

File No. 091420

Committee Item No. 6

Board Item No. 12

## COMMITTEE/BOARD OF SUPERVISORS AGENDA PACKET CONTENTS LIST

Committee: Budget and Finance Committee

Date: January 6, 2010

Board of Supervisors Meeting

Date 1/12/10

### Cmte Board

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input type="checkbox"/>            | Motion                                       |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Resolution                                   |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Ordinance                                    |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Digest                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Budget Analyst Report                        |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Analyst Report                   |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Introduction Form (for hearings)             |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/>            | MOU  |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Information Form                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Subcontract Budget                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Contract/Agreement                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Award Letter                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Public Correspondence                        |

### OTHER

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Completed by: Victor Young

Date December 30, 2009

Completed by: *Yg*

Date 1/7/10

An asterisked item represents the cover sheet to a document that exceeds 25 pages. The complete document is in the file.



1 [Accept-Expend Living Cities Initiative Grant and Amendment to the Annual Salary  
2 Ordinance, FY 2009-2010.]

3  
4 **Ordinance authorizing the Department of the Environment to accept and expend a**  
5 **grant in the amount of \$175,000 from the Living Cities Initiative to support the City's**  
6 **Zero Energy Home Program by accelerating the use of home performance testing of**  
7 **existing buildings throughout the City and thus drive the market, which will create a**  
8 **range of employment and career growth options and amend Ordinance Number 183-09**  
9 **to reflect the addition of one (1) grant funded position at the Department of the**  
10 **Environment.**

11 Note: Additions are single-underline italics Times New Roman;  
12 deletions are ~~strikethrough-italics Times New Roman~~.  
13 Board amendment additions are double underlined.  
14 Board amendment deletions are ~~strikethrough-normal~~.

14 Be it ordained by the People of the City and County of San Francisco:

15 **SEC 1. Findings**

16 The City and Federal Government's commitment to investing in rapidly increasing the  
17 number of homes that are extremely energy efficient, as well as the state's approaching  
18 mandate for home performance testing, provides a tremendous opportunity to match people  
19 to employment if they receive the appropriate training and support.

20 There is a lack of home performance testers in the San Francisco market due to the  
21 City's various housing types and complications of each type.

22 The City's older housing stock is more difficult to work with as there are no protocols in  
23 place, driving existing home performance testing professionals into more suburban markets  
24 which have a uniformity of housing stock.

1           There are more than 8,000 multi-family buildings and over 100,000 single-family  
2 buildings in the City and County of San Francisco. Creating better protocols for home  
3 performance testing in the San Francisco market and training more home performance testing  
4 contractors to serve this market will result in more placement opportunities for newly trained  
5 workforce development participants, as well as provide more paths for career growth and  
6 opportunities for entrepreneurship.

7           With the financial support of the Living Cities Initiative, the San Francisco Department  
8 of the Environment will create the home performance testing tools and training necessary to  
9 grow the home performance testing market in the San Francisco, help San Franciscans to  
10 reduce the amount of energy they use and provide employment opportunities.

11           This project supports the City and County of San Francisco's Climate Action Plan goal  
12 of reducing Greenhouse Gas Emissions related to the building sector by providing tools for  
13 building owners to dramatically reduce energy use.

14           This project supports California's aggressive goals of reducing greenhouse gas  
15 emissions under the AB32 Climate Change Initiative scoping plan.

16 **SEC 2. Authorization to Accept and Expend Funds.**

17           The Board of Supervisors hereby authorizes the Department of the Environment to  
18 accept and expend on behalf of the City and County of San Francisco \$175,000 in funds from  
19 the Living Cities Initiative for the San Francisco Zero Energy Homes Program.

20           The Department of the Environment is further authorized to furnish whatever additional  
21 information or assurances the funding agency may request in connection with this grant, and  
22 to execute any and all agreements necessary to carry out the purpose of the grant.

23           The grant budget includes provision for indirect cost of \$22,826.

24           The term of the Living Cities Initiative grant is from November 2009 through April 2011.

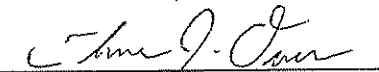
1 **SEC. 3. Grant-funded Positions; Amendment to FY 2009-20010 Annual Salary**  
 2 **Ordinance.**

3 The hereinafter designated sections and items of Ordinance No. 175-09 (Annual Salary  
 4 Ordinance, FY 2009-2010) are hereby amended to ADD ONE (1) position in the Department  
 5 of the Environment, and reads as follows:


6 Department: ENV-22  
 7 Program: CIP - ENERGY  
 8 Subfund: 2S-ENV-GNC  
 9 Index Code: 220118

Amendment:	Number of Positions:	Class and Item No.:	Compensation Schedule:
Add	1 50% FTE	9922 Public Service Aide	\$1,405 B \$1,405


13 APPROVED AS TO FORM:  
 14 DENNIS J. HERRERA, City Attorney


15 By:   
 16 Alicia Cabrera  
 17 Deputy City Attorney

APPROVED AS TO CLASSIFICATION  
 DEPARTMENT OF HUMAN RESOURCES

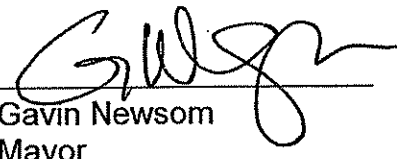
By:   
 Micki Callahan  
 Director

18 RECOMMENDED:

19   
 20 Jared Blumenfeld, Executive Director  
 21 Department of the Environment

22   
 23 Ben Rosenfield  
 24 Controller

25 Department of the Environment  
 BOARD OF SUPERVISORS



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~~FOR~~ Gavin Newsom  
Mayor

**TO:** Angela Calvillo, Clerk of the Board of Supervisors  
**FROM:** The Department of the Environment  
**DATE:** 10/27/09  
**SUBJECT:** Annual Salary Ordinance Amendment with Accept and Expend Ordinance for Foundation Grant  
**GRANT TITLE:** Zero Energy Homes Program

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Attached please find the original and 4 copies of each of the following:

Proposed ASO amendment ordinance with Accept and Expend; original signed by Department, Mayor, Controller, City Attorney, Dept of Human Resources

Grant information form, including disability checklist

Grant budget

Grant application

Grant award letter from funding agency

Other (Explain): Budget Analyst Reference Guide questions

**Special Timeline Requirements:**

**Departmental representative to receive a copy of the adopted ordinance:**

Name: Shawn Rosenmoss

Phone:415-355-3746

Interoffice Mail Address:

Certified copy required Yes

No X

(Note: certified copies have the seal of the City/County affixed and are occasionally required by funding agencies. In most cases ordinary copies without the seal are sufficient).

File Number: \_\_\_\_\_  
(Provided by Clerk of Board of Supervisors)

**Grant Information Form**  
(Effective January 2000)

Purpose: Accompanies proposed Board of Supervisors Ordinance authorizing a Department to amend the Annual Salary Ordinance and accept and expend grant funds.

The following describes the grant referred to in the accompanying Ordinance:

1. Grant Title: San Francisco Zero Energy Homes (SFZEH) Program

2. Department: Department of the Environment

3. Contact Person: Shawn Rosenmoss Telephone: 415-355-3746

4. Grant Approval Status (check one):

Approved by funding agency

Not yet approved

5. Amount of Grant Funding Approved or Applied for: \$175,000

6a. Matching Funds Required:

b. Source(s) of matching funds (if applicable):

7a. Grant Source Agency: Living Cities Initiative

b. Grant Pass-Through Agency (if applicable):

**8. Proposed Grant Project Summary:** . Grant funds support the City's Zero Energy Home Program by accelerating the use of home performance testing of existing buildings throughout the City and thus drive the market for this service, which will create a range of employment and career growth options; as well as reduce the City's overall energy use.

9. Grant Project Schedule, as allowed in approval documents, **or as proposed:**

Start-Date: November 2009

End-Date: April 2011

10. Number of new positions created and funded: 1

11. If new positions are created, explain the disposition of employees once the grant ends? They will be hired for the term of the grant.

12a. Amount budgeted for contractual services: \$82,036

b. Will contractual services be put out to bid? Yes

c. If so, will contract services help to further the goals of the department's MBE/WBE requirements? Yes

d. Is this likely to be a one-time or ongoing request for contracting out? One-time

13a. Does the budget include indirect costs?

Yes

No

b1. If yes, how much? \$22,826 which is 15% of the total amount granted by the funding source

b2. How was the amount calculated? Amount allowed by funding source



c. If no, why are indirect costs not included?

Not allowed by granting agency

To maximize use of grant funds on direct services

Other (please explain):

14. Any other significant grant requirements or comments:

**\*\*Disability Access Checklist\*\***

15. This Grant is intended for activities at (check all that apply):

Existing Site(s)

Existing Structure(s)

Existing Program(s) or Service(s)

Rehabilitated Site(s)

Rehabilitated Structure(s)

New Program(s) or Service(s)

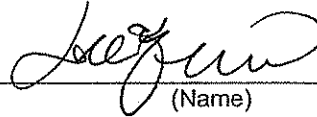
New Site(s)

New Structure(s)

16. The Departmental ADA Coordinator and/or the Mayor's Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local access laws and regulations and will allow the full inclusion of persons with disabilities, or will require unreasonable hardship exceptions, as described in the comments section:

Comments:

Departmental or Mayor's Office of Disability Reviewer: \_\_\_\_\_

  
(Name)

Date Reviewed: \_\_\_\_\_

11/9/09

Department Approval: \_\_\_\_\_

Shawn Rosenmoss  
(Name)

Manager of Grants and Fundraising  
(Title)

  
(Signature)

**Department of the Environment-City and County of San Francisco (SFEnvironment)**

**Grant Award from Living Cities for Zero Energy Homes 18-month Project Budget**

<b>Personnel</b>	<b>Narrative</b>	<b>Notes</b>	<b>Living Cities Grant</b>
9922-Public Service Aide. Grant funded.	Identify Target SF Buildings for Home Performance Testing protocols, Determine SF's 10-15 most common bldg types, support development of "solution pathways" for each bldg type, coordinate with senior staff and consultants, provide outreach about the project and ZEH tool. Coordinate with workforce development programs to implement on-site Home performance testing recommendations at 5-10 sites.	1 FTE for 18 months	\$54,795
	Fringe benefits	28%	\$15,343
<b>SUB Personnel</b>			<b>\$70,138</b>
<b>Contract/grants</b>			
Consultants	Provide on-site cross training of 20 existing building contractors to conduct Home Performance Tests (HPTs) on approximately 40 bldgs & Analyze Results, Develop "solution pathways" for each bldg type Coordinate the implementation of on-site Home Performance Testing recommendations on 5-10 bldgs using cross-trained contractors and participants in the City's workforce development programs. Consultants will be selected using standard City processes		\$82,036
<b>SUB Contract/ Grant</b>			<b>\$82,036</b>
<b>SUB Total</b>			<b>\$152,174</b>
<b>Indirect</b>	To support SFE to administer the program	15%	<b>\$22,826</b>
	<b>GRAND TOTAL</b>		<b>\$175,000</b>



**SF Environment**

Our home. Our city. Our planet.  
A Department of the City and County of San Francisco



GAVIN NEWSOM  
Mayor  
JARED BLUMENFELD  
Director

## Proposal to Living Cities Using San Francisco's Zero Energy Home Project to Accelerate Job Creation and Provide Opportunities for Career Growth

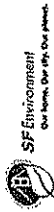
San Francisco is currently engaged in aggressive efforts to build renewable energy and energy efficiency projects, as well as create viable long-term employment to its residents. It is working to coordinate these energy and workforce development initiatives to maximize resources—both financial and administrative. A sampling of these collaborative initiatives include the GoSolarSF program and the Green Advisory Council to the Mayor's Office of Economic and Workforce Development (MOEWD). In addition to MOEWD, the City's Department of the Environment (SF Environment) and Public Utilities Commission (SFPUC) are committed to using the city's greenhouse gas reduction goals as the impetus to provide employment opportunities for San Francisco residents.

San Francisco proposes to use Living Cities funding to support the City's overall goal of accelerating the adoption of energy efficiency practices in existing buildings throughout the City and thus drive the market, which will create a range of employment and career growth options. SF Environment views the project as helping San Francisco homes approach Zero Energy use, thus its name – SF Zero Energy Homes. (SFZEH). In much the same way the City's Solar Incentive Program, GoSolarSF, has expanded the market for renewable energy projects and created jobs for low-income residents, focusing resources on energy efficiency measures will create a demand for home performance testing and related energy efficiency projects. Expanding this market will require a skilled workforce to perform the range of services involved—from weatherization to retrofits to the actual home performance testing. The SFZEH Program will be similar to GoSolarSF in that those projects using participants for the City's workforce development projects will be provided with some kind of additional incentive.

### **Retrofit Elements**

San Francisco has more than 7 years experience partnering with the local utility to provide multi-million dollar energy efficiency programs to the commercial and residential sectors and has identified specific areas in which Living Cities funding will be used to address long standing barriers to large scale retrofit initiatives. It has long-term partnerships with other city departments and close working relationships with the CA Public Utilities and Energy Commissions. It also has long-term funding relationships with both the EPA and Department of Energy. Living Cities funds will be used to achieve scale by addressing the entire building stock and is focused on building stock with scale potential—its single and multi-family housing.

The City has a demonstrated commitment to ensuring low-income residents are served and has provided renewable energy installations to low-income residents and businesses, in addition to providing those same services to the community based organizations serving the City's more impoverished residents. It will continue to ensure that lower income communities, residents and businesses will benefit from the program, especially in the cost savings. San Francisco has leveraged private and public funds for its energy efficiency and green jobs



**SF Environment**  
Our home. Our city. Our planet.

Proposal to Living Cities

programs; in particular, funders have been interested in the SFZEH its potential to provide on-the-job training sites and ultimately employment to participants of existing workforce development structure. The City has a model solar incentive program and is in the process of creating a Tax Lien financing mechanism by the end of 2009 to ensure program sustainability, as well as re-writing its Residential Energy Conservation Ordinance to mandate a range of energy efficiency measures at the time of sale. Both of these measures serve to create funding mechanisms and thus support the market.

The City's current energy efficiency offerings provide comprehensive service delivery to address lack of knowledge, transaction costs and other barriers by incorporating audits, financing, and other program elements into one experience for customers, contractors and other stakeholders. In addition, it is funding the creation of a streamlined process for those in workforce develop programs, as well as those seeking to hire and train participants in those programs. SF Environment programs rely extensively on its Outreach and Communications team to provide ongoing messaging and campaigns promoting behavioral change such as conserving energy and water. Between its policy work and promoting behavior change, SF Environment has helped the City make tremendous inroads in areas such as achieving a 75% waste diversion rate.

San Francisco staff has already demonstrated willingness and ability to document successes and setbacks and share experiences and practical advice with others. Staff participate in national and regional conferences with other local governments and are very active members of networks of cities including: Local Gov't Sustainable Energy Coalition, Green Cities California, ICLUEI Energy Technical Advisory Committee, founder of the UN Urban Environmental Accords, Emerald Cities, C40 (associate member)

### **Threshold Requirements**

SF Environment has the commitment and capacity to serve as the primary point of contact and coordination for Living Cities funding. It has excellent relationships with the Mayor's Office and currently coordinates inter-departmental and citywide greenhouse gas reduction efforts. It is positioned in the center of citywide energy efficiency retrofits and has high-level support of elected and appointed public officials, specifically including the commitment and capacity to provide funding beyond that made available through Living Cities. The City has already secured grants from Federal, State, and foundation resources supporting the development of the SF retrofit/employment system.

### **Efforts and Results to Date**

A city of 720,000 residents, San Francisco currently operates weatherization, energy efficiency, renewable energy, green building, water conservation, recycling, and composting programs designed to reduce resource use. These types of programs are the ideal training ground for the jobs of the future and by working to integrate energy and conservation with job creation, the City can begin to meet its green house gas reduction, workforce development, and water management goals. SF Environment has been charged with developing and supporting environmental actions and programs throughout the City. Through SF Environment, the City has been aggressive in its efforts to promote renewable energy and reduce greenhouse gases. For example, it is one of the few environment departments in the country with a dedicated Renewable Energy Program Manager, and in 2005 it became the only city in the US with a

designated Climate Action Coordinator focused on reducing its CO2 emissions. In 2006, it became the first local government to have its GHG emissions certified by the California Climate Action Registry. It is also the only municipal government to operate an Environmental Justice program, the focus of which is to use environmental resources and needs to create jobs for residents in neighborhoods that have historically served as the dumping ground for the rest of the City. This program has implemented projects in solar installation training, toxics remediation training, and energy efficiency outreach.

The other City department highly involved in tying energy and environmental work to job creation is the MOEWD, which has more than 20 years of experience with an array of workforce development programs. At present, its CityBuild program has trained and placed 80 disadvantaged residents in positions such as asbestos abatement workers on brownfields projects and as solar installers. These opportunities represent only a fraction of what is possible given San Francisco's innovative policy measures such as the GoSolarSF Workforce Development Incentive; legislation requiring green construction on all new developments, and its First Source Hiring Program, intended to help workers from disadvantaged neighborhoods find employment.

San Francisco is served by two electricity providers. Municipal and SF Unified School District facilities receive electricity from the City-owned and operated Hetch Hetchy power system, overseen by the SF Public Utilities Commission (SFPUC). Residents and businesses are served by Pacific Gas and Electric (PG&E). Both entities are committed to reducing carbon emissions through conservation efforts as well as ensuring that the City's most underserved residents are able to participate in these efforts.

#### Workforce and Training Needs

Unemployment statistics in San Francisco are much like many urban areas. It seems that as jobs become more technical, some residents are left behind. At the same time, with the City's commitment to investing in homes that approach zero energy use and the state's rapidly approaching mandate for home performance testing, there should be tremendous opportunity to match people to employment if they receive the appropriate training and support. At the moment, there is a significant lack of home performance testers in the San Francisco market. Reasons for this include the City's various housing types and complications of each type. The City's older housing stock is more difficult to work with as there are no protocols in place, therefore existing home performance testing professionals are more likely to provide services in more suburban (and hence more uniformity of housing stock) areas. Ultimately, creating more opportunities for home performance testing, and training more home performance testing contractors would result in more placement opportunities for newly trained workforce development participants as well as provide more paths for career growth and opportunities for entrepreneurship.

Just some issues for San Francisco housing stock that will need to be corrected by a well trained workforce—San Francisco homes are uninsulated, with poor windows and have significant scope for envelope, equipment and operational improvements. A few contractors have shown the potential to achieve the target 30 to 40% savings, but there is a significant need to demonstrate to the rest of the industry how this can be done in San Francisco's market. The SFZEH program provides the framework to achieve documented guidance, creates pilot projects that serve as on-the-job training sites while showing how to achieve significant energy retrofits.

Finally, while the City will be receiving funds from myriad sources to implement energy efficiency programs, since so much of it is coming from government sources, the significant

turnaround time between award and actual funding in hand will contribute to a significant lag in getting real programs up and operating. Participants in several of the MOEWD green workforce development programs will have completed portions of their programming, before there are real jobs to do—unless guidelines for those contractors doing home performance testing can begin providing services the moment federal funds are available.

#### The Environmental Need

Significant research has gone into how to achieve zero energy homes in new construction, and the steps for achieving zero net energy in new homes are well understood. These steps are more easily accomplished when the designers and buildings are starting, literally, from the ground up, and can build the homes around these principles. However, achieving ZEHs in existing buildings is much more challenging. Little has been done to identify practical steps to help owners of existing buildings reduce their net energy needs to zero. Housing stock in older cities like San Francisco, New York, Los Angeles, Boston, Philadelphia and others is comprised of multiple building types, building ages, materials used, and necessitates working with buildings not designed to maximize clean energy potential. Focusing ZEH efforts solely on new construction leaves a huge gap in addressing inefficiencies and carbon emissions in existing housing stock, where the majority of the population lives, and where most inefficiencies exist and carbon emissions emanate.

The City truly has an environmental imperative to discover appropriate mechanisms and protocols for achieving substantial energy reduction in existing housing stock.

#### History of Success

Since 2002, SF Environment has partnered with PG&E to access Public Goods Charge funding from the California Public Utilities Commission (CPUC) to provide in-depth energy efficiency programs to the City's small businesses and multi-family housing. The first iteration of the CPUC-funded program in 02/03 helped San Francisco's hard-to-reach small business community save money and reduce energy costs by installing energy-efficient lighting. In total, the 02/03 Program saved 4,000 sites some \$3.2 million per year and saved 24 million kilowatt hours annually. Over the last seven years, the program has included multi-family housing in its services and has reached more than 9000 businesses and hundreds of multi-family buildings, reducing the citywide load by over 18 MW. It is currently beginning a new \$10.5 million program to reduce another 8 MW and more than 300,000 therms.

Usually, efficiency programs are designed so that a business contracts with an expert to figure out what they need and must pay them to do the work before rebates or incentives are reimbursed by the over-site agency, usually the local utility provider. In addition, the industry-standard approach has been a "passive" model. The local utility administers energy efficiency funds by publishing an incentive structure that businesses may apply for only after retrofit work had been done. This approach is quickly superseded by larger businesses being served by energy-efficiency companies that understand the rules of applying for incentive monies. The reality is that even though upgrade options will likely produce a lucrative return on investment, the initial cost poses a significant hurdle to investment in efficiency by many small businesses.

SF Environment champions energy efficiency for small businesses with multiple language service offerings that are simple yet educational, including financing and a comprehensive retrofit inclusive of project management and inspection prior to approvals and



payment. Staff are dedicated to increasing participation rates through outreach by trusted sources, personal contact, creative consumer and business marketing and/or block-by-block community mobilization. The 2002 program kicked off a block-by-block strategy with staff and volunteers riding a vintage fire truck and leaping off to talk to businesses. Developing face-to-face relationships in every neighborhood has paid off by securing projects and growing the program. Staff use, social networks, events of neighborhood and business organization, recognition programs, the Green Business program, and many other channels to reach customers.

Currently being marketed as "Energy Watch", the 09/10 program has engaged staff in the third block-by-block pass through the city's commercial districts. Ultimately, the Energy Watch model will be expanded with EECBG funds and will provide opportunities for employment—not only in the area of energy retrofits, but in business support areas as well—such as outreach and administration.

- In addition to its Energy and Climate team, SF Environment programs include:
  - The Environmental Justice Program, mentioned above, which administers funds awarded from a 1998 lawsuit specifically to mitigate the environmental effects of power plants, toxic waste dumps, and freeways running through the City's southwestern neighborhood. Over the last 10 years it has partnered with and funded projects that trained low-income residents on solar installations, provided support for the installation of PV on low-income housing, coordinated energy efficiency and renewable energy projects on local non-profits, and created an array of food security and clean air projects
  - The Green Building Program promotes resource-efficient and healthy buildings through training programs, oversight of compliance with the Resource Efficiency Ordinance, public outreach, and new policy development
  - The Zero Waste Program has diverted over 72% of waste from the landfill and will attain a 75% diversion rate by 2010.
  - The Clean Air Program to reduce air pollution resulting from both mobile and stationary sources through transit alternatives, alternative fuel vehicles, and commuter assistance.
  - The Urban Forest Program ensures that municipal departments and the public are coordinated in long-term planning for the City's trees.
  - The Toxics Reduction Program provides information and services to residents, businesses and City agencies and oversees compliance with ordinances and administers the City's Green Business Program.
  - The Education Program serves approximately 300 schools and 12,000 youth per year and has recently launched a children's website that addresses an array of environmental issues.
  - The Outreach Program maintains SF Environment's website, as well as its Chinese website. It has cooperative relationships with the Board of Supervisors, other policy makers, and local and regional media.
- SF Environment is working on a number of existing citywide programs into which these program activities—either outreach and education or job creation—can be incorporated. An approach that leverages the resources available, maximizes cost efficiencies, but also takes advantage of established teaming arrangements with other City departments and non-governmental stakeholders. Citywide programs include:
  - SF Public Library (SPLL) Green Stacks is a long-term and multifaceted collaboration which includes the 6-story Main branch and 37 neighborhood branches. The collaboration crosses the



library's collection, programming, capital improvements and operations and maintenance. It ensures that all green building capital improvements are publicized and tied into public education. As well, it is working with the library and its many branches to provide programs and speakers. With 50% of San Franciscans holding a library card and a total of more than five million visitors per year, GreenStacks in one of the program's greatest outreach and education opportunities. In addition to speakers and events, each branch library disseminates information and resources on city programs such as Energy Efficiency. Finally, more than half of city residents speak a language other than English at home and the multi-lingual resources provided by the library are vital to reaching this group.

The *Business Council on Climate Change* is a collaboration of businesses with national and local governments to provide the technical resources and learning from business peers on how to reduce businesses' greenhouse gas emissions. The BC3 believes it is time for the business community, in partnership with individuals and the public sector, to act on climate change and to that end myriad businesses such as the GAP and PG&E have signed on to a set of principles.

The *San Francisco Green Business Program* is a voluntary program that encourages businesses to take proactive actions that are good for their bottom line and the environment. This partnership of City Agencies promotes, recognizes and provides hands-on support to local businesses that operate in an environmentally responsible way. Its goal is to achieve a healthier and cleaner environment by helping businesses integrate environmental responsibility into their operations in a manner that is sustainable as well as profitable.

These collaborations are noted because they will be avenues to market the City's Energy programs—SFZEH, GoSolarSF and others—which will grow markets and thus provide employment to those trained to serve the market.

**ARRA and other funding**

The promise of stimulus package funding has provided a catalyst to ensuring an even greater level of coordination between the city's many entities involved in this and similar programs—whatever happens in the future, these relationships will continue to strengthen and grow. Through the MOEWD, San Francisco is using additional Department of Labor ARRA funds to create the Green Academy and provide intensive training to those meeting specific Federal Workforce Investment Act requirements. It addition to enhancing its CityBuild program, it recently funded a consortium of community based organizations to provide the Green Academy and the wrap around supportive services necessary for success. Through SF Environment, San Francisco will use its ARRA Energy Efficiency and Conservation Block Grant (EECBG) funds to continue the model it has developed through existing CPUC funding, but will be able to accelerate efforts and cover services not funded by CPUC, such as outreach and education. EECBG will primarily serve the residential sector and will provide incentives for community outreach and education on energy efficiency and Zero Energy as well as provide incentives for home performance, targeting the 105,000 single-family homes and the more than 20,000 2-4 unit buildings. Another portion of the EECBG program will leverage CPUC funds for the upgrading of heating systems in multi-family buildings.

SF Environment has received SFZEH project funds from the Sydney Frank Foundation to use home performance testing and modeling to create an interactive website for residents to map out actions to get to zero energy in their particular type of housing stock. An important development in marketing specific options for approaching zero energy and creating markets.

MOEWD received additional funding from the US Conference of Mayors Green Jobs Initiative to support the Green Academy. These funds will provide the means for residents to obtain appreciably more employment opportunities within a shorter timeframe than otherwise would be possible due to lack of preparation, connections with employers, and City resources.

#### Vision and Strategy

SF Environment envisions a city comprised entirely of zero energy homes. In San Francisco, that would mean taking more than 170,000 residential buildings/units off the grid, resulting in unprecedented energy, water and waste savings, greenhouse gas reductions, economic benefits for residents and the creation of local clean tech businesses and new green jobs. Just like a typical home, an SF Zero Energy Home will be connected to, and use energy from, the local electric grid. But unlike typical homes, an SFZEH will incorporate state-of-the-art passive and active building design principles, be highly efficient, and self-generate enough power to send some back to the utility. Annually, an SFZEH will produce enough energy to offset the amount purchased from the utility, resulting in a net-zero annual energy bill.

These homes will be retrofitted by participants of the City's workforce development projects, who will integrate ZEH processes into their own housing, as well as those of their neighbors and others.

This program will access the resources of the Environmental Justice and Zero Waste programs to bring more resources to bear on the issue of providing job training and opportunities in the green collar arena. Both of these SF Environment programs have funded community projects over the years that have resulted in 100's of jobs for low-income workers. Many of the organizations now operating the Green Academy have also been funded through SF Environment. In addition the program will rely on MOEWD's extensive network of organizations providing support services for low-income residents.

#### Goals and Benchmarks

The overarching goal of the SFZEH project are to support the City goal of reaching 80% GHG reduction by 2050, while ensuring that all San Francisco residents regardless of income are able to access the environmental benefits and participate in the economy that will necessarily be created to reach these reduction goals.

- Specific program benchmarks related to Living Cities funding include:
- Train 20 existing remodeling contractors on home performance testing and ensure that they hire workforce development participants
  - Train 50 workforce development participants in energy efficiency and zero energy processes.
  - Obtain employment for 40 workforce development participants
  - Attain the rate of 8,000 housing units retrofit each year (of 340,000 existing units).
  - Double the existing annual rate of 1200 businesses and buildings (of 25,000 non-residential buildings)
  - Increase the comprehensiveness of retrofits by almost 300% from the current 25-30% reduction per building.
  - Development and disseminate training tools for commissioners and elected officials on energy efficiency.
  - Development and disseminate training tools for employees of retrofit businesses.

- Provide development support for experienced workers interested in starting a business.
- Provide incubation for the new disadvantaged businesses to improve their business skills and launch their business.
- Market programs and resources to remain accessible and inclusive of new small businesses. Rigorous program reporting is a requirement for all funding related to energy efficiency and workforce development projects and the City continues to develop database capabilities. Energy Watch has currently switched from a Salesforce platform to a Sugar CRM to manage building energy performance (audits, commissioning), energy savings and resulting economic benefits, carbon emissions reductions. As well, the City keeps extensive data on employment gains for low-income people and has recently awarded ARRA funds for the creation of a streamlined employer/employee matching system.

#### Core Team and Specific Roles

SF Environment will be responsible for overall program coordination, monitoring and reporting of progress to elected officials, the community and other stakeholders. San Francisco is currently engaged in several partnerships that leverage resources from the state government, PG&E, and numerous local organizations to develop a robust and maturing large-scale building retrofit system. The Energy Watch program is a partnership with the utility under the direction of the California Public Utilities Commission. For 2009, Energy Watch will expend \$2.9 million in incentives and provide \$3.1 million in technical assistance services to multi-family, affordable housing, small commercial, and mid-sized commercial projects throughout the city. This program also leverages funding from the City's Water Department rebates for water conservation. PG&E will cooperate by providing access to data and analysis, flexibility in program design and implementation. In addition PG&E provides specific energy efficiency training through its Pacific Energy Center, which may provide a deeper level of training the MOEWD Green Academy graduates.

Both SF Environment and MOEWD are participating in business development assistance and are participating in an advisory panel for City College to provide business training. They both work with an array of City College programs in the creation of green curriculum and internship opportunities and are currently partnering on a 2-year energy efficiency certificate program. They also participate in Emerald Cities meetings intended to foster the development of disadvantaged businesses.

MOEWD has partnered with myriad entities over the last two decades to provide workforce opportunities. MOEWD will oversee all aspects of workforce development and will coordinate with SF Environment and City contractors to place program participants. MOEWD's CityBuild and SF Works will utilize their existing networks of community-based organizations to recruit, screen and enroll individuals. The MOEWD Green Jobs Academy Training Module will offer three concentrations from which participants may select: 1) Energy Efficiency, Weatherization, and Energy Audit Technician Training; 2) Solar Installation Training; and 3) Environmental Remediation Technician Training All Green Academy participants will receive OSHA 10 Safety Training, Lifeskills Training, a thorough introduction to the green jobs industry and complete an Advanced Math course.

SF Works, a program of the Chamber of Commerce is responsible for managing the program's green jobs employer engagement effort, working closely with these employers to generate accurate workforce projections and to identify specific job opportunities for program

graduates. With primary responsibility for implementing San Francisco's First Source Hiring Program, CityBuild will be able to negotiate both long-term employment and on-the-job training opportunities for the Green Jobs Academy graduates, particularly with the assistance of SF Works, SF Environment and the Green Jobs Employer Advisory Council. The initiative is targeting a 90% placement rate

**Primary Challenges**

One of the primary challenges of workforce development programs is that the majority of participants need extensive support on obtaining the math skills necessary for green collar jobs in the energy field. MOEWD is incorporating extensive math prep in its curriculum and SF Environment will rely on its partners to provide outreach.

One of the primary challenges for all SF Environment programs is accessing funds for outreach and education, which is a task absolutely necessary for growing the market for the projects and programs that will provide workforce development opportunities.

In moving forward on the SFZEZ Program, training and marketing have been identified as central weak points: training of existing remodeling contractors, education of local building officials and commissioners, and training of other workers needed by the Home Performance retrofit industry, education of the homeowners about the benefits. Thus, the program incorporates extensive targeted outreach and training efforts to meet and overcome these challenges. SF Environment will use some amount of EECBG funding to subcontract with community based organizations to provide outreach, as well take advantage of its collaborations.

City staff have met with local home performance contractors to discuss their needs. The California Building Performance Contractors Association has been polled about available Home Performance trainings, and how to grow the local contractor pool with people from low-income neighborhoods - both growing existing contractors as well as helping seasoned workers to start their own businesses. This would not only help build the contractor base, but would also support the EECBG program and get support from the Energy Watch program.

**Program Sustainability**

San Francisco is currently developing a tax-lien financing program deploying a public-private bond-funded program this coming December. Though no philanthropic investment had been envisioned to operate the program, we are actively pursuing new strategies and resources to ensure participation of low-income, and near low-income property owners. Attempts to date to support business development have been to educate building inspectors, set clear standards, reduce permit fees and paperwork, pay incentives, pay extra incentives for employing graduates of the Workforce Development programs, and ensure access to professional training. San Francisco is also revising its Residential Energy Conservation Ordinance (RECO), to require more stringent energy efficiency improvements when a building changes hands, and developing a companion ordinance for commercial buildings.

**Living Cities Grants Funds**

While the overall timeline for this project reflects the need to develop protocols for Home Performance Testing for San Francisco's homes, Living Cities funds will primarily be used to provide Home Performance cross training for contractors specializing in other areas, such as remodeling contractors and ensure that there are mechanisms in place to ensure these contractors

hire participants of the City's workforce development programs. In addition to ensuring that these same participants get the type of hands on training necessary to move forward from a job to career. By using funds to support some of the more "wonky" aspect of the project such as identifying housing types common to San Francisco and creating home performance testing protocols, the funds truly support the need to build in project sustainability and on-going employment opportunities. Recommendations from this process will be incorporated on an interactive website that will be promoted throughout the City for use by residents to assess their energy options. Combined with the anticipated financing mechanisms, the SFZEZ project will ensure a market and Living Cities fund will ensure a workforce ready to serve this market.

**Time Table and Mile Stones**

Task	Time
Identify Target Buildings: identify the 10-15 most common building types in the City, then identify one to three specific buildings from each category to evaluate—representative of not only building types, but City demographics as well.	M1-2
Conduct Home Performance Tests & Analyze Results create and consult with an Advisory Committee comprised of experts in building performance, energy efficiency, renewable energy, water conservation and other relevant fields to design a HPT methodology most appropriate for SF's most common building types. A team of HPT experts will conduct HPT's in 30-50 buildings, and analyze results. The HPT experts will identify building envelope strengthening, energy efficiency, renewable energy, water conservation and other options for each building type to achieve zero net energy, along with associated energy, carbon and water savings and costs. The end product will be "solution pathways" for each building type, which will assist in identifying curriculum and training needs for potential contractors and employees	M2-4
Identify 5 buildings as on-the-job training sites for Workforce development participants to implement energy efficiency solution pathways	M4-7
Develop Interactive Web-based Tool to market the program and workforce	M4-7
Once pathways have been identified, SF Environment will create a tool that will allow building owners to map out a plan to bring their building to zero energy, estimate costs, identify contractors, provide next steps, and plan and track progress. The tool will allow building owners to: Select their building type. Choose among multiple SFZEZ pathways. Estimate costs. Identify contractors and financing options, and compare their home to similar homes.	M3-12
Create a "Home Performance Testing Posse" and contractor Pool. To help SFZEZ participants know where to turn to implement the options identified for their building through the SFZEZ tool. To again, support the workforce that is serving the market	
Work with MOEWD to assemble a pool of local weatherization, electrical, plumbing, construction, solar, and other contractors to conduct HPT's and provide integrated 'green' services. Ensure Local hires from graduates from the MOEWD workforce programs.	
Marketing & Outreach for the SFZEZ Program citywide to create widespread awareness about the Program, the benefits and practicality of achieving zero net energy, the SFZEZ tool, and the workforce ready to serve the market.	M4-12
Policy & Incentives Design work with the Mayor's Office, Board of Supervisors and other departments to develop local policies to incentivize and/or mandate zero energy strategies. SF Environment will also design new—or modify existing—incentive programs for installing high impact equipment for energy efficiency, renewable energy, water efficiency, stormwater re-use, recycling and composting and other zero energy approaches.	M5-12





"Stockton Williams"  
<williams@livingcities.org>  
09/30/2009 11:25 AM

To: 'Shawn Rosenmoss' <Shawn.Rosenmoss@SFGOV.ORG>  
"annkellys@earthlink.net" <annkellys@earthlink.net>  
"ann.kelly@sfgov.org" <ann.kelly@sfgov.org>, Cal  
Laura Sanchez <lsanchez@livingcities.org>

bcc

Subject: RE: Training Program Description

History: This message has been forwarded.

Dear All:

I am pleased to let you know that Living Cities has approved the proposal referenced below in the amount of \$175,000. Laura Sanchez will be in touch with you soon with the grant agreement.

We are very excited to work with you on this exciting program.

Best,  
Stockton  
Stockton Williams  
Senior Advisor  
Director of Green Economy Initiatives  
Living Cities  
1707 L Street, NW, Suite 250  
Washington, DC 20036  
646.442.2216  
williams@livingcities.org

-----Original Message-----  
From: Shawn Rosenmoss [mailto:Shawn.Rosenmoss@SFGOV.ORG]  
Sent: Wednesday, September 09, 2009 8:16 PM  
To: Stockton Williams  
Cc: annkellys@earthlink.net; ann.kelly@sfgov.org; Cal Broomhead; Laura Sanchez  
Subject: Training Program Description

Hi Stockton and Laura,  
Let me know if this answers some of the questions you have about the training piece of the SF Living Cities Program.

Thanks for your patience with us.  
(See attached file: SFP.LivingCitiesTrainingProgram.doc)  
Shawn Rosenmoss  
Senior Environmental Specialist  
Grants and Fundraising  
Department of the Environment  
City and County of San Francisco  
11 Grove Street  
San Francisco, CA 94102  
415-355-3746 phone

415-554-6393 fax  
shawn.rosenmoss@sfgov.org

"Stockton  
Williams"  
<williams@living  
cities.org>

09/03/2009 06:49  
AM

To  
Shawn Rosenmoss  
<Shawn.Rosenmoss@SFGOV.ORG>  
"annkellys@earthlink.net"  
<annkellys@earthlink.net>,  
"ann.kelly@sfgov.org"  
<ann.kelly@sfgov.org>, Cal  
Broomhead  
<Cal.Broomhead@SFGOV.ORG>, Laura  
<lsanchez@livingcities.org>  
Subject  
RE: Living Cities Grant Support for  
SFO Retrofit Efforts

I cannot do that time sorry. Laura can help coordinate on our end.  
SW

-----Original Message-----  
From: Shawn Rosenmoss [mailto:Shawn.Rosenmoss@SFGOV.ORG]  
Sent: Wednesday, September 02, 2009 7:43 PM  
To: Stockton Williams  
Cc: annkellys@earthlink.net; ann.kelly@sfgov.org; Cal Broomhead; Laura Sanchez  
Subject: RE: Living Cities Grant Support for SFO Retrofit Efforts

Hi Stockton and Laura,

We are hoping to give you a call tomorrow morning at 9:00 am PST. Please let me know if that works for you. I am available after that, but Cal and Ann both have meetings.

Shawn

Shawn Rosenmoss  
Senior Environmental Specialist  
Grants and Fundraising  
Department of the Environment

City and County of San Francisco  
11 Grove Street  
San Francisco, CA 94102  
415-355-3746 phone  
415-554-8393 fax  
shawn.rosenmoss@sfgov.org

"There is a tide in the affairs of men; Which, taken at the flood, leads on to fortune; Omitted, all the voyage of their life; Is bound in shallows and in miseries.  
On such a full sea are we now afloat; And we must take the current when it serves,  
Or lose our ventures." Shakespeare

"Stockton  
Williams"  
<swilliams@living  
cities.org>  
08/31/2009 12:34  
PM

To  
Cal Broomhead  
<Cal.Broomhead@sfgov.org>  
Cc  
"annkellys@earthlink.net"  
<annkellys@earthlink.net>  
"ann.kelly@sfgov.org"  
<ann.kelly@sfgov.org>, Laura  
Sanchez  
<lsanchez@livingcities.org>, Shawn  
Rosenmoss  
<Shawn.Rosenmoss@sfgov.org>  
Subject  
RE: Living Cities Grant Support for  
SFO Retrofit Efforts

Cal Broomhead  
Energy and Climate Programs Manager  
Department of Environment  
11 Grove Street  
San Francisco, CA 94102  
cal.broomhead@sfgov.org  
415-355-3706 direct  
415-355-3700 reception  
www.sfenvironment.org

Building renewable energy and energy efficiency will revitalize our economy and protect our future.

"Stockton  
Williams"  
<swilliams@living  
cities.org>

08/31/2009  
09:03 AM  
Shawn Rosenmoss <Shawn.Rosenmoss@sfgov.org>  
Cc  
"annkellys@earthlink.net"  
<annkellys@earthlink.net>, "ann.kelly@sfgov.org"  
<ann.kelly@sfgov.org>, Cal Broomhead  
<Cal.Broomhead@sfgov.org>, Laura Sanchez  
<lsanchez@livingcities.org>  
Subject  
RE: Living Cities Grant Support for SFO Retrofit  
Efforts

Thanks, Shawn and team. Can you provide some more specificit on what we would be funding in these areas, from the budget document:

Provide cross training for 20 existing contractors to do Home Performance testing in SF  
On-site training for contractors on Home Performance Testing & Analysis of results(appx 40 bldgs)

Thanks, SW  
Stockton Williams  
Senior Advisor  
Director of Green Economy Initiatives

sure

From: Cal Broomhead [mailto:Cal.Broomhead@sfgov.org]  
Sent: Monday, August 31, 2009 3:28 PM  
To: Stockton Williams  
Cc: annkellys@earthlink.net; ann.kelly@sfgov.org; Laura Sanchez; Shawn Rosenmoss  
Subject: RE: Living Cities Grant Support for SFO Retrofit Efforts

Stockton, can I get this to you later this PM?

Living Cities

1707 L Street, NW, Suite 250  
Washington, DC 20036  
646-442-2216  
swilliams@livingcities.org

"ann.kelly@sfgov.org"  
<ann.kelly@sfgov.org>  
"annkellys@earthlink.net"  
<annkellys@earthlink.net>, Laura  
Sanchez <lsanchez@livingcities.org>  
Subject  
RE: Living Cities Grant Support for  
SFO Retrofit Efforts

-----Original Message-----

From: Shawn Rosenmoss [mailto:Shawn.Rosenmoss@SFGOV.ORG]  
Sent: Monday, August 24, 2009 11:50 PM  
To: Stockton Williams  
Cc: annkellys@earthlink.net; ann.kelly@sfgov.org; Cal Broomhead; Laura  
Sanchez  
Subject: RE: Living Cities Grant Support for SFO Retrofit Efforts

Hi Stockton,

Attached is a revised proposal and budget.

I believe that we have addressed most of your concerns. I have tried to focus  
much more on the job creation aspect of the Zero Energy Homes project and  
using it to create the market that will require and be able to sustain  
workers.

Let me know what else you need.

Shawn

(See attached file: SFE.LivingCitiesBudget 8.23.09.pdf) (See attached file:  
SFE.LivingCitiesNarrative.pdf)

Shawn Rosenmoss  
Senior Environmental Specialist  
Grants and Fundraising  
Department of the Environment  
City and County of San Francisco  
11 Grove Street  
San Francisco, CA 94102

415-355-3746 phone  
415-554-6393 fax  
shawn.rosenmoss@sfgov.org

"Stockton  
Williams"  
<swilliams@living  
cities.org>  
08/17/2009 09:35  
AM

To  
Shawn Rosenmoss  
<Shawn.Rosenmoss@SFGOV.ORG>, Cal  
Broomhead <Cal.Broomhead@SFGOV.ORG>  
cc

Hi, folks. Could we talk briefly about this this wekk?  
SW

-----Original Message-----

From: Shawn Rosenmoss [mailto:Shawn.Rosenmoss@SFGOV.ORG]  
Sent: Wednesday, August 12, 2009 2:38 AM  
To: Stockton Williams  
Cc: ann.kelly@sfgov.org; Cal Broomhead; annkellys@earthlink.net  
Subject: RE: Living Cities Grant Support for SFO Retrofit Efforts

Hi Stockton,

Thank you so much for your patience on this. I think Cal expressed how  
inundated we were with reading proposals and selecting contractors to work on  
our next phase of the Energy Watch program. The selection process is so  
closely tied to the project we will be doing with the Energy Efficiency Block  
grant and, hopefully, with Living Cities that we really needed to spend some  
time vetting the organizations. Anyway, that is finished--so onward and  
upward.

We are framing much of the work we are doing with residential energy  
efficiency as Zero Energy and use the term in this proposal. It might be more  
accurate to describe it as "approaching zero energy".

Also, in the budget, we did not list the funding coming in to the state and  
city for low-income projects such as weatherization and targeted energy  
efficiency work. While we plan on coordinating with those programs and  
funding administrators, there is quite a bit we will be doing to meet the  
needs of residents in SF who, while they might not meet the federal low-income  
requirements if they were living in Kansas, are low-income by San Francisco  
standards.

Please let me know if you need anything else. The Mayor's Office has promised  
to send the Mayor's commitment letter to the project by tomorrow--and I will  
forward it on to you.

Shawn

(See attached file: SFE.LivingCities.Narrative.pdf) (See attached file:  
SFE.Living cities budget.pdf)

Director of Green Economy Initiatives  
Living Cities

Shawn Rosemoss  
Senior Environmental Specialist  
Grants and Fundraising  
Department of the Environment  
City and County of San Francisco  
11 Grove Street  
San Francisco, CA 94102  
415-355-3746 phone  
415-554-6393 fax  
shawn.rosemoss@sfgov.org

"There is a tide in the affairs of men; Which, taken at the flood, leads on to fortune; Omitted, all the voyage of their life; Is bound in shallows and in miseries.  
On such a full sea are we now afloat; And we must take the current when it serves,  
Or lose our ventures." Shakespeare

"Stockton  
Williams"  
<swilliams@living  
cities.org>  
08/07/2009 01:05  
PM

Cal Broomhead  
<Cal.Broomhead@sfgov.org>  
"ann.kelly@sfgov.org"  
<ann.kelly@sfgov.org>, Laura  
Sanchez  
<lsanchez@livingcities.org>,  
"shawn.rosemoss@sfgov.org"  
<shawn.rosemoss@sfgov.org>  
RE: Living Cities Grant Support for  
SFO Retrofit Efforts

To

CC

Subject

Hi, Cal. Just checking in on this. We need to finalize our grant commitments very soon.  
Best,  
SW  
Stockton Williams  
Senior Advisor

From: Cal Broomhead [mailto:Cal.Broomhead@sfgov.org]  
Sent: Tuesday, July 28, 2009 8:25 PM  
To: Stockton Williams  
Cc: ann.kelly@sfgov.org; Laura Sanchez; shawn.rosemoss@sfgov.org; Stockton Williams  
Subject: RE: Living Cities Grant Support for SFO Retrofit Efforts  
Importance: High

great, I am overwhelmed the next few days, but will respond early next week.

Cal Broomhead  
Energy and Climate Programs Manager  
Department of Environment  
11 Grove Street  
San Francisco, CA 94102

cal.broomhead@sfgov.org  
415-355-3706 direct  
415-355-3700 reception  
www.sfenvironment.org

Building renewable energy and energy efficiency will revitalize our economy and protect our future.

"Stockton  
Williams"  
<swilliams@living  
cities.org>

07/28/2009 01:17  
PM

"Stockton Williams"  
<swilliams@livingcities.org>, Cal Broomhead  
<Cal.Broomhead@sfgov.org>  
"ann.kelly@sfgov.org" <ann.kelly@sfgov.org>,  
"Shawn.rosemoss@sfgov.org"  
<shawn.rosemoss@sfgov.org>, Laura Sanchez  
<lsanchez@livingcities.org>

RE: Living Cities Grant Support for SFO Retrofit Efforts  
Subject

Tomorrow am is good, but we are pushed to meet some deadlines, so if we can start at 9 am PST and make it a half hour call. Then, I suggest that you send me the forms and we can bounce them back to you with a draft, get your comments, then shoot you a final. Will that work for you?

Cal Broomhead  
Energy and Climate Programs Manager  
Department of Environment  
11 Grove Street  
San Francisco, CA 94102

cal.broomhead@sfgov.org  
415-355-3706 direct  
415-355-3700 reception  
www.sfenvironment.org

Building renewable energy and energy efficiency will revitalize our economy and protect our future.

"Stockton Williams"  
<swilliams@livingcities.org>

07/21/2009 01:52 PM

To  
Cal Broomhead <Cal.Broomhead@SFGOV.ORG>  
cc  
"shawn.rosenmoss@sfgov.org"  
<shawn.rosenmoss@sfgov.org>  
"ann.kelly@sfgov.org" <ann.kelly@sfgov.org>  
RE: Living Cities Grant Support for SFO  
Retrofit Efforts

Thanks, Cal. I could do Thursday from 8:30 - 9:30 a.m. Pacific, or we could look at Monday. Please let me know.

Cal, enclosed please find the Request for Interest for a grant along the lines we discussed. First 5 pages are mostly boilerplate, last one has the specific information we would be looking for. Hopefully, most of it already exists in some form.

We will send this with a cover letter to the mayor cc'ing you, as is our common practice. (DRAFT enclosed).

Please let me know if you have any questions.

SW

Stockton Williams  
Senior Advisor  
Director of Green Economy Initiatives  
Living Cities

1707 L Street, NW, Suite 250  
Washington, DC 20036  
646.442.2216  
swilliams@livingcities.org

From: Stockton Williams  
Sent: Wednesday, July 22, 2009 6:07 PM  
To: 'Cal Broomhead'  
Cc: ann.kelly@sfgov.org; shawn.rosenmoss@sfgov.org; Laura Sanchez  
Subject: RE: Living Cities Grant Support for SFO Retrofit Efforts

Tomorrow at 9 EST it is. Let's use.

1-866-502-8312

348046#

SW

Stockton Williams  
Senior Advisor  
Director of Green Economy Initiatives  
Living Cities

From: Cal Broomhead [mailto:Cal.Broomhead@SFGOV.ORG]  
Sent: Wednesday, July 22, 2009 3:27 PM  
To: Stockton Williams  
Cc: ann.kelly@sfgov.org; shawn.rosenmoss@sfgov.org  
Subject: RE: Living Cities Grant Support for SFO Retrofit Efforts  
Importance: High

Subject  
Living Cities Grant Support  
for SFO Retrofit Efforts

SW

Stockton Williams  
Senior Advisor  
Director of Green Economy Initiatives  
Living Cities

1707 L Street, NW, Suite 250  
Washington, DC 20036  
646.442.2216  
swilliams@livingcities.org

From: Cal Broomhead [mailto:Cal.Broomhead@SFGOV.ORG]

Sent: Tuesday, July 21, 2009 4:41 PM

To: Stockton Williams

Cc: Shawn.Rosenmoss@sfgov.org; ann.kelly@sfgov.org

Subject: Re: Living Cities Grant Support for SFO Retrofit Efforts

Importance: High

Stockton, yes, I am interested. Reading your thoughts below, it appears you are thinking that a grant of \$150K would help us scale up the San Francisco program and develop the workforce connection. We can certainly use some help in that area. Lets discuss. I am jammed today and tomorrow, may be Thursday before 12 PST or Friday after 11:30.

Cal Broomhead  
Energy and Climate Programs Manager  
Department of Environment  
11 Grove Street  
San Francisco, CA 94102

cal.broomhead@sfgov.org  
415-355-3706 direct  
415-355-3700 reception  
www.sfenvironment.org

Building renewable energy and energy efficiency will revitalize our economy and protect our future.

"Stockton Williams"  
<swilliams@livingcities.org>

07/21/2009 01:14 PM

To  
"cal.broomhead@sfgov.org"  
<cal.broomhead@sfgov.org>  
cc

Cal :

I heard your presentation on the Efficiency Cities Network this afternoon and was wondering whether the city would be interested in grant funding from Living Cities to support an aspect of your "systems management" approach for scaling up retrofit activity.

Coming out of the Green Boot camp, we are providing grants, loans and technical support to assist a group of cities that we think are able to make near term progress and are working on a dimension of retrofit system development that is innovative and a potential model for others.

San Francisco in many respects is far ahead of other cities in the major areas, so I was thinking that grant funds from us, on the order of \$150,000, could perhaps help you achieve a scale or efficiency in expanding what you're doing. We are especially interested in the workforce development/delivery system capacity issues and creative uses of ARRA and other public funding.

We'd need a proposal, subject to a set of criteria I would send you, but it would not be too time intensive to complete. Please let me know if you are interested; glad to discuss further and hope you are well.

SW

Stockton Williams  
Director of Green Economy Initiatives  
Living Cities

1707 L Street, NW, Suite 250  
Washington, DC 20036  
646.442.2216  
swilliams@livingcities.org  
Green Boot Camp Puts Cities Through Their Paces

[attachment "LC Retrofit Grant RFI for SF Cover Ltr.doc" deleted by Cal  
Broomhead/ENV/SFGOV] [attachment "LC Retrofit Grant RFI for SF.doc" deleted by  
Cal Broomhead/ENV/SFGOV]

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## Budget Analyst Reference Guide Questions

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**23. Describe the source of funds.** The Living Cities Initiative

**24. Describe the grant-funded project clearly, concisely and in layman's terms.** This project is but one component of the City's Zero Energy Home Program and is focused on accelerating the use of home performance testing of existing buildings throughout the City. Home performance testing is a comprehensive overview of a home's energy use, discovering where there may be significant energy loss and recommending measures to be taken that would make the home perform better from an energy standpoint. Driving the San Francisco market for this service will create a range of employment options; as well as reduce the City's overall energy use. Funds are specifically to develop home performance testing protocols for San Francisco buildings and train contractors and participants of the City's workforce development projects on using these protocols to create pathways for homes to achieve dramatically reduced energy usage.

**25. Provide context and detail to the grant so that the proposed project can be compared to current operations.** SF Environment has been charged with developing and supporting environmental actions and programs throughout the City and County of San Francisco. In 2006, San Francisco became the first local government to have its greenhouse gas emissions certified by the California Climate Action Registry. SF Environment is charged with helping the City reduce its greenhouse gas emissions as specified in the City's Climate Action Plan, which it does by operating Zero Waste, Clean Transportation and Energy Reduction programs in the municipal, commercial and residential sectors.

The City and Federal Government are committed to investing in rapidly increasing the number of homes that are extremely energy efficient. In addition, the State will soon mandate that all homes in California receive home performance testing and use the results to implement energy saving measures. This provides a tremendous opportunity to match people to employment if they receive the appropriate training and support. However, there is a lack of home performance testers in the San Francisco market due to the City's various housing types and complications of each type. The City's older housing stock is more difficult to work with as there are no protocols in place, driving existing home performance testing professionals into more suburban markets which have a uniformity of housing stock.

There are more than 8,000 multi-family buildings and over 100,000 single-family buildings in the City and County of San Francisco. Creating better protocols for home performance testing in the San Francisco market and training more home performance testing contractors to serve this market will result in more placement opportunities for newly trained workforce development participants, as well as provide more paths for career growth and opportunities for entrepreneurship. SF Environment already operates a highly successful energy efficiency program for multi-unit residential buildings. It has been instrumental in creating the City's Solar map, a web-based tool which allows building owners to assess their building's potential for solar energy. Both of these programs will serve as resources for the Zero Energy Home Program and will be used to implement recommendations of home performance testing.

**26. Identify any ongoing costs for the Department once the grant funds expire, such as new personnel, new equipment, new leases, etc and how the Department would fund such future costs.** A new grant funded position is being created solely for this grant. There will be no ongoing costs to the Department once grant funds expire.

**27. If the grant period has begun before the Department has been given Board of Supervisor approval, the Department should state why it is late in seeking approval and the resolution must provide for retroactivity.** NA

**28. State if the Department has accepted the grant or encumbered any expenses that the grant funds would reimburse the City. The Department should state why they have either accepted and/or began expending the grant funds before receiving approval.** NA



29. If grant funds have been expended or encumbered, state the amount of funds that have been expended or encumbered and for what purpose. NA
30. If there is a significant delay in seeking Board of Supervisor approval from the time the grant period began, state how the proposed project would be completed in the remaining period of time available and/or if the Department has asked for or received an extension of the grant period. NA
31. If the grant is a multi-year grant, state the amount of the grant in future years and if future years would be included in the Department's budget. Include a proposed multiyear budget. This is a one-time grant that may be used over the course of 18 months.
32. Indicate whether or not matching funds are required from the City, and if so, in what amount and the source of such matching funds. Matching funds are not required.
33. If matching funds are not required but the Department is providing in-kind contributions for the grant, the Department should clearly state how you are proposing to provide in-kind contributions. Also state whether these in-kind contributions are new services to supplement the grant or existing services. This grant allows the Department to perform its usual functions.
34. Provide a detailed budget by object including personnel detail, equipment detail and details on services/consultants/contractors. Each line item in the budget should be explained. See attached budget
35. The number of full time equivalent positions (FTE), the Job Title, Classification, and percentage of fringe benefits should be clearly stated in the budget of the grant. In most cases, any position funded under a grant should be "G" coded, or designated as a grant funded position that would terminate when the grant expires. The resolution should state that the position(s) should be "G" coded. See attached budget.
36. If a portion of the grant funds would be spent on contractual services, the Department needs to clarify how those contracts were awarded, whether a sole-source or an RFP process. If a contract is proposed to be awarded on a sole source basis, the Department needs to clearly explain why the Department chose the contractor. The Department should provide a detailed budget for the contractual services, including the number of hours dedicated to the project and the hourly rate if applicable. \$82,036 will be used for consulting services. Contracts will be awarded using standard City contracting practices.
37. If a Department plans on work-ordering grant funds to another Department, the Department should note what Department would receive the work-order and what services will be provided for the work ordered funds. NA
38. Indicate if indirect costs were included in the budget. If indirect costs are included, state how the indirect cost rate was determined. If indirect costs were not included, indicate why. \$22,826, which is 15% of the total budget and is amount allowed by the funding source.
39. If travel is included in the budget, the Department should detail how many people are traveling, their identities where they are going and for how long. NA
40. All grant reports must include a form entitled the "Grant Application Information Form" with a Disability Access Checklist at the end.

