

## 2013-2014 Energy Efficiency Programs California Sustainability Alliance Program Implementation Plan

1. **Program Name:** California Sustainability Alliance  
**Program ID:** SCG3768  
**Program Type:** Third-Party Program

### 2. Projected Program Budget Table

**Table 1: Total Projected Program Budget by Category**

Program #	Main/Sub Program Name	Administrative Amount	Marketing Amount	Direct Implementation Amount	Incentive Amount	Total Program Budget Amount
	<b>SoCalGas Third Party Programs</b>					
3768	3P-CA Sustainability Alliance	\$0	\$0	\$1,100,000	\$0	\$1,100,000
3768u	3P-CA Sustainability Alliance (Utility)	\$38,005	\$7,661	\$55,947	\$0	\$101,613
	<b>TOTAL:</b>	<b>\$38,005</b>	<b>\$7,661</b>	<b>\$1,155,947</b>	<b>\$0</b>	<b>\$1,201,613</b>

Note: SCG continues to negotiate the final contract with the third party vendor. As a result of final contract negotiations, the budget allocation into the budget subcategories may vary.

### 3. Projected Program Gross Impact Table

**Table 2: Total Projected Program Savings by Subprogram**

Program #	Main/Sub Program Name	2013-2014 Gross kW Savings	2013-2014 Gross kWh Savings	2013-2014 Gross Therm Savings
	<b>SoCalGas Third Party Programs</b>			
3768	3P-CA Sustainability Alliance	0	0	0
	<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: This is a non-resource program.

### 4. Program Description

#### a) Describe program

The California Sustainability Alliance is an innovative cross-cutting market transformation program designed to increase and accelerate adoption of cost-effective energy efficiency. Key strategies are to:

- Increase demand for energy efficiency by increasing understanding of the costs and benefits of energy efficiency and sustainability;
- Increase voluntary adoption by creating value for market leaders and early adopters through a comprehensive program of awards, rewards and recognition;
- Increase effectiveness and cost-effectiveness of energy efficiency programs by packaging them with complementary “sustainability” measures (e.g. climate action, water efficiency, renewable energy, smart land use, waste management, transportation management) to leverage complementary program delivery channels, and use existing marketing, education and outreach channels to increase the frequency and strength of energy efficiency and sustainability messages;
- Increase and accelerate adoption of energy efficiency by engaging the assistance of expert advisors to overcome major barriers in high potential undersubscribed sectors;

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- Provide comprehensive approaches such as whole building, portfolio and system approaches that achieve energy savings faster and more cost effectively while minimizing lost opportunities, and
- Simplify and streamline energy efficiency adoption through one-stop shopping for technical and financial assistance.

**b) List measures**

This is not applicable as this is a non-resource program that focuses on accelerating voluntary adoption of energy efficiency and other complementary sustainability best practices.

**c) List non-incentive customer services**

The Alliance assists targeted market leaders in increasing sustainability through pilot programs in which strategies for overcoming barriers to sustainability are developed and tested. During the course of these pilots, the Alliance provides a wide variety of assistance to pilot participants. In order to effectively support market leaders' efforts to adopt very aggressive sustainability goals, the Alliance helps them understand the myriad of choices and brands (e.g. 'shades of green') to select the suite of programs and practices that best meet their organizational objectives. The Alliance also provides ready access to significant support networks both for the participant, and for its markets, customers and stakeholders.

Non-incentive customer services range from sustainability audits and assessments of new and planned systems and facilities, to helping pilot participants identify best sustainability development, planning and operations practices. The Alliance then creates web-based databases, models and tools that package the technical assistance provided to pilot participants into forms usable by other California organizations. In addition, experience gained through the pilots is documented in the form of case studies that are also made available on the Alliance's website. While Alliance technical services are provided for the purpose of developing knowledge and tools for overcoming barriers to sustainability, pilot participants gain valuable technical assistance.

The Alliance's robust support infrastructure is supplemented with a heavy dose of widespread public recognition of notable successes. It is essential that market leaders are recognized for stepping forward as early adopters, setting the sustainability bar for their peers and competitors. The program costs for recognizing successes are very modest while the returns are substantial.

### **5. Program Rationale and Expected Outcome**

**a) Quantitative Baseline and Market Transformation Information**

This section is not applicable.

**b) Market Transformation Information**

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This section is not applicable.

**c) Program Design to Overcome Barriers**

In seeking to transform markets, the program follows a process to identify and qualify market barriers specifically related to the targeted sustainability objective. The program will conduct market research and interview key stakeholders to identify and qualify the primary barriers to sustainability in each of the targeted sectors. Expert advisors are invited to join the Alliance in addressing these barriers. These seasoned advisors provide technical review and, when needed, assistance breaking logjams created by resistant policies, rules, regulations and practices.

The table below provides a summary of specific barriers targeted by the Program and strategies to overcome these barriers.

<b>Targeted Market</b>	<b>Barrier(s) Targeted</b>	<b>Primary Strategy(s)</b>	<b>Targeted Participants</b>
Multi-Family Housing	Although owners/operators benefit from life cycle cost reductions, ad hoc responses to retrofits and lack of knowledgeable personnel result in missed opportunities	Sustainability policies and plans that target more effective & cost-effective greening of entire portfolios of multi-family housing on a whole-portfolio and complex basis (i.e., retrofitting an entire complex of multi-family housing at one time, rather than upgrading units one at a time, when they fail or are on the verge of failing).	Owners of multiple multi-family properties, both affordable housing (e.g., LINC Housing) and for-profit property owners (e.g., BRE Properties).
Sustainable Communities	Uncoordinated development & permitting processes miss important early stage design opportunities	Facilitate partnering among developers, local government and utilities to integrate sustainable design elements into new developments at the earliest possible stages.	Large mixed use developments planned to be completed in SoCalGas's service area within the next 10 years.

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Commercial Office Buildings	Since owners & landlords typically pass energy, water & other operating costs on to tenants, incentives are misaligned (owners need to make investments in building improvements while tenants realize benefits through reduced energy & other operating costs)	Assist owners and tenants of leased commercial office space in realigning investments and benefits to accelerate the greening of leased office space.	Owners of multiple commercial office buildings in California and very large tenants that collectively hold sufficient market power to influence design and operations decisions made by real estate investors and property management companies.
Water and Wastewater	Water & wastewater agencies, significant users of energy, face a number of threats that are likely to result in substantial increases in energy requirements.	Help water and wastewater agencies develop strategic resource plans that optimize their water and energy resources on a fully integrated basis with the dual goals of (1) increasing energy efficiency of water and wastewater systems, and (b) meeting remaining energy requirements through development of local renewable resources.	California water and wastewater agencies.

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Local Government	Most local governments are willing and interested in “leading by example” but often lack sufficient resources & expertise.	Assist California cities and counties in formulating sustainability policies and goals in which energy efficiency is an integral and essential element, and then developing and implementing the action plans needed to achieve these policies and goals. The Alliance’s assistance includes visioning, strategic planning, and development and deployment of a wide variety of planning guidelines, tools, techniques, checklists, and benchmarks.	California cities and counties.
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**d) Quantitative Program Targets**

The below table of program targets are indicative of the vigorous level of planned activity during the –2013-2014 program period.

**Table 2**

<b>California Sustainability Alliance Targets</b>	<b>2013</b>	<b>2014</b>
Target 1: Green Local Government		1 pilot
Target 2: Green Commercial Buildings	1 pilot	
Target 3: Water-Energy	1 pilot	
Target 4: Pilot Programs, Tools and Program Development in Other Areas		1 pilot
Target 5: Utility Sustainability Roundtable (Annual)	1 Roundtable	1 Roundtable
Target 6: Sustainability Forum and Awards		1 Forum
Target 7: On-going support of tools and guidebooks	1 tool or guidebook updates	1 tool or guidebook updates
Target 8: Website Content & Functionality	10,000 unique visits/year	10,000 unique visits/year

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### e) Advancing Strategic Plan Goals and Objectives

The Alliance is a comprehensive, cross cutting program that meets the California Energy Efficiency Strategic Plan (EE Strategic Plan) in multiple ways. In particular, as specifically acknowledged in the EE Strategic Plan, California’s ambitious energy efficiency goals cannot be achieved through “business as usual” (“BAU”). An aggressive program that includes radical changes to existing codes, standards and practices, combined with market transformation, is needed to achieve these aggressive goals. The Alliance program helps to meet the EE Strategic Plan goals by (a) developing and encouraging widespread adoption of existing and emerging best practices and technologies, and (b) by precipitating market transformation in targeted sectors to radically accelerate the voluntary adoption of energy efficiency.

The following table identifies specific EE Strategic Plan strategies that are being deployed through the Alliance.

**California Long Term Energy Efficiency Strategic Plan Goals and Strategies**

Description	Strategic Plan Sector	Strategic Plan Goal	Strategic Plan Strategy
The Alliance encourages sustainable design, construction & operations in existing and new multi-family housing and collaborates with PIER to test new concepts, such as micro-grids.	Residential	Deliver Zero Net Energy New Homes By 2020.	1-1: Drive continual advances in technologies in the building envelope, including building materials and systems, construction methods, distributed generation, and building design.
The Alliance is assisting local government in incorporating sustainable community goals and objectives into local plans, including building codes and general plans; also in developing and implementing builders’ entitlements for developers that meet goals for sustainable communities.		Deliver Zero Net Energy New Homes By 2020.	1-3: Coordinate and Support “Reach” Building Standards
The Program has developed and is deploying comprehensive portfolio approaches to greening existing multi-family complexes.	Residential	Transform home improvement markets to apply whole-house energy solutions to existing homes.	2-1: Deploy full-scale Whole-House programs.
The Alliance Program is partnering with the Department of Conservation to build demand for sustainable communities statewide, and with the Housing & Community Development (HCD) to integrate green points into state financing for affordable housing developments).	Residential	Transform home improvement markets to apply whole	2-1: Deploy full-scale Whole-House programs.
The Alliance Program is assisting HUD and HCD in integrating green points into financing for affordable housing and local government with respect to green	Residential	Transform home improvement markets to apply whole-house energy solutions to existing homes.	2-1: Deploy full-scale Whole-House programs.

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Description	Strategic Plan Sector	Strategic Plan Goal	Strategic Plan Strategy
points for local sources of funding assistance.			
The Alliance develops and disseminates information about the total benefits of sustainability (the “sustainability value proposition”) that builds demand for sustainable communities.	Residential	Transform home improvement markets to apply whole	2-2: Promote effective decision making to create widespread demand for energy efficiency measures.
The Alliance is assisting local governments in establishing & adopting green building standards, and in incorporating these into their General Plans.	Commercial	New construction will increasingly embrace zero net energy performance (including clean, distributed generation), reaching 100 percent penetration of new starts in 2030.	1-1: Establish a long-term progressive path of higher minimum codes and standards ending with ZNE codes and standards for all new buildings by 2030.
The Alliance Program is helping to document the value of green buildings to build demand by both large owners and large tenants.	Commercial	New construction will increasingly embrace zero net energy performance (including clean, distributed generation), reaching 100 percent penetration of new starts in 2030.	1-3: Establish a “Path to Zero” Campaign to create demand for high-efficiency buildings.
The Alliance Program is assisting owners, tenants, real estate investors and financial institutions develop green leasing instruments and tools.	Commercial	New construction will increasingly embrace zero net energy performance (including clean, distributed generation), reaching 100 percent penetration of new starts in 2030.	1-5: Create additional investment incentives and leverage other funding.
The Alliance Program is assisting both large owners and large tenants in California understand the different types of benchmarking and certification that are available, and adopting the level and types of “green” that are appropriate to their goals and objectives.	Commercial	New construction will increasingly embrace zero net energy performance (including clean, distributed generation), reaching 100 percent penetration of new starts in 2030.	1-6: Develop a multipronged approach to advance the practice of integrated design.
The Alliance is helping to document the value of green buildings to build demand by both large owners and large tenants.	Commercial	50 percent of existing buildings will be retrofit to zero net energy by 2030 through achievement of deep levels of energy efficiency and with the addition of clean distributed generation.	2-1: Lead by Example: State/local governments and major corporations commit to achieve energy efficiency, EE, (or green) targets in existing buildings.
The Program is developing “green leasing” pilots aimed at integrating the tenant and landlord’s sustainability objectives within the framework of the entire leasing process: service provider selection; needs analysis and communication; request for proposal (RFP) and letter of intent (LOI) drafting; site due diligence; site selection; and then the actual negotiation and	Commercial	50 percent of existing buildings will be retrofit to zero net energy by 2030 through achievement of deep levels of energy efficiency and with the addition of clean distributed generation.	2-5: Develop tools and strategies to use information and behavioral strategies, commissioning, and training to reduce energy consumption in commercial buildings.

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Description	Strategic Plan Sector	Strategic Plan Goal	Strategic Plan Strategy
drafting of realistic and enforceable lease language.			
In addition, the Alliance is helping owners and tenants realign the costs and benefits of greening existing commercial office space through its Green Leases Toolkit.	Commercial	50 percent of existing buildings will be retrofit to zero net energy by 2030 through achievement of deep levels of energy efficiency and with the addition of clean distributed generation.	2-6: Develop effective financial tools for EE improvements to existing buildings.
The Alliance Program is developing whole building incentive programs and portfolio approaches for very large owners to green all of their properties.	Commercial	50 percent of existing buildings will be retrofit to zero net energy by 2030 through achievement of deep levels of energy efficiency and with the addition of clean distributed generation. New construction will increasingly embrace zero net energy performance (including clean, distributed generation), reaching 100 percent penetration of new starts in 2030.	2-7 Develop business models and supplier infrastructure to deliver integrated and comprehensive “one-stop” energy management solutions
The Alliance is working with California water and wastewater agencies to develop strategies for optimizing their water and energy resources on a fully integrated basis.	Industrial	Support California industry’s adoption of energy efficiency by integrating energy efficiency savings with achievement of GHG goals and other resource goals.	1-1: Develop coordinated energy and resource management program for CA’s industrial sector, to enhance use of energy efficiency
Through this process, the Alliance is also educating water and wastewater agencies about energy efficiency and distributed clean energy opportunities.	Industrial	Build market value and demand for continuous improvement in industrial efficiency through branding and certification.	2-5: Implement ME&O program to educate industry and consumers
The Program targets delivery of comprehensive solutions in multiple targeted market sectors.	DSM Coordination and Delivery	Deliver integrated DSM options that include efficiency, demand response, energy management and self generation measures, through coordinated marketing and regulatory integration.	1-2: Conduct integrated DSM delivery pilots in the Residential, Commercial, Industrial and Agricultural sectors.
The Program targets delivery of comprehensive solutions in multiple targeted market sectors.	DSM Coordination and Delivery	Deliver integrated DSM options that include efficiency, demand response, energy management and self generation measures, through coordinated marketing and regulatory integration.	1-3: Develop integrated DSM programs across resources, including energy, water, and transportation.
The Alliance’s Intern Program hires university students and recent graduates to assist in conducting research, compiling data, writing white papers, and developing web-based tools and content for its website. In this manner, the Alliance is helping to build the sustainability value proposition in the next generation.	Workforce Education and Training	Establish energy efficiency education and training at all levels of California’s educational system.	1-4: Create or expand college and university programs with energy efficiency focus and foster green campus efforts to apply this knowledge in clear view of students and faculty.
In addition, in –2013-2014, the Program will launch a new K-12	Workforce Education and Training	Establish energy efficiency education and training at all	1-5: Develop K-12 curriculum to include

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Description	Strategic Plan Sector	Strategic Plan Goal	Strategic Plan Strategy
education program designed to increase awareness in the link between energy and GHG reduction.		levels of California's educational system.	energy efficiency fundamentals (e.g. math, science, behavior) and identify career options in energy-related fields.
In its communications, the Program leverages energy efficiency to achieve broader sustainability goals, including GHG reduction, water use efficiency, smart land use, renewable energy, waste management and transportation management. In addition, as noted previously, the Alliance is expanding its program to include outreach and education for grades K-12.	Marketing, Education and Outreach	Create and launch an integrated, statewide Marketing, Education and Outreach effort for energy efficiency, including an energy efficiency brand.	1-4: Develop a California Energy Efficiency web portal with statewide Information on GHG reductions, efficiency and DSM awareness and options.
The Program has developed and is preparing to launch its "Sustainability Forum" that brings together sophisticated implementers to share information about implementation challenges and things that have worked. It will also provide access to the Alliance's growing network of expert advisors.	Marketing, Education and Outreach	Create and launch an integrated, statewide Marketing, Education and Outreach effort for energy efficiency, including an energy efficiency brand.	1-5: Conduct public communications campaigns, alongside longer-term supporting school education initiatives to deliver the efficiency message.
The Program is working with local governments to help them identify key points of leverage in which governmental policies and plans can significantly impact the level and timing of EE and sustainability adoption by their constituents. These include sustainability policies and greening General Plans and builder entitlements	Local Governments	Local governments are leaders in adopting and implementing "reach" codes.	1-1: Develop, adopt and implement model building energy codes (and/or other green codes) more stringent than Title 24's requirements, on both a mandatory and voluntary basis; adopt one or two additional tiers of increasing stringency.
The Program is working with local governments to help them identify key points of leverage in which governmental policies and plans can significantly impact the level and timing of EE and sustainability adoption by their constituents. These include sustainability policies and greening General Plans.	Local Governments	Local governments are leaders in adopting and implementing "reach" codes.	1-2: Establish expedited permitting and entitlement approval processes, fee structures and other incentives for green buildings and other above-code developments.
A pilot project is being conducted with the California Dept. of Conservation for a model "Sustainable Cities" program that will provide successful models for statewide deployment.	Local Governments	Local governments are leaders in adopting and implementing "reach" codes.	1-4: Create assessment districts or other mechanisms so property owners can fund EE through local bonds and pay back on property taxes; develop other local EE financing tools.

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The Alliance is also helping local governments leverage their considerable influence by leading their constituents by example, and then encouraging their constituents to also adopt EE and sustainability.	Local Governments	Local governments are leaders in adopting and implementing “reach” codes.	1-5: Develop broad education program and peer-to-peer support to local governments to adopt and implement model “reach” codes and/or point of sale policies.
The Program is helping local governments understand how to apply the new Local Government Operations Protocols (LGOP) for carbon footprinting that were recently adopted by the California Air Resources Board, the California Climate Action Registry, and ICLEI Local Governments for Sustainability.	Local Governments	Local governments are leaders in adopting and implementing “reach” codes.	1-6: Link emission reductions from “reach” codes and similar programs to CARB’s AB 32 program and to local government CEQA responsibilities.
Further, the Program is working with the California Dept. of Conservation, the U.S. Department of Energy, the Public Technology Institute, and the Public Sustainability Partnership to develop a best-practices oriented sustainability benchmarking tool for local governments to self-evaluate their current level of sustainability adoption and quickly identify paths to improvement.	Local Governments	Local governments are leaders in adopting and implementing “reach” codes.	1-5: Develop broad education program and peer-to-peer support to local governments to adopt and implement model “reach” codes and/or point of sale policies.
The Alliance is helping local governments conduct sustainability visioning and develop action plans for energy efficiency, renewable energy, climate action (greenhouse gas reduction), and other types of sustainability initiatives.	Local Governments	Local governments lead their communities with innovative programs for energy efficiency, sustainability, and climate change.	4-1: Local governments commit to clean energy/climate change leadership.
The Program has developed a comprehensive inventory of “best practices” and model language for green general plans that it is disseminating to California local governments via a web-based tool.	Local Governments	Local governments lead their communities with innovative programs for energy efficiency, sustainability, and climate change.	4-2: Use local governments’ general plan to promote energy efficiency, sustainability and climate change.
The Alliance is preparing a case study illustration that teaches local governments how to benchmark their GHG through the Climate Action Registry’s LGOP.	Local Governments	Local governments lead their communities with innovative programs for energy efficiency, sustainability, and climate change.	4-3: Statewide liaison to assist local governments in energy efficiency, sustainability, and climate change programs
The Program is developing checklists and tools for local governments to identify energy efficiency opportunities.	Local Governments	Local government energy efficiency expertise becomes widespread and typical.	5-1: Create a menu of products, services, approved technologies and implementation channels to guide local governments that currently lack deep expertise in energy

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Description	Strategic Plan Sector	Strategic Plan Goal	Strategic Plan Strategy
			efficiency.
The Program is developing model approaches for regional collaboration.	Local Governments	Local government energy efficiency expertise becomes widespread and typical.	5-2: Develop model approaches to assist local governments participating in regional coordinated efforts for energy efficiency, DSM, renewables, green buildings, and zoning.
The Alliance is supporting the Dept. of Conservation's Sustainable Cities pilot program to recognize notable local government leaders.	Local Governments	Local government energy efficiency expertise becomes widespread and typical.	5-3: Establish a statewide effort to facilitate peer-to-peer learning, such as a "local champions" program or a governor's invitation only local government leaders' summit.

**6. Program Implementation**

**a) Statewide IOU Coordination**

- i. Program Name
- ii. Program Delivery Mechanisms
- iii. Incentive Levels
- iv. Marketing and Outreach Plans
- v. IOU Program Interactions
- vi. Similar IOU and POU programs

The primary mechanism for delivering the Alliance program is through pilot programs that are designed to develop, test and implement strategies for overcoming barriers to sustainability in targeted market and customer sectors. The Alliance selects the targeted market and customer sectors in conjunction with SoCalGas Program Management. The Alliance then confers with its network of expert advisors to develop pilot program concepts.

Synergies with other IOUs are considered throughout the course of the pilot program. For example, the Alliance assisted a real estate investment trust in developing a portfolio strategy for greening all of its properties. The strategy includes accessing utility programs throughout California (SoCalGas, SCE, SDG&E and PG&E) to help green its properties.

The ultimate point of coordination and sharing of information among the IOUs will be through the Alliance's annual Sustainable Utility Forum in which the Alliance will present findings and recommendations from pilot programs and customer focus groups with respect to potential modifications to utility programs to more effectively support market transformation based on its pilot programs.

The Alliance is a non-resource program. No incentives are paid under this program for energy savings, although pilot participants receive valuable technical and other special advisory assistance. Depending on the nature of the pilot or market research activities,

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other IOUs may be requested to share in the costs. For example, discussions are presently occurring with SDG&E about supporting the implementation of the multi-family housing pilot program that developed a strategy for a real estate investment trust for greening its entire portfolio of multi-family housing units throughout California.

The Alliance program has several different levels of marketing and outreach. Each requires some degree of coordination with IOU programs, especially with respect to providing information about IOU programs to Alliance participants.

- Recruitment. The Alliance actively recruits expert advisors for various aspects of its program. The Alliance also recruits pilot participants comprised of a diverse set of stakeholders needed to effect market transformation in targeted market and customer sectors. The Alliance relies upon SoCalGas, other IOUs, and other energy and sustainability organizations and individuals to help identify and recruit influential and knowledgeable advisors.
- Awards and Recognition. Through its web-based Sustainability Showcase awards program, the Alliance rewards California sustainability leaders by documenting and showcasing their accomplishments. The Showcase serves another purpose – it documents “best” sustainability practices and their benefits. Showcase award recipients are selected on the basis of the portfolio of sustainability best practices that they embody, and may be served by any IOU or POU within California.
- Building Demand for Sustainability. Through case studies and white papers, the Alliance documents the costs and benefits of sustainability to build the value proposition. This approach creates demand pull. In designing its pilot programs, the Alliance constantly seeks to leverage complementary efforts being conducted by SoCalGas, other IOUs and POUs, and other (e.g., CEC, DOE, non-profits, etc.) organizations.
- Identifying and Communicating Sources of Sustainability Assistance. The Alliance relies heavily on the IOUs’ databases of energy efficiency assistance programs to help pilot participants maximize their adoption of sustainability. These databases are supplemented by other sources, such as CEC and DOE. Links to information about sustainability assistance are provided on the Alliance’s website.
- Providing Sustainability Information, Tools and Techniques. During the course of its pilot programs, the Alliance provides information about sustainability options to pilot participants. Energy efficiency leads the discussions, since it typically is the sustainability measure that can produce economic benefits and can thus provide the impetus for achieving other sustainability goals and objectives. Again, the Alliance provides information about IOU programs to pilot participants and provides appropriate links on its website.

Consistent with the Alliance’s strategy of leveraging existing resources, assets and relationships, the Alliance leverages existing programs and communications channels such as Flex Your Power, for delivering its sustainability messages.

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The Alliance's scope is comprehensive sustainability, including energy and water efficiency, renewable energy, smart planning and growth, waste management, transportation management, and climate action/reduction of greenhouse gas emissions. Throughout the course of its program, the Alliance continually reaches out to complementary IOU and other programs that support and advance the above types of sustainability measures and initiatives. For example, the Alliance helps pilot participants identify IOU energy efficiency programs that can help achieve the pilot sustainability goals. During 2013-2014, the Alliance will also assist local government participants in its pilot programs adopt green policies, goals, codes, ordinances, General Plans, climate action plans, and other important upstream initiatives. These activities are consistent with the EE Strategic Plan and the IOUs' focus for 2013-2014.

The Alliance program confers actively with SoCalGas on selection of targeted markets and pilot projects to assure that the Alliance's efforts complement SoCalGas's priorities. In addition, since the Alliance is a market transformation program and market transformation does not occur in a single IOU's service area, the Alliance's activities often involve other utilities. For example:

- Pilots conducted in SoCalGas's service area often involve customers of SCE. The Alliance includes information about SCE programs in its pilot activities and encourages its diverse pilot participants to consider accessing SCE financial and technical assistance programs. Examples include the City of Ontario (local government), the Inland Empire Utilities Agency (a regional water and wastewater agency), the California Department of General Services (DGS, a state agency), Thomas Properties Group (a private property owner and management company), BRE Properties (a real estate investment trust), and LINC Housing (an affordable housing developer, owner and operator).
- In some cases, Alliance program partners and participants may involve municipal utilities that are also customers of SoCalGas. For example, the Los Angeles Department of Water and Power (LADWP) participated in the Alliance's study of the role of recycled water in energy efficiency and greenhouse gas reduction. In addition, the City of Roseville is participating in the Dept. of Conservation's "Sustainable Cities" pilot program.
- The Sacramento Municipal Utilities District (SMUD) and PG&E participated in the Alliance's roundtable about the role of utilities in sustainability.
- SDG&E is providing assistance in helping one of the Alliance's pilot participants, BRE Properties, develop and launch a portfolio energy efficiency approach to its multi-family properties in San Diego County.
- The recycled water study also included participation of the San Diego County Water Authority (SDCWA) and the Metropolitan Water District of Southern California (MWD).

### **b) Program delivery and coordination**

#### **i. Emerging Technologies program**

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The Alliance supports the IOUs' Emerging Technologies Program in several distinct ways:

- The Alliance's *Technology Showcase* highlights high potential technologies that are expected to have a major near-term impact (i.e., within 3-5 years) on energy consumption in California. The Technology Showcase provides information about the costs and benefits of these emerging technologies, encouraging end users to investigate these options before making design and procurement decisions. Information is also provided about utility programs that can help end users make the decision to adopt these emerging technologies.
- The Alliance also assists its sister program, the Portfolio of the Future (PoF), in identifying market leaders who might be interested in being early adopters of emerging technologies being evaluated through the PoF; recruiting pilot participants and partners for its technology pilots and market research studies; and providing information about technologies being evaluated by PoF to targeted markets and customer groups.
- During the provision of technical assistance to pilot program participants, the Alliance identifies and evaluates the costs and benefits of promising emerging technologies and new business models so that pilot participants can make informed decisions about sustainability options.
- Also, through the Alliance's process of continually seeking and leveraging complementary resources, assets, relationships, and activities, the Alliance is in constant contact with all key stakeholders, including the IOUs, POU's, and the CEC, to identify opportunities for synergistic partnering on both conventional and emerging technologies and practices. This has led to discussions with CEC PIER about the possibility of requesting Alliance pilot participants to host micro-grid pilot demonstration projects, and with the City of Riverside about helping to recruit City residents and businesses for participation in demonstrations of new technologies.

### **ii. Codes and Standards program**

The Alliance encourages market leaders in a variety of sectors to adopt upstream policies, goals, codes and standards that can have significant long term, cost effective impacts. Green policies, codes, standards, ordinances and practices are included in the Alliance's inventory of best sustainable practices that are brought to every Alliance pilot participant. For example, all participants in the Alliance's "Green Local Government" pilot program and the Alliance's partner, Department of Conservation's "California Emerald Cities" pilot, are encouraged to adopt aggressive Green Building Ordinances and to train their permitting and inspection staff in compliance with these ordinances. Local government participants that have their own building codes are encouraged to integrate measures that will meet or exceed the equivalent of U.S. Green Building Council's LEED™ Silver and Energy Star 75 for all new and major retrofit construction. In addition, the Alliance developed a database of model green language to help California cities and

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counties green their General Plans. The database is presently being converted to a web-based tool that can be accessed through the Alliance’s website.

### iii. WE&T efforts

The Alliance program’s scope includes education and training about sustainability options. For example, an energy efficiency and sustainable operations manual was prepared for a real estate investment trust to help manage its multi-family housing portfolio. In addition, local government participants are encouraged to access IOU training in Title 24 compliance. One of the activities planned for –2013-2014 is to help local governments evaluate the economic benefits achievable by supporting the creation of green jobs, both within the governmental entities themselves and in their communities. WE&T is integral to achieving those objectives.

### iv. Program-specific marketing and outreach efforts (provide budget)

The Alliance provides an innovative marketing and outreach channel through which market transformation initiatives and proactive enrollment of targeted participants will be facilitated. An important aspect of the market transformation strategy entails engaging market leaders, policymakers and industry thought leaders to collaboratively develop, pilot-test, and implement market transformation initiatives designed specifically to overcome primary barriers to sustainability in high potential markets. Targeted market and customer sectors are identified in conjunction with SoCalGas Program Management to fill program gaps.

The Alliance program provides a comprehensive communications and outreach infrastructure that includes a robust website [[www.sustainca.org](http://www.sustainca.org)] and a diverse portfolio of activities designed to work in concert to build the sustainability value proposition and to encourage voluntary adoption of sustainability best practices throughout California.

### v. Non-energy activities of program

Below is a listing of the wide variety of outreach activities that have been conducted during the current program cycle and will continue during –2013-2014.

Type of Venue	Topics	Targeted Participants
Workshops	Alliance Program Updates	Steering Committee and Technical Program Team
	Pilot Program Updates	Pilot Program Advisory Committees (one for each targeted market sector)
	Green Affordable Housing	Joint workshops planned with HUD &/or HCD to inform affordable housing stakeholders about green points for affordable housing financing

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Type of Venue	Topics	Targeted Participants
	Sustainable Communities	Workshops planned to bring local government and builders/developers together to discuss workarounds to barriers to sustainable development of new mixed use communities
	Green Leases	Workshops planned to bring together brokers, real estate investors, large owners and landlords, and large tenants to collaborate on greening leased office space
	Recycled Water	Workshops planned to bring together energy utilities, water agencies, policymakers, regulators and legislators to discuss the energy values embedded in water and strategies for accessing those energy values
	Green Local Government	Joint workshops planned with local government, and planning professionals to develop and implement strategies for greening General Plans
Program Marketing	Industry Association Meetings	A variety of venues at which targeted market participants can be cost-effectively engaged; e.g., ACEEE Annual Conference, GreenBuild, League of California Cities
Sustainability Roundtables	Green Pension Funds	Large pension funds and other green investors
	Green Real Estate	Developers, real estate brokers, leasing agents, large tenants
	Corporate Social Responsibility	Large utility customers who have adopted corporate social responsibility policies & programs

**vi. Non-IOU Programs**

The Alliance actively seeks new partnerships that will further leverage the scope and breadth of services that it brings to California participants. Existing partners include the following:

- **California Climate Action Registry** – web-based illustration of the methodology for computing a local government’s carbon footprint using the “Local Government Operations Protocol” (LGOP) that was jointly developed and recently adopted by the California Air Resources Board, the California Climate Action Registry, and ICLEI Local Governments for Sustainability
- **California Department of Conservation** – pilot “California Emerald/Sustainable Cities” program
- **California State and Consumer Services Agency (SCSA)** – green leasing for state agencies
- **U.S. Department of Energy (DOE) and the Public Technology Institute (PTI)** – joint development of a best-practices oriented sustainability benchmarking tool for local government
- **U.S. Department of Housing and Urban Development (HUD)** –

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development of a green points system for financing of its “Mark-to-Market” portfolio of affordable housing

- *U.S. Green Building Council (USGBC)* – joint conduct of Green Leasing outreach and education

During the program cycle, the Alliance will continue to recruit new partners to collaborate on market transformational activities and to share knowledge, costs, relationships and communications channels.

### vii. CEC work on PIER

The Alliance program is coordinating with CEC PIER to identify opportunities for supporting RD&D activities that are related to sustainability. These include:

- New technologies, materials and design techniques, construction methods, benchmarking and other tools for new and retrofit green buildings and sustainable communities
- Systems approaches to reducing energy used by water and wastewater agencies for conveyance, treatment, distribution, and wastewater treatment
- Renewable energy resources and technologies

### viii. CEC work on codes and standards

The Alliance supports CEC’s work on codes and standards by encouraging pilot program participants to adopt maximum cost-effective energy efficiency design and measures, and to identify opportunities for integrating sustainable design elements early in new mixed use communities and other new development projects. The Alliance’s evaluations of costs vs. benefits and barriers to adoption by pilot participants of various types of measures are documented and provided to SoCalGas, CEC and others so that policymakers and regulators have the ability to consider stakeholder input in their decision making.

### ix. Non-utility market initiatives

See information provided for non-IOU programs.

### c) **Best Practices**

The Alliance program design incorporates various best practice elements. Specific items include<sup>1</sup>:

#### **Program Theory and Design**

- The Alliance program has developed a sound program plan and links its strategic approach to policy objectives and constraints.
- The Alliance program emphasizes non-energy benefits to expand the market share for energy efficiency.

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<sup>1</sup> The best practices listed below are identified in the *National Energy Efficiency Best Practices Study, Volume S – Crosscutting Best Practices and Project Summary*, Quantum Consulting, Inc., December 2004.

# 2013-2014 Energy Efficiency Programs

## California Sustainability Alliance

### Program Implementation Plan

#### **Program Planning Process**

- The Alliance program targets knowledgeable and influential stakeholders to participate in pilot program design and development of strategies for overcoming sustainability barriers.
- The Alliance program also incorporates feedback loops into its planning processes so that it can adapt its program plans and strategies to changes in policies, markets, regulations and technologies, maintaining the flexibility to rebalance its pilot programs and initiatives as needed to achieve the overarching program goals and objectives.

#### **Adaptation to Changes in Technologies and Market Conditions**

- The Alliance keeps abreast of changes in policies, markets, regulations and technologies to (a) adapt its programs and strategies as deemed necessary to maximize adoption of energy efficiency and complementary sustainability measures, and (b) to identify opportunities that can be leveraged to achieve the Alliance's overarching goals and objectives.
- The Alliance also proactively seeks new technologies and emerging best practices, encouraging its pilot participants to become early adopters of promising new technologies while balancing the potential incremental benefits against possible risks and costs.
- The Alliance establishes robust networks for sharing information and lessons learned with industry leaders and peers; is alert to market developments; and has very strong relationships with market leaders and key stakeholders.

#### **Staffing Approach**

- Consistent with its philosophy of matching the best resources to the appropriate purposes, the Alliance has assembled a team of experienced technical, marketing and program management professionals that collectively bring the diverse skills needed to cost-effectively implement the Alliance's robust multi-faceted projects.

#### **Program Integration**

- The Alliance program is designed to deliver energy efficiency cost effectively by bundling it with multiple complementary sustainability measures.
- The Alliance assists pilot program participants in developing and implementing whole portfolio, system, facility, building approaches to more cost-effectively and comprehensively achieve sustainability.
- The Alliance proactively seeks partner organizations to leverage their individual and collective resources, assets and relationships.

#### **Program Implementation – Marketing and Outreach**

- The Alliance program develops and disseminates successes of market leaders and early adopters and through case studies.

#### **d) Innovation**

## **2013-2014 Energy Efficiency Programs California Sustainability Alliance Program Implementation Plan**

The Alliance is unique in its structured, highly inclusive and collaborative approach to overcoming barriers to adoption of energy efficiency and sustainability. The Alliance's over-arching goal is 'market transformation' –the voluntary adoption of sustainability principles and practices by all types of public and private organizations into all facets of California's policies, programs and businesses. Market transformation is achieved by providing a dynamic forum for unprecedented cooperation among diverse public and private organizations in the joint development and implementation of strategies for overcoming sustainability barriers. By working hard to find alignment among the diverse needs and interests of these organizations, the Alliance is able to leverage their collective resources, assets and relationships to make sustainability both the right choice and the only choice. It is through this broad portfolio of collaborative action that California's visionary energy and environmental goals have the highest likelihood of success.

In addition to providing a comprehensive infrastructure for supporting early adopters, the Alliance recruits thought leaders to share their ideas about the most important things that need to happen to overcome the primary barriers to sustainability in each sector targeted for sustainability.

### **e) Integrated/Coordinated Demand Side Management**

The Alliance's cross-cutting program was designed to complement SoCalGas's own programs. A robust portfolio of strategic advisory services and technical assistance is complemented by extensive networks of advisors, partners and information.

- The Alliance will work closely with SoCalGas's New Construction and Sustainable Communities Programs to recruit partners and participants, and to identify and implement innovative strategies in all market sectors – residential, commercial, industrial and agricultural – to engage their participation in achieving SoCalGas's energy efficiency goals. The comprehensive cross-cutting nature of the Alliance program will have significant benefits for other energy efficiency programs within SoCalGas's portfolio, such as retrofits of affordable housing and commercial buildings.
- The Alliance will also work closely with SoCalGas to select activities and participants that complement and leverage SoCalGas's portfolio of energy efficiency programs. Some direct energy savings will accrue from implementing portfolio approaches to greening market leaders' inventories of buildings, facilities and systems. Many other long-lived energy savings will be enabled by tackling upstream barriers, such as greening of many diverse organizations' policies, programs and practices (e.g., assisting local government in greening their general plans; encouraging large commercial real estate players to adopt minimum green criteria and green portfolio commitments, and helping state and federal agencies incorporate green points into their funding assistance programs).

### **f) Integration Across Resource Types (energy, water, air quality, etc)**

The Program leverages multiple environmental sustainability initiatives to deliver energy efficiency programs and services more effectively and cost-effectively. Complementary

## **2013-2014 Energy Efficiency Programs California Sustainability Alliance Program Implementation Plan**

initiatives include climate action (greenhouse gas reduction), water efficiency, renewable energy, smart land use and growth, waste management and transportation management.

### **g) Pilots**

Pilot projects are presently being conducted in each of the five market segments targeted during the current program cycle (2006-2008): affordable housing, “smart” new mixed-use communities, green commercial buildings, recycled water, and green local government. Each pilot project includes one or more pilot “hosts” – i.e., organizations that agree to provide a testing ground for transformational strategies. In addition, key stakeholders identified as essential to successful deployment of the methods, tools and techniques that are developed through these pilot projects were also engaged. Engagement of pilot participants occurred through a variety of venues and required meetings and discussions about their respective roles and responsibilities. This same process will be employed for new pilot programs to be implemented during the 2013-2014 program cycle.

In addition, the Alliance is launching a new pilot activity in 2013-2014: Sustainability education for grades K-12 through a campaign called “Making Carbon Visible”.

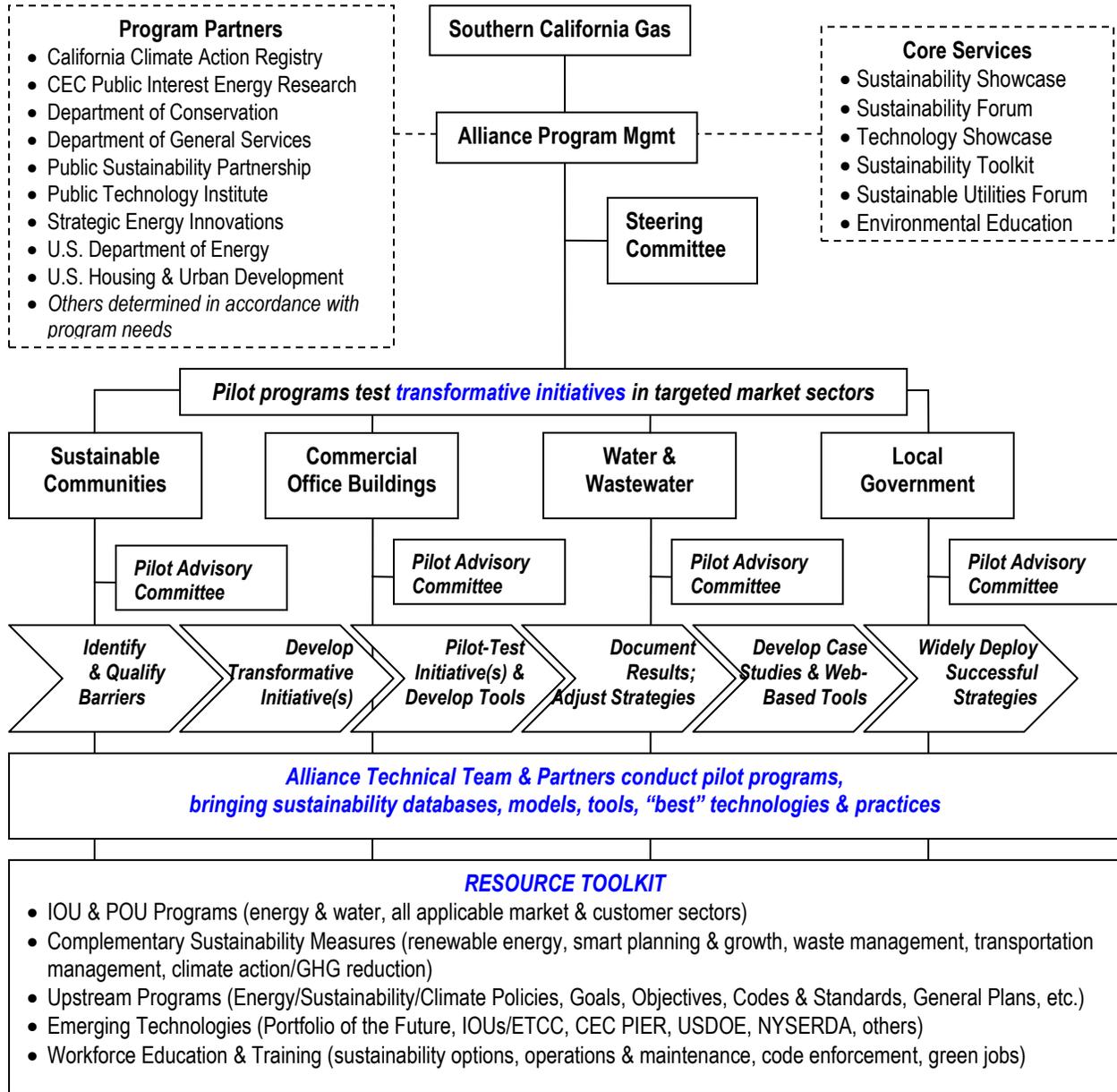
### **h) EM&V**

The utilities are proposing to work with the Energy Division to develop and submit a comprehensive EM&V Plan for 2013-2014 after the program implementation plans are filed. This will include process evaluations and other program-specific studies within the context of broader utility and Energy Division studies. More detailed plans for process evaluation and other program-specific evaluation efforts cannot be developed until after the final program design is approved by the CPUC and in many cases after program implementation has begun, since plans need to be based on identified program design and implementation issues.

## **7. Diagram of Program**

### **California Sustainability Alliance Program – Collaboration & Coordination**

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**Note:** Targeted market sectors may change over the duration of the Alliance program, but the above 4 sectors are targeted for 2010-2012

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### 8. Program Logic Model

