

The Power of Partnerships



Introductions

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Why Regional Collaboration?

- Local governments are at the frontlines of some of the most urgent priorities
 - Climate Change
 - Economic Development
 - Education
 - Infrastructure
- Many of these issues span multiple jurisdictions
 - Emissions don't stop at the border
 - People look for jobs where they can get them (not necessarily where they live)



Without Collaboration...

- Reduced innovation
- Overwhelmed
- Less holistic plans and projects
- Recreating the wheel...over and over and over again
- Less momentum
- Community confusion!



Lessons Learned



- Thinking and **ACTING** regionally is notoriously difficult
 - Silos need to be broken down
 - Communication needs to be open and wide reaching
 - The **TEAM** needs to be identified
 - Are all of the stakeholders in the room???
 - **THEN** you need to help the leadership work together
 - Can they come together under an aligned vision/goal?

- 
- Sometimes unable to find a solution on our own

- **WE ARE INTERCONNECTED**
 - Therefore the solutions should be too.
 - Sea Level Rise
 - Climate Change
 - Wildfires
 - Workforce Housing





South County Energy Efficiency Partnership

Sharing Resources to
Maximize Energy Efficiency

South County Energy Efficiency Partnership (SCEEP)



- **What:** A collaboration between local governments & the utilities to save energy & money
- **Who:** Southern California Edison, Southern California Gas, the County of Santa Barbara and the Cities of Carpinteria, Goleta, and Santa Barbara & facilitated by the Community Environmental Council



South County Energy Efficiency Partnership (SCEEP)



- **Mission:** Assist local governments in leading their communities to:
 - ✓ increase energy efficiency
 - ✓ reduce greenhouse gas emissions
- **To Address Common Barriers to Implementation:**
 - ✓ Lack of time, resources, technical knowledge and communication
- **By Focusing On:**
 - ✓ Local government facilities
 - ✓ Community outreach
 - ✓ Programs for residents & businesses
 - ✓ Energy Planning in support of the State's energy goals

Seeds of Collaboration

- The first multi-agency partnership to form focusing on energy efficiency issues in the region
 - Other collaborative efforts have grown out of this work
- Partnership is intended to support the State's energy policy
 - Energy efficiency is the cornerstone of the strategy to achieve the goals
 - Big, Bold Strategies Initiative
- Partially rate payer funded through the Public Goods Charge



Timeline of Collaboration

2003

CPUC begins promotion of partnerships with local governments

January 2006

SCE enters into agreements with local governments

October 2016

Joint meetings begin with VCREA

December 2019

SCE transitions to 3rd party implemented programs

September 2005

CPUC authorizes SCE partnerships with local governments

January 2010

SoCalGas joins partnership

December 2016

Partnership achieves over 4 million annual kWh savings!

January 2020

Partnership continues with SoCalGas

Benefits of Collaboration

- Information Sharing – It's a Two-Way Street
 - Important vehicle for delivery of programs & services
 - ✓ Provides a single point of contact for utilities; extends their reach
 - Experience & resources available for project implementation
 - ✓ Access to technical assistance leverages existing staff
 - ✓ Produces outcomes that couldn't otherwise be accomplished
- Joint Outreach Opportunities
 - Direct Install Program for small businesses
 - Comprehensive Mobile Home Program
 - Holiday LED Light Exchange & Refrigerator Buy Back

Benefits of Collaboration

- Multi-Disciplinary Membership Increases Problem Solving Capacity
 - Each jurisdiction brings different interests, assets, knowledge & skills
- Regional Benefit
 - Ability to bring technical trainings to our area
 - ✓ Title 24, CalGreen
 - Access to funding
 - ✓ EEAPs, CAPs, Green Building Policies
 - Support to other programs
 - ✓ Green Business Program of Santa Barbara County



SCEEP Accomplishments

- Savings Delivered Annually
 - ✓ 4,817,768 kWh (441 homes)
 - ✓ 22,000 Therms
 - ✓ \$501,166
- Sample Projects
 - ✓ **City of Goleta:**
 - ✓ Facility & streetlight LED upgrades, reach code & green building policy development
 - ✓ **City of Carpinteria:**
 - ✓ City Hall renovation, streetlight LED upgrades, pool facility
 - ✓ **City of Santa Barbara:**
 - ✓ Revolving Energy Fund, major parking garage LED lighting upgrades
 - ✓ **County of Santa Barbara:**
 - ✓ ECAP update, energy management system



Takeaways and Tips

- **Jurisdictional Size Doesn't Matter...**

- ✓ Policy development and project implementation are both valuable
- ✓ Benefits still achieved with small projects
- ✓ Can increase participation in other programs to which energy savings accrues

- **But Building Relationships Does.**

- Mutual recognition of common problems & opportunities
 - ✓ helps grow existing relationships
- Success depends on adequate time
 - ✓ longevity of the partnership helped build trust
- Advocacy at the state, local and utility levels
 - ✓ a united front amplifies a more powerful voice & gains access



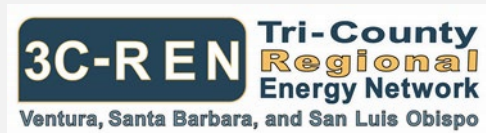


Tri-County Regional Energy Network

Three Counties. One Vision.

Tri-County Regional Energy Network (3C-REN)

- One of only three Regional Energy Networks (RENS)
- Approved by the CPUC as a Program Administrator of energy efficiency programs
- Obtained ratepayer funding to deliver regional energy programs



Three Programs

Residential Direct Install



Workforce Education & Training



Codes & Standards



Market Served

Hard to Reach
Residential Customers

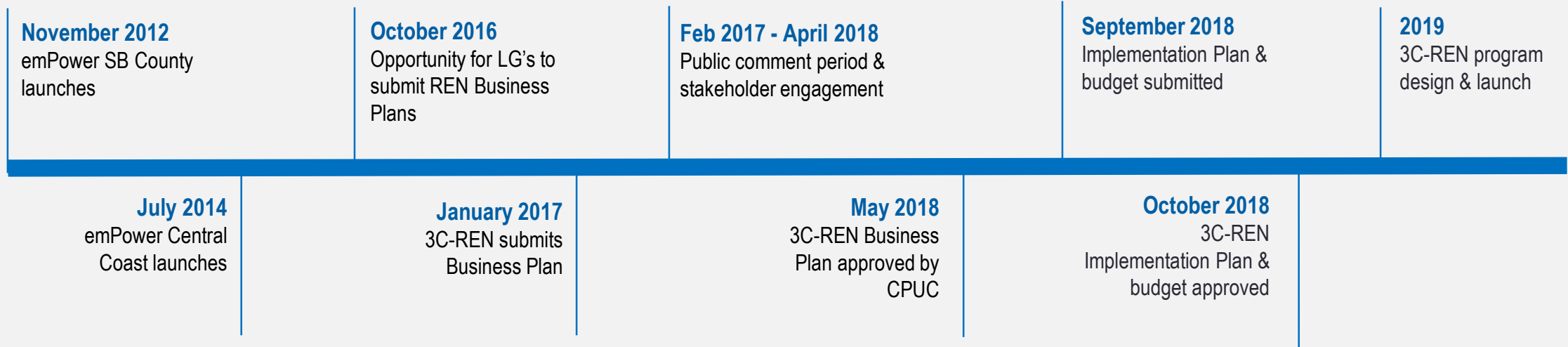
Residential and
Commercial Building
Professionals

Seeds of Collaboration

- emPower Central Coast a catalyst for 3C-REN
- Provided platform to gain experience designing and managing EE programs
- Began investigated other funding opportunities in anticipation of emPower being defunded
- CPUC provided opportunity for local governments to submit business plans for REN approval and funding
- Looking for multiple local governments to partner to serve a region.



Timeline of Collaboration



Benefits of Collaboration

- Ability to spread out cost and workload
 - 3C-REN start up costs were significant
 - Work is daunting. You need a team.
- Access to funding that prioritizes collaboration
 - 3C-REN obtained \$50M in funding for regional EE programs
 - Poised to bring in additional funding
- Greater influence at state level
 - Gained experience with the CPUC regulatory process
 - 3C-REN is able to advocate for our region
 - Advocacy focused on local government and “*hard-to-reach*” customer access to ratepayer funding/programs
 - Advocacy could expand to other topics



Takeaways and Tips

- Remove Your Jurisdictional Hat and Need to Control
 - Achieve consensus early on
 - Commit to sharing information
- Consider Using an Outside Facilitator
 - Allows you to be part of the process
 - Everyone on equal footing
 - Provides structure and direction
 - Increased accountability/ability to assign tasks
- Set Up a Governance Structure
 - Provides clear direction on who's responsible for what
 - Creates equity and inclusivity
 - Resolves actual or perceived power imbalances





Community Choice Energy

Local Control of Energy
Decision Making

Community Choice Energy (CCE)

How Community Choice Aggregation Works



ELECTRICITY

CCA procures clean energy sources

DELIVERY

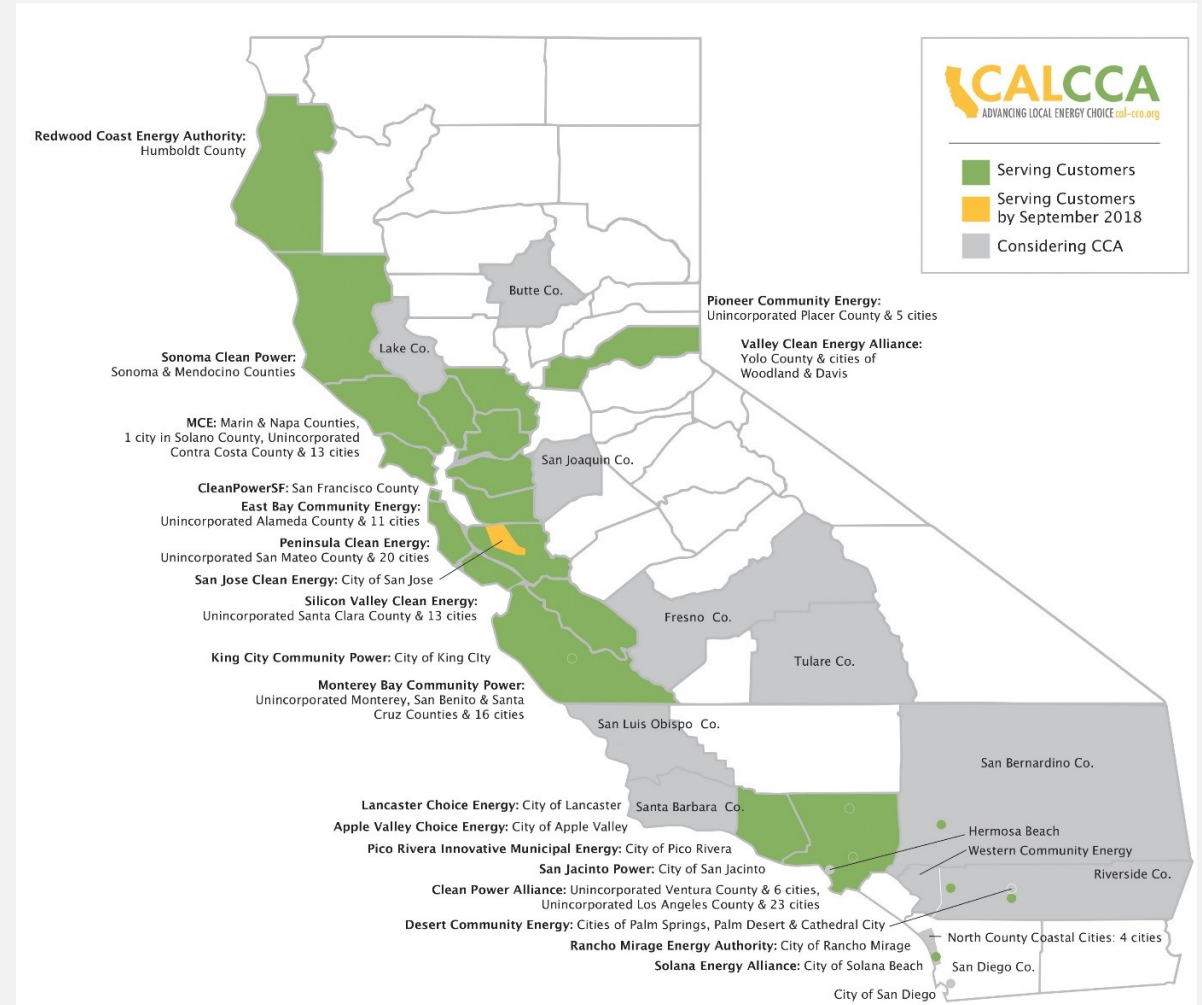
Investor-owned utility delivers energy and maintains the grid

CUSTOMER

Gets cleaner energy, local control and competitive rates

Background

- 20 CCE organizations in existence
 - First CCE was Marin Clean Energy in 2010
- CCEs set rates, policies and renewable content
- Have control over local programs, projects and energy supply



Seeds of Collaboration

- CCE exploration began as a way to enhance local control of energy
 - Grew into a way to address resiliency needs locally
 - CEC, Sierra Club and others advocated heavily
- Advisory Working Group (tri-county CCE effort) formed in 2015
 - Regional feasibility study began in 2015 – technical infeasibility was determined
- Santa Barbara County/cities effort began in 2017



Timeline of Collaboration

2002

CA passes legislation allowing CCE Programs

October 2017

Feasibility study determines technical infeasibility for a tri-county CCE Program.

June 2018

County-Only study shows a CCE Program would be feasible – effort put on hold due to pending legislation

Summer/Fall 2015

Tri-County agencies form Advisory Working Group

2018

SB County-Only study launches

June 2019-August

2019 County, Goleta, Carpinteria elect to join MBCP, SB City moves forward with independent CCE Program

Benefits of Collaboration

- Provides an inherent support structure, even if the outcomes are different
- United effort reinforces importance to community and decision making bodies
- Working together allows sharing expertise and experiences across jurisdictions.
 - Each member has something to contribute
- Herd immunity
- Felt like too big a lift for a single jurisdiction to take on from beginning



Takeaways and Tips

- Larger partnerships require longer lead time for deliverables & collaboration
- Lots of community outreach/stakeholder engagement needed – spread out among partners
 - Experts in the community provide helpful ideas and insights
- Navigating an extremely complex topic requires regular check-ins and leveraging everyone's strengths
- Need to be adaptable to dynamic regulatory environment



Strategic Energy Plan

A Pathway to Increased
Local Clean Energy and
Reliability

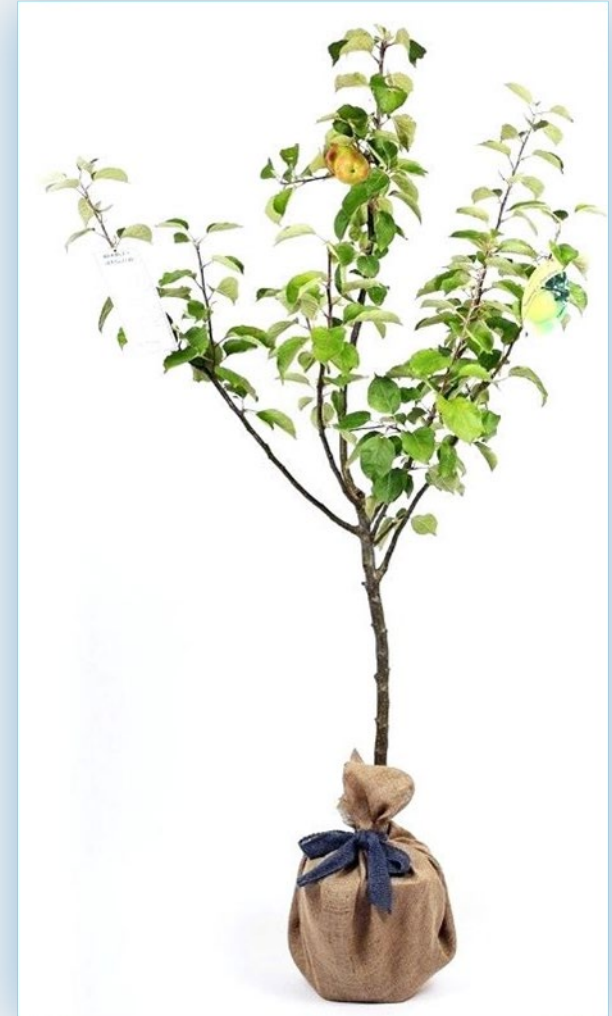
Strategic Energy Planning

- Worked with consultant to develop “Clean Energy Roadmap”
- Stimulate renewable energy development in Santa Barbara County
 - Overall resource potential
 - Assess high-potential sites
 - Identify barriers to development
 - Recommendations to overcome barriers



Seeds of Collaboration

- Born out of Community Choice Energy
- Southern California Edison RFO / Clean Energy 805
- Built on collaborative efforts of CCE and Advisory Working Group
- All Incorporated Cities invited to participate
- County of Santa Barbara, Cities of Carpinteria and Goleta
 - City of Santa Barbara conducted similar parallel project



Timeline of Collaboration



Benefits of Collaboration

- Ability to do more through scale
 - Enables participation of smaller governments
 - Leveraged each other's efforts and resources
 - Sets precedence
- Consistent approach across jurisdictions
- Builds and strengthens relationships for future collaborations
 - Internal departments: Ag Advisory Committee, OEM, Sheriff & Fire
 - Community stakeholder groups: local non-profits, commercial property owners, ag landowners



Takeaways and Tips

- Allow for more time than you anticipate
 - Negotiation SOW, MOUs, etc. can draw out the process
 - Changes and new requests as work gets underway
- Collaboration requires flexibility
 - Competing priorities and politics
 - Staff limitations or scope misalignment
 - May not get everything (or only) what you want





The Future of Collaboration

Harnessing the Power of
Collaboration to Tackle the
Climate Emergency

9 Keys to Collaborative Success!

1. Understand the Purpose of Collaboration
2. Define the goals (and align around them!)
3. Define team roles
4. Identify strengths of the team
5. Encourage open dialogue
6. Work for cohesion
7. Focus on the community
8. Relationships are important - Get to know each other
9. Be transparent



Seeds of Collaboration

- Everything we've talked about today
- Growing trend of interagency collaboration
- Need to pool resources to maximize benefits
- Climate Emergency declared
- Changes to State and Federal regulations and mandates



Benefits of Collaboration

- Bigger projects, costs spread out
- Bolder vision
- Improved Flexibility
- Engaged Communities
- More Attractive to Grants
- Accelerated Solution Velocity
- Innovative Ideas
- Develop coordinated plans



What's Next:

Climate change doesn't limit itself to regional boundaries

Clean Energy Working Group

- Sounding Board
- Moral Support
- Shared Experience
- Division of Tasks

Climate Collaborative

- A Countywide fight
- A joint fight against Climate Change
- Harnessing all of the discreet perspectives, communitywide



MORAL SUPPORT

it's good to know someone's always there for you

What's Next:

We all have different resources to contribute...

Aggregated Procurement

- Maximizing the impact of every dollar and resource

Energy Assurance Plan

- Prioritizing and coordinating the safety and resilience of our community





Thank You!

Alone we can do little, together
we can do so much!

–Helen Keller



Questions?

