



Process Evaluation of the San Mateo County Energy Watch Local Government 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

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Table of Contents

1 EXECUTIVE SUMMARY	1
1.1 KEY FINDINGS.....	3
1.2 RECOMMENDATIONS.....	5
2 INTRODUCTION.....	7
3 RESEARCH OBJECTIVES AND METHODS	9
3.1 RESEARCH OBJECTIVES.....	9
3.2 RESEARCH METHODS	9
4 MUNICIPAL BUILDING RETROFITS.....	12
4.1 MUNICIPAL BUILDING RETROFITS ACTIVITIES	14
4.1.1 Municipal Building Retrofits and Retro-Commissioning.....	14
4.1.2 Training and Technical Assistance	16
4.1.3 On-Bill Financing For Municipal Projects.....	17
4.2 PROGRESS TOWARDS GOALS.....	17
4.3 KEY SUCCESSES.....	17
4.4 CHALLENGES	18
4.5 SATISFACTION WITH PARTNER EFFORTS.....	19
4.6 REPORTED ASSISTANCE NEEDED AND IMPLEMENTATION RECOMMENDATIONS	19
5 STRATEGIC PLAN SUPPORT ACTIVITIES	20
5.1 REACH CODE SUPPORT	23
5.1.1 Reach Code Support Activities.....	23
5.1.2 Progress Towards Goals.....	24
5.1.3 Key Successes.....	24
5.1.4 Challenges	24
5.1.5 Satisfaction with Partner Efforts.....	24
5.1.6 Reported Assistance Needed and Implementation Recommendations.....	25
5.2 LEAD BY EXAMPLE.....	25
5.2.1 Lead By Example Activities	25
5.2.2 Progress Towards Goals.....	25
5.2.3 Key Successes.....	26
5.2.4 Challenges	26
5.2.5 Satisfaction with Partner Efforts.....	26
5.2.6 Reported Assistance Needed and Implementation Recommendations.....	26
5.3 COMMUNITY PROGRAMS	26
5.3.1 Community Programs Activities	26
5.3.2 Progress Towards Goals.....	27

5.3.3 Key Successes.....	27
5.3.4 Challenges	27
5.3.5 Satisfaction with Partner Efforts.....	27
5.3.6 Reported Assistance Needed and Implementation Recommendations.....	27
6 CORE PROGRAMS COORDINATION	28
6.1 CORE PROGRAMS COORDINATION ACTIVITIES	28
6.2 PROGRESS TOWARDS GOALS.....	30
6.3 KEY SUCCESSES.....	30
6.4 CHALLENGES	30
6.5 SATISFACTION WITH PARTNER EFFORTS.....	30
6.6 REPORTED ASSISTANCE NEEDED AND IMPLEMENTATION.....	31
7 IMPLEMENTATION OF PAST EVALUATION RECOMMENDATIONS	32
8 KEY FINDINGS AND RECOMMENDATIONS.....	33
8.1 KEY FINDINGS.....	33
8.1.1 Innovative Approaches	35
8.2 RECOMMENDATIONS.....	36
APPENDIX A: LGP PROGRAM PROCESS EVALUATION CYCLE.....	37
APPENDIX B: LGP PROGRAM STAFF INTERVIEW GUIDE	38
APPENDIX C: RECOMMENDATIONS RESULTING FROM EVALUATION	
REPORT	49
APPENDIX D: STRATEGIC PLAN OPTION DESCRIPTIONS	51

I Executive Summary

The San Mateo County Energy Watch Local Government Partnership (the SMCEW LGP) began in 2008 between the City/County Association of Governments of San Mateo County (San Mateo C/CAG) and Pacific Gas and Electric Company (PG&E).¹ The SMCEW LGP serves San Mateo County and the 20 constituent cities of the San Mateo C/CAG.^{2,3} The purpose of the SMCEW LGP is to reduce energy consumption through leveraging the combined strengths of the San Mateo C/CAG governments and PG&E to identify and implement energy efficiency projects and to offer a comprehensive portfolio of energy efficiency programs.

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

- **Municipal Facility Retrofit and Retro-Commissioning** – expanding the SMCEW LGP’s efforts to identify, finance and implement energy improvements at county and municipal facilities, including integrated demand side management activities.
- **California Strategic Plan Support** – supporting the California Long Term Energy Efficiency Strategic Plan (Strategic Plan), including:
 - Laying the groundwork for building codes, enforcement and training – enhancing San Mateo C/CAG government staffs' expertise in energy conservation and green building principles, to infuse sustainable practices into the planning, permitting and inspection process.
 - Regional and Sub-Regional Collaboration – offering ongoing, comprehensive peer support for neighboring jurisdictions.
- **Core Programs Coordination** – providing targeted outreach and technical assistance to San Mateo County residents and businesses to complement and promote PG&E energy efficiency programs.

¹ San Mateo C/CAG is a Joint Powers Authority that represents the County of San Mateo and the 20 cities within the county, enabling direct contact with all levels of management at the city and county governments. The 20 cities in San Mateo County that San Mateo C/CAG represents are Atherton, Belmont, Brisbane, Burlingame, Colma, Daly City, East Palo Alto, Foster City, Half Moon Bay, Hillsborough, Menlo Park, Millbrae, Pacifica, Portola Valley, Redwood City, San Bruno, San Carlos, San Mateo, South San Francisco and Woodside.

² In this report, we use the term 'local governments' or 'local government entities' to include the cities as well as the San Mateo county government that the SMCEW LGP serves.

³ In the remainder of this document, 'San Mateo C/CAG staff' refers to staff at the City/County Association of Governments of San Mateo County that work to support the SMCEW LGP, and 'PG&E staff' refers to staff at PG&E that work to support the SMCEW LGP. When other staff are referenced, their roles will be explicitly described in the text.



The 2013-2014 Energy Efficiency Program Implementation Plan (PIP) for PG&E includes additional information on the 2015-2016 planned activities for the SMCEW LGP.⁴ The SMCEW LGP operates as a resource program under the PG&E agreement, meaning that the program directly claims energy savings.

The remainder of this report presents the results of the SMCEW LGP process evaluation. Evergreen Economics focused this evaluation on program activities completed in 2015 through 2016. As this was the first evaluation conducted on the SMCEW LGP, we also highlight additional activities from the 2008-2014 period to provide additional program context as needed.

Table 1 provides a summary of the process evaluation objectives along with an assessment of each objective. To inform this research, Evergreen conducted three interviews, with one San Mateo C/CAG staff member and with two PG&E staff members. In addition, six staff members from cities in San Mateo County responded to an online survey. Evergreen staff also performed a review of project documentation including the San Mateo County PIP and monthly updates shared with the California Public Utilities Commission (CPUC).

⁴ Pacific Gas and Electric Company. *2013-2014 Energy Efficiency Portfolio Local Program Implementation Plan Government Partnerships San Mateo County*. 2013.

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

Table 1: Process Evaluation Objectives and Assessment

Objective	Assessment
1. Provide documentation of the SMCEW LGP's suite of activities at the time of the evaluation.	Based on interviews with San Mateo C/CAG and PG&E staff and review of program documentation, the evaluation identified and documented SMCEW LGP activities. (Sections 4 - 6)
2. Document how the SMCEW LGP has adopted and implemented LGP-specific recommendations from the previous process evaluation, if any.	As this was the first evaluation conducted on the SMCEW LGP, there were no previous process evaluation recommendations. (Section 7)
3. Identify whether the SMCEW LGP is currently being implemented according to its logic model/change theory.	The SMCEW LGP partners are successfully implementing the partnership according to the underlying program logic/change theory as described in the Program Implementation Plan.
4. Document the SMCEW LGP's successes and challenges.	The evaluation finds that the SMCEW LGP has been successful in meeting its goals. (Sections 4 - 6)
5. Assess partner satisfaction within the SMCEW LGP.	SMCEW LGP partners are highly satisfied with their partners in the SMCEW LGP across all activities. (Sections 4 – 6)
6. Identify whether programs are on track to meet their California Public Utilities Commission (CPUC)-approved program objectives.	The evaluation finds that the SMCEW LGP has been successful in meeting kWh savings goals. (Sections 4 - 6)
7. Provide recommendations regarding design and/or implementation of the SMCEW LGP.	The evaluation team identified key findings, successes and challenges, and developed actionable recommendations to improve the design and implementation of the SMCEW LGP. (Section 8)

1.1 Key Findings

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

Municipal Building Retrofits Activities

- The SMCEW LGP has committed to completing local government building energy efficiency retrofits leading to substantial increases in local government building stock energy efficiency levels. The SMCEW LGP has engaged in retrofit projects across all 20 cities covered by the partnership, as well as with San Mateo County, exceeding its kWh savings goals.

Strategic Plan Support Activities – Reach Code Support

- The SMCEW LGP has engaged in training and education activities to promote Zero Net Energy (ZNE) building and green building techniques in advance of possible reach code implementation. The San Mateo C/CAG staff member suggested that these efforts are very successful. In early 2017, the California Local Governments Commission published a best practices document for ZNE and Reach Codes, and highlighted San Mateo C/CAG as a ZNE success story.

Strategic Plan Support Activities – Lead By Example

- In 2015 and 2016, the SMCEW LGP supported development of Climate Action Plans (CAPs), and these were completed at 17 of the 20 constituent cities and at San Mateo County. The remaining three cities were working on their CAPs at the time of this research.

Strategic Plan Support Activities – Community Programs

- All cities in San Mateo County (and San Mateo County itself) have engaged in developing CAPs and conducting inventories of greenhouse gas emissions. An important part of this success is the usefulness of the Regional Integrated Climate Action Planning Suite (RICAPS). The San Mateo C/CAG interview subject noted that there was “gratitude and excitement from cities that have used the (RICAPS) tool successfully”.
- The SMCEW LGP has continued to improve understanding of energy efficiency and commitment to energy conservation among local government staff and the broader community by offering training and education and engaging in widespread community outreach activities.

Core Programs Coordination

- The SMCEW LGP works to connect commercial and residential customers via limited outreach to two implementation firms that serve the area: Bay Area Regional Energy Network (BayREN) and Ecology Action. The outreach done by the SMCEW LGP includes mailers from elected officials and promotion of programs on the SMCEW LGP's website.

Key Challenges

- Tracking measure eligibility as PG&E programs introduce and discontinue measures is challenging for the SMCEW LGP. When PG&E measure rebate eligibility changes and local governments are not fully informed, some cities either miss opportunities or install ineligible measures.
- High turnover among local government staff has resulted in lost institutional knowledge and requires resources to be put towards training new staff.

- The SMCEW LGP does not have job order contracting or a pool of qualified contractors. All project bids or requests for proposals (RFPs) for energy efficiency project implementation are released to the contractors at large.⁵ This results in a long lag between project planning and project implementation due to the intensive project contractor selection process. During this time period, PG&E rebate eligibility can change, and projects may no longer be eligible for incentives.
- The San Mateo C/CAG staff member we interviewed explained that there is some concern in the energy efficiency community that the California Energy Commission (CEC) and the CPUC may not find converging pathways between ZNE Building Codes and the overall Strategic Plan by 2020, and that the varying definitions of ZNE have caused some confusion.
- Accessing utility data to update greenhouse gas inventories has been a challenge to the process of updating 2012 calculations. This is a known data privacy issue that regulatory agencies and the IOUs are engaged in discussing.

1.2 Recommendations

Based on the evaluation results, Evergreen Economics presents the following actionable recommendations:

- We recommend that PG&E program staff take action to proactively communicate program changes to San Mateo C/CAG staff. Possible solutions include adding San Mateo C/CAG staff to the notifications that PG&E sends to contractors, incorporating a formal update process during meetings between both San Mateo C/CAG and PG&E staff, or developing a web portal with up-to-date program information. This will improve San Mateo C/CAG knowledge of current program offerings and help the San Mateo C/CAG staff recognize when projects may no longer be eligible for incentives.
- We recommend San Mateo C/CAG staff and PG&E program staff work together to compile program documentation and materials into reference and training materials for new local government staff to reduce the impact of high staff turnover, if not already available.
- The SMCEW LGP is considering development of a pre-qualified contractor pool, or establishment of a job order contracting process. We support this development, and recommend that the San Mateo C/CAG work together with PG&E to develop a pre-qualified pool of contractors and possibly job order contracting. This development will help to streamline project planning and implementation and to

⁵ Job order contracting is a contracting services procurement method in which a contractor is selected through a competitive process to conduct projects as needed up to a certain dollar amount, or over a certain time period.

shorten the amount of time that could allow for a change to occur in program offerings or incentives.

The overarching conclusion of this evaluation is that the SMCEW LGP continues to be highly successful and operating in a manner consistent with the program logic models we developed for this program. Indicators of success include that:

- The San Mateo C/CAG and PG&E staff all expressed high satisfaction with the participation of their partners;
- The SMCEW LGP met kWh savings goals, leading to increased efficiency of local government building stock; and
- The SMCEW LGP has made progress towards its objectives related to its Strategic Plan Support activities, including engaging local governments in developing CAPs and promoting Zero Net Energy (ZNE) building and green building techniques.

These efforts continue to help the participating local governments in San Mateo County become more energy efficient and sustainable, contributing to meeting California's ambitious goals for reducing energy consumption and greenhouse gas output. We share innovative approaches from this LGP in Section 8.1.1.

2 Introduction

Across California, local government partnership (LGP) programs combine the strengths of both local governments and the California investor-owned utilities (IOUs) to leverage the unique opportunities and resources of local communities to implement energy efficiency projects. The San Mateo County Energy Watch (SMCEW) LGP is a partnership that began in 2008 between the City/County Association of Governments of San Mateo County (San Mateo C/CAG) and Pacific Gas and Electric Company (PG&E).⁶ The purpose of the SMCEW LGP is to reduce energy consumption by leveraging the combined strengths of San Mateo County, cities within the county, and PG&E to identify and implement energy efficiency projects and offer a comprehensive portfolio of energy efficiency programs. The SMCEW LGP serves San Mateo County, which includes 20 cities, and the County government. The purpose of the SMCEW LGP is to improve energy efficiency in the San Mateo C/CAG local governments through identification and implementation of energy efficiency projects at local government buildings, conducting activities in support of the California Strategic Plan, and promoting PG&E incentive programs to businesses and residences in the region.

The SMCEW LGP is a resource LGP program, meaning that it directly claims energy savings. Additionally, the SMCEW LGP also promotes other PG&E Core Programs.⁷

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

- **Municipal Facility Retrofit and Retro-Commissioning** – The SMCEW LGP engages in efforts to identify, finance and implement retrofit and retro-commissioning projects at local government facilities. Specific activities include designing and managing retrofit and retro-commissioning projects, providing technical assistance such as energy audits and training, and offering On-Bill Financing for local government projects.⁸
- **California Strategic Plan Support** – The SMCEW LGP has Strategic Plan Support activities in three of the four areas designed to support and advance the California

⁶ San Mateo C/CAG is a Joint Powers Authority that represents the County of San Mateo and the 20 cities within the county, enabling direct contact to all levels of management at the city and county governments. The 20 cities in San Mateo County that C/CAG represents are Atherton, Belmont, Brisbane, Burlingame, Colma, Daly City, East Palo Alto, Foster City, Half Moon Bay, Hillsborough, Menlo Park, Millbrae, Pacifica, Portola Valley, Redwood City, San Bruno, San Carlos, San Mateo, South San Francisco and Woodside.

⁷ Core Programs refer to large energy efficiency programs in the PG&E program portfolio, including residential, commercial and third party programs.

⁸ In this report, we use the term 'local governments' or 'local government entities' to include the County and city governments that San Mateo C/CAG serves.

Long Term Energy Efficiency Strategic Plan.⁹ The Reach Code Support activity area includes efforts to implement and promote local building codes more stringent than Title 24 including reach codes and green building codes. The SMCEW LGP has been engaged in developing and adopting programs to encourage energy efficiency through high performance building and zero-energy construction to reduce greenhouse gas emissions since 2014. In 2015 and 2016, the SMCEW LGP developed Zero Net Energy (ZNE) education, ZNE permit processes, and policy tools for cities and developers interested in preparing for the transition to ZNE, through partnership with other regional and state agencies. The Lead by Example activity area encourages activities that promote energy efficiency to the local community by incorporating energy efficiency practices in day-to-day operations. The SMCEW LGP provides technical assistance to support cities in drafting and adopting their first Climate Action Plan (CAP) or updating their existing CAP to 2030 or beyond. The Community Programs activity area includes local efforts and programs to increase energy efficiency or address climate change in communities.

- **Core Programs Coordination** – The SMCEW LGP promotes PG&E’s commercial and residential energy efficiency and finance programs to San Mateo County constituents by providing targeted outreach and technical assistance to the commercial and residential sectors. The SMCEW LGP focuses primarily on promotion of business programs, in particular the Direct Install program implemented by Ecology Action, to serve the commercial sector. Promotion of residential programs is less extensive, with the SMCEW LGP only promoting the Middle Income Direct Install (MIDI) program.

The SMCEW LGP is a partnership between PG&E and San Mateo C/CAG. The San Mateo C/CAG employs staff to work on the SMCEW LGP but also includes members from local governments such as San Mateo County. This core staff at San Mateo C/CAG coordinates with other staff at the 20 constituent cities as well as with contractors to coordinate specific projects or initiatives.

⁹ The three areas are Reach Code Support, Lead by Example and Community Programs. The fourth area is Code Compliance, in which the SMCEW LGP does not participate.

3 Research Objectives and Methods

3.1 Research Objectives

The research objectives for this evaluation included the following:

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

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

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

3.2 Research Methods

This theory-based evaluation began with the development of a program logic model for each activity area that linked the SMCEW LGP activities to immediate outputs and to longer outcomes that were consistent with the underlying program goals. Once the evaluation team identified outputs and outcomes that would provide evidence of the SMCEW LGP's progress toward its goals, the evaluation team 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 SMCEW LGP logic models describe the activities and immediate outputs of the SMCEW LGP in each main activity area, as well as the expected outcomes of these activities and the pathways through which these will be achieved over time. The evaluation team used the logic model for each activity area as a guide 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 SMCEW LGP engages in subsequent sections: Municipal Building Retrofits (Section 4), Strategic Plan Support Activities (Section 5) and Core Programs Coordination (Section 6). These sections provide detailed descriptions of SMCEW LGP activities shown in the logic models. Note that the logic models provide a graphical summary of the main SMCEW LGP activities and outcomes, and we have omitted some less prominent activities to simplify the diagrams.

After Evergreen identified the data collection methods that would help us assess progress towards goals, we worked with IOU staff to identify the most appropriate personnel to interview from PG&E and the San Mateo C/CAG. In addition, Evergreen asked these staff members supporting the SMCEW LGP to provide appropriate interview contacts from among the local government jurisdictions with whom they interact. For the SMCEW LGP specifically, Evergreen conducted three interviews, with one San Mateo C/CAG staff

member and with two PG&E staff members. In addition, six staff members from cities in San Mateo County responded to an online survey. These interviews and surveys took place from November of 2016 to February of 2017.¹⁰

¹⁰ In the remainder of this document, 'San Mateo C/CAG staff' refers to staff at the City/County Association of Governments of San Mateo County that work to support the SMCEW LGP, and 'PG&E staff' refers to staff at PG&E who work to support the SMCEW LGP. When other staff from either organization are referenced, their roles will be explicitly described in the text.

4 Municipal Building Retrofits

The Municipal Building Retrofits activity area of the SMCEW LGP is designed to provide assistance to local governments for:

- Retrofitting or retro-commissioning local government facilities;
- Providing technical assistance such as energy audits and training; and
- Financing local government projects through On-Bill Financing.¹¹

Through these activities, the goal of the SMCEW LGP is for PG&E and San Mateo C/CAG staff to work closely to champion local government facilities' energy savings and to place energy efficiency projects in the context of sustainability and climate change initiatives. Ultimately, through these activities and a strong, collaborative relationship between PG&E, the San Mateo C/CAG, and constituent cities and contractors, the SMCEW LGP aims to provide highly efficient community building stock and enable San Mateo C/CAG local governments to become energy champions in the community. These efforts will help the San Mateo County region meet California's ambitious goals for reducing energy consumption and greenhouse gas emissions.

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

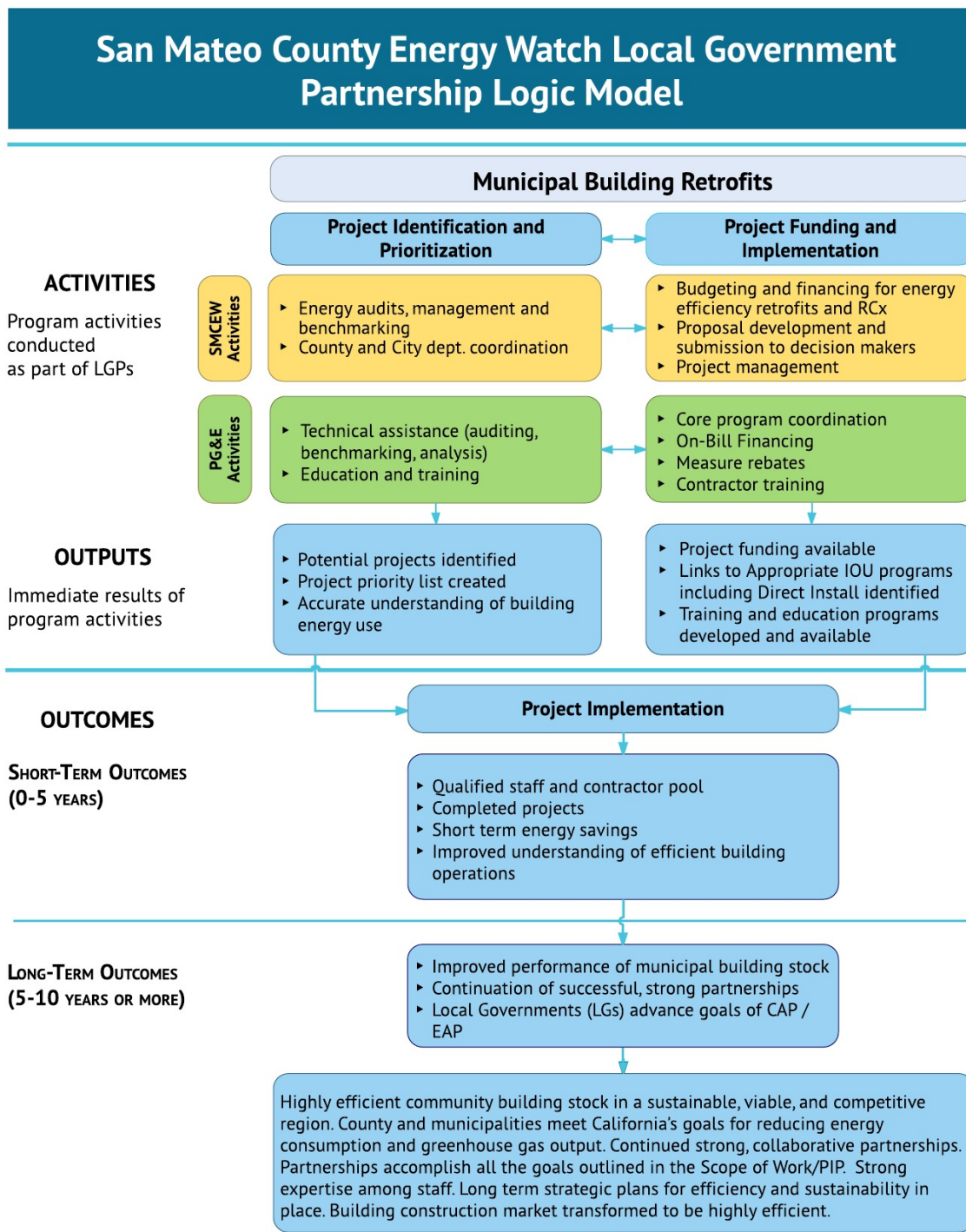
The logic model presents a high level overview of the SMCEW LGP's Municipal Building Retrofits activities, showing the pathways from activities to long-term outcomes, and should be read from top to bottom. Blue arrows indicate the pathways from activities to immediate outputs and then to short-term and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

Each program activity area contributes to the overall long-term program goals that we describe in the last row of the model. Note that the logic model provides a graphical summary of the main SMCEW LGP Municipal Building Retrofits activities and outcomes, and we have omitted some less prominent activities to simplify the diagram. The SMCEW

¹¹ The California investor-owned utilities' (IOUs') On-Bill Financing program offers 0% financing for qualifying energy-efficient improvements that are paid through a non-residential customer's bill.

LGP Municipal Building Retrofits activities have generally been consistent with those shown in the logic model.

Figure 1: Municipal Building Retrofits Logic Model



The evaluation team spoke with one senior staff member at the San Mateo C/CAG and two PG&E staff members about these activities. In addition, the evaluation team administered a comprehensive online survey with staff members from six constituent cities: San Carlos, Portola Valley, Atherton, Brisbane, Burlingame, Millbrae and Daly City.

Overall, the interviewees and survey respondents from the San Mateo C/CAG, PG&E and the six constituent cities characterized this SMCEW LGP activity area as being mutually beneficial. The partners meet regularly, with two formal monthly meetings involving senior members of the SMCEW LGP from the San Mateo C/CAG and PG&E and specific project meetings as needed.

In the remainder of this section, we provide a description of each Municipal Building Retrofits activity followed by details on the progress the SMCEW LGP is making towards its goals, along with information on partner satisfaction and reported needs.

4.1 Municipal Building Retrofits Activities

4.1.1 Municipal Building Retrofits and Retro-Commissioning

San Mateo County and the cities within the county own and operate a variety of public facilities. With assistance from PG&E through the SMCEW LGP, San Mateo C/CAG assists San Mateo County and the 20 cities in the county to engage in efforts to identify, finance and implement retrofit and retro-commissioning projects at these facilities. Below, we describe the process for these efforts as described by San Mateo C/CAG, PG&E and city staff.

Municipal Project Identification and Prioritization: San Mateo C/CAG and PG&E staff coordinate with city or county facility managers and finance staff to review capital project planning and identify potential projects. These efforts are listed in the left column of the logic model. In these reviews, the participants rely heavily on Climate Action Plans (CAPs) and benchmarking completed in previous SMCEW LGP program cycles. If required, San Mateo C/CAG and PG&E staff arrange benchmarking assistance or building audits through their non-profit partner, Ecology Action. Ecology Action is under contract to PG&E to provide engineering services including benchmarking and building audits; this contract is a separate contract from the SMCEW LGP, and these services are not funded through the SMCEW LGP.¹² Once retrofit and retro-commissioning projects are identified and prioritized, SMCEW LGP and PG&E staff, along with Ecology Action staff (if involved), work with local government staff to present findings to key decision makers from local government departments such as Public Works, Facilities and Finance. Recommended measures are bundled to maximize the opportunity to use PG&E's On-Bill

¹² Ecology Action is also PG&E's small and medium business Direct Install implementer in the region.

Financing program with 0 percent financing and/or the California Energy Commission's (CEC's) 1 percent loans. Staff are encouraged to move forward with a bundle of measures rather than staggering them over a period of years. In this process, the SMCEW LGP team assists local government staff in preparing bid documents and applications for incentives and loans.

According to the San Mateo C/CAG staff member we interviewed, the comprehensive, bundled projects approach, which they have used since 2010, works very well. This approach helps to make the many municipal building retrofit projects under the SMCEW LGP appear seamless to city customers. The San Mateo C/CAG and PG&E staff members interviewed noted that the success of the municipal building retrofit activity is creating its own challenge in that most of low-hanging projects have been completed, and it is getting harder and harder to identify new, viable projects. According to the San Mateo C/CAG and PG&E interview subjects, the next challenges for the SMCEW LGP are to identify deeper, less readily apparent, retrofit opportunities and work with special districts such as water districts and transit districts.

Municipal Project Budgeting: Following project identification and presentation to relevant decision makers, San Mateo C/CAG staff and PG&E staff work with the relevant local government to identify and secure funding for projects. We include these efforts in the Project Funding and Implementation column of the logic model. Funding sources vary across the 20 cities in San Mateo County and at San Mateo County itself. Some cities fund projects through capital project budgets, others fund them as incidental projects through general fund budgets, while others use operations and maintenance budgets. The San Mateo C/CAG staff explained that ultimately, however, the projects are always approved and funded by either the relevant city council or the San Mateo County Board of Supervisors. Responses from the six survey participants supported this assertion. In addition to funding through local government budgets, many cities use outside financing, specifically PG&E's On-Bill Financing program, while fewer cities utilize the CEC's low interest loan funding. No additional details were provided as to how many cities used each financing method or as to why one was used more frequently.

Budget support from local government leadership is strong across the region served by the SMCEW LGP. San Mateo C/CAG staff explained that 17 of the 21 local governments (20 cities and San Mateo County) have a Climate Action Plan, and look at energy efficiency as a major component in reducing greenhouse gas emissions, as well as a major contributor to financial savings and facility reliability. The six survey respondents supported this assertion with all six giving a score of between 8 and 10 on a 0-10 point scale when asked to rate the importance of energy efficiency to their local government when planning building retrofits.

Municipal Project Implementation: Once San Mateo C/CAG and the relevant local government approve projects, for custom projects, implementation typically begins with

the development of requests for proposals to contractors. Some smaller or less complex projects are installed by local government staff. At present, San Mateo C/CAG local governments do not have a pre-qualifying pool of contractors or a job order contracting approach; however, this is something that is being considered for the future because the present approach requires a considerable amount of time (at least two months) for most projects. The San Mateo LGP also directs non-custom turnkey projects through the PG&E Direct Install program implemented through Ecology Action.

Following project implementation, San Mateo C/CAG and PG&E calculate and verify energy savings. Projects subject to deemed savings calculations undergo a simple post-project verification. Calculated or custom projects require post inspection by PG&E or Ecology Action staff. PG&E and San Mateo C/CAG staff explained that this is not an easy process and can take several months depending on the project. A challenge faced by the SMCEW LGP is explaining the length of time and requirements for post-project verification of custom or calculated projects to cities to ensure they have appropriate expectations and follow all the required rules.

As part of the municipal building retrofit and retro-commissioning activities, San Mateo C/CAG and the constituent local governments look for opportunities to adopt emerging technologies in building retrofit projects; however, this is not a high priority, with the primary focus being on standard measures. The only emerging technologies that projects have integrated or tested are advanced lighting controls.

Beyond energy efficiency, San Mateo C/CAG also engages in other conservation and self-generation efforts that are not funded by the SMCEW LGP; however, these are not tracked by San Mateo C/CAG staff, PG&E or the surveyed cities.

4.1.2 Training and Technical Assistance

An integral component of the SMCEW LGP is the technical assistance and training services provided by PG&E. As noted above, PG&E staff and Ecology Action staff plan for and provide technical assistance to help identify, develop and complete energy efficiency projects. Technical assistance includes integrated engineering audits of local government facilities, equipment specifications and recommendations, cost-effectiveness calculations, field inspections of projects, and equipment testing and analysis. San Mateo C/CAG staff characterized this technical assistance as “outstanding” and characterized training as “very helpful”. San Mateo C/CAG staff requested additional training, including sales training, project management training, and training on how to navigate PG&E incentive program requirements, as well as training for basic walk-through audits for city and county staff so that they are able to perform some of the work they rely on PG&E and Ecology Action to complete.

4.1.3 On-Bill Financing For Municipal Projects

PG&E’s On-Bill Financing Program allows San Mateo C/CAG local governments to finance eligible projects up to \$4 million at 0 percent interest over ten years and to repay the loan as part of each city's utility bill. San Mateo C/CAG staff explained that this program has been widely used and is very important, with many eligible local government building projects being financed through this program.

In addition to the On-Bill Financing Program, low-interest or no-interest loans from the CEC are also available for building projects for California cities, counties, public schools and universities, special districts and hospitals. These loans must be paid back within a maximum timeframe of 15 years. Loans can fund any energy-saving project, including renewables. Up to \$3 million per agency is available. Public school districts can borrow at 0 percent interest, and other public agencies can borrow at 1 percent.

4.2 Progress Towards Goals

The SMCEW LGP operates as a resource program under the PG&E agreement meaning that the program directly claims energy savings. The SMCEW LGP sets specific goals for electric savings as detailed in Table 2. A 'Y' in the table indicates that the SMCEW LGP has met its goals, according data submitted by PG&E staff. The SMCEW LGP exceeded its overall kWh goals and did not set therm goals. These savings targets and goals include a percentage of Ecology Action Direct Install savings in the region, Middle Income Direct Install savings, savings from streetlight retrofits, and savings from custom projects. These savings do not solely represent savings in local government buildings.

Table 2: Savings Goals

Goal Description	Target	Goal Met
kWh Goal (2015)	2,711,736 kWh	Y
Therms Goal (2015)	N/A	N/A
kWh Goal (2016)	2,711,736 kWh	Y
Therms Goal (2016)	N/A	N/A

4.3 Key Successes

San Mateo C/CAG and PG&E staff identified many notable successes by the SMCEW LGP – both project-related and more general successes – in engaging and promoting energy efficiency and conservation in San Mateo County. Reported key successes are listed below:

- San Mateo C/CAG staff explained that overall, the SMCEW LGP is “performing well with no critical flaws.”

- The SMCEW LGP has successfully met its kWh goals. Key factors in meeting these goals have been the use of a comprehensive projects approach and the leveraging of the PG&E Direct Install program. The comprehensive project approach views projects holistically, creating packages of measures for installation and providing a seamless, complete project approach for cities and the County.
- Individual successes mentioned by surveyed city staff included:
 - Portola Valley renovation of the Town Center, a campus that includes the Portola Valley Town Hall, library and other community facilities, to be more energy efficient;
 - Street lighting projects in Brisbane, Millbrae and Burlingame; and
 - Brisbane’s comprehensive energy efficiency retrofit of City Hall.

4.4 Challenges

San Mateo C/CAG staff, city staff and PG&E staff noted that the Municipal Building Retrofits activity area of the SMCEW LGP is working very well; however, the San Mateo C/CAG interviewee also mentioned some challenges:

- The SMCEW LGP projects frequently have lengthy delays due to the approval process within San Mateo C/CAG local governments. Custom projects are typically required to go through a public request for proposal process that can take several months to complete. PG&E program measure eligibility timelines often do not align with project timelines, leading to project measures becoming ineligible while waiting for approval or during implementation. This has resulted in missed opportunities in some cities, or in cities installing measures that they later find out are ineligible.
- Staff turnover and chronic understaffing at local governments is a significant challenge for the San Mateo C/CAG. High staff turnover results in lost institutional knowledge and the need to devote resources to training new staff.
- The SMCEW LGP does not have job order contracting or a pool of qualified contractors, so project bids or RFPs are released publicly. The result is that there is often a long lag between project planning and implementation, with an increased chance that measure incentives will change during the planning process.
- Local government staff were complimentary of the retrofit and retro-commissioning project identification efforts in general, with only two of six survey respondents noting a specific challenge. One explained that because many city buildings are relatively new, identifying opportunities is challenging. The second explained that the comprehensive project approach is challenging because they do not identify the relative impact of each component, but just present a comprehensive package of measures. This survey respondent suggested that prioritizing measures within a project would be helpful in case not all measures can be installed.

4.5 Satisfaction with Partner Efforts

Staff from the San Mateo C/CAG, PG&E and individual local governments expressed very high satisfaction with efforts of their SMCEW LGP partners. All organizations characterized the SMCEW LGP as being a mutually beneficial program for all parties, with useful collaboration in regard to local government building retrofits and retro-commissioning. We asked each of the three interview subjects (two PG&E staff members and one San Mateo C/CAG staff member) and the six survey respondents to rate their satisfaction with their partner organizations' participation in the Municipal Building Retrofits activity area of the program. All interview subjects rated their satisfaction in this area with a score of 8 or above on a 0-10 point scale.

4.6 Reported Assistance Needed and Implementation Recommendations

While satisfaction was reported as very high, San Mateo C/CAG staff would like assistance from PG&E in developing either a job order contracting system or a pool of qualified vendors for projects.

5 Strategic Plan Support Activities

The Strategic Plan Support activity area of the LGP program includes activities in four areas that are designed to support and advance the vision set forth in the California Long Term Energy Efficiency Strategic Plan. The four activity areas are:

- **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 or contractors.
- **Lead by Example** – efforts to improve the energy efficiency of local government buildings beyond short-term retrofits.
- **Community Programs** – local efforts and programs to increase energy efficiency or address climate change.

The SMCEW LGP is active in three of the four activity areas (Reach Code Support, Lead by Example and Community Programs) and is involved in five unique Strategic Plan Support activities. Table 3 below shows where the SMCEW LGP is active in each Strategic Plan Support area, using the menu categories from the Strategic Plan.

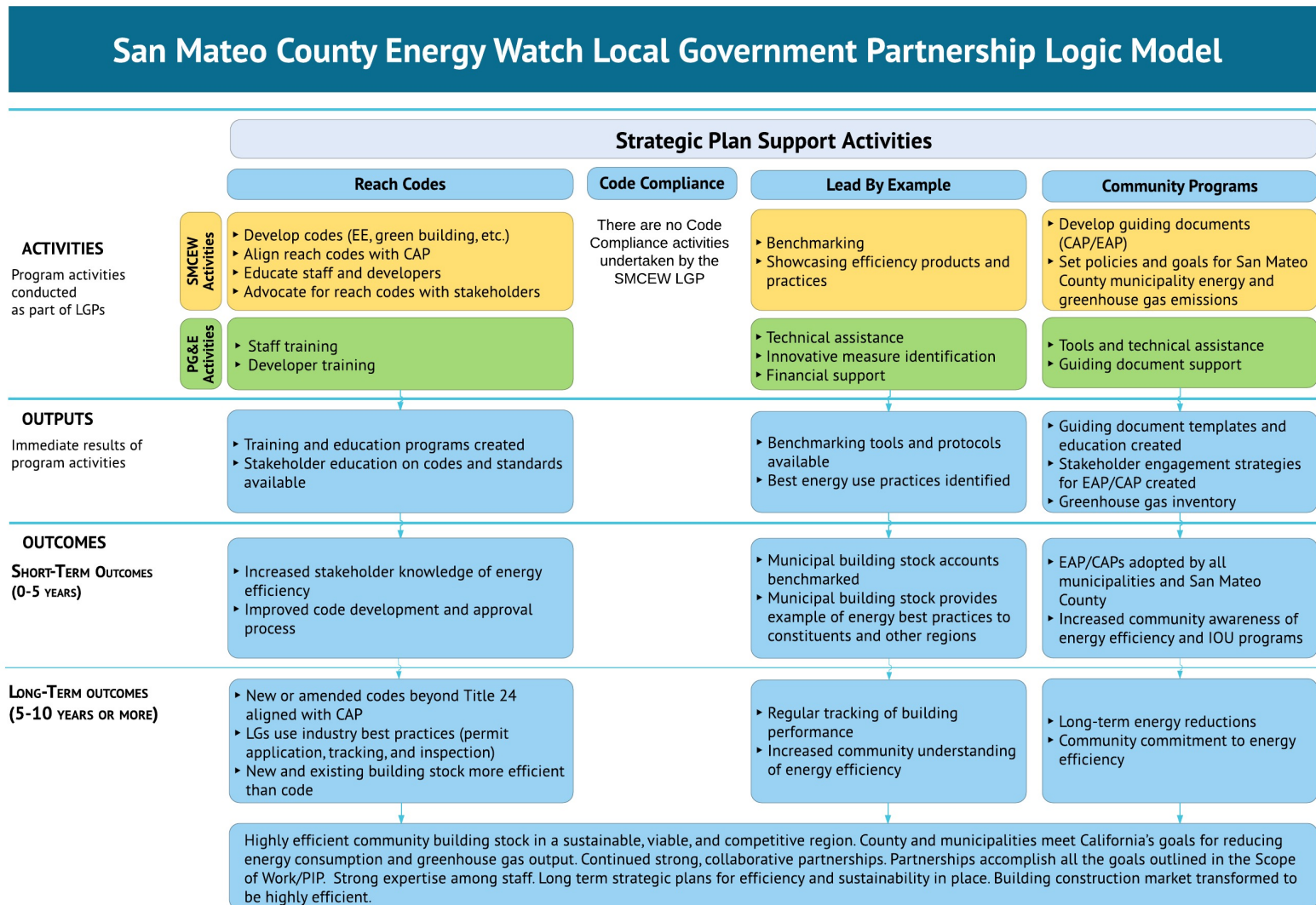
Table 3: Strategic Plan Support Activities

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

As we discussed in Section 3.2, our evaluation of the SMCEW LGP began with development of a program logic model for each activity area in which the SMCEW LGP engages, to serve as a guide to evaluate progress along the path from activities to outputs and then long-term outcomes. We include the logic model of the SMCEW LGP's Strategic Plan Support activities as Figure 2 on the following page.

Each program activity area contributes to the overall long-term program goals that we described in the last row of the model. Note that the logic model provides a graphical summary of the main SMCEW LGP Strategic Plan Support activities and outcomes, and we have omitted some less prominent activities to simplify the diagram. The SMCEW LGP Strategic Plan Support activities have generally been consistent with those shown in the logic model.

Figure 2: Strategic Plan Support Activities Logic Model



The evaluation team spoke with one senior staff member at San Mateo C/CAG and two PG&E staff members about these activities. In addition, the evaluation team administered a comprehensive online survey with staff members from six constituent cities – San Carlos, Portola Valley, Atherton, Brisbane, Burlingame, Millbrae and Daly City – with all six responding about aspects of Strategic Plan Support activities.

5.1 Reach Code Support

Reach Code Support activities, represented by the left column of the logic model (Figure 2), are designed to develop and promote local codes that exceed Title 24 requirements. Reach Code Support is designed so that each Reach Code Support activity will be coordinated with the PG&E Codes and Standards program. Examples of Reach Code Support activities include working with local and state agencies to develop reach codes and training local government staff regarding adoption and implementation of reach codes.

5.1.1 Reach Code Support Activities

While the local governments under San Mateo C/CAG have not implemented any specific reach codes to date, the SMCEW LGP has developed three activities that lay the groundwork for future reach code compliance for Zero Net Energy (ZNE) and green building:

- 1. Adopt a Green Building policy for municipal development, commercial development and/or residential development.** San Mateo C/CAG staff have been developing and disseminating knowledge on high performance building and zero-energy construction to reduce greenhouse gas emissions since 2014. In 2015 and 2016, the SMCEW LGP launched a new program to develop policy tools for cities and developers interested in preparing for the transition to ZNE, through partnership with other regional and state agencies.
- 2. Develop and adopt programs to encourage energy efficiency such as separate ZNE permit processes.** San Mateo C/CAG staff have engaged with community partners, subject matter experts and stakeholders to identify barriers, perceptions and technologies for moving existing residential buildings to ZNE. As part of this process, they have held workshops and developed training videos on ZNE.
- 3. Develop educational programs for local government staff and leadership to improve adoption of energy efficiency codes.** The SMCEW LGP supports tracking of greenhouse gas emissions reductions achieved from the San Mateo C/CAG local government policies and projects through the Open San Mateo County Data Portal,¹³ which serves as a greenhouse gas inventory tracking tool and an

¹³ Open San Mateo County: <https://data.smcgov.org/browse?q=ricaps>

educational and community engagement resource for every city in San Mateo County and for the county itself. The SMCEW LGP also holds monthly stakeholder working group meetings to provide a forum for education and information exchange, and to drive discussions of greenhouse gas emission reduction policy elements forward in local governments.

5.1.2 Progress Towards Goals

The San Mateo C/CAG and PG&E interviewees stated that these activities have allowed the SMCEW LGP to make progress towards getting cities and the County to be more engaged and knowledgeable about reach codes.

5.1.3 Key Successes

The San Mateo C/CAG and PG&E staff interviewees stated that the reach code efforts, especially around ZNE building, have been very successful. Educational efforts and workshops have been well received by the local governments' staff and have seen high levels of attendance with 263 individuals engaged including elected officials, local government staff, and support staff as reported in the Quarter 1, 2017 PG&E Strategic Plan Report.¹⁴ In early 2017, the California Local Governments Commission published a best practices document for ZNE and Reach Codes in which San Mateo C/CAG is highlighted as a ZNE success story.¹⁵

5.1.4 Challenges

The San Mateo C/CAG staff explained that there is some concern in the energy efficiency community that the CEC and the CPUC may not find converging pathways between ZNE Building Codes and the overall California Strategic Plan by 2020, and that the varying definitions of ZNE have caused some confusion. Otherwise, no challenges related to this Strategic Plan Support activity were discussed.

5.1.5 Satisfaction with Partner Efforts

All SMCEW LGP partners that we interviewed were highly satisfied with their partners regarding this activity. We asked each of the three interview subjects and six survey respondents to rate their satisfaction with their partner organizations' participation in the Strategic Plan Support – Reach Code Support activity of the program. All three interview subjects rated their satisfaction with their partners' participation in this element with

¹⁴ [PGE.LGPStrategicPlan.2017Q1.1.xlsx](http://eestats.cpuc.ca.gov/Views/Documents.aspx). <http://eestats.cpuc.ca.gov/Views/Documents.aspx>

¹⁵ The Local Governments Commission offers a variety of services to assist local elected officials, their staff and other dedicated community leaders in creating healthy, walkable and resource-efficient communities. www.lgp.org

scores of 8.5 or more on a 0-10 point scale. One survey respondent gave a score of 10, while the remaining five did not provide a response.

5.1.6 Reported Assistance Needed and Implementation Recommendations

Neither San Mateo C/CAG staff nor PG&E staff noted any assistance needed or implementation recommendations with this Strategic Plan Support activity.

5.2 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, or new building requirements like LEED or ENERGY STAR. The goal of the Lead by Example activity is to enable the LGPs like the SMCEW LGP to become regional energy champions that can help other participating local governments implement energy efficiency priorities and help build internal energy capacity and expertise. An additional goal is to enable San Mateo County local governments to become local energy champions that can provide examples of energy efficiency in action to their constituents. Lead by Example is represented in the third column of the Strategic Plan Support logic model.

5.2.1 Lead By Example Activities

The SMCEW LGP is currently engaged in one Strategic Plan Support – Lead by Example menu item activity: developing and adopting energy chapters for City/County CAPs. Through technical assistance, the SMCEW LGP supports its constituent local governments in drafting and adopting their first CAP or updating their existing CAP to 2030 or beyond. In addition, the SMCEW LGP continues to build on existing Regionally Integrated Climate Action Planning Suite (RICAPS) tools. RICAPS is a multi-year program administered by the SMCEW LGP that coordinates CAP activities among the constituent local governments. As part of RICAPS, the SMCEW LGP conducts workshops and forums for participants and develops tools to assist with creation and adoption of CAPs.

5.2.2 Progress Towards Goals

The overall objective of these activities, according to San Mateo C/CAG and PG&E staff, is to get cities and San Mateo County to be more engaged and knowledgeable about CAP development and adoption. The current SMCEW LGP goal is to have seven CAPs updated to meet 2030 targets by the end of 2018. Thus far, the LGP has updated one of the 17 CAPs, which currently include 2020 targets. All staff that support the SMCEW LGP reported that they are on track to meet this objective.

5.2.3 Key Successes

In 2015 and 2016, the SMCEW LGP supported development of CAPs at 17 of the 20 constituent cities, as well as at San Mateo County. The CAPS developed in 2015 and 2016 included plans to meet 2020 targets. The current SMCEW LGP goal launched in 2016, is to have seven of the 17 CAPs updated to meet 2030 targets by the end of 2018. Thus far, the LGP has updated one of the 17 CAPs, which currently include 2020 targets, to include 2030 targets. The SMCEW LGP staff reported that they are on track to meet this objective.

5.2.4 Challenges

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

5.2.5 Satisfaction with Partner Efforts

All three SMCEW LGP interviewees (one San Mateo C/CAG staff member and two PG&E staff members) and two survey respondents who provided a response were highly satisfied with their partners regarding this activity, providing scores of 8 or above on a 0-10 point scale.

5.2.6 Reported Assistance Needed and Implementation Recommendations

Neither the San Mateo C/CAG staff, surveyed city respondents nor PG&E staff noted any assistance needed or implementation recommendations with this Strategic Plan Support activity area.

5.3 Community Programs

The Strategic Plan Support - Community Programs activities involve guiding document support and supporting community financing programs. Coordination with PG&E 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. This area also includes assistance to governments in exploring financing opportunities. We show the Community Programs activities in the right column of the logic model.

5.3.1 Community Programs Activities

The SMCEW LGP is currently engaged in one Strategic Plan Support - Community Programs menu item activity, focused on developing CAPs and greenhouse gas inventories for San Mateo County and its constituent cities. The SMCEW LGP does this by conducting energy efficiency savings analysis for an annual greenhouse gas inventory for all the cities and San Mateo County. This activity includes development and provision of CAP templates for cities and San Mateo County and technical assistance for community-

scale emission inventories. Part of this includes updating greenhouse gas inventories that were last completed in 2012. A consultant is assisting with this work, but has run into challenges accessing data due to rules created to protect privacy. An important element of this activity is RICAPS, which the San Mateo C/CAG interview subject noted was a useful tool that has helped the local governments develop CAPs and greenhouse gas inventories. PG&E provides funding for interns to assist the SMCEW LGP's efforts, and they assist with the greenhouse gas inventory data gathering process.

In addition to the activity above, the SMCEW LGP also engages in community outreach and education activities to promote energy efficiency and refer projects to PG&E Core Programs. These activities are discussed in Section 6.

5.3.2 Progress Towards Goals

The SMCEW LGP has set a goal of completing or updating savings analyses and greenhouse gas inventories for all cities and the County by 2018. The SMCEW LGP has completed savings analysis and greenhouse gas inventorying activities through 2012, but has not completed updates for 2013 through 2015 inventories to date, due to data access issues resulting from privacy rules.

5.3.3 Key Successes

All cities in San Mateo and San Mateo County itself have engaged in developing CAPs and conducting inventories of greenhouse gas emissions. The San Mateo C/CAG interview subject noted that there was “gratitude and excitement from cities that have used the RICAPS tool successfully”.

5.3.4 Challenges

Accessing data to update greenhouse gas inventories has been a challenge to the process of updating 2012 calculations.

5.3.5 Satisfaction with Partner Efforts

All three SMCEW LGP interviewees (one San Mateo C/CAG staff member and two PG&E staff members) and the two survey respondents who provided a response were highly satisfied with their partners regarding this activity, providing scores of 8 or above on a 0-10 point scale.

5.3.6 Reported Assistance Needed and Implementation Recommendations

Neither San Mateo C/CAG staff nor PG&E staff noted any assistance needed or implementation recommendations regarding this Strategic Plan Support activity.

6 Core Programs Coordination

The San Mateo County Local Government Partnership Core Programs Coordination activity area aims to promote Pacific Gas and Electric Company (PG&E) commercial and residential energy efficiency programs in local governments covered by the SMCEW LGP by providing targeted outreach and technical assistance to the commercial and residential sectors. Ultimately, the goal of the SMCEW LGP is to be the leader for energy efficiency and distributor of information regarding energy efficiency in the region.

6.1 Core Programs Coordination Activities

The Core Programs Coordination activities include:

- Coordination with both Ecology Action and Bay Area Regional Energy Network (BayREN) to promote key IOU Core Programs;^{16,17}
- Limited community outreach through mailers from elected officials; and
- Promotion of PG&E programs on the SMCEW LGP's website.

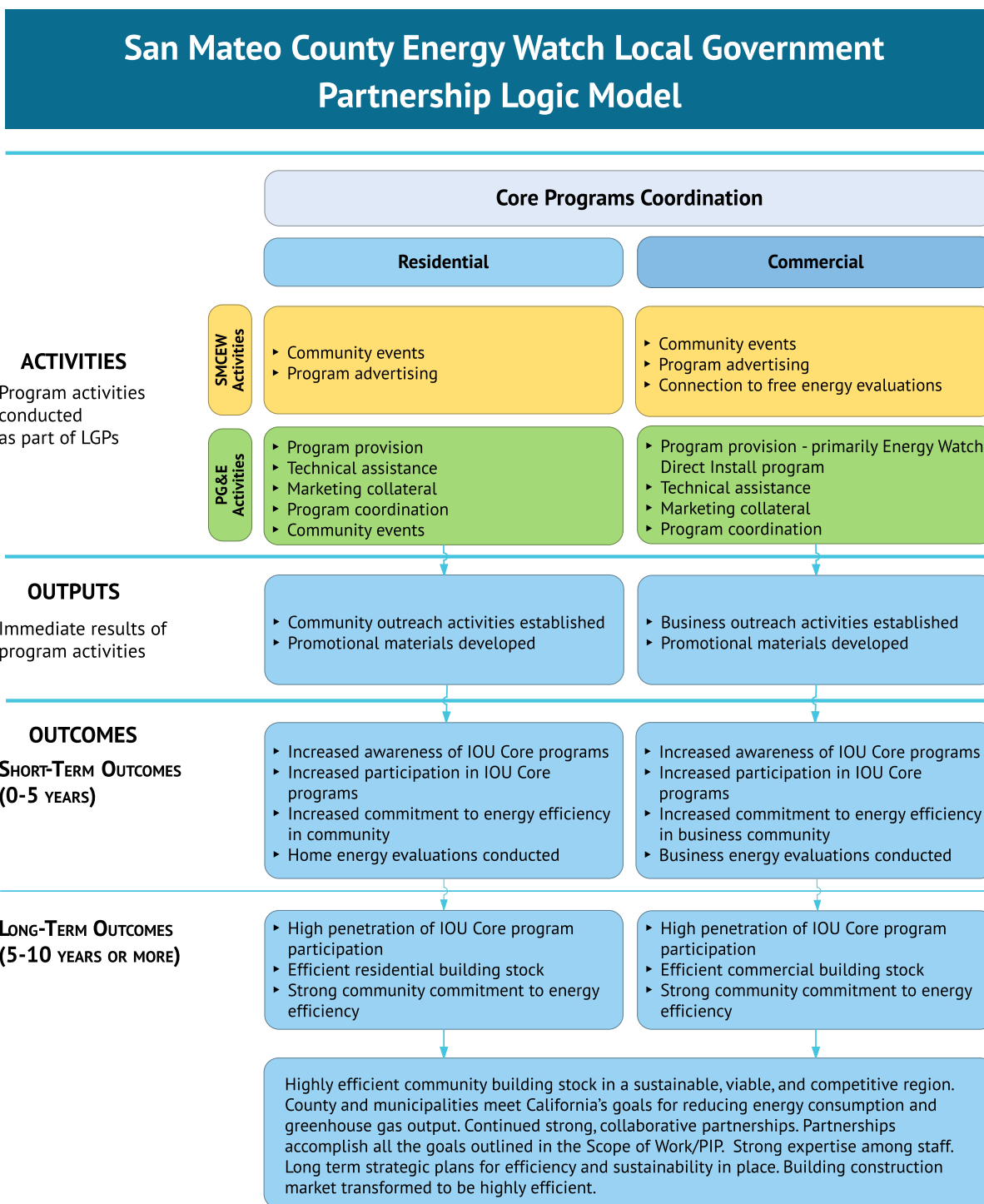
As we discussed in Section 3.2, our evaluation of the SMCEW LGP began with development of a program logic model for each activity area in which the SMCEW LGP engages, to serve as a guide to define specific outputs and outcomes for evaluating each activity. We show the logic model of the SMCEW LGP's Core Programs Coordination activities as Figure 3 on the following page.

Each program activity area contributes to the overall long-term program goals that we described in the last row of the model. Note that the logic model provides a graphical summary of the main SMCEW LGP Core Programs Coordination activities and outcomes, and we have omitted some less prominent activities to simplify the diagram. The SMCEW LGP Core Programs Coordination activities have generally been consistent with those shown in the logic model.

¹⁶ PG&E staff reported that the SMCEW LGP works very closely with Ecology Action, the Direct Install implementer in the region. An evaluation of the Direct Install program is not within the scope of this research, but findings are provided when relevant to the implementation of the partnership.

¹⁷ No additional details were provided regarding which programs are promoted by BayREN.

Figure 3: Core Programs Coordination Logic Model



The evaluation team spoke with one senior staff member at San Mateo C/CAG and two PG&E staff members about these activities. In addition, all seven web survey respondents answered questions about this activity.

The SMCEW LGP works to connect commercial and residential customers via limited outreach to two implementation firms that serve the area: BayREN and Ecology Action. BayREN is tasked with administering the Energy Upgrade California program works with the SMCEW LGP to promote residential offerings. Ecology Action implements a small business Direct Install program for PG&E, and provides engineering expertise for local government building retrofits. The SMCEW LGP works closely with Ecology Action to develop and refine strategies to serve the small and medium business sector in a way that adequately and fairly serves all communities and sectors of the county. PG&E staff explained that the relationship with Ecology Action is a critical relationship for the SMCEW LGP, and Ecology Action is essentially seen as an unofficial partner in the SMCEW LGP. The limited outreach done by the SMCEW LGP includes mailers from elected officials and promotion of programs on the SMCEW LGP's website.

6.2 Progress Towards Goals

Savings goals are included in the Municipal Building Retrofits activities goal shown in Section 4.2. These savings targets and goals include a percentage of Ecology Action Direct Install savings in the region, Middle Income Direct Install savings, savings from streetlight retrofits, and from custom projects.

6.3 Key Successes

Interview subjects from PG&E and San Mateo C/CAG explained that there is very limited outreach to residents and businesses by the SMCEW LGP because BayREN and Ecology Action already conduct these activities. Web survey respondents did not provide any information on successes resulting from these activities.

6.4 Challenges

The San Mateo C/CAG staff member that was interviewed described one challenge. This interviewee explained that San Mateo C/CAG staff have limited resources to conduct any outreach efforts to promote PG&E Core Programs. This interviewee noted that this is not a significant concern because there are other organizations that also promote PG&E Core Programs. However, this individual did suggest that PG&E could provide more materials and leverage the San Mateo C/CAG and local government staff to promote programs.

6.5 Satisfaction with Partner Efforts

Staff from PG&E, San Mateo C/CAG, and seven local governments expressed high satisfaction with their respective partners' participation in Core Programs Coordination activities.

6.6 Reported Assistance Needed and Implementation

Neither San Mateo C/CAG staff nor PG&E staff requested assistance with or noted any implementation recommendations for the Core Programs Coordination activity area.

7 Implementation of Past Evaluation Recommendations

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

8 Key Findings and Recommendations

The results of our evaluation research indicate that the San Mateo County Energy Watch Local Government Partnership (SMCEW LGP) is a highly advanced and very successful program. The SMCEW LGP is characterized by useful collaboration and open communication between the City/County Association of Governments of San Mateo County (San Mateo C/CAG), Pacific Gas and Electric Company (PG&E), and the constituent cities in San Mateo County. The result of this successful partnership is continued evolution and success of the SMCEW LGP which evidence suggests has increased the efficiency of local government building stock. These efforts continue to help San Mateo County meet California's ambitious goals for reducing energy consumption and greenhouse gas output, and help make San Mateo County a sustainable county.

8.1 Key Findings

The overarching conclusion of this evaluation is that the SMCEW LGP has been successful in meeting its kWh savings goals and objectives in 2015 and 2016. These findings come from interviews with San Mateo C/CAG staff and PG&E staff, as well as surveys with staff from cities served under the SMCEW LGP. To identify key findings related to the SMCEW LGP's performance, Evergreen also 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 SMCEW LGP has committed to completing local government building energy efficiency retrofits leading to substantial increases in local government building stock energy efficiency levels. The SMCEW LGP has engaged in retrofit projects across all 20 cities covered by the partnership, as well as with San Mateo County, exceeding its kWh savings goals.

Strategic Plan Support Activities – Reach Code Support

- The SMCEW LGP has engaged in training and education activities to promote Zero Net Energy (ZNE) building and green building techniques in advance of possible reach code implementation. Interviews with San Mateo C/CAG staff suggest that these efforts are very successful. In early 2017, the California Local Governments Commission published a best practices document for ZNE and Reach Codes, and highlighted San Mateo C/CAG as a ZNE success story.

Strategic Plan Support Activities – Lead By Example

- In 2015 and 2016, the SMCEW LGP supported development of Climate Action Plans (CAPs), and these were completed at 17 of the 20 constituent cities and at San

Mateo County. The remaining three cities were working on their CAPs at the time of this research.

Strategic Plan Support Activities – Community Programs

- All cities in San Mateo County (and San Mateo County itself) have engaged in developing CAPs and conducting inventories of greenhouse gas emissions. An important part of this success is the usefulness of the Regional Integrated Climate Action Planning Suite (RICAPS). The San Mateo C/CAG interview subject noted that there was “gratitude and excitement from cities that have used the (RICAPS) tool successfully”.
- The SMCEW LGP has continued to improve understanding of energy efficiency and commitment to energy conservation among local government staff and the broader community by offering training and education and engaging in widespread community outreach activities.

Core Programs Coordination

- The SMCEW LGP works to connect commercial and residential customers to two implementers that serve the area: Bay Area Regional Energy Network (BayREN) and Ecology Action. The outreach done by the SMCEW LGP includes mailers from elected officials and promotion of programs on the SMCEW LGP's website.

Key Challenges

- Tracking measure eligibility as PG&E programs introduce and discontinue measures is challenging for the SMCEW LGP. When PG&E measure rebate eligibility changes and local governments are not fully informed, some cities either miss opportunities or install ineligible measures.
- High turnover among local government staff has resulted in lost institutional knowledge and requires resources to be put towards training new staff.
- The SMCEW LGP does not have job order contracting or a pool of qualified contractors. All project bids or requests for proposals (RFPs) for energy efficiency project implementation are released to the contractors at large.¹⁸ This results in a long lag between project planning and project implementation due to the intensive project contractor selection process. During this time period, PG&E rebate eligibility can change, and projects may no longer be eligible for incentives.

¹⁸ Job order contracting is a contracting services procurement method in which a contractor is selected through a competitive process to conduct projects as needed up to a certain dollar amount, or over a certain time period.

- The San Mateo C/CAG staff member we interviewed explained that there is some concern in the energy efficiency community that the California Energy Commission (CEC) and the California Public Utilities Commission (CPUC) may not find converging pathways between ZNE Building Codes and the overall Strategic Plan by 2020, and that the varying definitions of ZNE have caused some confusion.
- Accessing utility data to update greenhouse gas inventories has been a challenge to the process of updating 2012 calculations. This is a known data privacy issue that regulatory agencies and the IOUs are engaged in discussing.

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 two of these below.¹⁹ 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 provides other LGPs examples of innovative aspects that have been effective for the SMCEW LGP, the potential value of which they may consider in the context of their own LGP.

Key examples of the SMCEW LGP's innovative practices are:

- To assist local governments in developing Climate Action Plans and greenhouse gas inventories, the SMCEW LGP developed an online suite of tools called the Regionally Integrated Climate Action Plan Suite (RICAPS). RICAPS includes a detailed user guide to help local governments walk through the process of creating a Qualified CAP using the RICAPS tools, a Climate Action Plan Template, and tools to calculate greenhouse gas reductions and costs and benefits of approximately 40 energy efficiency measures.
- The SMCEW LGP actively promotes ZNE building and green building techniques through training and education activities for developers and local government staff

¹⁹ 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.

including the development of a ZNE Strategic Plan. In early 2017, the California Local Governments Commission published a best practices document for ZNE and Reach Codes, and highlighted San Mateo C/CAG as a ZNE success story.²⁰

8.2 Recommendations

Based on the evaluation results, Evergreen Economics presents the following actionable recommendations:

- We recommend that PG&E program staff take action to proactively communicate program changes to San Mateo C/CAG staff. Possible solutions include adding San Mateo C/CAG staff to the notifications that PG&E sends to contractors, incorporating a formal update process during meetings between both San Mateo C/CAG and PG&E staff, or developing a web portal with up-to-date program information. This will improve San Mateo C/CAG knowledge of current program offerings and help the San Mateo C/CAG staff recognize when projects may no longer be eligible for incentives.
- We recommend San Mateo C/CAG staff and PG&E program staff work together to compile program documentation and materials into reference and training materials for new local government staff to reduce the impact of high staff turnover, if not already available.
- The SMCEW LGP is considering development of a pre-qualified contractor pool, or establishment of a job order contracting process. We support this development, and recommend that the San Mateo C/CAG work together with PG&E to develop a pre-qualified pool of contractors and possibly job order contracting. This development will help to streamline project planning and implementation and to shorten the amount of time that could allow for a change to occur in program offerings or incentives.

²⁰ Statewide Energy Efficiency Collaborative Case Study: Californiaseec.org/zero-net-energy/Case-studies

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 SMCEW LGP is one of nine LGPs in California which Evergreen Economics is evaluating as part of the first wave of comprehensive process evaluations of the 2015-2016 LGP programs.²¹ The IOUs selected the following LGPs to be evaluated during this first wave of studies:

PG&E:

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

SCE/SoCalGas:

- Los Angeles County
- Riverside County
- San Bernardino County

SDG&E:

- City of Chula Vista

²¹ The comprehensive process evaluations of the 2015 LGP programs were commissioned by the four California investor-owned utilities (IOUs) – Pacific Gas and Electric Company (PG&E), Southern California Edison Company (SCE), Southern California Gas Company (SoCalGas) and San Diego Gas & Electric Company (SDG&E) – under contract to SoCalGas and funded by the ratepayers of California.

Appendix B: LGP Program Staff Interview Guide

Process Evaluations of the 2015 Local Government Partnerships

Interview Guide for IOU LGP Managers and LGP Implementer Staff

FINAL: November 14, 2016

Interviewee Role

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

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

(IF RECORDING CONSENT GRANTED DURING RECRUITMENT):

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

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

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

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

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

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

- a. Can you briefly describe the relationships?

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

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

“LG” denotes Local Government/Implementer staff

Municipal Building Retrofits

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

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

IF NOT SCHEDULE INTERVIEWS WITH APPROPRIATE STAFF

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

MU3. What has your role been on these activities?

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

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

Prompts if needed:

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

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

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

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

Prompts if necessary:

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

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

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

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

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

If YES:

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

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

If YES:

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

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

i. Why do you say that?

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

If YES:

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

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

If YES:

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

Strategic Plan Support

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

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

These are the Strategic Plan topic introductions:

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

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

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

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

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

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

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

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

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

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

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

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

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

SP6. What is the current status of this activity?

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

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

- SP7. What do you think are this LGP's/local government's most notable successes to date, and are there any lessons to be learned from this?
- SP8. And what challenges has the LGP/local government had, if any?
- a. How has this been addressed or resolved?
 - b. 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?
- a. 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?
- a. 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?
- a. 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?
- a. Why do you say that?
- SP16. For the Strategic Plan activities we've been discussing, what is the most important assistance you need from [IOU/local partner(s)] going forward?

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

ONLY LG STAFF GET THE FOLLOWING EXPERTISE/TRAINING QUESTIONS:

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

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

NOTE: IOU AND LG STAFF GET THE REMAINING QUESTIONS.

Core Programs Coordination

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

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

Other Activities

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

Closing

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

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

For LGs only:

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

- Why do you say that?

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

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

For both IOUs and LGs:

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

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



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

Appendix C: Recommendations Resulting from Evaluation Report

Study ID	Study Type	Study Title	Study Manager		
SCG 0218.09	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	The longer contracting process within the SMCEW, along with evolving incentives at PG&E make it challenging to implement municipal retrofits.		We recommend that PG&E program staff take action to proactively communicate program changes to San Mateo C/CAG staff. Possible solutions include adding San Mateo C/CAG staff to the notifications that PG&E sends to contractors, incorporating a formal update process during meetings between both San Mateo C/CAG and PG&E staff, or developing a web portal with up-to-date program information. This will improve the San Mateo C/CAG's knowledge of current program offerings and help the San Mateo C/CAG recognize when projects may no longer be eligible for incentives.	PG&E

2	Local Government Partnerships Program	High turnover among local government staff has resulted in lost institutional knowledge and requires resources to be put towards training new staff.		We recommend San Mateo C/CAG staff and PG&E program staff work together to compile program documentation and materials into reference and training materials for new local government staff to reduce the impact of high staff turnover, if not already available.	San Mateo C/CAG and PG&E.
3	Local Government Partnerships Program	At present, SMCEW municipalities do not have a pre-qualified pool of contractors or a job order contracting approach. One interview subject explained that this is something the SMCEW is considering developing.		The SMCEW LGP is considering development of a pre-qualified contractor pool, or establishment of a job order contracting process. We support this development, and recommend that the San Mateo C/CAG work together with PG&E to develop a pre-qualified pool of contractors and possibly job order contracting. This development will help to streamline project planning and implementation and to shorten the amount of time that could allow for a change to occur in program offerings or incentives.	San Mateo C/CAG and PG&E

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.