



# **Process Evaluation of the Riverside County Local Government Partnership Program**

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## Table of Contents

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<b>1</b>	<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
1.1	KEY FINDINGS.....	4
1.2	RECOMMENDATIONS.....	6
<b>2</b>	<b>INTRODUCTION.....</b>	<b>8</b>
<b>3</b>	<b>RESEARCH OBJECTIVES AND METHODS .....</b>	<b>12</b>
3.1	RESEARCH OBJECTIVES.....	12
3.2	RESEARCH METHODS .....	12
<b>4</b>	<b>MUNICIPAL BUILDING RETROFITS.....</b>	<b>15</b>
4.1	MUNICIPAL BUILDING RETROFITS ACTIVITIES .....	18
4.1.1	Municipal Building Retrofits and Retro-Commissioning.....	18
4.1.2	Demand Response and Emerging Technologies .....	20
4.1.3	Energy Efficiency Education and Training.....	20
4.2	PROGRESS TOWARDS GOALS.....	21
4.3	KEY SUCCESSES (PRIOR TO 2015) .....	21
4.4	CHALLENGES .....	22
4.5	SATISFACTION WITH PARTNER EFFORTS.....	25
4.6	REPORTED ASSISTANCE NEEDED AND IMPLEMENTATION RECOMMENDATIONS .....	25
<b>5</b>	<b>STRATEGIC PLAN SUPPORT ACTIVITIES .....</b>	<b>26</b>
<b>6</b>	<b>CORE PROGRAMS COORDINATION .....</b>	<b>28</b>
<b>7</b>	<b>IMPLEMENTATION OF PAST EVALUATION RECOMMENDATIONS .....</b>	<b>29</b>
<b>8</b>	<b>KEY FINDINGS AND RECOMMENDATIONS.....</b>	<b>30</b>
8.1	KEY FINDINGS.....	30
8.2	RECOMMENDATIONS.....	32
	<b>APPENDIX A: LGP PROGRAM PROCESS EVALUATION CYCLE.....</b>	<b>34</b>
	<b>APPENDIX B: LGP PROGRAM STAFF INTERVIEW GUIDE .....</b>	<b>35</b>
	<b>APPENDIX C: RECOMMENDATIONS RESULTING FROM EVALUATION RESEARCH .....</b>	<b>46</b>
	<b>APPENDIX D: STRATEGIC PLAN OPTION DESCRIPTIONS .....</b>	<b>48</b>

## I Executive Summary

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The Riverside County Local Government Partnership (the Riverside County LGP) is a partnership between Riverside County, Southern California Edison Company (SCE) and Southern California Gas Company (SoCalGas) that began in 2006.<sup>1</sup> Riverside County provides numerous services including law enforcement, tax collection, public health, education, social services and municipal services to its citizens. To provide these services, Riverside County maintains over 1,000 facilities with more than 10 million square feet of floor space. The purpose of the Riverside County LGP is to leverage the combined strengths of Riverside County, SCE and SoCalGas to identify and implement energy efficiency projects and activities within Riverside County.

The Riverside County LGP is designed to improve energy efficiency within Riverside County through a variety of activities, including:

- **Municipal Facility Retrofit and Retro-Commissioning** – identification and implementation of energy efficiency retrofit and retro-commissioning projects at Riverside County facilities, energy efficiency education and best practices training, new construction and design assistance (Savings By Design), emerging technologies, integration with demand response services, coordination with funding sources, and coordination with other California investor-owned utility (IOU) program offerings (e.g., Core Programs,<sup>2</sup> solar, water and others).
- **California Strategic Plan Support** – supporting the California Long Term Energy Efficiency Strategic Plan (Strategic Plan), through development of methods for benchmarking and tracking energy use at municipal facilities.

The 2013-2014 Energy Efficiency Program Implementation Plans (PIPs) for SCE and SoCalGas<sup>3</sup> include additional information on the 2015-2016 planned activities for the Riverside County LGP.

The Riverside County LGP structure differs between the two IOUs, SCE and SoCalGas. Under SCE, the Riverside County LGP is classified as a resource program, meaning that

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<sup>1</sup> SoCalGas joined the Riverside County LGP in 2010.

<sup>2</sup> Core Programs refer to primary energy efficiency programs in SCE's and SoCalGas' program portfolios, including residential and commercial programs, and third party programs.

<sup>3</sup> Southern California Edison. *Customer Energy Efficiency And Solar Division Program Implementation Plans. Exhibit 4C – Local Programs*. 2013.

Southern California Gas Company. *2013-2014 Energy Efficiency Programs Local Government Partnership Program - Program Implementation Plan*. 2013.

The 2013-2014 Program Implementation Plans (PIPs) are the most current applicable PIPs available for the local government partnerships.

the program directly claims energy savings.<sup>4</sup> Under SoCalGas, the Riverside County LGP is classified as a non-resource program, meaning that while the partnership generates energy savings, it does not claim savings directly, but rather funnels projects to Core Programs that claim energy savings.<sup>5</sup>

The remainder of this report presents the results of the Riverside County LGP process evaluation, and Evergreen Economics focused this evaluation on activities completed in 2015 through 2016. As this is the first evaluation conducted on the Riverside County LGP since 2009, we also highlight additional activities from the 2010-2014 period as needed to provide additional program context.

Table 1 provides a summary of the process evaluation objectives along with an assessment of each objective.

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<sup>4</sup> California Public Utilities Commission. *Energy Efficiency Policy Manual*. R.09-11-014. 2013. [http://www.cpuc.ca.gov/uploadedFiles/CPUC\\_Public\\_Website/Content/Utilities\\_and\\_Industries/Energy\\_-\\_Electricity\\_and\\_Natural\\_Gas/EEPPolicyManualV5forPDF.pdf](http://www.cpuc.ca.gov/uploadedFiles/CPUC_Public_Website/Content/Utilities_and_Industries/Energy_-_Electricity_and_Natural_Gas/EEPPolicyManualV5forPDF.pdf)

<sup>5</sup> While the Riverside County LGP funnels municipal building retrofit activities to SoCalGas Core Programs, this is a different activity than the LGP Core Programs Coordination activity area, which involves community outreach to engage residents and businesses in Core Programs. The Riverside County LGP does not engage in this activity area.

**Table 1: Process Evaluation Objectives and Assessment**

Objective	Assessment
1. Provide documentation of the Riverside County LGP's suite of activities at the time of the evaluation.	Based on interviews with Riverside County LGP partnership staff (SCE, SoCalGas and Riverside County staff) and review of program documentation, the evaluation identified and documented Riverside County LGP activities. (Sections 4 - 5)
2. Document how the Riverside County LGP has adopted and implemented LGP-specific recommendations from the previous process evaluation.	The evaluation team reviewed the previous program evaluation and confirmed the Riverside County LGP has not adopted the previous program recommendation from the 2006-2008 program cycle. (Section 7)
3. Identify whether the Riverside County LGP is currently being implemented according to its logic model/change theory.	The Riverside County LGP partners struggled to successfully implement the partnership in 2015-2016 according to the underlying program logic/change theory as described in the Program Implementation Plans.
4. Document the Riverside County LGP's successes and challenges.	The evaluation found that the Riverside County LGP has not met its goals for the 2015-2016 program cycle. (Sections 4 - 5)
5. Assess partner satisfaction within the Riverside County LGP.	Riverside County LGP partners were satisfied with their partners in the Riverside County LGP; however, there was low satisfaction with the overall performance of the partnership. (Sections 4 - 5)
6. Identify whether the Riverside County LGP is on track to meet California Public Utilities Commission (CPUC)-approved program objectives.	The Riverside County LGP did not meet its 2015 or 2016 energy savings objectives. (Sections 4 - 5)
7. Provide recommendations regarding design and/or implementation of the Riverside County LGP.	The evaluation team identified key findings, successes and challenges, and developed actionable recommendations to improve the design and implementation of the Riverside County LGP. (Section 8)

## 1.1 Key Findings

We summarize the key evaluation results below by activity area, and provide additional details on the findings and analysis methods in the main body of the report.

### *Municipal Building Retrofits Activities*

- The Riverside County LGP has not met its municipal building retrofit goals in 2015 and 2016 and is facing significant challenges to perform energy efficiency projects through the partnership.
- Training offered through the Riverside County LGP contributed to Riverside County staff's broad expertise in energy efficiency and energy conservation project identification and implementation, according to Riverside County, SCE and SoCalGas staff.
- Riverside County staff effectively utilize energy management software (EnergyCAP) to track local government building energy use and identify and prioritize potential projects, according to Riverside County, SCE and SoCalGas staff. Riverside County implemented EnergyCAP in 2012 with funding through the Riverside County LGP.
- Riverside County LGP partners have good working relationships and collaborate well.

### *Strategic Plan Support Activities*

- The Riverside County LGP had no Strategic Plan Support activities in 2015 and 2016. Prior to 2015, the Riverside County LGP engaged in two Strategic Plan Support activities, which led to the creation of a revolving conservation fund and adoption of EnergyCAP.

### *Core Programs Coordination Activities*

- To date, interviewees reported that there has not been any activity in outreach to Riverside County non-residential customers as recommended in the 2009 Process Evaluation of the 2006-2008 Local Government and Institutional Partnership Programs.

### *Key Challenges*

- Extensive budget constraints at Riverside County limit the ability of the Riverside County LGP to engage in municipal building energy efficiency activities. Challenges include:
  - Countywide budget cuts over consecutive years that have diminished the ability of Riverside County to engage in energy efficiency projects; and

- Complete depletion of the revolving conservation fund due to solar project delays, leaving little to no internal sources of funding beyond utility program incentives.
- Energy management for Riverside County government facilities falls under the purview of the Riverside County Economic Development Agency (EDA). The Riverside County EDA has three full time staff members who spend a portion of their time involved in administration of the Riverside County LGP, but also have numerous other demands on their time. The result is that staff members have to prioritize projects according to need and staff bandwidth, which has resulted in putting energy efficiency projects on hold.
- Title 24 building code updates have resulted in popular measures being removed from SCE and SoCalGas energy efficiency programs, which has made it much more difficult to promote retro-commissioning projects to municipal customers.
- Riverside County contracting requirements, primarily requirements for prevailing wages and licensing with the California Department of Industrial Relations, have made it difficult to replace the discontinued Enovity Third Party Persistence Commissioning Program, which was a third party program offered through SCE. The Enovity Third Party Persistence Commissioning Program was possible because Riverside County had an existing contract with Enovity for building controls, meaning a new contracting arrangement was not required. SCE has discontinued the Enovity Program. As a result, contracting requirements have been a barrier to engaging other outside contractors. These same contracting constraints have also made it difficult for Riverside County to use SCE Direct Install program contractors.<sup>6</sup>
- Both SCE and SoCalGas staff noted that a significant challenge with the Riverside County LGP is the split responsibilities at Riverside County between the EDA, the Facilities Management division and the Project Management Office. These interview subjects requested that efforts be made to include members from each office in Riverside County LGP meetings, or facilitate the IOUs in having a communication channel to each department. SCE and SoCalGas staff also noted there may be opportunities to engage directly with all Riverside County departments, which could lead to increased partnership benefits and reduce the burden on EDA staff.

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<sup>6</sup> SoCalGas does not currently have a Direct Install program; however, it is working to get a program implemented. Once SoCalGas launches its Direct Install program, SoCalGas and SCE will need to coordinate their Direct Install programs for the County.



## 1.2 Recommendations

Based on the evaluation results, we present the following recommendations for the Riverside County LGP:

- We recommend that Riverside County LGP staff classify the revolving conservation fund as a *current* activity on the Strategic Plan Support menu for future program years, which could allow the Riverside County LGP to devote resources and establish goals to replenish the fund.
- We recommend that the Riverside County LGP partners engage directly with all Riverside County departments that could benefit from the partnership and explain the services that the Riverside County LGP provides. This will mitigate against missed project opportunities and help coordinate efforts across Riverside County departments. This will help keep the revolving conservation fund replenishment a priority.

While Riverside County, SCE and SoCalGas staff<sup>7</sup> expressed commitment to conducting energy efficiency projects through the Riverside County LGP, the partnership has faced many challenges. Since the beginning of 2015, activity under the Riverside County LGP has slowed significantly, with almost no energy efficiency projects completed in 2015 or 2016 aside from two gas related projects that resulted in savings of 7,200 therms. Riverside County LGP staff from Riverside County, SCE and SoCalGas noted several challenges responsible for this change. Specifically, Riverside County has seen substantial budget constraints, and competing priorities have taken limited staff resources that could be devoted to Riverside County LGP projects. These constraints, coupled with challenges presented by Title 24 changes and the loss of key project funding streams, have led to the Riverside County LGP struggling to meet its 2015 and 2016 goals. Riverside County, SCE and SoCalGas staff have expressed discouragement with these developments but are committed to collaborating to try to improve the performance of the Riverside County LGP. The slowdown in activity is particularly frustrating to the Riverside County LGP partners since prior to 2015, according to interviewed staff and program documentation,<sup>8</sup>

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<sup>7</sup> In the remainder of this document, 'Riverside County staff' refers to staff at the Riverside County Economic Development Agency (EDA) who work to support the Riverside County LGP, and, 'SCE staff' and 'SoCalGas staff' refer to staff at SCE and SoCalGas that work to support the LGP. When other staff from any of the organizations are referenced, their roles will be explicitly described in the text.

<sup>8</sup> Evergreen reviewed 2010-2014 Program performance information through interviews with Riverside County LGP staff and review of SCE and SoCalGas annual reports from 2010 through 2014.

the partnership met its goals from 2010 to 2014 with several key successes, leading to Riverside County receiving the 2015 Cool Planet Award from The Climate Registry.<sup>9</sup>

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<sup>9</sup> The Cool Planet Award recognizes the contribution of SCE business customers that demonstrate exemplary leadership in energy and carbon management within their business size and industry. The Climate Registry. <https://www.theclimateregistry.org/cpawards/2015-cool-planet-award-recipients/>

## 2 Introduction

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Across California, local government partnership (LGP) programs combine the strengths of both local governments and the California investor-owned utilities (IOUs) to leverage the unique opportunities and resources of local communities to identify and implement energy efficiency projects and activities.

The Riverside County Local Government Partnership (the Riverside County LGP), a partnership between Riverside County, Southern California Edison (SCE), and Southern California Gas Company (SoCalGas), has existed since 2006.<sup>10</sup> The Riverside County LGP serves the fourth largest county by both population and area in California, with over two million residents and covering over 7,000 square miles. Riverside County provides numerous services including law enforcement, tax collection, public health, education, social services and municipal services to its citizens. To provide these services, Riverside County maintains over 1,000 facilities with more than 10 million square feet of floor space.

In Riverside County, energy management for these facilities falls under the purview of the Riverside County Economic Development Agency (EDA). Staff in the EDA oversee administration of the Riverside County LGP and coordinate with the EDA Facilities Management division and the Project Management Office to identify and coordinate energy efficiency projects. The EDA employs three full time staff members whose responsibilities include administering the Riverside County LGP activities: one department lead who is responsible for administration of the Riverside County LGP, and two project managers.

EDA staff have additional responsibilities that limit the resources dedicated to the Riverside County LGP. The department is responsible for overall management of the Riverside County energy budget, which includes oversight and management of energy bills for the majority of Riverside County facilities, identification and implementation of energy-related projects including renewable energy projects, and management of other utilities such as waste disposal and water. To carry out these duties, EDA staff coordinate with over 54 utility companies including six electric utility providers.

Through the Riverside County LGP, SCE and SoCalGas provide support for energy efficiency projects conducted through the EDA by assisting with identifying, implementing and funding energy efficiency projects. On the SCE side, one account manager and one program manager provide this support, while on the SoCalGas side, one program manager provides Riverside County LGP-related support, and one SoCalGas Account Executive provides additional support. In addition to these core staff members,

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<sup>10</sup> SoCalGas joined the Riverside County LGP in 2010.

other SCE and SoCalGas program staff members provide assistance as necessary depending on the type of projects being implemented.

Until 2015, the Riverside County and SCE partnership was an Institutional Partnership. In 2015, the partnership between SCE and Riverside County was moved to SCE's LGP program. The Riverside County partnership does not follow the SCE Energy Leader model of other SCE LGPs. SCE's Energy Leader LGPs conduct activities to engage the broader community and offer tiered incentives based on past achievements.<sup>11</sup> The Riverside County LGP has been under the Local Government Partnership framework for SoCalGas since its inception.

The Riverside County LGP structure differs between the two IOUs, SCE and SoCalGas. Under SCE, the Riverside County LGP is classified as a resource program, meaning that the program directly claims energy savings.<sup>12</sup> Under SoCalGas, the Riverside County LGP is classified as a non-resource program, meaning that while the partnership generates energy savings, it does not claim savings directly, but rather funnels projects to Core Programs that claim energy savings.<sup>13</sup>

The previous evaluation in 2009 found that the Riverside County LGP was struggling to meet the resource goals set by the partnership.<sup>14</sup> In 2009, Riverside County was severely impacted by the recession of the late 2000s, leading to large budget cuts and layoffs, limiting the ability of the Riverside County LGP to conduct energy efficiency projects. However, interviews and document review conducted as part of this evaluation indicate that the performance of the Riverside County LGP improved considerably after 2010. Between 2010 and 2014, the Riverside County LGP consistently met its goals. However, since the beginning of 2015, activity under the Riverside County LGP has slowed significantly, with few energy efficiency projects completed in 2015 or 2016 due to significant budgeting, staff resource and program design barriers (discussed in Section 4.4).

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<sup>11</sup> Research Into Action. *Targeted Process Evaluation of the Local Government Partnership Program*. 2016.

<sup>12</sup> California Public Utilities Commission. *Energy Efficiency Policy Manual*. R.09-11-014. 2013.

[http://www.cpuc.ca.gov/uploadedFiles/CPUC\\_Public\\_Website/Content/Utilities\\_and\\_Industries/Energy\\_-\\_Electricity\\_and\\_Natural\\_Gas/EEPPolicyManualV5forPDF.pdf](http://www.cpuc.ca.gov/uploadedFiles/CPUC_Public_Website/Content/Utilities_and_Industries/Energy_-_Electricity_and_Natural_Gas/EEPPolicyManualV5forPDF.pdf)

<sup>13</sup> While the Riverside County LGP funnels municipal building retrofit activities to SoCalGas Core Programs, this is a different activity than the LGP Core Programs Coordination activity area, which involves community outreach to engage residents and businesses in Core Programs. The Riverside County LGP does not engage in this activity area.

<sup>14</sup> PA Consulting Group. *Process Evaluation of the 2006–2008 Local Government and Institutional Partnership Programs*. 2009.

The primary focus of the Riverside County LGP is identification and implementation of energy efficiency retrofit and retro-commissioning projects at Riverside County facilities.<sup>15</sup> According to interviews and SCE and SoCalGas annual reports from 2010 to 2014, the Riverside County LGP has engaged in Strategic Plan Support activities in past program cycles, most notably between 2009 and 2012.<sup>16</sup> There were no Strategic Plan Support activities in 2015 or 2016. While the Riverside County LGP has directed municipal projects through Core Programs – primarily the Savings By Design and Third Party programs – there are no Riverside County-wide Core Programs Coordination activities through the Riverside County LGP.

In addition to the main focus of retrofit and retro-commissioning activities, the Riverside County LGP also looks for opportunities in the following areas:

- **Integration with Demand Response and Other Demand Side Management Services** – Demand response programs provide tariff-based benefits to customers implementing demand response activities. Riverside County EDA staff analysis revealed that the existing building controls across the municipal buildings stock are not suitable for automatic demand response, so no demand response activities have taken place.
- **Energy Efficiency Education and Best Practices Development and Training** – The Riverside County LGP organizes education and training for facility and maintenance personnel, and works to improve project coordination and communication to strengthen the relationships among the Riverside County LGP partners, and internally between the EDA and other Riverside County departments. Limited education and training has taken place, specifically training for Riverside County staff on Title 24 code changes. In addition, Riverside County has shared several best practices including how it established its Energy Revolving Fund and how it implemented its energy management software, Energy CAP. Riverside County shared these best practices with other LGPs at the Statewide Energy Efficiency Collaborative (SEEC) LGP meetings, and also presented best practices at the 7<sup>th</sup> Annual Statewide Energy Efficiency Forum in 2016 to an audience that included staff from California local governments and state agencies.
- **Identifying Emerging Technology Opportunities** – The Riverside County LGP partners work together to identify potential opportunities for facilitating the installation of emerging technologies, and, where applicable, provide incentives and technical aid for installing emerging technologies in Riverside County facilities.

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<sup>15</sup> Southern California Edison. *Customer Energy Efficiency And Solar Division Program Implementation Plans. Exhibit 4C – Local Programs*. 2013–2014.

<sup>16</sup> SCE and SoCalGas Energy Efficiency Annual Reports. <http://eestats.cpuc.ca.gov/Views/Documents.aspx>

While Riverside County is open to adoption of emerging technologies, to date it has not conducted any emerging technologies projects according to interviewees.

- **Coordination with Other IOU Programs** – The Riverside County LGP can be utilized as a “portal” to other IOU energy programs such as the California Solar Initiative, Self-Generation Incentive Program, and Demand Response, as well as related agriculture, water efficiency and green building programs. The Riverside County LGP has engaged with other programs including self generation incentive programs and green building programs.

## 3 Research Objectives and Methods

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### 3.1 Research Objectives

The research objectives for this evaluation included the following:

1. Provide documentation of the Riverside County LGP's suite of activities at the time of the evaluation;
2. Document how the Riverside County LGP has adopted and implemented recommendations from the previous process evaluation;
3. Identify whether the Riverside County LGP is currently being implemented according to its logic model/change theory;
4. Document the Riverside County LGP's successes and challenges;
5. Assess partner satisfaction within the Riverside County LGP;
6. Identify whether the Riverside County LGP is on track to meet CPUC-approved program objectives; and
7. Provide recommendations regarding design and/or implementation of the Riverside County LGP, to improve progress towards its filed objectives in the next program year.

Please note that the evaluation activities did not include the following:

- Recommendations on the IOU-specific program models under which the Riverside County LGP operates;
- Comparative or best practice research between the Riverside County LGP and other LGPs, since only a limited number of LGPs will be evaluated each year; or
- Feasibility assessment of activities the Riverside County LGP is not already conducting.

### 3.2 Research Methods

This theory-based evaluation began with the development of a program logic model for each activity area that linked the Riverside County LGP activities to immediate outputs and to longer outcomes that were consistent with the underlying program goals. Once the evaluation team identified outputs and outcomes that would provide evidence of the Riverside County LGP's progress toward its goals, we developed a data collection plan to gather information from a variety of different sources.

A program logic model is a graphical representation of the program that reflects a program's *current* activities, the results (outputs) of those activities, and their relationship to short-term and long-term outcomes. Used as an evaluation tool, the logic model provides a program with feedback on whether the program is being implemented in a way



that is consistent with the original underlying program theory. Recommendations for improvement are made when the evaluation findings identify areas where the observed program activities and results are not consistent with the program logic, as these areas of inconsistency are indicators that the program may not be on track to achieve its long-term goals.

The Riverside County LGP logic models describe the activities and immediate outputs of the Riverside County LGP in each main activity area, as well as the expected outcomes of these activities and the pathways through which these will be achieved over time. The evaluation team used the logic models as guides to define specific outputs and outcomes to track progress along the path from activities to outputs and then short-term and long-term outcomes. The evaluation team reviewed program and project documents, and held discussions with program management staff to develop program theory and construct the program logic models.

Using the logic model for each activity area as a guide, Evergreen completed the following research activities during the first round of process evaluations:

1. Review of Program Implementation Plans;
2. Review of existing LGP logic models where available (otherwise Evergreen developed a new one);
3. Review of program progress reporting (e.g., internal IOU dashboards, budget status reports to the CPUC);
4. Reviews of LGP marketing collateral;
5. Review of Quarterly Strategic Plan activity updates to the CPUC;
6. Comprehensive in-depth interviews with IOU program manager(s);
7. Comprehensive in-depth interviews with local government staff members and LGP implementers for multi-jurisdiction LGPs; and
8. Web-based surveys of local government staff members (where in-depth interviews were not feasible).

We include a logic model for the activity area in which the Riverside County LGP currently engages: Municipal Building Retrofits (Section 4). We include Section 5 and 6, but do not include logic models, as the Riverside County LGP does not currently engage in Strategic Plan Support or Core Programs Coordination activities. Section 4 provides a detailed description of Riverside County LGP activities shown in the logic model. Note that the logic model provides a graphical summary of the main Riverside County LGP activities and outcomes, and we have omitted some less prominent activities to simplify the diagrams.

After Evergreen identified the data collection methods that would help us assess progress towards goals, we worked with SCE and SoCalGas staff to identify the most appropriate



personnel to interview. Evergreen conducted four interviews: one interview with a Riverside County EDA staff member, interviews with two SCE staff members, and an interview with one SoCalGas staff member. These interviews took place in November and December of 2016.<sup>17</sup>

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<sup>17</sup> In the remainder of this document, 'Riverside County staff' refers to staff at the Riverside County Economic Development Agency (EDA) who work to support the Riverside County LGP, and, 'SCE staff' and 'SoCalGas staff' refer to staff at SCE and SoCalGas that work to support the LGP. When other staff from any of the organizations are referenced, their roles will be explicitly described in the text.

## 4 Municipal Building Retrofits

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The Municipal Building Retrofits activity area, in particular municipal building retrofit and retro-commissioning activities, is the primary focus of the Riverside County Local Government Partnership (the Riverside County LGP). Riverside County, SCE and SoCalGas work closely together to foster government facilities' energy savings through:

- Retrofitting or retro-commissioning local government facilities;
- Looking for opportunities to integrate demand response with energy efficiency projects; and
- Providing technical assistance such as energy audits and training.

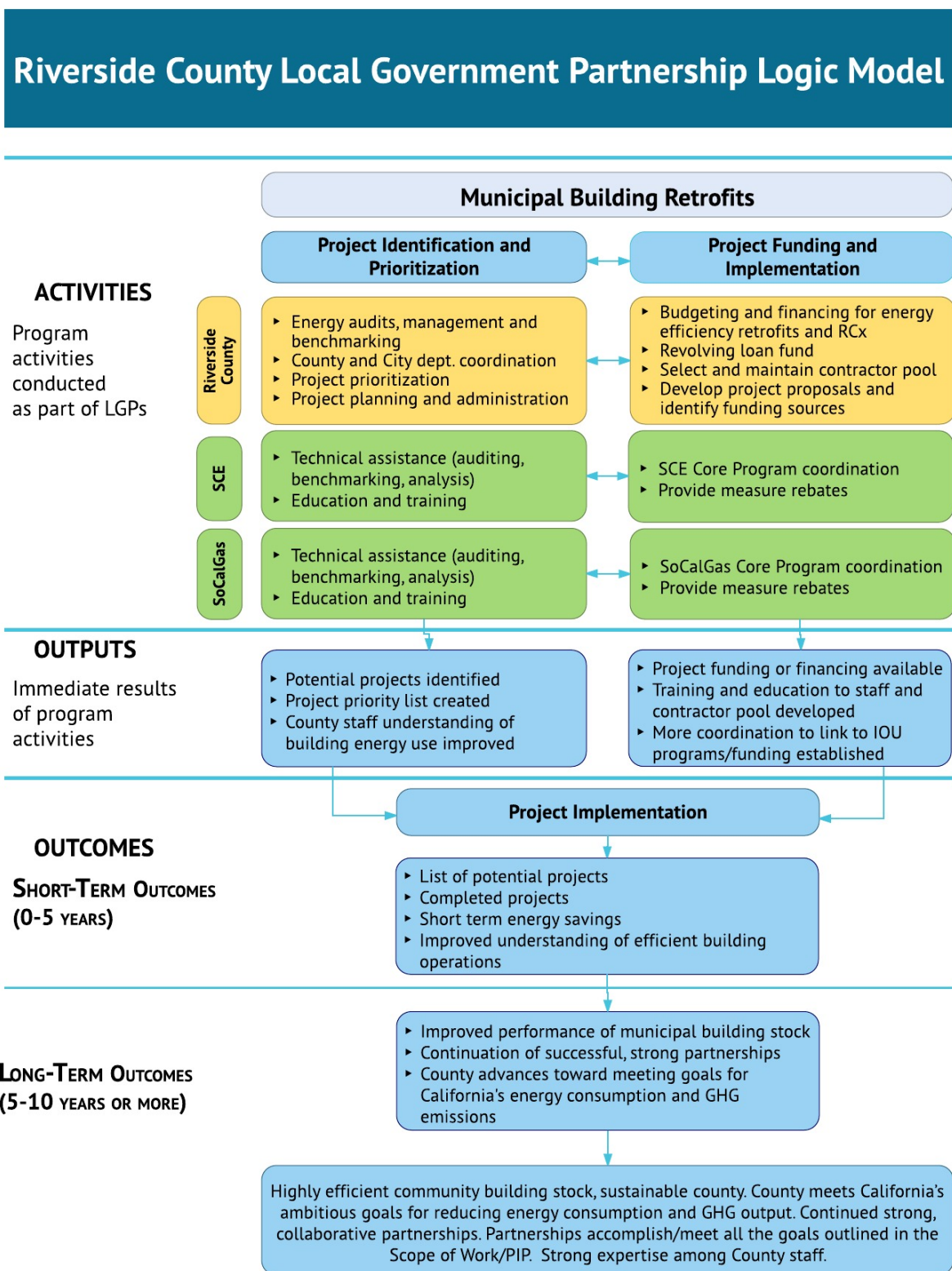
Ultimately, through these activities and a collaborative relationship between Riverside County, SCE and SoCalGas, the Riverside County LGP aims to improve the overall efficiency of institutional and government building stock and to help Riverside County meet California's ambitious goals for reducing energy consumption and greenhouse gas emissions.

As we discussed in Section 3.2, our evaluation of the Riverside County LGP began with development of a program logic model for each activity area in which the Riverside County LGP engages, to serve as a guide to evaluate progress along the path from activities to outputs and then long-term outcomes. We show the logic model of the Riverside County LGP's Municipal Building Retrofits activities in Figure 1 on the following page.

The logic model presents a high level overview of the Riverside County LGP's Municipal Building Retrofits activities, showing the pathways from activities to long-term outcomes, and should be read from top to bottom. Blue arrows indicate the pathways from activities to immediate outputs and then to short-term and long-term outcomes. The arrows also show relationships between the different activity pathways, which we represent as separate columns in the diagram.

Each program activity area contributes to the overall long-term program goals that we describe in the last row of the model. Note that the logic model provides a graphical summary of the main Riverside County LGP Municipal Building Retrofits activities and outcomes, and we have omitted some less prominent activities to simplify the diagram. Prior to 2015, the Riverside County LGP conducted activities in a manner consistent with the logic model. Since 2015, while Riverside is engaging in activities largely consistent with the logic model, challenges with these activities described in this report have negatively impacted the these activities in terms of leading to the planned outputs and outcomes, ultimately resulting in the Riverside County LGP not meeting its savings goals for 2015 and 2016.

Figure 1: Municipal Building Retrofits Logic Model



To determine the success of the Municipal Building Retrofits activities, the evaluation team spoke with one Riverside County EDA staff member, two SCE staff members and one SoCalGas staff member. All interviewees were highly familiar with the Riverside County LGP's efforts in Municipal Building Retrofits activities.

According to the interview subjects key successes included:

- Creation of a revolving conservation fund through the Strategic Plan Support Activities area;
- Adoption of energy management software (EnergyCAP) that improved the efficiency of the EDA in managing utility bills and that provided much needed benchmarking data to identify underperforming municipal buildings and help prioritize projects;
- Strong collaboration between the Riverside County LGP partners; and
- A series of successful retro-commissioning projects that were conducted through Enovity's Third Party Persistence Commissioning Program. A primary reason for the success of this program in Riverside County was that there was a pre-existing contract between Riverside County and Enovity that allowed them to avoid having to enter into a new contracting agreement, which would have involved significant bureaucratic hurdles. This program expired in January 2016, and no projects were completed through the program in 2015.

Since the beginning of 2015, activity under the Riverside County LGP has slowed significantly, with few energy efficiency projects completed in 2015 or 2016. The staff members we interviewed who support the Riverside County LGP noted several challenges responsible for this change. Specifically, Riverside County has seen substantial budget constraints, and competing priorities have taken limited staff resources that could be devoted to Riverside County LGP projects. These constraints, coupled with challenges presented by Title 24 changes and the loss of key project funding streams, have led to a situation where the Riverside County LGP has struggled to meet its goals in 2015 and 2016. Riverside County, SCE and SoCalGas staff have expressed discouragement with these developments but are committed to collaborating to try to improve the performance of the Riverside County LGP. These challenges are discussed in detail in Section 4.4.

In the remainder of this chapter, we report on each phase of the Municipal Building Retrofits activities, progress towards Riverside County LGP goals, and partner satisfaction and reported needs.

## 4.1 Municipal Building Retrofits Activities

### 4.1.1 Municipal Building Retrofits and Retro-Commissioning

The Riverside County EDA is responsible for managing the energy consumption of government buildings covering over 10 million square feet of floor space. These facilities include large, complex structures such as detention facilities, hospitals and courthouses as well as office buildings and other facilities. With assistance from SCE and SoCalGas, Riverside County engages in efforts to identify, finance and implement retrofit and retro-commissioning projects at these facilities.

The Riverside County EDA has three staff members involved in administration of the Riverside County LGP. The role of EDA staff with regard to the Riverside County LGP is to:

- Coordinate with two other divisions within EDA – the Facilities Management division and the Project Management Office that oversee facility maintenance and capital projects respectively for the entire county – to identify and implement energy efficiency projects;
- Coordinate with SCE and SoCalGas to provide technical assistance through the Riverside County LGP; and
- Provide administration of the Riverside County LGP from the County's perspective including contracting arrangements, project budgeting and incentive applications.

Riverside County staff members have the broad expertise and technical skills required for identifying and managing retro-commissioning and retrofit projects. In particular, EDA staff have a high level of skill in utilizing energy management software to benchmark and identify potential projects. Personnel from the Facilities Management division and Project Management Office possess the technical skills to implement projects. SCE and SoCalGas staff noted, however, that because they deal directly with EDA staff only, not having a direct relationship with the Project Management Office project managers who oversee the actual project implementation is a challenge that makes it difficult to identify any skill gaps among the project managers. These gaps could be filled through education or training opportunities provided by the IOUs.

In 2015, Riverside County EDA, SCE and SoCalGas staff met in person at a monthly meeting at a Riverside County facility. In 2016, due to the reduction of projects in the pipeline, meetings were reduced to every two months. In addition, the Riverside County EDA staff invite other county and IOU staff to attend depending on project activities. Those invited include facility managers, utility engineers and Riverside County project managers. Recently, according to both Riverside County staff and IOU interviewees, the Riverside County project managers have stopped attending the meetings because their

project load is too high and the Project Management Office director sees the meeting as a lower priority.

We asked the Riverside County LGP interviewees to discuss the process for identifying, budgeting and implementing energy efficiency projects, which are all listed as activities in the logic model included as Figure 1.

**Municipal Project Identification and Prioritization.** Three groups split responsibility for identifying and prioritizing municipal building retrofit or retro-commissioning energy efficiency projects: EDA staff, staff from the EDA Project Management Office, and EDA Facilities Management division staff. The staff supporting the Riverside County LGP are primarily EDA staff, with limited involvement from staff in the other two departments within the EDA. EDA staff use data from EnergyCAP energy management software to benchmark and rank buildings based on energy consumption by square foot. They use these data to take a targeted approach to identifying facilities with the potential for energy efficiency projects. Facilities Management personnel may identify projects as part of routine facility maintenance including replacement of failing equipment. The Project Management Office also may identify projects when opportunities are identified during new construction or renovation projects.

During interviews with Riverside County LGP staff, we asked if there have been cases where measures have been identified but not adopted. There were no specific measures mentioned by interviewees.

**Municipal Project Budgeting:** Historically, funds for municipal building projects have originated from three internal sources:

- Individual department budgets;
- A deferred maintenance fund; and
- The conservation fund which was created as a Strategic Plan Support menu item and which is discussed in Section 5.

Regardless of the internal funding source, utility incentives have been critical to funding projects, as the usual funding sources have been restricted or eliminated. According to Riverside County, SCE and SoCalGas staff, individual department budgets have been significantly curtailed as Riverside County continues to struggle with diminished revenue streams and increasing demands on county services.<sup>18</sup> The Riverside County deferred

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<sup>18</sup> Riverside County is the fourth fastest growing county in California according to the California Department of Finance 2017 Population Projections. An additional strain on the county budget has been the relocation of



maintenance fund is very limited, with approximately \$600,000 designated to specific projects and other maintenance approved on an emergency basis. Lastly, the Riverside County LGP conservation fund (created as a Strategic Plan Support menu item) has been depleted due to delays in bringing a specific solar project online, leading to the fund being used to service debt on the project.

**Municipal Project Implementation:** Once projects are permitted, contractors are selected from a pool of approved vendors via a competitive bidding process. Riverside County has also participated in Third Party Programs, for which a third party vendor implements the project. Once a project is completed, the Riverside County LGP evaluates and verifies energy savings.

For retrofit projects, which involve specific measure replacement, Riverside County typically relies on engineering assessments to calculate savings. For more complex building system or retro-commissioning projects, the vendors working on these projects calculate savings through an audit process. SCE and SoCalGas perform quality control and savings verification on these projects.

#### **4.1.2 Demand Response and Emerging Technologies**

As part of the municipal building retrofit and retro-commissioning activities, the Riverside County LGP encourages identification of opportunities to adopt demand response strategies or emerging technologies. A staff member from Riverside County expressed interest in adopting demand response strategies and conducted countywide analysis to determine the viability of automated demand response. This analysis revealed that the existing building controls throughout the municipal building stock are not suitable for automated demand response. To accommodate demand response strategies, Riverside County would need to invest significant capital in upgrading systems, which is not feasible at this time due to budget constraints.

While Riverside County is open to adoption of emerging technologies, to date it has not conducted any emerging technologies projects, according to interviewees.

#### **4.1.3 Energy Efficiency Education and Training**

Riverside County staff have not extensively utilized SCE and SoCalGas training and education offerings, with the only notable exception in 2015 and 2016 being Title 24

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inmates formerly in state detention facilities to county facilities, making it necessary for Riverside County to construct a new \$330 million detention facility.

[http://www.dof.ca.gov/Forecasting/Demographics/projections/documents/P\\_PressRelease.pdf](http://www.dof.ca.gov/Forecasting/Demographics/projections/documents/P_PressRelease.pdf)

training to educate facility staff members on recent changes to California building codes. One training session was held in 2015, and Riverside County staff stated that the training session was useful.

## 4.2 Progress Towards Goals

The Riverside County LGP operates as a resource program under the SCE agreement, and as a non-resource program under the SoCalGas agreement. Table 2 shows the Riverside County LGP's Municipal Building Retrofits electric and gas savings goals. The Riverside County LGP consistently met its goals between 2010 and 2014; however, there has been very little activity in the past two years, with the only known activity being two gas related projects that resulted in savings of 7,200 therms. An 'N' in the table indicates that the Riverside County LGP did not meet its goals, as reported by staff we interviewed.

**Table 2: Municipal Building Retrofits Activity Goals**

Goal Description	Target	Goal Met
<b>2015</b>		
kWh Goal	927,000 kWh	N
Therms Goal	40,000 Therms	N
<b>2016</b>		
kWh Goal	130,500 kWh <sup>19</sup>	N
Therms Goal	40,000 Therms	N

## 4.3 Key Successes (Prior to 2015)

While the Riverside County LGP has struggled, not meeting its goals in 2015 and 2016, there have been notable successes prior to 2015 identified by Riverside County, SCE and SoCalGas staff. Interviewees reported the following key successes prior to 2015:

- From 2010 to the end of 2014, the Riverside County LGP engaged in energy efficiency projects that resulted in savings of approximately 2 million kWh and 170,000 therms.
- In 2015, Riverside County was awarded the Cool Planet Award from the Climate Registry, winning 1<sup>st</sup> place in the Large Government and Institution category for activities carried out in 2014.

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<sup>19</sup> This target was reported during an interview. This differs from the target shown on <http://eestats.cpuc.ca.gov/views/Documents.aspx> which reports a goal for 2016 of 81,608 kWh.



- Staff from Riverside County, SCE and SoCalGas all noted that the three entities communicate very well and have a highly collaborative and collegial relationship.

## 4.4 Challenges

Riverside County, SCE and SoCalGas staff all noted that the Municipal Building Retrofits activity area of the Riverside County LGP currently faces significant challenges, struggling to implement municipal building retrofit and retro-commissioning projects over the past two years, and failing to meet goals for 2015 and 2016.

Riverside County, SCE and SoCalGas staff pointed to numerous challenges facing the Riverside County LGP that can be grouped into three broad categories: 1) budget constraints, 2) staff resource constraints and 3) utility program design challenges. We elaborate on each of these below.

### *Budget Constraint Challenges*

Riverside County faces extensive budget constraints at the county and departmental levels, limiting the ability of the Riverside County LGP to engage in municipal building energy efficiency activities. Countywide cuts to departmental budgets and discretionary funds for building maintenance and new projects affected the funding available for energy efficiency projects. Additionally, the building of a \$330 million new prison detention facility has diverted funds away from other new capital improvements or new construction.

As noted previously, Riverside County reallocated funds from the revolving conservation fund to pay for debt servicing on a large solar project that is yet to come online and begin generating resources to service the debt. To address this issue, the County has mandated that the conservation fund money be used to service the debt, leading to depletion of the entire fund. This has depleted the revolving conservation fund completely, leaving no internal funding for EDA to access beyond utility program incentives. Before depletion of the fund, Riverside County used the fund to finance successful energy efficiency and renewable projects. Riverside County staff members that were interviewed are not confident that the fund will be able to be replenished in the current economic climate.

### *Staff Resource Constraint Challenges*

EDA staff that are responsible for Riverside County LGP activities also have responsibility for many other activities, including overall energy management across all county facilities, management of other energy programs – in particular, renewable and EV charging station projects which are in high demand – and management of non-energy related utilities. Currently, it appears that these staff members do not have sufficient time or resources to devote to energy efficiency projects, as doing so would put additional strain on their already limited resources.

Riverside County Facilities Management division and Project Management Office staff also have limited time and resources for additional energy efficiency projects. Personnel from the Facilities Management division and the Project Management Office are the primary project managers during a project's implementation phase. Riverside County staff interviewees explained that these personnel have been directed to not participate in Riverside County LGP meetings because they have limited time and need to devote resources to their existing projects. This indicates that these personnel have limited bandwidth for additional energy efficiency projects and suggests that there are likely missed opportunities for energy efficiency projects because these staff members are not engaged with the Riverside County LGP.

As mentioned earlier, compounding these staff resource constraints is that responsibilities for the implementation of Riverside County LGP projects are split across the Riverside EDA, Facilities Management division and Project Management Office. Project prioritization does not always align across these organizations. Competing and unaligned priorities across Riverside County organizations can lead to Riverside County LGP projects not being completed.

### *Utility Program Design Challenges*

Interviewees also reported on a number of challenges related to the program design including Title 24 changes, discontinuation of the Third Party Persistence Commissioning Program, project review timelines and Core Program contractors lacking the wage and licensing requirements dictated by Riverside County. We summarize each of these issues below:

- **Title 24 changes have impacted the range of measures that are covered through SCE and SoCalGas programs.** The increase in Title 24 requirements in the latest update has led to popular measures being removed from program eligibility. This has particularly affected retro-commissioning projects in Riverside County that were previously eligible. The end result is that Riverside County deems many maintenance or upgrade projects requiring new equipment as too expensive, so equipment is repaired rather than replaced.
- **Riverside County contracting requirements have hindered the replacement of the discontinued Enovity Third Party Persistence Commissioning Program and have made it difficult for Riverside County to use SCE Direct Install program contractors.**
  - The Riverside County LGP had several successful projects through the Enovity Third Party Persistence Commissioning Program. This program was discontinued in 2015. Since that time, Riverside County has been trying to engage an Energy Service Company (ESCO) for future projects, but this has not materialized in part due to contracting requirements at Riverside County.

- Riverside County requires that all contractors are to be paid prevailing wages and have a Department of Industrial Relations (DIR) license number. This is not a requirement of the SCE Direct Install program or any Third Party Programs, so all projects in 2015 and 2016 that have been presented through the Direct Install program have been rejected by Riverside County.
- **Riverside County, SCE and SoCalGas staff identified the length of time that it takes for review of custom projects at the IOUs and the CPUC as a challenge.** Riverside County staff explained that while the process for deemed projects is easy to follow, the review requirements and additional scrutiny for custom projects have, in their opinion, become more onerous and time consuming.<sup>20</sup> According to Riverside County staff, the additional time required if a custom project is selected for review has led to project delays, with one project being delayed for over six months. As a result, if there are emergency or time critical issues with custom projects, such as a failing chiller that needs immediate replacement, they cannot use the IOU custom project process. Riverside County staff noted that the county's capital projects manager has implemented a process that if projects are required to be completed in under one year, Riverside County EDA staff must determine if the risk of project delay due to SCE, SoCalGas and CPUC review will adversely affect the project.

Interview subjects mentioned additional challenges that are unrelated to the above areas:

- **Riverside County staff reported that projects in other municipal utility service territories are easier to implement due to streamlined processes with fewer requirements.** Riverside County is served by numerous municipal utilities. Riverside County staff noted that project requirements and rebate programs at these municipal utilities are often easier to comply with, and the process is more streamlined. Projects through municipal utilities are often prioritized over projects in SCE's territory. SoCalGas supports gas projects in the areas the municipal utilities serve and works with Riverside County to identify projects in these areas.
- **Riverside County has put additional resources into renewable and EV charging station projects rather than energy efficiency projects.** Because of outside funding opportunities for renewables and EV charging stations, Riverside County has prioritized these projects over energy efficiency projects. EDA staff claim that it is easier to get approval for renewables and EV than it is for energy efficiency projects.
- **The existing building stock in Riverside County is comprised of many buildings that are not up to existing Title 24 code.** This often results in making energy

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<sup>20</sup> Custom project approval is inherently lengthier than deemed project approval, and is a commonly mentioned challenge across IOU programs in the non-residential sectors.

efficiency projects expensive and not economically feasible. Because the process of bringing these buildings to code is prohibitively expensive, many projects are rejected. Currently, the CPUC and the IOUs are discussing opportunities related to AB 802, which suggests that, in certain cases, the CPUC should allow the IOUs to incentivize bringing a measure to code.<sup>21</sup>

## 4.5 Satisfaction with Partner Efforts

Satisfaction with partner participation varied between the three IOU interview subjects and the one Riverside County interview subject, with neutral satisfaction ratings from SCE staff and moderate satisfaction ratings from SoCalGas and Riverside County staff. While SCE staff ratings of Riverside County staff were neutral, these interviewees emphasized that this should not be seen as a reflection on Riverside County LGP related staff with whom they have a collaborative and productive relationship, but rather reflective of the challenges the Riverside County LGP faces in terms of reduced budget and lack of engagement with other departments. Riverside County staff gave a high rating for SCE and SoCalGas staff, and explained that SCE and SoCalGas staff have been very helpful and are “like my energy efficiency family,” but challenges described in Section 4.4 have hampered Riverside County’s participation.

## 4.6 Reported Assistance Needed and Implementation Recommendations

We asked all interviewees to identify any areas where they need assistance from their Riverside County LGP partners, in addition to sharing their thoughts on suggestions for future implementation. Riverside County staff suggested that SCE and SoCalGas could work to improve their ability to address buildings below current Title 24 code and that SCE, in particular, could work to align its requirements for Third Party Program contractors to better match with the County requirements described in Section 4.4.

Both SCE and SoCalGas staff noted that a significant challenge with the Riverside County LGP is the split responsibilities at Riverside County between the EDA and two divisions within the EDA: the Facilities Management division and the Project Management Office. These interview subjects requested that efforts be made to include members from each office in Riverside County LGP meetings, or facilitate the IOUs in having a communication channel to each department.

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<sup>21</sup> Assembly Bill 802 (AB 802), passed on September 11, 2015, enables the California Public Utilities Commission and utilities to provide incentives to customers who improve their buildings up to current building code and beyond. The CPUC is currently refining the rules for baseline conditions under various scenarios in compliance with AB 802, which the legislature introduced to encourage the expansion of baseline conditions in some situations to include existing conditions.

## 5 Strategic Plan Support Activities

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The Strategic Plan Support area of the LGP program includes activities that support and advance the vision set forth in California's Long Term Energy Efficiency Strategic Plan. These activities include:

- **Reach Code Support** – efforts to implement and promote local building codes stronger than Title 24 including reach codes and green building codes.
- **Code Compliance** – efforts to improve adherence to codes and standards including government staff training and certification programs for inspectors and contractors.
- **Lead by Example** – efforts to improve the energy efficiency of municipal buildings beyond short-term retrofits.
- **Community Programs** – local efforts and programs to increase energy efficiency and address climate change.

The Riverside County LGP had no involvement with the Strategic Plan Support activity area of the LGP in 2015 and 2016. Two important successes for the Riverside County LGP were conducted as Strategic Plan Support activities prior to 2014.

- **Creation of a revolving conservation fund in 2010.** This fund was a primary catalyst for energy efficiency projects between 2010 and 2014 and also provided important funding for renewables and EV charging station projects. As noted previously, this fund has been completely depleted due to circumstances beyond the control of the Riverside County LGP.
- **Adoption of energy management software (EnergyCAP) in 2012.** Adoption of EnergyCAP improved the efficiency of EDA in managing utility bills and provided much needed benchmarking data to identify underperforming municipal buildings and help prioritize projects. This was a second important catalyst for Riverside County's successes between 2012 and 2014, and continues to be an invaluable tool for Riverside County.

In addition to the above successes, Riverside County staff have implemented a formal Climate Action Plan (CAP).<sup>22</sup> The CAP was funded through an Energy Efficiency Conservation Block Grant and was developed by the Riverside County Planning Department. The CAP was not completed through the Riverside County LGP, and there was no Riverside County LGP involvement in developing the CAP. While the CAP does

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<sup>22</sup> County of Riverside. Climate Action Plan. December 2015.

[http://planning.rctlma.org/Portals/0/genplan/general\\_plan\\_2016/climate\\_action\\_plan/CAP\\_120815.pdf?ver=2016-04-01-101221-240](http://planning.rctlma.org/Portals/0/genplan/general_plan_2016/climate_action_plan/CAP_120815.pdf?ver=2016-04-01-101221-240)

include a greenhouse gas inventory, there are no greenhouse gas or energy reduction goals or an implementation plan.

Table 3 shows the support area where the Riverside County LGP was active prior to the 2015-2016 evaluation period, using the menu categories from the Strategic Plan.

**Table 3: Strategic Plan Support Activities**

Activity Area	Menu Option - Abbreviated Title	# of Activities
<b>1 - Reach Code Support</b>	1.1.1. Reach Codes	
	1.1.2. Green Building Code	
	1.1.3. Point of Sale Program	
	1.1.4. IDSM Code Updates	
	1.1.5. Energy Efficiency Codes & Programs	
	1.1.6. Educational Programs	
<b>2 - Code Compliance</b>	2.1.1. Code Compliance Workshop Attendance	
	2.1.2. Code Compliance and Enforcement	
<b>3 - Lead by Example</b>	3.1.1. Local Gov't Benchmarking Policies	1
	3.1.2. Local Gov't 'Utility Manager' Program	
	3.2.1. Local Gov't EAP/CAP	
	3.2.2. Local Gov't Building Standard	
	3.2.3. Local Gov't Revolving Energy Efficiency Fund	1
	3.2.4. Local Gov't Commissioning/Retro-Commissioning Policy	
<b>4 - Community Programs</b>	4.1.1. Community-Wide EAP/CAP Template	
	4.1.2. Customized EAP/CAP	
	4.1.3. Community-Wide Planning for EE	
	4.1.4. Community-Wide EE Savings Analysis	

## 6 Core Programs Coordination

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Core Programs Coordination is defined as coordination with other energy efficiency portfolio programs to reach agricultural, commercial, industrial, residential and small business customers. This is not a primary focus of the Riverside County LGP, and consequently, there were no Core Programs Coordination activities.



## 7 Implementation of Past Evaluation Recommendations

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A prior process evaluation has identified one opportunity for improvement for the Riverside County LGP. In this section, we review this opportunity and assess the extent to which the Riverside County LGP has taken action.

*Process Evaluation of the 2006–2008 Local Government and Institutional Partnership Programs. PA Consulting Group, 2009.*

**Recommendation:** “One of the largest opportunities for improvement is to establish a means to leverage the County staff’s experience with the partnership program and increase energy efficiency by reaching other County nonresidential customers. The involvement of the County staff indicates the partnership has helped build the technical capabilities of the County staff. The County said they plan to use this expertise to help other County-area businesses (institutional, small business, other government, etc.) to implement energy-efficiency projects. However, to date this has only happened in a very limited extent for cities.”

**Implementation:** To date, interviewees reported that there has not been any activity in outreach to County non-residential customers. Riverside County did win the Cool Planet award in 2015, which has raised awareness of Riverside County efforts.



## 8 Key Findings and Recommendations

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### 8.1 Key Findings

While Riverside County, SCE and SoCalGas staff expressed commitment to conducting energy efficiency projects through the Riverside County LGP, the partnership has faced many challenges. Since the beginning of 2015, activity under the Riverside County LGP has slowed significantly, with almost no energy efficiency projects completed in 2015 or 2016 aside from two gas related projects that resulted in savings of 7,200 therms. Riverside County LGP staff from Riverside County, SCE and SoCalGas noted several challenges responsible for this change. Specifically, Riverside County has seen substantial budget constraints, and competing priorities have taken limited staff resources that could be devoted to Riverside County LGP projects. These constraints, coupled with challenges presented by Title 24 changes and the loss of key project funding streams, have led to the Riverside County LGP struggling to meet its 2015 and 2016 goals. Riverside County, SCE and SoCalGas staff have expressed discouragement with these developments but are committed to collaborating to try to improve the performance of the Riverside County LGP. The slowdown in activity is particularly frustrating to the Riverside County LGP partners since prior to 2015, according to interviewed staff and program documentation,<sup>23</sup> the partnership met its goals from 2010 to 2014.

To identify key findings related to the Riverside County LGP's performance, Evergreen reviewed progress towards the short-term and long-term outcomes detailed in the Municipal Building Retrofits activity area logic model (Section 4). The Riverside County LGP had no involvement with the Strategic Plan Support activity area of the LGP in 2015 and 2016, and as Core Programs Coordination is not a primary focus of the Riverside County LGP, there also were no Core Programs Coordination activities to evaluate.

#### *Municipal Building Retrofits Activities*

- The Riverside County LGP has not met its municipal building retrofit goals in 2015 and 2016 and is facing significant challenges to perform energy efficiency projects through the partnership.
- Riverside County staff have broad expertise in energy efficiency and energy conservation project identification and implementation in part due to training offered through the Riverside County LGP, according to Riverside County, SCE and SoCalGas staff.

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<sup>23</sup> Evergreen reviewed 2010-2014 Program performance information through interviews with Riverside County LGP staff and review of SCE and SoCalGas annual reports from 2010 through 2014.

- Riverside County staff effectively utilize energy management software (EnergyCAP) to track local government building energy use and identify and prioritize potential projects, according to Riverside County, SCE and SoCalGas staff. Riverside County implemented EnergyCAP in 2012 with funding through the Riverside County LGP.
- Riverside County LGP partners have good working relationships and collaborate well.

### *Strategic Plan Support Activities*

- The Riverside County LGP had no Strategic Plan Support activities in 2015 and 2016. Prior to 2015, the Riverside County LGP engaged in two Strategic Plan Support activities, which led to the creation of a revolving conservation fund and adoption of EnergyCAP.

### *Core Programs Coordination Activities*

- To date, interviewees reported that there has not been any outreach activity to Riverside County non-residential customers as recommended in the 2009 Process Evaluation of the 2006-2008 Local Government and Institutional Partnership Programs.

### *Key Challenges*

- Extensive budget constraints at Riverside County limit the ability of the Riverside County LGP to engage in municipal building energy efficiency activities. Challenges include:
  - Countywide budget cuts over consecutive years that have diminished the ability of Riverside County to engage in energy efficiency projects; and
  - Complete depletion of the revolving conservation fund due to solar project delays, leaving little to no internal sources of funding beyond utility program incentives.
- Energy management for Riverside County government facilities falls under the purview of the Riverside County Economic Development Agency (EDA). The Riverside County EDA has three full time staff members who spend a portion of their time involved in administration of the Riverside County LGP, but also have numerous other demands on their time. The result is that staff members have to prioritize projects according to need and staff bandwidth, which has resulted in putting energy efficiency projects on hold.
- Title 24 building code updates have resulted in popular measures being removed from SCE and SoCalGas energy efficiency programs, which has made it much more difficult to promote retro-commissioning projects to municipal customers. A

SoCalGas staff member reported that this has been more impactful for electric projects.

- Riverside County contracting requirements, primarily requirements for prevailing wages and licensing with the California Department of Industrial Relations, have made it difficult to replace the discontinued Enovity Third Party Persistence Commissioning Program, which was a third party program offered through SCE. The Enovity Third Party Persistence Commissioning Program was possible because Riverside County had an existing contract with Enovity for building controls, meaning a new contracting arrangement was not required. SCE has discontinued the Enovity Program. As a result, contracting requirements have been a barrier to engaging other outside contractors. These same contracting constraints have also made it difficult for Riverside County to use SCE Direct Install program contractors.<sup>24</sup>
- Both SCE and SoCalGas staff noted that a significant challenge with the Riverside County LGP is the split responsibilities at Riverside County between the EDA, the Facilities Management division and the Project Management Office. These interview subjects requested that efforts be made to include members from each office in Riverside County LGP meetings, or facilitate the IOUs in having a communication channel to each department. SCE and SoCalGas staff also noted there may be opportunities to engage directly with all Riverside County departments, which could lead to increased partnership benefits and reduce the burden on EDA staff.

## 8.2 Recommendations

Based on the evaluation results, we present the following recommendations for the Riverside County LGP:

- We recommend that Riverside County LGP staff classify the revolving conservation fund as a *current* activity on the Strategic Plan Support menu for future program years, which could allow the Riverside County LGP to devote resources and establish goals to replenish the fund.
- We recommend that the Riverside County LGP partners engage directly with all Riverside County departments that could benefit from the partnership and explain the services that the Riverside County LGP provides. This will mitigate against missed project opportunities and help coordinate efforts across Riverside County

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<sup>24</sup> SoCalGas does not currently have a Direct Install program; however, it is working to get a program implemented. Once SoCalGas launches its Direct Install program, SoCalGas and SCE will need to coordinate their Direct Install programs for the County.

departments. This will help keep the revolving conservation fund replenishment a priority.

## Appendix A: LGP Program Process Evaluation Cycle

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In order to conduct dedicated, comprehensive process evaluations for each LGP within a limited budget, the IOUs are staggering the LGP process evaluations across several years so that each LGP will be evaluated in turn. After all LGPs have been evaluated, at the end of a three to five year period, the cycle will begin again. This will allow evaluators to provide customized and specific recommendations to each LGP being evaluated.

There are over 50 LGPs in California, each of which will receive a process evaluation in the next three to five years. The number of process evaluations to be conducted in a particular year will be determined by the IOUs' annual evaluation budget and by the complexity of the LGPs being studied.

The Riverside County LGP is one of nine LGPs in California which Evergreen Economics is evaluating as part of the first wave of comprehensive process evaluations of the 2015-2016 LGP programs.<sup>25</sup> The IOUs selected the following LGPs to be evaluated during this first wave of studies:

### PG&E:

- Association of Monterey Bay Area Governments (AMBAG)
- San Luis Obispo County (implemented with SoCalGas)
- San Mateo County
- Sierra Nevada
- Valley Innovative Energy Watch (VIEW, jointly implemented with SCE and SoCalGas)

### SCE/SoCalGas:

- Los Angeles County
- Riverside County
- San Bernardino County

### SDG&E:

- City of Chula Vista

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<sup>25</sup> The comprehensive process evaluations of the 2015 Local Government Partnership (LGP) programs were commissioned by the four California investor-owned utilities (IOUs) – Pacific Gas and Electric Company (PG&E), Southern California Edison Company (SCE), Southern California Gas Company (SoCalGas) and San Diego Gas & Electric Company (SDG&E) – under contract to SoCalGas and funded by the ratepayers of California.

## Appendix B: LGP Program Staff Interview Guide

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### Process Evaluations of the 2015 Local Government Partnerships

### Interview Guide for IOU LGP Managers and LGP Implementer Staff

**FINAL: November 14, 2016**

#### *Interviewee Role*

Before we start, we want to remind you that your detailed feedback will be kept confidential and that we never identify specific individuals or job titles in our study reports. Due to your role in the program, however, some report findings may be attributed back to you through inference.

If you have confidential information to share, please let me know so that we may treat it appropriately. We really appreciate your candid feedback, and the information you provide could be very useful to support any improvements the IOUs may make to their LGP programs.

(IF RECORDING CONSENT GRANTED DURING RECRUITMENT):

- I'll start recording our interview now.
- AFTER RECORDING STARTED: I am here with (INTERVIEWEE). Do I have your permission to record this interview for the sole purpose of evaluating the [LGP]?
- Thank you.

RLI1. First, can you briefly summarize your main roles related to [LGP]?

RLI2. About how long have you been involved with [LGP] in this capacity? [Probe for any prior involvement within the LGP in a different capacity]

RLI3. And about what percentage of your time do you spend working on [LGP]?

RLI4. What are your other responsibilities, other than LGP related work?

RLI5. Which utility and local government staff do you primarily work with in your role with the [LGP]?

- a. Can you briefly describe the relationships?

NOTE: AT END, GET CONTACT INFO FOR POTENTIAL ADDITIONAL INTERVIEWS.

**\*NOTE: For any LGP activity below that the respondent cannot address, ask whom we should contact.**

**“LGP” denotes Local Government/Implementer staff**

### *Municipal Building Retrofits*

Let's talk about the LGP's efforts to retrofit local government buildings to be more energy efficient.

MU1. Are you the appropriate person to interview about municipal building retrofits for the LGP?

IF NOT SCHEDULE INTERVIEW WITH APPROPRIATE STAFF

MU2. (LG only): Do you work in a department that has oversight for the energy performance of municipal facilities?

MU3. What has your role been on these activities?

Please walk me through the process for identifying, budgeting, and carrying out municipal building retrofits through the LGP. Let's discuss this by stage:

MU4. [Project identification stage:] How does the LGP identify and prioritize retrofit projects?

Prompts if needed:

- a. Do they get audits (gas/electric, by whom)?
  - i. Do they do energy consumption benchmarking, from whom?
  - ii. Do they use an energy management system, or EMS (how)?
- b. Any notable successes?
  - i. Challenges?
  - ii. Do you have any suggestions for improving the project identification phase?

MU5. [Project identification stage:] Are there measures that have been identified as candidates for an energy efficiency retrofit that the local government decided not to undertake?

- a. If yes: Which measures, and why were they not replaced?
- b. FOLLOW UP: If a) the measure was a chiller or HVAC, and b) the reason was “we decided to repair it” ask: Has this measure ever been repaired in the past? How many times would you estimate?

MU6. [Budgeting stage:] How are energy efficiency retrofits typically funded?

Prompts if necessary:

- a. Is there a line item in the [city/county] budget for energy efficiency retrofits?
  - b. Is there a centralized maintenance and upgrades program, or do different departments upgrade their own facilities?
  - c. What are the [city's/county's] current budget priorities and where does energy efficiency rank on the list?
  - d. Any notable successes?
  - e. Challenges?
  - f. Suggestions for improving the budgeting or financing process?
- MU7. [Implementation stage:] Which contractors perform the retrofits, and how are they selected?
- a. Any notable successes?
  - b. Challenges?
  - c. Any suggestions for improving contractor selection?
- MU8. [Implementation stage:] How are energy savings calculated and verified?
- a. (LG only) Who do you report these savings to (e.g., city council meetings)?
  - b. (LG only) What happens to energy cost savings that are realized; which local budgets do they appear in?
  - c. Any suggestions for improvement?
- MU9. (LG only) What is the biggest organizational challenge you face when trying to get required approvals for energy efficiency retrofits?
- MU10. Has the LGP been integrating any emerging technologies in its building retrofits?
- a. What kinds of emerging technologies has the LGP installed since January 2015?
  - b. Any notable successes?
  - c. Challenges?
  - d. Suggestions for improvement?
- MU11. (LG only) Do you perform any municipal retrofit activities that are not funded by the IOUs?
- a. If YES: What are these activities, and how are they funded?



For the remainder of our discussion on municipal building retrofits, I would like you to only talk about IOU-funded activities, and not activities funded primarily through another source.

MU12. [IOU only] What does the local government partner do to facilitate building retrofits, and how does [IOU] help them?

MU13. [LG only] What does [IOU] do to facilitate building retrofits?

MU14. How often do you confer with [IOU/local partner] to do retrofit planning or discuss current issues?

MU15. What could be done to improve collaboration, if anything? (Probe on nature and frequency of information sharing)

As needed: In what areas would you like to be more informed?

MU16. What do you think are this LGP's most notable successes to date, and what are the main contributing factors to these successes?

MU17. Are there any documents we should get from you that describe any specific successes or challenges that could provide more details?

MU18. What, if anything, would you say is not going well and why? (Probe on energy use tracking, project identification, scoping, funding, implementation)

MU19. Do you recommend any changes to the way municipal retrofit projects are identified, approved, scoped, funded or implemented?

Get details on desired changes, and responsible entity.

MU20. How does the LGP track progress towards goals for municipal retrofits?

MU21. Do you track the specific types of measures that have been installed?

If YES:

a. Who could we get these data from?

MU22. What were your 2015 goals?

a. Did you meet them? Why or why not?

MU23. Are you on track to hit your 2016 goals?

a. Why or why not?

MU24. On a scale from 0 to 10, where 0 means "not at all satisfied" and 10 means "extremely satisfied", how would you rate your satisfaction with [local government's/IOU's] participation?

a. Why do you say that?

MU25. What is the most important retrofit assistance you need from [IOU/local partner] going forward?

MU26. How about retro-commissioning – is the LGP funding this activity for any municipal buildings?

If YES:

a. What is the biggest challenge of doing retro-commissioning projects?

MU27. Is the LGP funding any demand response activities at municipal buildings?

If YES:

a. Please tell me more about the demand response activities you’ve done since January of 2015.

b. On a scale from 0 to 10, where 0 means “not at all satisfied” and 10 means “extremely satisfied”, how would you rate your satisfaction with [local government’s/IOU’s] participation?

i. Why do you say that?

MU28. (LGs only) Do you engage in any demand response activities that are not funded through the LGP?

If YES:

a. What percentage of your demand response activities would you say is not funded through the LGP?

MU29. This next question is not limited to LGP-funded activities: How about self-generation or “distributed generation” – Has the local government done this or is it planning to do this for any municipal buildings?

If YES:

a. What types of systems [have you installed/will you install] and what is the generation capacity?

### *Strategic Plan Support*

Now let’s talk about activities the LGP is doing in support of the California Strategic Plan.

**NOTE: The question battery below will be asked for each high-level Strategic Plan activity except local government energy efficiency expertise and training (a separate battery follows, asked once).**

**These are the Strategic Plan topic introductions:**

**1 – Reach Codes:** First, let’s talk about efforts to implement and promote local building codes stronger than Title 24. This could include reach codes, green building codes, point of sale programs, and codes to integrate demand response, energy efficiency and renewables.

**2 – Code Compliance:** Now let’s talk about energy code compliance. This could include redesigning local compliance activities or attending workshops, for example.

**3 – Lead by Example:** Now let’s talk about efforts to improve the energy efficiency of municipal buildings, beyond short-term retrofits. This could include building benchmarking or other energy tracking, sub metering, new retro-commissioning policies, an energy chapter in a broader energy or climate action plan, or new building requirements like LEED or ENERGY STAR.

**4 – Community Programs:** Now let’s talk about other local efforts and programs to increase energy efficiency or address climate change. These could include a customized energy or climate action plan, other local General Plan policies, greenhouse gas inventories, or detailed energy savings analyses.

SP1. Has the LGP been working in this area since January 2015?

If YES, Continue – Else skip to next Strategic Plan topic

SP2. Are you directly involved in these activities for the LGP (IF LGP IS MULTI-JURISDICTIONAL – a specific local government, or both)?

If YES, Continue. GET OTHER STAFF CONTACTS INFO AS NEEDED

IF RESPONDENT IS INVOLVED AT MULTIPLE LEVELS: OK, let’s discuss these activities first for the entire LGP, and then for your local government specifically.

**NOTE TO INTERVIEWER: Cycle through the following questions twice for LG staffs that are also LGP leads/implementers.**

SP3. What has your role been for these activities for the LGP/local government?

SP4. Can you please describe what the LGP/local government has been doing in this area since 2015? (Probe on process details)

SP5. And what would you say is the main objective of this Strategic Plan activity?

SP6. What is the current status of this activity?

a. If COMPLETED: Did you meet your objectives? Why, why not?

b. If NOT COMPLETED: Do you expect to meet your objectives? Why and by when? Why not?

- SP7. What do you think are this LGP's/local government's most notable successes to date, and are there any lessons to be learned from this?
- SP8. And what challenges has the LGP/local government had, if any?
- How has this been addressed or resolved?
  - Are there any lessons to be learned?
- SP9. What does the LGP/local government do to support this activity?
- SP10. (IOU only) On a scale from 0 to 10, where 0 means "not at all satisfied" and 10 means "extremely satisfied", how would you rate your satisfaction with the local government's work on this activity?
- Why do you say that? (Get details by different LGs where appropriate)
- SP11. What does [IOU] do to support this activity?
- SP12. (LG only) On a scale from 0 to 10, where 0 means "not at all satisfied" and 10 means "extremely satisfied", how would you rate your satisfaction with [IOU's] work on this activity?
- Why do you say that?
- SP13. (LG only) Are you knowledgeable about efforts by the Energy Division of the CPUC to support this activity?
- SP14. (LG only if SP13 = YES) Using the same 0 to 10 scale, how would you rate your satisfaction with the Energy Division's work on this activity?
- Why do you say that?
- SP15. (LG only – if implementation firm/contractor used) On a scale from 0 to 10, where 0 means "not at all satisfied" and 10 means "extremely satisfied", how would you rate your satisfaction with your Partnership implementer's work on this activity?
- Why do you say that?
- SP16. For the Strategic Plan activities we've been discussing, what is the most important assistance you need from [IOU/local partner(s)] going forward?

**RETURN TO NEXT STRATEGIC PLAN TOPIC ABOVE - PROCEED BELOW WHEN ALL STRATEGIC PLAN TOPICS ADDRESSED.**

**ONLY LG STAFF GET THE FOLLOWING EXPERTISE/TRAINING QUESTIONS:**

Now we have a few questions about energy efficiency knowledge and training.

- SP17. In which energy efficiency areas would you say you and your staff have high expertise?
- SP18. In what areas do you and your staff need to strengthen your expertise?
- SP19. In what areas do you prefer to use outside, third party assistance as subject matter experts, and which experts or organizations do you use?
- SP20. How do you and other local government staff increase your knowledge about energy efficiency? For instance, do you get any formal training, attend LGP forums or get information from websites?
- SP21. Are there any barriers to getting energy efficiency training?
- SP22. (IF GETTING TRAINING) Have you been able to share any of the training or knowledge you've received with other LG staff, to increase their expertise?
- SP23. Has the LGP developed any of its own trainings or best practice documents?
- SP24. Is there any additional training you or other LGP staff want to receive?
- SP25. Has the number of staff working on the LGP changed in the past few years?
- SP26. Are there any local champions – politicians or business leaders – that are highly involved in promoting LGP activities?
  - a. IF YES: What do they do as a champion?
- SP27. What, if anything, could be done to make energy efficiency more of a priority at your LG?

**NOTE: IOU AND LG STAFF GET THE REMAINING QUESTIONS.**

### *Core Programs Coordination*

- CR1. Are you the appropriate person to interview about [IOU] Core Program coordination activities for the LGP?  
IF NOT, SCHEDULE INTERVIEW WITH APPROPRIATE STAFF
- CR2. What has your role been on these activities?
- CR3. What kinds of Core Program coordination do you do?
- CR4. How do you decide on which Core Programs to engage with? Then please walk me through how the LGP carries out a Core Program coordination activity.
- CR5. How does the LGP make households aware of [IOU's] Core Programs?
- CR6. Which marketing modes seem to be most and least effective?
- CR7. How does the LGP make businesses aware of [IOU's] Core Programs?

- CR8. Which marketing modes seem to be most and least effective?
- CR9. How do you track Core Programs participation resulting from LGP outreach?
- CR10. Do you recommend any changes to how the utility programs are marketed to the local community?
- CR11. [LG ONLY] How about the way the Core Programs are delivered or designed—are there unique needs or characteristics of this LGP's constituents that existing IOU residential or non-residential programs could better serve?
- CR12. [IOU only] What does the local government partner do to facilitate Core Programs participation, and how does [IOU] help them?
- CR13. [LG only] What does [IOU] do to facilitate Core Programs participation?
- CR14. How often do you confer with [IOU/local partner] to plan Core Programs coordination or discuss current issues?
- CR15. How are potential or approved IOU Core Program changes communicated between [IOU] and the local partners, and how well is this process working?
- CR16. What could be done to improve collaboration, if anything? (Probe on nature and frequency of information sharing)
  - a. As needed: In what area or areas would you like to be more informed?
- CR17. What do you think are this LGP's most notable successes to date, and what are the main contributing factors to these successes?
- CR18. What, if anything, would you say is not going well and why?
- CR19. Are there any documents we should get from you that describe any specific successes or challenges that could provide more details?
- CR20. What were your 2015 goals for energy savings or participation?
  - a. Did you meet them? Why or why not?
- CR21. Are you on track to hit your 2016 goals?
  - a. Why or why not?
- CR22. On a scale of 0 to 10 where 0 is "not at all satisfied" and 10 is "extremely satisfied", how would you rate your satisfaction with [IOU's/local partner's] support in promoting [IOU's] Core Programs?
- CR23. Why do you say that? (If needed: What specifically could [IOU/local government] be doing better? Probe on unfulfilled responsibilities.)
- CR24. What is the most important assistance you need from [IOU/local partner] going forward?

## Other Activities

- O1. Are there any other LGP activities being funded through [IOU] that we have not yet discussed?
- a. If YES: What are they? Please give me a brief description of when it started, what the objective is, and the status of the activity towards meeting its objectives.

### *Closing*

*We have just a few more questions and then we're done.*

- CL1. Are there any upcoming LGP events this fall or winter that might be useful for Evergreen staff to attend, to observe some LGP activities first hand?
- CL2. Are there any planned LGP implementation changes we should be aware of that we didn't discuss?

### **For LGs only:**

- CL3. All things considered, on a scale of 0 to 10 where 0 is "not at all satisfied" and 10 is "extremely satisfied", please rate your overall satisfaction with this local government program as it is offered by [IOU].

- a. Why do you say that?

**NOTE TO INTERVIEWER: For jointly offered LGPs, ask about each IOU that offers it.**

- CL4. On a scale of 0 to 10 where 0 is "not at all engaged" and 10 is "extremely engaged", how engaged would you say your agency or organization is when it comes to following the CPUC Energy Division's activities, such as rulemaking, stakeholder committees, workshops and seminars?

### **For both IOUs and LGs:**

- CL5. Is there anything else you would like us to include in our report about this LGP?

**We've gone through all the questions we planned to cover today - thank you very much for your time and the good information you provided.**



**If you would like to give the IOUs any feedback about our interview today, please contact Loan Nguyen at SoCalGas using the contact information we provided when we scheduled this interview. If you need it again we can email it to you.**

## Appendix C: Recommendations Resulting from Evaluation Research

Study ID	Study Type	Study Title	Study Manager		
SCG 0218.04	Process Evaluation	Process Evaluation of the Local Government Partnership Program	SoCalGas		
Recommend- ation	Program or Database	Summary of Findings	Additional Supporting Information	Best Practice / Recommendation	Recommendation Recipient
1	Local Government Partnerships Program	A major setback to the Riverside County LGP is the complete depletion of the revolving conservation fund due to solar project delays, resulting in little to no internal sources of funding for projects eligible for utility program incentives.		We recommend that Riverside County LGP staff classify the revolving conservation fund as a <i>current</i> activity on the Strategic Plan Support menu for future program years, which could allow the Riverside County LGP to devote resources and establish goals to replenish the fund.	Riverside County, SCE, SoCalGas
2	Local Government Partnerships Program	SCE and SoCalGas noted there may be opportunities to engage directly with all Riverside County departments, which could lead to increased partnership benefits and reduce the burden on EDA staff (the primary Riverside County LGP contact).		We recommend that the Riverside County LGP partners engage directly with all Riverside County departments that could benefit from the partnership and explain the services that the Riverside County LGP provides. This will mitigate against missed project opportunities and help coordinate efforts across Riverside County departments. This will help	Riverside County, SCE, SoCalGas

				keep the revolving conservation fund replenishment a priority.	
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## **Appendix D: Strategic Plan Option Descriptions**

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Goal	Strategy	Menu Option - Abbreviated Title	Menu Option- Full Text
1 - Local governments lead adoption and implementation of “reach” codes stronger than Title 24 on both mandatory and voluntary bases.	1.1 - Adopt codes, ordinances, standards, guidelines or programs that encourage or require building performance that exceeds state requirements. The focus should be on using existing models, or if there is something new and unique that it be replicable.	1.1.1. Reach Codes	1.1.1 – Adopt building energy codes more stringent than Title 24’s requirements, using cost-effectiveness studies by Climate Zone done by the utilities; adopt one or two additional tiers of increasing stringency.
		1.1.2. Green Building Code	1.1.2 – Adopt a Green Building policy for municipal development, commercial development and/or residential development.
		1.1.3. Point of Sale Program	1.1.3 – Develop/adopt point of sale programs such as a Residential or Commercial Energy Conservation Ordinance. Focus on whole building performance.
		1.1.4. IDSM Code Updates	1.1.4 – Change local codes to allow and encourage integration of energy efficiency, demand response, and on-site generation.
		1.1.5. Energy Efficiency Codes & Programs	1.1.5 – Develop and adopt programs to encourage energy efficiency such as one-stop permitting, on-line permitting, separate Zero Net Energy permit processes, density bonuses, or a recognition program.
		1.1.6. Educational Programs	1.1.6 – Develop educational programs for local elected officials, building officials, commissioners, and stakeholders to improve adoption of energy efficiency codes, ordinances, standards, guidelines and programs.
	1.2 - Implement codes, ordinances, standards, guidelines or programs that encourage building performance that exceeds state standards.	1.2.1. Stakeholder Engagement	1.2.1 – Implement any of the strategies in section 1.1 through a process involving internal and external stakeholders, etc.

Goal	Strategy	Menu Option - Abbreviated Title	Menu Option- Full Text
2 - Strong support from local governments for energy code compliance enforcement.	2.1 - Improve processes resulting in increased code compliance through education, training, and enforcement practices.	2.1.1. Code Compliance Workshop Attendance	2.1.1 – Local government staff and contract staff attend code compliance workshops offered by the California Energy Commission, utility codes & standards staff, or other local governments with strong compliance records.
		2.1.2. Code Compliance and Enforcement	2.1.2 – Redesign enforcement, compliance, plan review processes; introduce new forms and templates.
3 - Local governments lead by example with their own facilities and energy usage practices.	3.1 - Develop a program to track municipal energy usage, such as through energy management software and benchmarking of municipal facilities.	3.1.1. Local Gov't Benchmarking Policies	3.1.1 – Develop energy benchmarking policies and procedures to enable ongoing benchmarking of all local government facilities.
		3.1.2. Local Gov't 'Utility Manager' Program	3.1.2 – Set up a 'utility manager' computer program to track municipal usage. Identify need for sub-metering to plan, budget and manage bills.
	3.2 - Adopt an Energy or Climate Action Plan for municipal operations. The plan could include setting energy efficiency standards for new and existing facilities, developing a revolving loan fund for energy efficiency projects, and so on.	3.2.1. Local Gov't EAP/CAP	3.2.1 – Develop/adopt an energy chapter for City/ County climate or energy action plan.
		3.2.2. Local Gov't Building Standard	3.2.2 – Adopt a policy to require LEED, Energy Star Ratings, or other program standard for municipal facilities.
		3.2.3. Local Gov't Revolving Energy Efficiency Fund	3.2.3 – Develop policy for a revolving energy efficiency fund for City/County facilities.
		3.2.4. Local Gov't Commissioning/Retro-Commissioning Policy	3.2.4 – Develop commissioning/retro-commissioning policies for municipal facilities.
4 - Local governments lead their communities with innovative programs for energy efficiency, sustainability and climate change.	4.1 - Adopt a Climate Action Plan (CAP), Energy Action Plan (EAP) or adopt energy efficiency language into another policy document, such as a General Plan, to reduce community greenhouse gas emissions with a focus on energy efficiency.	4.1.1. Community-Wide EAP/CAP Template	4.1.1 – Develop a regional template for Climate Action Plans (CAP) or Energy Action Plans (EAP).
		4.1.2. Customized EAP/CAP	4.1.2 – Customize CAP with energy efficiency language and data.
		4.1.3. Community-Wide Planning for EE	4.1.3 – Update General Plan/Conservation Element with Climate policies. Provide energy efficiency framework and data for other people doing planning.
		4.1.4. Community-Wide EE Savings Analysis	4.1.4 – Conduct the energy efficiency savings analysis for an annual Greenhouse Gas inventory for the City/ County.
5 - Local government energy efficiency expertise becomes widespread and typical.		5. EE Expertise	5 - Local government energy efficiency expertise becomes widespread and typical.