



Process Evaluation of the San Luis Obispo Energy Watch Partnership Program

Prepared by:

Evergreen Economics

Project Sponsors:

Pacific Gas and Electric Company

Southern California Edison Company

Southern California Gas Company

San Diego Gas & Electric Company

CALMAC ID: SCG0218.06

November 10, 2017

Table of Contents

1 EXECUTIVE SUMMARY.....	1
1.1 KEY FINDINGS.....	3
1.2 RECOMMENDATIONS	7
2 INTRODUCTION	8
3 RESEARCH OBJECTIVES AND METHODS	11
3.1 RESEARCH OBJECTIVES	11
3.2 RESEARCH METHODS	11
4 MUNICIPAL BUILDING RETROFITS	14
4.1 MUNICIPAL BUILDING RETROFITS ACTIVITIES	17
4.1.1 Municipal Building Retrofits	17
4.1.2 Training and Technical Assistance.....	22
4.1.3 On-Bill Financing For Municipal Projects	23
4.2 PROGRESS TOWARDS GOALS	23
4.3 KEY SUCCESSES	24
4.4 CHALLENGES	25
4.5 SATISFACTION WITH PARTNER EFFORTS	28
4.6 REPORTED ASSISTANCE NEEDED AND IMPLEMENTATION RECOMMENDATIONS	28
5 STRATEGIC PLAN SUPPORT ACTIVITIES.....	31
5.1 LEAD BY EXAMPLE	34
5.1.1 Lead By Example Activities	34
5.1.2 Progress Towards Goals	35
5.1.3 Key Successes	35
5.1.4 Challenges.....	36
5.1.5 Satisfaction with Partner Efforts.....	36
5.1.6 Reported Assistance Needed and Implementation Recommendations	37
5.2 COMMUNITY PROGRAMS.....	37
5.2.1 Community Programs Activities.....	37
5.2.2 Progress Towards Goals	38
5.2.3 Key Successes	38
5.2.4 Challenges.....	39
5.2.5 Satisfaction with Partner Efforts.....	39
5.2.6 Reported Assistance Needed and Implementation Recommendations	40
6 CORE PROGRAMS COORDINATION.....	41
6.1 RESIDENTIAL CORE PROGRAMS COORDINATION ACTIVITIES.....	43

6.2	COMMERCIAL CORE PROGRAMS COORDINATION ACTIVITIES	43
6.3	PROGRESS TOWARDS GOALS	44
6.4	KEY SUCCESSES	44
6.5	CHALLENGES	44
6.6	SATISFACTION WITH PARTNER EFFORTS	44
6.7	REPORTED ASSISTANCE NEEDED AND IMPLEMENTATION RECOMMENDATIONS.....	45
7	IMPLEMENTATION OF PAST EVALUATION RECOMMENDATIONS	46
8	KEY FINDINGS AND RECOMMENDATIONS	47
8.1	KEY FINDINGS	47
8.1.1	Innovative Approaches.....	50
8.2	RECOMMENDATIONS	51
	APPENDIX A: LGP PROGRAM PROCESS EVALUATION CYCLE	52
	APPENDIX B: LGP PROGRAM STAFF INTERVIEW GUIDE.....	53
	APPENDIX C: RECOMMENDATIONS RESULTING FROM EVALUATION RESEARCH.....	64
	APPENDIX D: STRATEGIC PLAN OPTION DESCRIPTIONS	65

I Executive Summary

The San Luis Obispo Energy Watch Partnership (the SLO Energy Watch Partnership) began in 2010 and consists of a partnership between the County of San Luis Obispo,¹ Pacific Gas and Electric Company (PG&E) and Southern California Gas Company (SoCalGas).² The purpose of the SLO Energy Watch Partnership is to leverage the combined strengths of the County of San Luis Obispo, PG&E and SoCalGas to identify and implement energy efficiency projects. The SLO Energy Watch Partnership serves San Luis Obispo County in addition to seven incorporated cities (Arroyo Grande, Atascadero, Grover Beach, Morro Bay, Paso Robles, Pismo Beach and San Luis Obispo) and several Special Districts (including Avila Beach, Cambria, Cayucos, Los Osos, Nipomo, Port San Luis Harbor, San Miguel, San Simeon and Templeton) which all govern within the county boundaries.³

The SLO Energy Watch Partnership is designed to improve energy efficiency within its program territory through a variety of activities, including:

- **Municipal Facility Retrofits** – identifying, financing and implementing energy improvements at municipal facilities.
- **California Strategic Plan Support** – supporting the California Long Term Energy Efficiency Strategic Plan (Strategic Plan), including helping local governments create Energy Action Plans (EAPs) or Climate Action Plans (CAPs) and benchmarking of municipal facilities.⁴
- **Core Programs Coordination** – providing targeted outreach and technical assistance to small and medium businesses and residential customers while linking them to PG&E's and SoCalGas' Core Program offerings.⁵

The 2013-2014 Energy Efficiency Program Implementation Plans (PIP) for PG&E and SoCalGas⁶ include additional information on the 2015-2016 planned activities for the SLO Energy Watch Partnership.

¹ Throughout this report, we refer to the county government as the County of San Luis Obispo, and the geographic region as San Luis Obispo County.

² From 2010 to 2013, PG&E and SoCalGas partnered with the Economic Vitality Corporation, instead of with the County of San Luis Obispo.

³ A Special District is a region that receives partial county services and is not a city, but an unincorporated part of the county.

⁴ Climate Action Plans are comprehensive roadmaps outlining specific activities that entities will undertake to reduce greenhouse gas emissions.

⁵ Core Programs refer to large energy efficiency programs in the PG&E and SoCalGas program portfolios, including residential, commercial and third party programs.

This process evaluation formally covers the 2015 and 2016 program years. However, because this is the first evaluation since 2013, and because the objectives of this evaluation differ from the 2013 report,⁷ the evaluation also points out important activities from 2010 to 2014 that the evaluation team discussed with staff supporting the SLO Energy Watch Partnership⁸ and identified in reviewing program documentation.

Evergreen conducted six phone interviews and four web surveys as shown in Table 1. The phone interviews took place in November and December of 2016, and the web surveys were completed in February and March of 2017.

Table 1: Number of Interviews and Web Surveys by Type of Participant

Type of Participant	Phone Interview	Web Survey
Investor-Owned Utility (IOU) Staff (PG&E and SoCalGas)	2	0
County of San Luis Obispo Implementation Staff	1*	0
County Staff (not involved in Local Government Partnership [LGP] implementation)	1	0
City of San Luis Obispo Staff	1	3
Community Service District Staff	1	1
Total	6	4

* NOTE: Three County of San Luis Obispo staff members involved in the implementation of the partnership were on the phone survey call. We consider this to be one interview, and refer to it as such throughout the report.

Table 2 provides a summary of the process evaluation objectives along with an assessment of each objective.

⁶ Pacific Gas and Electric Company. *2013-2014 Energy Efficiency Portfolio Local Program Implementation Plan Government Partnerships Master*. 2013.

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

The 2013-2014 Program Implementation Plans (PIPs) are the most current applicable PIPs available for the SLO Energy Watch Partnership.

⁷ Evergreen Economics and Navigant Consulting. 2013. *Program Assessment Study: Local Government Partnership Programs - Final Report*.

⁸ In the remainder of this document, 'County of San Luis Obispo staff' refers to staff at the County of San Luis Obispo who work to support the SLO Energy Watch Partnership, 'PG&E staff' refers to staff at PG&E who work to support the SLO Energy Watch Partnership, and 'SoCalGas staff' refers to staff at SoCalGas who work to support the SLO Energy Watch Partnership. When other staff from each organization are referenced, their roles will be explicitly described in the text.

Table 2: Process Evaluation Objectives and Assessment

Objective	Assessment
1. Provide documentation of the SLO Energy Watch Partnership's suite of activities at the time of the evaluation.	Based on interviews with SLO Energy Watch Partnership staff and review of program documentation, the evaluation team identified and documented SLO Energy Watch Partnership activities. (Sections 4 - 6)
2. Document how the SLO Energy Watch Partnership has adopted and implemented LGP-specific recommendations from the previous process evaluation, if any.	The evaluation team reviewed prior program evaluations and confirmed that there were no relevant recommendations for the SLO Energy Watch Partnership in prior reports.
3. Identify whether the SLO Energy Watch Partnership is currently being implemented according to its logic model/change theory.	The SLO Energy Watch Partnership partners successfully implemented the partnership according to the underlying program logic/change theory as described in the Program Implementation Plans.
4. Document the SLO Energy Watch Partnership's successes and challenges.	The evaluation team found that the SLO Energy Watch Partnership has been successful, consistently meeting its goals or is on track to meet its goals, with the exception of municipal gas savings goals. (Sections 4 - 6)
5. Assess partner satisfaction within the SLO Energy Watch Partnership.	Partners were satisfied with their partners in the SLO Energy Watch Partnership. (Sections 4 - 5)
6. Identify whether the SLO Energy Watch Partnership is on track to meet California Public Utilities Commission (CPUC)-approved program objectives.	The SLO Energy Watch Partnership met its 2015 and 2016 objectives and made progress towards goals set for 2017. (Sections 4 - 6)
7. Provide recommendations regarding design and/or implementation of the SLO Energy Watch Partnership.	The evaluation team identified key findings, successes and challenges, and developed actionable recommendations to improve the design and implementation of the SLO Energy Watch Partnership. (Section 8)

1.1 Key Findings

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

Municipal Building Retrofits Activities

- The project identification process generally starts with benchmarking, which is launched with a kick-off meeting where local government and Special District staff

are invited to meet in person with SLO Energy Watch Partnership and CivicSpark⁹ Fellows. Interviewees believe that having the various parties attend the kick-off meeting increases engagement throughout the retrofit process.

- Among the cities and Special Districts in San Luis Obispo County as well as the county government itself, there is a wide variety in how each organization prioritizes energy efficiency projects.
- Not all identified projects move forward; this can be for a variety of reasons including financing challenges, a preference for easier projects, or aesthetic preferences.
- The PG&E staff member reported that staffing at the County of San Luis Obispo has increased, which has allowed county staff to extend more of an effort towards understanding the IOU Portfolio, and then further engage local governments in connecting them to IOU offerings.

Strategic Plan Support Activities – Lead By Example

- The main focus of the Lead By Example activity for the SLO Energy Watch Partnership is benchmarking of buildings to begin to identify energy efficiency projects.
- The SLO Energy Watch Partnership utilizes Fellows from CivicSpark to assist in the implementation of benchmarking in San Luis Obispo County and in cities and Special Districts in the county. Various Fellows have worked with the SLO Energy Watch Partnership for the past three years and started doing benchmarking – handling the process from data collection to reporting – for the region in 2015. The County of San Luis Obispo staff member reported that the Fellows have “transformed the program into something much more meaningful and tangible and are so excited to have them; they are doing outstanding work.”

Strategic Plan Support Activities – Community Programs

- The Community Programs activity area of Strategic Plan Support involves two broad activities: guiding document support and community financing programs. The SLO Energy Watch Partnership reports local government and community-wide savings in CAPs.
- By the end of 2016, the SLO Energy Watch Partnership reported having updated greenhouse gas emissions data by using Statewide Energy Efficiency Collaborative

⁹ CivicSpark is an AmeriCorps program dedicated to building capacity for local governments to address climate change and water management issues in California. CivicSpark hires 70 Fellows each year to implement targeted projects in support of California local governments. CivicSpark was started by the Local Government Commission.

(SEEC) ClearPath¹⁰ (an online tool created to help local governments complete greenhouse gas inventories for CAPs). The SLO Energy Watch Partnership also updated the ClearPath User Guide to assist other local governments with their baseline and forecasting work. In 2015, it completed work with the California Polytechnic State University (Cal Poly) in San Luis Obispo and six other local governments to develop a regional approach for data collection that included CAP implementation, monitoring and reporting.

- The County of San Luis Obispo, PG&E and SoCalGas each focused on a different phase of the CAP activity when discussing its success. The SoCalGas staff member focused on the successful components that helped to update the EnergyWise Plan (the CAP for the County of San Luis Obispo) and reported that participation and use of ClearPath was a success in that it allowed for cities to better engage with the county and the SLO Energy Watch Partnership. The County of San Luis Obispo staff member highlighted the usefulness the EnergyWise Plan provides by allowing the SLO Energy Watch Partnership to point to overall reduction targets when discussing energy saving activities in more conservative parts of the county. The PG&E staff member expanded on this by noting that the SLO Energy Watch Partnership has been able to align the goals of the EnergyWise Plan with strategies in order to take action on the goals set forth.

Core Programs Coordination

- For commercial IOU Core Programs, the SLO Energy Watch Partnership does outreach via occasional newsletters and outreach events such as targeted professional events including presenting at the local California Community Special District Association.¹¹ These events are documented and attendance is tracked. Additionally, the County of San Luis Obispo has a kiosk at the county government building which includes collateral about IOU programs. PG&E staff reported that the County of San Luis Obispo provides a board near their permitting office which presents information on the Direct Install Program “front and center.”
- Residential Core Programs Coordination is not a high priority in the region served by the SLO Energy Watch Partnership, in part because there is a separate (non-LGP) ratepayer-funded program in the region called EMPOWER that helps to incentivize residential customers to take on deeper retrofits. EMPOWER is funded by SCE, PG&E and SoCalGas through utility ratepayer funds. EMPOWER also offers an

¹⁰ SEEC ClearPath is an energy and greenhouse gas emissions inventorying management software tool. ClearPath was funded by the California IOUs and is sponsored by Local Governments for Sustainability (ICLIE).

¹¹ The Service District staff member we spoke with also reported sharing links to the IOU websites, but these staff links send customers to customer service sites, rather than energy efficiency-focused web pages.

energy audit by an Energy Coach, connects customers to Energy Upgrade California, and offers low interest loans for energy efficiency upgrades through a local credit union. Outreach by the county for residential IOU programs mirrors the outreach reported for commercial IOU programs.

Key Challenges

Reported challenges faced by the SLO Energy Watch Partnership include the mostly rural and conservative nature of the county, barriers related to financing and budgeting, and differing interpretations of savings opportunities and State law.

- The key challenges, in the opinion of County of San Luis Obispo staff, stem from the mostly rural and conservative nature of the county. Rural local governments and Special Districts have smaller staffs, and even with incentives and offerings, county staff reported that it is difficult to engage with local governments in the region.
- Projects that take longer to implement, such as custom projects¹² (which are reported to take two or three years to complete), are made more challenging due to low staff availability at the local governments.
- With regards to smaller energy efficiency projects, some local governments or Special Districts have had trouble meeting the minimum total incentive amount of \$2,000 that is required for SCE's Custom Incentive Program. Additionally, smaller local governments have trouble meeting the incentive threshold amount (\$5,000) for On-Bill Financing.¹³
- Despite County of San Luis Obispo staff having reported that they are in the same department (the Planning and Building Division) that writes and applies for grants for projects that address greenhouse gas emissions for both the county and the local governments within the county, there seemed to be a lack of awareness of this resource by other interviewees. The SoCalGas staff member and city of San Luis Obispo staff members suggested that they could look for additional funding sources or hire a grant writer to do so, indicating that they may not be aware of the county resource. Local governments may be able to leverage the grant writer already working at the County of San Luis Obispo.

¹² Custom project approval is inherently lengthier than deemed project approval, and is a commonly mentioned challenge across IOU programs in the non-residential sectors.

¹³ The IOUs' On-Bill Financing program offers 0% financing for qualifying energy-efficient improvements. The loan repayment amount is billed through monthly utility bills. This financing offering works in conjunction with IOU energy-efficiency programs to provide interest-free financing in addition to rebates and incentives.

- The SoCalGas staff member reported that it is challenging to train new staff (who come in annually through CivicSpark) on the ENERGY STAR Portfolio Manager benchmarking tool each year.
- PG&E and County of San Luis Obispo staff noted challenges to developing CAPs related to acquiring complete data to update greenhouse gas inventories for local governments.¹⁴ This challenge stems from limitations that the California Public Utilities Commission (CPUC) placed on SoCalGas' and PG&E's use of data (as well as the other California investor-owned utilities or IOUs) to safeguard customer privacy. The data privacy requirement per CPUC Decision D14-05-016 has made it difficult to track greenhouse gas inventories over time and to assess progress.¹⁵ The PG&E staff member reported that PG&E is continuing to work on this issue by piloting a risk-based assessment that may allow them to share data with smaller local governments via a "more appropriately sized security review process." In addition, efforts are underway by the CPUC's Energy Data Access Committee and the Energy Division to find a solution to these data access issues for the LGPs.

1.2 Recommendations

Based on the evaluation findings, we present the following recommendation for the SLO Energy Watch Partnership:

- County of San Luis Obispo staff should continue to increase awareness of grant capabilities among local governments that are included in the SLO Energy Watch Partnership.

Evidence collected in this evaluation indicates that the SLO Energy Watch Partnership continues to make progress working with cities and Special Districts with regards to benchmarking and Core Programs Coordination. The SLO Energy Watch Partnership met electric savings goals set by PG&E for participation in Direct Install programs with a combination of small business and municipal retrofit projects, although gas savings goals set for the municipal sector were not met. CivicSpark Fellows helped to complete benchmarking, and kicked off work with local governments in person to improve the working relationship between organizations going forward.

¹⁴ Usage data for city and county-owned facilities are not subject to aggregation rules; therefore, the data the customer receives is complete.

¹⁵ *D14-05-016 Decision Adopting Rules To Provide Access To Energy Usage And Usage-Related Data While Protecting Privacy Of Personal Data*. New aggregation rules and segments were ordered by the CPUC in 2014.

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. In 2010, the San Luis Obispo Energy Watch Partnership (the SLO Energy Watch Partnership) was created as a partnership between the Economic Vitality Corporation, Pacific Gas and Electric Company (PG&E) and Southern California Gas Company (SoCalGas). In 2013, the County of San Luis Obispo¹⁶ replaced the Economic Vitality Corporation as the lead implementer. The purpose of the SLO Energy Watch Partnership is to leverage the combined strengths of the County of San Luis Obispo, PG&E and SoCalGas to identify and implement energy efficiency projects and activities.

The SLO Energy Watch Partnership includes San Luis Obispo County in addition to seven incorporated cities (Arroyo Grande, Atascadero, Grover Beach, Morro Bay, Paso Robles, Pismo Beach and the city of San Luis Obispo) and several Special Districts (including Avila Beach, Cambria, Cayucos, Los Osos, Nipomo, Port San Luis Harbor, San Miguel, San Simeon and Templeton) which all govern within the county boundaries.¹⁷ San Luis Obispo County has approximately 276,517 residents.¹⁸

The SLO Energy Watch Partnership is supported by three full time staff members at the county and by two Fellows from CivicSpark.¹⁹ At the County of San Luis Obispo, one staff member spends 100 percent of their time on the SLO Energy Watch Partnership with the remaining staff spending 50 to 80 percent of their time on LGP-related work. Both of the IOU staff members reported dedicating close to 25 percent of their time to the partnership. The County of San Luis Obispo staff that support the SLO Energy Watch Partnership are in the Planning and Building Division. While this department is not directly responsible for managing the infrastructure of the county, the department staff do interact with the staff that are responsible for county buildings. They are also able to work with staff from the cities in San Luis Obispo County as well as the Special Districts.

¹⁶ Throughout this report, we refer to the county government as the County of San Luis Obispo, and the geographic region as San Luis Obispo County.

¹⁷ A Special District is a region that receives partial county services and is not a city, but an unincorporated part of the county.

¹⁸ <https://www.census.gov/acs/www/data/data-tables-and-tools/data-profiles/2015/>

¹⁹ CivicSpark is an AmeriCorps program dedicated to building capacity for local governments to address climate change and water management issues in California. CivicSpark hires 70 Fellows each year to implement targeted projects in support of California local governments. CivicSpark was started by the Local Government Commission.

The SLO Energy Watch Partnership is classified as a resource program under the PG&E agreement, meaning that the program directly claims energy savings.²⁰ Under SoCalGas, the SLO Energy Watch Partnership 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.²¹

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

- **Municipal Facility Benchmarking and Retrofits** – The SLO Energy Watch Partnership seeks to identify, benchmark, finance and implement retrofit projects at local government facilities. Specific activities include inventorying energy usage, setting goals and targets, performing on-site audits, selecting and financing retrofit projects, implementing retrofit projects, and monitoring and measuring building performance.
- **California Strategic Plan Support** – The SLO Energy Watch Partnership has Strategic Plan Support activities in two of the four areas designed to support and advance the California Long Term Energy Efficiency Strategic Plan,²² including CAP development and benchmarking. *Lead by Example* encourages activities that promote energy efficiency to the local community by incorporating energy efficiency practices in day-to-day operations. The main focus of the Lead By Example activity for the SLO Energy Watch Partnership is benchmarking of buildings, which is used as an identification tool to encourage local governments to perform energy efficiency work. *Community Programs* include local efforts and programs to increase energy efficiency or address climate change in the community. The SLO Energy Watch Partnership reports community-wide savings in its CAPs. They utilize Statewide Energy Efficiency Collaborative (SEEC) ClearPath²³ and other tools to collect and report information on greenhouse gas emissions as well as progress towards measures that have been identified in CAPs.
- **Core Programs Coordination** – The SLO Energy Watch Partnership promotes PG&E and SoCalGas’s residential and commercial energy efficiency programs by sharing information about programs with residents and businesses.

²⁰ California Public Utilities Commission. *Energy Efficiency Policy Manual*. R.09-11-014. 2013.

http://www.cpuc.ca.gov/uploadedFiles/CPUC_Public_Website/Content/Utilities_and_Industries/Energy_-_Electricity_and_Natural_Gas/EEPPolicyManualV5forPDF.pdf

²¹ Core Programs refer to large energy efficiency programs in PG&E’s and SoCalGas’ program portfolios, including residential, commercial and third party programs.

²² The two areas are Lead by Example and Community Programs. The other two areas are Reach Code Support and Code Compliance, in which the SLO Energy Watch Partnership does not participate.

²³ ClearPath is a web application that helps to store and collaborate on energy and emissions data. ClearPath was funded by the IOUs and is sponsored by Local Governments for Sustainability (ICLIE). County of San Luis Obispo staff have taken classes to learn about ClearPath.



PG&E, SoCalGas and County of San Luis Obispo staff meet twice a month. One meeting focuses on the broader program including local government projects, and the other focuses on Direct Install efforts. Outside of these meetings, staff communicate via email and phone. The PG&E staff also updates the County of San Luis Obispo staff about program updates or changes via email and by using a shared folder on Energy Insight, which is used by PG&E to track program participation.

3 Research Objectives and Methods

3.1 Research Objectives

The research objectives for this evaluation included the following:

1. Provide documentation of the SLO Energy Watch Partnership's suite of activities at the time of the evaluation;
2. Document how the SLO Energy Watch Partnership has adopted and implemented recommendations from previous process evaluations, if any;
3. Identify whether the SLO Energy Watch Partnership is currently being implemented according to its logic model/change theory;
4. Document the SLO Energy Watch Partnership's successes and challenges;
5. Assess partner satisfaction within the SLO Energy Watch Partnership;
6. Identify whether the SLO Energy Watch Partnership is on track to meet CPUC-approved program objectives; and
7. Provide recommendations regarding design and/or implementation of the SLO Energy Watch Partnership, 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 SLO Energy Watch Partnership operates;
- Comparative or best practice research between the SLO Energy Watch Partnership and other LGPs, since only a limited number of LGPs will be evaluated each year; or
- Feasibility assessment of activities the SLO Energy Watch Partnership 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 SLO Energy Watch Partnership 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 SLO Energy Watch Partnership's progress toward its goals, we developed a data collection plan to gather information from a variety of different sources.

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

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

The SLO Energy Watch Partnership logic models describe the activities and immediate outputs of the SLO Energy Watch Partnership in each main activity area, as well as the expected outcomes of these activities and the pathways through which these will be achieved over time. The evaluation team used the logic models as guides to define specific outputs and outcomes to 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 SLO Energy Watch Partnership engages in subsequent sections: Municipal Building Retrofits (Section 4), Strategic Plan Support Activities (Section 5) and Core Programs Coordination (Section 6). An assessment of the Direct Install program is not included in this evaluation except where it pertains to municipal retrofit projects. Sections 4, 5 and 6 each provide a detailed description of the SLO Energy Watch Partnership activities shown in the logic models.

After Evergreen identified the data collection methods that would help us assess progress towards goals, we worked with PG&E and SoCalGas staff²⁴ to identify the most appropriate personnel to interview from PG&E, SoCalGas, the County of San Luis Obispo, and cities and Special Districts in the county. For the SLO Energy Watch Partnership, Evergreen conducted six phone interviews and four web surveys.²⁵ The phone interviews took place in November and December of 2016, and the web surveys were completed in February and March of 2017.

²⁴ In the remainder of this document, 'County of San Luis Obispo staff' refers to staff at the County of San Luis Obispo who work to support the SLO Energy Watch Partnership, 'SoCalGas' refers to staff at SoCalGas who work to support the SLO Energy Watch Partnership, and 'PG&E staff' refers to staff at PG&E who work to support the SLO Energy Watch Partnership. When other staff from these organization are referenced, their roles will be explicitly described in the text.

²⁵ Three County of San Luis Obispo staff members involved in the implementation of the partnership were on the phone survey call. We consider this to be one interview, and refer to it as such throughout the report.

4 Municipal Building Retrofits

The Municipal Building Retrofits activity area of the SLO Energy Watch Partnership is designed to provide assistance to local governments with:

- Retrofitting local government facilities;
- Integrating demand response with energy efficiency projects, including providing technical assistance such as energy audits and training;
- Financing local government projects through On-Bill Financing.²⁶

Through these activities, the goal of the SLO Energy Watch Partnership is for PG&E, SoCalGas and County of San Luis Obispo staff to work together to facilitate local government facilities' energy savings and to place energy efficiency projects in the context of sustainability and climate change initiatives. Ultimately, through these activities, the SLO Energy Watch Partnership aims to improve energy efficiency in local government building stock, enabling local governments in San Luis Obispo County to become energy efficiency champions 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 SLO Energy Watch Partnership began with development of a program logic model for each activity area in which the SLO Energy Watch Partnership engages, to serve as a guide to define specific outputs and outcomes for evaluating each section. We show the logic model of the SLO Energy Watch Partnership's Municipal Building Retrofits activities in Figure 1 on the following page.

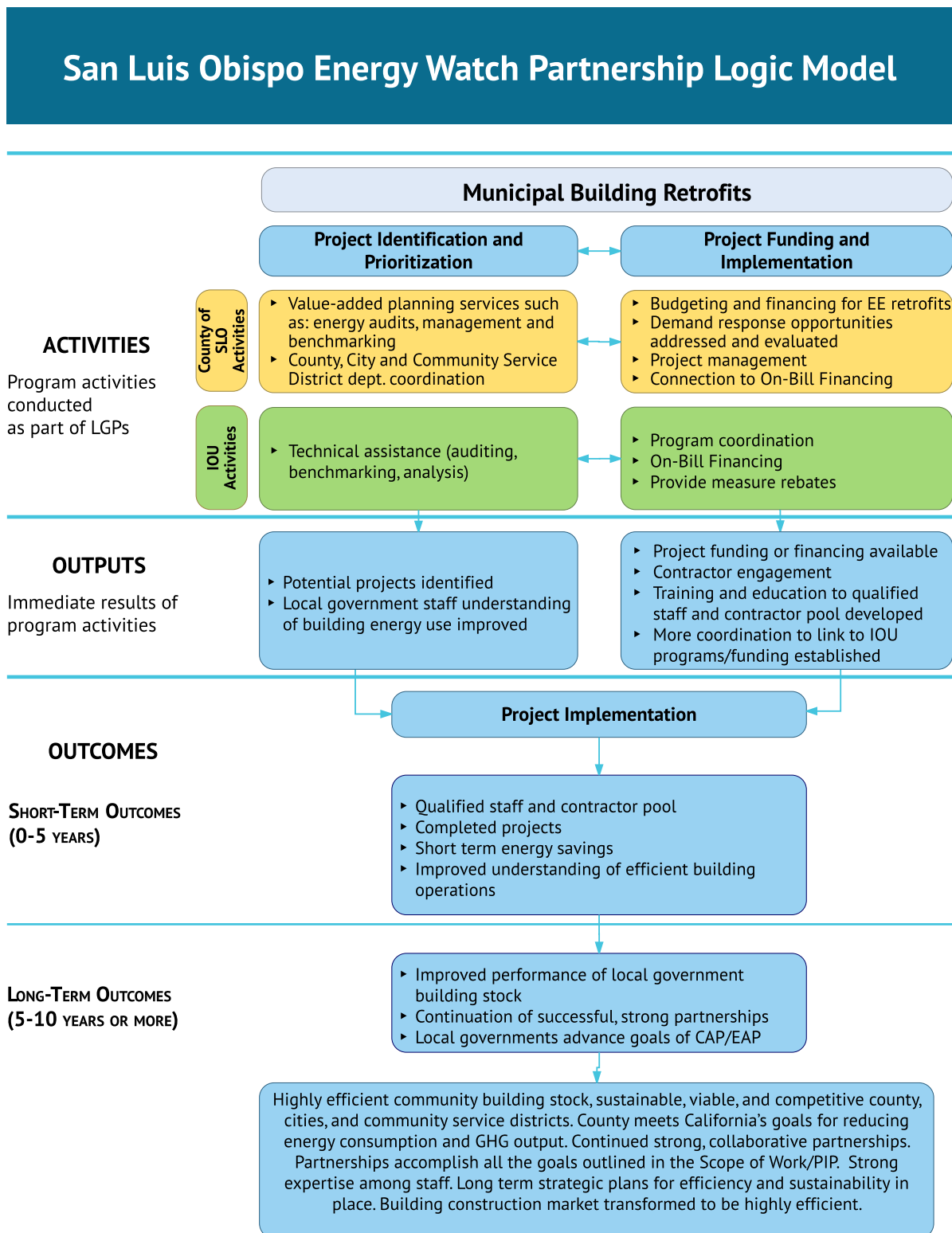
The logic model presents a high level overview of the SLO Energy Watch Partnership's Municipal Building Retrofits activities, showing the pathways from activities to long-term outcomes, and should be read from top to bottom. Blue arrows indicate the pathways from activities to immediate outputs and then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

Each program activity area contributes to the overall long-term program goals that we describe in the last row of the model. Note that the logic model provides a graphical summary of the main SLO Energy Watch Partnership Municipal Building Retrofits

²⁶ The IOUs' On-Bill Financing program offers 0% financing for qualifying energy-efficient improvements. The loan repayment amount is billed through monthly utility bills. This financing offering works in conjunction with IOU energy-efficiency programs to provide interest-free financing in addition to rebates and incentives.

activities and outcomes, and we have omitted some less prominent activities to simplify the diagram. SLO Energy Watch Partnership Municipal Building Retrofits activities have generally been consistent with those shown in the logic model.

Figure 1: Municipal Building Retrofits Logic Model



To determine the success of the Municipal Building Retrofits activities, the evaluation team conducted:

- One interview with three County of San Luis Obispo staff members involved in implementation of the LGP;
- An interview with one County of San Luis Obispo staff member not involved in LGP implementation;
- An interview with one staff member from the city of San Luis Obispo;
- An interview with one staff member of a Community Service District in San Luis Obispo County;
- An interview with one PG&E staff member who had experience with the retrofit activities; and
- An interview with one SoCalGas staff member who had experience with the retrofit activities.

The evaluation team also reviewed web survey results from another staff member from the city of San Luis Obispo.

In the remainder of this chapter, we report on each phase of the Municipal Building Retrofits activities, progress towards SLO Energy Watch Partnership goals, and partner satisfaction and reported needs, as described by the phone and web survey respondents.

4.1 Municipal Building Retrofits Activities

4.1.1 Municipal Building Retrofits

With assistance from PG&E and SoCalGas²⁷ through the SLO Energy Watch Partnership, County of San Luis Obispo staff engage in efforts to identify, finance and implement retrofit projects at local government and Special District facilities, as reflected in the logic model. According to a PG&E staff member, while the current focus is on retrofits, the SLO Energy Watch Partnership also may focus eventually on opportunities for an integrated demand side management approach that pairs energy efficiency with renewable energy and demand response opportunities. The County of San Luis Obispo has already completed demand response projects outside of the partnership. Below, we describe the process for these efforts as described in six telephone interviews and by one web survey respondent.

²⁷ County of San Luis Obispo staff reported that 85 to 90 percent of their funding is from PG&E; this aligns with the ratio of project work that is conducted through each IOU.

Municipal Project Identification and Prioritization: The County of San Luis Obispo begins by engaging with local governments and Special Districts to perform assessments and benchmarking and provide comprehensive reports that outline energy efficiency opportunities for their buildings. In addition to identifying projects, the SLO Energy Watch Partnership connects the local governments to a variety of IOU programs that can provide incentives for the identified project.

County of San Luis Obispo staff reported working with staff in a variety of roles and departments at the local governments and Special Districts, and noted that most organizations have a centralized Department of Public Works (as is the case for the county) or a General Services Department responsible for building maintenance. They added infrastructure as an exception to this, which may be managed by a different department. Another exception is the city of San Luis Obispo, which lacks a single staff person who could oversee energy efficiency projects. The PG&E staff member reported that they see a trend that larger organizations are more likely to have a centralized department, while smaller organizations manage buildings in a more decentralized way.

Projects are identified in a few different ways including through benchmarking performed by CivicSpark Fellows, which we discuss in Section 5. For larger buildings, they are likely to participate in PG&E's Large Integrated Audit program. The SoCalGas staff member reported that they partially fund these activities through the partnership, so as to include gas opportunities at the same time as they identify electric opportunities through the Large Integrated Audit. These audits were completed at nine Service Districts in San Luis Obispo County in 2014, and for seven cities in the county in December of 2015. Cities and Service Districts may do an audit through PG&E's Large Integrated Audit program or will rely on benchmarking assistance from CivicSpark Fellows to identify projects. At the county, project priority is based on how much energy usage occurred in each building, targeting the higher users first.

One County of San Luis Obispo staff person we spoke with explained their project identification process in detail. They begin with a facility conditions assessment which identifies what maintenance is needed. The resulting assessment document is used to plan capital spending over the next five years. A group of staff members from the County of San Luis Obispo's Public Works department will rank projects to prioritize funding. The SLO Energy Watch Partnership will help county staff to track energy and water use, which is used to help identify which projects to complete and is also given to building operators so they can work on improving energy and water efficiency of operations.

Municipal Project Budgeting: We show budgeting and financing for energy efficiency retrofits as an activity in the logic model. SLO Energy Watch Partnership staff integrate themselves into the larger budget planning process that occurs within local governments and Special Districts. County of San Luis Obispo staff reported that budgets for most small and some larger capital improvement projects are set annually. PG&E staff confirmed that

this is the case, and that most local governments have to fit projects into their overall long-term capital improvement plans.

While working alongside local governments and Special Districts to plan budgets, County of San Luis Obispo staff also offer additional funding or financing sources in order to make local government retrofits as easy to complete as possible. These budgets are vetted by local government staff or a board of supervisors at the local government. County of San Luis Obispo staff reported that projects in the region are also funded with the assistance of:

- On-Bill Financing;
- California Energy Commission (CEC) loans;
- Grant programs; and
- Federal and state loan programs.

With regard to grant programs, a staff member from the County of San Luis Obispo added that their department is responsible for any grant writing for the county and cities within the county for any projects with greenhouse gas benefits.

We asked interviewees where they believed their organizations ranked energy efficiency in terms of their current budgeting priorities. County of San Luis Obispo staff reported that it differs greatly across the local governments and Special Districts that they work with; this was confirmed by the responses from other interviewees and web survey participants:

- For the city of San Luis Obispo, we heard differing opinions of where its budget priorities are from the county and from the city staff member we spoke with. One staff member reported that energy efficiency is a mid-level priority that depends on the payback period, and another staff member seemed to view energy efficiency as a higher priority for the city.
- The Service District staff member reported that the budget is guided more by what capital improvements are needed, and that energy efficiency may come into play when an engineer is involved.
- Both the PG&E staff member and a county staff member agreed that energy efficiency has increased as a priority at the county in recent years.

A few of the local government staff members we spoke with were able to share details of their budgeting process for retrofits. While the county has a separate line item for energy efficiency and water projects, the city of San Luis Obispo and the Service District do not.

- County of San Luis Obispo staff reported that for the past two years, they have had a separate line item in their budget for “Countywide Energy and Water

Conservation Projects.” Another County of San Luis Obispo staff member reported that the county recently reinstated an Energy Steering Committee which the county staff member believes will help to prioritize energy efficiency projects when budget decisions are made.

- At the city of San Luis Obispo, a staff member reported that they pay for projects with money from either the operating budget or from the Municipal General Fund, depending on the type of project. They can use the operating budget for smaller projects with a good return on investment, while for other projects, staff has to request funding from the Municipal General Fund, which requires review from the city council.
- The Service District staff member we spoke with reported that the projects that they have worked on were not listed as a separate line item in the budget, but that these projects would fall under a broader capital improvements budget category.

Some LGPs utilize revolving loan funds as a tool to leverage savings from past projects to complete future projects. None of the city, county or Service District staff members interviewed reported having a revolving loan fund, although the PG&E staff member expressed that they plan to discuss doing so in the future with the County of San Luis Obispo.

Municipal Project Implementation: Once the County of San Luis Obispo staff have worked with either the county, a city or a Special District to consider a project, they will then coordinate with IOU staff that can help connect a potential project to audits and will help with conducting the necessary savings calculations, obtaining financing and identifying available incentives.

As this suggests, projects are connected to a variety of IOU programs. For PG&E, this includes the Direct Install program implemented by Staples (which one Service District reported utilizing),²⁸ the Sustainable Solutions Turnkey Program (SST)²⁹ (currently being utilized by the County of San Luis Obispo), the Custom program, or additional Third Party programs. For SoCalGas, this includes commercial rebate and incentive programs, Savings by Design, third party programs, financing, customer assistance, audit services and retrocommissioning. The SLO Energy Watch Partnership will also direct organizations to go through in-house contractors, bid out work, or use energy service companies

²⁸ It is not within the scope of this study to evaluate the Direct Install program as it is being evaluated separately under the EM&V plan, which can be found at pda.energydataweb.com

²⁹ SST projects provide a single point of contact separate from the SLO Energy Watch Partnership partners to manage this work, which is part of PG&E's for-profit business. The SLO Energy Watch Partnership has guidelines for when to and when not to work with SST to complete work. PG&E staff reported that the SLO Energy Watch Partnership cannot promote this activity, but it is offered for projects where it is seen as a viable option to complete work.

(ESCOs) where appropriate depending on factors like project type and cost.³⁰ SoCalGas reported that customers in the San Luis Obispo County area often prefer local contractors over out-of-area contractors.

The PG&E staff member noted that one successfully implemented project can help a local government to see the benefit of doing such work, and may encourage them to do more work in the future.

Not all identified projects move forward. This can be for a variety of reasons, including challenges regarding financing (discussed further in Section 4.4), a preference for easier projects, or aesthetic preferences. The city of San Luis Obispo interviewee reported passing on a parking lot lighting retrofit project because it did not like the quality of light put out by the specified LEDs, but chose to adjust the lighting controls instead, allowing the city to still realize energy savings. The County of San Luis Obispo passed on a transformer project after it learned that the initial savings projections were incorrect. PG&E staff reported that items like variable frequency drives (VFDs) can often take a back seat to measures that are easier to implement in terms of engineering, despite encouragement from the SLO Energy Watch Partnership to take on a more comprehensive set of projects. The Service District staff member confirmed this by reporting that a VFD project was passed over because of the necessary engineering requirements to complete the project.

At the very least, County of San Luis Obispo staff reported that the process slows down at the implementation stage as there are “a lot of steps that have nothing to do with energy efficiency and most people in this field fall short, because you need to know about county code and law, and it's very administrative.”

Beyond strictly energy efficiency projects, we asked interviewees about other types of technologies that they may either consider or implement, including energy management systems and controls, demand response and solar. Responses to these project areas are summarized below.

Demand Response Projects

At this point in time, no demand response projects have been undertaken through the SLO Energy Watch Partnership, although the PG&E staff member reported that PG&E account managers may discuss demand response and peak day pricing when they meet with cities and Special Districts. The PG&E staff person added that they are trying to focus on energy efficiency and are avoiding burdening local governments with additional goals.

³⁰ California Government code 4127 allows local governments to use a streamlined “design-build” process for work over a certain price threshold, as reported by the County of San Luis Obispo. This allows local governments to skip the competitive bid process.

Energy Management Systems and Controls

Currently, only one of the local governments we spoke with reported having an energy management system, although they reported that it is not used to look at energy usage and instead tracks run time and evaluates equipment status and reliability. The County of San Luis Obispo staff person not involved in LGP implementation reported that they are considering this in the future since their current system is used only to pay bills, and also reported that when they update HVAC in their buildings, they work to include controls.

Solar Projects

Outside of their work for the SLO Energy Watch Partnership, staff from the County of San Luis Obispo reported that they are working on efforts to promote rooftop and ground mounted solar. The PG&E staff member reported that additional solar is a goal in the county's Climate Action Plan (CAP) but that they communicate the load order preference of energy efficiency before solar through the SLO Energy Watch Partnership. The PG&E staff member also reported wanting to see Property Assessed Clean Energy (PACE) program participation integrated into the CAP process and that they had plans to discuss this with County of San Luis Obispo staff. The Service District staff member also reported that they have had solar installed.

4.1.2 Training and Technical Assistance

One goal of the SLO Energy Watch Partnership is to continue bringing trainings to the region, which can benefit contractors, builders and local government staff. PG&E and SoCalGas reported that the SLO Energy Watch Partnership helps to bring Title 24 trainings to the area once a year in the city of San Luis Obispo – although County of San Luis Obispo staff reported that they are not offering Title 24 trainings at this time, suggesting they are either not involved in planning trainings or are unaware of the IOU efforts to bring trainings to the area. The SLO Energy Watch Partnership staff also reported collaborating with other LGPs and IOUs to bring multi-day commercial auditing classes to the Central Coast region.

County of San Luis Obispo staff shared information about where they currently have experience and expertise, how they increase their knowledge in this sector, and how they share that information with their team. Staff at the County of San Luis Obispo reported having experience in Building Performance Institute certification, HVAC, residential energy efficiency program implementation, and green buildings. Staff possessed some of this expertise and experience before they worked at the county.

County of San Luis Obispo staff expressed an interest in continuing to learn about energy efficiency in order to supplement their existing knowledge. They do this by attending PG&E's three day audit course, conferences such as the Summer Study from the American

Council for an Energy-Efficient Economy,³¹ Energy Watch meetings, Central Coast LGP meetings, and annual statewide LGP meetings where they learn from other LGPs. Some of the county staff plan to get Energy Management certification and LEED accreditation in the near future. In order to stay informed about IOU program offerings, County of San Luis Obispo staff are trained by PG&E on Energy Insight, and the PG&E staff member reported that they give biannual updates on policy requirements and updates on any changes in strategic direction.

Where the county staff (both LGP implementation and non-implementation staff) need additional experience, they can bring in consultants, and have done so specifically for technical and engineering support for water-related projects. The LGP implementing staff reported that they may need assistance in the future modeling vehicle miles traveled for their CAPs, and the non-implementation county staff member reported that they may need additional expertise on energy management systems in the future. One County of San Luis Obispo staff member expressed interest in additional trainings brought to their area so that less travel time is required to attend.

The County of San Luis Obispo staff have formal processes for sharing information with other staff internally. After attending a conference, the attendee will share what he or she learned with the team, and the staff documents how to produce CAPs so that CivicSpark Fellows have a written record of the steps needed and the methods for collecting data.

4.1.3 On-Bill Financing For Municipal Projects

On-Bill Financing allows a local government to finance eligible projects at 0 percent interest over five years and to repay the loan as part of their utility bill. County of San Luis Obispo staff continually encourage local governments to take advantage of On-Bill Financing, although the minimum project cost has stopped at least one of the Service Districts in the region from being able to utilize the program.

4.2 Progress Towards Goals

The SLO Energy Watch Partnership operates as a resource program under the PG&E agreement, and as a non-resource program under the SoCalGas agreement. The SLO Energy Watch Partnership sets specific goals for electric and gas savings as detailed in Table 3. A “Y” in the table indicates that the SLO Energy Watch Partnership met its goals, as reported by staff we interviewed. An “N” indicates that it did not meet its goals.

³¹ The staff member reported that attendance for this event is not funded through the LGP.

PG&E savings goals are only claimed for work done through Direct Install work (either Middle Income Direct Install or Regional Direct Install).³² This includes small business buildings and municipal local government buildings. The SLO Energy Watch Partnership met its electric savings goals in 2015 and 2016. The SoCalGas staff member reported that the SLO Energy Watch Partnership met 41 percent of their municipal 2015 therm goal; however, the SoCalGas staff member still considers the year successful as projects continued into the following year. In 2016, the SLO Energy Watch Partnership only met 27 percent of its 2016 therm saving yearly goals.³³

Table 3: Government Facilities Activity Goals

Goal Description	IOU	Target	Goal Met
kWh Goal (2015)	PG&E	938,913	Y
kW Goal (2015)	PG&E	103	Y
Therms Goal (2015)	PG&E	2,382	N
Therms Goal (2015)	SoCalGas	16,500	N
kWh Goal (2016)	PG&E	1,194,881	Y
kW Goal (2016)	PG&E	165	Y
Therms Goal (2016)	PG&E	-13,890	N
Therms Goal (2016)	SoCalGas	16,500	On track

* The SoCalGas goals were reported by SoCalGas program staff and apply only to municipal retrofits. The SoCalGas staff member reported meeting 41 percent of their goal in 2015, and 27 percent of their goal in 2016. PG&E savings were reported according to monthly reports available on eestats.cpuc.ca.gov. Savings for PG&E were reported from Regional Direct Install work and Middle Income Direct Install work in the region.

4.3 Key Successes

The PG&E staff member reported that staffing at the County of San Luis Obispo has increased, which has allowed county staff to extend more of an effort towards understanding the IOU Portfolio, and then further engage local governments in connecting them to IOU offerings. This was corroborated with the PG&E staff member's report that the cities and Special Districts now look to the SLO Energy Watch Partnership for information and support. Additionally, the PG&E staff member said a key success was

³² PG&E sets a therm target, but this target only represents expected gas savings from interactive effects as it does not supply gas to SLO Energy Watch Partnership territory. All gas service is provided by SoCalGas.

³³ The SoCalGas staff member reported that at the end of 2016, the CPUC approved a Direct Install Program at SoCalGas that will include pipe and tank insulation, pre-rinse spray valves, aerators and shower heads. This staff person reported that they plan to partner with PG&E's Direct Install implementer for this program.

the creation of an energy-focused Strategic Plan at the county that leverages IOU energy efficiency offerings and places them in the context that leadership can understand.

When interviewees were asked about notable successes of the SLO Energy Watch Partnership, they highlighted results from specific projects:

- Staff from the County of San Luis Obispo reported that they were able to address deferred maintenance in seven cities, and utilize On-Bill Financing and a CEC loan along with leveraging PG&E's program offerings to complete work.³⁴
- A staff member at the county, who is not involved in implementation, reported that some projects have been successful, including one at the Health Agency and one at the Government Center.
- The staff person from the city of San Luis Obispo highlighted the work they have done in adding a new cogeneration plant and VFDs at a swim center, along with LED retrofits including a project in a parking structure.
- The staff member from the Service District reported that getting a large integrated audit at no cost was a success in that they were able to then perform lighting retrofits and streetlight retrofits. They also are encouraged about having a list of additional projects that they can move forward with when additional money is available.

4.4 Challenges

Both PG&E and County of San Luis Obispo staff agreed that working with local governments is challenging and complex. The PG&E staff member reported that in their years of working with local governments, "it has always and will continue to be an uphill battle, but that is why we have a partnership so we can put together a strategy." The county staff acknowledged their role in this process, with one staff member stating that "I think it is our job, boots on the ground, to find ways to integrate ourselves into municipal spaces and track questions." Challenges reported in the duration of this research included the rural and diverse nature of the county, barriers related to financing and budgeting, and differing interpretations of savings opportunities and state law.

Rural and Diverse Nature of San Luis Obispo County

The key challenges, in the opinion of County of San Luis Obispo staff, stem from the mostly rural nature of parts of the county. Rural local governments and Special Districts

³⁴ Much of this was done through the SST program, which is not supported by funds through the SLO Energy Watch Partnership. Including work done through the SST program, County of San Luis Obispo staff reported that they completed work in 12 facilities, resulting in estimated savings of 1.6 million kWh and \$340,000 in annual savings.

have smaller staffs, and even taking incentives and offerings into account, county staff reported that it is difficult to engage with local governments in the region. The PG&E staff member reported that the smaller size of the local governments in the region results in fewer staff being available to take on energy efficiency work. Two staff members from the city of San Luis Obispo echoed this by reporting that they do not have staff at a high enough level that can champion energy efficiency projects or one centralized staff to move projects forward.

Projects that take longer to implement, such as custom projects³⁵ (which can take two or three years to complete), are made even more challenging by limited staff resources. This was echoed by a Service District staff member, who reported that they have trouble getting things done in a timely manner as they do not have an engineer on staff and have other projects that may take priority over energy efficiency projects. The PG&E staff member reported that local governments “have layers of governance and approvals” which add to the timeline of a project. County staff both involved and not involved in the implementation of the SLO Energy Watch Partnership reported that each project must be considered along with many other non-energy related priorities. The SoCalGas staff member reported that these longer projects also may open the opportunity for the local governments and Special Districts to spend funding elsewhere while they are waiting for savings calculations to be approved.

County of San Luis Obispo staff also reported that the cities and the Special Districts can vary greatly across the county in their level of engagement and in their capacity to move forward with energy efficiency projects. The PG&E staff member reported that while three Service Districts are actively engaged, six are less so. One County of San Luis Obispo staff member reported that the area they work in is very conservative and is still working to recover from the last recession, making climate related goals a lower priority for some local governments and Service Districts. The staff reported addressing this by discussing municipal retrofit projects in the context of deferred maintenance instead of sustainability.

Financing and Budgeting

Financing and budgeting were identified as barriers for both smaller and larger project opportunities. With regard to smaller projects, some local governments and Special Districts have had trouble meeting the minimum total incentive amount of \$2,000, which is required for PG&E’s Custom Incentive Program. While lighting projects have other programs they can utilize (such as Direct Install), the PG&E staff member reported that the minimum incentive hurdle presents a challenge for projects involving water distribution or HVAC. Earlier in the partnership, they had tried to find ways to change project scopes

³⁵ Custom project approval is inherently lengthier than deemed project approval, and is a commonly mentioned challenge across IOU programs in the non-residential sectors.

to fit the minimum threshold, but have since learned that it is better to start with a defined pathway to address smaller projects.

County of San Luis Obispo staff also reported on the challenge that smaller local governments have in participating in On-Bill Financing due to minimum threshold amounts and the requirement to utilize IOU rebates. To demonstrate the challenge with using IOU rebates, one staff member gave the example of aerator ponds in a Special District. The measure currently in place is beyond its expected useful life, and therefore is ineligible for early retirement and for an IOU rebate. SLO Energy Watch Partnership implementation staff are working to provide a preponderance of evidence (as required through AB 802) to show what they believe should be the correctly assumed baseline in order to allow this measure to qualify for an IOU rebate and then be able to utilize On-Bill Financing.³⁶ This exemplifies how the SLO Energy Watch Partnership can work with a local government to help them understand and find ways to combat challenges towards implementing energy efficiency projects.

The PG&E staff member characterized most of the local government projects they have seen as being small in terms of incentive amounts, but did mention that there have been a few large projects that have been identified via large integrated audits. The PG&E staff member noted that the large projects are not of interest to the local governments due to their high price tags. The SoCalGas staff member also reported that larger projects are not appealing to local government staff and that due to the high cost of some gas measures, rebates may be insufficient to encourage adoption.

Inconsistencies in Estimation and Interpretation of Law

The city of San Luis Obispo's legal department prohibits a single request for proposal to include scopes of work for both audits and project implementation due to their interpretation of California law. This adds extra work for the city, as it is required to put out separate bids for both audits and implementation work, and firms are unable to bid on both project-related tasks.

The PG&E staff member pointed out a challenge to a project where savings projections and measure recommendations changed, shifting the pathway needed to complete a retrofit. The example given was a project where they had two different engineers give two different savings estimates on a transformer replacement project.

³⁶ Assembly Bill 802 (AB 802), passed on September 11, 2015, enables the California Public Utilities Commission and utilities to provide incentives to customers who improve their buildings up to current building code and beyond. The CPUC is currently refining the rules for baseline conditions under various scenarios in compliance with AB 802, which the legislature introduced to encourage the expansion of baseline conditions in some situations to include existing conditions.

4.5 Satisfaction with Partner Efforts

PG&E and SoCalGas staff were satisfied with the County of San Luis Obispo, whereas various issues led the County of San Luis Obispo staff member to give a moderate rating for SoCalGas and a rating of 7 on a 0-10 point scale to PG&E. The moderate rating for SoCalGas was given due to differences in how PG&E and SoCalGas interpret various CPUC directives;³⁷ the staff reported that they see SoCalGas as being less flexible and more risk averse. One County of San Luis Obispo staff member involved in implementation of the LGP reported that PG&E has been supportive in allowing them to be innovative, but that the County of San Luis Obispo staff member is frustrated with constant staff turnover. The staff member also reported that they feel as though they are viewed more as a subcontractor rather than as a full partner.

The SoCalGas staff member credited their rating of 8.5 (on a 0-10 point scale) to the County of San Luis Obispo staff's ability to create a process for identifying projects. The PG&E staff member felt it was a little too soon to say how satisfied they were (although they still reported being satisfied) because at the time of the interview, they saw themselves as being in the development phase of this activity area. They also reported some slightly misaligned goals, where the staff sees the SLO Energy Watch Partnership as wanting to prioritize residential over municipal retrofits, and the utility would prefer the focus to be on municipal retrofits. County of San Luis Obispo staff reported that they do not focus on residential retrofits. This may be addressed in the future, as the SLO Energy Watch Partnership partners have discussed setting specific electric savings goals for the municipal sector.

Two of the staff from either a Service District or local government were generally very satisfied with both the county, PG&E and SoCalGas, giving ratings of 9 or higher on a 0-10 point scale.

4.6 Reported Assistance Needed and Implementation Recommendations

IOUs shared recommendations for improving implementation, and local government staff shared what type of assistance they felt they needed. This included increased communication, additional project identification tools, additional budget and finance tools, and a faster approval process.

³⁷ New aggregation rules and segments were ordered by the CPUC in 2014. *D14-05-016 Decision Adopting Rules To Provide Access To Energy Usage And Usage-Related Data While Protecting Privacy Of Personal Data.*

Increased Communication

The SoCalGas staff member also reported an interest in additional communication with local governments in the county. The SoCalGas staff member believes that it would be beneficial for the IOUs to meet with local government representatives to share information about SoCalGas and PG&E programs and to have biannual stakeholder meetings where there could be an opportunity to meet with representatives from all of the local governments.

Additional Project Identification Tools

The PG&E staff member expressed interest in doing more audit work, as this would allow them to go deeper into looking at measures than what can be done with ENERGY STAR Portfolio Manager. This is done currently for large projects through the Large Integrated Audit, but this staff member would like to see a more systematic way of performing audits for smaller projects.

The only suggestion given by a non-implementation staff member was regarding the project identification process. A staff member from the city of San Luis Obispo suggested that during the prioritization phase, projects get categorized based on when they can be completed and what funding is available.

Additional Budget and Finance Tools

As mentioned previously, the PG&E staff member reported that they would like to see the SLO Energy Watch Partnership work on a revolving loan fund at the county and added that they planned to discuss this in their bi-annual planning meeting with the other SLO Energy Watch Partnership partners. One County of San Luis Obispo staff member reported that barriers to starting a fund include sourcing the initial money for the fund and the complexity of setting up such a fund. The County of San Luis Obispo staff member that is not involved in implementation noted that they currently put the money they get back from IOUs for rebates back into the General Fund. This is also the practice described by a staff member from the city of San Luis Obispo. The PG&E staff member also reported that they would like to create a savings goal just for local government buildings that go through Core Programs, which would encourage a more directed effort in that sector.

Despite the County of San Luis Obispo staff reporting that they are in the same department that works on grant writing, there seemed to be a lack of awareness of this resource by other interviewees. The SoCalGas and city of San Luis Obispo staff members suggested that they could look for additional funding sources or hire a grant writer to do so. Local governments may be able to leverage the grant writer already working at the County of San Luis Obispo.

Faster Review Process

The SoCalGas staff member reported that project delays on the IOU/CPUC side create a risk that the budget allocated for energy projects at the local government could be spent elsewhere. This is specifically related to the review process for Custom projects to be approved, which may include review by the Energy Division of the CPUC.

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 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.

Table 4 below shows the support areas where the SLO Energy Watch Partnership is active in each Strategic Plan Support area, using the menu categories from the Strategic Plan.

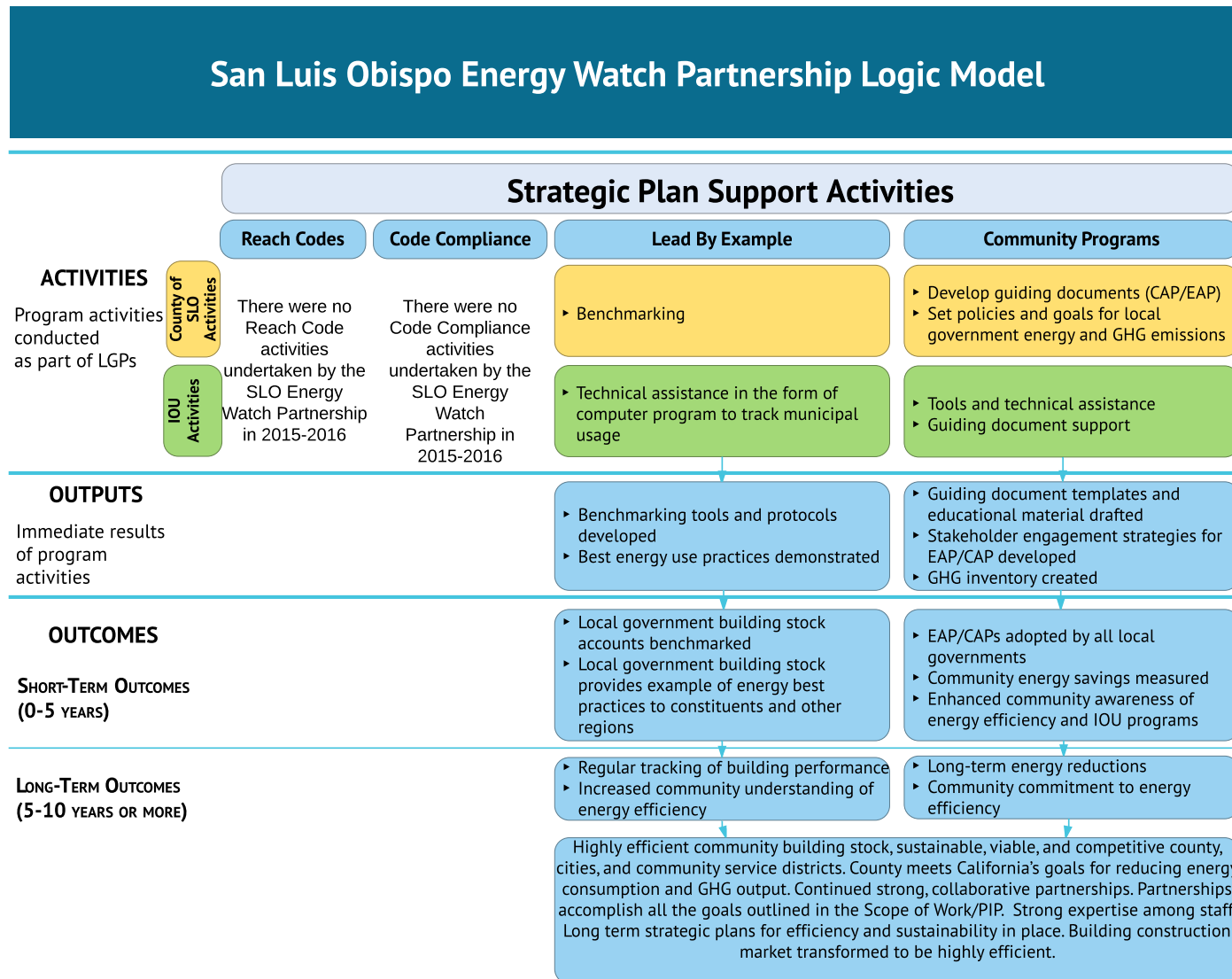
Table 4: Strategic Plan Support Activities

Goal	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	1
	3.1.2. Local Gov't 'Utility Manager' Program	
	3.2.1. Local Gov't EAP/CAP	
	3.2.2. Local Gov't Building Standard	
	3.2.3. Local Gov't Revolving Energy Efficiency Fund	
	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	
	4.1.3. Community-Wide Planning for EE	
	4.1.4. Community-Wide EE Savings Analysis	1

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

The SLO Energy Watch Partnership Strategic Plan Support activities have generally been consistent with those shown in the logic model.

Figure 2: Strategic Plan Support Activities Logic Model



5.1 Lead by Example

Lead by Example includes efforts to improve the energy efficiency of local government 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 Climate Action Plan (CAP), or new building requirements like LEED or ENERGY STAR. The main focus of the Lead By Example activity for the SLO Energy Watch Partnership is benchmarking of buildings, which is used as an identification tool to encourage local governments to lead by example in performing energy efficiency projects.

The evaluation team interviewed two IOU staff members (one from PG&E and one from SoCalGas) and one staff member from the County of San Luis Obispo, who are knowledgeable about the Lead By Example Strategic Plan Support activities. One city staff member also responded to the web survey questions regarding these activities.

5.1.1 Lead By Example Activities

The SLO Energy Watch Partnership utilizes Fellows from the AmeriCorps program CivicSpark to complete benchmarking in the county and for Special Districts. The SLO Energy Watch Partnership benchmarks Special Districts on odd years and cities on even years. Benchmarking is shown in the logic model as a Lead by Example activity; a rotation of Fellows have worked with the SLO Energy Watch Partnership for the last three years and started doing benchmarking for the region in 2015. They handle the benchmarking process from data collection to reporting. The County of San Luis Obispo staff member reported that they have “transformed the program into something much more meaningful and tangible and [we] are so excited to have them, they are doing outstanding work.”

The SLO Energy Watch Partnership began benchmarking local government buildings in 2013. This process began with the Special Districts and then expanded in 2015 to include working with cities through the Municipal Energy Management Program. For the county, the SLO Energy Watch Partnership started by benchmarking the highest energy users and plans to complete benchmarking for all county buildings by 2018. The County of San Luis Obispo staff member sees benchmarking as an important conversation starter with staff in charge of buildings and mentioned that these discussions can help them learn about reasons for periods of increased energy use and help them to better identify how energy efficiency can help certain buildings.

The main role of PG&E and SoCalGas in this activity is providing data for benchmarking and assisting with moving projects forward. The County of San Luis Obispo works directly with a PG&E staff member who leverages Portfolio Manager to help expedite access to customer information, according to the PG&E staff member.

5.1.2 Progress Towards Goals

The SLO Energy Watch Partnership is making progress towards its goals in the Lead by Example activity area, as shown in Table 5. The County of San Luis Obispo staff member reported that it is easier to accomplish goals set within the county since they are familiar with the appropriate staff to work with across departments but believes there is an opportunity to also work with the Special Districts and cities to accomplish their benchmarking goals. A 'Y' in the table indicates that the SLO Energy Watch Partnership has met or made progress towards its goals, according to monthly reporting done by PG&E and SoCalGas for the CPUC.

Table 5: Lead by Example Activity Progress Toward Goals

Goal	Goal Met	Details
Set up ENERGY STAR Portfolio Manager (Portfolio Manager) accounts for six local governments through the Special District Energy Management Program.	Y	Portfolio Manager is now set up for the County of San Luis Obispo; the cities of Arroyo Grande, Atascadero, Morro Bay and San Luis Obispo; and the Templeton and Nipomo Community Service Districts.
Develop a Portfolio Manager Account Usage Guide for the setup and use of Portfolio Manager accounts.	Y	Guide is now complete.
Use Portfolio Manager to benchmark 300+ county buildings and facilities.	Partial, goal is by 2018	Inventory and database includes 60 of the 300 county-owned or leased facilities. Working to acquire software which will help this benchmarking effort to progress.
Baseline/benchmark reports and annual energy reports for seven cities, along with presentations.	Y; met in 2016	Done with the help of CivicSpark Fellows.
Update previous benchmarking/baseline efforts with all Service District facilities.	All are updated	A County of San Luis Obispo staff member reported that all Service Districts have updated benchmarking.

Source: Information gathered through bi-annual LGP Strategic Plan update reports and interviews.

5.1.3 Key Successes

Many of the key successes reported by interviewees were related to how benchmarking projects were launched, and how those benchmarking projects then led to further engagement on the parts of the County of San Luis Obispo and the cities within the county.

The County of San Luis Obispo staff member reported that the SLO Energy Watch Partnership, along with the CivicSpark Fellows, hold kick-off meetings with city staff in

order to discuss benchmarking and baseline calculations. The staff member reported that this opens the door for two-way communication between a city and County of San Luis Obispo staff. The PG&E staff member also highlighted the heavy engagement between stakeholders at the start of the process as a successful part of the SLO Energy Watch Partnership. This staff person believes that their ability to engage with staff is also due in part to the County of San Luis Obispo's participation in the Greenhouse Gas Stakeholder Group (further discussed in Section 5.2) as well as their ability to work more quickly due to the direct line between the county and the PG&E staff member who uses Portfolio Manager to share local government building data. Under SoCalGas, the County staff also has a direct line of communication to the benchmarking advisor.

This notion of engagement by the county was corroborated by a staff member from the city of San Luis Obispo who reported that the SLO Energy Watch Partnership was able to get them to reengage and that they were "pivotal to keep [them] doing benchmarking." They had attempted to do benchmarking six years ago with Portfolio Manager dashboards but had a much easier time working with the SLO Energy Watch Partnership where it is easier to access building data. Local governments are able to get access to their own building data by signing a non-disclosure and customer information release form. Despite this local government staff member being more satisfied with access to data, County of San Luis Obispo staff expressed frustration with the process of pulling data for other local governments due to confidentiality requirements for data to be aggregated.

5.1.4 Challenges

Interviewees mentioned two challenges regarding Lead by Example activities:

- The SoCalGas staff member reported that it is challenging to have new staff (who come in annually through CivicSpark) trained on Portfolio Manager each year.
- A staff member from the County of San Luis Obispo reported that the time it takes to schedule events such as kick-offs or presentations with local governments was longer than originally anticipated.

5.1.5 Satisfaction with Partner Efforts

On a 0-10 scale, both PG&E and SoCalGas rated the County of San Luis Obispo at a 9 or higher, adding that they are "a well oiled machine" and that "they can now discuss energy efficiency strategically and make plans for projects...." A County of San Luis Obispo staff member rated PG&E at an 8 for their helpful transfer of data (via Portfolio Manager staff) and gave SoCalGas a mid-range rating because of data access issues, although they noted that they see this improving in the future.

5.1.6 Reported Assistance Needed and Implementation Recommendations

The County of San Luis Obispo staff person did not report any new assistance that was needed, but noted that clarity and responsiveness from PG&E and SoCalGas is very important and has improved greatly.

5.2 Community Programs

The evaluation team interviewed two IOU staff members (one from PG&E and one from SoCalGas) and one staff member from the County of San Luis Obispo who is not involved in implementation, and reviewed responses from two web surveys completed by staff from two different cities. All of the interviewees were knowledgeable about the recent Community Programs Strategic Plan Support activity.

The Community Programs activity area of Strategic Plan Support involves two broad activities: guiding document support and community financing programs. Coordination with IOU Core Programs is also covered under this category; however, Core Programs Coordination is addressed separately in Section 6 of this report. Guiding document support in general includes activities that can help governments and businesses complete greenhouse gas emissions inventories and CAPs.

5.2.1 Community Programs Activities

The SLO Energy Watch Partnership reports community-wide savings in the CAPs, as shown in the logic model. They utilize Statewide Energy Efficiency Collaborative (SEEC) ClearPath³⁸ and other tools to collect and report information on greenhouse gas emissions as well as progress towards measures that have been identified in CAPs.

At the County of San Luis Obispo, staff refer to their CAP as the County EnergyWise plan. The first draft of this plan was adopted in 2011, and progress towards goals set in the EnergyWise plan is presented to the county board of supervisors. Between 2011 and 2013, all cities in San Luis Obispo County (including the city of San Luis Obispo and the city of Morro Bay) each adopted their own CAP.

In addition to completing CAPs, both a County of San Luis Obispo staff member and a staff member from the city of Morro Bay reported being a participant in the Greenhouse Gas Stakeholder Group which meets quarterly to discuss ways in which they can collaborate on reducing greenhouse gasses. The SLO Energy Watch Partnership also

³⁸ ClearPath is a web application that helps to store and collaborate on energy and emissions data. ClearPath was funded by the IOUs and is sponsored by Local Governments for Sustainability (ICLIE). County of San Luis Obispo staff have taken classes to learn about ClearPath.

engages in community outreach and education activities to promote energy efficiency and refer projects to IOU Core Programs. These activities are discussed in Section 6.

5.2.2 Progress Towards Goals

The Strategic Plan bi-annual update reported the following goals for this activity by the end of 2017:

- To have a comprehensive and verified baseline of annual update of data;
- To communicate and present information to key stakeholders and decision makers;
- To document processes and guide future climate action planning work;
- To implement energy efficiency-related greenhouse gas reduction measures and monitor the effectiveness of implementation;
- To assist the seven incorporated cities in San Luis Obispo County with CAP monitoring and reporting; and
- To achieve verified reduction of unincorporated greenhouse gas emissions to targets identified in the EnergyWise plan (15% below 2006 baseline levels by 2020).

While it is too early to assess whether the SLO Energy Watch Partnership will meet these goals (the LGP aims to meet the goals by the end of 2017), we are aware of what they have achieved thus far. By the end of 2016, the SLO Energy Watch Partnership reported having updated (through 2013) emissions data for the county using SEEC ClearPath to organize baseline and forecast information. The County of San Luis Obispo also updated the ClearPath User Guide to assist other local governments with their baseline and forecasting work. In 2015, the SLO Energy Watch Partnership completed work with Cal Poly and six local governments to develop a regional approach for data collection which included CAP implementation, monitoring and reporting.

The staff member from the County of San Luis Obispo spoke about the county's progress towards goals set in the EnergyWise plan to reduce emissions to 15 percent below 2006 levels by 2020. The 2016 EnergyWise Update reports a 7 percent reduction between 2006 and 2013. The county staff member reported that they believe they will continue to approach their goal with the help of state mandates, solid waste projects, water consumption reductions, and by working on Community Choice Aggregation.

5.2.3 Key Successes

The County of San Luis Obispo, PG&E and SoCalGas each focused on a different phase of the CAPs when discussing their success. The SoCalGas staff member focused on the successful components that helped to create the CAPs and reported that participation and use of ClearPath has been a big success, leading to measurable results. The county staff member highlighted the usefulness the EnergyWise plan provides by allowing the SLO Energy Watch Partnership to point to overall reduction targets when discussing energy

saving activities in more conservative parts of the county. The PG&E staff member expanded on this by noting that the SLO Energy Watch Partnership has been able to align the goals of the CAP with strategies in order to take action on the goals set forth.

5.2.4 Challenges

The County of San Luis Obispo staff member reported that each sector presents a different challenge to reaching reduction goals set forth in the county's CAP; for example, in the residential sector, it is difficult to use financing for lower and middle income customer home upgrades, given the minimum loan amounts required.

Beyond the county and the city of San Luis Obispo, one of the IOU staff members reported that climate issues are less of a priority for local governments that are more rural and conservative. The staff member reported that they work to meet these challenges by identifying benefits or creating an Energy Action Plan instead of a CAP, which can help the SLO Energy Watch Partnership move forward with its Community Programs activity goals.

PG&E and County of San Luis Obispo staff also noted challenges related to acquiring complete data to update greenhouse gas inventories for local governments. This challenge stems from limitations that the CPUC placed on SoCalGas' and PG&E's use of data (and the other IOUs) to safeguard customer privacy. The data privacy requirement has made it difficult to track greenhouse gas inventories over time and to assess progress. The PG&E staff member reported that they are continuing to work on this issue.

This same PG&E staff member reported that the metrics used in the CAP (energy savings from programs) uses existing code to calculate savings and may not represent the total energy savings from the original measure in place. The PG&E staff member was concerned that this does not align with the goal of the CAP, which is to measure all energy savings.

5.2.5 Satisfaction with Partner Efforts

On a 0-10 point scale, both PG&E and SoCalGas rated the County of San Luis Obispo at a 8 or higher, adding that "the county is moving the needle now, doing better tracking and reporting on progress...."and that the score would be higher if there was less staff turnover.

Only one of the web survey respondents felt they could rate their satisfaction with the SLO Energy Watch Partnership activities related to CAPs. The web survey respondent gave them a 10 on a 0-10 point scale and acknowledged that the SLO Energy Watch Partnership provides assistance with energy assessments, data collection and analysis.

5.2.6 Reported Assistance Needed and Implementation Recommendations

The staff member from the County of San Luis Obispo reported wanting “more incentives and more financing to fund the projects...” Earlier in the interview, the staff member mentioned the minimum financing requirements as a barrier to benefitting from On-Bill Financing, which hinders projects from occurring that are smaller in size.

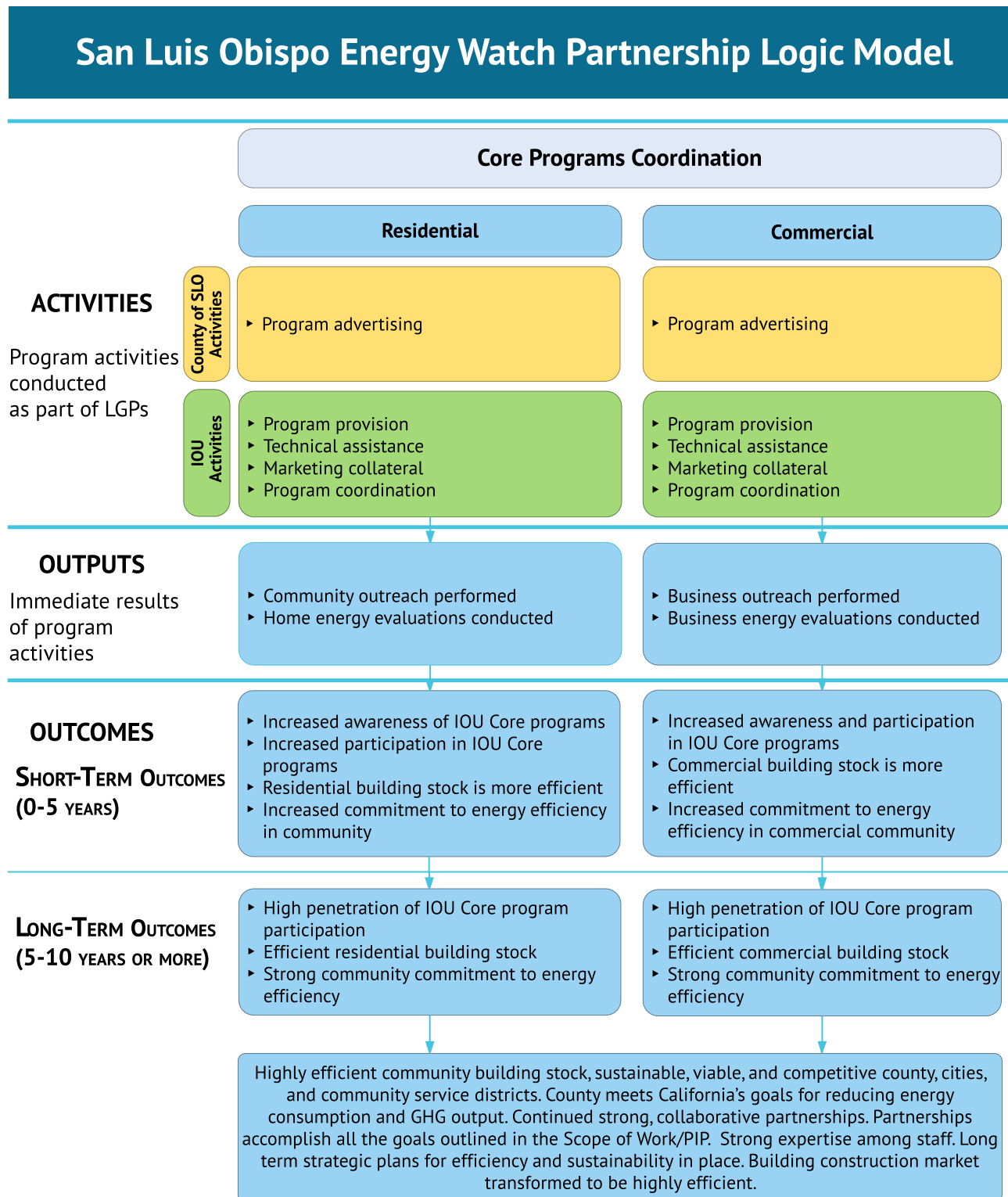
6 Core Programs Coordination

The SLO Energy Watch Partnership Core Programs Coordination activity area aims to promote SoCalGas and PG&E's residential and commercial energy efficiency programs in San Luis Obispo County by informing residential and business customers about energy saving opportunities.

As we discussed in Section 3.2, our evaluation of the SLO Energy Watch Partnership began with development of a program logic model for each activity area in which the SLO Energy Watch Partnership 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 SLO Energy Watch Partnership's Core Programs Coordination activities in Figure 3 on the following page.

The SLO Energy Watch Partnership Core Programs Coordination activities have generally been consistent with those shown in the logic model.

Figure 3: Core Programs Coordination Logic Model



To determine the success of the Core Programs Coordination activities, the evaluation team spoke with one PG&E staff member and one SoCalGas staff member who had experience with the Core Programs Coordination activities.³⁹

6.1 Residential Core Programs Coordination Activities

Residential Core Programs Coordination is not a high priority in the region, in part because there is a separate (non-LGP) ratepayer-funded program in the region called EMPOWER that helps to incentivize residential customers to take on deeper retrofits. EMPOWER also offers testing by an Energy Coach, connects customers to Energy Upgrade California, and offers low cost loans through a local credit union. Beyond these offerings, SoCalGas staff reported updating county staff about SoCalGas' low income program offerings so that they can share this information with the broader community.

For SoCalGas Core Programs, SoCalGas staff reported that because the EMPOWER program already does outreach in the region, the SLO Energy Watch Partnership outreach in the residential sector is minimal. The county's limited outreach includes online postings, occasional newsletters and outreach events along with a kiosk at the county government building which includes collateral about Energy Upgrade California. The county also has a board near its permitting office, which includes information about EMPOWER.

SoCalGas staff conduct quarterly reviews of all Core Program marketing materials, and reported that the SLO Energy Watch Partnership has begun to brand its own marketing materials under the "San Luis Obispo Energy Watch" name. In addition to its own branded materials, SoCalGas staff give the SLO Energy Watch Partnership SoCalGas marketing collateral such as brochures, giveaways and recycled grocery bags.

6.2 Commercial Core Programs Coordination Activities

For IOU Core Programs, the SLO Energy Watch Partnership conducts outreach via occasional newsletters and outreach events.⁴⁰ Outreach events include presentations at the California Special District Association annual dinner that highlight work done by Special Districts in attendance and attendance at the Central Coast Maintenance Supervisors Association. County of San Luis Obispo staff track attendance for events that they host and follow up in one to two business days on any leads generated. One County of San Luis

³⁹ Due to the length of the phone interview covering other issues, the San Luis Obispo County staff were unwilling to dedicate additional time to the interview, and did not answer questions regarding Core Programs Coordination.

⁴⁰ The Service District staff member we spoke with also reported sharing links to the IOU websites, but these links send customers to customer service sites rather than energy efficiency-focused web pages.

Obispo staff member reported that they will stay engaged with these leads until a project begins or until they get a refusal from the lead.

The County of San Luis Obispo has a kiosk at the county government building which includes laptop stations and collateral about PG&E and SoCalGas programs (we show program advertising as an activity in the logic model, for both Residential and Commercial Core Programs Coordination). PG&E staff reported that the County of San Luis Obispo provides a board near their permitting office that presents information on the Direct Install program “front and center.”

Similar to residential Core Programs Coordination activities, SoCalGas staff conduct quarterly reviews of all Core Program marketing materials, and reported that the SLO Energy Watch Partnership has begun to brand their own marketing materials under the “San Luis Obispo Energy Watch” name.

6.3 Progress Towards Goals

SoCalGas delivers quarterly dashboards from SoCalGas; these dashboards present the therm savings achieved within the county and the incorporated cities from Core Programs specifically dealing with energy efficiency rebate programs in the residential, commercial and municipal sectors. The dashboards do not track referrals from any outreach done by the SLO Energy Watch Partnership. The PG&E staff member reported that they have the ability to flag projects as developed by the SLO Energy Watch Partnership and to then have SLO Energy Watch Partnership claim the savings.

6.4 Key Successes

Neither of the staff members from PG&E and SoCalGas reported key successes with the Core Programs Coordination activity area of the program.

6.5 Challenges

Neither of the staff members from PG&E and SoCalGas reported major challenges with the Core Programs Coordination activity area of the program. The SoCalGas staff member did report that due to the rural nature of parts of the county, community outreach (which necessitates additional staff to visit remote locations) can make it more challenging to achieve energy savings in the residential sector. The SoCalGas interviewee also expressed a desire to have additional resources to attend any outreach events that may take place in San Luis Obispo County

6.6 Satisfaction with Partner Efforts

We asked each of the two IOU interview subjects to rate their satisfaction with the County of San Luis Obispo’s participation in the Core Programs Coordination activity area of the program. Both PG&E and SoCalGas interview subjects rated their satisfaction as relatively

high, with a bit of room for improvement (7 and 8 on a 0-10 point scale, respectively). SoCalGas specified that the County of San Luis Obispo staff is small but has high potential and could do more events, but qualified this by noting that residential Core Programs Coordination is not the main focus of the SLO Energy Watch Partnership; rather, the focus is on energy efficiency in local government facilities.

6.7 Reported Assistance Needed and Implementation Recommendations

We did not discuss reported assistance needed for this activity with County of San Luis Obispo staff.

7 Implementation of Past Evaluation Recommendations

Evergreen found no relevant past evaluation recommendations for the SLO Energy Watch Partnership.

8 Key Findings and Recommendations

Evidence collected in this evaluation indicates that the SLO Energy Watch Partnership continues to make progress working with cities and Special Districts with regards to benchmarking and Core Programs Coordination. The SLO Energy Watch Partnership met electric savings goals set by PG&E for participation in Direct Install programs with a combination of small business and municipal retrofit projects, although gas savings goals set for the municipal sector were not met. CivicSpark Fellows helped to complete benchmarking, and kicked off work with local governments in person to improve the working relationship between organizations going forward.

8.1 Key Findings

The overarching conclusion of this evaluation is that the SLO Energy Watch Partnership has been successful, and is consistently meeting its goals or is on track to meet its goals. To identify key findings related to the SLO Energy Watch Partnership'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

- The project identification process generally starts with benchmarking, which is launched with a kick-off meeting where local government and Special District staff are invited to meet in person with SLO Energy Watch Partnership and CivicSpark Fellows. Interviewees believe that having the various parties attend the kick-off meeting increases engagement throughout the retrofit process.
- Among the cities and Special Districts in San Luis Obispo County as well as the county government itself, there is a wide variety in how each organization prioritizes energy efficiency projects.
- Not all identified projects move forward; this can be for a variety of reasons including financing challenges, a preference for easier projects, or aesthetic preferences.
- The PG&E staff member reported that staffing at the County of San Luis Obispo has increased, which has allowed county staff to extend more of an effort towards understanding the IOU Portfolio, and then further engage local governments in connecting them to IOU offerings.

Strategic Plan Support Activities – Lead By Example

- The main focus of the Lead By Example activity for the SLO Energy Watch Partnership is benchmarking of buildings to begin to identify energy efficiency projects.

- The SLO Energy Watch Partnership utilizes Fellows from CivicSpark to assist in the implementation of benchmarking in San Luis Obispo County and in cities and Special Districts in the county. Various Fellows have worked with the SLO Energy Watch Partnership for the past three years and started doing benchmarking – handling the process from data collection to reporting – for the region in 2015. The County of San Luis Obispo staff member reported that the Fellows have “transformed the program into something much more meaningful and tangible and are so excited to have them; they are doing outstanding work.”

Strategic Plan Support Activities – Community Programs

- The Community Programs activity area of Strategic Plan Support involves two broad activities: guiding document support and community financing programs. The SLO Energy Watch Partnership reports local government and community-wide savings in CAPs.
- By the end of 2016, the SLO Energy Watch Partnership reported having updated greenhouse gas emissions data by using Statewide Energy Efficiency Collaborative (SEEC) ClearPath⁴¹ (an online tool created to help local governments complete greenhouse gas inventories for CAPs). The SLO Energy Watch Partnership also updated the ClearPath User Guide to assist other local governments with their baseline and forecasting work. In 2015, it completed work with the California Polytechnic State University (Cal Poly) in San Luis Obispo and six other local governments to develop a regional approach for data collection that included CAP implementation, monitoring and reporting.
- The County of San Luis Obispo, PG&E and SoCalGas each focused on a different phase of the CAP activity when discussing its success. The SoCalGas staff member focused on the successful components that helped to update the EnergyWise Plan (the CAP for the County of San Luis Obispo) and reported that participation and use of ClearPath was a success in that it allowed for cities to better engage with the county and the SLO Energy Watch Partnership. The County of San Luis Obispo staff member highlighted the usefulness the EnergyWise Plan provides by allowing the SLO Energy Watch Partnership to point to overall reduction targets when discussing energy saving activities in more conservative parts of the county. The PG&E staff member expanded on this by noting that the SLO Energy Watch Partnership has been able to align the goals of the EnergyWise Plan with strategies in order to take action on the goals set forth.

⁴¹ ClearPath was funded by the California investor-owned utilities (IOUs) and is sponsored by Local Governments for Sustainability (ICLIE).

Core Programs Coordination

- For commercial IOU Core Programs, the SLO Energy Watch Partnership does outreach via occasional newsletters and outreach events such as targeted professional events including presenting at the local California Community Special District Association. These events are documented and attendance is tracked. Additionally, the County of San Luis Obispo has a kiosk at the county government building which includes collateral about IOU programs. PG&E staff reported that the County of San Luis Obispo provides a board near their permitting office which presents information on the Direct Install Program “front and center.”
- Residential Core Programs Coordination is not a high priority in the region served by the SLO Energy Watch Partnership, in part because there is a separate (non-LGP) ratepayer-funded program in the region called EMPOWER that helps to incentivize residential customers to take on deeper retrofits. EMPOWER is funded by SCE, PG&E and SoCalGas through utility ratepayer funds. EMPOWER also offers an energy audit by an Energy Coach, connects customers to Energy Upgrade California, and offers low interest loans for energy efficiency upgrades through a local credit union. Outreach by the county for residential IOU programs mirrors the outreach reported for commercial IOU programs.

Key Challenges

Reported challenges faced by the SLO Energy Watch Partnership include the mostly rural and conservative nature of the county, barriers related to financing and budgeting, and differing interpretations of savings opportunities and State law.

- The key challenges, in the opinion of County of San Luis Obispo staff, stem from the mostly rural and conservative nature of the county. Rural local governments and Special Districts have smaller staffs, and even with incentives and offerings, county staff reported that it is difficult to engage with local governments in the region.
- Projects that take longer to implement, such as custom projects (which are reported to take two or three years to complete) are made more challenging by low staff availability at the local governments.
- With regards to smaller energy efficiency projects, some local governments or Special Districts have had trouble meeting the minimum total incentive amount of \$2,000 that is required for SCE's Custom Incentive Program. Additionally, smaller local governments have trouble meeting the incentive threshold amount (\$5,000) for On-Bill Financing.
- Despite County of San Luis Obispo staff having reported that they are in the same department (the Planning and Building Division) that writes and applies for grants for projects that address greenhouse gas emissions for both the county and the local

governments within the county, there seemed to be a lack of awareness of this resource by other interviewees. The SoCalGas staff member and city of San Luis Obispo staff members suggested that they could look for additional funding sources or hire a grant writer to do so, indicating that they may not be aware of the county resource. Local governments may be able to leverage the grant writer already working at the County of San Luis Obispo.

- The SoCalGas staff member reported that it is challenging to train new staff (who come in annually through CivicSpark) on the ENERGY STAR Portfolio Manager benchmarking tool each year.
- PG&E and County of San Luis Obispo staff noted challenges to developing CAPs related to acquiring complete data to update greenhouse gas inventories for local governments. This challenge stems from limitations that the California Public Utilities Commission (CPUC) placed on SoCalGas' and PG&E's use of data (as well as the other California investor-owned utilities or IOUs) to safeguard customer privacy. The data privacy requirement per CPUC Decision D14-05-016 has made it difficult to track greenhouse gas inventories over time and to assess progress. The PG&E staff member reported that PG&E is continuing to work on this issue by piloting a risk-based assessment that may allow them to share data with smaller local governments via a "more appropriately sized security review process." In addition, efforts are underway by the CPUC's Energy Data Access Committee and the Energy Division to find a solution to these data access issues for the LGPs.

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 several of these below.⁴² 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 be useful to each LGP. This section allows other programs to review the innovative aspects that have been useful for the SLO Energy Watch Partnership and consider their value in the context of their own LGP.

⁴² 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.

For the SLO Energy Watch Partnership, our highlighted innovation areas include the following:

- With regards to grant programs, a staff member from the County of San Luis Obispo reported that their department is responsible for any grant writing for the county and cities within the county for any projects with greenhouse gas benefits. By having both of these functions (grant writing and LGP implementation) in the same department, they are more likely to collaborate.
- At the beginning of the benchmarking process with a new city, the SLO Energy Watch Partnership and CivicSpark Fellows hold an in-person kick-off meeting, where they are able to meet face to face to discuss benchmarking and the subsequent steps in the retrofit implementation process. Interviewees reported that this heavy engagement early on in the process is attributable to the success of the SLO Energy Watch Partnership.

8.2 Recommendations

Based on the evaluation findings, we present the following recommendation for the SLO Energy Watch Partnership:

- County of San Luis Obispo staff should continue to increase awareness of grant capabilities among local governments that are included in the SLO Energy Watch Partnership.

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 SLO Energy Watch Partnership 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.⁴³ The IOUs selected the following LGPs to be evaluated during this first wave of studies:

Pacific Gas and Electric Company (PG&E):

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

SCE/SoCalGas:

- Los Angeles County
- Riverside County
- San Bernardino County

SDG&E:

- City of Chula Vista

⁴³ 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

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

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

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

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

- MU12. [IOU only] What does the local government partner do to facilitate building retrofits, and how does [IOU] help them?
- MU13. [LG only] What does [IOU] do to facilitate building retrofits?
- MU14. How often do you confer with [IOU/local partner] to do retrofit planning or discuss current issues?
- MU15. What could be done to improve collaboration, if anything? (Probe on nature and frequency of information sharing)
- As needed: In what areas would you like to be more informed?
- MU16. What do you think are this LGP's most notable successes to date, and what are the main contributing factors to these successes?
- MU17. Are there any documents we should get from you that describe any specific successes or challenges that could provide more details?
- MU18. What, if anything, would you say is not going well and why? (Probe on energy use tracking, project identification, scoping, funding, implementation)
- MU19. Do you recommend any changes to the way municipal retrofit projects are identified, approved, scoped, funded or implemented?
- Get details on desired changes, and responsible entity.
- MU20. How does the LGP track progress towards goals for municipal retrofits?
- MU21. Do you track the specific types of measures that have been installed?
- If YES:
- a. Who could we get these data from?
- MU22. What were your 2015 goals?
- a. Did you meet them? Why or why not?
- MU23. Are you on track to hit your 2016 goals?
- a. Why or why not?
- MU24. On a scale from 0 to 10, where 0 means "not at all satisfied" and 10 means "extremely satisfied", how would you rate your satisfaction with [local government's/IOU's] participation?
- a. Why do you say that?

- MU25. What is the most important retrofit assistance you need from [IOU/local partner] going forward?
- MU26. How about retro-commissioning – is the LGP funding this activity for any municipal buildings?
If YES:
a. What is the biggest challenge of doing retro-commissioning projects?
- MU27. Is the LGP funding any demand response activities at municipal buildings?
If YES:
a. Please tell me more about the demand response activities you’ve done since January of 2015.
b. On a scale from 0 to 10, where 0 means “not at all satisfied” and 10 means “extremely satisfied”, how would you rate your satisfaction with [local government’s/IOU’s] participation?
i. Why do you say that?
- MU28. (LGs only) Do you engage in any demand response activities that are not funded through the LGP?
If YES:
a. What percentage of your demand response activities would you say is not funded through the LGP?
- MU29. This next question is not limited to LGP-funded activities: How about self-generation or “distributed generation” – Has the local government done this or is it planning to do this for any municipal buildings?
If YES:
a. What types of systems [have you installed/will you install] and what is the generation capacity?

Strategic Plan Support

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

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

These are the Strategic Plan topic introductions:

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

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

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

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

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

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

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

If YES, Continue. GET OTHER 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 s 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 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 , 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
- 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 0218.06	Process Evaluation	Process Evaluation of the Local Government Partnership Program	SoCalGas		
Recommendation	Program or Database	Summary of Findings	Additional Supporting Information	Best Practice / Recommendation	Recommendation Recipient
I	Local Government Partnerships Program	Despite the County of San Luis Obispo staff reports that they are in the same department that works on grant writing, there seemed to be a lack of awareness of this resource from other interviewees. The SoCalGas staff and city of San Luis Obispo staff member suggested that they could look for additional funding sources or hire a grant writer to do so. Local governments may be able to leverage the grant writer already working at the County of San Luis Obispo.		County of San Luis Obispo staff should continue to increase awareness of grant capabilities among local governments that are included in the SLO Energy Watch Partnership.	County of San Luis Obispo staff

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.