

# Evaluation of the Local Government Associations (LGA) Support Project

## *Market Progress Evaluation Report*

PREPARED BY

**Quantec**

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Final Report

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# Market Progress Evaluation Report Five: Evaluation of the Local Government Associations (LGA) Support Project

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Prepared for:  
Northwest Energy Efficiency Alliance

August 30, 2007



*Raising the bar in analytics™*

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# Executive Summary

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The Local Government Association (LGA) Project offers support for the local government associations in NEEA's four-state service territory by providing information on energy efficiency to city, town, and county officials. The LGAs also encourage communities to adopt energy-efficiency policies such as codes or efficient building practices as well as support the market transformation interests of the Northwest Energy Efficiency Alliance (NEEA).

The program is implemented throughout NEEA's four-state service territory by the following organizations:

- Association of Idaho Cities (AIC)
- Montana League of Cities and Towns (MLCT)
- League of Oregon Cities (LOC)
- Association of Washington Cities (AWC)

In addition to providing information to their members on energy efficiency and its benefits to residents and businesses within their communities, local governments use large amounts of electricity for publicly owned buildings, facilities, and street lighting. Local government associations can educate communities on how to lower their electricity consumption by taking advantage of regional energy-efficiency programs offered by NEEA and/or local utilities.

## Evaluation Approach

In late 2006, Quantec began an evaluation of the LGA Project to assess how effectively it meets its goals, with a particular focus on current synergies between NEEA and the LGAs, and on how closely the overarching goals and objectives of each are aligned. Shortly after the evaluation began, the MLCT dropped out of the program due to the resignation of its LGA staff member and the League's decision not to continue the contract. Therefore, the evaluation focused on the remaining three states in its efforts to accomplish four primary objectives:

- A review of process;
- Valuation of past activities;
- Assessment of synergies between NEEA and LGA; and
- Determination of support opportunities for current initiatives and projects.

These objectives were accomplished through: a review of Project documents; in-depth discussions with seven NEEA staff members and seven LGA staff members; and 70 surveys of the LGA membership within each of the three states.

## Key Findings

Key findings were determined for each of the four evaluation objectives based upon the in-depth staff interviews, the membership surveys, and the document materials reviews.

## Review of Process

Based on the interviews, reviews of marketing materials and Web site information, and the quarterly progress reports, it appears while most of the contract requirements are generally being met, Idaho is the only state to fulfill Task 3 of the contract's scope of work. This task indicates a participant survey should be conducted for all outreach activities with results documented in quarterly reports; however, this information was only readily available for Idaho. Additionally, the quarterly progress reports were not always delivered on a quarterly basis, and progress towards each goal was not recorded in every quarter by all states. Rather than indicating a failure on the LGA's part, this may indicate a shift to annual or semiannual progress reporting may be appropriate to reduce redundancy and provide greater flexibility to LGAs.

## Valuation of Past Activities

When based on the efforts of individual LGAs, whether through involvement in legislation or promotion of energy-related conferences, it appears the LGA Project's goals are being met. Enacting change through legislation is a powerful vehicle for state and community improvements in energy efficiency, and hosting regular conferences people can plan for each year provides community members with a reliable information source. The use and maintenance of Web sites are also valuable tools for reaching community members looking for information on energy efficiency. The LGAs are providing additional, value-added services that align with the LGA Project's intent and support NEEA's efforts:

- Tours of energy-efficient and LEED buildings;
- Publication of the Green Building Guide;
- Information about programs such as 80 PLUS, BetterBricks, and BacGen;
- BacGen training;
- Newsletters dedicated to energy-related issues;
- Community roundtables, and PUD meetings and workshops; and
- Codes and standards support.

However, LGA member surveys clearly indicated there is a disconnect between these efforts and community members' priorities.

## Assessment of Synergies between NEEA and LGA

Concerns and barriers NEEA staff identified were confirmed by LGA member surveys. Results indicated energy consistently ranked lower as an "issue of importance" to local communities in all three states, behind economic development, public safety, and local infrastructure. Only urban planning ranked below energy as an issue of importance in all three states. Also in all three

states, energy ranked lowest in “challenging areas” cited by the membership. Finally, awareness of NEEA sector initiatives was low, with the residential ENERGY STAR program identified as the most widely-known, while familiarity with BetterBricks and the Industrial Efficiency Alliance was far lower. This finding coincides with respondents’ interest in energy-efficiency topics: residential conservation was the most commonly cited area of interest. It is notable that in Oregon, interest in industrial conservation outweighed interest in commercial energy conservation.

## Determination of Support Opportunities for Current Initiatives and Projects

While the LGA Project continues to provide energy-efficiency support through information, training, and technical assistance to city, town, and county officials, and encourages communities to adopt energy-efficiency policies such as codes or efficient building practices, the lack of recognition among the LGA members and concerns expressed by staff indicate improvements are possible and necessary.

### ***Targeted Funding***

Echoed several times during NEEA staff interviews and, to a lesser extent, the LGA staff interviews was a desire to see more targeted efforts and more specific, measurable goals. The use of regularly administered membership surveys should be incorporated into planning efforts as a method of setting goals specific to the needs of the members as well as to establish a baseline from which to measure progress. A more deliberate approach to funding LGA work that specifically addresses these goals, once they have been developed and agreed upon by NEEA and LGA, may encourage this outcome (for example, funding the Idaho Energy Conference and the Washington Sustainability Conference, and sponsoring energy-related workshops at the annual LOC conference).

### ***Targeted Goals***

To target outreach to communities with specific interests, effective member surveys need to be designed and administered. These should include answers to questions such as:

- What has worked?
- What has not?
- What did members learn?
- Why did some communities not act?
- How can those barriers be addressed?

Only Idaho appears to be using regularly administered member surveys to target outreach. The LGA member surveys indicated that among the states: Idaho members are most interested in residential information; Oregon members are most interested in design and efficient technology information; and Washington members are interested in code information. Future energy outreach efforts should also be designed to more effectively link energy-efficiency topics with the other issues of interest identified by the membership, such as economic development, local



infrastructure, and environmental benefits. Regularly surveying members will allow for dynamic, community-specific, targeted outreach.

### ***Maintain Communications***

Sector staff should engage more directly with LGAs. To strengthen the synergy between NEEA, the LGAs, utilities, and communities, and to bridge any gaps in understanding, face-to-face meetings should be scheduled between sector staff and LGA contractors. Rather than relying on written, quarterly progress reports, an annual report should be written highlighting project activities and discussing results of membership surveys conducted. An annual face-to-face meeting should be held to review this report and membership surveys, discuss progress on LGA projects, and establish targeted goals. Quarterly phone conversations should be held to check on progress, offer support and address issues, exchange up-to-date initiative information, and ensure activities remain on track.

# 1. Introduction

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Each of the four Northwest states in the Northwest Energy Efficiency Alliance (NEEA) territory has a Local Government Association (LGA) that works to provide information and resources to its member governments. Since 1997, NEEA has funded staff members at each of these LGAs—League of Oregon Cities, Association of Washington Cities, Association of Idaho Cities, and Montana League of Cities and Towns—to support activities aimed at promoting NEEA’s market transformation efforts. The Local Government Associations Support Project (“LGA Project”) is unique within NEEA in that it does not focus specifically on one of the three sector initiatives (Northwest ENERGY STAR/residential; BetterBricks/ commercial; and Industrial Efficiency Alliance/industrial) nor its efforts to promote energy codes and standards. Rather, the LGA Project aims to provide broad-based energy-efficiency support in the form of information, training, and technical assistance to city, town, and county officials. This goal, as stated in the contract with each LGA, is: “to increase the practice of energy efficiency in communities in the (LGA state).” These efforts include energy and sustainability conferences, energy-themed newsletters mailed to the membership, training on various energy topics, and legislative changes. The LGA Project may also assist local governments in encouraging communities to adopt energy-efficiency policies, such as codes or efficient building practices.

In late 2006, Quantec began an evaluation of the LGA Project to assess its effectiveness in meeting its goals, with a particular focus on the current synergies between NEEA and the LGAs, and on how closely the overarching goals and objectives of each are aligned. While this evaluation included a review of past achievements, it concentrated more on examining the present synergies and looking forward for ways to maximize the impact of the NEEA–LGA relationship.

Shortly after the evaluation started, the Montana League of Cities and Towns (MLCT) dropped out of the program due to the resignation of its LGA staff member and the League’s decision not to continue the contract. This report contains the results of the evaluation, which is based primarily on in-depth staff and contractor interviews and a survey of the LGA memberships in the project’s remaining states of Oregon, Washington, and Idaho.



## 2. Methodology

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The evaluation of the LGA Project was designed to accomplish four primary objectives:

- I. **Review of Process.** An assessment of the current processes and procedures was undertaken to determine the effectiveness of project implementation, how this process is affected by the structure of the individual LGAs, and how the current work plans (including member survey efforts) support the achievement of project goals and objectives.
- II. **Valuation of Past Activities.** A review was performed to understand how each LGA and the overall project historically meets its goals and objectives, including the impact on participation in other initiatives, adoption of codes and standards, and advancement of energy-efficiency knowledge and awareness among the LGA constituents.
- III. **Assessment of Synergies between NEEA and LGA.** The alignment of NEEA and LGA goals and objectives was assessed, and the ways those common goals are served by the project partnership were documented.
- IV. **Determination of Support Opportunities for Current Initiatives and Projects.** Ways LGAs may provide support to existing NEEA initiatives were identified, including those currently recognized that could be advanced through cooperation with the local city, town, or county governments.

These evaluation objectives were fulfilled through several activities, including document review, in-depth NEEA and LGA staff interviews, and a survey of LGA memberships in each of the three remaining states, as summarized in Table 1. Evaluation activities are described in this section.

**Table 1. Data Collection Activities – Phone Interviews and Surveys**

Activity	State	Sample size	Method of collection	Dates of collection
NEEA Staff Interviews	NA	7	Phone	March 2007
LGA Staff Interviews	Washington	2	Phone	May 2007
	Idaho	3	Phone	May 2007
	Oregon	1	Phone	April 2007
	Montana	1	Phone	May 2007
LGA Membership Survey	Washington	24	Phone	June 2007
	Idaho	22	Phone	
	Oregon	24	Phone	

### Review of Program Materials

To help gain an understanding of the current LGA Project offerings, as well as to structure and guide discussions, it was important to gain a comprehensive understanding of project objectives,

the activities comprising the project effort, and its accomplishments to date. To do this, Quantec reviewed the following relevant documents:

- Web sites maintained by LGAs;
- Contracts with individual LGAs;
- Quarterly reports submitted by LGAs;
- Publications prepared by LGAs to inform their constituents of NEEA activities and resources (e.g., newsletters);
- Any marketing or outreach pieces developed (e.g., conference announcements) or conference materials; and
- Results of LGAs' surveys of their members.

## Staff and Contractor Interviews

To provide a valuation of project activities to date and actionable recommendations for improving program effectiveness, 14 in-depth interviews were conducted with NEEA staff and LGA contractors.

### NEEA Staff Interviews

In-person interviews were conducted with seven NEEA staff members regarding the LGA Project and other key initiatives that could effectively be promoted by the LGAs. Key topics discussed included:

- NEEA staff members' understanding of the LGA Project's goals and objectives;
- Perceived effectiveness of the LGA Project in meeting its goals;
- Project accomplishments and examples of success;
- Ideas for enhancing NEEA's working relationship with the LGAs; and
- How local governments might further advance NEEA initiatives.

### LGA Staff Interviews

In-depth phone interviews were conducted with seven LGA staff members who are currently or formerly (in the case of Montana) responsible for implementing the project. These interviews focused on:

- Understanding of the LGA Project goals and objectives;
- Defining the activities employed by the project to support the goals and objectives;
- How these activities fit with other responsibilities they hold;
- Key accomplishments within their communities;

- Key challenges to implementing NEEA contract requirements;
- Effectiveness of/satisfaction with NEEA’s support;
- Need for additional information and/or support from NEEA;
- Reasonableness of contract terms and requirements;
- Ideas for enhancing effectiveness of the LGA Project; and
- Overall short- and long-term goals and objectives for the individual LGAs (beyond NEEA-funded activities).

## LGA Membership Surveys

LGA members were surveyed by phone using member contacts provided by each LGA. The 70 members who completed the survey (24 each in Oregon and Washington, and 22 in Idaho) represented building code officials, municipal water and waste water facility staff, educational or outreach staff, city management, facilities management staff, and elected officials. To encourage a high survey response rate, respondents were entered into a drawing for one of two \$50 gift certificates. Table 2 shows the total number of calls that were made before reaching the quota for each state.

**Table 2. Survey Response Rate**

State	Number of attempts	Completes	Relative Response rate
Washington	133	24	18%
Idaho	208	22	11%
Oregon	108	24	22%

Questions were designed to gain information on a variety of topics:

- How energy efficiency and other energy-related issues factor into their job responsibilities and community values;
- Current interactions with LGAs;
- Current state of communication with LGAs, including satisfaction levels and recommendations for improvement;
- Recommended ways for LGAs to notify them about initiatives and other issues related to energy efficiency; and
- Alignment of NEEA’s broad goals and objectives and how LGAs can support these efforts.

While an attempt was made to stratify the results by state, community size, and role of respondent, the small sample made this unfeasible. Therefore, results were stratified only by state, with community size and member’s job responsibility presented for each state. It should

also be noted that while the results are not considered statistically significant, they offer qualitative insights regarding the above issues, which were discussed with the members.

### 3. Review of Program Materials

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To help gain an understanding of the current LGA Project offerings, as well as to structure and guide discussions, it was important to achieve a comprehensive understanding of project objectives, activities comprising the project effort, and its accomplishments to date. This was done in part by performing a review of the LGA Project materials, the results of which are presented here.

#### LGA Project Contracts

Each of the LGAs has entered into a contract with NEEA in which the goal to “increase the practice of energy efficiency in communities in the (LGA state)” is recognized. Additionally, the Statement of Work presents two strategies for accomplishing this goal:

- *Provide information and services to communities to encourage the widespread adoption of energy efficiency practices; and*
- *Document results of the outreach efforts.*

“Project Progress Indicators” are specified for each LGA, although they are nearly identical between states:

- *Establish a list of key communities to target for efficiency actions;*
- *Complete the planned visits to the key communities;*
- *Hold an annual energy conference to promote energy efficiency and promote Alliance programs and services at the annual (LGA State) conference;*
- *Document actions taken by the key communities and assess effectiveness of the conference or meetings in achieving greater community energy efficiency; and*
- *Participate in at least one meeting per year with Alliance Board members.*

However, the progress reporting is broken out by the Scope of Work, which includes specific Activities and Deliverables for each of the following tasks:

- *Provide Program Outreach to Communities;*
- *Hold Annual Energy Conference;*
- *Document Results of Outreach Activities;*
- *Serve As a Conduit for Energy Efficiency Information and Advocacy;*
- *Meet with Alliance Board Members;*



- *Prepare Newsletters and Other Marketing Materials; and*
- *Reports.*

The primary means of communicating project progress is through quarterly written reports, as well as monthly telephone and financial reports. The quarterly reports were a focus area within the document review activities of this evaluation and were used, in part, to determine whether contract requirements were met.

## Review of Quarterly Reports

A review of the Quarterly Reports each LGA was required to submit revealed varying degrees of detail between the active LGAs. Even the time period being reported varied, with one LGA submitting a quarterly report that spanned eight months.

**Idaho.** The progress reports submitted by the Association of Idaho Cities' (AIC) were clear, detailed, and demonstrated tangible progress toward meeting the goal of increasing energy efficiency awareness among the cities. It should be noted that Idaho was the only state to conduct regular surveys of its members to identify various cities' needs, so as to better target and address gaps in service.

**Washington.** The progress reports submitted by the Association of Washington Cities' (AWC) were clear, detailed, and generally demonstrated tangible progress meeting the goal of increasing energy efficiency awareness among the cities. In some instances, however, the reports indicated that the LGA had made no progress for individual tasks. Additionally, results of outreach efforts did not contain member survey results, as is required by the contract.

**Oregon.** In most cases, the progress reports submitted by the League of Oregon Cities' (LOC) were clear, detailed, and generally demonstrated tangible progress in meeting the goal of increasing energy efficiency awareness among the cities. It is clear that energy efficiency is a focus in the Oregon legislature, and efforts being made to promote energy efficiency will be impacted by legislative sessions. However, reporting periods and formats were inconsistent and deviated from other states, which are also subject to legislative sessions. Additionally, results of outreach efforts did not contain member survey results as is required by the contract.

## Web Site and Marketing Materials

While each state maintains an LGA Web site, the amount of energy efficiency-related information contained varies by site.

**Idaho.** The AIC Web site clearly focuses on energy efficiency, as demonstrated by a promotional article on the front page announcing an upcoming energy conference as well as a permanent section of the Web site dedicated to energy issues. Access to the AIC Energy Bulletin is available through the site, as is information regarding BetterBricks, the Green Building Toolkit, the Energy Efficiency Toolkit, and more. The site also acknowledges the partnership between NEEA and the LGA.

**Washington.** The AWC has a permanent section dedicated to promotion of energy efficiency, including its quarterly newsletter “The Operator.” Access to information related to the 80 PLUS Program, energy policy activities, and energy efficiency is available, including mention of the Energy Project, which is credited to NEEA.

**Oregon.** The LOC does not have a permanent page for energy-efficiency information, except for a mention of an energy policy committee. While currently promoting an upcoming LOC conference, there is no immediate indication energy-related topics will be included unless the brochure is actually downloaded from the site. There are, however, energy and sustainability presentations lined up for the conference.

Most marketing materials for each of the LGAs, outside of the Web sites themselves, are related to various conferences taking place each year, whether they are held expressly for energy-efficiency purposes, as with energy and sustainability conferences, or are general LGA conferences that include workshops or presentations related to energy conservation. These are informational documents that provide necessary details to promote conference attendance.

## Key Findings

While the LOC Web site would benefit from focused attention and the addition of a permanent space for energy-efficiency information, the Web sites generally were found to be adequate, and in the case of AIC, excellent.

A high redundancy level was observed in reviewing the quarterly reports, as many of the activities reported each quarter are ongoing and not subject to change between reporting periods. Other activities may be in hiatus as the efforts of the LGAs wax and wane in line with the legislative sessions, and a perceived lack of progress reported during these periods may be misleading. While a need exists to monitor and measure progress towards the project’s established goals, an annual or biannual progress report may be more appropriate. In lieu of quarterly written progress reports, a quarterly phone call and an annual face-to-face meeting, as well as open communication on an as-needed basis, should prove to be adequate when combined with the continued development of measurable goals. These goals should be established annually, agreed upon, then reported on at the end of the year. This would maintain a baseline for measurable progress, offer the LGAs more flexibility, and reduce redundancy in the reports.

The goals established for each LGA should be based on their memberships’ needs. For this reason, a survey of the membership should be conducted each year as part of the progress report. Integration of this feedback into planning efforts could help each LGA provide targeted information to its membership. Currently, AIC is the only LGA to conduct regular member feedback surveys as required by contract under the “Document Results of Outreach Activities” task.

Finally, the activities and deliverables for the tasks outlined in the Scope of Work should explicitly incorporate Project Process Indicators, so these items are specifically reported on within the project documentation efforts.



## 4. NEEA Staff Interviews

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To thoroughly assess the LGA Project’s impact and value, we sought the perspectives of current NEEA staff members, including the Executive Director, the Director of Business Services, the LGA project manager, the Energy Codes project manager, and the Industrial, Commercial, and Residential Sector Senior Managers. Interview questions centered on staff perceptions of project effectiveness, untapped opportunities for maximizing the value of the LGA partnership, and barriers to maximizing its potential value.

### Project Effectiveness

Key achievements cited by NEEA staff include the following activities, listed by state:

- In Idaho, the Association of Idaho Cities is perceived as being very strong in pursuing energy-efficiency related activities, including opportunities at the annual Energy Conference, outreach at the annual AIC conference, Energy Bulletins, and a well-maintained Web site.
- In Oregon, LGAs have had a substantial impact on the adoption of BacGen technology by lending credibility to the marketing effort and “bringing the right people together” to foster higher adoption rates of this wastewater and fresh water efficiency technology.
- In Washington, interviewees highlighted the LGA’s political influence in encouraging codes adoption. The Association of Washington Cities has been seen as “instrumental” in moving energy-efficiency related legislation forward. In addition, AWC has a good reputation for effective planning of workshops (last year’s Snohomish workshop was emphasized as a particularly successful event) and the highly anticipated upcoming sustainability conference.
- Although political barriers affected Montana’s effectiveness, the LGA was able to make significant inroads, particularly with respect to BacGen outreach throughout the state as well as encouraging the City of Bozeman to build a LEED-certified library.

### Untapped Opportunities

A number of focus areas were identified for potential improvements within each sector:

- Industrial: The pulp and paper industry is seen as an untapped energy-efficiency opportunity in the Northwest. Several communities, such as Longview, Washington, have a strong pulp and paper presence; these are small communities with a large industrial influence. The LGAs may consider focusing efforts to help small communities encourage pulp and paper plants to be more energy efficient in their operations.

- Commercial: Interviewees perceived an opportunity for LGAs to more proactively connect with downtown business associations and chambers of commerce. This has been demonstrated with BetterBricks, particularly in Idaho, but could be expanded in other states.
- Residential: The increased adoption of ENERGY STAR homes needs to be encouraged.
- Energy codes: To give more community members a voice in energy code legislation and ultimately to ensure codes will be more effective once they are implemented, LGAs should work more deliberately to encourage city officials to attend energy codes council meetings.
- Legislature: To be more effective, a proactive approach needs to be adopted, especially in efforts to write legislation.

## Barriers to Project Effectiveness

Staff members were able to identify specific barriers that stand in the way of the LGA Project's effectiveness.

First, the LGAs are involved in numerous activities, not limited to energy support services, and therefore are balancing conflicting agendas. This alone may impact any LGA's success level in reaching, involving, and following-up with their members and communities. In fact, a lack of follow-up with outreach recipients was observed.

Finding funding for municipalities to implement energy-efficiency measures such as BacGen is also a barrier. While the utilities help, a gap in funding exists, and very few communities are willing to take on debt for these kinds of efficiency improvements. Significant federal funding is available for efficiency in new construction but not for retrofitting existing buildings. Funding is seen as a key barrier.

Finally, it is difficult to achieve high attendance rates at some of the workshops and conferences; at times, it has been necessary to cancel events due to low expected attendance, even with promotional help from utilities. One possible solution to this barrier would be to leverage existing opportunities instead of trying to "reinvent the wheel." For example, the LGAs could collaborate with organizers of other events (e.g., Energy Trust) or present energy information at state-required training sessions such as harassment training. This would ensure an audience of city and state employees.

## Key Findings

While it was found that each of the LGAs made valuable progress in their respective states, and each had unique strengths and focus, the existence of untapped opportunities within the energy sectors lends itself to a targeted approach to capitalize on these potential outreach efforts. A discussion between each LGA and NEEA to establish whether or not these opportunities exist

within each state should be a part of the next progress reporting period, and any future goals established should incorporate the results of this discussion.

This targeted approach should be extended into other efforts as well, including funding. Once goals incorporating the untapped opportunities are established by the LGAs and NEEA, funding should be made available for activities that directly support accomplishing those goals.



## **5. LGA Staff Interviews**

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In-depth phone interviews were conducted with LGA contractors currently or formerly (in the case of Montana) responsible for implementing the project. Three staff members attended the interview with Idaho. Two staff members attended the interview with Washington, while one staff member was interviewed from Oregon. Questions for the contractor from Montana differed from those of the other states and are presented below as supplemental information.

### **Goals of the LGAs**

Generally, each LGA's overarching goals ranged from general livability concerns to legislative and public policy issues. Two states (Idaho and Oregon) that identified livable communities as their primary goal also noted energy efficiency was in alignment with these efforts. Washington described three primary goals: represent cities in the legislature and public policy; educate and train the public about a variety of issues; and provide insurance and benefits for cities. It was said the energy contract is part of their "member services," which serve to provide information and training, and also that energy efficiency was approached from the regulatory side through pursuing policy changes. When asked specifically about the energy-efficiency related goals of the MLCT, an ex-staff member from that state identified the primary goal as increasing awareness of energy efficiency among the membership and reminding them opportunities for improvement exist, whether through NEEA or in conjunction with local utilities.

Each of the three current LGAs foresaw energy efficiency playing a greater role in the next five years. In Idaho, there is a need to reach city officials who cannot attend workshops by making available Webinar or DVD training. In Washington, awareness of environmental and global issues is seen to be growing, resulting in an increased need for assisting cities in accomplishing their goals. To accommodate this, the AWC will be hosting a sustainability conference this year. Additionally, new renewable energy requirements and emissions regulations will impact utilities, putting upward pressure on power prices, which also encourages increased efficiency. The LOC member stated the incorporation of energy efficiency into current events, rather than specialized energy-efficiency events, would help reach new people instead of drawing the same circles of attendees. Thus, one goal for LOC is to give energy efficiency a bigger role in its annual conference. Others are to reach the more ancillary organizations and include information on the 80 PLUS program and green buildings on the Web site.

### **Energy-Efficiency Efforts and Success**

When asked to identify specific activities or initiatives undertaken to support energy-efficiency related goals, the AIC cited their work with Codes and Standards. They will be holding a conference to detail the differences between the 2006 International Energy Conservation Code (IECC) and the 2003 IECC. They went on to say adoption of the 2003 code was a direct result of the relationship between AIC and NEEA, and that went beyond monetary support, including informational and moral support. AIC also mentioned that surveys of green building toolkit



recipients indicated all thought it was helpful, and a couple of cities were researching energy-efficiency options for new government building construction.

AWC staff mentioned the annual conference and the quarterly newsletter directed at building operators as well as a DVD created to highlight energy efficiency, the 80 PLUS program, BetterBricks, BacGen, etc. Also, roundtables have been held with utilities to discuss local government energy programs and services that may be offered, as well as meetings with smaller PUDs to provide information geared toward building operators. AWC also mentioned a need to follow-up with roundtable attendees, and evaluations of the newsletter were conducted periodically.

The LOC staff hold an annual energy tour, spotlighting energy-efficient buildings in the area. They also produce a green building guide and have sent out information on the 80 PLUS program to their membership. These efforts have proven to be successful, with 14 cities participating in the BacGen program and one government official planning the construction of a green government building.

MLCT stated many of the things NEEA has supported have aided the development of performance contracting. Additionally, the BacGen program was very successful, as were general efforts to increase awareness of energy-efficient options. This was demonstrated when Bozeman, one of the state's larger cities, constructed a LEED-certified library.

## **Barriers and Missed Opportunities**

When asked about opportunities being overlooked by NEEA, the AIC felt that there was an opportunity for more involvement with policies at the state level, for instance helping to influence the state in adopting a policy for green government buildings. AIC went on to say that a culture shift was occurring, resulting in growing acceptance and expectation of energy efficiency and the recognition of the "triple bottom line": profitability, environmental benefits, and sustainability. This shift has been key to resolving the conflict between builders and developers and cities.

AWC mentioned that while NEEA is involved in a great number of programs and has transformed the market quickly and effectively, AWC is not familiar with all NEEA's programs; so it does not know how to establish a partnership. There have been additional issues. In one instance, a pilot project was being developed to highlight ENERGY STAR homes, but necessary materials to promote the project were not received from NEEA. Finally, the ability to provide members with direct information rather than directing them to NEEA could help open opportunities.

The LOC felt a number of overlooked opportunities existed, including the lack of proactive legislation (as mentioned previously) as well as alternative energy options for cities and renewable standards. Also: "One glaring gap is streetlights; there are not a lot of reliable options. Members are screaming for it, but there is no technology available; they're either metal halide or high pressure sodium, no efficiency option." The amount of time spent in legislative sessions was stated as the only barrier or issue that would prevent energy-efficiency goals from being met.

In Montana, one key issue has been controlling energy costs; so respondents felt MLCT should focus on this. After that, funding for various energy-efficiency projects is a barrier, which is why performance contracting has become a success. Many energy-efficiency goals can be achieved through performance contracting, whereas no financing is available for other energy-efficiency projects (or else there is no interest). For instance, it was stated the BetterBricks program is not relevant to Montana, and, as such, they are not able to sell one of NEEA's premiere programs. Finally, it was stated wind energy was a key interest among members.

## Relationship with NEEA

While all of the LGAs felt NEEA's contract requirements were clear, one mentioned the measurement of success or failure was not. "It's hard to be held accountable to a standard that's not clear." Each of the states felt the requirements set forth in the contract were aligned with the LGA's and members' overarching goals; according to the AWC:

*It has always been a good fit with our association because we are all about providing information and helping our members to run their facilities better and achieve some of these goals while they're providing services to their communities. The challenge has been not whether it fits with AWC, but whether it fits in with what NEEA wants from its board.*

Each LGA felt support received from NEEA was excellent and communication was good. It was mentioned that board members could benefit from understanding more of LGAs accomplishments, and that resources are an issue.

## Relationship with Members

LGAs maintain communication with members in a variety of ways, including annual association conferences and energy conferences, workshops, newsletters, seminars, conference calls with the committees, and Webinars. A new sustainability conference and climate change workshop are anticipated to reach members in Washington. In Montana, needs were communicated through site visits or calls to the MLCT. Generally, the LGAs felt their efforts reflected members' needs; however, the AIC was the only LGA to regularly administer an energy-efficiency survey. Creation of a green building toolkit and energy bulletin were a direct result of feedback gained from the responses.

## Changes to the LGA Support Project

Two LGAs were able to describe changes occurring within the NEEA-LGA partnership over the last few years. AIC stated there has been improved communication, more targeted goals and objectives, better understanding of expectations, increased work with the legislature on energy issues, and increased awareness about energy in all communities. AWC stated:

*The focus of NEEA is what changes regularly. When changes occur we hear about them; we stay abreast. Their focus has evolved. Our role ebbs and flows.*

*They are good about laying it out in the contract what they want from us. The whole thing is an evolution. I may be one of the only people who has been there since the beginning, and so have a long term view of things.*

When asked to describe what they would like their respective LGAs to accomplish over the next year, AIC stated they would like to reach more city/school/county officials through Webinar training as well as partnering with the Idaho chapter of the U. S. Green Building Council. It was felt a partnership could possibly double attendance at the energy conference. The AWC is focusing on the upcoming fall sustainability conference, followed by the legislative session. After these activities, they plan to revisit the membership's needs. LOC plans to begin a monthly newsletter column on energy efficiency as well as make improvements to its Web site as soon as the legislative session concludes.

When the MLCT was asked to describe key lessons learned through efforts to provide energy-efficiency outreach and education to Montana's local cities and towns, the response was that a rural state needs to have a rural focus. Also, finding ways to finance projects is critical as resources simply have not been available.

## **Key Findings**

It was generally felt the goals of NEEA and the LGAs were aligned, and the partnership had enabled progress to be made towards increasing energy efficiency and awareness among the states. Efforts to increase the frequency and quality of communication between NEEA and the LGAs appear to have succeeded, and the shift to more detailed progress reporting is generally viewed positively, although the need for a more tangible method of measuring success or failure was observed. Improved communication between NEEA and the LGAs will simplify the process of establishing and setting future goals. However, missing from the conversation is feedback from the LGA members themselves. Development of an annual (or more frequent) membership survey to identify the members' needs would establish a tangible method of measuring progress as well as help NEEA and the LGAs target appropriate goals for their members.

## 6. Survey of LGA Members

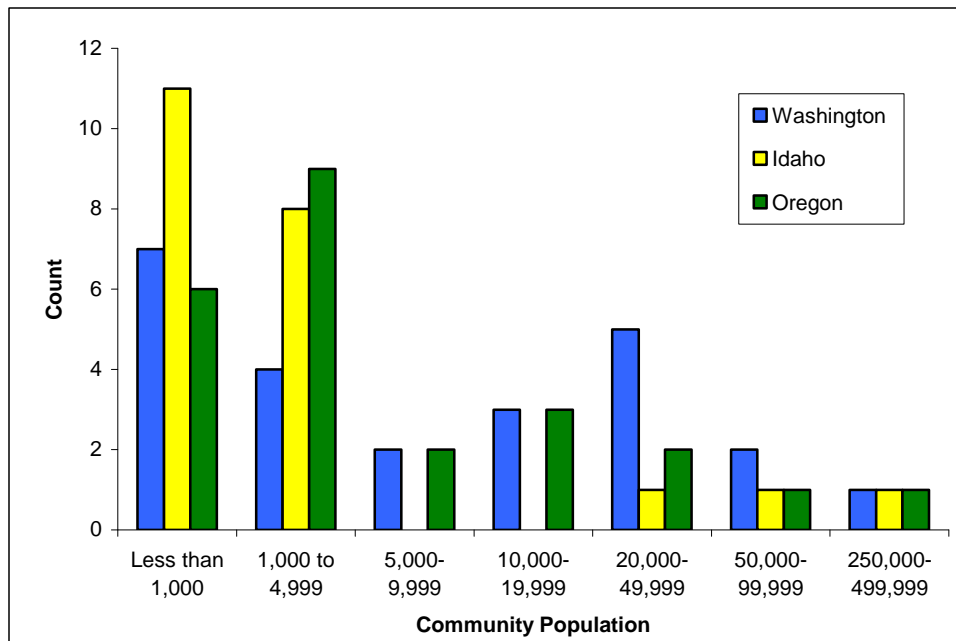
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LGA members were surveyed by phone using lists of member contacts provided by each LGA. In addition to standard contact information, these lists included community names and titles when possible. A total of 70 interviews were completed: 24 with Washington members, 22 with Idaho members, and 24 with Oregon members. While the results are not considered statistically significant, they do offer qualitative insights into the issues important to the LGA members as well as their current involvement in energy-related issues.

### Community Size and Job Responsibility

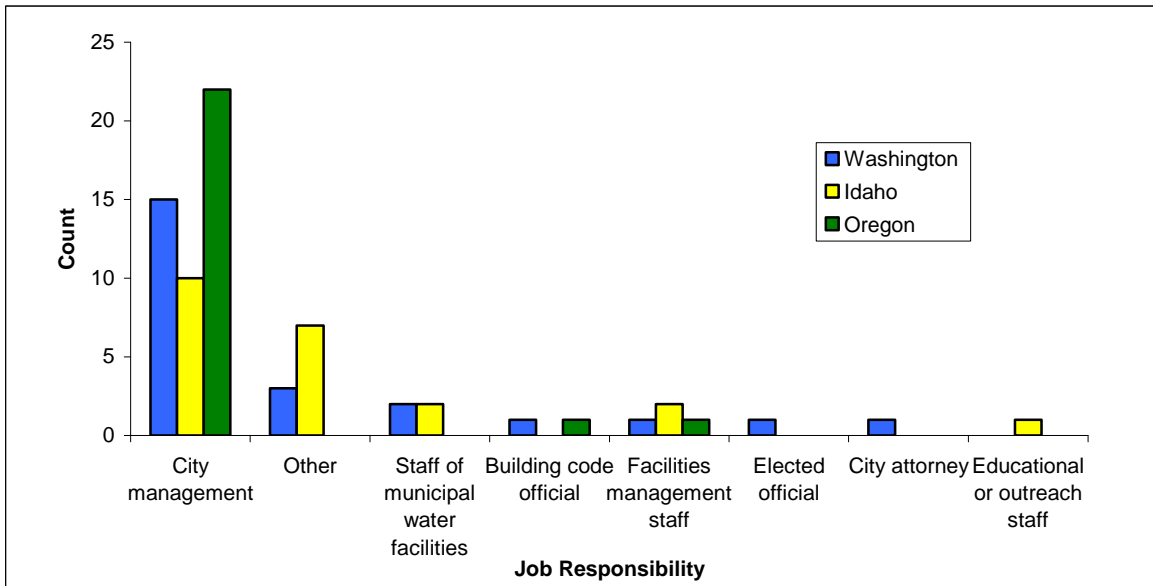
As shown in Figure 1, most LGA members (64%) completing the survey represented communities with fewer than 5,000 people. One member from each of the states serviced a community with a population greater than 250,000 people.

**Figure 1. LGA Community Population**



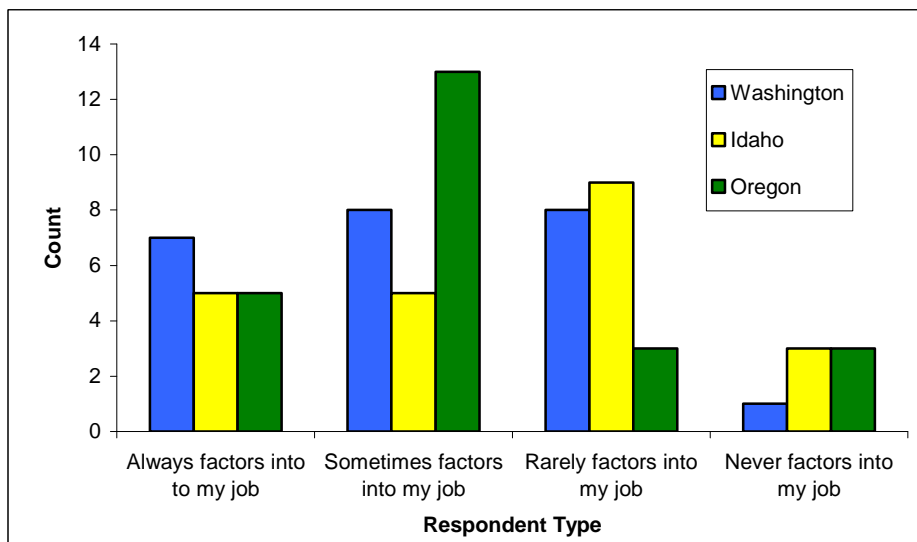
As shown in Figure 2, over 67% of the members surveyed categorized their position as city management. This includes roles such as administration, finance, planner, recorder, and human resources. In Oregon and Idaho, members representing communities with populations greater than 250,000 people were both involved in city management; the Washington large population member was an elected official.

**Figure 2. LGA Member Job Responsibility**



Over 61% of members surveyed stated energy efficiency sometimes or always factored into their jobs. Of the three larger community members, those from Oregon and Washington stated it sometimes factored into their jobs, while the Idaho member stated it rarely did.

**Figure 3. Extent that Energy Efficiency Factors into Job**



## Issues of Importance

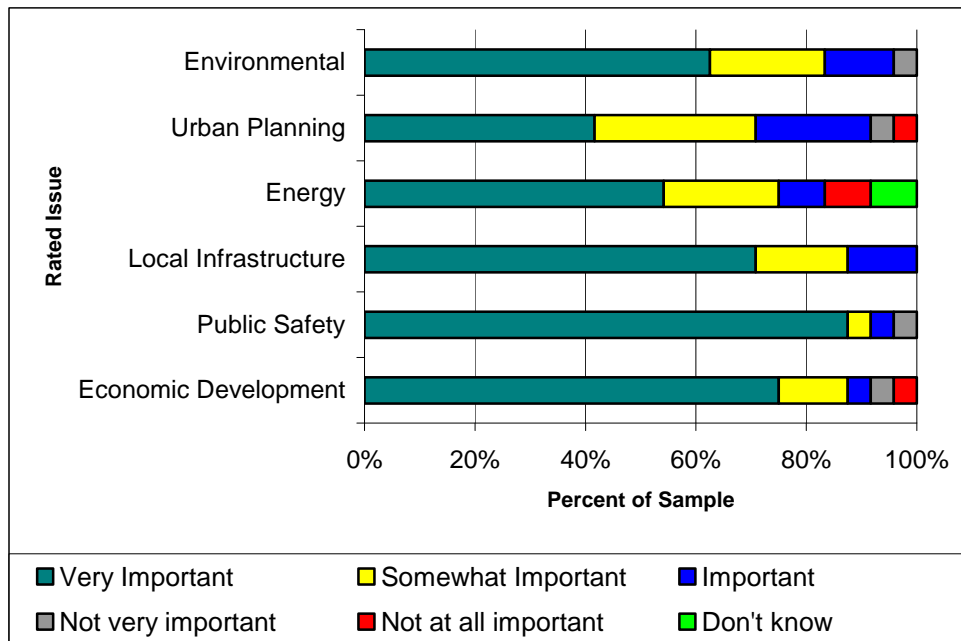
LGA members were asked to rate a series of issues thought to be of importance to cities and towns, including economic development, public safety, local infrastructure, energy, environment,

and urban planning. Respondents were also asked to specify the environmental issue they were referring to when giving the rating. Results are presented by state below.

## Washington Members

As shown in Figure 4, all issues rated by Washington members were considered to be of importance to the city or town by most respondents. The only issues receiving ratings of “not at all important” were urban planning, energy, and economic development, but even these were minimal.

**Figure 4. Washington LGA Member Issues of Importance**



When members were asked to identify the “environmental” issue they were rating, 24 responses were recorded. The most frequent concern was pollution—air/water quality, which was mentioned by ten Washington members. Other issues identified included:

- Conserving/protecting resources
- Deforestation/logging
- Environmental safety
- Habitat restoration
- Land use/livability
- Water resources

Members were also asked to consider a list of issues and to rank the top three in the order of most challenging. Table 3 presents the number of times that each of the 7 issues was ranked as the number 1, 2, or 3 most challenging issue. A total score was generated by assigning a numerical value to each rank, and then multiplying that value by the number of times the issue was ranked at that level. Based upon this score, economic development was ranked as the most challenging issue among Washington members, with local infrastructure and urban planning ranked as number 2 and 3 respectively.

**Table 3. Areas of Challenge – Washington Count**

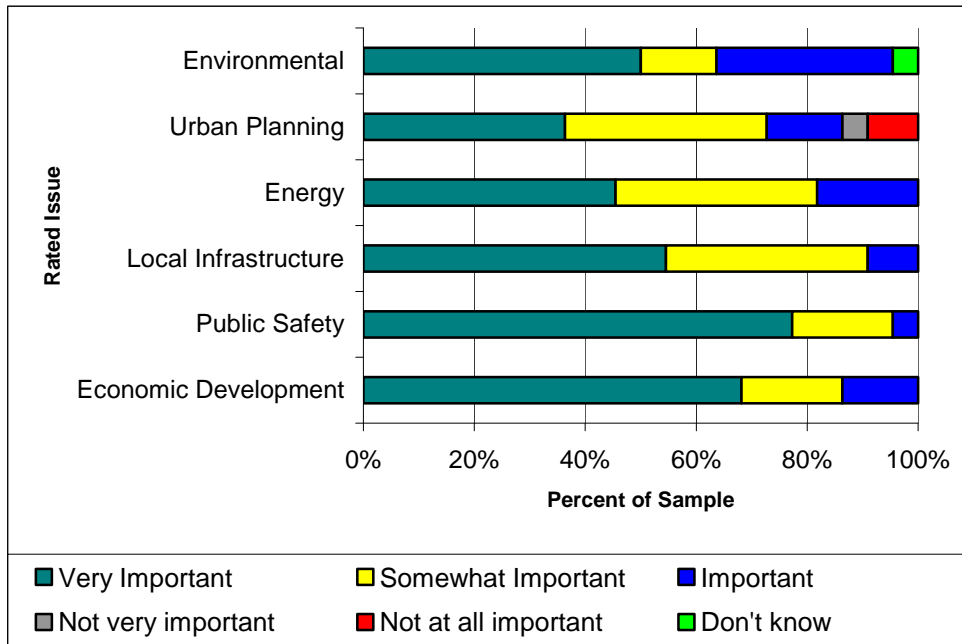
Areas of Challenge	Rank 1 (5 pts)	Rank 2 (3 pts)	Rank 3 (1 pt)	Score
Economic development	12	1	2	65
Local infrastructure	6	3	2	41
Urban Planning	3	2	4	25
Public safety	1	3	5	19
Environmental	0	6	2	20
Energy	2	1	0	13
Other	0	1	0	3
<i>Total</i>	<i>24</i>	<i>17</i>	<i>15</i>	

The large population member, identified previously, ranked public safety as the top challenge.

## Idaho Members

As shown in Figure 5, all issues rated by Idaho members were considered to be of importance to the city or town by most respondents. Urban planning was rated as “not at all important” by two members.

**Figure 5. Idaho LGA Member Issues of Importance**



When members were asked to identify the “environmental” issue they were rating, 18 responses were recorded. Eight members were unable to specify an issue, while the most frequent concern was pollution–air/water quality, which was mentioned by seven Idaho members. Other issues identified included:

- Conserving/protecting resources
- Land use/livability
- Reducing carbon levels



Members were also asked to consider a list of issues and to rank the top three in the order of most challenging. Table 4 presents the number of times that each of the 7 issues was ranked as the number 1, 2, or 3 most challenging issue. A total score was generated by assigning a numerical value to each rank, and then multiplying that value by the number of times the issue was ranked at that level. Based upon this score, local infrastructure was ranked as the most challenging issue among Idaho members, with economic development and public safety ranked as number 2 and 3 respectively. The large population member, identified previously, also ranked local infrastructure as the top challenge.

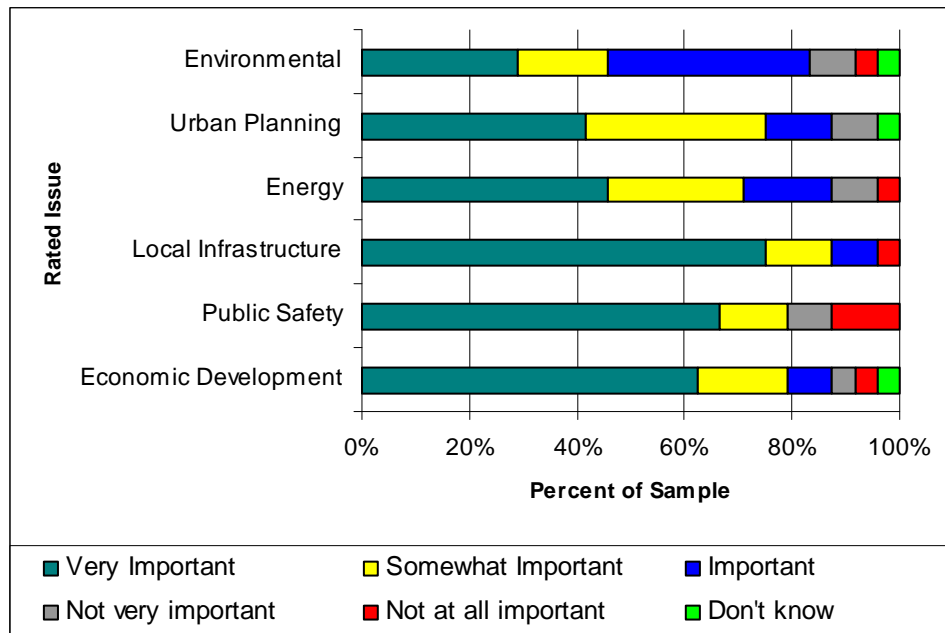
**Table 4. Areas of Challenge – Idaho Count**

Areas of Challenge	Rank 1 (5 pts)	Rank 2 (3 pts)	Rank 3 (1 pt)	Score
Economic development	7	4	2	49
Local infrastructure	11	1	5	63
Urban Planning	1	1	2	10
Public safety	1	6	2	25
Environmental	1	3	2	16
Energy	1	1	0	8
Other	0	1	2	5
<i>Total</i>	<i>22</i>	<i>17</i>	<i>15</i>	

## Oregon Members

As shown in Figure 6, all issues rated by Oregon members were considered to be of importance to the city or town by most respondents. With three members rating it this way, public safety was rated as “not at all important” more than any other issue.

**Figure 6. Oregon LGA Member Issues of Importance**



When members were asked to identify the “environmental” issue they were rating, 24 responses were recorded. Seven members were unable to specify an issue, while the most frequent concern was pollution–air/water quality, which was mentioned by six Oregon members. Other issues identified included:

- Conserving/protecting resources
- Deforestation/logging
- Environmental Safety
- Land use/livability
- Water resources
- Alternative energy

Members were also asked to consider a list of issues and to rank the top three in the order of most challenging. Table 5 presents the number of times that each of the 7 issues was ranked as the number 1, 2, or 3 most challenging issue. A total score was generated by assigning a numerical value to each rank, and then multiplying that value by the number of times the issue was ranked at that level. Based upon this score, economic development was ranked as the most challenging issue among Oregon members, with local infrastructure and public safety ranked as number 2 and 3 respectively. The large population member, identified previously, also ranked economic development as the top challenge.

**Table 5. Areas of Challenge – Oregon Count**

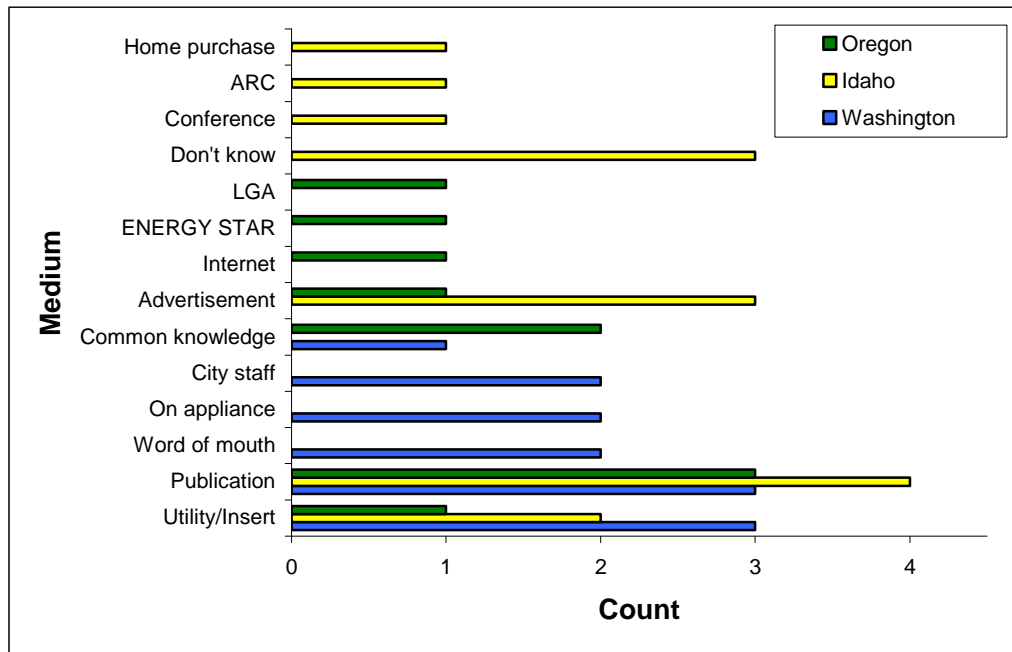
Areas of Challenge	Rank 1 (5 pts)	Rank 2 (3 pts)	Rank 3 (1 pt)	Score
Economic development	10	4	2	64
Local infrastructure	6	9	3	60
Urban Planning	3	2	1	22
Public safety	3	3	4	28
Environmental	0	1	3	6
Energy	1	0	3	8
Other	1	1	2	10
<i>Total</i>	<i>24</i>	<i>20</i>	<i>18</i>	

## Awareness of Energy-Efficiency Programs

When asked if they had heard of BetterBricks, the Industrial Efficiency Alliance, or the Northwest ENERGY STAR programs, most members had not. Only six had heard of BetterBricks: two in Washington, three in Idaho, and one in Oregon. In Washington, seven members had heard of the Industrial Efficiency Alliance, while five in Idaho and two in Oregon had. The ways in which members became aware of both these services were similar and most commonly included word of mouth, publications, the Internet, phone calls, conferences, utilities, advertisements, and e-mails. One person in Washington as well as one in Oregon stated they had learned about the Industrial Efficiency Alliance through their LGA.

While more members were aware of the Northwest ENERGY STAR program (13 in Washington, 15 in Idaho, and 10 in Oregon), the method in which they found out about it varied by state, as presented in Figure 7. The most frequently cited discovery method for ENERGY STAR was through a publication.

**Figure 7. ENERGY STAR Awareness**



## City Planning Efforts

When asked about specific city planning efforts, those able to respond reported, in most cases, a city plan was not in place for industrial or municipal facility energy efficiency, or for residential or commercial new construction energy efficiency. Results are presented in Table 6. None of the LGA members with high populations indicated energy-efficiency plans were in place for any of the sectors.

**Table 6. Energy Efficiency Plans**

Efficiency Plan		Washington	Idaho	Oregon
Industrial Facilities	Yes	2	2	1
	No	17	16	22
Residential New Construction	Yes	7	7	1
	No	14	11	22
Commercial New Construction	Yes	6	4	3
	No	13	11	19
Municipal Facilities	Yes	9	5	9
	No	8	12	13

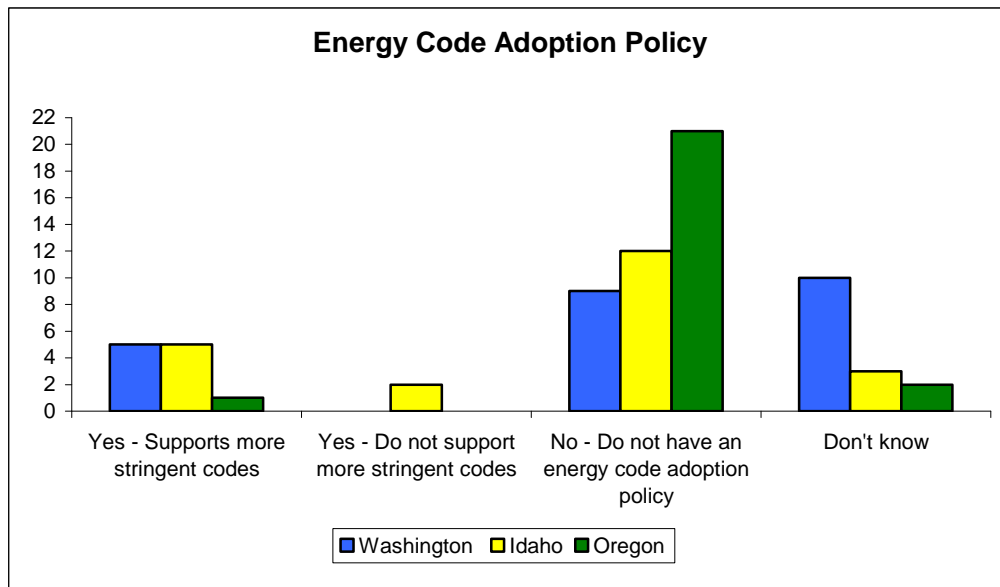
Members who had confirmed a city plan for municipal facilities were asked to specify the facility type, as shown in Table 7.

**Table 7. Municipal Facilities with City Plan in Place**

	Washington	Idaho	Oregon
Government buildings	6	2	4
Government operations	0	1	1
Municipal waste water treatment	1	0	3
Other	2	2	1

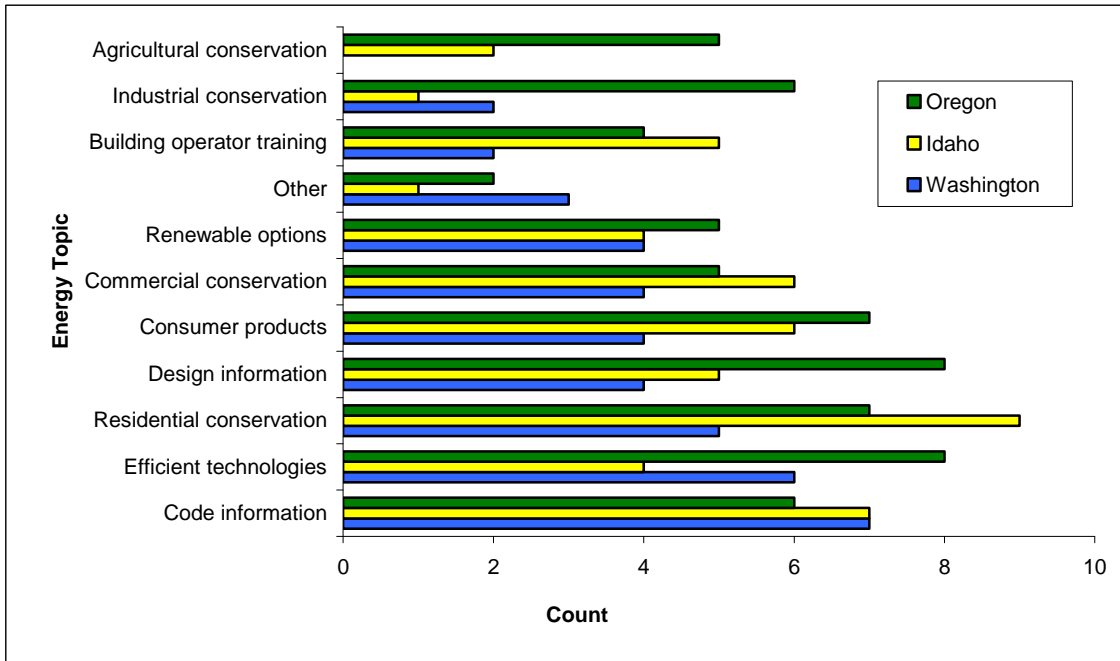
When asked if their city or town currently has a policy in place related to adoption of energy codes, most stated they did not, including the large population LGA members. Of those who did, more policies were supportive of more stringent codes than were not, as shown in Figure 8.

**Figure 8. Energy Code Adoption Policy**



Finally, when asked if they were interested in various energy-efficiency topics, 15 members in Washington, 15 in Idaho, and 16 in Oregon indicated they were. Many of these members identified multiple topics. Results are shown in Figure 9. The large population LGA members in Washington and Oregon indicated they were interested in building operator training, while the Idaho member was interested in design information.

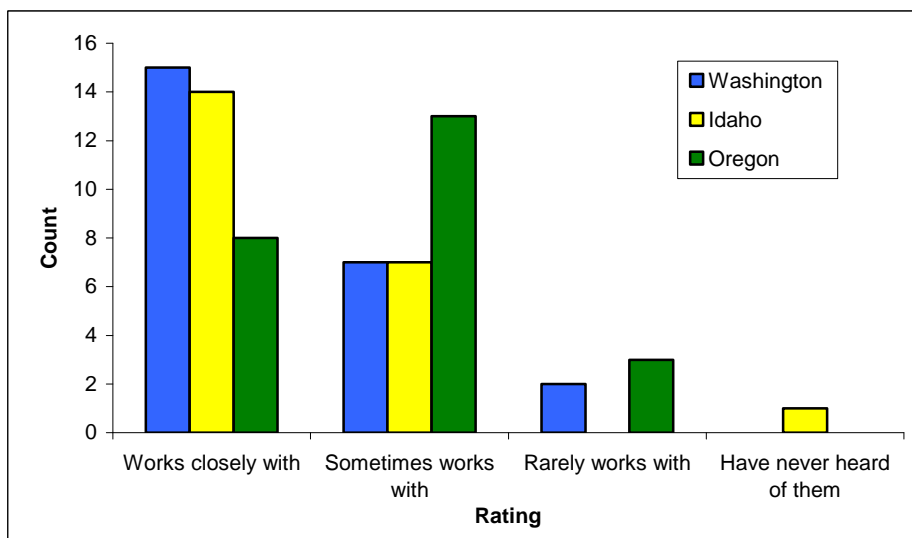
**Figure 9. Interest in Energy-Efficiency Topics**



## Relationship with the LGAs

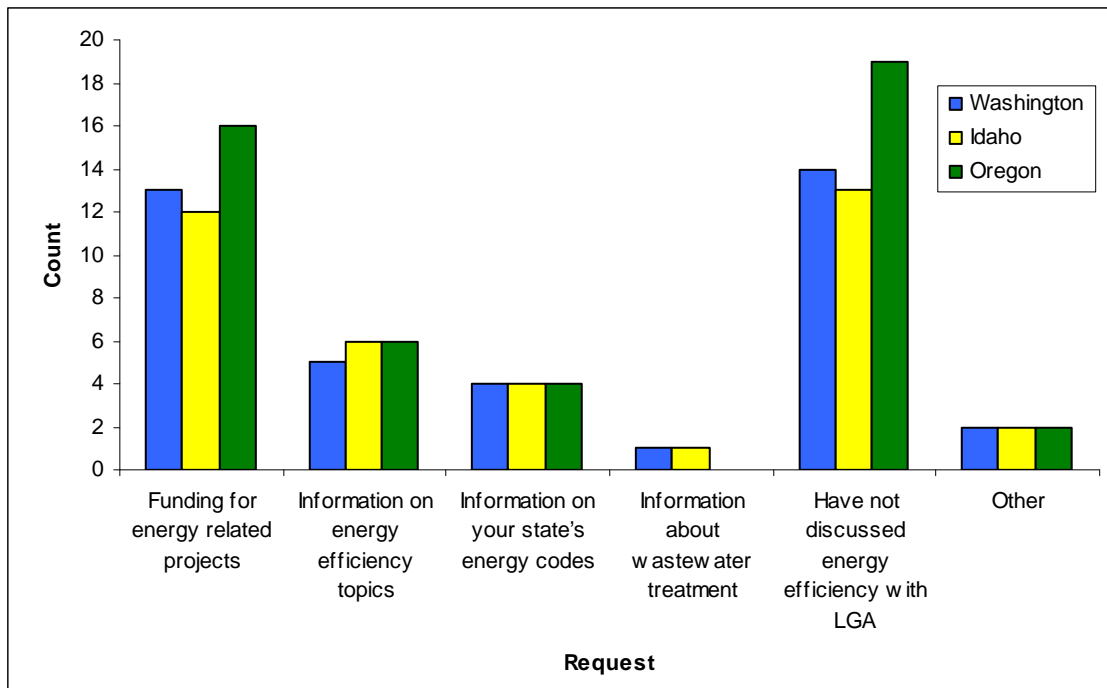
Members were asked to describe the interaction level their *organization* had with their respective LGAs; results are presented in Figure 10. In Washington, the large population member stated their organization rarely works with their LGA, while in Idaho the organization sometimes works with the LGA. In Oregon, the member stated their organization works closely with the LGA.

**Figure 10. Level of Interaction with LGA**



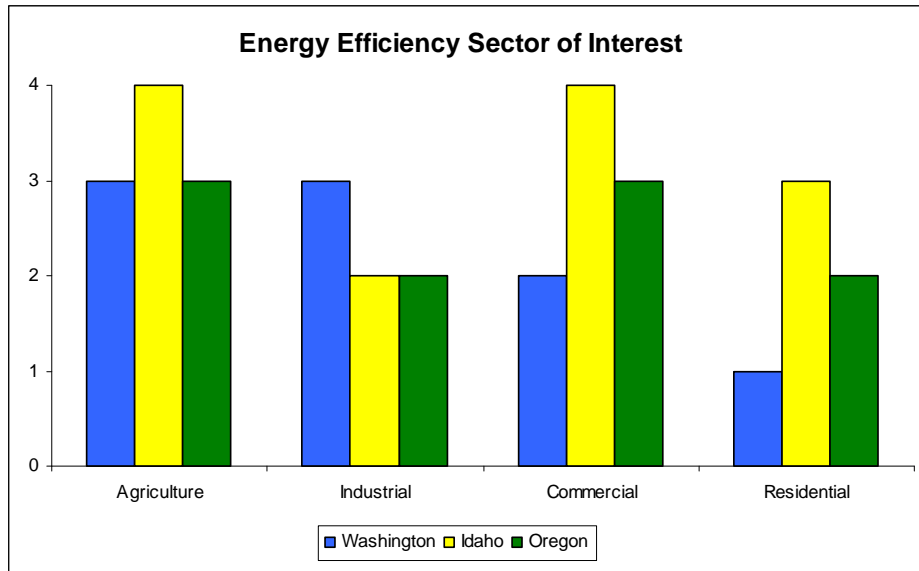
Members who reported at least some interaction level between their organization and LGA were asked about their own interactions with their LGA to identify which energy-related topics they had communicated about with their LGA. In Washington, 14 members had not communicated with their LGA on energy-related issues, while 13 and 19 members had not communicated with their LGA in Idaho and Oregon, respectively, regarding the listed energy-related topics. Topics of communication given by the remaining members are provided in Figure 11. The only large population member who indicated contacting their LGA was Oregon; this member indicated they had requested information on energy-efficiency topics, and that the LGA was helpful; however, they did not specify a sector of interest.

**Figure 11. For what reason have you communicated with your LGA?**



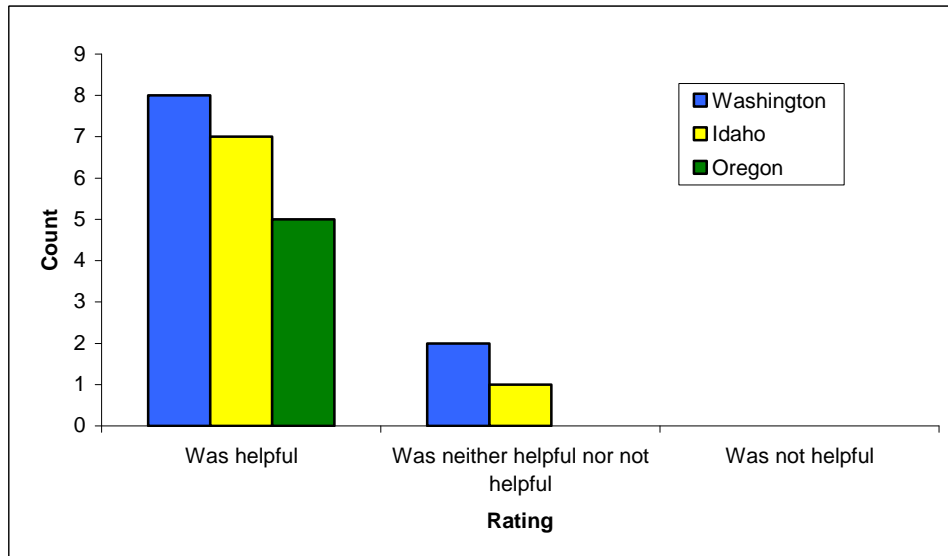
Those members who had requested information on energy-efficiency topics (five in Washington, six in Idaho, and six in Oregon) were then asked to specify the sector for which they needed information. These are presented in Figure 12.

**Figure 12. Energy-Efficiency Sector of Interest**



When asked how helpful the LGA was regarding topics of energy or energy efficiency, all of the respondents felt it was either helpful or neutral, as shown in Figure 13.

**Figure 13. LGA Helpfulness with Energy Efficiency**



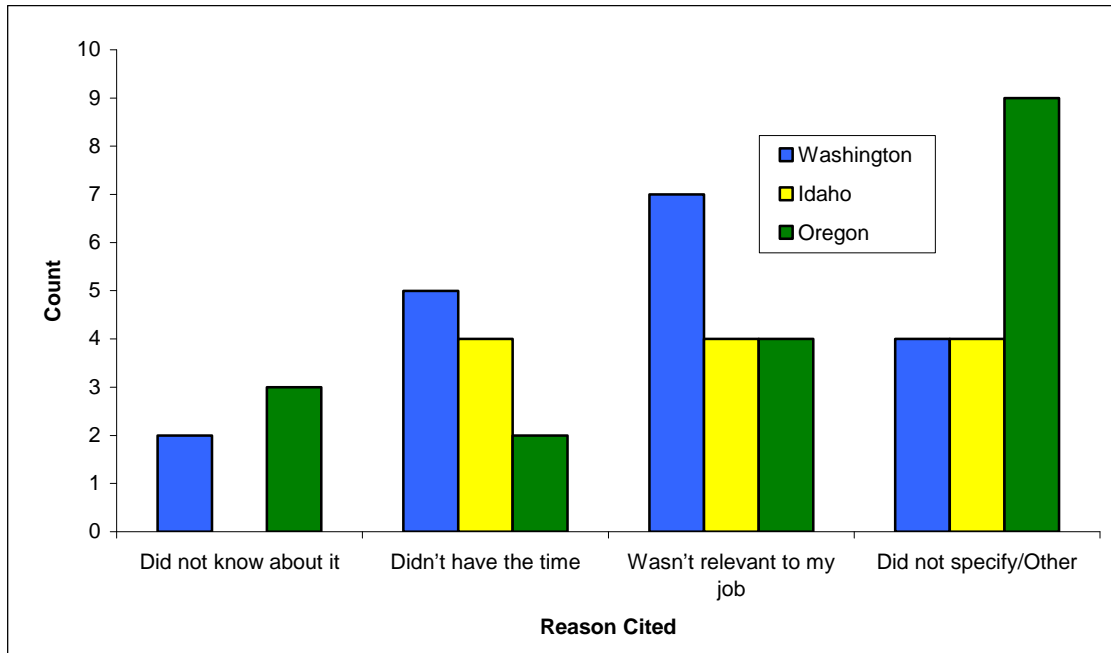
The most common method, as reported by the 20 total responding members in which LGA had been helpful, was to provide resources or information. In Washington, one member specified information on street lighting was provided, while in Idaho the Kyoto protocol and municipal energy codes were mentioned once each. Oregon mentioned outreach and training.

Members were also asked if they had ever attended an LGA-sponsored event regarding energy efficiency, such as a workshop or conference. Most had not. In Washington, two members had



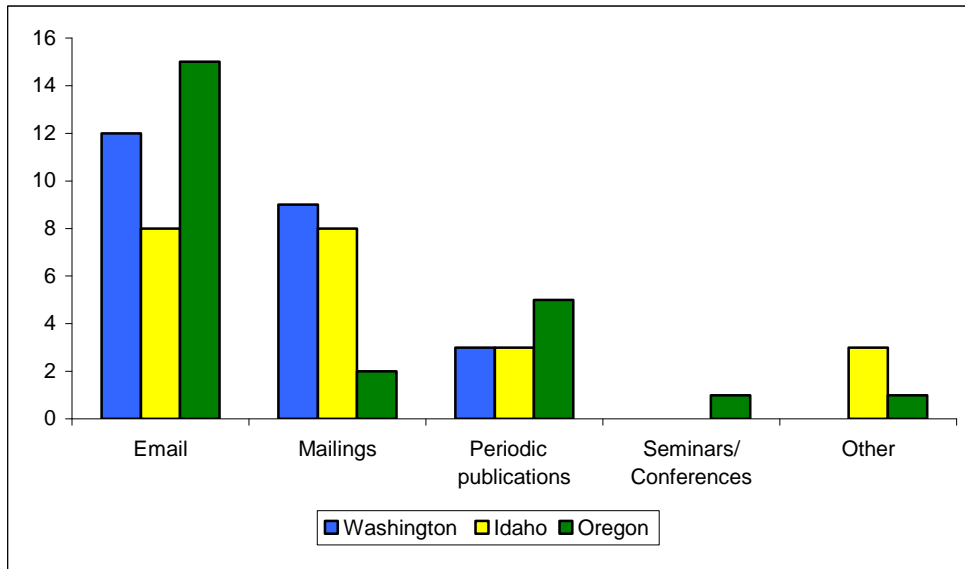
attended a conference (but not the large population member), as had six members in Idaho (including the large population member), and three in Oregon, (also including the large population member). Three Washington members had attended a workshop, as had two members in Idaho and three in Oregon; none of these were from large populations. When members were asked why they did not participate in these events, most who provided a reason said it was not relevant to their job. The large population Washington member stated they did not attend because they did not have the time. These results are shown in Figure 14.

**Figure 14. Reasons for not Attending LGA Events**



Finally, members were asked to identify the best method to make them aware of LGA initiatives, services, or training opportunities related to energy efficiency. E-mail was identified the greatest number of times, as presented in Figure 15; this was true for the Idaho and Oregon large population members as well, while the Washington large population member preferred regular mail.

**Figure 15. Best Method of Contact**



## Key Findings

The subject of energy was found to be a relatively low “issue of importance” to local communities in all three states, behind economic development, public safety, and local infrastructure. Only urban planning ranked below energy as an issue of importance in all three states. Also in all three states, energy ranked lowest in “challenging areas” cited by the membership. Based on these results, future energy outreach efforts should be designed to more effectively link the issues of interest that were identified by the membership with energy efficiency improvements, especially such issues as economic development, local infrastructure, and environmental benefits.

Awareness of NEEA sector initiatives was low, with the residential ENERGY STAR program identified as the most widely-known, while familiarity with BetterBricks and the Industrial Efficiency Alliance was far lower. This finding coincides with respondents’ interest in energy-efficiency topics: residential conservation was the most commonly cited area of interest. It is notable that in Oregon, interest in industrial conservation outweighed interest in commercial energy conservation. These results should be used to help populate future surveys with follow-up questions from the LGAs themselves.



## 7. Conclusions and Recommendations

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The evaluation of the LGA Project was designed to accomplish four primary objectives:

- A review of process;
- Valuation of past activities;
- An assessment of synergies between NEEA and LGA; and
- Determination of support opportunities for current initiatives and projects.

### Review of Process

As stated in the contract between NEEA and each LGA, the LGA Project was intended to be: “a catalyst for community action and an effective provider of information on issues of importance to local governments...the LGA project is a three-year Contract to continue the Contractor’s work in supporting energy efficiency and market transformation in Oregon communities.” The Statement of Work contained in each contract specifies the goals, strategies, progress indicators, and scope of work for each state’s activities.

Based on the interviews, a review of marketing materials and Web site information, and the quarterly progress reports, it appears that while most of the contract requirements are generally being met, Idaho is the only state to fulfill Task 3 of the contract’s scope of work. This task indicates that a participant survey should be conducted for all outreach activities, with results documented in quarterly reports; however, this information was only readily available for Idaho. Additionally, the quarterly progress reports were not always delivered on a quarterly basis, and progress towards each goal was not recorded in every quarter by all states. Rather than indicating a failure on the LGA’s part, this may indicate a shift to annual or semiannual progress reporting may be appropriate as it would reduce redundancy and provide greater flexibility to LGAs.

### Valuation of Past Activities

Initially, the LGA Project was created to function as a vehicle to help communities embrace energy efficiency and to act as educators and motivators to convey an attitude that energy efficiency benefits entire communities, not merely one or two buildings in isolation. The LGA Project was designed to provide a conduit between NEEA and local communities, and to apprise NEEA of political activities and attitudes across the region.

When based on the efforts of individual LGAs, whether through involvement in legislation or promotion of energy-related conferences, it appears the LGA project’s goal is being met. Enacting change through legislation is a powerful vehicle for state and community improvements in energy efficiency, and hosting regular conferences that people can plan for each year provides community members with a reliable information source. The use and maintenance of Web sites are also valuable tools for reaching community members looking for information on energy efficiency. The LGAs are providing additional, value-added services that align with the LGA’s Project’s intent and support NEEA’s efforts:

- Tours of energy-efficient and LEED buildings;
- Publication of the Green Building Guide;
- Information about programs such as 80 PLUS, BetterBricks, BacGen;
- BacGen training;
- Newsletters dedicated to energy-related issues;
- Community roundtables, and PUD meetings and workshops; and
- Codes and standards support.

However, results of the LGA member surveys clearly indicate there is a disconnect between these efforts and community members' priorities.

## **Assessment of Synergies between NEEA and LGA**

Based on staff interviews, an underlying perception exists that this is a “legacy project” from the Bonneville Power Administration, and rethinking the project’s structure is warranted. Much has changed between NEEA’s formation in 1998 and 2007; NEEA’s funding structure has changed, with the inclusion of direct funding from publicly owned utilities, and the Board has changed to reflect these additional funders as well as non-funding public representatives and NEEA’s project strategies have changed from a technology focus to a sector focus. Consequently, a new set of expectations has evolved. Added to this is the general sense that even with the established objectives and goals, tangible success and progress of the LGA Project continues to be difficult to measure.

Concerns and barriers identified by NEEA staff were confirmed by LGA member surveys. Results indicated energy consistently ranked lower as an “issue of importance” to local communities in all three states, behind economic development, public safety, and local infrastructure. Only urban planning ranked below energy as an issue of importance in all three states. Also in all three states, energy ranked lowest in “challenging areas” cited by the membership. Finally, awareness of NEEA sector initiatives was low, with the residential ENERGY STAR program identified as the most widely-known, while familiarity with BetterBricks and the Industrial Efficiency Alliance was far lower. This finding coincides with respondents’ interest in energy-efficiency topics: residential conservation was the most commonly cited area of interest. It is notable that in Oregon, interest in industrial conservation outweighed interest in commercial energy conservation.

## **Determination of Support Opportunities for Current Initiatives and Projects**

While the LGA Project continues to provide energy-efficiency support through information, training, and technical assistance to city, town, and county officials, and encourages communities to adopt energy-efficiency policies such as codes or efficient building practices, the lack of recognition among the LGA members and concerns expressed by staff indicate improvements are possible and necessary.

## Targeted Funding

Echoed several times during NEEA staff interviews, and to a lesser extent the LGA staff interviews, was a desire to see more targeted efforts and more specific, measurable goals. The use of regularly administered membership surveys should be incorporated into planning efforts as a method of setting goals specific to the needs of the members, as well as establishing a baseline from which to measure progress. A more deliberate approach to funding LGA work that specifically addresses these goals, once they have been developed and agreed upon by NEEA and LGA, may encourage this outcome (for example, funding the Idaho Energy Conference and the Washington Sustainability Conference, and sponsoring energy related workshops at the annual LOC conference).

## Targeted Goals

To target outreach to communities with specific interests, effective member surveys need to be designed and administered. These should include answers to questions such as:

- What has worked?
- What has not?
- What did members learn?
- Why did some communities not act?
- How can those barriers be addressed?

Only Idaho appears to be using regularly administered member surveys to target outreach. LGA member surveys conducted for this evaluation indicated that of all of the energy related topics, Idaho members are most interested in residential information; Oregon is most interested in design and efficient technology information; and Washington is interested in code information. Future energy outreach efforts should also be designed to more effectively link energy efficiency topics with the other issues of interest that were identified by the membership, especially such issues as economic development, local infrastructure, and environmental benefits. Regularly surveying members will allow for dynamic, community-specific, targeted outreach.

## Maintain Communications

Sector staff should engage more directly with LGAs. To strengthen the synergy between NEEA, the LGAs, utilities, and communities, and to bridge any gaps in understanding, face-to-face meetings should be scheduled between sector staff and LGA contractors. Rather than relying on written, quarterly progress reports, an annual report should be written highlighting project activities and discussing results of membership surveys conducted. An annual face-to-face meeting should be held to review this report and membership surveys, discuss progress on LGA projects, and establish targeted goals. Quarterly phone conversations should be held to check on progress, offer support and address issues, exchange up-to-date initiative information, and ensure activities are on track.



# Appendix A: LGA Membership Survey

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## LGA Membership Survey

On behalf of the Northwest Energy Efficiency Alliance, we'd like to ask you a few questions about your experiences working with your state's Local Government Association – [**Association of Idaho Cities, Montana League of Cities and Towns, League of Oregon Cities, Association of Washington Cities**] on the topics of energy and energy efficiency. We'd like to hear about the work that you do in your community, and how energy efficiency factors into that work. The survey should take approximately 7-10 minutes to complete. Upon submittal of your completed survey, you will automatically be entered into a drawing to win a \$50 gift certificate to Amazon.com. Please take a few minutes to give us your valuable feedback!

### Demographic Questions

1. In which state is your city or town located?
  - Oregon
  - Washington
  - Idaho
  
2. Please indicate the population of your city or town:
  - Less than 1,000
  - 1,000 to 4,999
  - 5,000-9,999
  - 10,000-19,999
  - 20,000-49,999
  - 50,000-99,999
  - 100,000-249,999
  - 250,000-499,999
  - Greater than 500,000



## Your Role in the Local Government

3. How would you describe your primary job responsibility within your local government?

- Building code official
- Staff of municipal water and waste water facilities
- Educational or outreach staff
- City management
- City attorney
- Facilities management staff
- Elected official
- Other (Please explain: \_\_\_\_\_)

4. To what extent do energy efficiency and other energy-related issues factor into your decisions related to the policies or operations of your city or town?

- Energy-related issues always factor into to my job
- Energy-related issues sometimes factor into my job
- Energy-related issues rarely factor into my job
- Energy-related issues never factor into my job

5. On a five point scale, where 1 means “very important”, and 5 means “not at all important”, please rate the importance of the following issues to your city or town

5.a	1. Very Important	2. Somewhat Important	3. Important	4. Not very Important	5. Not at all important	Don't know/Refused
Economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental (Please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy (cost, efficiency, or availability)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Urban planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Of those issues, which, if any, are currently considered to be your city or town’s top three major challenges or areas of concern? **[Prompt only if needed - Rank top three]**

- Economic development (Please specify: \_\_\_\_\_)
- Public safety (Please specify: \_\_\_\_\_)
- Environmental (Please specify: \_\_\_\_\_)
- Local infrastructure (Please specify: \_\_\_\_\_)

- Energy (Cost, Efficiency or Availability) [If yes, request elaboration and detail:]
- Urban planning (Please specify: \_\_\_\_\_)
- If none of the above are mentioned, please specify: \_\_\_\_\_

## Interactions with the Local Government Association

7. Regardless of your personal level of interaction with **[LGA name]**, which of the following best describes your *organization's* level of interaction with **[LGA name]**?
- My local government office works closely with **[LGA name]**
  - My local government office sometimes works with **[LGA name]**
  - My local government office rarely works with **[LGA name]**
  - I have never heard of **[LGA name]**.....**Skip to Q13**
  - Don't know
8. For what reason(s) have you communicated with **[LGA name]**? **(Select all that apply)**
- Request information on energy efficiency topics (If yes, check all that apply)
    - .. Agriculture energy efficiency topics
    - .. Commercial building (non-residential) energy efficiency topics
    - .. Industrial or manufacturing energy efficiency topics
    - .. Residential energy efficiency topics
  - Request information on your state's energy codes
  - Request information about wastewater treatment topics
  - Request funding for energy related projects
  - Other (Please describe: \_\_\_\_\_)
9. Regarding only the topics of energy and energy efficiency, how helpful did you find your interactions with **[LGA name]**?
- [LGA name]** was helpful
  - [LGA name]** was not helpful .....**Skip to Q11**
  - I didn't find **[LGA name]** to be helpful or not helpful...**Skip to Q11**
  - I haven't discussed topics of energy and energy efficiency with **[LGA name]**  
**Skip to Q11**
10. What did **[LGA name]** do to help you with energy-related issues? (Prompt for examples such as creation of a municipal energy plan; official support of code change; or energy efficiency outreach to local businesses)?
-

11. Have you ever attended a [LGA name] sponsored event regarding energy efficiency, such as a workshop or conference?

- Yes
  - [If yes]** Conference .....**Skip to Q13**
  - [If yes]** Workshop .....**Skip to Q13**
  - [If yes]** Other .....**Skip to Q13**
- No

12. If not, why not?

- Did not know about it
- Didn't have the time
- Wasn't relevant to my job
- Other (explain:\_\_\_\_\_)

13. Have you ever heard of BetterBricks (an energy-efficiency initiative in the commercial sector)?

- Yes (How did you hear of it?\_\_\_\_\_)
- No

14. Does your city or town have a plan to work with local builders to improve the energy efficiency of commercial new construction in your jurisdiction?

- Yes
- No
- Don't know

15. Does your city or town have a plan to improve energy efficiency at its municipal facilities?

- Yes
  - [If yes]** Government buildings
  - [If yes]** Government operations
  - [If yes]** Municipal waste water treatment
  - [If yes]** Other (specify:\_\_\_\_\_)
- No
- Don't know

16. Have you ever heard of the Industrial Efficiency Alliance (an energy efficiency initiative in the industrial sector)?

- Yes (How did you hear of it?\_\_\_\_\_)
- No

17. Does your city or town have a plan to work with local manufacturers to improve energy efficiency at industrial facilities in your jurisdiction?
- Yes
  - No
  - Don't know
18. Have you ever heard of the Northwest ENERGY STAR (an energy efficiency initiative in the residential sector)?
- Yes (How did you hear of it? \_\_\_\_\_)
  - No
19. Does your city or town have a plan to work with local builders to improve the energy efficiency of residential new construction in your jurisdiction?
- Yes
  - No
  - Don't know
20. Which of the following, if any, are of interest to you:
- Building Operator Training
  - Energy efficiency design information
  - Energy efficient technologies
  - Energy efficient consumer products
  - Energy conservation [If yes – which sectors? (Check all that apply)]
    - .. Agriculture
    - .. Commercial
    - .. Industrial
    - .. Residential
  - Energy code information
  - Renewable energy options
  - None – Our city or town government has no current or future interest in these topics
  - Other \_\_\_\_\_
21. Does your city/town currently have a policy related to the adoption of energy codes?
- Yes
    - [If yes]** Our city/town has a policy in support of more stringent codes
    - [If yes]** Our city/town has a policy opposing more stringent codes
  - No

- Don't know

## Satisfaction and Needs

22. What is the best way to make you aware of **[LGA name]** initiatives, services, or training opportunities related to energy efficiency?

- Telephone calls
- Emails
- Mailings
- Seminars/Conferences
- Periodic publications
- Other: (Please Describe)

23. Do you have any energy-related comments or questions for the [Name of LGA]?

Thank you for your time.

# Appendix B: LGA Staff Discussion Guide

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## Evaluation of Local Government Associations Support Project

### LGA Staff Discussion Guide

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Contact Info: \_\_\_\_\_

Interview date: \_\_\_\_\_ Interviewer initials: \_\_\_\_\_

1. Could you describe the work that you do for the LGA? What are your responsibilities?

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2. What are your thoughts on the overall role of the LGA? What are its goals?

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3. What specific efforts or activities have been made by the LGA to support these goals? Were they successful?

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4. Are there any other opportunities that are being overlooked? What activities would you have liked for the LGA to have been involved in?

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5. Are there any other barriers or issues that prevent the goals of the LGA from being met?

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**Contract Requirements**

6. Are the NEEA contract terms and requirements reasonable? If not, why not?

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7. How well do they reflect the goals of the LGA and the needs of the members?

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8. What challenges exist in the implementation of NEEA contract requirements?

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**Relationship with NEEA**

9. How satisfied are you with the support that you've received from NEEA? What has been helpful? What additional support would be useful to you?

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10. How is communication between NEEA and the LGA's maintained? Is it effective?

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11. How can this relationship be improved? What needs to happen?

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**Relationship with Members**

12. How do members communicate their needs to the LGA?

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13. Do the efforts of the LGA reflect the needs of its members? How or why not?

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14. Do you have any suggestions for improving the communication between the LGA and its members?

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15. How are the Local Government Energy Efficiency Surveys being used? Examples of changes to the project based on feedback?

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**Changes to the Program**

16. Can you describe any changes that have occurred within the LGA over the last few years? What improved, what didn't?

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17. What would you like to see the LGA doing over the next year, even outside of NEEA activities?

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18. What would you like to see the LGA doing over the next five years, even outside of NEEA activities? What do you see as the LGA's long-term goals?

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19. In the coming months we'd like to speak with members of the LGA, such as building code or elected officials, city management, or educational, outreach, or utilities staff. We plan to get their perspectives, and try to help identify priorities for future activities. Do you have any suggestions for targeting the right people to ensure that we get quality information?

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# Appendix C: NEEA Staff Discussion Guide

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## Evaluation of Local Government Associations (LGA) Support Project

### NEEA Staff Discussion Guide

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

1. Would you please tell me your perceptions of NEEA’s Local Government Association Support Project?

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2. What are your thoughts on the overall role of the LGA project within NEEA? What do you think its main goals or objectives are?

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3. Do you believe the current efforts of the LGAs reflect these goals or objectives?

Yes – How? \_\_\_\_\_

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No – What do they reflect?

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I don’t know/No opinion.

4. Do you feel that the LGA project, either currently or potentially, dovetails with any of NEEA’s other initiatives? Which ones and how?

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5. **[For sector managers]** How well has the LGA program supported and promoted your specific project area? How could linkages be improved between the programs to most effectively leverage available resources?

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6. **[For sector managers]** Do you think that the LGAs' linkages with the local communities can lend value to your sectoral initiative? If so, would you please describe the type of contact or relationship you would expect with NEEA's contactors within the four LGA's?

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7. What do you feel have been the most successful aspects of NEEA's LGA program?

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8. What has been least successful? How could the program be improved?

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9. What do you perceive as the key barriers or issues (if any) that prevent LGA program goals from being met?

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10. How would you like to see the LGAs working with NEEA initiatives [in particular your sector area] over the next year? The next five years?

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11. What are the key outcomes you'd like to see from LGA relationships with the sector managers? What kinds of input from LGAs would be valuable to you?

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12. Do you have any other thoughts or comments?

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