

Part I: Partner Information

City of Visalia
New Local Government Partner
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Part II. Proposal Summary and Budget Allocation

The City of Visalia proposes to be an energy efficiency leader in the San Joaquin Valley through an integrated effort to lead by example and encourage cities, businesses and citizens to take steps to improve energy efficiency. The focus will be on utilizing programs offered by Southern California Edison and Southern California Gas to provide short-and-long term energy savings, reduced greenhouse gas emissions, reduced utility bills, and an enhanced level of comfort in governmental and commercial buildings and homes. In addition, the City of Visalia will continue its ongoing efforts to implement programs and promote the conservation of our natural resources through a Division solely committed to that purpose.

Visalia is centrally located between two urban cities, Fresno and Bakersfield, in the heart of the San Joaquin Valley. Its population at the end of 2007 was 117,744 (California Department of Finance). Hispanics or Latinos numbered 44,930, or 39.1 percent of the city's population, compared to 14.8% nationally. The 2006 American Community Survey shows 10.1% of families in Visalia live below the poverty level, compared to 9.8% in the U.S. The per-capita income (in 2006 inflation-adjusted dollars) is \$23,475, compared to \$2,267 in the U.S.

Visalia has long been an environmentally conscious community. The City has undertaken a number of endeavors that have resulted in energy efficiencies, water conservation, recycling, and the use of alternative fuels. However, budget constraints at the local government level and education, language and economic barriers at the community level have been limiting factors for the expansion of environmentally worthy actions, especially in the surrounding communities. In partnering with the San Joaquin Valley Clean Energy Coalition, the City of Visalia will increase its own energy efficiency efforts, and share lessons learned from these efforts to assist and benefit surrounding communities.

The Visalia Innovative Energy Watch (VIEW) endeavors to first focus on Visalia with the intent to offer the program to other communities, both incorporated and unincorporated, within the County. The emphasis will be on those communities served by the Visalia City Coach transit service, including Exeter, Farmersville, Goshen, the Sequoia National Park and portions of the unincorporated areas of the County of Tulare. Focusing on these areas will allow for joint marketing in and on the buses, the bus stops and at key events. These areas also are served by the same major media outlets. Education and outreach activities with the other communities would begin immediately. Audit and efficiency implementation would occur approximately 12 months

after the initial phase. Visalia will use the results of their efforts to demonstrate the overall benefit; however, the proposed 12 month timeline would not preclude earlier implementation.

The inclusion of the Sequoia National Park in the program will provide a unique intergovernmental public/private opportunity. It will promote greater energy efficiency in one of the state's greatest assets and provide an opportunity to promote to a broader market. This is especially true because the Sequoia National Park is one of only 15 parks nationwide to be actively involved in the Climate Change program to reduce the Park's carbon footprint.

The program will focus on five key areas of emphasis:

- *Governmental facility, audit, retrofit, staff training, general education and information outreach to other government agencies which generally share the same usage opportunities and challenges;
- *Audit, retrofit, and outreach to both small and large businesses regarding energy efficiency options and programs;
- *Household audits and retrofit with an emphasis on underserved populations, including seniors, minorities, young adults, and low income households;
- *Personal vehicle and fleet conversion to Compressed Natural Gas;
- *General marketing and outreach to the community at large, leveraging the existing local government infrastructure to communicate about and encourage participation in a wide variety of energy efficiency and demand reduction programs.

The desired outcomes from the VIEW program include:

- *Short- and long-term energy savings and demand reduction from government entities, businesses and households;
- *Greater demand for energy efficient products and technologies among municipal, residential and business customers;
- *Greater awareness of and participation in statewide energy efficiency programs at the local level;
- *Increased use of CNG as both a commercial and personal vehicle fuel;
- *An increased knowledge base that results in a higher level of proactive efforts to conserve energy.

The projects and programs proposed under the VIEW could include, but will not be limited to the following proposals.

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MUNICIPAL PROGRAMS:

Program Purpose: The VIEW will provide opportunities for government agencies to avail themselves of the programs currently available to local governments, but often cannot be accessed due to budget, staff and knowledge constraints. The VIEW will help promote energy efficiency and a "lead by example" attitude by increasing awareness and participation in self generation, demand response, California Energy Commission, Department of Energy, Environmental Protection Agency, (and other energy efficiency programs).

Energy audits at municipally-owned facilities: Through the Energy Audits and Technical Assistance Program noted in the Local Government Energy Action Resources, energy audits will be conducted on no fewer than 10 additional city buildings and up to 30 more during the program period by interested agencies. These audits in Visalia would include several city-owned buildings that are currently leased to worthwhile non-profit organizations in the community, including: the Creative Center, a community arts center for the developmentally disabled; the Enchanted Playhouse, the only children's Theatre between Los Angeles and Stockton; and the Manuel Hernandez Center, which provides programs for at-risk children in the community.

Based on information provided in the Business Services and Incentives section of the California Energy Efficiency Strategic Planning documents, and assuming that one-third of the 30 facilities would be large and two-thirds small, it is estimated that 58,180 kWh of gross demand, 50 kWh of available kWh, and 3,204 therms of savings could be identified for retrofit improvements.

Energy Retrofits – Using the Non-residential Direct Install program, or other available, applicable retrofit programs, energy efficient equipment will be installed at the identified governmental facilities in the VIEW program. In addition, it is proposed that the per-kWh/therms incentives offered by the Business Incentives & Services program be doubled for up to 30 governmental buildings associated with the VIEW program. Under this proposal, the incentives could not exceed the cost of the efficiency measures. In addition, the maximum incentives per project would not exceed those already established by the Savings By Design program. The impact to the Local Government Partnership Program would be the incentive rate per annualized energy savings on each project of \$.10 - \$.25/kWh and \$.34 - \$1.00/therm, based on the Business Incentives & Services program incentives. Even if higher energy savings figures than those noted above are realized, the maximum program cost is estimated not to exceed \$20,000.

Savings By Design – Utilize the Savings By Design program buildings within the Greater Visalia Area on up to five new governmental buildings. At least one of the structures will be the Visalia Public Safety Building, which will be designed during the 2008-2011 partnership period. Challenges include the high cost of construction, financial constraints and the uncertainty of local government budgets, especially in light of the current state budget crisis, and the sometimes added upfront cost of some energy efficiency measures.

It is proposed that the per kWh/therm owner incentives offered by the Savings By Design program be doubled for up to five new governmental buildings within the Greater Visalia Partnership Area that undergo the Savings By Design process. Under this proposal, the limitation of incentives to 50% of the incremental costs associated with the efficiency would be waived; however, the incentives could not exceed the cost of the efficiency measures. In addition, the maximum incentives per project would not exceed those already established by the Savings By Design program. The impact to the Local Government Partnership Program would be the incentive rate per annualized energy savings on each project of \$.10 - \$.25/kWh and \$.34 - \$1.00/therm, based on the Savings By Design Program outline. While the actual costs cannot be accurately calculated, it is estimated that the Savings By Design program would result in at least four times the amount of energy saved through the retrofit program noted above. Based on this assumption, this increased incentive would result in 232,720 Kwh and 12,816 therm savings at an additional cost of \$80,000. In addition, the utility would provide the funding for the costs

associated with the Savings By Design consultant costs, estimated to be approximately \$12,000/building or \$60,000 for the three year program.

Demand Response System – The City of Visalia will evaluate the potential for a demand response system on at least three of the City’s facilities with the highest energy use and will implement the system where it is feasible. The City will consider using the EnerNOC Company, the exclusive demand response contract holder for Southern California Edison. Initial analysis indicates this could result in up to 1 megawatt (MW) in demand response opportunity at no cost to the partnership program.

Upon implementation and evaluation of the Demand Response program, the results will be shared with the Greater Visalia Partnership entities, and opportunities for implementation in their jurisdictions will be identified and pursued. It is anticipated that an additional 1 mdgawatt (MW) in demand response may be realized from these efforts.

Building Code/Maintenance Training: The VIEW will work with established SCE and SCG programs to provide training in the specific areas of Building Safety/Inspection and Building and Maintenance. In addition, additional specialized educational programs will be implemented that will ensure the training is effectively implemented by the affected line staff throughout Tulare County.

The goal of Energy Efficiency training for Building & Maintenance staff is to keep them acquainted with and aware of the new technologies that are being applied to government buildings. Employees need to be able to maintain current HVAC systems and be familiar with the new Energy code and standards that the State of California has recently adopted. The importance of energy education is the simple fact that an increase in knowledge enhances the ability of an employee to perform job duties which meet the current standard.

The goal of the Building Safety/Inspection staff training will focus on the California Energy Code changes, which were adopted January 1, 2008. Education in this area has been sparse, especially in this rural area. Comprehensive, on-going training needs to be provided. In the past, the City has engaged the services of an independent educator to train Building Safety staff and has also made this training available to local contractors, architects, engineers, and other local jurisdictions. The response to this training, while very positive, made it clear that additional and ongoing education is required. Due to budget constraints, it will be difficult for the City to maintain this leadership role. The VIEW program would propose to provide repetitive, consistent training on a scheduled basis. A Train-the-Trainer component would be included to ensure lessons learned by one staff member are effectively communicated to staff not able to attend the training, and to afford more staff the opportunity to become state-certified. In addition, a component would be included that would provide line staff a cost-effective way to obtain a better understanding of and training on LEED training to ensure its mandates are upheld and implemented. An annual \$25,000 allotment is requested. While a full program would need to be developed, it is estimated that a minimum of six 6-hour training sessions would be provided with 20 staff in attendance from multiple agencies at an estimated cost of \$35/specialized training hour.

BUSINESS PROGRAMS

Program Rationale – More than 12,000 businesses operate in the greater Visalia area. The Visalia Chamber of Commerce and the Tulare Kings Hispanic Chamber of Commerce recognize the need for greater efficiencies in this area and have pledged to work with the VIEW program to promote greater awareness.

Program Purpose – The purpose of the VIEW Business Program is to provide direct services to 150 small businesses and 30 larger businesses during the three year program period.

Nonresidential Direct Install and Business Incentives & Services Programs - The VIEW program will use lessons learned from successful energy efficiency measures undertaken by municipal operations, and from other businesses who have successfully implemented energy efficiency measures, to encourage such efforts.

Non-residential Direct Install – The VIEW will utilize this program to provide a minimum of 150 businesses (50 for each of the three years) with the audit and retrofit program outlined in the program.

Business Incentives & Services – The VIEW will utilize this program to service a minimum of 30 (10 per year) larger businesses (greater than 100kWh monthly demand) a year.

RESIDENTIAL PROGRAMS:

Program Rationale: Visalia building statistics indicate that two-thirds of the housing stock in this area was built before 1984, prior to many of the energy efficiency measures and equipment were standard in new construction.

Program Purpose – The purpose of the residential program is to capitalize on the area's high homeownership figures (62.7% compared to 56.9% statewide) to improve the number of households taking energy efficiency measures by aggressively implementing the measures outlined in the Local Government Energy Action Resources (GEAR) program.

Single Family and Multifamily Residential Direct Install - VIEW proposes to utilize the GEAR program with a minimum of 1,500 single family and multi-family households. The program would provide audits and the direct install of the free energy-efficient measure, such as compact fluorescent lamps, interior and exterior hardwired fluorescent lighting fixtures, water faucet aerators, and low-flow showerheads. VIEW will work with target in-home energy audits for 1,500 single family and multi-family units, including direct install interior and exterior CFL's and T8 fluorescent lamps.

Mobile Home Direct Install Program – Work with the 11 identified mobile home parks in the VIEW area to implement the Mobile Home Direct Install Program.

Appliance Recycling – Conduct at least 3 neighborhood sweeps annually in which neighborhoods are mobilized to turn in refrigerators, freezers or air conditioners, or make reservations for pick-up by the SCE vendor.

Demand Response Program – A targeted marketing campaign will be held each year to encourage homeowners to sign up for Demand Response Program. An additional incentive, like a drawing for a major energy efficient appliance, or a give-away program like an energy efficient lamp, will be given away to anyone who signs up for the program.

PERSONAL & COMMERCIAL VEHICLE CONVERSION PROGRAM

Program Rationale: The Personal & Commercial Vehicle Conversion Program will improve overall air quality in this air quality non-attainment area. It is also thought that the attention such a program would warrant would generate more interest in the energy program overall.

CNG vehicles are proven to burn cleaner, produce lower levels of harmful pollutants than gasoline or diesel vehicles, reduce emissions of carbon monoxide and reactive hydrocarbons (which play a major role in formation of ground-level ozone, the principal ingredient of smog), contain no particulates such as those associated with diesel fuel, and reduce emissions of carbon dioxide - the principal "greenhouse" gas.

This incentive would be especially attractive for homeowners when coupled with the incentive SCE offers by reducing residents overall rate paid for gas service if an approved personal fueling system is installed.

Program Purpose: The purpose of the Personal & Commercial vehicle conversion program will be to have 100 homeowners or small businesses install personal fueling equipment to make the operation of CNG vehicles more convenient and cost effective in their homes, and to have 100 commercial vehicles convert to CNG vehicles.

Vehicle Filling Equipment Incentive: It is proposed that Southern California Gas Company subsidize the purchase of personal refueling units as an incentive for people and businesses to convert to CNG vehicles. The refueling unit is a small, compact gas compressor capable of providing convenient overnight home refueling for CNG vehicles. The unit's cost is an estimated \$4,000, and installation is an additional \$1,000-\$2,000. The subsidy is proposed to be half of the purchase cost or \$2,000/unit. While the program would not save energy, it would generate a significant positive impact on air quality in this area. Cost is estimated is \$200,000.

MARKETING AND OUTREACH

Program Purpose: The purpose of the Community Marketing and Outreach Program is to leverage the existing local government infrastructure to communicate about and encourage participation in a wide variety of energy efficiency and demand reduction offerings available to the public.

Marketing Program – The VIEW marketing efforts would encompass four aspects:

- ***Develop** a comprehensive strategy for utilizing existing communications efforts to include information about the programs and activities of the VIEW. These would include, but not be limited to, the City's e-mail newsletter, city service billing statement stuffers, bus and bus stop information points, Visalia Today TV show, on-hold messaging and other current activities that proven effective in communicating energy information.

- ***Contract** with a marketing professional to develop a logo and other marketing material including brochures, tradeshow booth and materials, and radio/TV commercials.

- ***Identify** a minimum of 30 community events – 10 annually - which can be used to market the VIEW partnership services, and conduct a minimum of 300 (100 annually) small group presentations. At least some special events, including employee events, would encompass the light bulb give away program and/or the lamp exchange program.

***If the CNG conversion program** is approved, purchase a passenger CNG vehicle that would be colorfully wrapped for maximum visual impact for promotion purposes.

***As an innovative measure**, the VIEW would propose to target young adults in particular through aggressive promotion of a new web-based tool to be released by the Environmental Protection Agency in the Spring. Once released, the web address will be www.doyourpartclimate.org. Called “Do Your Part,” it is a new on-line program that empowers visitors to reduce their carbon emissions. Participants conduct their own household green house gas emissions inventory on-line, and then pledge to make specific changes in their activities and lifestyle, many of which involve energy efficiency/energy conservation and reduce their carbon imprint. Participants are tracked via zip code, enabling message tracking and reach capabilities. A related program that is associated with the National Park Service is already available on line at www.doyourpartparks.org. According to officials associated with the EPA program, the community climate portion should be available within the next 30-60 days.

In addition, since Fresno and Visalia share the same major media outlets, if approved, the VIEW will approach the Fresno Energy Watch to determine if joint marketing efforts would be taken to increase the effectiveness of both programs.

Anticipated budget: \$450,000 (of which \$350,000 would be requested from the Partnership)

Table 3-1 Energy Savings and Demand Reduction Forecast

Installation Goals	Year #1 – Year #3
Gross Peak Demand Reduction (kW)	120,000 kWh
Gross Energy Savings (kWh)	296,900 kWh
Gross Therm Savings (therms)	16,020 therms

Table 3-2 Overall Budget Allocation (\$)

Utility Name: Southern California Edison		
Item	Program Budget	
	(\$)	(%)
Administrative Costs	\$310,000	22%
Marketing/Outreach Costs	\$900,000	65%
Incentive/Rebate Costs	\$100,000	7%
Direct Implementation Costs	\$86,400	6%
Total	\$1,396,400	100%
Utility Name: Southern California Gas Company		
Item	Program Budget	
	(\$)	(%)
Administrative Costs	\$155,000	19%
Marketing/Outreach Costs	\$450,000	56%
Incentive/Rebate Costs	\$200,000	25%

Direct Implementation Costs	\$0	\$0
Total	\$805,000	100%

PART 3.

Item A. Cost Efficiency -

Table 3-3: Budget (Resource and Non-resource Activities)

Item	Year #1 – Year #3
1) Total Resource Activity Budget (\$)	\$386,400
2) Total Resource Activity Budget Sponsored by Partner (\$)*	\$26,400
3) Non-resource Activity Budget (\$)	\$1,815,000
4) Total Non-resource Activity Budget Sponsored by Partner (\$)*	\$450,000
Total Proposed Budget (\$) to IOU = 1) – 2) + 3) – 4)	\$1,725,000

The Visalia City Council has established a Natural Resource Conservation Division with a total budget of \$355,142. The staff and resources devoted to this Division, as well as those from the San Joaquin Valley Clean Energy Organization, will be instrumental in implementing the Partnership agreement.. The environmental and marketing staff assigned to this program are professionals in their field who have the knowledge, skills and ability to accomplish the program as presented.

Administrative Overhead

As part of the overhead contributions, the City will assign staff to devote the allotted amount of time to the VIEW program, and provide the funding for these efforts. The time commitments and dollar values are as follows:

Deputy City Manager (10% - \$15,600); Natural Resource Conservation Manager (20% - \$15,600; Community Relations Manager (15% - \$11,700), Chief Building Official (5% - \$6,825) other NRM Staff (20% - 20,000). Total staff cost over three years - \$209,175.

The Administrative program will also include \$75,000 in contributions from the utility to provide a minimum of six 6-hour training session with 20 staff in attendance from multiple agencies at an estimated cost of \$35/specialized hour of training. These trainings will educate building officials and inspectors to ensure that energy efficiency measures are appropriately installed. In addition, training will be provided to maintenance staff from various agencies. In both instances, a train-the-trainer model will be implemented to ensure the information is appropriately transitioned into the work place. Total cost over 3 years - \$75,000

A part-time staff person will be contracted with to provide assistance to the smaller communities and to help facilitate any incentive or other paperwork requirements. The anticipated cost for salary and benefits is \$50,000/year for a three year cost of \$150,000.

The City will provide an additional \$10,000/year in in-kind funding for computers, supplies, etc.

Marketing Outreach

The VIEW program will include a comprehensive marketing program that will encompass a number of outreach efforts. The initial marketing budget includes the following annual allotments (estimate only):

- -\$50,000 for marketing consultant to design and implement the plan
- -\$50,000 in general distribution printed materials
- -\$100,000 in media outreach (TV, radio and print)
- -\$50,000 in event attendance coordination and community presentations including tradeshow booth, staff time and participation fees.
- -\$100,000 in in-kind services through City-sponsored outreach including statement stuffers, business license renewal notices, Visalia Today TV Show, Inside City Hall newsletter, Park and Recreation Brochure, etc.
- -\$25,000 in specific event coordination such as Earth Day, VIEW Day, etc, that will specifically promote the VIEW
- -\$50,000 in targeted mailings/door-to-door outreach to the hard to reach target audiences
- \$25,000 to specifically encourage “Do Your Part” participation

In addition, there is a resource budget that is outlined in the program portion of this section. It involves the resource portion which includes higher incentives for municipalities for energy retrofits and Savings By Design Programs. In addition, the agencies will implement demand response programs that are expected to result in 1-2 MW in generation savings. These costs are broken out for the 3 year program as follows:

- Incentives for Savings By Design usage \$100,000 (100% SCE)
- Direct Implementation Costs - \$86,400 (\$60,000 SCE; \$26,400 VIEW program)
- Installation of personal & fleet fueling equipment - \$200,000 (100% SCG)

Item B: Skill and Experience :

The City of Visalia has a long history of being environmentally proactive and has implemented a number of efficiency projects and programs, including the following:

- Conducted comprehensive energy audits** in 2000 and implemented significant changes as a result of the recommendations made in those audits including the replacement of 55 HVAC Systems with Bryant units, installed LED lamps at 79 traffic intersections, and replaced 8-inch section heads with 12-inch section heads at 17 traffic intersections.
- In 2006, the City installed a 30 kWh solar system** at the Visalia airport. The system cost \$175,000 after a California Energy Commission rebate of \$83,028.

After one year of operation, the City determined that the system was not meeting expectations, and worked with Southern California Edison to determine how to make the system more operationally and financially beneficial. The system is now expected to reach anticipated efficiencies.

-The City of Visalia partnered with the Visalia Unified School District in 2004, to install a Compressed Natural Gas facility in order to facilitate the conversion of the District's fleet system and the City's transit and solid waste fleets to CNG. The facility was completed in January 2005.

-In March 2007, the City completed construction of its own \$1,600,000 CNG facility at the transit maintenance facility. This facility includes the community's first public CNG station that is open 24 hours a day and accepts credit/debit cards. In its first year, the facility pumped 204,288 therms, and that figure is expected to increase by a minimum of 40% in the coming year.

-In 2007, the City partnered with the National Park Service to provide an innovative Shuttle system from Visalia to and through the National Park. In its initial year, more than 140,000 passengers rode the system, reducing the number of cars in the park by approximately 47,300. Both the internal and external Sequoia Shuttle System is operated by the City's Transit Division. The City garnered more than \$2.2 million in federal, state, local, and fee-for-service funds to operate the three year pilot program. In the first year of the seasonal 3 month program, the following reductions were realized, based on U.S. Environmental Program Agency, Office of Transportation and Air Quality, Emission Facts standards: 168 kilograms of hydrocarbons, 1,254 kilograms of carbon monoxide, 83.4 kilograms of oxides of nitrogen, 54,960 pounds of carbon dioxide, and 2,790 gallons of gas.

Item C: Demonstrated Commitment

Commitment to Energy Plan:

On January 10, 2007, Visalia became one of the first cities to sign the Mayor's Climate Protection Agreement, also known as the "Cool Cities" pledge, whereby it committed to take the following three actions:

- Strive to meet or beat the Kyoto Protocol targets in our own communities, through actions, ranging from anti-sprawl land-use policies to urban forest restoration projects to public information campaigns;
- Urge California and the federal government to enact policies and programs to meet or beat the greenhouse gas emission reduction target by 7% from 1990 levels by 2012, and;
- Urge the U.S. Congress to pass the bipartisan greenhouse gas reduction legislation, which would establish a national emission trading system.

On October 1, 2007, Visalia became the first city to *enter into* a memorandum of understanding with the San Joaquin Valley Clean Energy Organization, (SJVCEO), a non-profit corporation committed to helping the San Joaquin Valley address economic, environmental and growth challenges through the increased use and reliance on clean energy, defined as both energy efficiency and renewable energy resources. The SJVCEO was created through the California Partnership for the San Joaquin Valley

(www/sjvpartnership.org) a unique public/private venture designed to improve the quality of life for Valley residents. The SJVCEO's mission is to meld the numerous organizations in the San Joaquin Valley who are doing significant work to increase use of energy efficiency and renewable energy. These programs lack coordination across the region, creating information gaps and lost opportunities for information and cost-sharing. This unfortunate, dysfunctional, and avoidable situation leads to sub-optimal utilization of available programs for energy efficiency and renewable energy, hurts the Valley, and provides no clear means to achieve regional synergies that can accelerate our progress. In addition, there is a lack of an agreed-upon set of clean energy outcomes and a plan to achieve those outcomes for the Valley.

The SJVCEO serves as:

- The principal vehicle and focal point through which the California Partnership will implement the energy provisions of its recommendations ;
- An independent regional face, voice and source of support for Valley stakeholders to significantly increase the region's use of clean energy; and
- A hub for communication and resource leveraging between clean energy stakeholders, and their counterparts in the eight-county region, interested in improving air quality and the economy, shaping growth in a sustainable manner, and reducing greenhouse gas emissions.

The mission of the organization is to build upon existing efforts and serve as a trusted resource on clean energy for San Joaquin Valley businesses, consumers, nonprofits and local governments. The SJVCEO accomplishes this by providing:

- Planning to bring the many independent clean energy activities in the region into a coherent, well-integrated strategy;
- Information and expertise on current clean energy programs and activities under way, viable funding sources, business drivers, barriers to greater use of clean energy, and links to capital markets;
- Source of advocacy and education to remove barriers to greater clean energy use; and,
- A valued source of technical support to implement clean energy projects.

SJVCEO Board of Directors is comprised of 24 members including representatives from PG&E, California Energy Commission, Chevron North American, and San Joaquin Valley Air Pollution Control Board, SCE, SCG, Great Valley Center, Sierra Club, San Joaquin Valley Power Authority, HUD, Pacific Ethanol, several institutions of higher learning and other energy stakeholders.

As part of the City's MOU with the SJVCEO, the City is committed, at a minimum, to do the following:

- Develop a comprehensive clean energy/greenhouse gas (GHG) reduction plan and identify baseline emissions and energy use including:
 - The sources of the City's (municipal) major greenhouse gas emissions;
 - Consideration of a baseline consistent with the requirements of the California Registry, and;

- A Climate Energy Action Plan through which the City can reduce its emissions and lower energy and other resource use and costs.
- Implement clean energy measures and projects starting with programs that can readily demonstrate the benefits of such actions, and could be readily duplicated in other cities. The following have been identified as priority areas of focus:
 - Energy audits and retrofits at municipal facilities;
 - Evaluation of solar options at city facilities;
 - Evaluation of energy efficiency measures that could be implemented in affordable housing in the city;
 - Increase the number of alternative energy vehicles in the City fleet;
 - Evaluation of energy efficiency and renewable energy measures that could be implemented in existing or new developments in the City.

As part of the agreement with the SJVCEO, the City of Visalia also has pledged to work with and encourage other cities and key stakeholders to replicate successful programs developed through the SJVCEO. Together, the City and SJVCEO would endeavor to include other municipalities in the programs and projects approved through the Local Government Partnerships.

In addition, the City will be embarking on a comprehensive General Plan update beginning in 2008. This multi-year process will consider goals, policies, or programs in land use designation, or as additional mitigation measures identified during the CEQA review process, that may reduce the impact of greenhouse gases from development. The policies considered will include the results from a year-long Smart Growth community planning process that was recently completed by a Council-appointed citizen's group.

Examples of Long-term Conservation Commitment, not all inclusive:

-In the 1970's, the City installed a 300 HP methane gas fired engine, utilized to run a 7000sfm blower. Waste heat from the water jacket and exhaust is captured and used to heat several anaerobic digesters, which produce methane gas used in the engine. The heat captured from the engine replaced a 2.35 million BTU/hour natural gas fired boiler.

-In 1988, the City implemented a custom split container solid waste receptacle in an effort to make recycling a mainstream activity in the community. The split container is still in use today. Many other strategies have been implemented to divert waste from the land fill, including a waste-to-energy program, a yard waste program, a construction and demolition recycling program, support of the Habitat for Humanity Restore and the implementation of a variety of programs such as Christmas Tree Recycling, quarterly Dump-On-Us programs, fall leaf recycling programs and chipping programs.

-In 1990, Visalia adopted a water conservation ordinance and has provided on-going outreach and enforcement support.

-In 1992, variable frequency drives were installed by the City on pumps throughout the WWT plant.

-In 2004, a 500kWh methane gas fired engine-generator was installed by the City at the WWT plant, which produces an average of 220,000kWh hr/month.

-In 2006, the City installed a 30 kWh solar system at the Visalia Municipal Airport.

-In 2007, two LEED equipped police substations opened in Visalia. Construction included a number of energy-efficient walls that are a composite of concrete block and

straw bale layers that provide twice the amount of insulation of standard construction. Other energy efficient features included the proper orientation of windows, a highly insulated and reflective “cool roof”, and a night air ventilation system.

LONG TERM STRATEGY FOR SUCCESS

In the July, 2006 budget, the City Council approved the formation of a Natural Resource Conservation Division. The division was implemented in August, 2007 with 2 full-time and 7 part-time positions. This new Division is committed to making Visalia a more environmentally aware and proactive community. The work program for this Division includes, but is not limited to:

- Develop an initial plan for implementing the Cool Cities initiative to present to Council, with the understanding that this is an on-going effort, and that a more comprehensive, long-term program will be developed over the next 6-12 months;
- Work with SCE to conduct energy audits at 12 City facilities (underway as of 3/3/08);
- Develop a “Green Building” program for Visalia which is mutually supported by the Environmental Committee and the Home Builders Association, as well as other interested parties. Target date for program adoption: January, 2009;
- Assess the City organization’s internal operations to develop potential improved conservation efforts and develop implementation strategy;
- Explore the solar opportunities that the city could consider implementing, including projects similar to those recently constructed in Mendota, Fresno and San Diego. This should include both direct purchase and power purchase options;
- Evaluate, in conjunction with the consultant study on the Waste Water Treatment Plant, the potential for using solar or another alternative energy source at the Waste Water Treatment Plant;
- Assess the current water conservation efforts, determine reasonable monitoring/tracking targets, and develop a plan for attaining those goals. This should include developing a relationship with California Water Company, and determining how to capitalize on the City’s relationship with them, especially any water conservation monies/programs, and the acceleration of conversion of water meters.
- Developing alternatives for removing food waste from the waste stream, including composting and identifying a biomass option.

In addition, the City has a Community Relations Manger. This experienced media and marketing professional will assist the Natural Resource Division in strategizing the marketing/educational efforts to ensure the appropriate channels are used to reach the desired target markets.

The key staff who will be involved in implementing the VIEW programs include:

Steve Salomon, City Manager, City of Visalia

His career in local and regional government has spanned some 35 years. He has served as the City of Visalia’s City Manager since 1996. Throughout his career, he has focused on economic development, redevelopment, growth management, and operational and fiscal efficiency. His commitment to energy conservation is evidenced by the opening of a Compressed Natural Gas Facility; requiring alternative fuel to be used on all city vehicles; implementing energy audits of

city-owned facilities in 2000; and the formation of a Natural Resources Conservation Division in 2007, enabling the city to sustain its long-term commitment to energy conservation.

Leslie Caviglia, Deputy City Manager, City of Visalia

Deputy City Manager Leslie Caviglia brings a unique experience mix to the City's conservation effort. She currently oversees the Natural Resource Conservation, Transit, Community Relations, Convention Center and City Clerk Divisions. She has worked for the City for 12 years, starting as the Community Relations Manager and then moving in to the Assistant to the City Manager position and then her current position. She worked in the Marketing Department of Beacon Oil Company in the mid-1980s when it was the first gasoline company in the state to promote an ethanol blended fuel option. She also ran her own consulting company for 7 years, serving a diverse client base which included UC Merced, UC Riverside, the California Citrus Nursery Advisory Board, an agency authorized by the California Department of Food and Ag, the City of Visalia and other private, government and non-profit clients. She is a graduate of California Polytechnic State University, San Luis Obispo where she graduated in journalism with concentrations in public relations, business and political science.

Shawn Ogletree, Natural Resources Conservation Division Manager, City of Visalia

Shawn Ogletree brings over 10 years of Environmental and Conservation experience to his position as manager of the City's new Natural Resources Conservation Division. His work as an Associate Environmental Planner with the State of California focused on waste, air, noise and water issues for the Central Region. He owned a professional environmental consulting firm for three years. His diverse client base included Reality Concepts, Table Mountain Rancheria and Anderson Environmental. He holds a dual degree in Environmental Conservation Natural Resources and Wildlife Biology from Texas Tech University and a Master of Public Health with an Environmental focus from California State University, Fresno.

Nancy Loliva, Community Relations Manager, City Of Visalia

Her communications career spans 20 years, and includes experience in print media, work as a private media-public relations-marketing consultant, and as a media specialist for the County of Tulare's Health & Human Services Agency. She was features editor for the Visalia Times-Delta for a total of eight years before forming her own consulting company. Her clients included the Tulare County Farm Bureau, the Vintage Press Restaurant, Tulare County Workforce Investment Board, and the Farmersville Unified School District. She is a graduate of University of Wyoming with a degree in journalism with concentration in public relations, and is completing a master degree in public administration at California State University, Fresno.

Dennis Lehman, Chief Building Official, City of Visalia.

Dennis Lehman has been the Chief Building Official in Visalia for the last ten years. He has been involved in the building industry for more than 30 years, and is a part-time instructor at the College of the Sequoias. He has a degree in Industrial Technology from the California State University at Fresno.

Paul Johnson, Interim Executive Director, San Joaquin Valley Clean Energy Organization

Paul Johnson is the President of Paul Everett Johnson and Associates, a small business that provides consulting services to Federal, state and local agencies and others to develop self-

sustaining clean energy programs. He has worked extensively in the San Joaquin Valley over the past decade, identifying and championing the role that clean energy can play in improving air quality and improving the economy and creating jobs. Paul is currently working with the California Partnership for the San Joaquin Valley (CA Partnership) as its lead energy consultant to carry out recommendations to significantly increase clean energy investments in the San Joaquin Valley. He also served in various management positions in the Western Regional Office of the Department of Energy, including appointments as Division Director, Acting Deputy Director, and Acting Director of the office to complete a 30-year Federal career. Paul brings to the SJVCEO over 35 years experience developing and managing clean energy programs, knows the motivators that drive clean energy investments, the issues surrounding it, how clean energy programs are deployed, what it takes to design and operate successful programs, and the key players in the clean energy network.

Through these City Divisions, the City's on-going efforts, and the established relationship with the San Joaquin Valley Clean Energy Organization, it is clear that the City of Visalia has both a "champion" for Local Government Partnership, and demonstrated a long-term commitment to energy efficiency and effectiveness.

ITEM D. PARTNER'S MUNICIPAL FACILITIES AND INFRASTRUCTURE

The City currently has 41 buildings that comprise 565,000 square feet,

In 2007, the City of Visalia formed a Natural Resources Conservation Division and signed a Memorandum of Understanding with the San Joaquin Valley Clean Energy Organization. The purpose of these organizations is explained in detail elsewhere in this document, but in both the NRC's work program and the agreement with the SJVCEO, it is clear that the City has a commitment to develop a long-term energy plan that will specifically highlight goals, policies and procedures the City is committed to completing.

In 2000, the City hired a consultant to conduct comprehensive energy audits on all buildings. As a result of the audits, the City implemented significant changes including the replacement of 55 HVAC Systems with Bryant units, installed LED lamps at 79 traffic intersections, and replaced 8-inch section heads with 12-inch section heads at 17 traffic intersections. The retrofits were completed in 2001 and 2002.

The City began working with Southern California Edison in 2007 to conduct audits on 12 of the agency's highest use buildings. Due to SCE's workload, those audits had to be postponed until 2008 and are underway as of the writing of this proposal. In addition, the City is working with SCE to also conduct pump tests on 12 of the highest use pumps. It is the City's intent to evaluate and implement all efficient recommendations that result from the audit. Since the original audits in 2000, the lessons learned have continued to be implemented, including the installation of 20 additional LED traffic lamps. Staff is currently developing a proposal for City Council consideration to replace all non-LED traffic lamps.

In addition, new buildings built since 2000 have had increasing energy efficient, including the Transit Center which opened in 2004 and includes efficient lighting, heating and cooling and

some solar features. Last year, the City opened two LEED equipped police substations that included a number of energy-efficient walls that are a composite of concrete block and straw bale layers that provide twice the amount of insulation of standard construction and including other energy efficient features including proper orientation of the windows, a highly insulated and reflective “cool roof” and a night air ventilation system.

The City is currently designing two major facilities, the second phase of the Sports Park, and a new Public Safety Building. Both of these projects are expected to be LEED equipped upon completion.

The City is currently developing a Master Plan for the Waste Water Treatment Plant with a specific requirement that energy efficiency, alternative energy and reuse options be included as part of the Master Plan.

In 2006, the City installed a 30 kWh solar system at the Visalia Municipal Airport.

While the City’s energy plan is still underway, the long-term, on-going examples provided here, and the City’s partnership with the SJVCEO, demonstrate the City’s commitment to energy savings.

ITEM E. FEASIBILITY – Implement the Program

The City of Visalia’s commitment to Natural Resource Conservation is not new; it has been a long term strategy that has culminated in the establishment of a division that is dedicated to making Visalia more environmentally aware and proactive. It is key that the VIEW would augment the activities already underway in Visalia, and expand the program to other locales. The City already has staff available, has initiated building and pump audits, is conducting a demand response analysis on three major facilities, and has committed to the Energy By Design program for the proposed Public Safety Building. The City is poised to “hit the ground” running if included as a partner. In addition to the 3 full- time and 2 part-time staff members that could work on the VIEW, the budget includes funding to contract for additional audit and marketing support. In addition, the City has already secured participation commitments from the California Partnership/SJVCEO, the Visalia Chamber and the Tulare Kings Hispanic Chamber (letters attached), and will seek other partners, including local non-profits already engaged in energy audit and recycling programs, media sponsors and other appropriate trade associations.

Initial Work Program Timelines and Responsible Parties Include:

- *Energy Plan Completed by Dec. 31, 2008 (SJVCEO)
- *Training Plan established and implemented within 6 months. (Visalia Chief Building Official)
- *Develop comprehensive marketing plan within 90 days.
- *Outreach/Marketing efforts initiated within the first 30 days in Visalia. (Community Relations Manager)
- *Outreach/Marketing efforts initiated throughout the program’s geographical area within 60 days. (Community Relations Manager)

- *Visalia municipal audit/implementation activities are already underway (NRC Manager)
- *Other agency audits initiated within the first year. (NRC Manager)
- *Business and household audits and retrofits implemented within the first 6 month. (NRC Manager)
- *Development and implementation of the The Personal & Commercial Vehicle conversion program within 6 months. (Deputy City Manager)
- *Begin Savings By Design program on Public Safety Building by Dec. 31, 2008 (Deputy City Manager)
- *Identify other likely Savings By Design project participants by Dec. 31, 2008 (Deputy City Manager)
- *Complete Demand Response study and present recommendation by Aug. 31, 2008. (NCR Manager)
- *Identify other potential Demand Response facilities in Visalia and other locales by June, 2009.

Item F. Integrated Approach:

The City of Visalia is committed to a fully integrated approach to capturing all clean energy opportunities in our community consistent with the state's preferred loading order. As indicated elsewhere in this abstract, the City has begun and will continue to implement a broad array of energy efficiency renewable energy and demand reduction activities – starting with energy efficiency.

The City's commitment to an integrated approach is directly linked to its commitment to reduce the community's greenhouse gas emissions and Visalia's involvement in the Cool Communities programs. There are many energy factors that contribute to greenhouse gas emissions and the City wants to take a tackle these sources in an integrated fashion to reduce these emissions.

The work proposed an integral component of efforts the City is undertaking, with assistance from the SJVCEO, to develop an energy action plan for the city to shape comprehensive strategies to carry the City's commitment as a Cool Cities community. Through this work, the priority has been to first seek to identify and capture efficiencies within city facilities and then focus on demand response (analysis currently underway) and renewable energy opportunities in city controlled properties. As part of this effort, the City has identified an expanded methane gas program at the Waste Water Treatment Plant, and has identified 10 City locations where solar installations are being assessed. As noted, a green building program is being pursued.

A second phase of this effort will be to pursue energy efficiency, demand response and renewable energy opportunities in the business sector and community. This planning process has served as a guide for the work described in this proposal

ITEM G. COMPREHENSIVENESS

The proposed VIEW program encompasses both energy efficiency, peak demand and renewable energy objectives.. The proposal includes audits of municipal and other government agencies, businesses and residential units. As a result, improvements will be recommended for all aspects of energy efficiency including lighting, HVAC, refrigeration and insulation, and pre-planning for

greater savings will be encouraged through the use of the Savings By Design program. The proposed incentives, combined with the programs included as part of the IOU's general consumer outreach, and those specifically designed for the Local Government Energy Action Resources will offer significant incentives for consumers to participate. These incentives will be promoted directly to those involved in the audits, and to general and targeted audiences as outlined in the marketing plan.

The approach described is designed to recognize synergies and increased savings available by bundling packaging measures together to increase savings and reduce administrative costs needed for return visits to the same customer. Therefore when customers are approached through this program, it will be a one stop shop of information on utility and other program opportunities. The VIEW will market the entire portfolio available from the utility to that customer and stress whole building opportunity, complementary measures to be undertaken, and will explain and promote life cycle cost calculations.

ITEM H. INNOVATION AND REFLECTS THE STRATEGIC PLANNING PROCESS:

The Strawman document released March 3, 2008 outlines an aggressive plan for achieving the aggressive energy efficiency goals. The VIEW program outlined by the City of Visalia is in line with the vision described. It is a multi-agency cooperative venture. It is based on the Council's long-term commitment to preserving natural resources and commitments to the Cool Cities program, reducing greenhouse gases, and the memorandum of understanding with the SJVCEO .

It is an integrated approach. First, it is a planned approach as it recognizes that the City has already developed Smart Growth policies specific for Visalia, has already begun developing an energy plan as well as a green building program, and has identified that the comprehensive general plan update should include the impacts of global warming/greenhouse gas emissions. It promotes a full range of programs, efficiency measures and applicable alternative energy measures.

As noted in the goals section of the strawman document, the City is developing an energy plan. While not yet drafted, the City's partnership with the SJVCEO, and the pro-active measures taken over more than three decades, make it clear that the City has a strong commitment in this regard. It is anticipated that the ultimate plan will coincide with most, if not all, of the goals outlined in the document.

With regards to strategies to implement the goals, the proposed VIEW program clearly outlines a plan for meeting many of the appropriate strategies outlined in the document. The City's previous action demonstrates that it has led by example, and the VIEW program outlines an aggressive plan to implement both retrofit, whole building, demand response and alternative energy options, and to work with other local agencies to do the same. As noted, the City has already recognized the need for energy-related policies in the general plan and through a green building program that will incorporate many of the measures identified in the strawman document.

The VIEW program embraces the need for additional training, both for building officials, and for maintenance workers. Given the accessibility to SCE's Ag Tac facility, implementing an

innovative, aggressive training program should be readily achievable. The train-the-trainer program proposed would ensure that the information is appropriately integrated into agency work programs.

The VIEW program utilizes current financial incentives, and proposes additional incentives for VIEW participants, based on energy savings, that will assist government agencies in funding retrofit and whole building projects. Given the uncertain budgetary times cities are facing, these incentives are critical. Of special note is the unique situation in Visalia where several municipal entities are occupied by non-profit organizations which will provide an even higher profile to the work undertaken, and assist the always struggling non-profits by lowering their energy costs.

The marketing program will appropriately target minorities, seniors and low income households, and will adapt to the mediums that will effectively reach these audiences. It is innovative in that it proposes to use the new EPA web based greenhouse gas program to entice young adults into taking action. In addition, it endeavors to link two partnerships, namely the Fresno Energy Watch program, to jointly utilize major market mediums.

Given that it is a new program, the VIEW program was designed conservatively, but realistically in order to ensure success. The innovations proposed include the Personal & Commercial CNG Vehicle conversion program, the Sequoia National Park as part of the program area served by the VIEW which will provide a different level of exposure for the program, the aggressive training program that includes a train-the-trainer component, and the promotion of the “Do Your Part” EPA website that enables citizens to establish their carbon footprint and commit to measures to reduce their greenhouse gas emissions. Since participation is traceable via zip code, it has the ability to track the reach of the program.

The VIEW program will be a solid addition that would be an asset in meeting the goals outlined in the “Achieving Aggressive Energy Efficiency Goals in Local Communities and Statewide – Steps Toward a Strategic and Coordinated Approach.”



California Partnership for the
San Joaquin Valley

March 6, 2008

Leslie Caviglia
Deputy City Manager
City of Visalia
425 E. Oak, Suite 301
Visalia, CA 93291

RE: Support for Your Abstract to Establish a Local Government Partnership

We would like to offer our support for the abstract that you are submitting to Southern California Edison and Southern California Gas Company to establish a new Local Government Partnership in Tulare County. It is our understanding that this program will focus first on Visalia with the intent of expanding it to other incorporated and incorporated areas. We also understand that the San Joaquin Valley Clean Energy Organization (SJVCEO) would be a partner in this proposed effort.

Set in motion by Executive Order from Governor Schwarzenegger in June 2005 and renewed in November 2006, the Partnership is an eight county public-private partnership focused on improving the region's economic vitality and quality of life for the 3.4 million residents who call the San Joaquin Valley home. The California Partnership for the San Joaquin Valley (Partnership) is addressing the challenges of the region by implementing measurable actions on economic, environmental, and social levels to help the San Joaquin Valley emerge as California's 21st Century Opportunity. The Partnership recognizes the critical role that clean energy plays in the future of the San Joaquin Valley. The Valley's air is among the worst in the nation—the creation and deployment of renewable and alternative energy sources are intimately tied to the health of Valley residents and its economy. A quality environment is one of the “three E’s” of sustainable growth – prosperous economy, quality environment, and social equity.

Your proposed effort would increase the level of valued clean energy activity in our region and leverage needed utility resources in a part of the region not served to date through a Local Government Partnership. We are pleased that your proposal built on the work you have initiated to date through the SJVCEO, which was created through the Partnership. We look forward to supporting your efforts as you proceed through the SJVCEO. We can help support your efforts and demonstrate Commitment, the integrated and comprehensiveness discussed in Parts 3 C, F and G of the Abstract.

Sincerely,

Connie Conway
Chair, California Partnership for the San Joaquin Valley

5010 N Woodrow Ave.
2nd Floor, MS WC 142
Fresno, California 93740

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Tulare Kings Hispanic
Chamber of Commerce

March 7, 2008

Mr. Steve Salomon
City Manager
City of Visalia
425 E. Oak, Suite 301
Visalia, CA 93291

Dear Steve,

It is with great pleasure that the Tulare-Kings Hispanic Chamber of Commerce supports the City's efforts to join with Southern California Edison and Southern California Gas Company as a Local Government Energy Partner.

Energy costs, and the long-term effect of greenhouse gases on the environment, are both of particular concern to many of our members. We appreciate your interest in serving Hispanic-owned businesses and Hispanic households in an effort to help them identify opportunities to conserve energy, and to obtain assistance in purchasing and installing the necessary equipment that will result in energy and cost savings.

In prior venues, the Hispanic Chamber has worked with The Gas Company in a residential weatherization program, SCE with a business energy conservation program, and the City of Visalia in numerous programs benefiting our members. It is only fitting these organizations partner to maximize the benefits to our Businesses and our community.

We look forward to working with you to educate our members about the programs available through SCE, SCG, and the Visalia Innovative Energy Watch. We can utilize several of our current outreach efforts to assist you, including our monthly newsletter, The Hispanic Times, our Chamber web-site, specialty mailings, and participation in our monthly and annual events.

Again, we appreciate the opportunity to once again work with the City of Visalia for the benefit of our members and the community.

Sincerely,

Gil Jaramillo
Executive Director
Tulare-Kings Hispanic Chamber of Commerce

Old Bakery Plaza 711 N. Court St., Suite C • Visalia, CA 93291 • (559) 734-6020 • FAX (559) 734-6021



March 7, 2008

Leslie Caviglia
Assistant City Manager
City of Visalia
425 E. Oak Ave.
Visalia, CA 93291

Re: Grant Application Support for City of Visalia

Dear Leslie:

On behalf of the Visalia Chamber of Commerce, its Board of Directors and its more than 1,129 members, we wish to express our enthusiastic support for your efforts in applying for funding for the new energy conservation program, Visalia's Innovative Energy Works (VIEW). The Visalia Chamber of Commerce applauds your creativity in designing this program and supports the City's efforts to make a conscious effort to not only conserve, but also contribute to the preservation of the environment.

The City's efforts in this area are aligned closely with the Visalia Chamber of Commerce's goals to promote smart energy use in the five key areas you have identified:

- Governmental facility, audit, retrofit, staff training, general education and information outreach to other government agencies that generally share the same and usage opportunities and challenges.
- Small business audit, retrofit, and outreach to both small and large businesses regarding energy efficiency options and programs
- Household audits and retrofit with an emphasis on underserved populations including seniors, minorities and low income households.
- Outreach to the general population, with an emphasis on underserved populations including seniors, minorities, and low income households.
- Personal vehicle and fleet conversion to Compressed Natural Gas.

These goals and efforts are not only desirable, but also illustrative of the progressive nature of the City and its leadership. It is widely known that the City of Visalia is committed to improving the natural resources and conservation is foremost in its mission to set the pace as a leader for all who reside in our area.

The Visalia Chamber of Commerce strongly supports these sustainable efforts and firmly believes that this program is critical to the future of the Valley. We look forward to working collaboratively with you to further this program and promote this to the entire community.

Respectfully,

Mike Cully
President/CEO
Visalia Chamber of Commerce

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