

Application for Federal Assistance SF-424

Version 02

* 1. Type of Submission:		* 2. Type of Application:		* If Revision, select appropriate letter(s):	
<input type="checkbox"/> Preapplication		<input checked="" type="checkbox"/> New		<input type="text"/>	
<input checked="" type="checkbox"/> Application		<input type="checkbox"/> Continuation		* Other (Specify)	
<input type="checkbox"/> Changed/Corrected Application		<input type="checkbox"/> Revision		<input type="text"/>	
* 3. Date Received: 12/14/2009		4. Applicant Identifier: <input type="text"/>			
5a. Federal Entity Identifier: <input type="text"/>			* 5b. Federal Award Identifier: <input type="text"/>		
State Use Only:					
6. Date Received by State: <input type="text"/>		7. State Application Identifier: <input type="text"/>			
8. APPLICANT INFORMATION:					
* a. Legal Name: <input type="text" value="City of San Antonio"/>					
* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="746002070"/>			* c. Organizational DUNS: <input type="text" value="7969763680000"/>		
d. Address:					
* Street1:	<input type="text" value="111 Soledad, Suite 725"/>				
Street2:	<input type="text"/>				
* City:	<input type="text" value="San Antonio"/>				
County:	<input type="text"/>				
* State:	<input type="text" value="TX: Texas"/>				
Province:	<input type="text"/>				
* Country:	<input type="text" value="USA: UNITED STATES"/>				
* Zip / Postal Code:	<input type="text" value="78205-2230"/>				
e. Organizational Unit:					
Department Name: <input type="text" value="Office of Environmental Policy"/>			Division Name: <input type="text"/>		
f. Name and contact information of person to be contacted on matters involving this application:					
Prefix:	<input type="text" value="Mr."/>	* First Name:	<input type="text" value="W."/>		
Middle Name:	<input type="text" value="Laurence"/>				
* Last Name:	<input type="text" value="Doxsey"/>				
Suffix:	<input type="text"/>				
Title:	<input type="text" value="Environmental Policy Director"/>				
Organizational Affiliation: <input type="text"/>					
* Telephone Number:	<input type="text" value="210 207 1721"/>	Fax Number:	<input type="text"/>		
* Email:	<input type="text" value="w.laurence.doxsey@sanantonio.gov"/>				

Application for Federal Assistance SF-424 Version 02

9. Type of Applicant 1: Select Applicant Type:

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

11. Catalog of Federal Domestic Assistance Number:

CFDA Title:

*** 12. Funding Opportunity Number:**

* Title:

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

*** 15. Descriptive Title of Applicant's Project:**

Attach supporting documents as specified in agency instructions.

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16. Congressional Districts Of:

* a. Applicant TX-020

* b. Program/Project TX-020

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date: 05/15/2010

* b. End Date: 05/14/2013

18. Estimated Funding (\$):

* a. Federal	20,000,000.00
* b. Applicant	0.00
* c. State	0.00
* d. Local	0.00
* e. Other	391,000,000.00
* f. Program Income	0.00
* g. TOTAL	411,000,000.00

* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)

Yes No

21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

 ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: Mr. * First Name: Richard

Middle Name: J.H.

* Last Name: Varn

Suffix:

* Title: Chief Information Officer

* Telephone Number: (210) 207-6910 Fax Number:

* Email: Richard.Varn@sanantonio.gov

* Signature of Authorized Representative: Liza Meyer * Date Signed: 12/14/2009

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*** Applicant Federal Debt Delinquency Explanation**

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.

Project/Performance Site Location(s)

Project/Performance Site Primary Location I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Project/Performance Site Location 1 I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Project Impact Tables: San Antonio Green Retrofit Initiative

RESIDENTIAL	During Project Period			Post Project Period, Yrs 4-6		
	Yr. 1	Yr. 2	Yr.3	Yr. 4	Yr. 5	Yr. 6
Number of buildings retrofitted	750	1,500	2,250	2,500	2,500	2,500
Total square footage of buildings retrofitted <i>Average house size of 2,200 sqft</i>	1,650,000	3,300,000	4,950,000	5,500,000	5,500,000	5,500,000
Average utilities savings achieved per unit retrofitted per year						
Savings (\$)	\$1,220	\$1,220	\$1,220	\$1,220	\$1,220	\$1,220
Electricity (kWh/yr)	10,000	10,000	10,000	10,000	10,000	10,000
Natural Gas (terms/yr)	350	350	350	350	350	350
Average Emissions Reductions (MMT CO2) per unit	10	10	10	10	10	10
Jobs created or retained	131	227	341	330	330	330
EECBG Funds Expended	\$2,937,500	\$2,675,000	\$4,012,500	\$0	\$0	\$0
Leveraged funds and In-Kind Resources Expended <i>Each project valued @ \$12,000</i>	\$9,000,000	\$18,000,000	\$27,000,000	\$30,000,000	\$30,000,000	\$30,000,000

SMALL COMMERCIAL	During Project Period			Post Project Period, Yrs 4-6		
	Yr. 1	Yr. 2	Yr.3	Yr. 4	Yr. 5	Yr. 6
Number of businesses retrofitted	90	180	270	300	300	300
Total square footage of buildings retrofitted <i>Average business size of 50,000 sqft</i>	4,500,000	9,000,000	13,500,000	15,000,000	15,000,000	15,000,000
Average utilities savings achieved per unit retrofitted per year						
Savings (\$)	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400
Electricity (kWh/yr)	150,000	150,000	150,000	150,000	150,000	150,000
Average Emissions Reductions (MMT CO2) per unit	108	108	108	108	108	108
Jobs created or retained	143	277	416	413	413	413
EECBG Funds Expended	\$1,793,750	\$2,687,500	\$4,031,250	\$0	\$0	\$0
Leveraged funds and In-Kind Resources Expended <i>Each project valued @ \$125,000</i>	\$11,250,000	\$22,500,000	\$33,750,000	\$37,500,000	\$37,500,000	\$37,500,000

LARGE COMMERCIAL & INDUSTRIAL	During Project Period			Post Project Period, Yrs 4-6		
	Yr. 1	Yr. 2	Yr.3	Yr. 4	Yr. 5	Yr. 6
Number of businesses retrofitted	8	15	22	25	25	25
Total square footage of buildings retrofitted <i>Average business size of 400,000 sqft</i>	3,200,000	6,000,000	8,800,000	10,000,000	10,000,000	10,000,000
Average utilities savings achieved per unit retrofitted per year						
Savings (\$)	\$10,700,000	\$10,700,000	\$10,700,000	\$10,700,000	\$10,700,000	\$10,700,000
Electricity (kWh/yr)	111,500,000	111,500,000	111,500,000	111,500,000	111,500,000	111,500,000
Average Emissions Reductions (MMT CO2) per unit	80,000	80,000	80,000	80,000	80,000	80,000
Jobs created or retained	138	253	372	413	413	413
EECBG Funds Expended	\$536,667	\$537,500	\$788,333	\$0	\$0	\$0
Leveraged funds and In-Kind Resources Expended <i>Each project valued @ \$1,500,000</i>	\$12,000,000	\$22,500,000	\$33,000,000	\$37,500,000	\$37,500,000	\$37,500,000

Summary Tables:

Annual electricity consumption reduced (kwhr)	During Project Period			Post Project Period, Yrs 4-6		
	Yr. 1	Yr. 2	Yr.3	Yr. 4	Yr. 5	Yr. 6
residential	7,500,000	15,000,000	22,500,000	25,000,000	25,000,000	25,000,000
small commercial	13,500,000	27,000,000	40,500,000	45,000,000	45,000,000	45,000,000
large commercial and industrial	892,000,000	1,672,500,000	2,453,000,000	2,787,500,000	2,787,500,000	2,787,500,000
total kilowatt hours	913,000,000	1,714,500,000	2,516,000,000	2,857,500,000	2,857,500,000	2,857,500,000
cumulative kilowatt hours	913,000,000	2,627,500,000	5,143,500,000	8,001,000,000	10,858,500,000	13,716,000,000

Average utility savings	During Project Period			Post Project Period, Yrs 4-6		
	Yr. 1	Yr. 2	Yr.3	Yr. 4	Yr. 5	Yr. 6
annual	\$ 87,811,000	\$ 164,922,000	\$ 242,033,000	\$ 274,870,000	\$ 274,870,000	\$ 274,870,000
cumulative	\$ 87,811,000	\$ 252,733,000	\$ 494,766,000	\$ 769,636,000	\$ 1,044,506,000	\$ 1,319,376,000

CO2 emissions reductions (MMT CO2)	During Project Period			Post Project Period, Yrs 4-6		
	Yr. 1	Yr. 2	Yr.3	Yr. 4	Yr. 5	Yr. 6
annual	657,220	1,234,440	1,811,660	2,057,400	2,057,400	2,057,400
cumulative	657,220	1,891,660	3,703,320	5,760,720	7,818,120	9,875,520

Building count	During Project Period			Post Project Period, Yrs 4-6		
	Yr. 1	Yr. 2	Yr.3	Yr. 4	Yr. 5	Yr. 6
annual	848	1,695	2,542	2,825	2,825	2,825
cumulative	848	2,543	5,085	7,910	10,735	13,560

Assumptions:

- Ramp-up process involved retrofitting 0.5% of eligible buildings in year one, 1% in year two, and 1.5% in year 3.
- Residential projects average \$12,000 per project, small commercial average \$125,000 per project, and large commercial and industrial average \$1.5M
- Eligible residential buildings were owner-occupied with a household income greater than \$35,000. According to census figures, there are 155,000 homes that meet that description. Residential buildings were assumed to be 2,200 sqft on average.
- Eligible small commercial projects were businesses with less than 50 employees in commercial sectors. According to census figures, there are 18,000 small businesses that meet that description.
- Eligible large commercial and industrial projects were businesses with less than more than 50 employees in commercial and industrial sectors. According to census figures, there are 1,500 businesses that meet that description.



CITY OF SAN ANTONIO

OFFICE OF ENVIRONMENTAL POLICY
P.O. BOX 839966
SAN ANTONIO, TEXAS 78283-3966

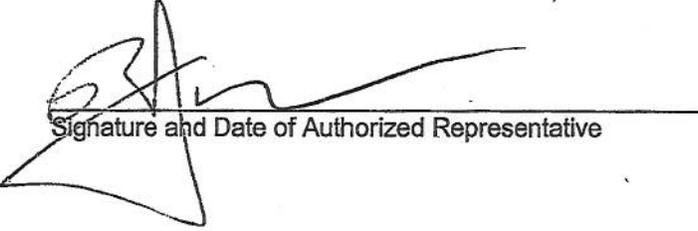
December 11, 2009

Assurance Regarding Davis-Bacon Act

The undersigned certifies, to the best of his or her knowledge and belief, that:

All laborers and mechanics on projects funded directly by or assisted in whole or in part by and through funding appropriated by the Act are paid wages at rates not less than those prevailing on projects of a character similar in the locality as determined by subchapter IV of Chapter 31 of title 40, United States Code (Davis-Bacon Act).

Richard J.H. Varn
Typed Name & Title of Authorized Representative


Signature and Date of Authorized Representative

Applicant Name: City of San Antonio, Texas

Award Number: _____

Budget Information - Non Construction Programs

Section A - Budget Summary			Estimated Unobligated Funds		New or Revised Budget	
Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	
1. Retrofit Ramp-up and General Innovation Fund Programs	81.128	\$20,000,000				
2.						
3.						
4.						
5. Totals		\$20,000,000	\$0		\$0	
Section B - Budget Categories						
6. Object Class Categories		(2)		(3)		(4)
a. Personnel		\$235,000				
b. Fringe Benefits		\$300,000				
c. Travel		\$2,500				
d. Equipment		\$30,000				
e. Supplies						
f. Contractual		\$14,432,500				
g. Construction						
h. Other		\$5,000,000				
i. Total Direct Charges (sum of 6a-6h)		\$20,000,000	\$0			\$0
j. Indirect Charges						
k. Totals (sum of 6i-6j)		\$20,000,000	\$0			\$0
7. Program Income						

Section C - Non-Federal Resources						
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources			
8. Retrofit Ramp-up and General Innovation Fund Programs (81.128)	\$20,000,000					
9.						
10.						
11.						
12. Total (sum of lines 8 - 11)	\$20,000,000	\$0		\$0		
Section D - Forecasted Cash Needs						
	1st Quarter	2nd Quarter	3rd Quarter			
13. Federal	\$166,668	\$166,668		\$166,666		
14. Non-Federal						
15. Total (sum of lines 13 and 14)	\$166,668	\$166,668		\$166,666		
Section E - Budget Estimates of Federal Funds Needed for Balance of the Project						
(a) Grant Program	Total for 1st Year			Future Funding Periods (Years)		
	(b) First	(c) Second	(d) Third			
16.	\$6,666,666	\$6,666,666				
17.						
18.						
19.						
20. Total (sum of lines 16-19)	\$6,666,666	\$6,666,666				\$0
Section F - Other Budget Information						
21. Direct Charges						
22. Indirect Charges		0				
23. Remarks						

Instructions for the SF-424A

Public Reporting Burden for this collection of information is estimated to average 3.0 hours per response, including the time for reviewing instructions, searching existing data sources, maintaining the data needed, and completing and reviewing the collection of information. Please do not return your completed form to the Office of Management and Budget; send provided by the sponsoring agency.

General Instructions

This form is designed so that application can be made for funds from one or more grant programs. In preparing the budget, adhere to any existing Federal grantor agency guidelines which prescribe how and whether budgeted amounts should be separately shown for different functions or activities within the program. For some programs, grantor agencies may require budgets to be separately shown by function or activity. For other programs, grantor agencies may require a breakdown by function or activity. Sections A, B, C, and D should include budget estimates for the whole project except when applying for assistance which requires Federal authorization in annual or other funding period increments. In the later case, Sections A, B, C, and D should provide the budget for the first budget period (usually a year) and Section E should present the need for Federal assistance in the subsequent budget periods. All applications should contain a breakdown by the object class categories shown in Lines a-k of Section B.

Section A. Budget Summary Lines 1-4 Columns (a) and (b)

For applications pertaining to a single Federal grant program (Federal Domestic Assistance Catalog number) and not requiring a functional or activity breakdown, enter on Line 1 under Column (a) the catalog program title and the catalog number in Column (b).

For applications pertaining to a single program requiring budget amounts by multiple functions or activities, enter the name of each activity or function on each line in Column (a), and enter the catalog number in Column (b). For applications pertaining to multiple programs where none of the programs require a breakdown by function or activity, enter the catalog program title on each line in Column (a) and the respective catalog number on each line in Column (b).

For applications pertaining to multiple programs where one or more programs require a breakdown by function or activity, prepare a separate sheet for each program requiring the breakdown. Additional sheets should be used when one form does not provide adequate space for all breakdown of data required. However, when more than one sheet is used, the first page should provide the summary totals by programs.

Lines 1-4, Columns (c) through (g)

For new applications, leave Columns (c) and (d) blank. For each line entry in Columns (a) and (b), enter in Columns (e), (f), and (g) the appropriate amounts of funds needed to support the project for the first funding period (usually a year).

For continuing grant program applications, submit these forms each funding period as required by the grantor agency. Enter in Column (e) estimated amounts of funds which will remain unobligated at the end of the period only if the Federal grantor agency instructions provide for these columns blank. Enter in columns (e) and (f) the amounts of funds to be obligated during the upcoming period. The amount(s) in Column (g) should be the sum of Columns (e) and (f).

For supplemental grants and changes to existing grants, do not enter in Column (e) the amount of the increase or decrease and enter in Column (f) the amount of the increase or decrease of the grant. Column (g) enter the new total budgeted amount (Federal and non-Federal) includes the total previous authorized budgeted amounts plus or minus the amounts shown in Columns (e) and (f). The amount(s) in Column (g) equal the sum of amounts in Columns (e) and (f).

Line 5—Show the totals for all columns used.

Section B. Budget Categories

In the column headings (a) through (4), enter the titles of the same functions, and activities shown on Lines 1-4, Column (a), Section A additional sheets are prepared for Section A, provide similar column sheet. For each program, function or activity, fill in the total required Federal and non-Federal) by object class categories.

Lines 6a-i—Show the totals of Lines 6a to 6h in each column.

Line 6j—Show the amount of indirect cost.

Line 6k—Enter the total of amounts on Lines 6i and 6j. For all grants and continuation grants the total amount in column (5), Line same as the total amount shown in Section A, Column (g), Line 5. Line 6k grants and changes to grants, the total amount of the increase or decrease of the amount of the grant should be the same as the sum of the amount of Columns (e) and (f) on Line 5.

Line 7—Enter the estimated amount of income, if any, expected to be received from the project. Do not add or subtract this amount from the total project amount under the program narrative statement the nature and source of income. The amount of program income may be considered by the federal grant determining the total amount of the grant.

Section C. Non-Federal Resources

Lines 8-11—Enter amounts of non-Federal resources that will be used on the grant. If in-kind contributions are included, provide a brief explanation on a separate sheet.

Column (a)—Enter the program titles identical to Column (a), Section A. A breakdown by function or activity is not necessary.

Column (b)—Enter the contribution to be made by the applicant.

Column (c)—Enter the amount of the State's cash and in-kind contribution if the applicant is not a State or State agency. Applicants which are a State or State agencies should leave this column blank.

Column (d)—Enter the amount of cash and in-kind contributions to be made from all other sources.

Column (e)—Enter totals of Columns (b), (c), and (d).

Line 12—Enter the total for each of Columns (b)-(e). The amount in Column (e) should be equal to the amount on Line 5, Column (f) Section A.

Section D. Forecasted Cash Needs

Line 13—Enter the amount of cash needed by quarter from the grantor agency during the first year.

Line 14—Enter the amount of cash from all other sources needed by quarter during the first year.

Line 15—Enter the totals of amounts on Lines 13 and 14.

Section E. Budget Estimates of Federal Funds Needed for Project

Lines 16-19—Enter in Column (a) the same grant program as in Column (a), Section A. A breakdown by function or activity is not necessary.

Column (a), Section A. A breakdown by function or activity is not necessary. Enter in the amounts of Federal funds which will be needed to complete the project over the succeeding funding periods (usually in year) need not be completed for revisions (amendments, changes) funds for the current year of existing grants.

If more than four lines are needed to list the program titles, schedules as necessary.

Line 20—Enter the total for each of the Columns (b)-(e). When schedules are prepared for this Section, annotate according to overall totals on this line.

Section F. Other Budget Information

Line 21—Use this space to explain amounts for individual direct cost categories that may appear to be out of the ordinary or details as required by the Federal grantor agency.

Line 22—Enter the type of indirect rate (provisional, pre-determined) that will be in effect during the funding period, the estimated base to which the rate is applied, and the total indirect cost.

Line 23—Provide any other explanations or comments deemed necessary.

Total
(g)

\$0

\$0

\$0

\$0

\$0

Total (5)

\$235,000

\$300,000

\$2,500

\$30,000

\$0

\$14,432,500

\$0

\$5,000,000

\$20,000,000

\$0

\$20,000,000

\$0

\$0

(e) Totals
\$20,000,000
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\$0
\$20,000,000
4th quarter
\$166,666
\$166,666
(e) Fourth
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Page 8 of 10

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PROJECT SUMMARY/ABSTRACT TOPIC 1

Project Title: “San Antonio Green Retrofit Initiative”

Project Director: W. Laurence Doxsey, Director, Office of Environmental Policy

Funding Request: \$20,000,000

Project Objectives: Retrofit Ramp-up Program grant funding will enable San Antonio’s Green Retrofit Initiative to a whole new scale of energy efficiency efforts. The specific objectives of this proposed project are to:

- Deliver verified energy savings of 5.1 TWh of electricity from a variety of residential, commercial, industrial projects in San Antonio through efficiency improvements over the three-year project period and a projected total of 13.7 TWh in savings over a six-year period;
- Provide a innovative behavior-based approach not attempted at a community-wide scale before, achieve up to an 3% residential market participation within the three-year project period;
- Leverage every dollar of Retrofit Ramp-Up funds with \$9.45 of local funds within the three-year project period expanded to \$25.20 for every grant dollar over a six-year period;
- Institute a sustainable energy efficiency program which will continue with the resources of the municipally-owned CPS Energy STEP program after the Retrofit Ramp-Up grant monies and the grant period are completed;
- Track unit costs for various services conducted under this project in order to demonstrate economies of scale achieved due to the magnitude of the program; and
- Provide a well-documented example of a comprehensive community-scale energy-efficiency approach that could be replicated in part, or in total, by other communities across the country.

Project Description:

The “San Antonio Green Retrofit Ramp-Up” is a unified single-point-of-service energy efficiency delivery mechanism targeting residential, commercial, institutional, industrial and public buildings. This comprehensive and replicable energy efficiency program will be an effective demand side management initiative to provide a seamless process for program participants to have turn-key access to expert analysis, support and incentives to improve the performance of their in-place energy using systems, while reducing electrical energy use and demand. Energy cost savings are realized through the systematic evaluations of residential, building and industrial systems and the implementation of low-cost and no-cost measures targeted to improve building system operation, reduce energy use and demand.

The program will include the following key attributes:

- A comprehensive energy audit and analysis of residential, commercial, industrial, institutional and public facilities performed by a pre-selected short list of qualified engineering firms.
- Identification and implementation of energy efficiency technology and other investments to lower electrical energy use and electric capacity needed to operate the facility or homestead.
- Modification or design of building/homestead energy systems that will offer demand response capability
- Eligible program participants will be encouraged to participate in CPS Energy’s Demand Response Program where will participants curtail energy demand during peak season for a monetary incentive
- A virtual “Green Retrofit Ramp-Up One-Stop Center” to engage participation and provide participants with a post-retrofit measurement and verification tool
- An Energy Efficiency Campaign for Residential and Commercial that uses group workshops to achieve behavioral modification.

Appendix C – NEPA FORM For Completion

U.S. DEPARTMENT OF ENERGY

ENVIRONMENTAL SUMMARY
San Antonio Retrofit Ramp-up Program

The Department of Energy (DOE) is required by the National Environmental Policy Act (NEPA) of 1969 as amended (42 U.S.C. 4332(2), 40 CFR parts 1500-1508) and DOE implementing regulations (10 CFR 1021) to consider the environmental effects resulting from federal actions, including providing financial assistance. Please provide the following information to facilitate DOE's environmental review.

PART I: General Information

Title: **San Antonio Retrofit Ramp-up**
FOA Number: **DE-FOA-0000148**

1. Please describe the intended use of DOE funding in your proposed plan. For example, would the funding be applied to the entire project or only support a phase of the project? Describe the activity as specifically as possible, i.e. planning, feasibility study, design, data analysis, education or outreach activities, construction, capital purchase and/or equipment installation or modification.

DOE funding is being requested at this time for \$20 million which will complement \$274.9 million of expenditures already planned for energy efficiency improvements in residential, commercial, government and industrial buildings and processes.

The San Antonio Retrofit Ramp-Up Program requires \$20 million in DOE funding at this time for two cost categories:

- Personnel and overhead costs for City of San Antonio and CPS Energy
- Contractual
 - Implementation of residential, commercial, public buildings and industrial energy efficiency audits
 - Residential and commercial outreach and marketing
 - Set-up, administration and contingency for Retrofit Program financial mechanism
 - Revolving energy efficiency fund
 - Demand response services and equipment
 - Travel costs associated with the Texas PACE Partnership

2. Does any part of your project require review and/or permitting by any other federal, state, regional, local, environmental, or regulatory agency? Yes No

Yes, see item 4 below.

3. Has any review (e.g., NEPA documentation, permits, agency consultations) been completed?

Yes No

If yes, is a finding or report available and how can a copy be obtained? N/A

4. Provide information about the potential environmental issues, concerns, and impacts associated with your proposal. Please provide as much detail as possible in the following areas: specifics of proposed activities, project locations, size, layout, commitments to waste management and historic preservation. If project specific information is unknown, describe your plan for obtaining this information.

The buildings which will be improved depend on application of the owners or renters and the final criteria for selection, so the exact number and location of the sites are not known at this time. However, all will be located within the city limits of San Antonio. There are no restrictions regarding size or layout.

While it is not possible to provide specific project information at this time, any needed disposal vendors will be under

City contract to use EPA-authorized disposal or recycling. Should transportation of waste be required, it would be under City contract to abide by EPA regulations. If any material is suspected to be contaminated, the City of San Antonio will abide by the local, state and federal regulations and the material will be disposed of at a permitted landfill. If hazardous wastes require off-site disposal, arrangements will be made with a certified TSD (Treatment, Storage, and Disposal) facility.

During the implementation of the project, should a site be identified as a possible historic site, we will engage in consultation with the City of San Antonio Office of Historic Preservation and the State Historic Preservation Officer and proceed in accordance with direction from the State Historic Preservation Officer.

An environmental review record (ERR) will be retained showing all necessary compliance actions in accordance with NEPA for each project.

Topic 1: City of San Antonio Green Retrofit Initiative

BUDGET JUSTIFICATION: CITY OF SAN ANTONIO

COST CATEGORY	FEDERAL FUNDING (DOE)
Personnel	\$804,000.00
City of San Antonio (1 position at \$80,000 and 2 positions @ \$47,000 per position)	\$522,000.00
CPS Energy (2 positions @ \$47,000 per position)	\$282,000.00
Fringe	\$350,000.00
City of San Antonio (3 positions)	\$200,000.00
CPS Energy (2 positions)	\$150,000.00
Equipment	\$30,000.00
City of San Antonio Personnel Office Furniture (\$3000 per unit)	\$9000.00
City of San Antonio Personnel Desktop Computer (\$3000 per unit)	\$9000.00
CPS Energy Personnel Office Furniture (\$3000 per unit)	\$6000.00
CPS Energy Personnel Desktop Computer (\$3000 per unit)	\$6000.00
Contractual	\$13,780,000.00
Residential Energy Efficiency Service Providers	\$2,100,000.00
Commercial/Industrial Energy Efficiency Service Providers	\$3,778,000.00
Creation and operation of a web-based "One-Stop Center"	\$827,500.00
Door-to-Door Promotoras	\$50,000.00
Store-front for Community Link Centers	\$50,000.00
PACE program administration	\$1,000,000.00
Residential Revolving Loan Fund	\$3,000,000.00
Commercial Revolving Loan Fund	\$1,000,000.00
Peaksaver Honeywell Thermostats/Services	\$707,500.00
Printing and reproduction	\$30,000.00
Residential – Energy Efficiency Living Campaign	\$920,000.00
Commercial – Energy Efficiency Campaign	\$100,000.00
Build San Antonio Green Energy Efficient Mortgages and Green Retrofit Certification Workshops	\$95,000.00
Revolving Loan Postal Service Lockbox and Monthly Billing Generation/Distribution	\$100,000.00
Travel: 1 staff (8 travel days)	\$2500.00
Other	\$5,055,500.00
Contingency Fund (Administrative Set-Up Loss Reserve)	\$5,000,000.00
Personnel: Rent	\$55,500.00
Total Federal Funding Request	\$20,000,000.00

W. LAURENCE DOXSEY, DIRECTOR, OFFICE OF ENVIRONMENTAL POLICY

Education and Training

- John F. Kennedy School of Government Executive Training Program, September 1999, Harvard University, Cambridge, Massachusetts
- Master of Arts in Social Ecology, 1980, Goddard College, Plainfield, Vermont
- Bachelor of Arts in French/Political Science, 1970, Macalester College, St. Paul, Minnesota

Research and Professional Experience and Synergistic Activities

City of San Antonio (San Antonio, Texas)

Director, Office of Environmental Policy, July 2008 – present

Provide direction to City office spearheading sustainability efforts within City government and the community at large.

- Interface with utility providers and businesses to coordinate and enhance sustainability efforts.
- Facilitate improved standards to energy codes.

US Department of Housing and Urban Development, (San Antonio, Texas)

Field Environmental Officer and Region VI Energy Coordinator, April 2002 – July 2008

Provide technical support in energy and environmental issues. A regional green building initiative has been developed that supports HUD's objectives for safe and decent housing.

- Provide support for energy policy R&D and development of energy action plan for agency headquarters.
- Provide technical assistance in energy efficiency, renewable energy, and advanced building (green) technologies for HUD grantees and non-profits
- HUD Energy action.Plan Team member

Community Builder, March 1999 – April, 2002

Provide technical and logistical support for community development activities. An exemplary green institutional building and renewable energy applications have been facilitated.

- Technical and logistical support for energy efficiency, renewable energy and green building development in San Antonio, Texas region.
- Facilitated creation of Solar San Antonio and Metropolitan Partnership for Energy
- Lead formation of multi-agency regional consortium to support energy efficiency and advanced building
- Technical consulting for development of national green building rating system (LEED Residential)
- Task Force member of national advisory team for commercial green buildings
- Provide support to housing development organizations and advocacy groups for low income, homeless, disabled, and elderly residents and citizens

City of Austin (Austin, Texas)

Sustainable Communities Initiative - Sustainability Officer March 1997 - March, 1999

Plan and direct a multi-faceted initiative addressing social, environmental, and economic community issues.

- Design and coordinate sustainability assessments of all City of Austin departments.
- Design and implement a community sustainability education program in partnership with University of Texas -Austin providing national and international presentations.
- Coordinate a *Regional Sustainability Indicators Project*.
- Establish and manage operation of a *Sustainability Technology Transfer Project*.

- Design and implement a capital improvements sustainability evaluation and ranking tool - *CIP Sustainability Matrix*.
- Facilitate expert team to develop green power initiatives for the Austin electric utility – Austin Energy’s Green Power program is the most heavily subscribed in the USA.
- Organize *National Smart Growth Conference* in Austin –Austin’s Smart Growth Initiative has been a national model.

City of Austin (Austin, Texas)

Green Builder Program - Director of Program Development December 1990—March 1997

Design an award-winning program that generates improved environmental stewardship and sustainable building practices. **The Austin Green Builder Program** was awarded at the *Earth Summit*, Rio de Janeiro, Brazil in 1992

- Design conceptual framework for a green building rating system (the first in the USA).
- Research, create and write technical and marketing publications that have served as models for similar initiatives in other parts of the United States.
- Produce guidelines for residential and municipal construction projects including a 425 page technical and logistical resource guide, *The Sustainable Building Sourcebook*.
- Supervise construction and raise funds for the Green Builder Program demonstration house built by at-risk youth (led to formation of an award-winning youth building program – Casa Verde Builders).
- Initiate salvage/reuse program and Sustainability Guidelines for U.S. Air Force base conversion to new Austin/Bergstrom International Airport (ABIA) that resulted in substantial resource/cost savings. Over 600 homes were re-used by low-income residents. ABIA has received numerous awards for its sustainability agenda.
- Create, plan and coordinate technical seminars and large green building conferences for building professionals and the general public.

Austin Community College - Faculty 1992 - 95 (Austin, Texas)

- Create and teach course on building resource conservation for the building management track.

Center for Maximum Potential Building Systems - Project Coordinator 1989 - 90 (Austin, Texas)

- Technical support for a national appropriate technology model demonstration farm in Laredo, Texas.

Alabama International Trade Center - International Trade Specialist 1987 - 88 (Tuscaloosa, Alabama)

- Develop technology transfer opportunities for environmental and energy companies in the state of Alabama. This involved small business development consultation, training sessions, and supervising graduate research team.

Progressive Energy Works, Inc. - Founder / CEO 1979 - 87 (Asheville, North Carolina)

- Establish and manage company that produced, marketed, and installed alternative energy systems, conservation products, and building construction services. This company produced one of the first extensive residential solar retrofits in the Southeast USA in 1979. Recognized by *Solar Age*, *the Mother Earth News*, and *Reader’s Digest* in feature articles. Designed and directed extensive multi-year energy retrofit activities for Warren Wilson College that reduced energy demand and conventional fuel use; supervised 12 employees.

**LIZA MEYER, SPECIAL PROJECTS MANAGER, CITY OF SAN ANTONIO
OFFICE OF ENVIRONMENTAL POLICY**

Education and Training

- Master of Arts, Public Administration, 1997
St. Mary's University, San Antonio, Texas
Recipient of the United States Housing and Urban Development Community Management Fellowship
- Bachelor of Arts, Political Science, 1995 University of Texas at San Antonio

Research and Professional Experience and Synergistic Activities

City of San Antonio, San Antonio, Texas

Special Projects Manager, Office of Environmental Policy, April 2009 to Present

Develops environmental programs targeting air quality, green building and energy conservation and coordination of sustainable practices between city departments, CPS-Energy and the San Antonio Water System to reduce the City of San Antonio's operational costs.

City of San Antonio, San Antonio, Texas

Senior Management Analyst, Office of Environmental Policy, October 2007 to April 2009

Establishment of a new city department the Office of Environmental Policy and providing project management for the "Solar America Cities" program

City of San Antonio, San Antonio, Texas

Senior Management Analyst, Solid Waste Management Department, May 2004 to October 2007

Implemented the City's Air Quality and Energy Conservation Programs, submitted and managed grant applications for Federal and State funding and operated the division's purchasing, contracts and reimbursements

City of San Antonio, San Antonio Texas

Clean Community Coordinator and Executive Director of Keep San Antonio Beautiful, September 2001 to May 2004

Managed the City's Clean Community Program and public outreach campaigns. Executive Director administered the local Keep America Beautiful affiliate, obtained public and private funding support to operate waste reduction and clean-up programming

City of Austin, Austin, Texas

Conservation Program Specialist, June 1999 to September 2001

Appointed as team leader for the City Manager's Air Quality Team and the Mayor's Regional Air Quality Task Force to administer the development of the City's air quality compliance strategies and regional Clean Air Plan

Alamo Area Council of Governments, San Antonio, Texas

Natural Resources/Transportation Specialist, November 1997 to June 1999

Coordinated the regional air quality outreach program and directed the regional congestion management program. Drafted grant applications and managed federal grant projects

WILLIAM G. BARKER, SENIOR MANAGEMENT ANALYST, CITY OF SAN ANTONIO OFFICE OF ENVIRONMENTAL POLICY

Education and Training

- BS Degree, Physics – University of Florida, Gainesville, FL
- MA Degree, Urban Affairs – University of Texas at Arlington, Arlington, TX

Research and Professional Experience

Senior Management Analyst, City of San Antonio, Texas; 2009-Present

Led contract efforts related to carshare feasibility, sustainable economic modeling, neighborhood sustainability assessment and sustainable transportation policy planning

Executive Director, Solar San Antonio, Texas; 2007-2009

Developed and/or maintained relationships with other local, state and federal organizations and agencies dealing with energy issues and established a rapport with local solar equipment vendors

Consultant; San Antonio, Texas; 2002-2007

Served as consultant to Texas office of Environmental Defense in developing future transportation options for the State of Texas.

Director of Planning; VIA Metropolitan Transit; San Antonio, Texas; 1997-2002

Designed and executed county-wide 2025 visioning process for transit development and sponsored annual environmental symposia, urban transportation speakers series, and workshops.

VP of Consulting Services; McDonald Transit Associates, Inc.; Fort Worth, TX; 1993-1997

Prepared transit economic impact projections and manuals as well as individual urban and rural transit systems.

Vice President; DeShazo, Starek & Tang, Inc.; Dallas, Texas; 1985-1993

Designed and led an alternative fuels training program for the Regional Office of the U.S. Department of Energy.

President; William G. Barker & Associates, Inc.; Arlington, Texas; 1981-1985

Assisted in preparation of federal transit financial planning guidance.

Transportation Dep. Director; NCTCOG; Arlington, TX; 1973-1981

Responsible for a U.S. Department of Energy pilot program on incorporating energy conservation into regional transportation planning.

General Engineer; U. S. Department of Transportation; Cambridge, MA; 1970-1973

Reviewed the use of travel models in the U.S. and wrote a NTIS "best seller" report

Data Systems Specialist; National Aeronautics and Space Administration; Houston, TX; 1967-1970

Supported real-time mission simulations

Synergistic Activities

- Member, American Institute of Certified Planners and American Planning Association
- Former Chairman, Transportation Planning, Programming and System Evaluation Committee, Transportation Research Board
- Solar San Antonio, Former Board Member
- Member, Mayor's Advisory Committee on Sustainable Building

**ROBERT YOUNG, MANAGEMENT INTERN, CITY OF SAN ANTONIO,
OFFICE OF ENVIRONMENTAL POLICY**

Education and Training

- Masters of Public Affairs, 2009
LBJ School of Public Affairs, University of Texas, Austin, Texas
Recipient of the Terrell Blodgett Fellowship in Urban Management
- Masters of Engineering Management, 2002
Duke University, Durham NC
- Bachelor of Science, Civil Engineering, 2001
Duke University, Durham NC

Research and Professional Experience and Synergistic Activities

City of San Antonio, San Antonio, Texas

Management Intern, Office of Environmental Policy, June 2009 to Present

Supports activities associated with the City's Mission Verde Sustainability Plan including development of a Property Assessed Clean Energy (PACE) program.

City of Austin, Austin, Texas

Auditing Intern, Office of the City Auditor, May 2008 to March 2009

Developed audit report examining if the Austin Water Utility can accurately track water loss in the system. Conducted interviews, analyzed data, and provided recommendations for improvement.

Metropolitan Washington Council of Governments, Washington, DC

Public Safety Planner, February 2006 to August 2007

Created and coordinated a committee to address disaster recovery planning by reaching out to potential members in the public, private, and not-profit sectors, conducting interviews, and holding a kick-off session to determine scope, purpose, and goals. Drafted grant applications and managed federal grant projects.

SRA / Touchstone Consulting Group Washington DC

Associate Consultant, May 2003 to October 2005

Developed a public safety communications interoperability 5-year strategic plan. Maintained project management schedule for \$20M+ Department of Homeland Security program.

**PHILIP GATES, SENIOR MANAGEMENT ANALYST, CITY OF SAN ANTONIO
OFFICE OF ENVIRONMENTAL POLICY**

Education and Training

BS in Engineering Science, Trinity University, San Antonio TX

Research and Professional Experience

Senior Management Analyst, City of San Antonio, Texas; 2009-Present

Primary responsibilities include assistance, direction, and evaluation of energy management and sustainability practices for City facilities and operations in order to reduce energy and water consumption, as well as the implementation of improved sustainability services to the benefit of the broader community.

Intern on Sustainable Energy, City of San Antonio, Texas; 2008-2009

Assisted in the development of Mission Verde – a comprehensive sustainability plan for the City, centered on energy and economic development.

Synergistic Activities

- Previous work experience includes implementation of green and natural building techniques as well as development of small-scale distributed water systems.
- Certified Engineer-in-Training with the state of Texas

**CRIS EUGSTER, VICE PRESIDENT AND CHIEF SUSTAINABILITY OFFICER,
CPS ENERGY**

Education and Training

BS in Electrical Engineering, Texas A&M University

PhD and MS in Electrical Engineering, Massachusetts Institute of Technology

Research and Professional Experience

Chief Officer for Sustainable Growth for the City of Houston

Partner at McKinsey and Company

Synergistic Activities

Cris leads the transformation for CPS Energy to drive greater energy efficiency, renewable energy sources, distributed generation, and consumer participation and involvement

KATHE DORAN, ENERGY MANAGEMENT MANAGER, CPS ENERGY

Education and Training

B.S. Geology, Florida Atlantic University

Research and Professional Experience

CPS Energy, Chief of Staff

CPS Energy, Environmental Services Supervisor

CPS Energy, Environmental Analyst

KEI Consultants, Project Geologist

Texas A&M, Supervisor of Databases

Cities Service Company, Geologist

University of North Carolina, Project Coordinator

Synergistic Activities

- Oversees CPS Energy's Save for Tomorrow Energy Program funding and rebates
- Lead stakeholder in the Department of Energy's Solar America Cities Program
- Supervised, developed and implemented databases using relational database system

**BRUCE EVANS, DIRECTOR OF CUSTOMER SOLUTIONS AND DELIVERY ,
CPS ENERGY**

Education and Training

Hardin Simmons University, Abilene, Texas BBA Finance

Harvard University Boston, Massachusetts Advanced Management Program (AMP)

Dallas Baptist University, Dallas, Texas MBA in Finance

Research and Professional Experience and Synergistic Activities

Bruce Evans began his electric industry careers at West Texas Utilities, an operating company of the Center and South West System headquartered in Dallas, Texas. He held numerous management and executive level positions during his 21 years with Central and South West Shared Services and President of Central Power and Light in Corpus Christi. Mr. Evans joined CPS Energy as the Senior Manager of Customer Relationships and Sales and was promoted to Director of Strategic Energy Management and Client Solutions and in 2007 assumed additional duties that resulted in the title of Director of Customer Solutions and Delivery for CPS Energy.

ANITA LEDBETTER, EXECUTIVE DIRECTOR, BUILD SAN ANTONIO GREEN

Education and Training

BA in Sociology with a practitioner analysis and a minor in ethics from Our Lady of the Lake

Research and Professional Experience and Synergistic Activities

- Executive Director of Build San Antonio Green® (BSAG®). She has been the director since February 1, 2006. Under her leadership Build San Antonio Green® has certified 275 homes as “Built Green.” Due to the increased efficiency of these homes, over 2.3 million kilowatt-hours of energy are saved every year in San Antonio.
- Executive Director for Solar San Antonio from December of 2004 through January of 2006. As Executive Director, she oversaw and administered the research and development of programs involving Solar San Antonio’s mission of promoting the use of solar energy.
- Program Administrator for a 6 million dollar multi-institution project for the Department of Defense at the Texas Engineering Experiment Station in a consortium with Brooks Energy and Sustainability Lab & Georgia Tech Research Institute (BESL) where she participated in all aspects of research and technology transfer projects in the areas of energy efficiency and sustainability. Prior to Anita’s work with BESL, she worked for 5 years with a general contractor (E.E. Roberts Company, Inc.) where she garnered a wide range of practical knowledge and skills in the construction industry.

**PETER BELLA, NATURAL RESOURCES DIRECTOR, ALAMO AREA
COUNCIL OF GOVERNMENTS (AACOG)**

Education and Training

BS in Physics, University of Texas at San Antonio

MS in Mathematics, University of Texas at San Antonio

Research and Professional Experience and Synergistic Activities

Mr. Bella provides strategic planning targeting air quality improvements within the 12-county AACOG region. He develops technical databases and writes research papers with special emphasis on air quality analysis. He also presents widely before local elected officials and the general public to familiarize them with air quality work of the department and the clean air challenges faced by those living in San Antonio. Mr. Bella also researches legal and technical aspects of federal and state statutes as related to air quality issues.

Francisco DeVries, President, Renewable Funding LLC

Education and Training

Undergraduate

University of California, San Diego

Bachelor of Arts in Political Science (*cum laude*), 1995

Graduate

University of California, Berkeley – Goldman School of Public Policy

Masters in Public Policy, 2000

Research and Professional Experience

Renewable Funding LLC, 2008 – Present

President

- Founding partner of a renewable energy financing company focused on solar and energy efficiency projects paid for through a voluntary property tax assessment
- Worked with partners to develop and implement all aspects of financing program, including bond underwriting, administration and marketing effort

City of Berkeley, 2002 – 2008

Chief of Staff, Office of Mayor Tom Bates

- Developed and implemented the Mayor's policy agenda, represented the Office of the Mayor and the City of Berkeley at official and political events, served as the Mayor's press secretary, provided strategic and day-to-day direction to staff, and coordinated Berkeley's state and federal legislative agenda
- This role required the ability to consistently and successfully deal with high impact, high profile, and politically sensitive issues

Staton & Hughes, 2000 – 2002

Political Associate

- Staton & Hughes is a San Francisco-based consulting firm providing research, strategy, media relations, and communications support to political campaigns, corporations, and non-profit organizations
- Acted as architect, general contractor, and carpenter for strategy, media, and political projects.

U.S. Department of Energy and Transportation, 1996 – 1998

Special Assistant to United States Cabinet Secretary Federico Pena

- Managed all aspects of domestic and international travel and event management, traveling extensively with the Secretary
 - This role involved strategic planning, complex scheduling, logistics, and security, often in a classified environment
 - Worked closely with a wide variety of stakeholders, including White House and policy staff, embassy staff, public affairs officers, legal counsel, and interest groups
-

Synergistic Activities

1. Over ten years, working with government agencies on policy and programs
2. Visionary and architect of the PACE program while working at the City of Berkeley
3. Educating and training various local agencies on PACE programs at over 100 engagements and conferences over the past year including US EPA, HUD, and DOE
4. Helped lead the national PACE NOW coalition of cities and counties working on PACE programs, including as the chair of the best practices working group
5. Served as a key participant in the "Retrofit Roadshow" program convened in several cities by the Clean Economy Network, Sierra Club, LIUNA and the U.S Department of Energy.

Mimi Frusha, Chief Operating Officer, Renewable Funding LLC

Education and Training

Undergraduate

Carleton College

Bachelor of Arts in Latin American Studies (*cum laude*), 2000

Graduate

University of California, Berkeley – Walter A. Haas School of Business

Master of Business Administration, Expected 2010

Research and Professional Experience

Renewable Funding LLC, 2008 – Present

Chief Operating Officer

Firm providing turn-key financing solutions to local municipalities to promote clean energy improvements in commercial and residential buildings

- Original member of firm responsible for day-to-day operations of the firm including financial analysis and reporting, capital formation, technology, marketing, contract management, and program implementation

Inner City Advisors, 2006 – 2008

Program Manager

Pro-bono business consulting organization designed to serve local, high-growth companies committed to social and environmental responsibility

- Managed relationships with 20 portfolio companies and over 75 professional advisors, including recruiting companies and advisors, assessing needs, matching companies with advisors, and reporting on activities
- Developed and implement new program products and services, such as educational forums and strategy sessions, to facilitate financial and operational performance of portfolio companies
- Managed communication and create marketing collateral circulated stakeholder base

The Assets Alliance, 2004 – 2008

Consultant

National organization of consultants dedicated to expanding the capacity of financial services and asset building programs for low-income families and individuals

- Worked on various consulting projects that involve providing technical support services, delivering trainings on effective program design,

developing educational materials, and evaluating program's impact. Clients include U.S. Office of Community Service, Jim Casey Youth Opportunities Initiative, Assets for Independence Act, CFED, and New York City ACS

Juma Ventures, 2004 – 2005

Asset Services Manager

Social enterprise providing jobs along with financial, health, and education services to Bay Area youth

- Managed Asset Services department consisting of three programs providing financial education, first bank accounts, and matched savings accounts to over 500 low-income youth
- Administered approximately \$150,000 in participant savings and \$400,000 in matching funds, requiring regular analysis of disbursed and available matching funds

East Bay Asian Local Development Corporation, 2000 – 2003

Program Coordinator

Community Development Corporation that develops affordable housing and community facilities with integrated services

- Implemented and managed a new program delivering financial education and a matched savings program to help youth learn financial basics and save for future goals
- Coordinated six adult Individual Development Account programs to help families and individuals build assets

Synergistic Activities

1. 10+ years experience developing & implementing finance programs for various communities and target audiences
2. 10+ years managing the needs of various stakeholders coming from non-profit, business and public setting
3. Experience leading the design and implementation of PACE programs including Berkeley, Boulder, San Francisco, and Sand Diego
4. Served as a key participant in the "Retrofit Roadshow" program convened in several cities by the Clean Economy Network, Sierra Club, LIUNA and the U.S Department of Energy.

Education and Training

Undergraduate

University of California, Berkeley, 1987
Bachelor of Arts in Economics

Graduate

University of Pennsylvania – The Wharton School, 1993
Masters in Business Administration

Research and Professional Experience

Renewable Funding, 2009 – Present

Chief Financial Officer

Firm providing turn-key financing solutions to local municipalities to promote clean energy improvements in commercial and residential buildings

- Responsible for the overall financial health of the company, including risk management
- Responsible for managing the financial component of PACE programs

McMorgan & Company, 2003 – 2008

Senior Vice President & Head of Fixed Income

Institutional investment management firm with over \$12 billion in assets under management

- Developed and managed the Fixed Income investment strategy, process and risk management; actively managed institutional fixed income assets totaling approximately \$8 billion
- Lead portfolio manager for all structured/secured products including residential and commercial mortgages, asset backed securities and floating rate notes
- Responsible for Fixed Income business development and strategy; managed department budget

Dresdnerrcm Global Investors, 1994 – 2002

Director

Institutional investment management firm with over \$20 billion in assets under management

- Managed \$4-5 billion in mortgage portfolios; determined asset allocation within the mortgage
- Developed a proprietary investment process for securities with embedded options

- Managed \$100 to \$200 million in mortgage securities for leveraged, closed-end income fund

Sutro & Company, 1993 – 1994

Associate in Public Finance

Municipal bond underwriter & dealer

- Structured and executed municipal bond transactions

U.S. Treasury, Office of Thrift Supervision, 1987 – 1991

Senior Examiner

Regulatory agency responsible for overseeing the safety and soundness of savings and loans

- Co-lead examination teams for the largest savings and loans in the Western U.S.
 - Developed expertise in evaluating risk and asset/liability systems
-

Synergistic Activities

1. 15-plus years of institutional investment experience
2. 15-plus years of investing in PACE like bonds/financings
3. Deep understanding of how institutional investors evaluate and manage the risk of PACE like bond investments
4. 4-plus years of experience in assessing residential real estate credit, including underwriting standards and workout procedures

**Energy Efficiency and Conservation Block Grant
Competitive Solicitation
Topic 1: Retrofit Ramp-Up
City of San Antonio, Texas**



Submitted:
December 14, 2009

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Introduction and History

In San Antonio, we recognize that we live in a world of volatile energy prices, increasingly scarce resources, vigorous world competition, mounting climate change, and rapid technological innovation. These dynamic changes touch the lives of every San Antonian. How we respond today to these changes will define us as a city and determine the quality of our lives and our economic fate. This is perhaps the greatest challenge facing our city.

In January 2009, the City of San Antonio released a plan termed “Mission Verde” to directly address the need to put the city on a sustainable course. At the core of Mission Verde is a sustainable economic policy. In order to compete successfully in a 21st Century global economy, San Antonio must invest in energy conservation, green technology, renewable energy, and smarter buildings. Mission Verde calls for a new energy infrastructure based on a foundation of energy efficiency which depends on distributed, renewable energy sources shared by a smart grid with energy storage capability. This energy infrastructure/economic development intersect is further described in the report from Jeremy Rifkin Associates, “San Antonio, Leading the Way Forward to the Third Industrial Revolution (November, 2009)” which was developed following a three-day Global CEO Business Roundtable held in San Antonio in April 2009. The Plan further speaks to the creation of a clean technology venture capital fund, a green jobs program, targeted economic development strategies, new green building codes, a comprehensive retrofitting strategy, a multi-modal transportation system, sustainable real estate development, and a green one-stop center.



Figure 1. Mission Verde Sustainability Plan

We are aggressively implementing Mission Verde. San Antonio’s CPS Energy (one of the largest municipally-owned utilities in the country) will be investing over \$800 million in the next ten years in energy efficiency throughout the community. This program, called STEP (Save for Tomorrow Energy Plan), has commenced. The STEP goal is to reduce growth in peak electrical demand by 60% by 2020. A full range of energy efficiency and demand reduction programs have been developed to cover all customer categories – residential (including low-income), commercial and industrial. Formal measurement and verification of program results are conducted and reported annually by a 3rd party consultant,

Nexant. The program’s goal is to save 771 MW by 2020.

STEP is a key part of CPS Energy’s “Vision 2020” which includes a renewable energy goal of 1,200 MW. Well on its way to reaching this goal, CPS Energy already has 850MW of renewables in its portfolio.

To complement the CPS Energy program, the City Council adopted a “green building code” for new residential and commercial construction. This effort was the result of a multi-stakeholder Task Force called the Sustainable Building Task Force. The Task Force adopted standards that exceed the Texas State energy code by 15%. The City subsequently adopted the 2009 IECC (considered to meet the 15% improvement) which will take effect on January 1, 2010. The Task Force additionally called for a regular review for energy code updates with a target of achieving net-zero energy in new construction by 2030. Additionally, enhanced water efficiency requirements were added to San Antonio’s already stringent water use requirements. These were all passed into ordinance in 2009. The code also requires Energy Star roofs on commercial buildings with low-slope roofs. The Task Force additionally established that performance based standards of 15% above the new code (and codes in effect into the future) would be incentivized by municipal utility rebates.



Figure 2. Jeremy Rifkin San Antonio Roundtable Report

The City has been in partnership with its utilities (CPS Energy and San Antonio Water System – SAWS) as well as the non-profit organizations Build San Antonio Green and Solar San Antonio to advance energy efficiency and renewable energy. Build San Antonio Green has developed an award-winning green building program for new residential construction and is working on multifamily residential and single-family retrofit programs. Solar San Antonio, along with the City and CPS Energy, worked to have San Antonio recognized as a Solar America City in 2008.

SAWS has led the effort to put San Antonio in the forefront of water conservation and efficiency in the nation. The reduction in water demand in San Antonio has been a key benefit toward reducing power consumption needed for pumping. For example, SAWS has 50% more customers than 20 years ago and the City uses the same amount of water now as then. The City and its utilities work together consistently in program outreach efforts to develop seamless access to multiple efficiency opportunities. New programs under the Weatherization Assistance Program and the Energy Efficiency and Conservation Block Grant (EECBG) formula grant are all operated in concert with CPS Energy and SAWS.

To help create jobs from this comprehensive approach, newly-elected Mayor Julian Castro has created a Green Jobs Leadership Council made up of major community stakeholders.

PACE in San Antonio

Upon learning of Property Assessed Clean Energy Programs in California, the Mayor's Office of the City of San Antonio began to work with state representatives to ensure this tool would become available to Texas citizens. The Texas Legislature only convenes for session once every two years for 140 days, and work progressed quickly to produce House Bill 1937 "Assessments for Energy Efficiency Improvements" for the 2009 Session. Rep. Mike Villarreal of San Antonio authored the bill which enables PACE programs in Texas cities. The Director of the City of San Antonio Office of Environmental Policy (OEP) provided the only testimony from a Texas municipality in support of the bill while in committee. Passed by the Legislature, the Governor signed the bill into law.

Since the bill has been passed, OEP has convened stakeholders from various disciplines including government, finance, and energy efficiency experts to design a program that works best for the citizens of San Antonio. The County Tax Assessor-Collector was engaged to ensure the ability to collect assessments via property tax bills within Texas law and has reached out to her peers in other counties to share findings. The local Council of Governments was involved to share a common program template to ensure common processes and procedures. OEP has worked with Renewable Funding LLC to examine financing and administrative support options for the program. These efforts, along with guidance from documents such as "PACE Principles" from the federal government, have resulted in a framework that ensures high savings to investment ratios, development of jobs, and measurable reductions in energy expenditures and consumption.

The City of San Antonio is preparing to implement a PACE Program in mid 2010. Grant funds will benefit the effectiveness of the program by reducing costs for participants. These funds will provide a bridge to anticipated reduced costs for PACE programs as they become more ubiquitous within the state. Grant funds would be applied to home energy audits, reducing the cost of borrowing, loss reserve, and administrative support so that participants see greater returns on their investments. The San Antonio program is being designed in a way that the grant funds can be integrated into an operational program when awarded.



Figure 3. Green Jobs Program Report by CAEL

This Council is exploring the creation of 1) a green microlending program for local businesses engaged in energy efficiency, 2) workforce training programs that match employer needs with employee skills, 3) an affordable home retrofitting program that combines information, financing, and training, 4) green business certifications to help create demand for energy efficiency among local businesses, and 5) economic development strategies to attract green industry, including energy efficiency businesses, to San Antonio.

What happens in the next few years will lay the foundation for San Antonio's ability to compete in a 21st Century global economy. San Antonio recognizes that energy efficiency is the key to laying this foundation. By taking a holistic and comprehensive approach to energy efficiency, San Antonio not only prepares itself for this new world, but hopes to lead by example. With the help of this grant, San Antonio will do so.

Project Objectives

Given the aggressive implementation of energy efficiency efforts already underway in San Antonio, the additional funding that this Retrofit Ramp-up Program grant would provide will "take us to the next level." The specific objectives of this proposed San Antonio Green Retrofit Initiative are to:

- Deliver verified energy savings of 5.1 TWh of electricity from a variety of residential, commercial, industrial projects in San Antonio through efficiency improvements over the three-year project period and a projected total of 13.7 TWh in savings over a six-year period;
- Through a number of innovative approaches not attempted at a community-wide scale before, achieve at least a 3% residential market participation within the three-year project period;
- Leverage every dollar of Retrofit Ramp-Up funds with \$9.45 of local funds within the three-year project period expanded to \$25.20 for every grant dollar over a six-year period;
- Institute a sustainable energy efficiency program which will continue based on revolving loan programs and the resources of the municipally-owned CPS Energy STEP program after the Retrofit Ramp-Up grant monies and the grant period are completed;
- Track unit costs for various services conducted under this project in order to demonstrate economies of scale achieved due to the magnitude of the program; and
- Provide a well-documented example of a comprehensive community-scale energy-efficiency approach that could be replicated in part, or in total, by other communities across the country and lead a statewide, coordinate effort with other Texas cities to streamline and enhance PACE programs in Texas.

Merit Review Criteria Discussion

As identified in the Application Review Information, information for each of the Merit Review Criteria is provided below.

Criterion 1: Leveraging and Sustainability

- *The extent to which the proposed activity leverages EECBG grant dollars, especially through innovative financial and fiscal tools and strategies.*

Within the three-year project period, each EECBG Retrofit Ramp-Up dollar will be matched with \$9.45 of local funds from CPS Energy (the City's municipally-owned utility), building owners (and certain building renters), and, at times, energy savings themselves (through performance contracting). This will be accomplished through:

- Establishment of a residential and small commercial revolving loan fund and program to finance relatively small (less than \$2,500) improvements;
- Finalization of the existing efforts to institute Property Assessed Clean Energy (PACE) programs for homeowners and medium-scale businesses to finance larger improvements;
- Creation of Retro-Commissioning programs for large commercial and industrial projects.

These new programs will complement a revolving loan fund established for small business lighting upgrades and funded with formula EECBG funding. The existing Texas LoanSTAR revolving loan program is used to finance municipal energy efficiency improvements. Additionally, the City is competing for a \$10 million loan from a new Texas LoanStar Program opportunity which is not factored in as leverage for this application.

A "One Gateway" strategy will be used to provide a single point of contact for both homeowners and businesses regarding enrollment in existing and new energy efficiency programs in the City. Currently, residential weatherization programs and utility rebate programs are found in a variety of local sources.

- *The extent to which the proposed project will create meaningful and sustainable market transformation, particularly after grant monies are exhausted.*

The funding and operational commitment of the City's utility to a multi-year multi-faceted energy efficiency program plus beneficial policy and other City government actions in partnership with appealing financing mechanisms and comprehensive outreach and marketing are key elements leading to sustainable market transformation.

After the three year period of performance of the Retrofit Ramp-up grant, the program will remain financially sustainable through CPS Energy STEP funding and revolving loan funds. The revolving loans and contingency fund should last indefinitely if managed properly. Much of the requested funding will be used for initial start up costs for administrative activities, but once these are in place, they can be funded long-term through additional user fees on PACE and Retro-Commissioning projects.

The outreach and marketing strategy is intended to permanently change household and employee energy consumption behaviors which will impact the demand for energy conservation products and services.

Criterion 2: Project Impact

- *The extent to which the proposed project achieves the goal of benefiting from economies of scale and critical mass in a focused building retrofit program, while mitigating possible risks of increased mortgage defaults or foreclosures through measures such as those outlined in the "Policy Framework for PACE Loan Programs" documents.*

The Retrofit Ramp-Up grant would allow the City of San Antonio's energy efficiency programs for residences and small businesses to increase significantly to approximately 1,700 units per year, thereby reducing the per-unit transactions costs. With a multi-year, well-funded program, we expect to negotiate competitive rates with energy services providers. The program will be large enough to assign full time City and CPS Energy staff to the program. Our proposed budget identifies an amount to set aside to cover loan contingencies in our PACE program. We will adopt the guidance in the "Policy Framework" document to reduce the risk of increasing defaults or foreclosures.

- *The expected quantitative impact of the proposed project in terms of energy saved and emissions avoided. The reasonableness of projections of number of buildings retrofitted in the project period and in the out years (past project completion, plus years 1 to 3) in light of the EECBG budget requested. The reasonableness of projections of average utility savings.*

This project is expected to save over 5.1 TWh of electricity in the three-year project period and 13.7 over a six-year period. Over the same time periods, 3.7 million and 9.9 million MMT of CO2 emissions will be reduced. The total of residential, commercial and industrial buildings to be improved is estimated to be about 5,100 in the first three years and 13, 600 over six years. The cumulative amount of utility savings in three years is estimated to be \$495 million and \$1.32 billion in six years.

- *The extent to which the program or project strategy can be adopted or replicated by other communities.*

We are fortunate in that the leadership of the City and the municipally-owned CPS Energy have already committed to funding a multi-year program of energy conservation, efficiency and renewable energy. In addition, through the efforts of our own State Representative Mike Villarreal, we now have legislative authority to conduct PACE programs in the State of Texas, and, in fact, propose leading a statewide effort to improve and enhance PACE programs in Texas cities. Given these advantages, we expect to be able to provide some leadership in energy efficiency programs with funding from the Retrofit Ramp-Up funding. Given the increasing interest in energy efficiency among local Texas governments that we are witnessing, we would expect our projects and programs to readily adopted or replicated by other communities across the U.S.

Criterion 3: Project Approach

- *The soundness of the project's management strategy, including specifics of the outreach/marketing strategy, the funding structure, the implementation/delivery plan, the monitoring/verification plan and the strategy for feedback and continuous improvement of the program during its operation.*

Our project plan has been carefully crafted to:

- Utilize existing, proven outreach and marketing techniques including the unique, culturally appropriate *promotoras* and the highly-regarded “neighborhood sweep” program of the City of San Antonio;
 - Introduce at the community-wide scale the impressive behavioral modification program we are calling the Energy Efficiency Campaign for Residential and Commercial which have achieved double-digit percentage reductions in energy consumption when applied to neighborhoods (see David Gershon, *Social Change 2.0: A Blueprint for Reinventing Our World*, 2009);
 - Establish revolving loans, a PACE program and retro-commissioning to leverage DOE funding as well as provide for the long-term continuation of the energy conservation programs;
 - Create a solid plan for delivery of the services involving the strengths of one of the nation’s largest municipal utilities along with a supporting team of private sector leaders to assist in workforce development, financial guidance and energy services;
 - Provide for all participants to authorize tracking of utility accounts in order to verify improvements in energy efficiency; and
 - Assure oversight by executive management of the City of San Antonio and the use of feedback surveys from program participants.
- *The extent to which the proposal contains clear goals, well-defined tasks and methods, objective deliverables, and realistic milestones.*

Our proposed San Antonio Green Retrofit Initiative Program contains quantified goals in the “Project Objective” portion of this proposal. The goals state the initiative’s energy savings, outreach approaches, leverage amount, tracking of units costs to demonstrate economies of scale and the means to sustain the program after the three-year grant period. The “Project Plan and Timeline” section outlines the program’s well-defined tasks, methods, objective deliverables and realistic milestones in a chart format.

- *The extent to which institutional, regulatory, or market barriers have been identified and the project includes reasonable approaches to overcoming those barriers.*

In October 2009, the Office of the Vice President’s Middle Class Task Force released “Recovery through Retrofit”. This report identified market barriers that are consistent with the challenges that San Antonio needs to overcome to grow the retrofit market to its fullest scale:

- Barrier 1: consumers need reliable retrofitting information - the San Antonio Green Retrofit Initiative will provide personalized detailed information to both individual participants as well as those involved in Energy Efficiency Campaign for Residential and Commercial workshops including recommended energy efficiency measures, projected energy savings (in kilowatts and dollars), CPS Energy rebate incentives, and low to no interest financing options.
- Barrier 2: the costs of energy retrofit projects are beyond budgets - The San Antonio Green Retrofit Initiative will provide several attractive and accessible financing options for homeowners and business owners, which, when combined with CPS Energy rebates, are likely to actually reduce monthly expenses:

- a Property Assessed Clean Energy (PACE) program with very low interest rates (and the City of San Antonio leading a statewide effort among Texas cities to streamline this option);
 - a \$4M revolving loan fund for no interest loans for implementation/retrofit costs at or below \$2,500; and
 - in partnership with Build San Antonio Green, coordinate with financial institutions to hold a series of workshops and seminars on energy efficiency mortgages and refinancing coupled with information on the Build San Antonio Green Retrofit Certification Program.
- Barrier 3: sufficient skilled workers and green entrepreneurs to successfully expand efficiency retrofit programs - City of San Antonio Mayor Julian Castro has created a Green Jobs Leadership Council made up of major stakeholders in the community to help coordinate a Green Jobs program for San Antonio. This task force is extending the green jobs advancements already made under Mission Verde by exploring the creation of:
- a green microlending program for local businesses engaged in energy efficiency;
 - workforce training programs that match employer needs with employee skills;
 - an affordable home retrofitting program that combines information, financing, and training;
 - green business certifications to help create demand for energy efficiency among local businesses; and
 - economic development strategies to attract green industry, including energy efficiency businesses, to San Antonio.
- *The degree to which the application demonstrates a plan to address all environmental, health and safety, permitting, and compliance issues, sufficient to support DOE's review and analysis in accordance with the National Environmental Policy Act (NEPA).*

As can be seen in the "Project Plan and Timeline" portion of the proposal, an environmental review record (ERR) will be retained showing all necessary compliance actions in accordance with NEPA for each project. Should a site be identified as a possible historic site, the City of San Antonio will consult with the City of San Antonio Office of Historic Preservation and the State Historic Preservation Officer and proceed in accordance with direction from the State Historic Preservation Officer. City contracts will use EPA-authorized disposal and/or recycling. Should transportation of waste be required, it would be under City contract to abide by EPA regulations. If any material is suspected to be contaminated, the City of San Antonio will abide by the local, state and federal regulations and the material will be disposed of at a permitted landfill. If hazardous wastes require off-site disposal, arrangements will be made with a certified TSD (Treatment, Storage, and Disposal) facility.

Criterion 4: Partnership Structure and Capabilities

- *The extent of involvement from a broad range of entities/organizations representing government agencies, private sector entities, and other organizations.*

The City of San Antonio will be the lead organization and provide project administration. Other partners and their roles are identified in the "Roles of Participants" portion of this application as well the "Project Plan and Timetable."

Letters of support from all major partners contributing leveraged funds and in-kind contribution are attached within the appendix.

- *The extent to which roles and responsibilities of each partner/team member have been identified and are reasonably matched to their ability to successfully manage and implement the proposed project.*

A sustainable San Antonio Green Retrofit Initiative will require organization, funding, vision, technical knowledge, management, and the consensus for action from the general public, government entities and business leaders. A truly comprehensive energy efficiency retrofit program will require a team approach. The role of each of the team members is identified above and in our project plan.

- *The ability of the project team to complete the work successfully, including qualifications and relevant experience of key organizations and personnel.*

The “Resume” file within the appendix details the credentials, capabilities and experience of key personnel/team members. The key organizations involved have been nationally recognized for their accomplishments.

Project Plan and Timetable

The program we propose is the “San Antonio Green Retrofit Initiative” which is the City of San Antonio’s logical next step in energy efficiency retrofits for existing residential, commercial, industrial, and government buildings. Such energy efficiency improvements were identified in the City’s Mission Verde plan as an essential component of developing community sustainability. More energy and water efficient building codes have already been adopted according to this plan and certain retrofit programs have already begun but have been limited by funding. The Retrofit Ramp-Up funding will allow the existing retrofit programs to be expanded to a much greater scale, to establish self-sustaining financing programs and to address building categories not already being covered.

Figure 4 is a concise summary of the scope and budget of the San Antonio Green Retrofit Initiative and how it fits in with other local energy conservation programs. The implementation timetable is shown in Figure 5.

There are seven integrated elements to the San Antonio Green Retrofit Initiative:

1. Organization, coordination and partnerships
2. Outreach, marketing and engagement
3. Discernment, screening and energy audits
4. Installation, procurements and contracting
5. Financing, loans and rebates
6. Performance analysis, feedback and adjustments
7. Oversight, administration and reporting

1. Organization, coordination and partnerships

The City of San Antonio in partnership with its municipally-owned utility, CPS Energy, will establish a San Antonio Green Retrofit Initiative and provide the resources in San Antonio that will allow residential, commercial, industrial and institutional customers to purchase cost-effective energy efficiency and renewable energy measures for their homes, buildings and facilities. The Green Retrofit Initiative program administrator will be the City of San Antonio's Office of Environmental Policy. The administrator will qualify applicants; verify savings estimates and appropriateness of measures for installation; oversee the work of certified contractors on behalf of customers; and provide customer assurance. The administrator will be the primary contact with customers, contractors and CPS Energy regarding all aspects of the Green Retrofit Initiative.

The San Antonio Green Retrofit Initiative will include the establishment of a formal Steering Committee. The steering committee will be comprised of program supporters such as CPS Energy, Green Jobs Council, energy efficiency service providers, Build San Antonio Green, Renewable Energy Funding, Bexar County Tax Assessor and the Alamo Area Council of Governments. The purpose of the steering committee is to ensure efficient and effective program operations by reviewing program design and workflow, establishment of a customer response mechanism, appraisal of program quarterly and performance reports/milestones and evaluation of customer feedback to ensure the program's continuous improvement.

CPS Energy will provide program and technical expertise as well as energy consumption data under an interagency agreement with the City of San Antonio. Other partners in this program are listed in the "Roles of Participants" section later in this application.

Under Mission Verde, the City engaged the Council for Adult and Experiential Learning (CAEL) to conduct an assessment and make recommendations in relationship to the establishment a Green Jobs Program in San Antonio. Following this, Mayor Julian Castro has created a Green Jobs Leadership Council made up of major stakeholders in the community to help coordinate a Green Jobs program for San Antonio.

Other organizational elements which will have a limited role in the San Antonio Green Initiative are:

- Mayor and City Council – provide overall policy guidance for City programs
- Executive Management Team – top City staff executives assure the support of City resources and coordination
- Citizens Advisory Committee on the Environment – provides that the City's "owners" and "customers" have input to the Office of Environmental Policy's programs from a formally established committee appointed by the City Council
- Sustainability Task Force – key City department heads which meet regularly regarding sustainability issues and the City government's assets and operations

2. Outreach, Marketing and Engagement

A fundamental value to the San Antonio Green Retrofit Initiative is the establishment of a "one-stop center" to obtain turn-key access to information, audits, implementation, financing and incentives. All outreach and education components will include a consistent message depicting the value proposition being offered to residents and building owners and why individuals are likely to agree to participate.

Project Type	Awareness / Education	Enrollment	Audit / Evaluation	Installation	Measurement & Verification	Rebates / Tax Credits	Financing	Leverage (million)	Source	
 Residential	Low-income	Promotoras	Weatherization Assistance Program Qualified Contractors			CPS Energy (with 3rd party verification)	Weatherization Assistance Program	\$12.3	2009 ARRA WAP Funds to San Antonio	RESIDENTIAL
	Small Scale < \$2,500	Promotoras Residential Energy Efficiency Living Campaign	Retrofit Ramp-up Service Providers				Residential Revolving Fund	\$3.0	Proposed use of Retrofit Ramp-up Funds	
	Large Scale > \$2,501		Retrofit Ramp-up Service Providers				PACE	\$54.0	Homeowner provided financing	
 Commercial	Lighting Projects < \$1,000	Promotoras Commercial & Industrial Energy Efficiency Campaign	City Lights Qualified Contractors			City Lights	\$2.0	Revolving Loan funded by EECBG	COMMERCIAL	
	Small Scale < \$2,500		Retrofit Ramp-up Service Providers			Commercial Revolving Fund	\$1.0	Proposed use of Retrofit Ramp-up Funds		
	Medium Scale		Retrofit Ramp-up Service Providers			PACE	\$67.5	Business owner provided financing		
	Large Scale		Retrofit Ramp-up Service Providers			Retro-Commissioning	\$30.0	Business owner provided financing		
 Industrial	All Projects						Retro-Commissioning	\$37.5	Business owner provided financing	INDUSTRIAL
 Public Buildings	Phase I	Office of Environmental Policy	Energy Savings Performance Contract				Municipal Retrofit Program	\$5.4	EECBG funded	PUBLIC
	Phase II		Energy Savings Performance Contract				LoanSTAR	\$5.0	in progress grant applications for ARRA funded / state managed revolving loan	
							STEP	\$163.0	CPS Energy "Save for Tomorrow Energy Plan"	
Program Expenses		Promotoras \$50,000	Web Based One-Stop \$827,500	Residential Audits \$2,100,000	Peakover Thermostats \$707,500	CPS Personnel \$444,000	Residential Revolving Loan \$3,000,000	\$395.0 Total Leverage		
		Res. Egr. Eff Living Campaigns \$920,000	OEP Personnel \$798,000	Commercial & Industrial Audits \$3,778,000			Commercial Revolving Loan \$1,000,000	Key:  Existing program that will expand with Retrofit Ramp-Up funds  New program or activity leveraged by Retrofit Ramp-Up funds  Existing Program - non Retrofit Ramp Up funding  Planned Program - non Retrofit Ramp-Up funding  CPS Energy STEP Program		
		Comm. Egr. Eff Campaign \$100,000	Storefront \$50,000				Contingency Fund \$5,000,000			
		BSAG Workshops \$95,000					PACE Admin Support \$1,000,000			
		Printing & Reproduction \$30,000					Revolving Loan Admin Support \$100,000			
Total:		\$1,195,000	\$1,675,500	\$5,878,000	\$707,500	\$444,000	\$0	\$10,100,000	\$20.0 Grant Request	
		Awareness / Education	Enrollment	Audit / Evaluation	Installation	Measurement & Verification	Rebates & TCs	Financing	million	

Figure 4. San Antonio Green Retrofit Initiative Program Summary

City of San Antonio Retrofit Ramp-Up Program Implementation Plan

Task	Year 1												Year 2												Year 3											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
6 Outreach Activities																																				
Hold monthly kick-off events within each target area that provide a program overview and include opportunities to sign-up for related workshops and submit program applications																																				
Design and set-up Retrofit Ramp-Up storefront displays at five community link centers																																				
Develop and issue a press release with elected officials to announce the kick-off of the Retrofit Ramp-Up Program																																				
Ongoing Sustainable Living Campaign																																				
7 Service Provision																																				
Dispatch Energy Service Providers to complete audits, develop recommendations /incentives report, itemization of financing options, verification of efficiency measures and distribution of survey feedback form. All retrofits will include a plan to address all environmental, health and safety, permitting, and compliance issues, sufficient to support DOE's review and analysis in accordance with the National Environmental Policy Act.																																				
8 Transition to Sustainable Funding Plan																																				
CPS and City staff will transition the program from a federally funded program to a locally funded program to be sustained by CPS Energy STEP funding. This will require an amendment to the STEP Plan incorporating all "Retrofit Ramp-Up" program provisions into the STEP program.																																				
9 Program Performance Analysis																																				
City and CPS staff will compile and analyze: - Survey and vendor feedback to review methodology for program improvements and operational efficiencies - Program impacts (energy savings, costs, number of projects, jobs created)																																				
10 Quarterly Reports to DOE																																				
City staff will submit quarterly reports to the Department of Energy in compliance with grant provisions																																				

Figure 5 (continued). San Antonio Green Retrofit Initiative Timetable (page 2 of 2)

The Green Retrofit Initiative will use seven channels of outreach and marketing to reach San Antonio’s diverse target markets:

- a web-based Retrofit Ramp-Up “One-Stop Center”;
- an Energy Efficiency Campaign for Residential and Commercial;
- door-to-door *Promotoras*;
- Customer Service Community Link Centers;
- workshops on energy efficiency mortgages;
- partnership with area retailers; and
- energy efficiency service providers.

Using these channels, the San Antonio Green Retrofit Initiative will have applicants coming from across the City as well as the recruitment of participants on a first-come, first served application process using a geographically targeted approach. Targeted areas will be selected using the City of San Antonio’s award-winning “Neighborhood Sweep Program”. Neighborhood groups and community/ business organizations annually submit their applications to receive two weeks of City services and cosmetic improvements. Two areas from each council district are periodically selected to receive neighborhood sweep services.

The web-based Retrofit Ramp-Up “One-Stop Center” will target residents and the commercial sector by providing a web-based 3D/geospatial interactive application service platform solution to automate the energy audit process, engage and educate citizens on their energy use, deliver immediate zero-cost and low-cost energy efficiency solutions, and ultimately streamline the reduction of energy use over very short periods through advanced automation, analytics, and home/building owner participation. This web-based solution will help building owners and operators find the best return on investments they should make over the building’s life cycle including matching them with incentives, service providers, and financial service providers.

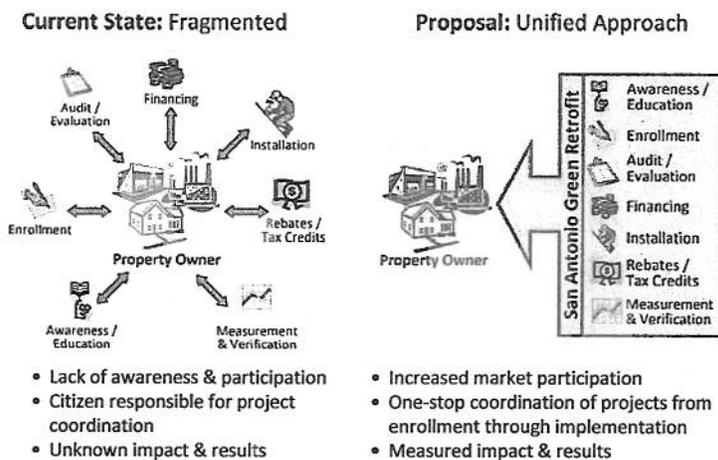


Figure 6. San Antonio Green Retrofit Market Transformation

The Energy Efficiency Campaign for Residential and Commercial has a strategy to recruit, train and coach community-based organizations to deliver a neighborhood-based behavior change and community participation program. Participation in the Energy Efficiency Campaign for Residential and Commercial is achieved by identifying motivated individuals in neighborhoods and helping them reach out to other neighbors to start the initiate Energy Efficiency Teams. Near

the end of the Energy Efficiency Team Program participants are taught how to invite their neighbors to informational events. At these gatherings, neighbors learn about the program and decide if they want to

join a team. Using this process, Energy Efficiency Teams will consistently start new neighborhood teams. According to research by the Empowerment Institute, use of this outreach methodology will achieve 9%-17% reduction in energy consumption.

The third outreach methodology used to recruit participants is the *Promotora*. The *Promotora* is a door-to-door outreach strategy targeting San Antonio's Spanish-speaking households and small businesses. The effectiveness of the *Promotora* stems from her personal connection to the neighborhood and to existing social networks.

The City of San Antonio's five Customer Service Community Link Centers are conveniently located across the City. The centers are open beyond normal business hours and on Saturdays. Citizens can stop in and complete an application to participate in the Green Retrofit Initiative with the help of a customer service representative. Green Retrofit Initiative storefront displays will be placed within each community link center to entice participation.

The City of San Antonio in partnership with Build San Antonio Green, a residential green building non-profit, will coordinate with financial institutions to hold a series of workshops and seminars on how to obtain or refinance homes through energy efficiency mortgages. These workshops will be coupled with how residents can obtain information on the Build San Antonio Green Retrofit Program. This program is designed to retrofit existing homes in the areas of Energy, Water, Site and Health. The Green Retrofit Program features three levels. Level 1 is designed to improve homes energy efficiency by thirty percent. Level 2 retrofitting requires an energy improvement of the home by 50%. Level 3 achieves energy efficiency beyond fifty percent and includes a solar installation. Solar potential evaluations are required for Green Retrofit Level 3 projects.

Energy efficiency service providers have agreed to leverage federal grant funding by promoting the Green Retrofit Initiative by providing marketing and coalition-building services.

For residential and small commercial applicants, applications are completed by the property owner or occupant (with notarized approval by the property owner) and submitted to the City of San Antonio for review. Properties that are not approved for the Green Retrofit Initiative will be directed to other CPS Energy demand-side management program options available that better suit the immediate needs of the home or building. Approved applications are dispatch to contracted energy efficiency service provider.

For large commercial and industrial applicants, a retro-commissioning approach will be applied. According to Nexant, CPS Energy's third party measurement and verification provider, retro-commissioning is an effective demand side management initiative that can provide commercial and industrial customers with expert analysis, support and incentives to improve the performance of their in-place energy using systems, while reducing electrical energy use and demand. Energy cost savings, often on the order of 15% are realized through the systematic evaluation of building and industrial systems and the implementation of low-cost and no-cost measures targeted to improve system operation, reduce energy use and demand and, in many cases, improve occupant comfort.

Commercial and industrial applications are completed by the building representative and submitted to the City of San Antonio for review. Buildings that are not approved for the Retro-commissioning Program will be directed to other demand side management program options available that better suit the immediate needs of the building owner.

3. Discernment, screening and energy audits

According to a study conducted by Nexant, one of the lessons learned from other energy efficiency programs is that the vast majority of customers are reluctant to commit a dollar value to an energy audit without any firm guarantees of energy savings. A 2003 study conducted by the American Council for an Energy-Efficient Economy (ACEEE) suggested minimizing the perceived risk to home/building owners by offering up-front funding and subsidies. Therefore, the Green Retrofit Initiative will present to potential participants the value-added through subsidized audits, easy to understand audit reports depicting projected energy savings and low to no-interest financial mechanism coupled with CPS Energy rebates.

For residential and small business applicants, the occupant will be assessed a co-pay for the energy service provider to conduct an enhanced audit that includes a plug-load survey, blower-door test, duct-blast test, window/door inventory, estimate of existing insulation, solar P evaluation and solar hot water evaluation. This will be followed by documentation by the service provider of recommendations for performance improvements based on the fieldwork, and diagnostic tests. The energy conservation measures, projected savings and financing options will be presented to the occupant.

For commercial and industrial applicants, the energy services provider will use facility and operational information to develop a customized retro-commissioning plan for the facility, which will serve as a guide for the remainder of the process. The building representative will be assessed a co-pay for the energy service provider to conduct retro-commissioning services. The service provider will implement the retro-commissioning plan and document recommendations for performance improvements based on the preliminary fieldwork, including diagnostic tests and trending analyses to evaluate current building operating procedures and equipment functionality.

4. Installation, procurements and contracting

The City of San Antonio will pre-approve energy services providers in order to make it easier for building owners. For residential and small business applicants, the implementation of any recommended energy efficiency improvements is the responsibility of the building owner or authorized renter. If the owner elects to go into the implementation phase the co-pay will be reimbursed to the occupant and implementation will be completed by the service provider. Occupant may choose to self finance the implementation measure or utilize the Retrofit Ramp-Up financial mechanism. Occupants will be highly encouraged to volunteer for CPS Energy's Peak Saver Thermostat Program. Program participants agree to let CPS Energy remotely access their central air conditioners to cycle their air conditioner compressors off for short periods of time.

CPS Energy will install advanced meters on all of the retrofitted sites. A web portal will be provided that will make this information available to customers. Studies have shown that consumers will reduce energy consumption by 10-15% with such information access.

For commercial and industrial applicants, implementation is the responsibility of the building owner or representative. If the occupant elects to go into the implementation phase, the co-pay will be reimbursed



Figure 7. Real Time Energy Consumption Monitor

to the occupant and implementation will be completed by the service provider. The building owner may choose to self finance the implementation measure or utilize the Retrofit Ramp-Up financial mechanism.

Commercial and industrial owners will be highly encouraged to volunteer for CPS Energy's Demand Response Program. Participating commercial customer agrees to reduce energy demand by a pre-determined amount of kilowatts during peak energy events. Customers who successfully curtail demand when called upon by CPS Energy receive incentive payments that are posted as a credit to customer bills or issued as a check.

5. Financing, loans and rebates

Program participants (owners and renters) will have the option to finance energy efficient measures using three financing models (depending on the scale of the project):

- Property Assessed Clean Energy (PACE) Program;
- a Revolving Energy Efficiency Loan Fund; or
- Retro-commissioning and performance contracting.

The City will hire a PACE Program contractor to coordinate legal analysis, bond issuance, PACE program design, application processing, customer response and measurement and verification of program goals. The Retrofit Ramp-Up funding mechanism will also include a no interest revolving loan fund for Implementation/retrofit costs at or below \$2,500. This fund is ideal for residential energy retrofits such as minor weatherization or single energy efficiency measures. The revolving loan fund is also targeted for small businesses needing minor energy efficiency retrofits such as lighting.

CPS Energy rebates can be used to lower project costs and qualify additional energy efficiency measures.

Payments made by the San Antonio Green Retrofit Initiative participants will be in the form of a property assessment charge or payment directly to the City of San Antonio through a separate revolving loan program. Costs include installation costs, interest program fees, missed payments, repair costs or any pre-paid operations and maintenance costs. Retrofit Ramp-Up charges will be distributed by the Bexar County Tax Assessor for participants under the PACE program. Participants using the revolving loan program will receive a monthly bill assessed by the City of San Antonio Finance Department. Payments for the PACE program can be a maximum of 20 years with renewable but are calculated on a case-by-case basis based on the lifecycle of the energy efficiency measures.

Participants using the Revolving Loan Program will be required to reimburse the loan fund within three years. Service providers will be assigned to package measures in a simplified format and enable savings from the most cost-effective measures to help qualify measures with longer paybacks. Additionally, customers may have the option to pay contractors with an upfront amount to qualify less cost effective measures for the PACE program. This will allow customers the opportunity take advantage of tax credits or mail-in rebates.

The City of San Antonio Finance Department will administer the operations and accounts receivable related to this fund. However, the City will require grant funds to cover operating costs to include materials related to invoice generation and mailing and rental costs for a separate City post office lockbox

to receive payments. 4) The City of San Antonio is requesting grant funds in the amount of \$4,000,000 to seed the Retrofit Ramp-Up Energy Efficiency Revolving Loan Fund. One million dollars will be budgeted for the residential sector and \$3 million will be provided to the commercial/industrial sector. The revolving loan will be operated as a no interest loan fund for implementation/retrofit costs at or below \$2,500. Energy efficiency measures under the revolving loan fund must have a payback not to exceed three years. 5) Green Retrofit Initiative participants will be highly encouraged to enter into CPS Energy "Peak Saver" load reduction program.

Grant funds used for City staff travel-related costs will be used to lead a state-wide collaboration and municipal mentoring program to assist in the fast-tracking and implementation of PACE programs in Texas. This collaboration will allow cities to improve program performance, save money, and allow more residents and business owners to take advantage of the unique opportunities afforded by PACE. This partnership will: accelerate the deployment of PACE programs across the State of Texas; address legal and regulatory issues common to all Texas cities that may impede PACE program development; share documents and forms relating to program operations and request for support services; standardize program design and operating procedures in order to provide the financial community with familiar and secure investment opportunities, allowing for reduced costs of borrowing for PACE programs; and review performance measures to determine the types of installed measures that provide the savings to investment ratio for Texas homeowners and business owners. Each partnering city has allocated funding in their Retrofit Ramp-up Grant application to support the activities associated with the Texas PACE Partnership. These funds will enable city staff to participate in regular meetings of around the state to meet with their peers and develop a network of PACE program administrators.

Additionally, \$5 million of the grant request has been budgeted for a contingency fund for PACE-related payments. Best practices indicate that a contingency fund of 10% is required to ensure the lowest possible costs of borrowing. This contingency fund will allow the PACE component of the San Antonio Green Retrofit Initiative to pass along very low financing rates to program participants and encourage additional participation due to the ability to access capital at attractive rates.

6. Performance analysis, feedback and adjustments

For residential applicants, the service provider visits the site to verify that measures have been properly installed; new control strategies are in place; repairs have been made; etc. Also included in the Verification Report is documentation of the proper function and operation and maintenance (O&M) of newly installed energy efficiency systems and devices.

For commercial and industrial applicants, the Program Administrator and/or the service provider visits the site to verify that measures have been properly installed, new control strategies are in place, repairs have been made, etc. Also included in the Verification Report is site-specific documentation of the proper function and operation and maintenance (O&M) of building systems and devices affected by the recommended measures.

For all applicants, the building owner/representative will be requested to complete a customer satisfaction survey.

All surveys will be compiled annually by the program administrator for analysis. The results of the analysis will be presented to the Steering Committee for approval. Upon Steering Committee approval,

the program administrator will draft a memorandum of program modification to all program contractors and partners.

7. Oversight, administration and reporting

The San Antonio Green Retrofit Initiative will include three levels of reporting requirements within the measurement and verification plan. First energy efficiency service providers will be obligated by contract to capture and report all aspects of the program to the City of San Antonio that report will include energy analysis, individual site, information, customer authorization, workflow statistics, total installations, initial customer contact, audit, installation, verification, invoicing to customer survey response contractor scheduling, materials and procurement, greenhouse gas reduction, annual kilowatts reduced and annual jobs created/retained. Second, service providers will provide verified throughout the year and an annual report summarizing the savings results of that year will be provided to the customer. Service providers will provide a web-based energy and greenhouse gas data management tool to help program participants cut energy costs by tracking, managing and helping to forecast energy use and emissions. Lastly, in accordance to San Antonio City Council, CPS Energy must measure and verify all energy efficiency reductions funded by STEP; therefore CPS Energy will submit quarterly and annual reports. All energy savings are compiled and verified by, Nexant, a third party contractor. These reports are submitted to the City of San Antonio for review, acceptance to be posting for public viewing and will be incorporated within the City's quarterly and annual reports to the Department of Energy.

Personnel and overhead costs are the ongoing cost for program operation and administration. These costs include staffing for the City of San Antonio and CPS Energy to review applications and ensure each applicant/participant is tracked through the Retrofit Ramp-Up process from the beginning of the process application receipt all the way through the workflow to measurement and verification.

Relevance and Outcomes/Impacts

The San Antonio Green Retrofit Initiative objectives and outcomes are a clear statement of objectives and outcomes that are directly relevant to the program announcement. The Green Retrofit Initiative will:

- Deliver verified energy savings of 5.1 TWh of electricity from a variety of residential, commercial, industrial projects in San Antonio through efficiency improvements over the three-year project period and a projected total of 13.7 TWh in savings over a six-year period;
- Provide a innovative behavior-based approach not attempted at a community-wide scale before, achieving up to an 3% residential market participation within the three-year project period;
- Leverage every dollar of Retrofit Ramp-Up funds with \$9.45 of local funds within the three-year project period expanded to \$25.20 for every grant dollar over a six-year period;
- Institute a sustainable energy efficiency program which will continue with the resources of the municipally-owned CPS Energy STEP program after the Retrofit Ramp-Up grant monies and the grant period are completed; and
- Track unit costs for various services conducted under this project in order to demonstrate economies of scale achieved due to the magnitude of the program

San Antonio's representation of the model "Retrofit Ramp-Up Program" will utilize the outcomes within each target of community of beneficiaries by providing a well-documented example of a comprehensive

community-scale energy-efficiency approach that could be replicated by other communities across the country.

Roles of Participants

The City of San Antonio will be the lead organization to integrate and manage the various efforts for this multi-organizational project. The roles and the work to be performed by each participant and business agreements between the applicant and participants are as follows:

- CPS Energy management will be a member of the Green Retrofit Initiative Steering Committee. Staff will provide program development and operations expertise. They will also include technical data to fulfill the program's measurement and verification plan.
- Alamo Area Council of Governments – will be a member of the Green Retrofit Initiative Steering Committee and be the lead liaison with other local governments.
- Preferred Energy Efficiency Service Providers – Energy efficiency service providers' management will be appointed to the Green Retrofit Initiative Steering Committee and will provide turn-key energy efficiency audit and implementation services for residential, commercial, industrial, institutional and public facilities with data to fulfill the program's measurement and verification plan. In addition service providers will be contractually required to provide customer feedback survey data to the City of San Antonio.
- Build San Antonio Green management staff will be a member of the Steering Committee. Program staff will provide public workshops on energy efficient mortgages and refinancing coupled with how residential retrofitting can be certified through the Build San Antonio Green "Green Retrofit Building Program"
- Mayor's Green Jobs Leadership Council will be represented on the Steering Committee and be a point of contact for Energy Efficiency Service Providers to hire and train employees in San Antonio
- Bexar County Tax Assessor will be a member of the Steering committee and also take a leading role to assess the charges for PACE program participants to reimburse the City's bond program.
- Renewable Energy Funding will be a member of the Steering Committee and provide set-up and administration related to operating the PACE program. Costs related to the establishment of the PACE program includes legal counsel, bond issuance, web-site set-up and marketing
- San Antonio City Council will provide authorization to enter
- Texas PACE Program Partnership is a state-wide collaboration and municipal mentoring program to assist in the fast-tracking and implementation of PACE programs in Texas

American Recovery and Reinvestment Act of 2009, P.L. 111-5 (Recovery Act) Information

The San Antonio Green Retrofit Initiative will promote and enhance the objectives of the American Recovery and Reinvestment Act of 2009 by requiring all contracts to generate real, local and countable green jobs. Contractors will be a major proponent to enhance the Ramp-Up to green careers and not just green jobs. Contractors will be directed to coordinate with the Mayor's Green Jobs Leadership Council stakeholders to hire and train employees in San Antonio. In addition, all jobs will be posted widely through the Workforce Solutions Alamo, Associated General Contractors and other industry chapters in San Antonio.



CITY OF SAN ANTONIO

JULIÁN CASTRO
MAYOR

December 10, 2009

The Honorable Secretary Steven Chu
Project Director
U.S. Department of Energy
250 East 5th Street, Suite 500
Cincinnati, Ohio 45202

Re: Letter of Support for Retrofit Ramp-up Grant

Dear Secretary Chu:

I wholeheartedly endorse the City of San Antonio's application to the Department of Energy Retrofit Ramp-up Program.

On December 3, I had the honor and privilege to attend the White House Forum on Jobs and Economic Growth and serve on the Innovation Agenda and Green Jobs of the Future panel. During this session, I heard from industry, commercial, not-for-profit, and government leaders on the benefits of energy efficiency for individual consumers, as well as regional economic benefits and job creation. This experience confirmed my belief that San Antonio is well suited to move forward with the Retrofit Ramp-up Program described in this application, and is in a unique position to provide comprehensive community-scale energy-efficiency approaches that could be replicated in other communities across the country.

San Antonio benefits from having the largest municipally owned utility in the nation, CPS Energy, as a partner on the project. CPS has committed \$841 million to its "Save for Tomorrow Energy Plan" (STEP) which has the goal of conserving 771 MWs of energy by 2020. Retrofit Ramp-up funds will compliment these ongoing efforts.

This fall, I announced the formation of a Green Jobs Leadership Council, a high-level group of stakeholders to chart a course for San Antonio in the new green economy by connecting public policy to job creation. A primary goal of this council is to ensure that there is a skilled, local workforce available to perform the work associated with Retrofit Ramp-up projects. This project also compliments the City's Mission Verde sustainability plan that previously identified the need for the retrofit of existing homes and buildings.

Secretary Chu
December 10, 2009
Page 2

This is a visionary project that involves the coordination of many constituencies, funding streams, and service delivery mechanisms. It has the potential to be a transformative process that reduces our citizens' energy consumption, creates jobs, and improves social equity. Thank you so much for your support.

Sincerely,

A handwritten signature in black ink, appearing to read 'Julian Castro', written over a vertical line.

Julián Castro
Mayor

Copies: Laurence Doxsey, Director
Office of Environmental Policy

Chris Eugster, EVP & Chief Sustainability Officer
CPS Energy



City of Austin
Austin's Municipally Owned Electric Utility

Town Lake Center 721 Barton Springs Road • Austin, Texas 78704-1194 • (512) 322-9600

December 10, 2009

The Honorable Secretary Steven Chu
U.S. Department of Energy
1000 Independence Avenue SW
Washington, D.C. 20585

Dear Secretary Chu:

This letter documents support from the City of Austin for the development of Property-Assessed Clean Energy (PACE) programs in San Antonio and around the State of Texas. The Austin City Council supported the PACE financing approach by Resolution. The Mayor's office and other City departments have hosted and participated in meetings with Austin Energy (AE) and with representatives of other cities around Texas. The City is working with the various local and county entities to determine and develop the process for collecting the special assessment for such improvements.

I would like to call your attention to the special relationship between the cities of Austin and San Antonio and their municipally-owned electric utility companies. The cities of San Antonio and Austin alone represent a population of over 1.8 million. San Antonio City Public Service and AE are, according to 2007 EIA data, the 4th and 8th largest public utilities in the nation, with combined revenues of more than \$1 billion generated from providing electric service to about one million customers. The City of Austin is currently working with San Antonio to organize a partnership among municipalities to share information and best practices for energy efficiency financing programs through the development of a Regional Consortium on Energy Efficiency Financing Best Practices. The consortium will consist of Texas municipalities and will seek consultation from energy efficiency financing program administrators around the nation.

The City of Austin has requested funding for the development and its participation in the regional consortium in its Retrofit Ramp-up Program grant application. These funds will enable city staff to participate in regular meetings around the state that will allow a network of PACE program administrators to be established. The ultimate goal is more efficient, effective and economic implementation of programs in Austin and around the state of Texas. Funding under the Retrofit Ramp-up Program and the American Recovery and Reinvestment Act is essential to fully realizing these benefits and will support the successful implementation of a model that can be used nationwide.

Sincerely,

A handwritten signature in black ink, appearing to read "K. Rábago".

Karl Rábago
Vice President, Distributed Energy Services
Austin Energy



**Green Jobs
Leadership Council**

~ ~ ~

Larry Zinn
Green Jobs Leadership Council
Chairman

Councilwoman Ivy Taylor
City Council District 2

Dr. Bruce Leslie
Chancellor
Alamo Colleges

Chakib Chehadi
Executive Director
Workforce Solutions Alamo

Aurora Ortega-Geis
Chairman of the Board
CPS Energy

Alexander E. Briseño
Chairman of the Board
San Antonio Water System

Dr. Ricardo Romo
President
University of Texas at San Antonio

William H. 'Skip' Mills,
Director, San Antonio Operations,
Texas Engineering Experiment Station
Texas A&M University

Anita Ledbetter
Executive Director
Build San Antonio Green

Mike Burke
Chairman/Founder
Clean Tech Forum

A.J. Rodriguez
Deputy City Manager
City of San Antonio

David Marquez,
Executive Director of
Economic Development
Bexar County

Richard Perez
President and CEO
Greater San Antonio
Chamber of Commerce

David Zachry,
President and COO
Zachry Construction Company

Brandon Seale
Entrepreneur

City of San Antonio Green Jobs Leadership Council

December 10, 2009

Department of Energy
Project Director
250 East 5th Street, Suite 500
Cincinnati, Ohio 45202

The Green Jobs Leadership Council extends our support to the City of San Antonio's grant proposal to develop a comprehensive and replicable energy efficiency delivery model for residential, commercial, institutional, industrial and public buildings.

We would greatly appreciate the full and fair consideration for funding of this application. This highly significant initiative is in unison with the Green Jobs Leadership Council's mission and vision to foster the creation of green jobs through a comprehensive and coordinated community approach to public policy, workforce development training, education, technology insertion, consumer information, and economic development.

If you have any questions, please contact me at 210-735-4611.

Sincerely,

Larry Zinn,
Chairman
Green Jobs Leadership Council

December 8, 2009

The Honorable Steven Chu
Secretary
US Department of Energy
1000 Independence Avenue SW
Washington, DC 20585

Dear Secretary Chu,

The State of Texas' House Bill 1937 "Contractual Assessments for Energy Efficiency Improvements," passed during the 81st Texas Legislative Session, enables Texas municipalities to take advantage of the Property Assessed Clean Energy (PACE) mechanism for financing energy efficiency and renewable energy projects on private property.

Throughout the design, implementation, and execution of PACE programs, Texas municipalities stand to benefit from the sharing of best practices and lessons learned as each city moves forward with its own program. This collaboration will allow cities to improve program performance, save money, and allow more residents and business owners to take advantage of the unique opportunities afforded by PACE.

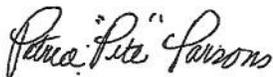
With this in mind, Texas cities see value in establishing a statewide PACE partnership to provide a forum for cities to collaborate on issues and opportunities related to PACE programs. The South Central Regional Office of ICLEI-Local Governments for Sustainability USA, Inc. ("ICLEI-USA") has and will continue to support the creation and operation of this partnership through our role as logistics and planning coordinators, local government outreach specialists, and policy/technical researchers, as well as through the use of our world-class information exchange networks.

ICLEI-USA is leveraging its U.S. network of 603 local governments as well as its regionally-focused Texas Network to (1) reduce costs associated with creation of local PACE programs and (2) accelerate their deployment in Texas and beyond. The Texas PACE partnership will:

- Facilitate or directly provide education on legal and regulatory issues common to all Texas cities that may impede PACE program development;
- Share documents and forms relating to program operations and request for support services;
- Standardize program design and operating procedures in order to provide the financial community with familiar and secure investment opportunities, allowing for reduced costs of borrowing for PACE programs; and
- Review performance measures to determine the types of installed measures that provide the best savings to investment ratio for Texas homeowners and business owners.

ICLEI-USA is committed to building, driving, and serving the Texas PACE partnership and has budgeted in-kind contributions valued at \$100,000 to support this effort. By way of this investment, ICLEI-USA seeks to spur immediate and widespread implementation of high-quality, effective PACE programs in Texas and beyond.

Sincerely,



Patrice "Pete" Parsons
South Central Regional Director



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436 14th Street, Suite 1520
Oakland, CA 94612
U.S.A.

Phone: +1-510/844-0699
Fax: +1-510/844-0698
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December 7, 2009

Department of Energy
Project Director
250 East 5th Street, Suite 500
Cincinnati, Ohio 45202

To whom it may concern:

CPS Energy extends our support to the City of San Antonio's grant proposal to develop a comprehensive and replicable energy efficiency delivery model for residential, commercial, institutional, industrial and public buildings.

We would greatly appreciate the full and fair consideration for funding of this application. This highly significant initiative is in unison with CPS Energy's mission to vigorously pursue its conservation goal of 771 MWs of energy by 2020. The "Save for Tomorrow Energy Plan (STEP) includes an \$ 849 million investment. During the next three-years CPS Energy will invest a total of \$163 million for energy efficiency, demand reduction and conservation programs. CPS Energy will commit to align its rebates and demand management programs with the San Antonio Retrofit Ramp-Up Program.

If you have any questions, please contact me at (210) 353-3090.

Very truly yours,

A handwritten signature in black ink, appearing to read "Bruce Evans", is written over the typed name.

Bruce Evans
Director Customer Solutions & Delivery
CPS Energy



December 8, 2009

Department of Energy
Project Director
250 East 5th Street, Suite 500
Cincinnati, Ohio 45202

Dear Grants Selection Committee:

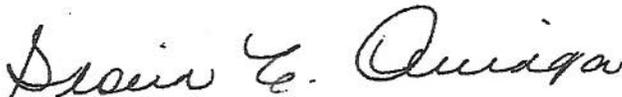
The Alamo Area Council of Governments (AACOG) fully supports the City of San Antonio's grant proposal to develop a comprehensive and replicable energy efficiency delivery model for residential, commercial, institutional, industrial and public buildings.

AACOG has long supported the City of San Antonio in the development of Mission Verde. The energy efficiency, renewable energy applications, and green economy efforts created within Mission Verde have air quality benefits for the AACOG region. Because the Air Improvements Resources (AIR) Committee of AACOG has a goal to improve local air quality and to maintain the region's current clean air status, these efforts by the City directly support the AIR Committee's goals.

This commitment by the City under this grant application to create an effective energy efficiency program which allows expert analysis, support and incentives to improve the performance of in-place energy-using systems, while reducing electrical energy use and demand, represents a real advance in residential energy efficiency implementation.

Please join AACOG in support of this grant application.

Regionally yours,


Gloria C. Arriaga
Executive Director

Sylvia S. Romo, CPA, RTA, CTA
Office of the Tax Assessor-Collector



Department of Energy
Project Director
250 East 5th Street, Suite 500
Cincinnati, Ohio 45202

As Bexar County Tax Assessor-Collector I extend the support of my office to the City of San Antonio's proposal to implement a Property Assessed Clean Energy (PACE) Program as part of their Retrofit Ramp-up grant application.

My Office sees the great potential in the PACE mechanism. We have been working closely with the City of San Antonio and other jurisdictions within Bexar County to define the roles and responsibilities of the Tax Assessor Collector in the PACE process since the enabling legislation in Texas was passed earlier this year. Statewide, this office has taken the lead in identifying and resolving legal issues related to PACE implementation in Texas, and we look forward to sharing this information with our peers in other counties.

I am looking forward to playing an integral role in providing this important service to our citizens.

If you have any questions, please contact me at 210-335-6589.

Sincerely,

A handwritten signature in black ink, appearing to read "Sylvia S. Romo".

Sylvia S. Romo, C.P.A, R.T.A, C.T.A
Bexar County Tax Assessor-Collector

CITYVIEW AE CAPITAL
INFRASTRUCTURE

December 11, 2009

U.S. Department of Energy
DOE Environmental Management
Consolidated Business Center (EMCBC), Cincinnati, OH

RE: Letter of Support for City of San Antonio retrofit ramp-up Grant Application

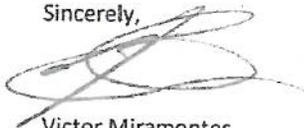
Dear Grants Selection Committee:

If the City of San Antonio implements a Property Assessed Clean Energy program within the guidance provided by the White House in the Policy Framework for PACE Financing Programs, CityView AE Capital Infrastructure would consider acting as the financier of the capital required to implement the program. We see the PACE mechanism as a funding tool that provides critical long term loan security, administrative stability and operational oversight.

In the past the principals of CityView have worked extensively with the City of San Antonio on a number of projects. Given this extensive and ongoing relationship with the citizens and City the structure of any financing would be vetted appropriately to ensure compliance with federal, state and local laws and regulations.

City View and AE Capital Advisors, both companies representing pension fund investors, have formed a working relationship to focus our efforts on providing extensive long term institutional capital to stable infrastructure projects. The PACE program, properly structured, is an ideal mechanism for both the recipient and provider of the long term funding. Currently the United States financial markets do not provide appropriate financing to broad based, long term, diversified alternative energy solutions at the individual urban residence level. Without such a mechanism, like PACE, distributed alternative energy investments by individual residents and businesses will not take place. Working with the City of San Antonio to be the provider of capital for a PACE program would allow us to enhance our "green infrastructure" portfolio and significantly increase our presence and that of institutional investors in this growing sector. CityView AE Capital Infrastructure looks forward to partnering with the City of San Antonio to bring the tremendous potential of PACE to our fellow citizens.

Sincerely,



Victor Miramontes
Vice Chairman
CityView



Thomas Majewski
Partner
AE Capital Advisors

RENEWABLE FUNDING

December 4, 2009

W. Laurence Doxsey
Director, Officer of Environmental Policy
City of San Antonio
111 Soledad, Suite 725
San Antonio, TX 78205

RE: Letter of Support for City of San Antonio Retrofit Ramp-up Grant Application

Dear Mr. Doxsey:

We welcome the opportunity to support the City of San Antonio on a property assessed clean energy (PACE) program pending successful award of a Retrofit Ramp-Up Grant by the U.S. Department of Energy.

Renewable Funding has been pleased to advise the City of San Antonio on developing PACE programmatic structures before the grant announcement, and feel the City is in a position to quickly implement a program as described in their grant application following an award. We look forward to assisting San Antonio implement a PACE program that will complement the City's efforts outlined in the application in support of overall sustainability goals.

As the only firm in the country with experience both administering and financing PACE programs, Renewable Funding offers unparalleled expertise in helping our partners understand the intricacies of and reduce the risk in carrying out this new financing model for renewable energy and energy efficiency installations. As the summary below demonstrates, we can offer a range of design, administration, and financing services to support your program goals.

Summary of Services

Program Design

1. Design: development of program guidelines, creation of clear underwriting standards, alignment with local goals and policies, and integration with existing programs.
2. Technology: website set-up and customization.
3. Marketing: market demand analysis and promotional and outreach campaign coordination.
4. Resources: assistance applying for state and federal funds/grants.

Administration Design

1. Education & Marketing: development of materials, workshops, and direct outreach.
2. Application Processing: property/project screens and underwriting.
3. Customer Service: addressing property owner and contract questions.
4. On-Going Technology and Reporting Management: tracking of program goals.

5. Origination and Closing Process Management: project quality assurance, closing documentation, and funding disbursement.

Financial Services

1. Adaptable Financing Structures, including micro-bond or pooled bond approaches.
2. Cost Recapture, including via application fee, capitalized expenses, property tax in excess of debt service, installer/contractor fees, and funding from external sources.

Firm Experience

Renewable Funding brings exposure and expertise pioneering the PACE model first in California and now throughout the country. The firm has consulted with many state and local governments, including Arizona, Colorado, Florida, Louisiana, Maine, Missouri, New Mexico, New York, Ohio, Oregon, Texas, Vermont, Virginia, Wisconsin, and others. Renewable Funding is also active on the federal level, having been instrumental in the Congressional clarification extending tax credits to renewable energy financing programs sponsored by local governments. The firm has worked with the U.S. Department of Energy, Environmental Protection Agency, White House, and other federal agencies to develop policy for PACE programs and to assist in building a national model.

Our clients include:

- **Berkeley, California.** Renewable Funding administered and financed the Berkeley program starting in late 2008. The first of its kind, the program received attention internationally. The \$1.5 million pilot program financed solar PV and was met with high participant support, being fully subscribed in 9 minutes. Renewable Funding purchased all bonds associated with the program.
- **Boulder County, Colorado.** Renewable Funding assists Boulder County, which includes the county and 10 incorporated cities, in the administration of its ClimateSmart Loan Program. In the first application round, Boulder's program financed solar and energy efficiency projects for nearly 400 property owners for a total amount of approximately \$7.7 million in financing. Renewable Funding provides origination services for the County.
- **San Francisco, California.** Renewable Funding has been selected to administer and finance the San Francisco Sustainable Financing Program. The firm has worked closely with the City in designing a program that provides financing for renewable and energy efficiency projects for residential and commercial property owners. The program is expected to fund over \$40 million in projects upon its launch in early 2010. Financing partners include New Resource Bank, OneCalifornia Bank, and Stone & Youngberg.
- **CaliforniaFIRST Statewide Financing Program.** Renewable Funding is developing the California-wide program sponsored by the California Statewide Communities Development Authority, a joint powers authority. Over 100 local jurisdictions with over

10 million people are participating in the first phase of the program. Renewable Funding will administer and finance the program, which will organize cities and counties throughout California to achieve economies of scale for the bond issuance. The program will fund renewable energy and energy efficiency projects for residential, commercial and industrial property owners. The program is currently on a timeline to launch in mid-2010 and is expected to finance over \$1 billion in projects. The Royal Bank of Canada is the underwriter and financing partner for the program.

In addition, our firm has been selected to administer and/or finance programs in:

- Albuquerque, NM;
- Los Angeles County, CA; and
- San Diego, CA.

As a result of our diverse experience, we are familiar with different legal and procedural structures as they evolve in different states and communities.

Financing

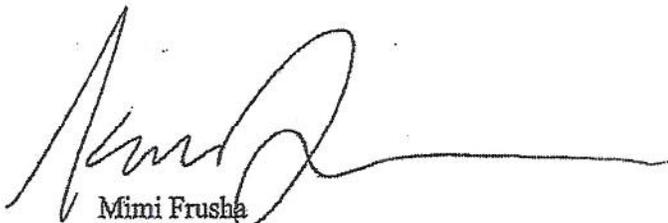
Renewable Funding's access to a range of capital sources permits the firm to provide flexible financing plans for our program partners. This allows programs to adjust to market conditions in order to capture the most competitive financing rates, ensuring the lasting success of programs we support. Renewable Funding both delivers our own financing as well as provides financing through partners such as Barclays, Citigroup, and Royal Bank of Canada Capital Markets. In addition, we have built a sophisticated software platform, which keeps costs low and allows property owners to move efficiently through the application and funding process.

We would welcome the opportunity to work with the City of San Antonio, as well as their identified partners, to lend our knowledge and experience on PACE to meeting local environmental and workforce development goals.

Best regards,



Cisco DeVries
President



Mimi Frusha
Chief Operating Officer



Corporate Office
1758 Orange Tree Lane, Redlands, CA 92374
tel. 909.335.1699 fax 909.335.5715
www.enerpath.com

Stephen Guthrie
EnerPath Services, Inc.
1758 Orange Tree Lane
Redlands, CA 92374

December 4, 2009

Department of Energy
ATTN: Project Director
250 East 5th Street, Suite 500
Cincinnati, Ohio 45202

Dear Project Director:

EnerPath is writing this letter to support the City of San Antonio's effort to implement a large-scale energy efficiency program by leveraging funds from the US DOE's Competitive Energy Efficiency Community Block Grants.

EnerPath has been delivering energy efficiency programs for nearly two decades. EnerPath has proven itself capable of scaling, scheduling and delivering efficiency programs to large numbers of homes and small businesses in a single year. A few examples include Southern California Edison's Summer Initiative (2400 sites upgraded in 4 months), Palm Desert's (6,100 homes upgraded in just over 12 months), and LADWP's Small Business Lighting Program (21,000 small businesses upgraded in 12 months).

A core aspect of EnerPath's success is EnerWorksTM—EnerPath's award-winning program delivery software and integrated PDA-based field-audit tools. This platform reduces transaction time, streamlines the delivery process and allows program managers to track the program's performance via real-time, web-based dashboards. Our best programs have participation rates of 90% (Southern California Edison) and customer satisfaction rates of over 99.5% (LADWP). EnerPath has also formed coalitions with schools, homeowner associations, senior centers and the Energy Coalition to increase program participation.

A partnership with EnerPath brings much more than a residential retrofit program. We create a broad energy efficiency delivery platform that can grow over time. The EnerWorksTM software builds a rich database of customer equipment that allows auditors to link customers to San Antonio's other clean energy programs and enables the long-term management of the Retrofit Ramp-Up program through the addition of new technologies and program optimization. EnerPath has found that when customers have a positive experience with energy efficiency, they will self-fund additional measures and participate in other programs. EnerPath's platform recycled 153,000 inefficient refrigerators last year and used our software's *lead generation* feature to identify 50,000

of those customers who were interested in a demand-response program. In our best programs, we have seen leverage (i.e. *positive spillover*) exceed \$30 in customer investments for every \$1 in utility investment (e.g. Palm Desert Set to Save). This approach will ensure we meet DOE's 5:1 leverage target.

EnerPath acts as the turn-key contractor ensuring the energy-efficiency improvements are implemented correctly and not simply identified.

The City of San Antonio is well-suited to be a showcase for a best-practice Retrofit Ramp-Up program because they are a municipal gas/electric utility which aligns many of the incentives among citizens and stakeholders. In addition, San Antonio has ambitious energy efficiency goals and an environmental plan (i.e. *Mission Verde*) to foster economic development through clean energy initiatives.

EnerPath's mission is to maximize the adoption of cost-effective energy efficiency by making the process easy for utilities, municipalities and residents. Our programs have been recognized as some of the most innovative in the industry by ACEEE and E-Source. We believe our proven model is ideally suited to meet San Antonio's objectives of saving energy, growing the local economy, creating local green jobs, delivering exceptional customer satisfaction and strengthening its community.

Sincerely,



Stephen Guthrie
President and CEO



lighting > electrical > energy
technology > signs

12/07/09

Department of Energy
Project Director
250 East 5th Street
Suite 500
Cincinnati, Ohio 45202

RE: Green Retrofit Ramp-Up Program City of San Antonio

Customers will be provided a proposal for the installation of recommended energy savings upgrades meeting program criteria. Energy savings improvements available through this sub-program will be primarily through lighting upgrades. However, insulation, refrigeration upgrades, HVAC upgrades and other efficiency measures may be considered where appropriate.

The program will achieve this goal through an energy audit of the facility and the direct installation of energy savings measures, as recommended by the energy audit. FSG and City Lights will offer to eligible customers an on-site energy analysis at no charge, and provide a report of recommended energy savings improvements.

Customers will subsequently be provided with a proposal for the installation of eligible energy savings measures and the associated cost for those measures. The customer will also be provided with energy-savings related educational information. Energy savings improvements available through this sub-program will be primarily through lighting upgrades. Insulation, refrigeration upgrades, HVAC upgrades and other efficiency measures may be considered where appropriate and cost effective.

Some of the available technologies available through this sub-program will include, but not be limited to:

- Energy efficient fluorescent ballasts
- Lamps and fixtures
- Hard-wired and screw-in compact fluorescent systems
- High intensity discharge systems
- Occupancy sensors
- Programmable thermostats and fan controls

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*lighting > electrical > energy
technology > signs*

The target customer for the Green Retrofit program represents the highest number of potential targets but is typically under targeted by most installation customers because of their facility size. The ability to identify, evaluate, quantify, propose, install and complete energy efficient measures across a large number of opportunities with in a limited time frame will demand the deployment of multiple resources (primarily human resources) simultaneously across the full scope of the opportunity. Small facility size will require small crew sizes and the number of facilities participating in the program will require numerous crews to complete with in the program time frame.

FSG's commercial electrical construction experience has familiarized us with the need and ability to rapidly hire, train and manage personnel for both fast track and large scale projects. When private commercial construction slows down (which is the current state of affairs) FSG has to either reassign crews to other smaller projects or release them to find work elsewhere. The Green Retrofit program would facilitate the reassignment of these crews that may not have work on other projects. Additionally the need to implement multiple projects at the same time across numerous small commercial users will require the hiring and training of additional resources to deliver the project in the time specified.

Our experience with fast track roll outs in the small site national retail market has equipped us with the measurement and management tools for successful project implementation and completion.

Sincerely;

A handwritten signature in black ink, appearing to read 'Wyatt B. Stevenson', is written over a horizontal line.

Wyatt B. Stevenson
Division Manager
FSG Lighting, San Antonio

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Jordan Fruge
55 Waugh Dr.
Suite 800
Houston, TX 77007

Project Director
Department of Energy
250 East 5th Street
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Cincinnati, OH 45202

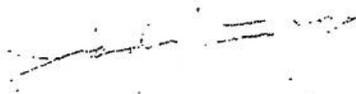
Dear Project Director,

Standard Renewable energy would like to extend its full support to the City of San Antonio in helping them meet their grant requirements for funding opportunity announcements.

Our assistance in helping to leverage the costs of any grants would include engaging stockholders during all program stages, community outreach efforts, promoting future energy efficiency programs, and facilitating implementation marketing programs.

Standard Renewable Energy is dedicated to energy conservation and energy efficiency. We are excited about the opportunity to work with the City of San Antonio to reach and exceed their conservation goals.

Sincerely,



Jordan Fruge
SVP Business Development