

Hewlett Foundation Report Appendix

PV Forum #1

Agenda

Participant List

Meeting Notes

**PV Forum for Local and State Government Leaders
February 1, 2002 • Sacramento, CA
Agenda**

Hosts: *Patrick Stoner, Local Government Commission*
 Tracy Saville, CA Consumer Power and Conservation Financing
Authority

10:00- 10:15 **Welcome and Introductions**

Judy Corbett, Local Government Commission
Woody Clark, Governor Gray Davis' Office of Planning and Research

10:15 – 11:00 **The Current State of the Art of PV**

Vince Schwent, SMUD
Overview of current and emerging technology
Generic types of project applications
Overview of key installation/project issues

11:00 – 11:40 **Market Opportunities for Solar PV Technologies**

Angelina Galiteva, LADWP

11:40 – 12:30 **Local Government PV Installations**

Alameda County Jail *John Kitching*
Santa Cruz City Hall *Mary Arman*
Santa Monica Projects *Susan Munves*

12:30 – 1:00 **Lunch**

1:00 – 3:00 **Capacity, Purchasing, Financing & Incentives**

Incentives and Self-Generation Programs **30 minutes** *Tor Allen*

Current Financing **30 minutes**
State *Don Schultz, Tracy Saville*
Local *Keith Rutledge, REDI*

The Deal: Financing Model Options **60 minutes**

SF Bond Project – Revenue Bonds *Ed Smeloff, SFPUC*

Public Goods Money *Don Osborn, SMUD*

3rd Party Tax Incentives *Larry Asera, The Asera Group*

3:00 – 3:15 **Break**

3:15 – 5:00 **Next Steps – Group Discussion**

Tracy Saville, California Power Authority

Overview of Fuel Cells and Combined Heat & Power (CHP)

Site Selection Coordination

Coordination benefits and drawbacks, options for coordination and partnerships

Financing

Creating and identifying demand for financing mechanisms; hybrid systems and integration for “network” performance contracting options

Program Design

Procurement and RFPs – Size, timing, bulk approaches; SF example of “network” integration approach; procurement options

Community Participation

Political momentum, need for comprehensive and integrated planning and how best to educate public and local permitting entities/designers/architects

Timing and Planning – Characteristics of “readiness”

Optimizing sufficient suppliers, quality assurance, preservation of wage and labor issues, models of system design and integration – a timetable and what to plan for

Regulatory and Legislative Issues to Implementation

SB82, permitting and interconnection

5:00 **Adjourn**

Photovoltaic Forum for Local & State Government Leaders

Sheraton Grand Hotel
February 1, 2002

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PV Forum Meeting Notes – February 1, 2002

Sixty local and state government leaders met in Sacramento on February 1st at the invitation of the Local Government Commission to find a way to coordinate and accelerate the installation of solar photovoltaics on public facilities. In addition to the LGC, the Forum was sponsored by the Governor's Office of Planning and Research. Co-sponsors included the League of California Cities, California State Association of Counties, California Special Districts Association, California Consumer Power and Conservation Financing Authority, California Energy Commission and California Public Utilities Commission. Funders included the Energy Foundation and the CEC's Renewable Energy Consumer Education program.

A copy of the agenda and participant list is included, as is our SPIRE (Stimulating Public-sector Implementation of Renewable Energy) program's Renewable Energy Assistance Packet. The packet is also available on our website (www.lgc.org/spire) and will be updated continually.

The morning consisted of presentations from the Sacramento Municipal Utility District, Los Angeles Department of Water and Power, Alameda County, and the City of Santa Monica that detailed local government programs related to renewable energy, specifically photovoltaics. The afternoon focused on mechanisms to finance projects including rebates, low interest municipal financing, third party structures, and San Francisco's revenue bond project. The day concluded with a discussion between state and local government representatives on what was needed to make buy and installing PVs a reality. Items identified include:

- a. Local governments need to coordinate and communicate better with the California Legislature, state agencies, private market companies, and regulatory bodies to ensure local needs are met. Distributed generation issues are complex and local governments need help to sort out the top issues on which they should be focusing.
- b. Many attendees felt strongly that a 3rd party business model with local ability to control contracting, and help with identifying qualified suppliers, installers, and service providers was the preferred development path for solar PV and other distributed generation technologies. A pre-qualified list of 3rd party development teams that represent the latest, cost-effective systems and hybrids would be an ideal resource that could be shared among local governments.
- c. A legal directive on tax credit ownership issues in order to better understand who, how and when local state and federal tax credits can be applied in 3rd party equity scenarios and other business model approaches would be helpful.
- d. Cities and counties need developed samples of Request For Proposals (RFPs), technical assistance, "qualified" equipment and supplier/installer procurement lists and tools to use so they can control and issue their own RFPs for installers and service providers without having to spend time and money on "program development."

- e. Local governments would like “turn-key” outreach and educational programs that provide tools and mechanisms for training and educating local officials, permitting and public works personnel, as well as the general public, about kinds of local bond or financing mechanisms that work for local governments. Examples of how to implement “green” community initiatives would also be helpful.
- f. The net metering program, which allows a PV owner to sell back to the grid any electricity generated at their own facility that cannot be consumed on-site, ends at the end of 2002. If not re-authorized, the termination of net metering would greatly diminish the value of investments in solar PV and other distributed generation systems.
- g. Demand and standby charges imposed by distribution utilities inhibit distributed renewable project development at local governments.

There is a second Forum planned for February 25th and 26th for the program implementers in local governments to give them details on the procurement, financing, and installation processes. It will include a tour of Sacramento area PV installations. We have over 60 people registered for the second Forum.

Hewlett Foundation Report Appendix

PV Forum #2

Agenda

Participant List

Meeting Notes

BUYING PHOTOVOLTAICS WORKSHOP

Date: February 25-26, 2002

Sponsored by:

Local Government Commission
Governor's Office of Planning & Research
Sacramento Municipal Utility District

Co-Sponsored by:

League of California Cities
California State Association of Counties
California Special Districts Association
California Consumer Power & Conservation Financing Authority
California Energy Commission
California Public Utilities Commission

Funded by:

The Energy Foundation
Renewable Energy Consumer Education Program of the California Energy Commission
Sacramento Municipal Utility District

Monday, February 25

10:00 am: Welcome - Judy Corbett, Local Government Commission
- Woody Clark, Governor's Office of Planning and Research
- Jan Shori, General Manager, SMUD

10:15 – 10:45 am: Participant Introductions
Participants briefly introduce themselves, explain planned or proposed PV projects by their agencies, express their information needs and what they expect from this workshop.

SESSION I: An Introduction to Photovoltaics

10:45 – 11:15 am: “An Overview of PV Technology” – Vince Schwent, SMUD
A quick introduction to the principles of photovoltaics, PV nomenclature and the components of a PV system.

11:15 – 12:00 am: “An Overview of the PV Industry” – Paul Maycock, Photovoltaic Energy Systems
PV manufacturing technologies, their advantages and disadvantages, current and expected manufacturing capabilities of the industry, PV module price history and future projected prices by technology, new manufacturing technologies on the horizon.

12:00 – 12:30 am: “A Role for Government in Commercializing PV” – Vince Schwent, SMUD

The Sustained Orderly Development model used by SMUD and others will be presented as a way for government PV purchasing to both help accelerate the commercialization of PV for all and achieve lower costs for government purchasers.

12:30 – 1:30 PM: Lunch. “Alameda County Jail Case Study” – Matt Muniz, Alameda County

The development, financing and installation of the world’s largest rooftop PV system will be reviewed.

SESSION II: Economics of PV: Incentives and Financing – Moderator: Keith Rutledge, Renewable Energy Development Institute

1:30 – 2:00 PM: “PV Incentives” - Tor Allen, Rarus Institute

An overview of net metering, the buydowns and rebates available by utility, and state and federal tax credits and accelerated depreciation.

2:00 – 2:20 PM: “PV Financing” – Keith Rutledge, REDI

An overview of the various loans, leasing and other financing options available for government agencies.

2:20 – 2:45 PM: “Clean Power Estimator” – Sandy Miller, CEC

A demonstration the Clean Power Estimator web-based program for use in estimating the economics of PV installations at any location and with various financing options, orientation options and electric rate options.

2:45 – 3:00 PM: Q & A

3:00 – 3:15 PM: Break and Networking

SESSION III: Economics of PV: How to Structure Your Deal – Moderator: Keith Rutledge, REDI

3:15 – 3:45 PM: “The San Francisco Model” – Jeff Schlichting, HMM Resources
Combining PV with Energy Efficiency and Revenue Bonds

3:45 – 4:15 PM: “Using 3rd Party Investors” – Keith Rutledge, REDI

Bringing in investors to initially own the equipment, take advantage of the tax incentives and yield the agency a lower net cost for the equipment.

4:15 – 4:45 PM: “The Value of Incentives to Investors” – Bill Garnett, PFG Energy Capital

An overview of how investors value the various incentives and benefits of PV when evaluating a financing proposal.

4:45 – 5:00 PM: Q & A

5:00 PM: Adjourn

Tuesday, February 26

SESSION IV:

9:00 – 10:30 AM: “PV Applications and Considerations in Site Selection” –

Moderator: Vince Schwent, SMUD

Panelists: Mark Bronez, Powerlight

Marianne Walpert, Schott Applied Power

Matt Lafferty, SMUD

An overview of applications and installation methods for PV, particularly for commercial and governmental buildings; a discussion of the advantages and disadvantages of these methods and their relative cost; an overview of issues that affect the cost, scheduling, permitting, interconnection and approval for PV systems, especially on buildings.

10:30 am – 12:30 PM: Working Brown Bag Lunch – SMUD Staff

Participants will tour a variety of PV installations at SMUD headquarters and in the immediate vicinity by bus to see various types of PV in deployed settings utilizing a variety of installation methods.

12:30 – 1:00 PM: Participant Feedback

1:00 – 1:30 PM: “Your PV Toolkit” – Alison Pernel, Local Government Commission

A compendium of quick references to people, organizations and websites to help you with:

- Equipment procurement
- Site analysis
- Economic analysis
- Financing/Incentives
- Design/Installation

1:30 – 3:00 PM: “Next Steps: How Do We Coordinate our PV Efforts” – Tracy Saville, California Consumer Power & Financing Authority and Vince Schwent, SMUD

A facilitated discussion of the common interests and needs of the participants covering issues such as access to low cost hardware and installation, technical review of bids, common bidding specification, needs for economic analyses and site evaluation. Future joint actions, approaches and efforts will be identified.

3:00 PM: Adjourn

Photovoltaic Forum for Local & State Government Leaders

SMUD Customer Services Center
February 25th & 26th, 2002

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PV Forum #2 Meeting Notes – February 25 & 26, 2002

Thirty-one local governments and municipal utilities joined with representatives from the Governor's Office of Planning and Research, California Power Authority, California Energy Commission, Sacramento Municipal Utility District, and the photovoltaic industry in Sacramento for two days to advance the process started on February 1st to coordinate public sector purchase and installation of PVs.

The agenda included an overview of PV technology; the status of the PV industry; the economics of PV including rebates, financing and deal structuring; PV application considerations; and a PV toolkit. The toolkit included the latest version of the Clean Power Estimator internet program sponsored by the California Energy Commission that provides an estimate of the energy production and system economics of a proposed PV installation.

The local government participants expressed a need for:

- a. Qualified lists of vendors by region of the state
- b. 10, 30 & 50kW systems for different sites (rooftop, BIPV, shade structures, stand alone fields), and 2 –4 kW options for residents
- c. Flexible contracts to include design, installation, and equipment or any combination
- d. Policy/Standards models
- e. Updates on legislation/standards/advances that can affect the feasibility of PV installations (e.g., net metering, rebates, financing, etc.)
- f. State-negotiated Utility Pre-Approved Connection Agreements
- g. Regional Forums – a “Road Show” to help convince/educate elected leaders

Participants were engaged from the very beginning, and most appeared ready to at least try to connect their efforts with those of the State and other local governments and utilities. Nineteen of the local governments represented expect to install PV in the next five years, and would like to partner with the State in its efforts to make renewable energy a major component of new electricity generation in California.

Hewlett Foundation Report Appendix

Hewlett Meeting #1

Agenda

Participant List

Meeting Notes

Developing a Sustainable Institutional Structure for Local Energy Programs

Organized by the Local Government Commission
June 10, 2002
Sacramento, California

AGENDA

- | | |
|-------|--|
| 9:30 | Coffee, check-in and pre-workshop conversation |
| 10:00 | Welcome and introductions |
| 10:10 | Adopt workshop groundrules |
| 10:15 | Agenda review |
| 10:20 | Different types of local government structures |
| 11:20 | Brainstorm initiatives that could be undertaken at the local level |
| Noon | Catered lunch |
| 12:45 | Mission, goals and strategies |
| 1:30 | Creating an action plan towards sustainability |
| 2:40 | Final comments by participants on what more they want to know |
| 2:55 | Workshop evaluation |
| 3:00 | Adjourn |

Developing a Sustainable Institutional Structure for Local Energy Programs: A Working Group Session for Local Governments

Organized by the Local Government Commission
June 10, 2002
Sacramento, California

Working Group Goals:

1. Assist the institutionalization of energy programs so that they have the funding, staffing and policy infrastructure needed to deliver sustainable, comprehensive energy programs and advance local energy goals and objectives.
2. Help participants in the workshop gain knowledge that is applicable to their own needs and issues and assists or inspires an action plan to advance local goals.

Working Group Objectives:

1. Learn from experts about the types of structures through which locally-based energy-related programs can be institutionalized. Presenters will review how their program started, how it is funded, and how it interacts with existing governmental entities. They will also address their program flexibility (e.g., adaptability to changing political and funding circumstances) and describe their most successful initiatives. The structures include but are not limited to:
 - Non-profit entities
 - Municipal utilities
 - Joint Powers Authorities
 - Community Energy Authorities
 - Other local government examples
2. Expand a list of energy-related programs suitable for implementation by local governments and identify new opportunities. Brainstorm initiatives that could be undertaken at the local level beyond those already being implemented
3. Review the missions, goals and strategies these different structures might be able to accommodate
4. Identify the component parts and initial steps that would be part of an action plan for selecting and implementing a sustainable local energy program structure.
5. Identify the additional information participants would like to obtain on this subject.

Developing Sustainable Institutional Structures for Local Energy Programs: A Working Group Session for Local Governments

Local Government Commission
Sacramento
June 10, 2002

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Developing Sustainable Institutional Structures for Local Energy Programs: A Working Group Session for Local Governments

Organized by the Local Government Commission

June 10, 2000

Meeting notes by: Kevin Wolf, facilitator (kewolf@dcn.org)

Note: These workshop notes do not attempt to record everything that was said at the workshop. It will highlight some of the issues and ideas that were raised by participants and the decisions that were made.

I. LOCAL GOVERNMENT STRUCTURES

A. Nonprofit Organizations

1. Representatives from the San Diego Regional Energy Office (Kurt Kammerer), Community Energy Services Corp. of Berkeley (Marie Sanders), and the City of Berkeley shared their experience with nonprofit organizations working on energy programs with local governments.
2. Nonprofits can come in many forms and have a lot of flexibility in how they operate, as long as they stay within the legal limits as set by state and federal law. Some of the types of projects these nonprofits have worked on include:
 - a. Developing local and regional energy strategies, including uniting strategies across governmental boundaries.
 - b. Evaluating 20-30 year energy infrastructure supply, demand, transmission, efficiency, demand response, real time pricing tariffs and more etc.
 - c. Implementing cool roof, light bulb distribution, weatherization, self-generation incentive and other programs.
 - d. Providing technical assistance to public agencies.
 - e. Helping craft local ordinances including conservation requirements, auditing, education.
 - f. Having licensed contractor capabilities.
 - g. Public education.
 - h. Sole source contracting with city.
3. Each of the organizations had a different method for selecting their board of directors. Berkeley's board is appointed by the City Council. This can be problematic if the council doesn't pick board members based on what the organization needs as much as for political reasons. The San Diego Regional Energy Office has an independent board of directors as well as an Advisory Committee. (Berkeley also has an advisory committee in addition to its board.)

B. Joint Powers Authorities

1. Linda Mott with the Regional Council of Rural Counties provided background on the work they have done in developing Joint Powers Authorities as a means to advance their rural governments' energy strategies.
2. JPA capabilities:
 - a. Can sponsor and issue revenue bonds to fund self-generation of power. A local vote by citizens in the JPA area can pass the bonds. (Note: There is not yet a good track record of many successful bonds being sold. Difficulties lie in gaining the financial expertise to develop the bonds, finding issuers of the bonds and gaining local majority votes of the electorate, overcoming utility opposition and more.)
 - b. Can conduct an RFP before pursuing a bond in order to set up a team of consultants or hire professionals to develop the projects.
 - c. Cannot issue revenue bond for development or ownership of the energy distribution system.

C. Local Government Examples:

1. Representatives from Santa Monica (Craig Perkins) and San Jose (Mary Tucker) provided information about how their cities have internally developed the staffing structure to advance their energy strategies.
2. Internal local governmental departments, office of the mayor or other internal city structures can accomplish a great deal though they have some limitations. They can:
 - a. Work cooperatively with nonprofits and other organizations.
 - b. Develop the city's strategic energy plan which the city council then debates and adopts.
 - c. Secure renewable energy for city buildings (100% of Santa Monica's city buildings use renewable energy through a geothermal source.)
 - d. Run programs including: retrofitting affordable housing, helping with demand side management, using grants to help local businesses, improving city efficiency, and advancing local energy conservation through education.
 - e. Work with schools and other governmental agencies to help them in their energy needs.
 - f. Advance green energy policies and the city's strategic energy plan.
 - g. Develop public private partnerships.
 - h. Propose conservation and renewable energy ordinances and policies.

3. The energy program staff can be their own department, or in the case of Santa Monica, they do part time energy work from within their own departments. Staff are primarily funded through enterprise funds and not through city general funds. To use enterprise funds the energy project needs a link to the water, sewage, garbage, or other enterprise fund.
4. City energy programs don't have a board of directors per se. The City Council is the final decision-maker. Most city programs have a relationship with a citizen's energy task or public advisory commission. City programs work better and have more support from management and the council when there is grassroots support for the programs, especially from within the business community.
5. A significant problem area for city programs can arise from the public works departments. For example, is the installation of PV on a city building a project or a purchase? If it is a purchase, it can be done quickly with little red tape. If it is a project, it must go through a bid process that can involve a great deal of public work time, and public work departments usually don't have line items for these projects and will resist them.
6. Cities can pursue tax-exempt finance bonds for energy projects and within the bonds, funds can be allocated to pay for public works and other staff to help.

D. Community Energy Authorities (Gov't code 5200)

1. Kathy Jack from the City of Arcata described their efforts to develop a Community Energy Authority.
2. John Nimmons provided background information on Community Energy Authority (CEA) legislation. CEAs were developed in the early 1980s but have not been put to use until now. They are similar to Joint Powers Authorities but have some differences. They can do the following:
 - a. Be composed of single or multiple jurisdictions.
 - b. Issue revenue bonds.
 - c. Hold public hearings.
 - d. Link up with other local governments to create Regional Authorities.
 - e. Easy to set up.
 - f. Improved efficiency can be achieved in grant writing, office costs, and staffing.
3. CEAs must have their own staff or can use the staff of the local governments that set them up.
4. CEAs have a governing council set up by the local governments that are its members.

E. Other options

1. Public/private partnerships. The City of Ventura is looking into this option. There is a strong interest by the business community to advance sustainable energy programs in the area. Ventura has not yet decided upon a structure.
2. Municipal Utility. This differs from a MUD in that it is not a separate local government entity with officials elected by the citizens. An MU is governed by the city council. MUs also cannot own the energy distribution system like a MUD can.
3. Combinations of the above. Berkeley, with its nonprofit and city program is an example of a combination of structures. Most every option can combine with some other structure, either formally or informally.

II. LOCAL GOVERNMENT INITIATIVES

Note: The following brainstormed ideas are in addition to the list provided by LGC at the workshop (attached).

A. Policy - Building Standards

1. Voluntary programs. No policy or requirement involved.
2. Planning codes – e.g., requiring insulation upon re-roofing.
3. Remove local building/planning barriers to good projects.
4. Transportation issues. (This workshop did not focus on transportation issues but participants noted that huge energy savings in terms of gasoline can be saved through well planned, local government transportation programs and policies.)
5. Zero net energy buildings.
6. Promotion of fuel cells and other renewable energy sources.

B. Land Development - Planning

1. Require certain percent of self-generation in new developments, or offset their impact through the purchase of green tags for other areas. This could extend to a zero net energy requirement for new subdivisions.
2. Higher density requirement for development (easing restrictions on densification for existing development).
3. Overall energy-conserving community design.
4. Develop a model Energy Element in the General Plan and model Zoning Ordinances.
5. Thermal energy storage in new buildings.

C. Water

1. Pursue energy demand reduction through reduced water pumping. (landscape ordinances, low flow requirements, gray water, storage/pumping timing and integration of pumping to reduce peak time energy demand).
2. Explore in-line hydro generation.
 1. Look into opportunities to reduce energy demand or create methane gas through changes in sewage treatment programs.

D. Financial Mechanism Policies (how to fund)

1. Ownership of Power Sources. There was broad support for the concept that local governments should pursue ownership of renewable energy sources as a long term means of funding local energy programs. It is likely that energy rates will go up in years to come. Renewable energy will provide rate stability and savings. The savings (or profit) can be used to help fund the broader energy programs. Some of the ideas for local government owned projects include:
 - a. Cogeneration facilities.
 - b. Thermal energy for heating and cooling.
 - c. PV on city buildings.
 - d. Fuel cells, micro turbines in the water system, and other opportunities.
2. Energy Bill Savings. One of the most successful existing means by which energy programs have been funded is through real savings that the programs provide to city departments and budgets.
 - a. A policy agreement that a percentage of the savings a department realizes through investment in their energy efficiency programs will return to the city's energy program. Initial capital investment in light bulbs, insulation, etc., can then provide an ongoing source of income to the energy program.
 - b. New city buildings can be super energy efficient with the utility bill savings going into the city's energy program.
3. Utility Bill Bundling. Some cities have been successful at authorizing the energy program to take on paying the energy bills for all the departments. The savings of staff and resources this provides these departments goes to the energy program.
 - a. A variation on this is to add a surcharge to the energy bill with the surcharge going to the energy department.
4. Public Goods Charge funds.

E. Comments from David Morris (Institute for Local Self-Reliance)

1. In the early 1980s the City of Oceanside started a municipal utility for hot water. The end of the energy crisis and the change in state and federal

policies halted the project but it shows that cities can move on ambitious, out of the box projects.

2. The ongoing progress in developing baselines for CO₂ and other pollutants should provide opportunities for cities in a number of areas. (Note: While other countries signing the Kyoto Accord will reduce their CO₂ emissions to below 1990 levels, the US expects to double its CO₂ emissions during the same time frame.)
 - a. Baselines allow for benchmarking so that energy and pollution planning can be well done and measured.
 - b. Performance standards can arise from solid baselines.
 - c. Funding opportunities should become available as the public becomes more concerned about global warming and is willing to pay to reduce the impacts. Trading in CO₂ certificates can provide funding sources to cities that reduce CO₂ emissions. (Note: If the US doesn't sign the Kyoto Accord, no one in this country will be eligible to gain the benefits from this program.) Public support could lead to new laws that for example, provide tax-exempt bonuses to projects and developments that have no net CO₂ emissions.
 - d. Baseline measurements in energy areas such as the productivity benefits of daylighting should improve the cost-benefit ratios of investing in such projects. The benefits to students and employees is well documented.
 - e. Baselines can lead to performance standards that will allow the public to compare their city's energy performance to other localities.
3. Local governments should attempt to own part or all of new power plants. If they can't own it outright, gaining equity shares in power plants will provide long term income sources to the city.
4. Local energy programs are stronger when there is outside support advocating for funding. It has proven to be difficult to build constituencies based on improving energy efficiency, but San Francisco showed that "solar is sexy."
 - a. As more constituents become energy producers by owning their own PV, wind turbines or other energy producing systems, a more savvy and knowledgeable constituency grows for city involvement in renewable energy and efficiency programs. This constituency has been growing rapidly in California since last year's energy crisis.
5. City funding for the construction of new buildings or the retrofitting of old buildings should include enough money to maximize the utility bill and CO₂ savings over life of the bond or building. Some of the savings could go into supporting the energy programs. The Los Angeles Community College District is doing this with their \$1.2 billion bond issue for new construction.

III. Strategic Planning

Note: The participants wanted to focus the strategic planning portion of the program on how to gain the funding and staffing resources sustainable energy programs need.

A. Mission and Goal

1. It is assumed that the energy program has a mission statement that calls for advancing renewable energy and energy efficiency.
2. Creating a strong, sustainable energy program.
 - a. Many organizations forget to include strengthening their own infrastructure and organization when they craft their strategic plan. Without including this as a priority it is often left out with the results felt in terms of successful programs but little funding or resources for sustainability.
 - b. Sample Goal Statement:
The city / region of XX has institutionalized the funding & staffing needed to create a sustainable energy (authority, department, organization...) that increases in its effectiveness with each passing year.

B. Strategies – Brainstorm

1. Internal funding generated by charging for consulting and services.
2. Provide a feedback mechanism to those who provide the organization with funds so that they can measure their effectiveness and accountability. This leads to increased trust and more funds.
3. Municipalities can outsource their energy services to the energy authority or department.
4. Create subscription service, dues or surcharges for the energy organization. (e.g., - Portland OR has a 1% surcharge on the energy bills for all city departments.)
5. Provide utility bill aggregation and payment programs for internal departments. Use the savings or a surcharge to fund the energy department. (e.g., Alameda County.)
6. Renegotiate franchise rights to include funds for the energy department.
7. Provide energy services from city Enterprise Funds (e.g. water, sewage) and gain long term revenue that is outside of the city General Fund.

8. Gain in-lieu fees on new development. Consider a green house gas fee on new development. (Note: This might work best if it was done on a regional level so that developers couldn't play one city off of another.)
9. Develop public - private ventures to construct and own new power plants and use the revenue to provide long term funding for the energy department.
10. Look to regional collaborations to meet the staffing needs for a number of small governmental entities that could not afford to hire an energy staff person on their own.
11. Verify energy savings and gain a portion of the reduced utility bill expenses.
12. Pass a local tax for energy seed money that sunsets after a few years. Use the seed money to start a sustainable program and own the resources that provide sustainable funding after the tax sunsets. (e.g., a 1/4 cent sales tax)
13. Link a local tax or funding source to local job development. Job programs are often supported by the local business community and voting public.
14. Lower the price for PV and other renewable energy systems through aggregate buying. Add a surcharge to the aggregate buying to help fund the energy department. Use the lower priced product to increase the amount of energy production that the city owns and thus increase the long term funding base for the city
15. Tie funding sources into preparation for energy emergencies. For example, cover some of the costs for creating off the grid energy systems on governmental buildings so that these places can be back up locations during energy and other emergencies such as possible terrorists actions against the energy transmission system. (Note: distributed energy within cities offers secure energy supplies.)
16. Tie in funding to improvements in cleaner air. State implemented clean air plans could provide a source of money for energy efficiency and renewable energy projects.
17. Create strong local constituencies in support of the energy organization's mission, goals and strategies. The more that the public can understand how these organizations help them, the better. Grassroots support drives political support.
 - a. Make sure the public knows about the importance of the organization. Board members, advisory committees, newsletters, websites and other efforts will help.

- b. Mass buying of light bulbs, PV systems, access to Cool Roof funds and other programs that reduce costs to businesses and residents builds supports and advances the organization's mission.
 - c. Support of job training programs can lead to increased employment opportunities and reduced costs for PV installation, energy efficiency programs and more. All help build public support.
18. Pursue regional and statewide initiatives that will help all local energy organizations.

IV. Next Steps

1. There was strong support for continuing the information sharing and planning that a workshop like this offers. A number of participants told of the value that meetings among local energy professionals provided them in the past, during the last energy crisis.
2. LGC will have another statewide workshop which will join local energy professionals with state and federal representatives to discuss issues that overlap these areas. LGC will send out an agenda and date soon.
3. An email listserv could provide some of the same benefits as local meetings. A moderated list would help prevent posting of off subject information, though even an unmoderated list would be useful. Kevin Wolf offered to help and provide the list with groundrules that have worked well for other email discussions. There could be more than one listserv to cover different local energy related subjects (e.g. aggregate buying) or one larger one with good organization so that it is easy to delete the subjects one isn't interested in reading.
4. A local government energy website was mentioned a number of times as being of potential great value. Done well, it would save local staff a lot of time in searching for information. It could have model ordinances, a handbook on Best Practices, finance issues, links to other resources and much more.
5. Tribal representatives should be encouraged to participate in these workshops.
6. A number of participants wanted to participate in an effort to improve aggregate purchasing programs and other regional or statewide efforts where collaboration could benefit everyone in the region. One proposal was to create a statewide association of regional energy authorities. Kurt Kammerer is interested in a supporting role but cannot take a lead on such a project. Jerry Lahr of ABAG indicated that he could be available to take the lead.

7. Matt Muniz offered to help pull together examples of strategic energy plans for small cities. These could be placed on the website for easy access by others.
8. A website and/or email listserv could provide a single source for state, federal and nonprofit funding opportunities available to local government organizations (e.g. the Office of Planning and Research's website for state funding opportunities). The website resources should be searchable by size, type, etc.
9. Dr. Woodrow Clark offered the following areas to address for future workshops and collaboration:
 - a. Energy related taxes.
 - b. Infrastructure improvements, especially transportation.
 - c. A Best Practices handbook for local government organizations.
 - d. Economic development opportunities.
 - e. Local labor training.
 - f. Federal and state legislative opportunities.
 - g. Regional collaboration.
 - h. Standards and codes.
 - i. Public/private collaboration.
 - j. Public entities gaining equity shares in power facilities.
10. Collaborate with other groups that are working on similar issues. For example, the national mayors' organization has published a useful energy handbook.
11. Create a sub-group that focuses on increasing funding opportunities. At a minimum this group could help categorize funding opportunities and assist in a web/email project.
12. Document ways in which local governments can save money from energy programs.
13. Identify non-monetary barriers that hinder the implementation of good ideas.
14. What would happen if a local city passed a CO₂ emission ordinance and signed onto Kyoto Accord? This could add a lot of pressure on the federal government.
15. Hold a workshop on what the CEC is doing on modeling and benchmarking. This product is expected out in 9-12 months.
16. Pursue a state law requiring life cycle energy calculations on new buildings.
17. Improve access to local energy data statistics to improve strategic planning - e.g., what is occurring in different sectors by cities and neighborhoods for both electricity and natural gas.

18. Provide written descriptions for the differing models of local governmental structures along with supporting materials, including their strategic plans.
19. Hold a workshop with political strategists to discuss politics of local energy opportunities.
20. Work with the DOE to tap into their resources to help advance these next steps.
21. Create a list of local point people who the state can work with. These people can be expert witnesses at legislative and regulatory hearings, etc.
22. Hold a workshop on how to gain political support from elected officials.
23. Develop a legislation website/email listserv so that everyone can have better access to this type of information.

V. Meeting Evaluation

1. Overall strong support for the value of the workshop.
2. Need cookies after lunch.
3. Should consider meeting in other cities.
4. Could start earlier in the morning - 9:30 am.
5. Have a break in the morning.

Hewlett Foundation Report Appendix

Hewlett Meeting #2

Agenda

Participant List

Meeting Notes

Coordinating State and Local Government Energy Program Efforts

Organized by the Local Government Commission

September 10, 2002

League of CA Cities Conference Room, 1400 K Street, Fourth Floor, Sacramento,
California

Meeting Objectives:

1. Identify and prioritize opportunities for state and local agencies to work together to advance their energy related goals and strategies.
2. Develop a set of "next steps" action items that move forward the priorities.
3. Improve the methods and systems by which state and local agencies communicate and coordinate on energy issues in future.

AGENDA

- 9:30 Coffee, check-in and pre-workshop conversation
- 10:00 Welcome and review goals of the energy working group meetings
- 10:10 Introductions
- 10:30 Adopt workshop ground rules and review agenda
- 10:40 Identify key energy goals and strategies of state agencies and key legislative programs
- 11:30 Clarify local government goals and strategies that match and differ from state goals and strategies
- 12:15 Catered lunch
- 1:00 Brainstorm opportunities/next steps and identify challenges to local and state cooperation to advance the goals and strategies discussed above
- 2:00 Discuss and prioritize next steps to improve local and state cooperation to advance the opportunities and overcome the challenges identified
- 2:30 Final comments by participants on what more they want to know and what they think should be done next

2:50 Next meeting date and location

2:55 Workshop evaluation

3:00 Adjourn

Coordinating State and Local Government Energy Program Efforts

Sacramento
September 10, 2002

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Coordinating State and Local Government Energy Program Efforts

Organized by the Local Government Commission

September 10, 2002

Sacramento, California

DRAFT Meeting notes by: Kevin Wolf, facilitator (kjwolf@dcn.org)

Note: These workshop notes do not attempt to record everything that was said at the workshop. It will highlight the issues and ideas that were raised by participants and the decisions that were made.

Next Meeting

Follow up on this meeting and review the efforts that have advanced in the San Diego Region. European local government energy staff will also attend the November 8, 2002 at the San Diego Energy Office (Kurt Kammerer: kkam@sdenergy.org).

A. State Goals

1. Participants did not think that the state had a united set of energy related goals. Different state departments and agencies have varying and sometimes overlapping goals and strategies but there isn't, to anyone's knowledge, a single guiding document or plan.
2. Overall, the list of goals that LGC prepared for the meeting appears to cover the state's goals.
3. Participant changes to the draft list of state goals are incorporated in italics in a second draft document.

B. State Strategies

1. Participant changes to the original list of state strategies are incorporated in italics on the second draft of the goals and strategy document.
2. Participants were allowed to choose two among the list of state strategies that they believed would be most beneficial if they were advanced. The results are provided on the second draft goals and strategy document with a number in parenthesis at the end of the identified strategies. The priorities that received the highest number of votes were:
 - a. *Encourage new ideas, experimentation, and a "climate of opportunity" as the state develops and implements a strategic planning process that unites the various institutions impacting energy use in the state. (5+8 votes *note this was two strategies and has been combined into one)*

- b. *Create and link state strategies that support local energy programs. (5 votes)*
- c. *Strengthen the institutional infrastructure by increasing the resources and staffing of the CEC, PUC and other energy related agencies. (5 votes)*

C. Local Goals

1. Participant changes to the original list of local goals are incorporated in italics on the second draft of the goals and strategy document.

D. Local Strategies

1. Participant changes to the original list of local strategies are incorporated in italics on the second draft of the goals and strategy document.
2. Participants were allowed to choose two among the list of state strategies that they believed would be most beneficial if they were advanced. The results are provided on the second draft goals and strategy document with a number in parenthesis at the end of the identified strategies. The priorities that received the highest number of votes were:
 - a. *Promote integrated, broad-based strategic energy planning and networking among local and state agencies and stakeholders. (11 votes)*
 - b. *Establish local energy departments or offices and the long term funding support they need to implement their goals and strategies (e.g. facilitating or providing energy conservation services to residents and businesses). (9 votes)*

E. Challenges / Barriers to Advancing Goals and Strategies

1. More effective communication is needed at all levels and in all areas of state and local energy agencies and efforts.
2. The lack of consensus on the state level about whether to pursue a regulated or deregulated energy future makes it difficult to plan. Key strategies and tactics will differ greatly depending on which path is taken. With FERC pursuing a deregulatory path at odds with the state's efforts to correct the deregulatory problems of the past, the future is very cloudy.
3. Too many local governments lack access to experts who can provide unbiased advice of a truly high level.
4. Without a clear means by which contracts can be signed for new power sources, it is difficult for cities and local businesses to do much besides support net metering in terms of supporting new energy sources.

5. Local and state laws and procedures make it difficult for local governments to move through the contracting and procurement processes and select a good power project to develop in a timely manner.
6. The state's PULSE program is a barrier because it has a \$2 million threshold in terms of the size of the grant before a local government can participate. Smaller towns and governmental entities have to combine proposals to meet the threshold amount.
7. There is a 'vacuum' of leadership on the state and local level for demand side management. Occasional projects and programs advance this very well but there isn't a coordinated effort.
8. Even though the U.S. Department. of Energy has 20+ energy-related programs, few local agencies know about and pursue using them.

F. Action Items. Next Steps.

1. Get local governments more involved in the CPUC Public Goods Fund process. **Jerry Lahr** will call a meeting to discuss how to do this.
2. Develop local outreach opportunities with the California Power Authority. **Keith Rutledge** will set up a meeting immediately before the September 18th CPA meeting in Sacramento. This meeting over lunch will help create a united message at the CAPA meeting that follows.
3. Research opportunities for local governments under AB117, the Community Choice legislation. **Matt Sullivan** will take the lead.
4. Research and share information on public-private partnership opportunities. **Keith Rutledge** will take the lead.
5. Develop a local government energy network. **Pat Stoner and Kevin Wolf** will explore email and web forum options. This subject will be included on the agenda for the November 8 follow up meeting at the San Diego Regional Energy Office.
6. Explore designating local government staff position at CPUC and other agencies. **Judy Corbett, Steve Weissman, Tim Rosenfeld** will take the lead on this. They will set up a meeting with legislator(s) to develop a legislative mandate. They will also talk with the Governor's Office about taking administrative action.
7. Develop a white paper on these meetings. **Pat Stoner, Josh Meyer** from the LGC will write the draft. Funding for these meetings includes developing an action plan for local governments interested in developing sustainable energy programs.
8. Other action items for which no one took the lead at the meeting included:

- a. Develop more workshops like this one.
- b. Move forward on action items than end the deregulation - regulation stalemate.
- c. Take action that will gain more funds so that local governments can gain more expertise.
- d. Pursue strategies and tasks that will develop regional energy departments to help local governments that can't afford to have their own.
- e. Write a briefing paper on the ten most important questions to ask before local governments should take action. Know what are the right questions to ask on any energy related subject.
- f. Create a document that lists the goals and strategy options and associated tactics for advancing different energy efforts.
- g. Develop funding and other means to advance local networking among energy experts.
- h. Expand the funding for the UC Cooperative Extension Service so that they can help provide local expertise and education services. Tap into local, state and federal funds.
- i. Unite to push programs with the state that allow locals to sell extra power and overcome marketing barriers.
- j. Work together to get the PUC or the state legislature to allow local wheeling of power.
- k. Pursue funding that will advance regional energy planning and create regional standards for contracting and procurement. Through this effort create standardized offers and products for producers of renewable energy systems.
- l. Tap into the DOE's Rebuild America program.
- m. Pass legislation to increase funds for local planning and action
- n. Reward experimentation by state and local government staff.