies that receive detailed policy adoption services.	5 local governments			0	1	1	1	1	1	5
		<i>Cumulative</i>	0	0	0	1	2	3	4	5	
Objective 4: Leverage local government delivery channels to promote											
4A: Promote statewide programs through government channels.	Number of local contacts provided to PG&E or Flex Your Power.	20 local governments referrals	0	3	3	4	5	4	1	0	20
		<i>Cumulative</i>	0	3	6	10	15	19	20	20	
Objective 5: Provide and publicize workshops of interest to local government											
5A: Provide and/or publicize energy efficiency workshops	5A.1 Number of workshops conducted	6 workshops conducted	0	0	1	1	2	1	1	0	6
		<i>Cumulative</i>	0	0	1	2	4	5	6	6	
	5A.2 Number of referrals to workshop sponsored by others.	100 local government attendees or referrals	0	20	20	20	20	20	0	0	100
		<i>Cumulative</i>	0	20	40	60	80	100	100	100	



October 28, 2005

To: Jerry Lahr, Association of Bay Area Governments
Bruce Chamberlain, Energy Solutions

From: Tim Caulfield, Equipoise Consulting Incorporated

Re: Second Process Assessment of the Northern California Local Government
Energy Partnership (LGEP) Program Evaluation, CPUC Program No. 1112-04

CC: Nick Hall, TecMarket Works
Pete Jacobs, Architectural Energy
Peter Lai, CPUC/Energy Division
Ted Pope, Energy Solutions

Caution

One ever-present issue for any process assessment/evaluation is the potential that the readers take recommendations as criticism that the program or its staff are not doing a good job. It is important to remember that the program implementation staff are making the practical day-to-day decisions necessary to deliver the program and achieve its goals. When in the trenches daily implementing the program, it is often difficult to see some of the niceties or nuances that come into focus when evaluators take the time to do a process assessment. The recommendations made in this process assessment are intended to assist the program in meeting and documenting the achievement of its progress against its goals. They should not be taken as criticism of the program.

Summary

Overall, the LGEP team appears to be doing a very good job of fielding the program, enrolling program customers, and serving the customer needs. Program managers communicate well and have a common understanding of the program structure and goals. The program tracking database has matured, and database assessments have shown that the data is sound and reports are accurate. The program puts out regular updates to partnering organizations. Most of the recommendations made cover suggestions for potentially streamlining minor issues in the current implementation.

Introduction

This process assessment memorandum constitutes the second of three process assessment reviews of the LGEP program. Each of the three assessments is limited to



interviews of small samples (five or less) with groups (sometimes multiple groups) targeted by the evaluation team at that time. The process assessments are combined with the information from the evaluation team quarterly database reviews and internal program information (updates, file reviews, etc) to broaden the picture. As such these process assessments do not compose what is generally recognized as a comprehensive process evaluation.

The first process review, completed in October of 2004, assessed the program shortly after start up in order to give feedback early in the program, where hopefully it would be most useful. It focused on internal program staff and procedures.

This second process review focused on interviews with five participants, five entities that decided not to participate after being exposed to the program, and five subcontractor or partner staff, with the purpose of getting an “outside” view of how the program was performing. To broaden the picture, this information was combined with (1) a review of the recommendations in the first process assessment, and whether they were addressed, (2) the information supplied by the quarterly database reviews, and (3) a review of the periodic LGEP status reports to program staff. Interview results have been compiled and, since there is such a small sample, individual responses will be retained by the evaluation team to maintain confidentiality. The interview instruments, supplying the range of questions asked of each type of interviewee, are attached to the end of this memorandum.

Additionally, in order to present a complete picture of the process reviews, Equipoise has offered the program the opportunity to supply reply comments, which are appended to each process review memorandum after the fact. This allows the program staff a venue to say whether recommendations were implemented or whether there are reasons or circumstance that result in them not being implemented. The plan is to attach the final memorandums, including program responses, to the final evaluation report, thus documenting the most comprehensive picture possible of the program evaluation.

General Findings

The most pervasive finding from this process review, from all data collection mechanisms, is that this is an extremely well run and executed program. The following generalizations of the assessment can be made:

- Participants in general felt that they were being well served by the program and had an average satisfaction rating of 3.3 on a 1 to 4 scale, where 1 is very dissatisfied and 4 is very satisfied.



- Nonparticipants felt that the program had been professionally presented but other circumstances resulted in their nonparticipation.
- Program partners understood the program and felt that they were participating in a well run program, with good staff and good communication.
- The LGEP status reports do a good job of keeping staff and partners informed of progress toward program goals (a recommendation of the first process assessment) and of other developments important to the program.
- The database reviews performed by the evaluation team, and the subsequent adjustments to the data base performed by the program in response to the reviews, resulted in the latest review confirming all underlying data and only one very minor reporting difficulty (finally tied to a Microsoft software glitch).
- The program response to the first process review addressed all of the recommendations to the satisfaction of the evaluation team.

That having been said, there are more specific findings and comments that can be extracted from the interviews:

- Both nonparticipants and partnering organizations cited, as one of the main factors that inhibit participation, the lack of agency staff available for coordinating with program efforts.
- The Energy Assessment stage emerged from all three interview efforts as one of the areas of difficulty:
 - Two participants stated that improvements in communication about the status of the audit effort would be helpful.
 - The three facilities element respondents identified the Energy Assessment as a part of the program needing attention. Two said that the program stalls at that point because the cities don't move (don't know what to do, don't have staff), and one said the process of getting metered data stalled the process (this is before it gets to the cities). The first comment about the process stalling because the cities don't move, fits with the two responses from nonparticipants suggesting that implementation help (i.e., assistance to the cities to actually help do the projects) would be a potential improvement to the program.
- One nonparticipant suggested documentation of success stories as a means of supplying justification for participation during the next round of program offerings. This comment ties into the comments from partnering organizations where all five focused on getting the clients to understand the benefits and to get them to take action.



- Only one in five of the partnering organizations knew that there was a documented complaint handling procedure and where to find it. This is despite fact that the LGEP team included both reference to the procedures manual and the exact wording of the complaint handling procedure in the March 2005 Team Update. The lack of knowledge of the procedure may be due to the lack of complaints. Three of the five stated that as far as they knew there had not been any complaints (the other two made no comment either way). However, it is important to know of the procedure prior to receiving a complaint, so that it can be handled properly.
- Interviews with individuals implementing the CE element suggested a need for improved communications or coordination within this element.

Specific recommendations that evolve from these findings follow the overall synopses of findings by data collection type.

Synopses of Findings by Data Collection Type

The following sections present synopses of the findings from each type of data collections. As stated previously, the individual responses are not presented in this report to maintain confidentiality.

Nonparticipant Surveys

- The most common reason for not participating was lack of agency staff to interact with the program (60%).
- All considered the interactions with the LGEP staff polite and professional.
- Two of the four meaningful responses stated that assistance with audits of facilities was the most attractive feature of the program. The other two stated savings of money and energy.
- When asked to suggest improvements in the program as they understood it, the only two meaningful responses suggested help with implementation.
- Only one in five indicated that working with another program effected their decision on participation in LGEP.
- When asked for general comments, one suggested that documentation of success stories showing the value of the program could help them get approval to participate in the next round.

Participant Surveys



- On a scale of 1 to 4 for overall satisfaction (where 1 is very dissatisfied and 4 is very satisfied), the program averaged 3.3, with no score below three. Answers to other questions indicated that some customers are waiting for results before giving the program a score of 4.
- When asked what part of the program worked well for them, four said that the program did a good job on isolating and performing the specific tasks that each agency needed most, while one indicated that it was too early to say.
- When asked what aspect of the program could be improved, three said it is working well for them, while two indicate improvements in communication around the facilities audit element. A suggestion was made that a regular call or email to let them know the schedule for work would be helpful.
- When asked whether they had other comments on the program, three indicated that it was a good program or that they hoped it would continue. The other two had no comment.

Subcontractor Surveys

- Program Roles: Subcontractors all know their role in the program.
- Communications: Four out of five considered communication to be good, with one recommending improvements in communication between the staff working within the Community Energy (CE) element. All five considered the communication between program elements to be good.
- Distribution of Staff and Responsibilities: All believed that the distribution of staff and program responsibilities was good.
- Training: When queried on training, all of those that had been on board since the proposal indicated that the combination of writing the original proposal, program orientation, and regular status meeting made formal training on the program unnecessary. The one person who had come on board mid-program indicated that more formal training would have helped.
- Program Goals: Three of the five subcontractors could recite the specific goals. One probably could have recited them, and one probably could not have. It is clear that the program does a good job of reviewing the goals and the progress against those goals regularly in writing and at group meetings. This is also verified by review of the written quarterly status reports supplied to the evaluation team.
- When asked what could be changed to improve progress against goals, three of the comments indicated that a major issue was slow turn around on the part of the agencies involved. Suggestions for improving the city turn around



were proactive reminders to the city and presentations on the benefits of the program.

- Feature most influential in inducing participation: The two most frequent responses were the program was free and that it was offered by an established, unbiased organization.
- Feature inhibiting participation: When asked what program features tend to inhibit agencies from participation, the response from all five subcontractors was that city staff were over worked and didn't have the time. The universality of the response indicates that this is a main obstacle to participation.
- Marketing Improvements: When asked what improvements should be made in marketing, three on the five asserted ideas, all focus on getting the clients to understand the benefits and to get them to take action.
- Tracking Customer Interactions: All subcontractors were queried about how they track interactions with the customers. Only two use the database, and one of those only for "significant" events. The other three range from one complete set of notes, to day-timers, to not keeping track at all.
- Program Improvements: When asked generally what part of the program works well, what part not so well, and how to improve the program:
 - Three facilities element respondents identified the Energy Assessment as a part of the program needing attention. Two said that the program stalls at that point because the cities don't move (don't know what to do, don't have staff), and one said the process of getting metered data stalled the process (this is before it gets to the cities).
 - One CE element respondent identified tracking of CE goals.
 - One CE element respondent expressed concerns about communication amongst CE element implementers.
 - One person expressed the opinion that there were too many goals, that they could be simplified.
- Complaint Handling: Four out of the five queried didn't know that there was a policy in the policy manual for handling complaints. Three of the five indicated that there had been no complaints that they were aware of yet.
[Editorial Note: Per a recommendation in the first process assessment, LGEP



clearly stated the location of the complaint resolution policy and reiterated the policy in March 9, 2005 LGEP Team Update.]

- General Suggestions and other comments: Three of the five responded along the lines that it was a “great project”, a “great team”, and that they were really pleased to be able to continue the program and help the customers implement the planned projects.

Status Report Reviews:

The following general comments are made on the periodic (approximately monthly, with some months skipped) status reports issued by the LGEP team:

- These reports incorporated some recommendations made in the first process assessment. [e.g., Per a recommendation in the first process assessment, LGEP clearly stated the location of the complaint resolution policy and reiterated the policy in March 9, 2005 LGEP Team Update. In addition they clearly review the goals and progress against goals in all Team Updates.]
- The status reports do a good job of supplying the update information and progress toward goals in a routine format that is easy to review and comprehend. This fits with the fact that most subcontractors could recount the program goals.
- The reports do a good job of keeping the team updated on program renewal prospects, and important task in assuring team cohesion for the next round.

Review of Program Response to First Process Assessment

The review of the program response to the first process assessment indicated that the program staff responded positively to the recommendations and implemented changes in all cases but one. In the one case that they declined to make changes, they determined that it wasn't cost effective and that current procedures were adequate to address the issue. The evaluation team concurs with this conclusion.

Recommendations

The following recommendations evolved from the general findings section of this memorandum. None of them are seen as crucial, which is in line with the overall finding of a well established, well run program. It is our expectation that the program staff are already aware of all of the issues highlighted by the recommendations.

1. Mainly for the next round of the program, program staff should consider whether there are changes in the program that can overcome the issue of agency staff shortages. Are there tasks that the program can take on to offset this concern by potential participants?
2. The program should focus on issues surrounding the Energy Assessment:



- a. Consider whether there are ways to streamline or facilitate extraction of the utility data. [It should be noted that this has been an issue historically, and that this should not be seen as a criticism of this program. It is also possible that the experience gained during this program may have addressed much of this issue. Just continuing to identify this issue for this and other programs, may in turn result in a higher level solution to the problem.]
 - b. Consider implementing some sort of routine update to participants on the status and timing of planned Energy Assessments.
 - c. Consider whether routine implementation progress review by the program could assist the agencies in moving from proposed projects (that come out of Energy Assessment report) to successful implementation. Are there other steps that can be taken to assist in moving it through agency approval steps?
 - d. The evaluation staff gleaned at least one hint that the Energy Assessments were taking longer than was expected. Is there anything that should or could be done to make them more prompt?
3. The program should reiterate the information on the complaint procedure in the next LGEP Status Update.
 4. Review the communication and coordination paths between participants in the CE element to assess where improvements are needed, and implement as appropriate.

Program Response

While not typically part of process assessment, Equipoise has requested that the program respond to this draft evaluation memo, supplying feedback on the recommendations, whether they will be addressed, or if not why that action is appropriate in the larger context of their view of the program. This response will then be appended to the final version of this memo to create a balanced view for the prime contractor, the MECT and the California Public Utility Commission, Energy Division staff. This feedback will also allow adjustment of the final planned process assessments. We recommend that the response be short and concise to limit the impact on program staff time. (A response to the first process review was supplied on 02/23/05 and has been appended to that memorandum.) The final memorandums, with program responses, will be appended to the final evaluation report.



This having been said, Equipoise realizes that the program responses to this particular process memorandum will be addressing issues that are much broader and forward looking program issues and that some will not lend themselves to a concise or definitive response.

Attachment 1
Interview Instruments

Northern California
Local Government Energy Partnership Program (LGEP)
Non-Participant Interview Guide

The following questions will be asked of a five selected Local Government Energy Partnership (LGEP) Program participants to assess the reasons that they chose not to participate the program. The primary purpose is to determine the reasons that the non-participants chose not to participate, so that the program can benefit from this feedback.

Name of Agency _____

Name of Contact _____

Contact Phone Number _____

Date Contacted _____

Elapsed time for interview: _____

Preface

Assure the person interviewed that the results will be confidential and that neither the person nor the agency will be identified.

General Satisfaction

1. According to our records, the Local Government Energy Efficiency Partnership (LGEP) program contacted you or your staff to see if you were interested in the participating in the program. Is that correct?

Yes _____

No _____

2. What were the reasons that your city/agency decided not to participate in the program?
3. Were the contacts with program staff polite and professional?
4. What parts of the program were particularly attractive to you?



5. Were there services that the program didn't offer that you felt would have improved the likelihood of you participating?

6. In your opinion, from what you know about the existing program, what aspects of the program could be improved upon and how?

7. Are you currently working with any other entities on energy efficiency issues? If so did that affect your decision not to participate?

General Suggestions and Other Comments

***Northern California
Local Government Energy Partnership Program (LGEP)
Participant Interview Guide***

The following questions will be asked of a five selected Local Government Energy Partnership (LGEP) Program participants for the purposes of assessing satisfaction and obtaining feedback regarding the program. The questionnaire was kept short on purpose to reduce interview burn-out. The participants were surveyed for a baseline interview and will again be surveyed at the end of the program. While this mid-year process assessment was felt to be needed, it has been targeted to handle only a couple issues – satisfaction and anonymous feedback to the program.

Name of Agency _____

Name of Contact _____

Contact Phone Number _____

Date Contacted _____

Elapsed time for interview: _____

General Satisfaction

1. According to our records, the LGEP program staff have worked with your City/Agency and provided [fill-in] services. On a scale of one to four, with one being very dissatisfied and four being very satisfied, what is your level of satisfaction with the services provided to date? [If City has been provided more than one service, probe to determine if their satisfaction level is the same for all services. If not, clarify the different levels of satisfaction.]

2. What parts of the program have worked well for you?

3. In your opinion, what aspects of the program could be improved upon and how?

General Suggestions and Other Comments

*Northern California
Local Government Energy Partnership Program (LGEP)
Subcontractor Staff Interview Guide*

The following set of questions will be asked of selected Local Government Energy Partnership (LGEP) Program staff and partners for the purposes of assessing the program objectives, the communication within the LGEP staff, resource allocation, and timing.

In-depth interviews are planned with the following LGEP staff:

- AMBAG Program Staff (1)
- John Deakin and Associates (1)
- Local Government Commission (1)
- Climate Protection Campaign/Skymetrics (1)
- BVA (1)

The following questions were asked of interviewees, depending on the appropriateness of the question to the person being interviewed. However, the intent was to ask as many questions as possible with each level of interviewee in order to compose a complete picture of the level of knowledge, communication, and buy-in to the program objectives and goals.

The guide is only an outline, allowing the interviewee and interviewer to deviate into areas that contribute to an overall understanding of program operation.

There are nine areas that will to be covered during the in-depth interviews. They are:

1	EXECUTIVE SUMMARY	1-1
2	INTRODUCTION	1-3
3	DATA SOURCES	3-1
4	STUDY METHODS	4-1
5	RESULTS	5-1
4.	FINDINGS AND RECOMMENDATIONS	6-1
A.	PROGRAM THEORY AND LINKAGES	1
B.	SURVEYS.....	1
C.	SURVEY FREQUENCIES	1

D. PROCESS ASSESSMENT MEMORANDUMS1

General Information

1. What is your role in LGEP program?
2. How often and in what formats do you communicate with other LGEP staff? Can you recommend improvements?
3. Has the program gone as smoothly to date as could be expected? What could have improved it?
4. What is your opinion of the current distribution of program implementation staff? Would more or less be better? More or less where?
5. What is your opinion of the current distribution of program implementation responsibilities? What if any areas could use augmentation?
6. What is your opinion of the communication among people/groups responsible for different aspects of the program?
7. What staffing/organizational improvements would you suggest?

Program Training

8. Were you provided training on the program, and if so how? Were there training manuals, were there materials used, or was the training informal? (Request copies of material if available.)
9. What training improvements would you suggest?

Program Goals/Strategies

10. What are the goals of the program?
11. How are program goals communicated to you? Are they communicated clearly? How do you communicate them to your staff?
12. What goals have been achieved in the program to date?
13. What actions do you think would increase the success of the program in reaching its goals? If they exceeded the goals why do you think that occurred?

Program Promotion and Marketing (Not to be asked of BVA or John Deakin)

14. What feature(s) of the program do you think are the most influential in inducing agencies to participate?
15. What, if any, are the features tend to inhibit agencies from participating?

16. What changes would you make in the marketing of the program?
17. What are the criteria for how aggressively you pursue a particular agency? Who makes those judgments?

Program Delivery

18. Who decides what information is offered to each agency?
19. How often do you interact with LGEP customers? (If never, skip to Q 21)
20. How do you track your interactions with customers?
21. Generally, what part of the program implementation works well and what parts have difficulties? How would you improve the parts that have difficulties?

Data Quality Control

22. How are customer complaints handled?

General Suggestions and Other Comments

***Attachement 2
Program Response to Second Process Assessment***



P.O. Box 2050
Oakland, CA 94604
510-464-7908
www.abag.ca.gov/lgep

MEMO

June 19, 2006

TO: Tim Caulfield, Equipoise Consulting Inc.

FROM: Gerald Lahr, Association of Bay Area Governments (ABAG)
Bruce Chamberlain, Local Government Energy Partnership (LGEP)

RE: Response to Second Process Assessment of the LGEP Program
Evaluation, CPUC Program No. 1112-04

CC: Ted Pope, Energy Solutions

This memo is a response to the draft process assessment/evaluation conducted by Equipoise in October, 2005. Within the draft report, Equipoise “proposed that the Program respond to this draft evaluation, supplying feedback on the recommendations, whether they will be addressed, or if not why that action is appropriate in the larger context of their view of the Program”. Each of the four recommendations is reprinted below, followed by the Program response.

We appreciate this opportunity to provide feedback and have it included in the final version of the Process Assessment Memo and final evaluation report.

General Program Staff Feedback (re: “respondent” vs. “subcontractor” vs. “participant”)

It is sometimes difficult to determine whether the opinions expressed on certain issues are those of Subcontractors or Participants. An example of this is in sixth bullet under “Subcontractor Surveys” section.

Recommendations

The following recommendations evolved from the general findings section of this memorandum. None of them are seen as crucial, which is in line with the overall finding of a well established, well run program. It is our expectation that the program staff are already aware of all of the issues highlighted by the recommendations.

5. *Mainly for the next round of the program, program staff should consider whether there are changes in the program that can overcome the issue of agency staff shortages. Are there tasks that the program can take on to offset this concern by potential participants?*

Program managers are currently striving to maintain continuity during the transition from the 2004-05 information-only program to the 2006-08 ABAG Energy Watch Local Government Partnership program emphasizing resource acquisition. Improvements to the new round of services include a dedicated source of incentive dollars and a stronger message that the Partnership is available to assist municipal agencies with whatever it takes to implement projects. We plan on providing more Program staff updates (e.g. quarterly communications) to participants.

6. *The program should focus on issues surrounding the Energy Assessment:*
 - a. *Consider whether there are ways to streamline or facilitate extraction of the utility data. [It should be noted that this has been an issue historically, and that this should not be seen as a criticism of this program. It is also possible that the experience gained during this program may have addressed much of this issue. Just continuing to identify this issue for this and other programs, may in turn result in a higher level solution to the problem.]*

As a result of the new 2006-08 Program model (Local Government Partnership with PG&E), Program managers are planning on a more streamlined channel of communication regarding utility data transfer. Program managers are in the process of exploring alternative methods of obtaining data.

- b. *Consider implementing some sort of routine update to participants on the status and timing of planned Energy Assessments.*
- c. *Consider whether routine implementation progress review by the program could assist the agencies in moving from proposed projects (that come out of Energy Assessment report) to successful implementation. Are there other steps that can be taken to assist in moving it through agency approval steps?*

Besides improving “check-in” procedures with participants, Program managers are entertaining the idea of facilitating peer to peer meetings that include agency staff from participating cities, counties, and special districts. We intend to find

out more about the successes the Marin Energy Management Team has had with this effort. Hearing about and incorporating lessons learned from other programs with similar challenges can, oftentimes, help move projects forward.

- d. *The evaluation staff gleaned at least one hint that the Energy Assessments were taking longer than was expected. Is there anything that should or could be done to make them more prompt?*

Program staff are in the process of revamping the Energy Assessment process and report template. By combining these improvements with a more streamlined data retrieval process, Program managers feel that it's not out of the question to improve turnaround time and content of EA Report. By making the process more efficient, Program managers also hope to provide more than one EA Report to each Participant throughout the next three year program cycle.

7. *The program should reiterate the information on the complaint procedure in the next LGEP Status Update.*

Program managers reiterated information during at least one Team Update meeting (including all Subcontractors) since the Second Process Assessment was completed.

8. *Review the communication and coordination paths between participants in the CE element to assess where improvements are needed, and implement as appropriate.*

Due to the stronger emphasis on resource acquisition in the 2006-08 ABAG Energy Watch Partnership, Program managers are re-thinking the Community Energy (CE) Services portfolio. The 2006-08 program design efforts will have to balance available budget and strong interest for these services with a high likelihood that these services will not result in kWh, kW, or therm savings (as currently defined by CPUC). A review of communication and coordination of CE services is underway.



June 20, 2006 (Program response added Augu 8, 2006)

To: Jerry Lahr, Association of Bay Area Governments
Bruce Chamberlain, Energy Solutions

From: Tim Caulfield, Equipoise Consulting Incorporated

Re: Third Process Assessment of the Northern California Local Government
Energy Partnership (LGEP) Program Evaluation, CPUC Program No. 1112-04 –
Main Focus: Lessons Learned

CC: Nick Hall, TecMarket Works
Pete Jacobs, Architectural Energy
Peter Lai, CPUC/Energy Division
Ted Pope, Energy Solutions

Caution

One ever-present issue for any process assessment/evaluation is the potential that the readers take recommendations as criticism that the program or its staff are not doing a good job. It is important to remember that the program implementation staff are making the practical day-to-day decisions necessary to deliver the program and achieve its goals. When in the trenches daily implementing the program, it is often difficult to see some of the niceties or nuances that come into focus when evaluators take the time to do a process assessment. The recommendations made in this process assessment are intended to assist the program in meeting and documenting the achievement of its progress against its goals. They should not be taken as criticism of the program.

Summary

This third of three process assessments interviewed six key program staff and analyzed three questions that were included in a survey of a census of participants. The focus of this assessment was lessons learned for use in the next program cycle. The results indicate a program that is highly popular among participants, but had some issues in timely delivery during the last program cycle. The program staff appear to be aware of these issues and are both willing to address the issues and plan



to address them¹³. This memorandum makes three recommendations to assist them in this effort.

Introduction

This process assessment memorandum constitutes the third of three process assessment reviews of the LGEP program. As per the research plan, each of the three assessments was limited to interviews of small samples with groups targeted by the evaluation team at that time. As such these process assessments do not compose what is generally recognized as a comprehensive process evaluation.

The first process review, completed in October of 2004, assessed the program shortly after start up in order to give feedback early in the program cycle, where hopefully it would be most useful. It focused on internal program staff and procedures.

The second process review completed in October of 2005 focused on interviews with five participants, five entities that decided not to participate after being exposed to the program, and five subcontractor or partner staff, with the purpose of getting an “outside” view of how the program was performing. To broaden the picture, this information was combined with (1) a review of the recommendations in the first process assessment and whether they were addressed, (2) the information supplied by the quarterly database reviews, and (3) a review of the periodic LGEP status reports to program staff.

This third process review concentrates on lessons learned that could help future programs of this sort. This phase interviewed five key program staff and was planned to include interviews with 15 participants. Since the timing of the review coincided with the late participant telephone survey, the evaluation team decided to include two questions on the survey, and thus collect data from a census of participants.

Additionally, in order to present a complete picture of the process reviews, Equipoise has offered the program the opportunity to supply reply comments, which are appended to each process review memorandum after the fact. This allows the program staff a venue to say whether recommendations were implemented or whether there are reasons or circumstance that result in them not being implemented. The plan is to attach the final memorandums, including program responses, to the final evaluation report, thus documenting the most comprehensive picture possible of the program evaluation.

¹³ Per Program feedback to the second process assessment memo.



General Findings

This section presents the main findings extracted, by data collection method. The findings presented here are the ones that arose most often or agreed with indicators picked up elsewhere during the three process assessments. They do not represent all of the findings from the data collection. A comprehensive list of the findings by data collection category is presented in Attachment 1. It is highly recommended that senior program managers read attachment 1 to review all comments.

Key Staff Interviews

When key staff were asked about operating issues they would like resolved in the next program cycle, the following responses were identified as the most important:

- Staff virtually unanimously recommended fewer goals and goals that were more easily quantified. [Note: It is Equipoise's opinion that this unanimity came at least partly from the fact that by the time of these interviews the program had already developed their proposal for the next round. Thus the staff had probably already discussed this amongst themselves.]
- Interviewees provided a wide range of recommended adjustments to program operation. The key issues include:
 - Maintaining a clear and consistent strategy for targeting projects,
 - Resolving the delay between initiation meeting and actually getting work done,
 - Not spreading project work across too many different staff, thus diluting focus,

The fact that the staff recognize and freely talk about these issues indicates that the program has the communal mindset and open communications necessary to resolve them in the next round of the program.

- While staff rated database quality control as good, there seemed to be a consensus that the database itself needs to be made much more user friendly.

In response to questions about lessons learned the following key points emerged:

- The work authorization approach to managing project worked very well and should be continued.
- The program needs to be in contact with PG&E's account reps, the overall managers of the various program areas, and managers of the individual programs. The LGEP program feeds into those PG&E programs, so the LGEP program needs to know what resources it can tap into, how the dollars flow, what forms need to be filled out.



- The LGEP program needs to improve its process for obtaining utility data. They figured out the best way to get the data at the time, but would still like to see improvements in the future.
- The customers need more hand holding than originally thought on the project implementation side. Frequent contact is really helpful. Plan on using the database to assist that effort the next time.

Customer Survey

When customers were asked about the program, the following points were extracted as the most relevant:

- Of the 20 customers who provided a comment about changes that they would like to see in the next program cycle almost half (9) indicated that they would like to see faster turn around times or better follow through by the program.
- When asked what lessons they had learned about working with the LGEP program, over 25 percent of the meaningful respondents (4 out of 15) said there was a need to establish and maintain clear lines of communication on both ends.
- Despite the indication that they would like to see better turn around times and follow through, 89 percent of the meaningful responses (41 out of 46) and 75 percent of all participants (41 out of 55) gave a positive response when asked for their overall opinion of the program. Many indicated a desire for the program to be refunded for the next cycle.

Review of Program Response to Second Process Assessment

The review of the program response to the second process assessment indicated that the program staff responded positively to the recommendations and implemented changes in all cases. The program response has been attached to the second process assessment memo which will be included as an appendix to the final report.

Recommendations

The following recommendations evolved from the general findings section of this memorandum. None of them are seen as crucial, which is in line with the overall finding of a well established, well run program. It is our expectation that the program staff are already aware of all of the issues highlighted by the recommendations.



4. The program should concentrate efforts on improving turn around time for projects. While Equipoise realizes that this is not totally within the program's control, many aspects are within their control and additional program routines can be established to follow up on client tardiness.
5. The program should develop, in conjunction with PG&E, standardized methods to assure contact with PG&E's account reps, the overall managers of the various program segments, and managers of the individual programs. The LGEP program feeds into the PG&E programs and already recognizes the need to know what resources they can tap into, how the dollars flow, and what forms need to be filled out so that LGEP can service their customers.
6. The LGEP program needs to improve its process for obtaining utility data. Other CPUC programs had similar issues during the 2004-2005 program cycle. It is recommended that the LGEP program contact other programs (e.g., the Marin Energy Management Program), mutually review their experiences and develop, in conjunction with PG&E, an improved approach right at the beginning of the new program cycle.^{14, 15}

Program Response Opportunity

While not typically part of process assessment, Equipoise requests that the program respond to this draft evaluation memo, supplying feedback on the recommendations, whether they will be addressed, or if not why that action is appropriate in the larger context of their view of the program. This response will then be appended to the final version of this memo to create a balanced view for the prime contractor, the MECT and the California Public Utility Commission, Energy Division staff. We recommend that the response be short and concise to limit the impact on program staff time. The final memorandums, with program responses, will be appended to the final evaluation report.

This having been said, Equipoise realizes that the program responses to this particular process memorandum will be addressing issues that are much broader and forward looking program issues and that some will not lend themselves to a concise or definitive response.

¹⁴ It is also possible that the Master Contractor could develop a list of programs that had this same issue, and facilitate getting them together.

¹⁵ The same issue arose in the second process assessment, and the program indicated that they are already working on improving data retrieval.

Attachment 1

Synopses of Findings by Data Collection Type

Interviews with Key Program Staff

The following sections present synopses of the findings from each type of data collections. The individual responses have been retained by Equipoise Consulting Inc. and are not presented in this report to maintain confidentiality.

The following set of questions was asked of selected Local Government Energy Partnership (LGEP) Program staff for the purposes of assessing the lessons learned during the first program cycle. It is our understanding that the program has been refunded, so a clear statement of lessons learned to date may avoid the repetition of issues that arose in the first program cycle.

Interviews were conducted with the following LGEP staff and subcontractors:

- Program Manager at ABAG (1)
- Program Senior Project Manager at Energy Solutions (1)
- Program Manager at Energy Solutions (1)
- Database Manager for LGEP (1)
- Program Manager at BVA (1)
- Program Manager at John Deakin and Associates (1)

The following questions will be asked of all interviewees,

1. From your perspective, were there any LGEP program operating issues that you would like to see resolved for the next cycle in relation to:

- ***Program Training or Staffing***

Staff acknowledged that the program had normal ramp up issues. One staff member recommended having fewer staff with each having a higher percentage of their time dedicated to the program. Also one interviewee recommended training on communication between team members and on better methods to coordinate between team members and city leads.

- ***Program Goals or Strategies***

The fact that the next cycle program strategy had already gone on prior to these interviews appeared to have coalesced opinion on goals, that the prior program cycle had too many and that they were often hard to distinguish between. The interviewed group had virtually unanimous opinion that fewer and simpler goals would be an improvement.



- ***Program Target Population***

Everyone interviewed concurred that the program had gone after the right target market in the prior program cycle. There was recognition that the new program would have slightly different target markets as the program evolved in order to meet savings targets. One person recommended trying to market to a wider spectrum of people within each agency targeted, presumably to get broader buy in to program participation.

- ***Program Promotion or Marketing***

There was virtually unanimous agreement that program promotion and marketing was well executed. One staff suggested more focus on promotion to other programs or venues to increase visibility.

- ***Program Delivery***

Interviewees provided a wide range of recommended adjustments to program operation, reflecting recognized and accepted needs for improvements. These included

- Ramp up issues (should be less of a problem on second cycle)
- Maintaining a clear and consistent strategy for targeting projects,
- Delay between initiation meeting and actually getting work done,
- Spreading project work across too many different staff, diluting focus,
- Minimize the use of acronyms especially in interactions with clients.

The fact that the staff recognize and freely talk about these issues indicates that the program has the communal mindset and open communications necessary resolve them in the next round of the program.

- ***Customer Tracking or Program Database***

There seemed to be universal agreement that the program database served the purpose of the program but needs major revamping, especially to the user interface, for the next program cycle. It appears that this is in the plans already.

- ***Data Quality Control***

The interviewees seemed generally satisfied with the quality of the data in the database. Specific mention was made of the need to improve the process for keeping the contact information up to date.

- ***Any other Program Operating Issues?***

Most interviewees had no added comments. Some concern was expressed about the program's ability to deliver under the new PG&E cost effectiveness guidelines, and that this may affect the smaller cities who need the help more. This suggested an increased need to coordinate closely with PG&E on certain aspects of program implementation.

2. Were there any particular lessons that you learned about how to work with the following groups to accomplish your energy efficiency goals?

- ***Other LGEP Team Members***

The interviewees unanimously felt that that the team members worked together well. Several acknowledged the positive benefit of the work authorization process that was put in place part way through the program and the positive value of the quarterly team meetings.

- ***Subcontractors***

Subcontractor interactions seemed to be both regional and contractor specific. The key managers seemed to be aware of specific issues and intent on addressing them as and if they reemerged.

- ***PG&E***

Interviewees who could comment on this issue raised two key points:

- The program needs to be in contact with PG&E's account reps, the overall managers of the various program segments, and managers of the individual programs. The LGEP program feeds into the PG&E programs, so they need to know what resources they can tap into, how the dollars flow, and what forms need to be filled out.
- The LGEP program needs to improve its process for obtaining utility data. They figured out the best way to get the data at the time, but would still like to see improvements in the future.

- ***The CPUC***

Those who interacted with the CPUC seemed to be able to work with them well. Contact was mostly around contract issues, and usually required detailed explanation of issues.

- ***Customers***

Key lessons learned about interacting with customers were:

- Don't assume that someone that shows interest is going to move forward. Follow up and find out what their commitment is, to be sure that they will follow through.



- They need more hand holding than originally thought on the project implementation side. Frequent contact is really helpful. Plan on using the database to assist that effort the next time.
- There are many different models for how each customer does energy management. The program needs to flex to their needs.
- The program learned about the city processes and when was best to submit packages for board approval.

3. Were there any other lessons learned that you would like to talk about?

Specific items that were stated are:

- As it moves forward, the program needs to focus on project delivery methods using standardized contract terms, RFPs, list of service providers, and performance specifications for certain standardized retrofits.
- The program learned from other community groups on how to connect with different city liaisons and work with different programs to get city's more savings.

Customer Survey Results

The customer questions were added to the "Late Participation Telephone Survey" that was fielded to a census of participants during April of 2006. The purpose of the survey was to get feedback to attempt to determine if participation in the program had, by that point, changed any of their practices. Because the timing of the Late Participation Telephone Survey happened to coincide with plans to call up a very much smaller sub-sample to the process assessment, the opportunity was taken to add two questions to the survey. The responses from a third question on satisfaction with the program that was already in the survey were also extracted for this third process assessment.

The responses to the survey were open ended. Equipoise coded the open ended responses into categories to analyze the overall response trends. Because the interviewees had the option to indicate "none", "don't know" or "refuse", not all respondents gave useful answers. The coded responses were analyzed and trends were extracted and summarized for each question.

The individual responses are not presented in this memorandum because the relatively small size of the population may allow involved readers to identify the respondents.

1. From your perspective, were there any LGEP program operating issues that you would like to see resolved if the program is refunded for the next cycle?

Analysis Results: There were 17 respondents who supplied comment other than none, don't know, or refused. Three of the 17 responses contained two categories of response,

resulting in 20 overall responses. Almost half of the responses requested faster turn around times or better follow through by the program. The next most common comment (5 out of 20) suggested that a broader range of project type (cogeneration and renewables were mentioned specifically, but general broadening was also raised) be allowed by the program.

Response Type	N
Quicker turn around or better follow through	9
Broaden the range of things that the program is allowed to do (e.g., cogen, renewables, etc.)	5
Clean up coordination between team members	2
Increase funding/resources	2
Agency is short of staff	2
Total	20

2. Were there any particular lessons that you learned about how to work with the LGEP staff to accomplish your energy efficiency goals?

A total of 15 meaningful responses were gleaned from 23 responses to this question. The most common response (4) was the need to establish and maintain clear lines of communication. The second most common lesson learned was that the program was valuable (3). The third and fourth most common lessons learned, each with two responses were (a) that the participants needed to supply data to the program quickly to get results out of the program, and (b) that the program moved slowly. These last two are possibly tied together and agree in general with the most popular response to question 1 above indicating a need for quicker turn around and better follow through.

Lesson Learned	N
Need to establish and maintain clear lines of communication on both ends.	4
Program performed valuable services	3
Participant needs supply data to program quickly to get results	2
Program moves slowly	2
Learned that there were limits to LGEP SoW	1
Staff limitations in participant agency held things up.	1
Program should consider consciousness raising for decision makers.	1
Create Guidelines:informaiton to implement plan	1
Total number of meaningful responses.	15

3. What is your overall opinion of the assistance received from LGEP, or do you have any other comments about the program that you would like to share with me?



While the responses were open ended Equipoise classified them into positive, neutral and negative categories. Based on a 46 meaningful responses (out of 55 total completed surveys), 89 percent of the participants rated their opinion of the program as positive, with 9 percent giving a neutral rating and 2 percent (one respondent) giving a negative response. These results show that the 75 percent of the participants¹⁶ found the program useful and a positive experience, with many indicating that they hoped that it would be refunded in the next program cycle. Two of the neutral responses were based on the fact that they had not yet seen a report as of the time of the survey.

Rating	N	%
Positive	41	89%
Neutral	4	9%
Negative	1	2%
Total	46	100%

¹⁶ Since there were a total of 55 completed surveys for the late participation survey, 46 responses gives a good indication of the majority view.

MEMO

August 7, 2006

TO: Tim Caulfield, Equipoise Consulting Inc.

FROM: Gerald Lahr, Association of Bay Area Governments (ABAG)
Bruce Chamberlain, Energy Solutions (LGEP Implementation)

RE: Response to Third Process Assessment of the LGEP Program Evaluation, CPUC Program
No. 1112-04

CC: Ted Pope, Energy Solutions

This memo is a response to the draft process assessment/evaluation conducted by Equipoise in June, 2006. Within the draft report, Equipoise “proposed that the Program respond to this draft evaluation, supplying feedback on the recommendations, whether they will be addressed, or if not why that action is appropriate in the larger context of their view of the Program.” Each of the three recommendations is reprinted below, followed by the Program response.

We appreciate this opportunity to provide feedback and have it included in the final version of the Process Assessment Memo and final evaluation report.

Recommendations

The following recommendations evolved from the general findings section of this memorandum. None of them are seen as crucial, which is in line with the overall finding of a well established, well run program. It is our expectation that the program staff are already aware of all of the issues highlighted by the recommendations.

- 1. The program should concentrate efforts on improving turn around time for projects. While Equipoise realizes that this is not totally within the program’s control, many aspects are*

within their control and additional program routines can be established to follow up on client tardiness.

Response: In reviewing the Activity Update files, we noticed that, rather than length of enrollment, the level of activity with a particular agency was highly dependent on the enrollee's and City (Program) Lead's level of involvement. In some cases, the City Lead was very involved but the enrollee wasn't responsive or didn't have many needs. In other cases, the City Lead was waiting for contact from the City and not proactively engaging the agency representative.

For the next program cycle, we've included a feature in the new database that shows (at a glance) the most recent contacts/deliverables/activities for each agency. This tool will help City Leads take a more proactive role in keeping the ball rolling on energy efficiency efforts.

We also think we can ameliorate slower than expected turn-around times by providing updates to agencies so they know we are making progress and haven't forgotten about them. The new database is designed to generate an "Enrollee Update" report which can be sent to enrollees on a frequent basis.

- 2. The program should develop, in conjunction with PG&E, standardized methods to assure contact with PG&E's account reps, the overall managers of the various program segments, and managers of the individual programs. The LGEP program feeds into the PG&E programs and already recognizes the need to know what resources they can tap into, how the dollars flow, and what forms need to be filled out so that LGEP can service their customers.*

Response: While the Program had a comprehensive list of PG&E and third party programs for most of the two-year period, significant coordination with PG&E account services staff and utility core program representatives didn't take place until later in the Program.

Starting in 2006, PG&E has, reportedly, changed internal management goals and is emphasizing greater coordination and collaboration with partnerships and third party programs. Whereas, in 2004-05, there was competition between these parties for energy savings, the achievements in 2006-08 program cycle can accrue to both PG&E account representative goals and partnership goals. For this reason and the fact that the LGEP will become the "ABAG Energy Watch Partnership - A joint project of the Association of Bay Area Governments and Pacific Gas and Electric Company," we see significantly more opportunities to communicate, coordinate, and collaborate with the utility. Also, the Program's transition from an "information only," third party program to a "resource acquisition" Local Government Partnership (LGP) will create more chances for contact with PG&E.

- 3. The LGEP program needs to improve its process for obtaining utility data. Other CPUC programs had similar issues during the 2004-2005 program cycle. It is recommended that the LGEP program contact other programs (e.g., the Marin Energy Management Program),*

mutually review their experiences and develop, in conjunction with PG&E, an improved approach right at the beginning of the new program cycle.^{17,18}

Response: As previously mentioned, the new program will be transitioning to a LGP with PG&E. We hope that one of the benefits of becoming a “partner” with PG&E will be an improved process for obtaining utility data.

We have also had discussions with the Marin Energy Management Program and are looking at incorporating effective aspects of their utility data management process.

¹⁷ *It is also possible that the Master Contractor could develop a list of programs that had this same issue, and facilitate getting them together.*

¹⁸ *The same issue arose in the second process assessment, and the program indicated that they are already working on improving data retrieval.*



*Northern California
Local Government Energy Partnership Program (LGEP)
Lessons Learned Interview - Combined Responses*

The following set of questions asked of the:

Program Manager at ABAG (1)

Program Manager at Energy Solutions (1)

to ascertain the reasons for the program extension.

The question from the CPUC/ED: We would request that you do a write up of why they needed the extension and make recommendations for program changes that would allow the program to perform on time. It will be important to know why the delay occurred and what they did that caused (or did not do) the delay to occur and what management actions can be taken (have been taken) to keep these types programs on time. Was this a staffing issue, a ramp-up issue, a management issue, a contracting issue, a process-flow issue, an action approval issue, a coordination or teaming issue, a funding stream issue, a payment receipt issue, etc. etc. etc. or a combination of these.

Reasons in extension request:

- To utilize already approved funds.
- Would allow the Program to continue to assist local governments with their energy projects, and reach the Program goal for energy projects “developed” of 15,000,000 kWh. We typically expect existing rebate and incentive programs to see local government projects resulting from LGEP’s facilitation approximately 10 months following enrollment. Many of the current enrollees are in the middle of assessing, auditing, and packaging energy efficiency projects but require additional assistance prior to final implementation.
- Provide continuity to the enrollees and fill a potential program gap that may result from the inability of the IOUs to have contracts in place by January 1, 2006.

4. I have read the program extension request, would you verbally describe the reasons that the program requested a no cost extension of the time to continue servicing enrolled customers?

We had money left. Probably would have asked for an extension because we had not made our goals. Why were we in that situation? One major factor was the late start due to utility contracting delays. We didn’t get started until, I think April 2004. We had no control over the contract timing. It took longer than anticipated to get the energy use data, both at the local government and at PG&E. The operating timeline in this sector is hard

to predict, slow on ramp up, deciding which facilities to audit, prioritizing and reaching a decision to move forward. We had to follow up all the time. This sector seems slower than other sectors. Also longer turn around time to get to program implementation, i.e., developed programs to meet the energy savings program goals.

5. What were the issues that lead to the delay

The interviewees were given a list of possibilities, the following were identified from the discussion:

- Contracting: Contracting w PG&E took a while.
- Delayed start: Due to slow contracting cycle
- Staffing: possibly we could have added staff, but the city lead relationship was often difficult. They have delays, so we couldn't add staff because then they would be idle [due to slow response from the city].
- Other issue: Unanticipated delays

6. Do you have any suggestions about how to avoid this in future programs?

The main one would be to get the utility to get out the contract on time. We are already seeing the same thing on the current contract. It is July and there are still isn't a contract. We can't seem to do anything to get the contracts moving. We have made presentations to the CPUC, but they have declined to intervene. Maybe sit down early on and get the lawyers together until all the details are worked out, but PG&E doesn't want to get the lawyers together. They say that they are committed to improving the system, but then nothing happens. PG&E is currently overburdened with lots of partnership contracts. We have been relatively quick in our contract issue turnaround. Contracting could be standardized possibly. One way to be sure the contracts are on time would be to start earlier, maybe start right now for after 08.

Awareness of clients gained from the current program may help to avoid this in future programs, since many will be repeat customers.

As suggested in the process assessments, increased routine communications with the clients should help. If they know that we will be making contact on a routine basis they may be more apt to get things done. But we have called in the past and they don't return calls. If we had predictable response times from them we could possibly add a few more staff, then that would further help things move along.

7. Were there any other comments that you would like to make on this subject?



There are a wide variety of barriers to the clients participating. It is hard to predict which one we will run into each time.

Our group supported the idea that there should be a non IOU administrator for third party programs. [Why?] We think the utilities still have a bias. Some third parties are afraid to say anything against the utilities because of perceived ramifications.

Thank you for your time.