

Targeted Process Evaluation of the Local Government Partnership Program (LGP)

November 8, 2016

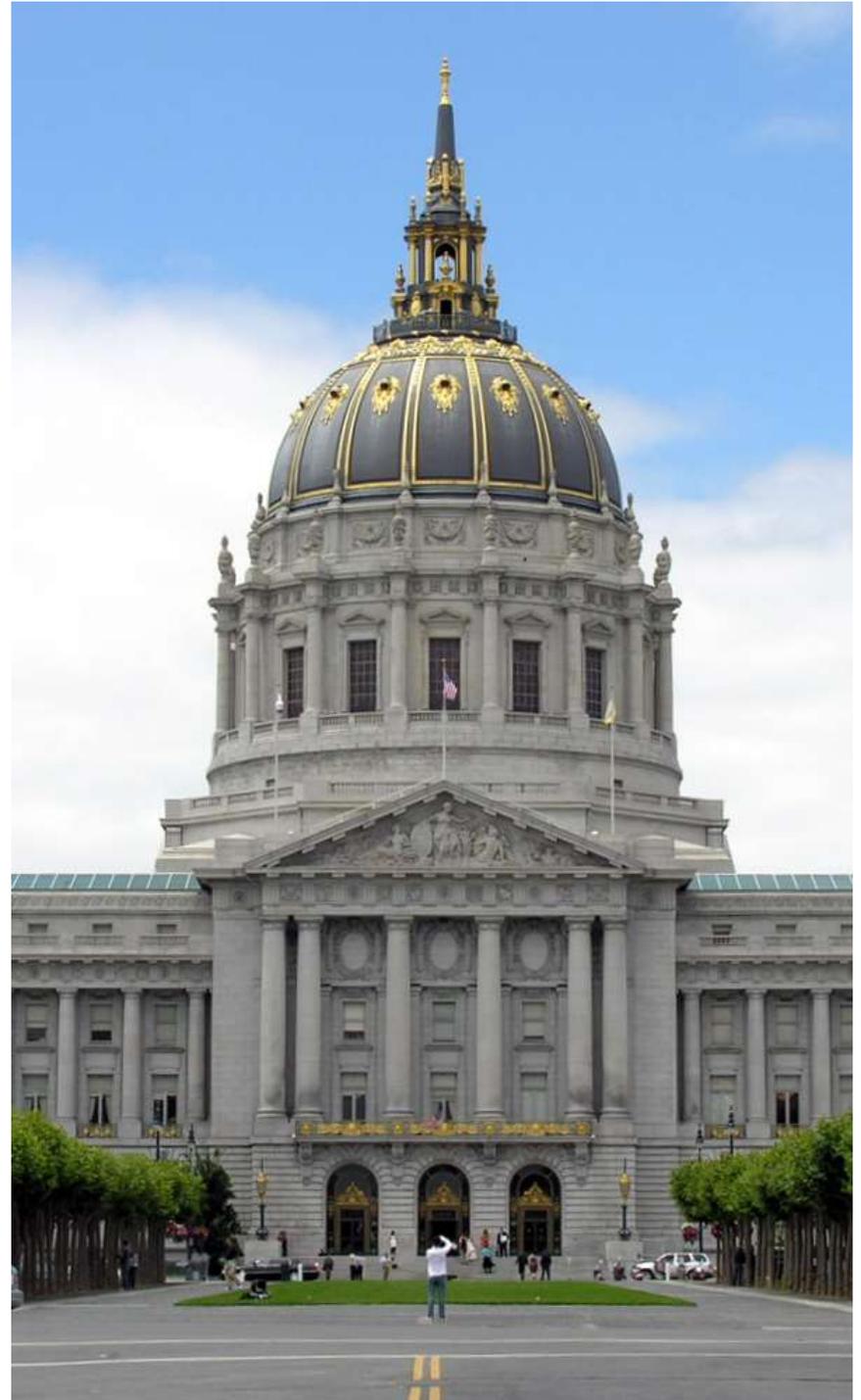
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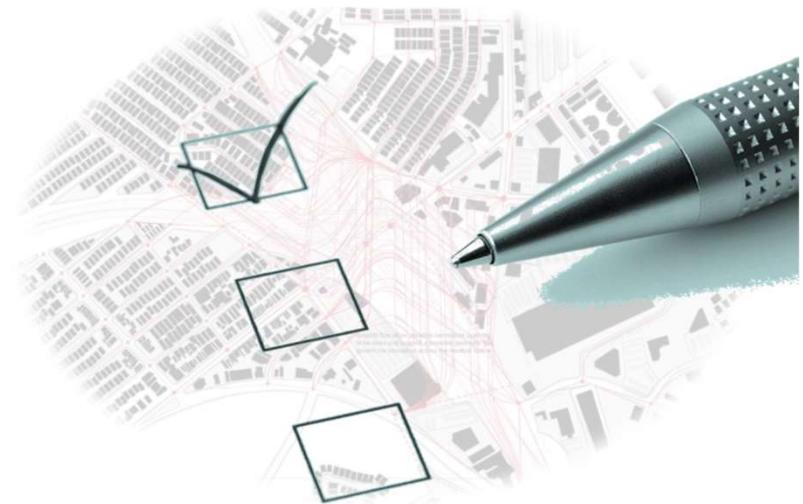
Project Sponsors:

Pacific Gas & Electric
Southern California Edison
Southern California Gas Company
San Diego Gas and Electric



Agenda

- Study background and goals
- Methods
- Findings paired with conclusions and recommendations



Background & Goals

Evaluation Objectives

- Targeted process evaluation of LGP:
 - Municipal retrofits support
 - California Long Term Energy Efficiency Strategic Plan (SP) support
- Prior LGP evaluations had noted high diversity among LGPs
- We explored extent to which LGP categorization is possible/useful for:
 - “Apples-to-apples” comparisons of similar LGPs
 - IOUs in serving LGPs more appropriately and consistently

Research Questions

- What are LGPs' primary achievements and challenges?
- Municipal Retrofits
 - What are common LGP program processes?
 - What processes appear most effective?
 - What are opportunities for IOUs to improve program outcomes?
 - How can metrics and milestone-tracking better demonstrate progress?
- SP Support
 - What SP menu items is each LGP pursuing, and toward what objective?
 - How have the LGs shared resources across areas and regions?
 - What are opportunities for IOUs to improve program outcomes?
 - How can metrics and milestone-tracking better demonstrate progress?

Methods

Methods

- Conducted interviews with:
 - 8 IOU program staff
 - Former Local Government Best Practices Coordinator
 - 58 contacts at 40 (of 43) partnerships
- Reviewed relevant industry literature
 - Prior LGP evaluations, academic papers, best practices case studies, and a conference proceeding
- Analyzed data
 - To determine the extent to which categorization is useful
 - To understand program activities and accomplishments
 - To identify opportunities for improvement

Key Findings, Conclusions, and Recommendations

Classification

Categorization Findings

- Statewide categories not appropriate for the purpose of adapting program processes
 - LGPs have many challenges and opportunities regardless of categorization factors
 - Categorizations based on one factor cloud important differences between partnerships in the same category
- We found groups of partnerships with varying program experiences based on the following factors
 - Partnering IOU(s)
 - Geographically isolated partnerships

Categorization Findings – IOU partner(s)

- Each IOU implements the program with varying emphases and degrees of flexibility
- Nearly half of LGPs have more than one IOU partner

Partnering IOU(s)	Number of Partnerships
PG&E	15
PG&E + SCG	2
SCE	3
SCE + SCG	13
PG&E + SCE+ SCG	2
SDG&E	5
Total	40

Categorization Findings – Geographically Isolated

- Low population density and far from urban centers

Group	Population Density (People per square mile)
All partnerships (n = 40)	2,346
Geographically isolated partnerships (n = 10)	66
Non-geographically isolated partnerships (n = 30)	3,132

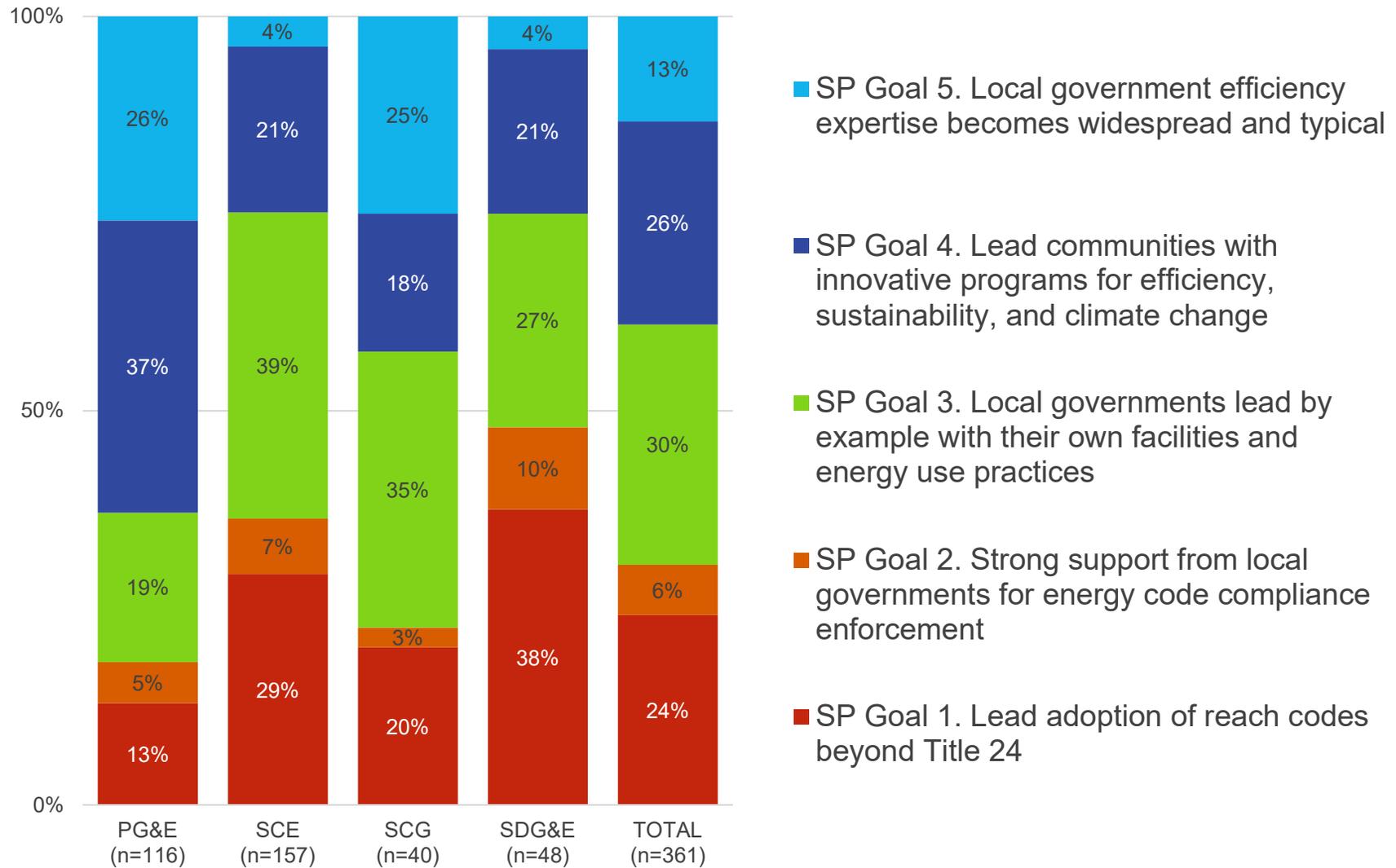
- PG&E, SCE, and SCG territory
- Lack trained contractors in their community
 - Difficulty attracting out-of-area contractors
- Some experience lack of EE equipment available locally

C&R for Geographically Isolated LGPs

- **Conclusion:** Partnerships in geographically isolated areas continue to experience marketplace barriers to partnership activities.
- **Recommendation:** The IOUs that serve geographically isolated partnerships should increase their efforts to better serve these communities through one-on-one conversations to identify specific support these partnerships might benefit from. For example, findings suggest they may benefit from funding for contractor trainings.

Strategic Plan

Strategic Plan Findings – Menu Items Pursued



Projects conducted by LGPs served by multiple IOUs may be duplicated in these counts. This is particularly likely for SCE and SCG.

Strategic Plan Findings

- Considerable variability related to SP activity
 - Goal setting
 - Activity selection processes
 - Tracking and reporting processes
 - Which activities under which menu items
 - Budget tracking
 - Metrics have a tenuous connection to demonstrating achievements
- Opportunity for further support around EMS systems

Strategic Plan Findings C&R

- **Conclusion:** Diversity in partnerships' SP activities and the current reporting approach enable flexibility, but preclude comparison across partnerships.
- **Recommendation:** CPUC and IOUs should adapt the SP tracking tool and metrics we developed to provide data essential to understanding project status and accomplishments in support of decision-making.
- **Example metrics:**
 - Dollar total or average budget for SP projects
 - Proportion of LGPs doing a menu item
 - Average length of time to complete a particular item

Municipal Retrofits

Municipal Retrofit Findings

- Challenges to municipal budgeting and planning
 - Reportedly frequent changes to incentive amounts and eligible measures
 - Delays caused by procurement processes
- OBF enables projects in the face of limited LG funds. Still, some LGs lack understanding of how it works and have difficulty explaining it to LG decision makers
- Data needs of some LGPs not met, impeding informed decision-making

Municipal Retrofit C&R

- **Conclusion:** OBF helps LGs overcome the financial barriers to completing municipal retrofits; IOUs actively discuss OBF with LGs; yet challenges remain for some partnerships.
- **Recommendation:** Facilitate the use of OBF through one-on-one outreach by IOUs to partnerships and LGs not currently using the financing, and by supporting LG staff as they present the financing option to municipal decision makers.
- **Conclusion:** Partnership needs not have been fully met through established energy data access procedures.
- **Recommendation:** IOUs should investigate through one-one-one discussions with each LGP its specific limitations in accessing and making use of LG energy data; work with Energy Data Access Committee to facilitate LGPs' ready access to and use of energy data.

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Programmatic

Programmatic Findings

- Staff turn-over among IOU, partnership implementers, and local governments impedes program activity
 - Increased administrative complexity for LGPs partnering with more than one IOU
- Cross-partnership collaboration beneficial and builds capacity by sharing:
 - Project ideas and lessons learned
 - Documents, forms, and templates
 - Knowledge of quality contractors
 - Events (code compliance workshops, Christmas light exchange)
- Opportunity for further support around EMS systems

Programmatic C&R

- **Conclusion:** Learning curve is steep.
- **Recommendation:** Each IOU should develop a Quick Start guide for their program implementers and LGs.
- **Conclusion:** LGPs value technical assistance and would benefit from additional support for calculation of ongoing energy savings, implementing EMS, and a JOC service.
- **Recommendation:** Explore the feasibility of expanding technical assistance offerings.
- **Conclusion:** LGPs benefit from cross-partnership collaboration such as the SEEC forum, the CPUC-led Stakeholder Advisory Group, and other regional collaborative networks and forums.
- **Recommendation:** Facilitate integration of non-collaborating member LGs or LGPs into existing collaborations.

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Questions?

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