



Process Evaluation of the Valley Innovative Energy Watch Local Government Partnership Program

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I Executive Summary

The Valley Innovative Energy Watch Local Government Partnership (the VIEW LGP) is a California local government partnership program created in 2010 to serve Tulare County and Kings County. The VIEW LGP is implemented by the San Joaquin Valley Clean Energy Organization (SJVCEO) in collaboration with Pacific Gas and Electric Company (PG&E), Southern California Edison Company (SCE), Southern California Gas Company (SoCalGas), and staff from Tulare County, Kings County and the 11 cities in the two counties.^{1,2} The two-county area that the VIEW LGP serves has approximately 600,000 residents in 11 cities and in various unincorporated areas that are spread across the combined service territories of PG&E, SCE and SoCalGas. The VIEW LGP is also known as the San Joaquin Energy Leader Partnership, but for clarity and consistency, we refer to it as the VIEW LGP throughout this report.

The VIEW LGP is designed to improve energy efficiency in the Tulare County and Kings County local governments³ through a variety of activities, including:

- **Municipal Facility Retrofit and Retro-Commissioning** – expanding the VIEW LGP’s efforts to identify, finance and implement energy improvements at local government facilities.
- **California Strategic Plan Support** – supporting the California Long Term Energy Efficiency Strategic Plan (Strategic Plan), including:
 - Sustainable building codes, enforcement and training – enhancing local government staff expertise in energy conservation and green building principles.
- **Core Programs⁴ Coordination** – providing targeted outreach and technical assistance to residents and businesses in the areas served by the VIEW LGP to complement and promote PG&E, SCE and SoCalGas energy efficiency programs.

¹ The VIEW LGP began in 2010 as a collaboration between SJVCEO, PG&E and four cities in PG&E’s service territory. In late 2010, the VIEW LGP expanded to include SCE and SoCalGas, as well as the remaining seven cities and the two counties. SJVCEO is a non-profit, 501c-3 that was selected by the local governments to administer the VIEW LGP program.

² In the remainder of this document, ‘SJVCEO staff’ refers to staff at San Joaquin Valley Clean Energy Organization that work to support the VIEW LGP, and ‘SCE staff’, ‘PG&E staff’ and ‘SoCalGas staff’ refer to staff at SCE, PG&E and SoCalGas respectively that work to support the VIEW LGP. When other staff from each organization are referenced, their roles are explicitly described in the text.

³ In this report, we use the term ‘local governments’ or ‘local government entities’ to include the cities as well as the county governments of Tulare County and Kings County that the VIEW LGP serves. The 11 cities and the two county governments comprise the 13 local government entities the VIEW LGP supports. We are not including unincorporated areas in our number of local governments; those fall under county jurisdiction.

Additional information on the 2015-2016 planned activities for the VIEW LGP are included in the 2013-2014 Energy Efficiency Program Implementation Plans (PIPs) for PG&E, SCE and SoCalGas.⁵

The VIEW LGP differs between the three IOUs, PG&E, SCE and SoCalGas. Under SCE and PG&E, the VIEW LGP is classified as a resource program, meaning that the program directly claims energy savings. Under SoCalGas, the VIEW 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.

The remainder of this report presents the results of the VIEW LGP process evaluation, and Evergreen Economics focused this evaluation on program activities completed in 2015 through 2016. As this was the first evaluation conducted on the VIEW LGP, additional activities from the 2010-2014 period are also highlighted to provide additional program context as needed.

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

⁴ Core Programs refer to primary energy efficiency programs in the IOUs' program portfolios, including residential and commercial programs, and third party programs.

⁵ 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.

Pacific Gas and Electric Company. *2013-2014 Energy Efficiency Portfolio Local Program Implementation Plan Government Partnerships Master.* 2013.

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

Table 1: Process Evaluation Objectives and Assessment

Objective	Assessment
1. Provide documentation of the VIEW LGP's suite of activities at the time of the evaluation.	Based on interviews with VIEW LGP staff and review of program documentation, the evaluation identified and documented VIEW LGP activities. (Sections 4 - 6)
2. Document how the VIEW LGP has adopted and implemented LGP-specific recommendations from the previous process evaluation, if any.	As this was the first evaluation conducted on the VIEW LGP, there were no previous evaluation recommendations.
3. Identify whether the VIEW LGP is currently being implemented according to its logic model/change theory.	The VIEW LGP partners are successfully implementing the partnership according to the underlying program logic/change theory as described in the Program Implementation Plans.
4. Document the VIEW LGP's successes and challenges.	The evaluation finds that the VIEW LGP has been successful, meeting most of its goals. The evaluation presents successes and challenges identified through this research. (Sections 4 - 6)
5. Assess partner satisfaction within the VIEW LGP.	VIEW LGP partners are highly satisfied with their partners in the VIEW LGP across all activities. (Sections 4 - 6)
6. Identify whether the VIEW LGP is on track to meet California Public Utilities Commission (CPUC)-approved program objectives.	The VIEW LGP met its 2015 objectives, and at the time of the interviews, was on track to meet its 2016 objectives. (Sections 4 - 6)
7. Provide recommendations regarding design and/or implementation of the VIEW LGP.	The evaluation team identified key findings, successes and challenges, and developed actionable recommendations to improve the design and implementation of the VIEW 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

- Interviews with VIEW LGP staff indicate that the local governments served by the VIEW LGP are committed to completing energy efficiency retrofits, with city and county leadership now recognizing the VIEW LGP as a valuable resource. As a

result, energy efficiency is becoming a part of the culture within the local government administrations targeted by the VIEW LGP. The VIEW LGP also met its 2015 and 2016 electric savings goals for SCE and PG&E.⁶

- While the VIEW LGP has had some success regarding its local government building retrofit activities, challenges remain, including:
 - High turnover of local government staff resulting in lost institutional knowledge and perpetuation of a short-term mindset; and
 - A risk-averse environment within small local governments, resulting in a reluctance to take on large, long-term projects.

Strategic Plan Support Activities – Lead By Example

- The VIEW LGP has made significant progress towards benchmarking local government buildings using ENERGY STAR Portfolio Manager and has completed energy benchmarking for eight of the 13 local governments including the City of Visalia and Kings County, with the remainder expected to be completed by the end of 2017. Staff from SJVCEO and the IOUs noted that energy benchmarking is a primary method for identifying and prioritizing new municipal building projects.

Strategic Plan Support Activities – Community Programs

- The VIEW LGP has worked with two local governments to develop and adopt Energy Action Plans (EAPs) in 2015 and 2016. These efforts resulted in establishment of a procedure to create EAP documents and development of EAP templates. The remaining 11 local governments are planning to develop EAPs by the end of 2017 based on the success of this activity.

Core Programs Coordination

- The VIEW LGP is promoting PG&E, SCE and SoCalGas Core Programs to residents and businesses through its community programs and outreach efforts. Interview respondents from PG&E, SCE and SoCalGas stated that these efforts have resulted in increased participation in Core Programs.
- While the VIEW LGP has had success in promoting IOU Core Programs, SJVCEO and IOU interviewees noted one challenge:
 - Three IOUs with different program offerings serve the VIEW LGP territory. Inconsistent program offerings can cause confusion and frustration for the target

⁶ Although the VIEW LGP is a non-resource program for SoCalGas (i.e., it does not claim savings directly for any program activities), it did have therm savings goals set for SoCalGas territory in 2015 and 2016. The program was not successful in achieving these goals, however. For PG&E service territory in the VIEW LGP territory there were no therms savings goals as there is no gas service provided by PG&E.

audience. This is a needed area of improvement that is known to the IOUs, and IOU staff are taking action to make program offerings more consistent.

1.2 Recommendations

Based on the evaluation results, we provide the following actionable recommendations for the VIEW LGP:

- The VIEW LGP should continue to assist with EAP development at the local governments including developing multi-year energy efficiency strategies and road maps for each local government entity in order to maintain institutional knowledge and increase commitment to long-term efficiency projects; and
- When the current Strategic Plan activity supporting EAP development ends in 2017, the VIEW LGP should consider creating a new multi-year Strategic Plan Support activity that will provide resources to VIEW LGP staff to assist the local governments with adhering to the EAP strategies and roadmaps.

The results of our evaluation research indicate that the VIEW LGP is operating successfully and in a manner consistent with the program logic model we developed for each activity area in which the VIEW LGP engages. Indicators of success include that:

- The VIEW LGP partners all expressed high satisfaction with the participation of their partners;
- The VIEW LGP met electric energy savings goals in 2015 and 2016 (but fell short on its gas savings goals), leading to increased efficiency of local government building stock; and
- The VIEW LGP has made progress towards its goals related to its Strategic Plan Support activities, including benchmarking all accounts in eight of the 13 local governments in the area it serves. While the VIEW LGP did not meet its goal of benchmarking all accounts by the end of 2016, it is on track to complete benchmarking of the remaining accounts by the end of 2017.

These efforts continue to help the participating local governments in the San Joaquin Valley become more energy efficient and sustainable, contributing to meeting California's ambitious goals for reducing energy consumption and greenhouse gas emissions.

2 Introduction

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 implement energy efficiency projects. The Valley Innovative Energy Watch Local Government Partnership (the VIEW LGP) is a California local government partnership program created in 2010 to serve Tulare County and Kings County. The VIEW LGP is implemented by the San Joaquin Valley Clean Energy Organization (SJVCEO) in collaboration with Pacific Gas and Electric Company (PG&E), Southern California Edison Company (SCE), Southern California Gas Company (SoCalGas), and staff from Tulare County, Kings County and the 11 cities in the two counties.⁷

The purpose of the VIEW LGP is to improve energy efficiency in Tulare County and Kings County local governments⁸ through identification and implementation of energy efficiency projects at local government buildings, conducting activities in support of the California Strategic Plan, and promoting PG&E, SCE and SoCalGas incentive programs to residents and businesses in the region. The two-county area that the VIEW LGP serves has approximately 600,000 residents in 11 cities and in various unincorporated areas that are spread across the combined service territories of PG&E, SCE and SoCalGas.

The main VIEW LGP activities in the 2015-2016 program cycle included:

- **Municipal Facility Retrofit and Retro-Commissioning** – The VIEW LGP seeks to identify, finance and implement retrofit and retro-commissioning projects at local government facilities across the two-county area, and offers customized incentives for local government projects and coordination with the IOUs' Core Programs. As part of these efforts, the VIEW LGP provides support to local governments by benchmarking building performance with ENERGY STAR's Portfolio Manager and identifying demand response opportunities. The VIEW LGP also provides education and training to local government personnel to establish and reinforce long-term commitments to energy efficiency by increasing related expertise among local government staff.

⁷ The VIEW LGP began in 2010 as a collaboration between SJVCEO, PG&E and four cities in PG&E's service territory. In late 2010, the VIEW LGP expanded to include SCE and SoCalGas, as well as the remaining seven cities and the two counties. SJVCEO is a non-profit, 501c-3 that was selected by the local governments to administer the VIEW LGP program. The VIEW LGP is also known as the San Joaquin Energy Leader Partnership, but for clarity and consistency, we refer to it as the VIEW LGP throughout this report.

⁸ In this report, we use the term 'local governments' or 'local government entities' to include the cities as well as the county governments of Tulare County and Kings County that the VIEW LGP serves. The 11 cities and the two county governments comprise the 13 local government entities the VIEW LGP supports.

- **California Strategic Plan Support** – The VIEW LGP participates in two of the four Strategic Plan Support activity areas designed to advance the California Long Term Strategic Plan.⁹ The Lead by Example activity area promotes energy efficiency by encouraging the community to incorporate energy efficiency practices in day-to-day operations. The VIEW LGP also actively promotes municipal building benchmarking as part of this effort. The Community Programs activity area supports local efforts to help increase energy efficiency and address climate change. These local efforts include assisting two cities in developing Energy Action Plans (EAPs) and running a Municipal Energy Tune Up pilot program.
- **Core Programs Coordination** – The VIEW LGP promotes IOU residential and commercial energy efficiency programs by providing targeted outreach, community education and technical assistance within the program territory. This also includes promoting Direct Install programs and Energy Upgrade California (EUC).¹⁰ Other activities include energy efficiency education and program promotion during Energy Awareness Month (October) and distribution of marketing collateral. The VIEW LGP also works with Tulare County and Kings County Supervisors to reach out to rural communities with high poverty rates to improve access to energy efficiency programs offered by the IOUs, including the California Alternate Rates for Energy (CARE) rate assistance program and the Energy Savings Assistance (ESA) program.

The VIEW LGP receives support from staff members at PG&E, SCE, SoCalGas and SJVCEO. SJVCEO employs three fulltime staff members to implement two local government partnerships, the VIEW LGP and the High Desert Regional Energy Leader Partnership.¹¹ Each of these fulltime staff members spends over 80 percent of their time working on the VIEW LGP. Additionally, each of the IOUs (PG&E, SCE and SoCalGas) has one Program Manager who provides support for the VIEW LGP.

⁹ The four Strategic Plan Support activity areas are Reach Code Support, Code Compliance, Lead by Example and Community Programs.

¹⁰ EUC is a statewide program managed locally by utilities and regional energy networks and directed by the California Public Utilities Commission in collaboration with the California Energy Commission. EUC provides assistance and incentives for home-improvement projects that can reduce energy use and make homes more comfortable.

¹¹ The High Desert Regional Energy Leader Partnership Model is not included in this evaluation.

3 Research Objectives and Methods

3.1 Research Objectives

The research objectives for this evaluation included the following:

1. Provide documentation of the VIEW LGP's suite of activities at the time of the evaluation;
2. Document how the VIEW LGP has adopted and implemented recommendations from previous process evaluations, if any;
3. Identify whether the VIEW LGP is currently being implemented according to its logic model/change theory;
4. Document the VIEW LGP's successes and challenges;
5. Assess partner satisfaction within the VIEW LGP;
6. Identify whether the VIEW LGP is on track to meet CPUC-approved program objectives; and
7. Provide recommendations regarding design and implementation of the VIEW 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 VIEW LGP operates;
- Comparative or best practice research between the VIEW LGP and other LGPs, since only a limited number of LGPs will be evaluated each year; or
- Feasibility assessment of activities the VIEW 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 VIEW 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 VIEW LGP's progress towards 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 VIEW LGP logic models describe the activities and immediate outputs of the VIEW 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 determine 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. Reviews of Program Implementation Plans;
2. Reviews of existing LGP logic models where available (otherwise, Evergreen developed new ones);
3. Reviews of program progress reporting (e.g., internal IOU dashboards, budget status reports to the CPUC);
4. Reviews of LGP marketing collateral;
5. Reviews of Quarterly Strategic Plan activity updates to the CPUC;
6. Comprehensive in-depth interviews with IOU program managers;
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 each activity area in which the VIEW LGP engages in subsequent sections: Municipal Building Retrofits (Section 4), Strategic Plan Support Activities (Section 5) and Core Programs Coordination (Section 6). These sections provide a detailed description of VIEW LGP activities shown in the logic models. Note that the logic models provide a graphical summary of the main VIEW 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 IOU staff to identify the most appropriate personnel to interview from PG&E, SCE, SoCalGas and SJVCEO. In addition, Evergreen asked these staff supporting the VIEW LGP to provide appropriate interview contacts from among the local government jurisdictions with whom they interact. Evergreen conducted interviews with a total of five individuals who support the VIEW LGP.

- Three interviews with one staff member from each of the three IOUs;
- One interview with a staff member from SJVCEO; and
- One interview with a staff member from Kings County.¹²

These interviews took place in November and December of 2016.¹³

¹² We made several attempts to contact Tulare County staff, but were unable to reach any staff members for an interview.

¹³ In the remainder of this document, 'SJVCEO staff' refers to staff at San Joaquin Valley Clean Energy Organization that work to support the VIEW LGP, and 'SCE staff', 'PG&E staff' and 'SoCalGas staff' refers to staff at SCE, PG&E and SoCalGas respectively that work to support the VIEW LGP. When other staff from each organization are referenced, their roles are explicitly described in the text.

4 Municipal Building Retrofits

The Municipal Building Retrofits activity area of the VIEW LGP is designed specifically to assist local governments with:

- Retrofitting or retro-commissioning local government facilities;
- Integrating demand response with energy efficiency projects, including providing technical assistance such as energy audits and training; and
- Financing municipal projects through On-Bill Financing.

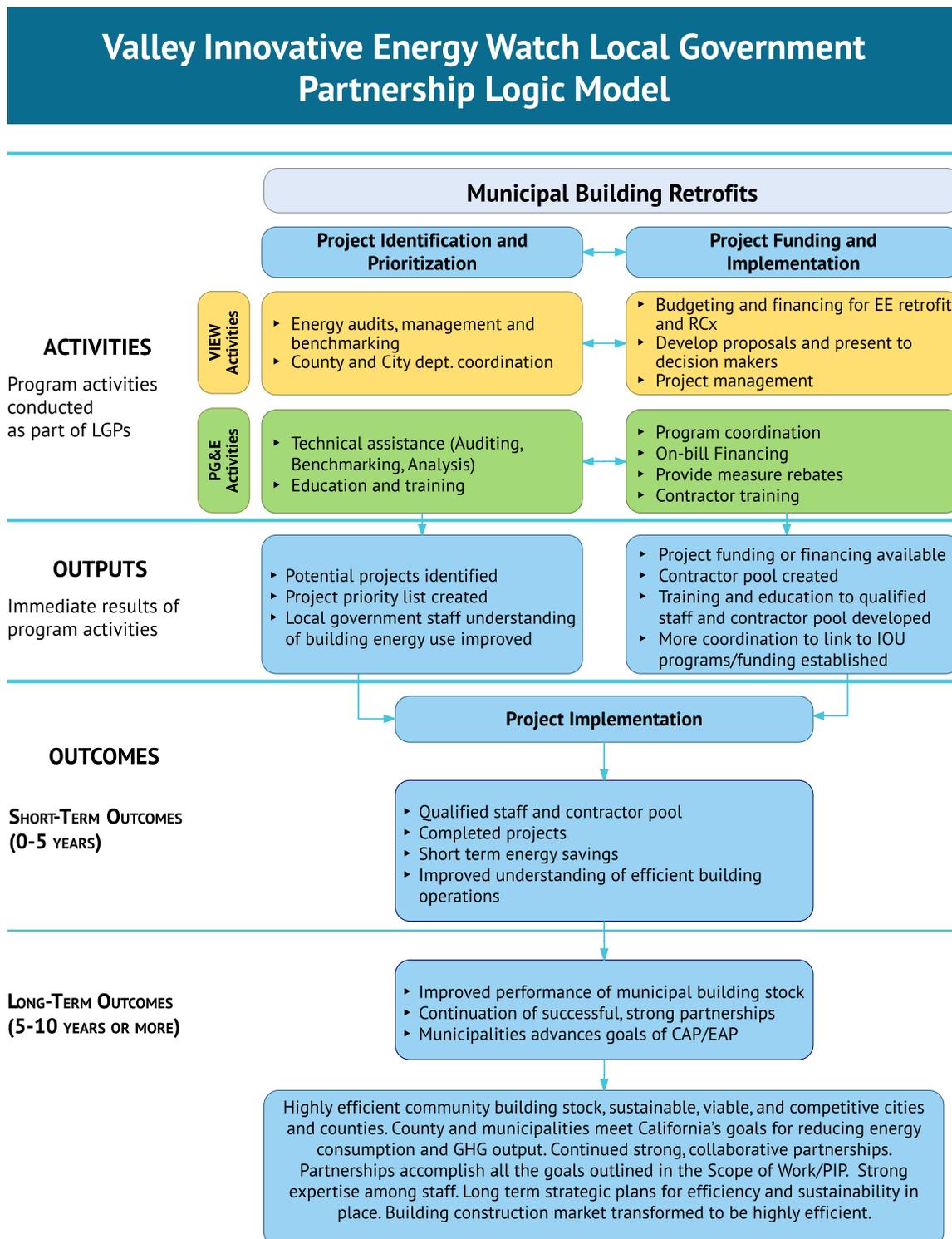
Through these activities, the goal of the VIEW LGP is for SJVCEO and IOU staff to work closely to champion government facilities' energy savings and to place energy efficiency projects in the context of sustainability and climate change initiatives. Ultimately, through these activities and a collaborative relationship between the IOUs and SJVCEO, the VIEW LGP aims to improve energy efficiency in municipal building stock, enabling SJVCEO to become an energy champion in the community, and to help meet California's ambitious goals for reducing energy consumption and greenhouse gas emissions.

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

The logic model presents a high level overview of the VIEW 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.

We chose this organization of activities and pathways, as the outcomes for each activity tend to vary and therefore, evaluators may need to examine them differently. Each program activity area, however, contributes to the overall long-term program goals that we described in the last row of the model. Note that the logic model provides a graphical summary of the main VIEW LGP Municipal Building Retrofits activities and outcomes, and we have omitted some less prominent activities to simplify the diagram. The VIEW LGP Municipal Building Retrofits activities have generally been consistent with those shown in the logic model.

Figure 1: VIEW LGP Municipal Building Retrofits Logic Model



To determine the success of the Municipal Building Retrofits activities, the evaluation team interviewed staff members from the partnership organizations, including staff members from SJVCEO (1 person interviewed), the IOUs (1 staff member from each), and Kings County (1 person interviewed) that had experience with the retrofit and retro-commissioning activities.

Overall, the interviewees from SJVCEO, the IOUs and Kings County characterized this VIEW LGP program element as successful, with good collaboration among the partner organizations. All interviewees noted an atmosphere of open communication among the partner organizations, with all partners stating they were able to communicate with their partners when needed. The partners meet regularly, with a standing monthly meeting including all partner staff members. All interviewees explained that there are varying levels of informal communication among the partners, including ad hoc meetings and phone calls as needed, which vary depending on the VIEW LGP project load.

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

4.1 Municipal Building Retrofits Activities

4.1.1 Municipal Building Retrofits and Retro-Commissioning

In collaboration with PG&E, SCE and SoCalGas, SJVCEO (through the VIEW LGP) engages in efforts to identify, finance and implement retrofit and retro-commissioning projects at these facilities, with a focus on integrated demand response opportunities. Below, we describe the process for these efforts as described by the staff members supporting the VIEW LGP.

Municipal Project Identification and Prioritization. The VIEW LGP identifies and prioritizes projects in a variety of ways depending on the local government and IOU(s) involved. The primary method to identify and prioritize projects is municipal building benchmarking using ENERGY STAR Portfolio Manager,¹⁴ a tool the VIEW LGP chose for its benchmarking efforts because it is relatively easy and inexpensive to use. We show benchmarking efforts as a VIEW LGP activity in the Municipal Building Retrofits logic model, with the IOUs providing technical assistance. The VIEW LGP has undertaken an ongoing project, funded as a Strategic Plan Support activity, to benchmark all municipal buildings in the area served by the VIEW LGP. While the benchmarking project is

¹⁴ ENERGY STAR Portfolio Manager is a free EPA-developed online tool that allows users to measure and track energy and water consumption.

ongoing, VIEW LGP staff expect that all local government accounts – over 5,000 accounts across the 13 local government entities – will be benchmarked by the end of 2017.¹⁵

The VIEW LGP uses the benchmarking information to identify and prioritize projects with local government staff, in collaboration with the IOUs. These project identification and prioritization efforts are reflected in the outputs row of the Municipal Building Retrofits logic model as an expected outcome of a successful partnership. While the benchmarking project has been helpful in identifying projects, there are additional complementary ways in which projects are identified and prioritized. The SJVCEO staff member we interviewed explained that – aside from benchmarking – the most common method of project identification and prioritization is tracking and addressing required maintenance and equipment failures. Some local governments have worked with contractors or with the IOUs to conduct audits and inspections of their buildings. Audits were common prior to 2015; however, one IOU staff member explained that they were expensive and cities typically did not follow up on recommendations. Consequently, the VIEW LGP partners agreed to conduct fewer audits.

Project planning varies across the local governments, with some – typically the larger entities – developing a list of projects for completion in the following year. Other local governments use a less structured process and only undertake projects when equipment fails or needs repair. The SJVCEO staff member noted, however, that they are seeing a trend towards cities adding new projects after reviewing the benchmarking data and adding funds to capital improvement budgets strategically, rather than relying on maintenance budgets to fund projects.

We asked interviewees if there were any notable successes or challenges with the project identification and prioritization phase of the Municipal Building Retrofits activities. The SJVCEO interviewee noted that the City of Tulare identified its wastewater treatment center as a project with potentially high savings potential. The City of Tulare later implemented the project, which, according to SJVCEO staff, resulted in substantial energy savings in excess of 300,000 kWh, claimed by the VIEW LGP. Other cities have followed suit and are also looking for energy efficiency opportunities in wastewater treatment plants. These cities include Hanford, Farmersville, Wood Lake, and Visalia. The city of Visalia began work on upgrading its wastewater treatment plant through the Savings by Design program in 2015. The work was completed in early 2017, resulting in estimated savings of over 6 million kWh and SCE incentives totaling approximately \$500,000.¹⁶ The

¹⁵ The VIEW LGP benchmarking project analyzes individual utility accounts. In some cases, these are unique buildings; in other cases, there are multiple accounts per building.

¹⁶ “Energy Management Success Story: Central California City Installs Energy-Efficient Equipment in Its Largest-ever Capital Project.” SCE. 2017. <https://tinyurl.com/yd3h85yx>.

interviewee explained that this is a pattern they have seen previously with other measures, where cities follow others when successful projects are identified and implemented.

Although interviewees were generally happy with the identification and prioritization process, a few challenges were noted. One interviewee indicated that a lack of funds available for retrofit projects resulted in cities often taking action only when equipment failed. Another interviewee (the single SJVCEO staff member) noted challenges with regard to project identification and explained that local governments are often focused more on short-term needs and are less inclined to take on longer-term projects. They also reported that the local governments experience high staff turnover, with the result that institutional knowledge is lost within the local governments (although due to low turnover at SJVCEO, some institutional knowledge is maintained there).

Municipal Project Budgeting: As reflected in the Activities row of the logic model, the VIEW LGP assists local governments in assessing financing and budget options by identifying local government funding sources and coordinating with the IOUs to obtain incentives for projects. Incentives originate from custom incentives through the VIEW LGP or appropriate IOU Core Programs. According to interviewees from SJVCEO and the IOUs, and corroborated by one interviewee from Kings County, each local government entity has either a capital improvement budget or a building maintenance budget that is the primary internal sources of funding for energy efficiency projects (some local governments have both). In 2009, The City of Visalia implemented a revolving conservation fund that is replenished by project incentives and rebates. The County of Tulare is considering a similar revolving conservation fund in the future. None of the remaining local governments have implemented a revolving fund that is replenished by project rebates or incentives.

When considering budgets, local governments prioritize energy efficiency in various ways, according to the SJVCEO interviewee. The VIEW LGP informally categorizes the local governments in terms of 'green light', 'yellow light' and 'red light' entities. 'Green light' local government entities have healthy budgets for energy efficiency and are the leaders in the area served by the VIEW LGP. 'Yellow light' local governments are interested in energy efficiency and understand its value, but have limited funding to devote to energy efficiency projects. 'Red light' local governments have to “beg, borrow or steal” funding for energy efficiency projects, with low levels of commitment from local government administrators. Of the 13 local government entities, the SJVCEO interviewee placed four in the 'green light' category, six in the 'yellow light' category and three in the 'red light' category. This interviewee explained that the 'yellow light' category is growing and the 'red light' category is shrinking, indicating an increase in attention paid to energy efficiency projects.

Municipal Project Implementation: Local governments approve projects in collaboration with the VIEW LGP, then implement them in varying ways. These projects are

implemented through IOU Core or Custom Programs. One of the desired outcomes of the Municipal Building Retrofits activity area as shown in the logic model is a qualified staff and contractor pool. The VIEW LGP utilizes IOU Core Program contractors for non-Custom work.¹⁷ When work is done through IOU's Custom Programs, it is either completed by internal local government staff (this occurs at six of the local governments) or the local government will use a combination of internal staff or local contractors via a competitive bidding process depending on the complexity of the projects. This is done at three of the local governments.

Following completion of a project, the IOUs – or a contractor in collaboration with the IOUs for more complicated projects – calculate energy savings, depending on the type of project, by analyzing pre- and post-project facility energy consumption, conducting engineering analysis of replaced or refurbished equipment, or some combination of these methods.

As part of the Municipal Building Retrofits activities, the VIEW LGP supports local governments in actively looking for opportunities to adopt emerging technologies in building retrofit projects. However, emerging technologies have not been adopted to date. The interviewee from SJVCEO did note that they will be looking at Zero Net Energy building protocols in 2017.

Beyond energy efficiency, local governments also engage in other conservation efforts that are not funded by the VIEW LGP, but are supported in part by SJVCEO. These efforts include solar projects, co-generation plants and other self-generation measures.

4.1.2 Training and Technical Assistance

An integral component of the VIEW LGP is the technical assistance and training services that the IOUs and SJVCEO provide to local government staff, as reflected in the Project Identification and Prioritization activities column in the logic model. Training includes continuing education for implementers and contractors to improve their energy efficiency project skills and expand and improve the services they offer. IOU staff plan for and provide technical assistance to help identify, develop and complete energy efficiency projects. Technical assistance includes integrated engineering audits of local government facilities, equipment specifications and recommendations, cost-effectiveness calculations, field inspections of projects, and equipment testing and analysis. VIEW LGP staff characterized this technical assistance as very important. In particular, the VIEW LGP has developed a “Benchmarking Made Easy” guide for local governments and provides on-site trainings on how to use Portfolio Manager.

¹⁷ Direct Install Programs are outside of the scope of this study as they are being evaluated separately under the Evaluation Measurement and Verification Roadmap.

4.2 Progress Towards Goals

Under SCE and PG&E, the VIEW LGP is classified as a resource program, meaning that the program directly claims energy savings. Under SoCalGas, the VIEW 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.¹⁸ The VIEW LGP sets specific goals for electric and gas savings for municipal building retrofits as detailed in Table 2. We report short-term energy savings outcomes versus goals, as reflected in the logic model; the VIEW LGP met its electric savings goals in 2015 and 2016, but did not meet its gas savings goals in either year. A 'Y' or an 'N' in the table indicates that the VIEW LPGA met or did not meet its goals, respectively, as reported by staff we interviewed. Note that the VIEW LGP territory does not receive gas service from PG&E; gas service is provided by SoCalGas.

Table 2: Municipal Building Retrofits Activity Goals

Goal Description	IOU	Target¹⁹	Goal Met²⁰
kWh Goal (2015)	SCE	1,782,304	Y
kWh Goal (2015)	PG&E	1,716,071	Y
Therms Goal (2015)	SoCalGas	28,000	N
kWh Goal (2016)	SCE	236,657	Y
kWh Goal (2016)	PG&E	1,817,734	Y
Therms Goal (2016)	SoCalGas	28,000	N

4.3 Key Successes

Interviewees from SJVCEO, the IOUs and Kings County identified many notable VIEW LGP successes as evaluated against the short-term and long-term outcomes shown in the logic model – both project-related and more general successes – in engaging and promoting energy efficiency and conservation in the area served by the VIEW LGP. Interviewees reported the following key successes:

¹⁸ SoCalGas does not report therm savings for the LGP but does set therm goals for the LGP. These goals are tracked and that is what is reported here.

¹⁹ Target numbers shown were reported by interviewees. Where target numbers were unavailable from interviewees, the numbers are pulled from <http://eestats.cpuc.ca.gov/>. For PG&E, reported savings are rolled up under LGEAR so we were unable to confirm that the numbers on the reporting website matched the numbers reported by the interviewees.

²⁰ Reported by interviewees.

- SJVCEO staff explained that overall, the VIEW LGP is “getting a strong foothold in institutionalizing energy efficiency” with cities and counties now recognizing the VIEW LGP as a resource and energy efficiency becoming a part of the culture within local government.
- The VIEW LGP has successfully met its Municipal Building Retrofits goals in PG&E's service territory in both 2015 and 2016.
- The VIEW LGP has successfully met its Municipal Building Retrofits goals in SCE's service territory in both 2015 and 2016. Key factors in meeting these goals include engaging with local governments to conduct larger scale custom projects (for example, energy efficiency projects at wastewater treatment facilities with the cities of Tulare, Visalia, Porterville and Hanford).

4.4 Challenges

Despite a general consensus among interviewees that the VIEW LGP is working well and that there are few challenges that could seriously hinder continued progress, interviewees noted the following challenges they face in implementing the VIEW LGP and energy efficiency projects in general.

- Local government staff turnover is high. Interviewees from all VIEW LGP partner organizations reported that this high turnover results in lost institutional knowledge and perpetuation of a short-term mindset focused on immediate challenges rather than long-term strategic thinking.
- Small local governments tend to be risk averse and are more inclined to address short-term emergency problems rather than take on the risk of large, long-term projects. Specifically, a staff member that supports the VIEW LGP noted that these perceived risks are tied to a fear of projects not delivering the estimated savings, and an inability to demonstrate the benefits to local government administrators and constituents.
- Because the VIEW LGP covers local governments to which multiple IOUs offer incentive programs, some local governments can experience confusion and frustration due to the differences between the offerings.
- There are not enough local contractors capable of completing all the types of projects required by the VIEW LGP local governments, with the result that local governments either have to undertake projects themselves or hire non-local contractors.
- Small local governments are reluctant to incur any debt, even if interest rates are low or non-existent. Finding capital funding remains a persistent challenge.

4.5 Satisfaction with Partner Efforts

Staff from the IOUs, SJVCEO, and Kings County expressed very high satisfaction with the efforts of their VIEW LGP partners. All organizations characterized the VIEW LGP as very positive with useful collaboration with regard to building retrofits. We asked each of the five interview subjects to rate their satisfaction with their partner organizations' participation in the Municipal Building Retrofits activities area of the program. All partner interviewees rated their satisfaction regarding this activity area with a score of 8 or above, using a 0-10 point scale where 0 is the lowest and 10 is the highest score.

4.6 Reported Assistance Needed and Implementation Recommendation

Interviewees recommended that the programs be made consistent across IOUs, including similar application forms, incentive processing and project review requirements, and measure offerings and eligibility. The VIEW LGP is somewhat unique in that it spans three IOU service territories, and each IOU offers programs that differ in how they are administered and what measures they incentivize. This was noted as a challenge by several interviewees. SJVCEO staff recommended more consistency across the IOU offerings to help implementers and local governments understand the LGP program better when dealing with multiple IOUs. The IOUs are aware of these issues and are taking action to make program offerings and requirements more consistent.

5 Strategic Plan Support Activities

The Strategic Plan Support area of the LGP program includes activities that support and advance the vision set forth in the 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 VIEW LGP is active in two of the four activity areas (Lead by Example and Community Programs) and is involved in two Strategic Plan Support activities: benchmarking all utility accounts using ENERGY STAR Portfolio Manager for the local governments supported by the VIEW LGP, and creating customized Energy Action Plans (EAPs) and Climate Action Plans (CAPs) with local governments. Table 3 shows the support areas where the VIEW LGP is active within the Lead by Example and Community Programs areas, using the menu categories from the Strategic Plan.

Table 3: Strategic Plan Support Activities

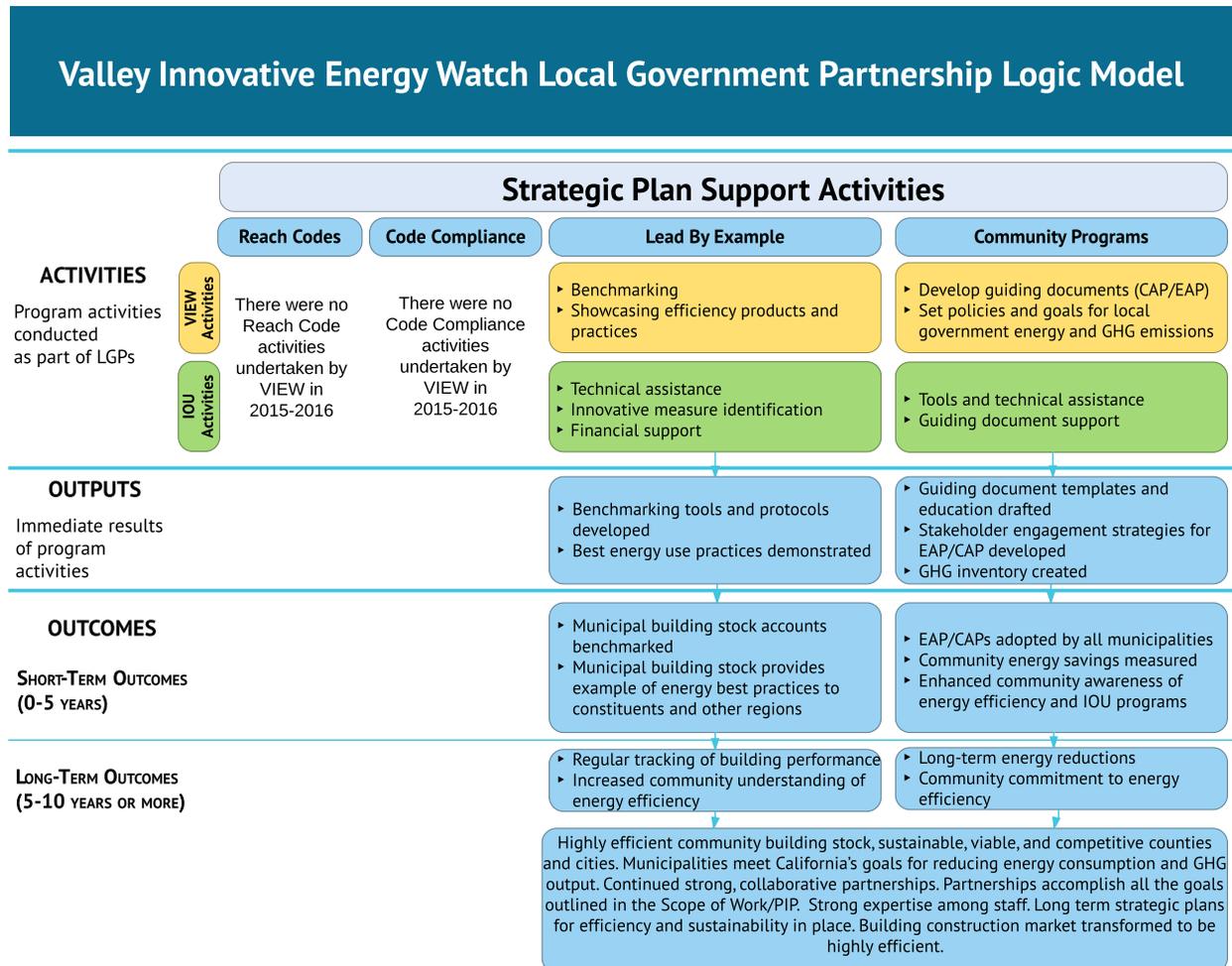
Activity Area	Menu Option - Abbreviated Title	# of Activities
1 - Reach Code Support	1.1.1. Reach Codes	
	1.1.2. Green Building Code	
	1.1.3. Point of Sale Program	
	1.1.4. IDSM Code Updates	
	1.1.5. Energy Efficiency Codes & Programs	
	1.1.6. Educational Programs	
2 - Code Compliance	2.1.1. Code Compliance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

As we discussed in Section 3.2, our evaluation of the VIEW LGP began with development of a program logic model for each activity area in which the VIEW 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 VIEW LGP's Strategic Plan Support activities in Figure 2 on the following page.

The logic model presents a high level overview of the VIEW LGP's Strategic Plan Support 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.

We chose this organization of activities and pathways, as the outcomes for each activity tend to vary and therefore, evaluators may need to examine them differently. Each program activity area, however, contributes to the overall long-term program goals that we described in the last row of the model. Note that the logic model provides a graphical summary of the main VIEW LGP Strategic Plan Support activities and outcomes, and we have omitted some less prominent activities to simplify the diagram. The VIEW LGP Strategic Plan Support activities have generally been consistent with those shown in the logic model.

Figure 2: VIEW LGP Strategic Plan Support Activities Logic Model



During the evaluation, we interviewed those staff that were knowledgeable about the recent Strategic Plan Support activities. Overall, interviewees from all organizations characterized this VIEW LGP Strategic Plan Support activities area as successful, with a good level of collaboration.

5.1 Lead by Example

Lead by Example includes efforts to improve the energy efficiency of municipal buildings beyond short-term retrofits, including benchmarking or other energy tracking, sub metering, new retro-commissioning policies, an energy chapter in a broader energy or CAP, or new building requirements like LEED or ENERGY STAR. The goal of the Lead by Example activity area is to enable the VIEW LGP to become a regional energy champion that can help participating local governments prioritize and implement energy efficiency projects and build internal energy expertise. An additional goal is to enable the VIEW LGP to become a local energy champion that can provide an example of energy efficiency in action to local governments, residents and businesses in the area it serves.

5.1.1 Lead By Example Activities

The VIEW LGP, led by SJVCEO, is in the process of benchmarking all utility accounts using ENERGY STAR Portfolio Manager for the local governments supported by the VIEW LGP. This activity, which is reflected in the activities row of the Strategic Plan Support Activities logic model, includes training of local government staff on the use of Portfolio Manager. The end goal is that local governments will use benchmarking to identify projects, develop policy to impact procurement and investment decisions, and build local government staff capacity to benchmark facilities and then identify and prioritize energy efficiency projects.

5.1.2 Progress Towards Goals

The VIEW LGP has made significant progress towards its goals as stated in the Program Implementation Plans (PIPs) for this activity; however, it has taken longer to make this progress than anticipated in the original schedule. The initial goal for the benchmarking activity was for *municipal staff in all local governments [to be] enrolled in Portfolio Manager and automated benchmarking services and actively engaged in data analysis.*²¹ The VIEW LGP has completed benchmarking activities for all accounts in eight of the 13 local governments in the area it serves, and is on track to complete benchmarking of all accounts by the end of 2017.

²¹ This is a goal common to the PIPs of all the IOUs, as illustrated in SCE's PIP: Southern California Edison Company. *Customer Energy Efficiency And Solar Division Program Implementation Plans. Exhibit 4C – Local Programs.* 2013.

5.1.3 Key Successes

While the VIEW LGP has not met its goal of benchmarking all accounts by the end of 2016, VIEW LGP staff and the local governments view this activity as a success. The SJVCEO interviewee explained that local government partners view this Lead by Example activity area as the most important Strategic Plan Support activity area in which the VIEW LGP engages. They consider this activity so important because it raises energy awareness at local government departments beyond the main stakeholders that interact directly with SJVCEO, making a wider audience aware of consumption and energy efficiency. The Strategic Plan Support Activities logic model shows demonstrations of best energy use practices as an expected output of the VIEW LGP Lead by Example activity area.

5.1.4 Challenges

The VIEW LGP partners did not note any significant challenges with this Strategic Plan Support activity area.

5.1.5 Satisfaction with Partner Efforts

All interviewed VIEW LGP partners were highly satisfied with their partners regarding the Lead by Example activity area. All five interview subjects rated their satisfaction regarding this activity area with a score of 9 or 10 on a 0-10 point scale.

5.1.6 Reported Assistance Needed and Implementation Recommendations

Neither VIEW LGP staff nor IOU staff requested assistance or noted any implementation recommendations with this Strategic Plan Support activity area.

5.2 Community Programs

The Community Programs activity area of Strategic Plan Support involves two broad activities: guiding document support through development of EAPs and CAPs for local governments, and coordination with IOU Core Programs. Core Programs Coordination is addressed in Section 6 of this report. Guiding document support includes activities that can help governments and businesses complete greenhouse gas emissions inventories, EAPs, and CAPs. This activity area also includes assistance to governments in exploring financing opportunities. We show these activities in the Strategic Plan Support Activities logic model included as Figure 2.

5.2.1 Community Programs Activities

The VIEW LGP is currently creating customized EAPs and CAPs with local governments to meet their specific local needs while maintaining a focus on regional goals and strategies. The goal of this activity is to develop EAPs and CAPs that are ready for adoption by local government administrators. Each EAP or CAP may or may not be

approved by the local government; if an EAP or CAP is not formally adopted, the VIEW LGP will use it as a guiding principle document to influence staff activities.

In addition to creating customized EAPs and CAPs, the VIEW LGP also engages in community outreach and education activities to promote energy efficiency, and refers projects to IOU Core Programs. These activities are discussed in Section 6.

5.2.2 Progress Towards Goals

The long-term goal of the VIEW LGP is to help all local governments develop EAPs. Regarding the Community Programs activity area, the goal was for the VIEW LGP to work with two local government entities, Kings County and the City of Hanford, to create EAPs and promote their adoption. By the end of 2016, the VIEW LGP had completed the Kings County EAP, and the City of Hanford's EAP was 70 percent complete. In addition, the VIEW LGP began to formulate plans for the remaining 11 EAPs with an aim to develop most of these by the end of 2017.

5.2.3 Key Successes

The VIEW LGP has worked with local government entities, Kings County and the City of Hanford, to create EAPs and promote their adoption. As noted in the previous section, the VIEW LGP is making good progress towards the goal of helping all local governments develop EAPs.

5.2.4 Challenges

VIEW LGP partners did not report any significant challenges with this Strategic Plan Support activity area. However, they did note that each local government requires different text and layout of the EAP documents, which can sometimes significantly increase the workload needed to complete Community Programs projects. In addition, SJVCEO staff expressed some concern that local governments may not adhere to EAPs over time, with the SJVCEO staff member stating, “we need to ensure the documents don’t just sit on the shelf and are regularly used to complete projects, and [that they] get updated for new conditions. They (EAPs) should act as a formalized project pipeline, and we and the CPUC should help local governments to stay diligent that their EAPs are living documents.”

5.2.5 Satisfaction with Partner Efforts

All interviewed VIEW LGP partners were highly satisfied with their partners within the VIEW LGP regarding the Community Programs activity area. All five interview subjects rated their satisfaction regarding this activity area with a score of 8 or above, using a 0-10 point scale.

5.2.6 Reported Assistance Needed and Implementation Recommendations

Neither VIEW LGP staff nor IOU staff requested assistance or noted any implementation recommendations with this Strategic Plan Support activity area.

6 Core Programs Coordination

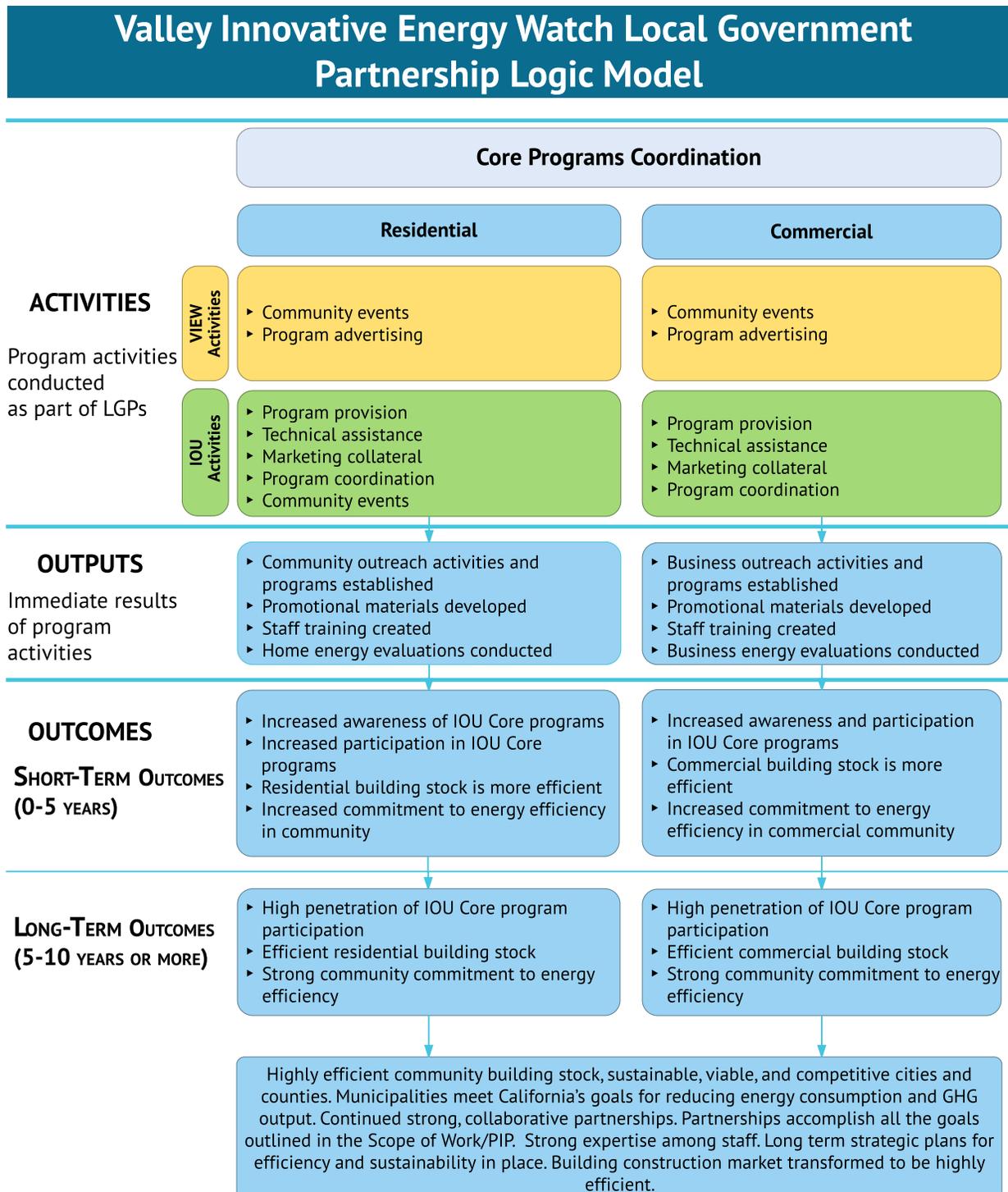
The Core Programs Coordination activity aims to promote the IOU residential and commercial energy efficiency programs in the VIEW LGP service territory. This is accomplished by providing targeted outreach and technical assistance to the residential and business sectors. Each of the three IOUs promote their Core Programs within their respective service territories, with assistance from SJVCEO and local government staff. IOU staff also look for opportunities to collaborate with each other in communities with overlapping service territories. Within this context, the role of the VIEW LGP, and more specifically SJVCEO, is to be the “leaders on energy efficiency and the deliverer of energy efficiency information in the region” according to the SJVCEO staff. However, as the SJVCEO staff member noted, there are limited financial and staffing resources available to SJVCEO, so the VIEW LGP’s strategy is to distill program information to make it easier for local governments to distribute to constituents and stakeholders. By delivering program information through the local governments, the VIEW LGP can leverage local government resources as well as drive the programs through the local governments, which are often viewed as a trusted voice and source of information according to the SJVCEO staff interviewee. Despite limited budget, the VIEW LGP partners engage in a range of residential and commercial Core Programs Coordination activities.

As we discussed in Section 3.2, our evaluation of the VIEW LGP began with development of a program logic model for each activity area in which the VIEW LGP engages, to serve as a guide to define specific outputs and outcomes to evaluate progress along the path from activities to outputs and then long-term outcomes. We show the logic model of the VIEW LGP’s Core Programs Coordination activities in Figure 3 on the following page.

The logic model presents a high level overview of the VIEW LGP’s Core Programs Coordination 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.

We chose this organization of activities and pathways, as the outcomes for each activity tend to vary and therefore, evaluators may need to examine them differently. Each program activity area, however, contributes to the overall long-term program goals that we described in the last row of the model. Note that the logic model provides a graphical summary of the main VIEW LGP Core Programs Coordination activities and outcomes, and we have omitted some less prominent activities to simplify the diagram. The VIEW LGP Core Programs Coordination activities have generally been consistent with those shown in the logic model.

Figure 3: VIEW LGP Core Programs Coordination Logic Model



The evaluation team spoke with all five interview subjects regarding these activities, and the results of these interviews are discussed in the following sections.

6.1 Residential Core Programs Coordination Activities

The VIEW LGP residential Core Programs Coordination activities include:

- Promotion and publicizing of key IOU Core Programs, primarily Energy Upgrade California and low income programs, as well as promotion of the VIEW LGP and its goals, through educational workshops, events and exhibits;
- Community outreach through media channels including mailers, press releases and quarterly e-newsletters; and
- Coordinated events and activities with local government institutions and agencies.

As noted previously, each of the three IOUs promote their Core Programs within their respective service territories, with assistance from SJVCEO and local government staff. The three IOUs promote several residential programs including the City of Fresno Home Energy Tune Up Program (PG&E only), Energy Upgrade California, and low income weatherization through the Energy Savings Assistance program. SCE also provides energy efficiency training and seminars at the SCE Agricultural Technology Application Center (AGTAC) in Tulare. All IOU interview subjects also mentioned promoting the California Alternate Rates for Energy (CARE) program to low income residents.

SJVCEO provides assistance to the IOUs to promote their residential Core Programs through activities such as developing and distributing marketing material, coordinating with county supervisors and local government staff to develop text for mailings, and by organizing community events. Across the three IOUs, all interviewees were highly complimentary of SJVCEO staff efforts for Core Programs Coordination, with the PG&E interviewee stating that “SJVCEO deserves the credit for the success of promoting programs and for organizing small community events that have gone very well, with very high attendance (as much as 50 percent of residents) and high participation rates too!”

6.2 Commercial Core Programs Coordination Activities

The VIEW LGP commercial Core Programs Coordination activities include:

- Promotion and publicizing of key IOU Core Programs, primarily Business Energy Tune Up and business Direct Install programs,²² as well as promotion of the VIEW LGP and its goals, through educational workshops, events and exhibits;
- Community outreach through media channels including mailers, press releases and quarterly e-newsletters; and
- Coordinated events and activities with local government institutions and agencies, (including local chambers of commerce) such as community outreach events with local county supervisors Energy Awareness Month activities.

As with the residential Core Programs Coordination, each of the three IOUs promote their Core Programs within their respective service territories, with assistance from SJVCEO and local government staff. SJVCEO provides assistance to the IOUs to promote their commercial Core Programs through activities such as developing and distributing marketing material, and coordinating with county supervisors, local government staff and local business organizations including Chambers of Commerce.

Across both residential and commercial Core Programs Coordination, SJVCEO staff noted that they, in their role as administrator of the VIEW LGP, do not promote all of the many Core Programs the IOUs offer; rather, they look for ways to prioritize high value programs to constituents. In particular, the interviewed SJVCEO staff member explained that they do not try to promote programs that only one IOU offers, as this can cause confusion for constituents who live in areas close to overlapping service territories.²³ Instead, the VIEW LGP focuses on trying to prioritize offerings common to the IOUs as much as possible. The VIEW LGP staff from SJVCEO and the IOUs have carefully reviewed the programs with all local governments to identify which programs make sense to promote. For example, the VIEW LGP will not promote programs with already high saturation among the target audience or that have little potential for realizing energy savings.

The VIEW LGP approach differs between unincorporated areas and incorporated areas. In unincorporated areas, the VIEW LGP coordinates meetings between county supervisors and the IOUs to promote energy efficiency programs. In particular, the focus is on specific high poverty regions where the VIEW LGP works with Kings County and Tulare County to promote low-income weatherization and business energy efficiency programs. According to SCE and PG&E interviewees, this effort has been very successful, with thousands of attendees at events and an increase in sign-ups for programs. In incorporated

²² SoCalGas does not have a direct install program currently, however, SoCalGas is working on launching a direct install program approved in 2016. SoCalGas will coordinate with SCE and PG&E to jointly deliver the SoCalGas direct install program.

²³ The IOUs themselves, particularly SCE and PG&E, also promote their programs directly in the San Joaquin Valley without assistance through the VIEW LGP.

areas, community outreach is typically in the form of a letter from the mayor or local council to residences and businesses to promote IOU programs. According to IOU interviewees, these outreach efforts also have been successful in getting more residents and businesses to participate in programs, although they acknowledged that it is difficult to attribute increased participation with these outreach efforts. Additionally, in PG&E's service territory, the VIEW LGP partnered with the city of Avenal to provide a "mini-grant" using LGP funds. The grant required 50 percent of funds to be spent on municipal building retrofits and 50 percent to be spent on community outreach. The funds were provided in addition to incentives for projects, and the VIEW LGP claimed savings from the municipal building retrofits. No other mini-grants were provided by the VIEW LGP to other cities, and there is no plan for this activity to be continued in the future.

6.3 Progress Towards Goals

The VIEW LGP does not have any formal goals for the Core Programs Coordination activity area. The VIEW LGP has completed the following Core Programs Coordination activities in 2015 and 2016:

- Promotion of SCE and PG&E programs including Direct Install, Energy Upgrade California, Demand Response and On-Bill Financing.²⁴
- Promotion of third party programs to local communities. One goal of these efforts is to channel information about third party programs through local governments rather than through third party implementers, because the local governments are seen as trusted sources of information by residents and businesses, according to one SJVCEO staff member interviewed.
- Presentation of community engagement opportunities at VIEW LGP meetings and Energy Awareness Month community outreach events throughout the area that the VIEW LGP serves.
- Distribution of energy efficiency and demand response literature, such as Edison Be Wise with the SCE Owl coloring books, "Power Down During Peak Demand" sticker handouts, CARE brochures, Let's Talk Energy booklets, Summer Discount Plan brochures, Energy Savings Assistance Program brochures, and Summer Breeze Energy Saving booklets.

6.4 Key Successes

The VIEW LGP does not have any specific goals for Core Programs Coordination activities; however, all interviewees characterized the VIEW LGP's efforts as successful in

²⁴ The IOUs' On-Bill Financing program offers 0% financing for qualifying energy-efficient improvements that are paid through a non-residential customer's bill.

terms of the number of constituents reached and the overall impact of the outreach activities. Specific successes noted by interviewees and in program documentation include the following:

- According to all interviewees, small community events are very successful and well attended, resulting in high program participation rates.
- Interviewees reported that small business outreach efforts were successful, with the interviewee from SJVCEO stating that the IOU program staff reported a 90 percent conversion rates from outreach to program participation, and a steady stream of new projects year over year.

6.5 Challenges

The interviewee from SJVCEO noted one challenge regarding the Core Programs Coordination activity area. Programs that are offered by all IOUs, in particularly SCE and PG&E, are often not consistent in design or requirements between the IOUs. This interviewee reported that in the past six months, PG&E and SCE have made improvements to help align their Direct Install programs, but noted that there is still a need to align other Core Programs. For example, application forms often ask for differing information, incentive processing and project review requirements are different, and program offerings can vary. These inconsistencies can be challenging for contractors and can cause confusion among local governments trying to determine which programs best fit their needs. The interviewee recognized that the IOUs are constantly working to be more consistent, particularly with statewide programs; however, they explained that more work needs to be done to resolve inconsistencies.

6.6 Satisfaction with Partner Efforts

Staff from the IOUs, SJVCEO and Kings County expressed very high satisfaction with their respective partners' participation in Core Programs Coordination activities. All interviewees characterized the VIEW LGP activities as valuable and impactful. We asked each of the five interview subjects (one SJVCEO staff member, three IOU staff members and one Kings County staff member) to rate their satisfaction with the partner organizations' participation in the Core Programs Coordination activity area. All interview subjects rated their satisfaction regarding this activity area with a score of 7 or above on a 0-10 point scale.

6.7 Reported Assistance Needed and Implementation Recommendations

Neither VIEW LGP staff nor IOU staff requested assistance or noted any implementation recommendations with the Core Programs Coordination activity area.

7 Implementation of Past Evaluation Recommendations

Evergreen found no relevant past evaluation recommendations for the VIEW LGP.

8 Key Findings and Recommendations

8.1 Key Findings

The results of our evaluation research indicate that the VIEW LGP is operating successfully and in a manner consistent with the program logic model. Indicators of success include that the VIEW LGP partners all expressed high satisfaction with the participation of their partners and that evidence of energy savings suggests that the VIEW LGP's efforts have led to increased efficiency of local government building stock and have encouraged local governments, residents and businesses to adopt energy efficiency measures. These efforts continue to help local governments in the San Joaquin Valley, specifically in Kings County and Tulare County, meet California's ambitious goals for reducing energy consumption and greenhouse gas output, and help make participating local governments more energy efficient and sustainable.

To identify key findings related to the VIEW LGP's performance, Evergreen reviewed progress towards the short-term and long-term outcomes for each LGP activity area detailed in the program activity area logic models (Sections 4, 5 and 6).

Municipal Building Retrofits Activities

- Interviews with VIEW LGP staff indicate that the local governments served by the VIEW LGP are committed to completing energy efficiency retrofits, with city and county leadership now recognizing the VIEW LGP as a valuable resource. As a result, energy efficiency is becoming a part of the culture within the local government administrations targeted by the VIEW LGP. The VIEW LGP also met its 2015 and 2016 savings goals for SCE and PG&E.²⁵
- While the VIEW LGP has had some success regarding its local government building retrofit activities, challenges remain, including:
 - High turnover of local government staff resulting in lost institutional knowledge and perpetuation of a short-term mindset; and
 - A risk-averse environment within small local governments, resulting in a reluctance to take on large, long-term projects.

Strategic Plan Support Activities – Lead By Example

- The VIEW LGP has made significant progress towards benchmarking local government buildings using ENERGY STAR Portfolio Manager and has completed

²⁵ Although the VIEW LGP is a non-resource program for SoCalGas (i.e., it does not claim savings directly for any program activities), it did have therm savings goals set for 2015 and 2016. The program was not successful in achieving these goals, however.

energy benchmarking for eight of the 13 local governments including the City of Visalia and Kings County, with the remainder expected to be completed by the end of 2017.

Strategic Plan Support Activities – Community Programs

- The VIEW LGP has worked with two local governments to develop and adopt Energy Action Plans (EAPs) in 2015 and 2016. These efforts have resulted in establishment of a procedure to create EAP documents and development of EAP templates. The remaining 11 local governments are planning to develop EAPs by the end of 2017 based on the success of this activity.

Core Programs Coordination

- The VIEW LGP is promoting PG&E, SCE and SoCalGas Core Programs to residents and businesses through its community programs and outreach efforts. Interview respondents from PG&E, SCE and SoCalGas stated that these efforts have resulted in increased participation in Core Programs.
- While the VIEW LGP has had success in promoting IOU Core Programs, SJVCEO and IOU interviewees noted one challenge:
 - Three IOUs with different program offerings serve the VIEW LGP territory. Inconsistent program offerings can cause confusion and frustration for the target audience. This is a needed area of improvement that is known to the IOUs, and IOU staff are taking action to make program offerings more consistent.

8.1.1 Innovative Approaches

One goal of this process evaluation was to identify innovative implementation practices that could be useful examples for the other LGPs, and we have highlighted one of these below.²⁶ Each LGP faces a unique set of challenges given the differences in program implementation strategies, local government prioritization of energy efficiency, and customer characteristics. Because of these differences, not all innovative approaches will

²⁶ Note that this section is not meant to identify Best Practices. The difficulty of identifying LGP best practices is due primarily to the unique nature of each Partnership and the settings in which they operate. The IOUs can partner with local governments, governmental associations or business associations, and each has strengths and weaknesses in administering LGPs. Evergreen's past research (*Program Assessment Study: LGP Programs - CPUC Work Order 12, July 2013*) developed identifying facilitating factors to understand if there was any correlation with superior performance. The contextual-dependency of these factors made it impossible to develop any best practices recommendations that could be realistically applied to other LGPs. The same barriers exist in this study. Research Into Action also completed a separate study on LGPs (*Targeted Process Evaluation of the Local Government Partnership Program, January 2017*) and had the same difficulty in identifying best practices due to the considerable diversity in LGP/IOU approaches.

be useful to each LGP. This section allows other programs to review the innovative aspects that have been useful for the VIEW LGP and consider their value in the context of their own LGP.

For the VIEW LGP, we have identified the following innovative approach:

- The VIEW LGP has developed a “Benchmarking Made Easy” guide for local governments and provides on-site trainings on how to use Portfolio Manager. The VIEW LGP intends for local governments to use the guide and Portfolio Manager to identify and prioritize energy efficiency projects.

8.2 Recommendations

Based on the evaluation results, we provide the following actionable recommendations for the VIEW LGP:

- The VIEW LGP should continue to assist with EAP development at the local governments including developing multi-year energy efficiency strategies and road maps for each local government entity in order to maintain institutional knowledge and increase commitment to long-term efficiency projects; and
- When the current Strategic Plan activity supporting EAP development ends in 2017, the VIEW LGP should consider creating a new multi-year Strategic Plan Support activity that will provide resources to VIEW LGP staff to assist the local governments with adhering to the EAP strategies and roadmaps.

Appendix A: LGP Program Process Evaluation Cycle

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 VIEW 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.²⁷ 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

²⁷ The comprehensive process evaluations of the 2015 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

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.**

“LG” 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:
- Who could we get these data from?
- MU22. What were your 2015 goals?
- Did you meet them? Why or why not?
- MU23. Are you on track to hit your 2016 goals?
- 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?
- 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?
- 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].

- 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 0218.05	Process Evaluation	Process Evaluation of the Valley Innovative Energy Watch Local Government Partnership Program	SoCalGas		
Recommendation	Program or Database	Summary of Findings	Additional Supporting Information	Best Practice / Recommendation	Recommendation Recipient
1	Local Government Partnerships Program	Interviewees supporting the VIEW LGP explained that both high turnover of local government staff and a risk-averse mindset within small local government entities can result in a short-term focus that may undervalue projects that require a longer time horizon. The VIEW LGP is working with its local governments to develop Energy Action Plans (EAP) that include long term strategy, but to date EAPs have not been enacted at all local governments and VIEW LGP staff expressed concern that local governments need assistance ensuring the EAPs are used over time and remain “living documents”.		The VIEW LGP should continue to assist with EAP development at the local governments including developing multi-year energy efficiency strategies and road maps for each local government entity in order to maintain institutional knowledge and increase commitment to long-term efficiency projects.	SCE, SoCalGas, PG&E and SJVCEO
2	Local Government Partnerships Program	see above		When the current Strategic Plan activity supporting EAP development ends in 2017, the VIEW LGP should consider creating a new multi-year Strategic Plan Support activity that will provide resources to VIEW LGP staff to assist the local governments with adhering to the EAP strategies and roadmaps.	SCE, SoCalGas, PG&E and SJVCEO

Appendix D: Strategic Plan Option Descriptions

Goal	Strategy	Menu Option - Abbreviated Title	Menu Option- Full Text
<p>1 - Local governments lead adoption and implementation of “reach” codes stronger than Title 24 on both mandatory and voluntary bases.</p>	<p>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.</p>	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.