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STRATEGIC PLAN for the Sonoma County Energy Independence Program



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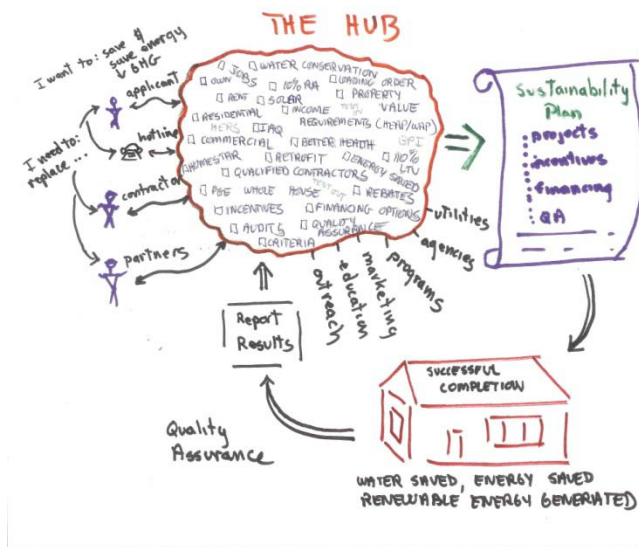
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This document is the strategic plan for the Sonoma County Energy Independence Program as of May 1, 2010, looking out to the year 2015.

Program Background

Introduction

In July, 2008, the California Legislature approved Assembly Bill 811, authorizing local municipalities to establish voluntary contractual assessment programs to fund an array of conservation and renewable energy projects proposed by property owners. On March 25, 2009, the Sonoma County Board of Supervisors authorized the existence of the Sonoma County Energy Independence Program (SCEIP). The program works by placing an assessment on the property which is paid back through property taxes over 5, 10, or 20 years with a simple interest rate of 7%. Financing is available to both residential and commercial applicants with a minimum assessment amount of \$2500. The amount available for financing is based on the value of the property, and the assessment stays with the property.

Program Mission

The Mission of the Sonoma County Energy Independence Program

Leading the way to energy independence in Sonoma County through dynamic and collaborative partnerships and the public financing of energy improvements on private property.

Core Values

- Community – we respect and value all the people we serve, support local business, and encourage local jobs creation
- Collaboration – we will engage in public and private partnerships to address the emerging and evolving needs for sustainability and energy independence in Sonoma County
- Customer Service – our business exists to provide outstanding service and to support our customers and partners in the development and execution of their energy conservation, energy creation, and sustainability plans
- Energy Independence – we are committed to the goal of energy independence for Sonoma County in the form of deep energy retrofitting of homes and businesses, the installation of distributed clean generation systems, and a robust water conservation element as key components of our SCEIP efforts.

Purpose

SCEIP will provide the universal County-wide “one stop shop”, single “hub” access point and technical expertise for the programs and services required to achieve local energy independence. We play a key role in Sonoma County reaching our community climate protection goal of decreasing green house gas emissions by 25% below 1990 levels by the year 2015.

Audacious Goals

1. Process and provide contracts for \$3B in financing for deep energy retrofits, water conservation projects and renewable energy installations by 2015
2. Maximize current collaborative partnerships and create new partnerships, integrating services to develop and provide an effective sustainability plan for any resident in Sonoma County
3. Develop plug and play, state of the art, infrastructure and business processes in the SCEIP program by 2011, that can be implemented anywhere to achieve energy independence
4. Stimulate the local economy and create permanent jobs in Sonoma County through effective program activities.
5. Every resident in Sonoma County is aware of and recognizes the value of developing their personal or business sustainability plan with SCEIP acknowledged as a primary potential vehicle to achieve the development and execution of their plan
6. Influence the development of local and national policy and legislation which supports the development and execution of sustainability plans
7. Provide financing with an interest rate that is competitive with current market lending rates (less than or equal to 1st mortgage rates)

Vision

SCEIP is a thriving hub of sustainability activity and seen as a valued resource by the diverse communities in Sonoma County. We are leading edge in the processes used to enable energy independence. Partnerships crossing boundaries of the past are now the norm and collaboration had become the new standard. All local communities value and appreciate the outstanding customer service of SCEIP and see us as "the place to go" for an excellent sustainability plan. We are a unique "business unit" operating inside the government infrastructure, combining the best of government services dedicated to the public good with modern business and private sector operational thinking and planning.

Services

1. The individual financing of appropriate technology and projects which delivers energy and water savings, clean energy generation installations, in a way that supports and encourages cutting edge technology in this field.
2. Individual and business sustainability/energy independence planning
3. Regional financing strategy and systems with a capacity in the billions of dollars
4. State of the art infrastructure including a web portal, storefront, an array of subject matter expertise, etc., providing a single stream process for sustainability planning
5. Support for the local emerging building performance industry and local workforce development through training, the operation of the tool lending library and other resources.
6. Transparent linkage to existing and emerging programs including and not limited to: utility programs, federal incentive programs, Regional Climate Protection Authority programs, Clean Energy Advocate programs, etc.

7. Public education and outreach on energy independence, building performance and sustainability planning.
8. Tracking and reporting of aggregate energy conservation and new generation results, and GHG reductions, from program activities.

Customer Definition

Our customers are:

- Individual homeowners
- Contractors and building performance professionals
- Commercial building owners
- Renters
- Other municipalities
- Partnering agencies and programs

Partners

Our partners include and are not limited to:



Program Strategy

Goal 1	Process and provide contracts for \$3B in financing for deep energy retrofits, water conservation projects and renewable energy installations by 2015.
No.	Strategies
1	Continually improve and evolve existing processes to sustain and grow SCEIP
2	Develop a cost-effective and renewable means of replenishing our financing pool, assuring the continuation of the program through our total program financing goal.
3	Provide the leadership in the creation of a regional, streamlined bonding/funding process
4	Engage with other municipalities and agencies to leverage resources and workload
Goal 2	Maximize current collaborative partnerships and create new partnerships to integrate services and develop an effective sustainability plan for any resident in Sonoma County
No.	Strategies
1	Work toward alignment with other County-wide projects including, but not limited to, Sonoma County Energy Watch, PG&E, Home Energy Assistance Program, the Regional Climate Protection Authority Programs, SCWA and Green Jobs programs
2	Help provide physical and web based infrastructure for long term sustainable support of other programs such as the RCPA Retrofit and Renewables Program, assisting with outreach, education and building industry market transformation goals
Goal 3	Develop plug and play, state of the art, infrastructure and business processes in the SCEIP program by 2011, that can be implemented anywhere to achieve energy independence
No.	Strategies
1	Initiate and guide the sourcing of the data management and standardization tool, vendor selection and web portal implementation
2	Delivering an accessible dashboard of program metrics
3	Develop areas of "HUB" services, easy integration of new programs and services
4	Develop standardized operating procedures (SOPs), forms, etc. for use across municipalities, customers, etc.
Goal 4	Stimulate the local economy and create permanent jobs in Sonoma County through effective program activities.
No.	Strategies
1	Tie program activity to green jobs training
2	Expand access and participation of contractors as partners in program development and implementation
3	Link education and outreach with rating/certification programs such as HERS
4	Develop outreach and education programs, speakers bureau to interact with contractors, businesses, unemployment JobLink services
Goal 5	Every resident in Sonoma County is aware of and recognizes the value of developing their personal or business sustainability plan with SCEIP acknowledged as a primary potential vehicle to achieve the development and execution of their plan
No.	Strategies
1	Deliver outreach and education for efficiency and influence projects toward a "reduce then produce" concept
2	Improve collection of customer data in order to develop education and outreach and facilitate comparison
3	Promote flow of information with newsletters, email alerts, "spotlight" information on newly eligible improvements

Goal 6	Influence the development of local and national policy and legislation which supports the development and execution of sustainability plans
No.	Strategies
1	Influence State and Federal deliberations on PACE programs effectively, resulting in a national standard, informed by SCEIP operations, which safeguards our program and other PACE programs for the future.
2	Provide expertise in the development of property assessed clean energy programs
3	Work through the challenges created by the need to adapt to emerging state and federal program parameters
4	Provide useful information to other municipalities to assist in the successful execution of other energy independence programs
5	Provide templates to support legislation and allow contractors and other interested parties to access
Goal 7	Provide financing with an interest rate that is competitive with current market lending rates (less than or equal to 1 st mortgage rates)
No.	Strategies
1	Improve program processes for efficiency and quality service delivery
2	Leverage legislative support for optimum financing and low interest rates

Development Timeline Overview

Year	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	5 Year Totals
Milestones	-Opening -SOPs -Marketing	-Tool lending library -RCPA alignment -CEC SEP 1 grant -Assisting PACE development	-State of the art technology tool -Regional bonding	-Building codes -Int. ≤ 1 st mortgage rates	-Residential Energy Conservation Ordinance (RECO)	-Local power authority	
Number Projects [Needed to meet climate goals]	670	2,000	8,000	24,000	48,000	60,000	142,670
Average Project	\$34k	\$30k	\$28k	\$25k	\$20k	\$20k	
Annual Funding	\$23M	\$60M	\$244M	\$ 600M	\$960M	\$1.2B	\$3B
Head Count Program	9	9	12	20	24	26	
Head Count Advisory Support	6	6	2	1	0	0	
Projected Income @ 3%	\$ 837k <\$1.6M>	\$65k <- payback>	\$ 65k + \$170k \$235k <- payback>	\$ 65k \$170k + \$698k \$933k	\$ 65k \$ 170k \$ 698k + \$1,716k \$2,649k	\$ 65k \$ 170k \$ 698k \$1,716k + \$2,745k \$5,394k	\$5.4M

Appendix A: First Year Evaluation

Performance – First 12 months of operation

Program Funding Data

	Funding Requests	Funding Approved	Funding Withdrawn	Funding Contracted	Disbursements
Totals	\$41,352,273	\$31,329,999	\$8,217,188	\$25,982,574	\$23,266,078
Weekly Average	\$795,236	\$602,500	\$158,023	\$499,665	-

Program Activity Data

	Phone Inquiries	E-mail Inquiries	Walk-in Inquiries	Applications Received	Applications Approved	Withdrawn	Contracts Signed	Projects Disbursed
Totals	8925	1841	1656	1287	1,011	243	831	671
Weekly Average	172	35	32	25	19	5	16	-

Projects by Eligible Measures

Type of Improvement	Number of Applications	% Total Applications	kW Energy Generated	Bids Received	% Total Bids
Energy Efficiency (EE)	483	46%	-	\$ 9,414,440	31%
Photovoltaic (PV)	461	44%	2864	\$17,749,538	59%
EE-PV Combined	69	7%	286	\$ 2,980,023	10%
Water	35	3%	-	\$ 80,922	0%
Totals*	1048	-	-	\$30,224,923	-

*The above numbers do not include the withdrawn, returned, rescinded or denied applications

Staffing: At opening we had allocated 2 full time office staff positions and 20% supervisor support. By the end of the first calendar year the program staffing consisted of 1 full time manager and 8 program representatives.

Budget: Expenses in our first year exceeded pre-launch planning.

Achievements:

- Getting an “A” on program development
- Received valuable feedback that the “Government is doing something good”
- Experienced effective collaboration among County Departments, Agencies
- Supportive and enthusiastic Steering Committee
- Created a process that is easy for our customers
- Developed useful marketing materials
- Began the process of providing public education on energy and water conservation
- Closer to meeting our climate protection goals
- Built excellent community connections
- Put money on the street, contributed to job creation and local economy stimulation
- Raised our profile to a State and National level
- Assisted other municipalities launch their energy independence programs

Opportunities:

- Working toward alignment with other County-wide projects including, but not limited to, PG&E, HEAP, the Retrofit and Renewables Program, and Green Jobs programs
- Providing expertise in the development of property assessed clean energy programs
- Engaging with other municipalities as a resource to leverage resources and workload
- Playing a key role in determining the process for data management reporting and standardization of a workflow/database tool
- Working through the challenges created by the need to adapt to emerging state and federal program parameters
- Providing useful information to other municipalities to assist in the successful execution of other energy independence programs
- Providing the leadership in the creation of a regional, streamlined bonding/funding process
- Promoting education for efficiency and influence projects toward a “reduce then produce” concept
- Improving collection of customer data in order to develop education and outreach
- Linking with green jobs training
- Development of our strategic and business planning processes
- Improving the effectiveness of the program website and the documentation
- Delivering an accessible dashboard of program metrics

Internal Communications	Frequency	Function	Staffing	Annual Cost Est.
Board of Supervisor Updates	Quarterly	Program update, requests and policy revisions	Item Prep – 1 (+S.C support) Presentation delivery - 3	\$12,000
Ad Hoc Updates by Program Administrator (PA)	Quarterly	Review of recommendation for the Board of Supervisors	P.A. – 1 Ad Hoc - 3	\$3,200
Program Planning Meetings	Quarterly	Planning of policy recommendations to Ad Hoc	P.A. – 1 S.C. - 8	\$8,000
Steering Committee (SC) Meetings	Weekly	Special application approvals, policy recommendations, programmatic decisions	S.C. - 8	\$80,000
Edu./Outreach/Mktg. Committee Meetings	Quarterly	Tuning and development of communication plan	Mktg. Consultant, Mktg. Lead, SC - 8	\$4,000
Storefront Staff Meetings	Weekly	Program updates, continuing education, program development	Prgm. Mgr. – 1 Staff – 9	\$3,000
Special (Urgent) Needs Meetings	PRN	Decisions on time sensitive policy and application issues	S.C. – 8	\$2,000
Email, internal communications (not customer facing) (8people*2hrs*100perhr*250days)	Daily	Program progress, issues, changes	Storefront – 10 S.C. – 8 P.A. - 1	\$400,000
Program presentations to County employees	TBD			TBD
				\$512,200

Appendix B: Communication Plan

2010- 2011 Proposed Education/Outreach/Mktg. Development	RRP \$		SCEIP \$		Total \$	
	Labor	Expenses	Labor	Expenses	Labor	Expenses
Storefront Operations						
Hotline-systems setup	7,452				7,452	0
Hotline-administration	6,430		5,000		11,430	0
Website-set up	11,441	9,457		487,000	11,441	496,457
Website-administration and maintenance	6,000	42,000			6,000	42,000
Education and Outreach Programs						
Outreach events: tabling, speakers bureau, give-a-ways	2,970		18,000	2,000	8,970	1,000
Real Estate Engagement	12,000		3,000		18,000	0
Commercial Engagement	11,200				11,200	0
Tool Lending Library				82,000		
Contractor Orientations - development	25,330		7,000		32,330	0
Contractor Orientations – delivery	14,470		56,500	5,000	70,970	5,000
Traditional Marketing						
Brand Development	3,666		3,000		6,666	
Collateral Production: brochures, posters, displays	9,040	40,000	17,500	30,000	26,540	80,000
Advertising: billboards, ad space, radio, television				- 0 -		
Advertising: tax bill inserts				5,000		
Mktg., Edu. & Outreach Staff Lead	28,788	18,714	20,000		108,788	19,714
Mktg., Edu. & Outreach Implementation Consultant	28,788	18,714	50,000	1,000	108,788	19,714
Networking						
Memberships, Subscriptions				5,000		
Internal Communication						
Updates, Meetings, Email, etc.						
			Total	797,000		
SEP1 Funds	WIB Funds		SEP1	712,000		
Anticipated expense – Unknown funding			WIB	82,000		

Appendix C: Space Plan

Operational Description

Current storefront operations closely resemble the loan office section in a bank. The quantity of space needed directly correlates to program application volume, staffing needed to support program activity and information technology resources supporting the program operation.

Current Functional Areas for Program Operation

- Reception: dedicated staff for attending to and directing phone calls, email inquiries and walk-in visitors to the Storefront.

- Seated desk space in a lobby setting, for working with applicants/contractors on application intake, file review and request for disbursement processing
- Waiting area for Storefront visitors
- Brochure and program material display racks
- Back office file manager and notary work space for non-customer facing process duties
- Manager office space
- Small, private conference room space for contract signings
- Secure storage room for tool lending library equipment
- Tool lending library check-in/check-out processing space
- Office support infrastructure for printers, office supplies storage, and program marketing collateral storage
- Staff break room area

Anticipated Space Needs

As the program grows and evolves, we anticipate the need for expanded space particularly in the areas with customer access. The lobby will become the hub of program activity with the addition of the on-line web portal, the development of education and outreach tools, and the market transformation of the building performance industry. The Storefront lobby may transform from a bank lobby atmosphere into “an Apple Store” atmosphere. The anticipated impact on Storefront space includes:

- Additional public work stations for completing on-line sustainability planning, and accessing on-line resources
- Addition of resource books and materials on water conservation, energy efficiency and renewable energy generation
- Addition of public comfort services such as coffee, water, vending, to support their length of stay
- Addition of services desk to guide visitors through the process and answer questions
- Readily available presentation and training room
- Building performance testing equipment demonstration space
- Increase of existing functional areas needed to accommodate program growth

Appendix D: Technology Plan

1 Infrastructure

The Sonoma County Energy Independence Program (SCEIP) is located in the Sonoma County Water Agency (SCWA) building at 404 Aviation Boulevard in Santa Rosa.

Network. SCWA's network system is independent of the County. SCEIP's network access is via a point to point T1 data circuit from SCWA to the Sonoma County Enterprise Network at the ISD Data Center. ISD provides this connectivity for SCWA to the Sonoma County Network. The network was initially configured with a 12-port switch and recently upgraded to a 24-point switch.

The T1 data circuit is extremely slow and it can take several minutes to open a single file. Consequently, staff spends an enormous amount of time awaiting network response. The installation of the 24-point switch comes with the expectation that when additional computers are brought online, the system will only become slower. There are plans to expand to an Opt-e-man system, which would increase network efficiency; however, these plans are delayed pending a time commitment for SCEIP at SCWA.

SCEIP does not have a dedicated file storage network. All documents are stored either on the Auditor-Controller Treasurer-Tax Collector's (ACTTC) or General Services networks. There is difficulty in providing staff access to both locations due to security and logistical issues. Currently, only one staff member has access to both networks and must remap the secondary network daily for

it to appear in the explorer window. Access to networks may be eliminated in the future due to changes in staffing, and a dedicated SCEIP network is highly recommended.

Computers. SCEIP currently has a total of 12 computers online for a staff of 10. Two of the computers are used for intake purposes with staff rotating on a regular basis. All computers are operating on Windows XP and using Microsoft Office 2007, in addition to other specialized software requirements as needed by staff. The computers are all GX-620 models, which are four-years old and were acquired from the County's surplus supply. Coupled with network connectivity issues and software requirements, users experience additional reductions in performance as a result of the age of the machines being used.

There are plans to purchase 4 new computers in the 2010-11 fiscal year to replace 4 of the surplus machines for the project/limited term staff. Surplus computers will continue to be used for the remaining staff. The recommendation is to purchase new computers for all workstations and place them on the Desktop Modernization Program (DMP).

Printers. Two network multi-function printers are being utilized, an HP M3035 MFP for the front office and a Sharp Laser MX-350 MFP for the back office. The HP is owned by SCEIP and the Sharp is leased equipment. Because the Sharp is a leased machine, all supplies (with the exception of paper) are included with the cost. Additionally, there are six desktop printers being used including 3-HP6940's, 2-HP995c's, and one-HP6540.

The recommendation is to upgrade to an IKON multi-function machine at a comparable cost with improved functions and support. Additionally, the desktop printers should be replaced with a single network printer with color printing capability to increase energy efficiency.

SharePoint. SharePoint has become a valuable tool for SCEIP because of the collaboration between the many departments that support SCEIP. Although SCEIP does not own its own SharePoint site, there are pages dedicated to SCEIP on the ACTTC and General Services SharePoint sites. Having the sites hosted by other departments may become problematic in the future as SCEIP gains its independence; therefore, the recommendation is for SCEIP to have its own SharePoint site.

2 Technical Support

Internal. There are currently two people on SCEIP's staff that have information technology skills. These staff members thus far have been able to create necessary databases, maintain the website and SharePoint sites, ensure that all electronic versions of documents made available for public use are compliant with the Americans with Disabilities Act (ADA) requirements, and address routine troubleshooting issues. There are plans to train at least one additional person for ADA work.

County ISD. The Sonoma County Information Systems Department (ISD) provides the following services: Help Desk, remote access through VPN, workstation hardware support, electronic Microsoft workstation updates, file storage and data backup and restores, internet services, network and email account administration, system configuration, and server security and update management.

SCWA IT. Because of SCEIP's location within the SCWA building, all ISD work for SCEIP staff must be coordinated with SCWA's Information Technology (IT) staff.

Sostre & Associates. Sostre & Associates provides web support for SCEIP's website and will in the near future provide support for SCEIP's data management system. (See Data Management below.)

3 Technology Training

The recommendation is to provide access for staff members with technology requirements as a part of their job function to basic continuing education to provide baseline technology support to SCEIP.

4 Data Management

SCEIP’s data is presently managed through the use of Excel spreadsheets. As the volume of data has grown, these spreadsheets have become more unstable, thereby eliminating many of their automated functions. Additionally, the spreadsheets can only be accessed by one staff member at a time which coupled with a slow network, has created a very inefficient process.

SCEIP has contracted with Sostre & Associates to create an application intake and data management system. This system is intended to replace the existing Excel spreadsheets, contain a workflow management process, and reporting functions. The system will be in beta testing in June with a goal of going live by July 2010. Sostre & Associates will maintain this system and the cost is to be determined.

Ultimately, the recommendation is to pursue a database tool with robust reporting capabilities that can be utilized by multiple agencies. The County is in the process of drafting a Request for Proposal (RFP) for such a tool.

5 Communications

Telephones. SCEIP’s telephone system is a part of the SCWA and does not interact with the County of Sonoma phone system. SCEIP staff cannot forward calls to other departments supporting the program because of the external system. There are also limitations on voice mail services, phone features, and the business name being announced in a receiver’s caller identification system, (currently announced as “Sonoma County Water Agency”). The recommendation is to integrate with the County’s telephone system.

Website. SCEIP’s website is hosted by Sostre & Associates, an external vendor. The site is managed by the vendor’s Content Management System (CMS), which limits the layout and page options for SCEIP. The use of a CMS is primarily for the ease of updating documents and basic content for those who do not have web development experience. While design changes can be accomplished, they must be done by the vendor’s staff at a rate of \$100/hour. Not having the site hosted by the County of Sonoma creates conflict in interfaces with County systems and user sign-up to news alerts and other information. The recommendation is to have the County host SCEIP’s website to allow for advanced design and automated features.

Facsimile. SCEIP is currently using a four-year old Panasonic KX-FL511 fax machine. While the machine satisfies the program’s needs, the service can be transferred to the Sharp multi-function machine (or upgrade), which also has fax capabilities. This would eliminate the need to supply toner for the stand-alone fax machine and would increase energy efficiency.

Technology Plan Services Summary		
Service	Requirements	Annual Cost Est.
Network		\$
File Systems, Applications		
Data Storage		
Computers		
Printers		
Support Services		
Telephones		

Website Services		
Facsimile		

Appendix E: Staffing Plan

The purpose of the staffing plan is to make certain the program has sufficient staff with the right skills and experience to ensure a successful program.

Roles and Responsibilities

The following is a detailed breakdown of the roles required to execute the program. It includes the job classifications, the program responsibility of each classification, the skills required, and the number of staff required to fulfill that role.

Existing	
Job Classification	Number of Staff
Administrative Services Officer I Program Responsibilities <ul style="list-style-type: none"> • Public forum presentations, preparation and delivery • Steering Committee chair, preparation, delivery and follow-up • Staff Meetings, preparation, delivery and follow-up • Email management and response • Coordination with Regional Climate Protection Authority, BPI, RRP • Lead contractor advisory forum(s) • New eligible improvements evaluation • Hub tool development, RFP for database, Project DX Dexequiv • Program strategic planning • Customer and contractor issue resolution • Staff Performance management and supervision • Progress Payment inspections • Meetings and collaboration with other municipalities • Marketing planning • Tool lending library implementation • Public Speaking engagements • Office policy and procedure development • Application approval and contract signing authority • Office tool design and development • Strategic planning • Communication with senior program management, including briefings, and execution of senior management direction regarding program execution. • BOS presentations and briefings, annual 	1.0 FTE Skills Required Considerable knowledge of: principles and practices relating to modern budget, programs and systems management; human resources issues and the functions and complexities of occupations found in the assigned department; the operations and functions of county government; research methodology, report writing and basic statistics, and their application; effective personnel and supervisory techniques; modern office methods and procedures. Working knowledge of: group dynamics as it relates to public organizations; written and oral communications, including language mechanics, syntax and English composition; purchasing, ISD, safety, organizational analysis and their impact on departmental operations; the use of electronic information equipment and specific systems as used within the department. Ability to: plan and organize research and statistical work relating to the various aspects of administration, budget and general management matters; understand, interpret and apply rules, regulations, ordinances, and federal, state and local legislation; effectively communicate orally and in writing, and present conclusions before advisory and policy bodies; effectively supervise the work of professional, technical and office support staff; establish and maintain effective working relationships with County management personnel, employees, and the public in carrying out sound management policies; understand and manage human resources functions; perform data collection, interpretation and evaluation pertaining

<p>reports</p> <ul style="list-style-type: none"> • Annual financial reporting, in conjunction with ACTTC. 	<p>to administrative, fiscal and management matters; persuade, rationalize, and project consequences of decisions and/or recommendations; analyze administrative problems, budgets, and a variety of programs, systems and procedures; use electronic information equipment and specific systems as used within the department.</p>
<p>Job Classification Administrative Aide Confidential</p>	<p>Number of Staff 2.0 FTE</p>
<p>Program Responsibilities</p> <ul style="list-style-type: none"> • Sostre contract management • Web maintenance and updates • Document maintenance and updates • ADA compliance • Contract review • Application approval and contract signing authority • Weekly report analysis and delivery • Preparation of Board items • Steering Committee meeting, preparation and attendance • Ad Hoc meeting preparation and management • JV reimbursement review and processing • Hot issues research: mechanics liens, PACE programs • Responding to municipality inquiries • Office policy and procedure • Monthly newsletter • Office and correspondence templates • Researching communication tools, ie. Blogs, webinars • Researching program elements, ie. Permit/no permit fees • Staff training • IT planning and issue resolution • Strategic planning 	<p>Skills Required</p> <p>Working knowledge of: principles and practices of business and public administration as pertinent to area of assignment; principles, practices and political implications of decisions regarding budgeting, fiscal management, human resources and contract management; principles and methods of work planning, staffing analysis and project management; techniques and practices of research methodology, data collection, and analysis; report writing; application and use of basic statistics; the use of electronic information equipment and specific systems as used within the department.</p> <p>Knowledge of: operations and functions of county government and the structure and function of the assigned department; modern supervisory management and human resources practice; modern office methods and procedures.</p> <p>Ability to: plan, organize, and conduct research, analysis and statistical studies related to the various aspects of administration, budget and general management matters; collect, compile and analyze qualitative and quantitative data; review and implement changes in work methods, systems and procedures; understand, interpret and explain laws, regulations and policies governing program operations; prepare budgets, grant applications, service contracts and complex narrative and statistical reports; communicate effectively orally and in writing, and present conclusions and recommendations before advisory and policy bodies; establish and maintain effective working relationships with management, employees, clients, and the public in carrying out sound management policies; understand program objectives in relation to departmental goals and procedures; organize and prioritize work assignments; persuade, examine, and project consequences of decisions and/or recommendations; analyze administrative problems and budget requests; use of electronic information equipment and specific systems as used within the department; effectively supervise the work of technical and office support staff.</p>

<p>Job Classification Water Conservation Programs Specialist</p>	<p>Number of Staff 1.0 FTE</p>
<p>Program Responsibilities</p> <ul style="list-style-type: none"> • Application approval and contract signing authority • Contract review • Commercial accounts manager • Commercial outreach and marketing • Building performance measure review • Procedure development • Water conservation expertise and review of water conservation improvements • Steering committee meeting, preparation and attendance • Weekly report analysis and delivery • Staff support and training • Implementation of program policy and procedures • Standard operating procedures • Strategic planning • Hot issues research • Office policy and procedure 	<p>Skills Required</p> <p>Working knowledge of: principles and practices of business and public administration as pertinent to area of assignment; principles, practices and political implications of decisions regarding budgeting, fiscal management, human resources and contract management; principles and methods of work planning, staffing analysis and project management; techniques and practices of research methodology, data collection, and analysis; report writing; application and use of basic statistics; the use of electronic information equipment and specific systems as used within the department.</p> <p>Knowledge of: operations and functions of county government and the structure and function of the assigned department; modern supervisory management and human resources practice; modern office methods and procedures.</p> <p>Ability to: plan, organize, and conduct research, analysis and statistical studies related to the various aspects of administration, budget and general management matters; collect, compile and analyze qualitative and quantitative data; review and implement changes in work methods, systems and procedures; understand, interpret and explain laws, regulations and policies governing program operations; prepare budgets, grant applications, service contracts and complex narrative and statistical reports; communicate effectively orally and in writing, and present conclusions and recommendations before advisory and policy bodies; establish and maintain effective working relationships with management, employees, clients, and the public in carrying out sound management policies; understand program objectives in relation to departmental goals and procedures; organize and prioritize work assignments; persuade, examine, and project consequences of decisions and/or recommendations; analyze administrative problems and budget requests; use of electronic information equipment and specific systems as used within the department; effectively supervise the work of technical and office support staff.</p>
<p>Job Classification Administrative Aide Extra Help</p>	<p>Number of Staff 1.0 FTE</p>
<p>Program Responsibilities</p> <ul style="list-style-type: none"> • Assessment and Implementation Contract generation and management • Request for Disbursement review 	<p>Skills Required</p> <p>Knowledge of: administrative techniques and principles of organization, accounting, budget and human resources administration; techniques and practices of research methodology, data collection,</p>

<ul style="list-style-type: none"> Serve as back up for Office Assistant II providing duties as described below 	<p>and preliminary analysis; report writing; application and use of basic statistics; interview techniques sufficient to obtain information related to employment and administrative matters; written and oral communications, including language mechanics, syntax and English composition; modern office methods and procedures; database, spreadsheet and word processing applications including basic methods of graphic presentations.</p> <p>Ability to: collect, compile and analyze qualitative and quantitative data; understand and explain laws, regulations and policies governing program operations; communicate effectively orally and in writing; establish and maintain effective working relationships with management, employees, clients, and the public; understand program objectives in relation to departmental goals and procedures; organize and prioritize work assignments; use and understand common database, spreadsheet and word processing applications; learn specialized computer applications. Certain positions may require the ability to speak, read and write fluent Spanish.</p>
<p>Job Classification Office Assistant II Agency Extra Help</p>	<p>Number of Staff 4.5 FTE</p>
<p>Program Responsibilities</p> <ul style="list-style-type: none"> File Management Application Review Title Search request Application approval request Schedule contract signings Review and process Request for Disbursement Customer support and information, phone and in-person Notary/Contracts 	<p>Skills Required</p> <p>Considerable knowledge of: clerical and department practices, procedures, programs, services, policies, and regulations; the purpose and processing of a diversity of forms and documents; English grammar, vocabulary, spelling, punctuation and composition.</p> <p>Working knowledge of: methods and techniques used in researching, proofing, evaluation, gathering, organizing and arranging data; techniques and practices for leading workers; basic mathematics; business letter writing; the use of electronic information equipment and specific systems as used within the department.</p> <p>Ability to: read English at a level necessary to understand procedures, manuals, policies and guidelines; write English at a level necessary to prepare correspondence and record incoming information; speak English at a level necessary to communicate information clearly; answer a variety of questions related to department programs, services and operations; exercise sound judgment when initiating processes, actions, and alternatives within established procedures and regulations; understand and carry out written and oral instructions; prepare and maintain accurate reports and records; establish and maintain harmonious work relationships with employees and the public;</p>

	<p>communicate effectively verbally and in writing with individuals from diverse socio-economic and cultural backgrounds; enter data accurately into automated systems; maintain confidentiality of restricted information; use discretion in organizing work and carrying out assignments with minimum supervision; use electronic information equipment and specific systems as used within the department; understand and apply specific rules, codes, regulations, procedures, policies, and precedents; select, interpret and explain regulations and procedures to others; locate, identify, and correct technical inaccuracies; provide direction to others; work independently in performing assignments and in resolving problems and deviations; establish, organize and arrange and revise the maintenance of department files; research, proof, evaluate, gather, organize and arrange a diversity of information; produce on a computer keyboard or a typewriter a variety of material to include graphs, charts, statistical statements, specifications, purchase orders, reports and standardized forms; independently research and prepare correspondence in answer to inquiries about department records, programs, services and regulations; maintain and process a variety of records and transactions; make accurate and rapid mathematical calculations; operate office equipment to include personal computers, alpha readers, typewriters, calculators, printers, copiers, adding machines, microfilm equipment, and data processing terminals.</p>
<p>Job Classification Receptionist Agency Extra Help</p>	<p>Number of Staff 1.0 FTE</p>
<p>Program Responsibilities</p> <ul style="list-style-type: none"> • Primary customer phone and email support • Secondary customer in-person support • Office supplies management • Mail and fax review and assignment 	<p>Skills Required</p> <p>Working knowledge of: English grammar, vocabulary, spelling and punctuation; modern office practices and procedures.</p> <p>Knowledge of: the methods and techniques necessary to operate multiple line telephone systems; telephone courtesy, good grammar, diction and voice modulation; county government structure, organization and services; special terminology may be necessary for some positions.</p> <p>Some knowledge of: the methods and techniques necessary to operate a computer terminal.</p> <p>Ability to: work with the public in a courteous, pleasant and tactful manner; establish and maintain harmonious relationships with other employees; exercise independent judgment and to reason logically; understand and follow complex written and oral directions; operate a multiple line</p>

	<p>telephone answering system with speed and dexterity; remember names, locations and numbers; think and work effectively under stress; speak with good diction and enunciation; understand and interpret varied accents and limited English; maintain accurate records and prepare reports; perform basic typing and filing.</p>
<p>Job Classification Material Handler Agency Extra Help</p>	<p>Number of Staff 0.5 FTE</p>
<p>Program Responsibilities</p> <ul style="list-style-type: none"> • Tool Lending Library set-up and maintenance • Customer service for Library • Development and maintenance of policy and procedures for Library 	<p>Skills Required</p> <p>Working knowledge of: the procedures and techniques of receiving, storing, issuing and delivering supplies, material and equipment; postal regulations; the proper operating procedures of materials handling equipment including pallet jacks, hoists, carts and forklifts; of safety rules, regulations and procedures related to receiving and storage activities and equipment; construction, maintenance, and repair of office furnishings; hand tools and power tools used to build and repair furniture and equipment; the clerical and record keeping procedures related to receiving and storage activities and equipment.</p> <p>Ability to: follow oral and written directions; coordinate, schedule and prioritize work; accurately and neatly complete forms and records; spot discrepancies between items received and purchase order, packing slip or property record form; perform routine arithmetic calculations; acquire a working knowledge of the materials, supplies and equipment handled by the department; utilize hand and power tools to build and repair furniture and equipment; deal courteously with individuals contacted in the course of work; operate a forklift and other labor saving devices; operate a light vehicle; perform tasks which require physical strength and agility; read, write and speak English at the level required by the duties.</p>

Average Weekly Volume and Associated Time for Office Assistant II positions and Receptionist

- 200 phone inquiries @ 20 minutes per = 67 hours
- 25 e-mail inquiries @ 10 minutes per = 4 hours
- 32 walk-in (intake) @ 20 minutes per = 10.7 hours
- 30 applications @ 5 hours per = 150 hours
- 19 applications approval request @ 30 minutes per = 9.5 hours
- 5 applications returned @ 20 minutes per = 1.7 hours
- 16 contracts @ 1 hour per = 16 hours
- 16 contract preparations @ 20 minutes per = 5.3 hours
- 13 requests for disbursement @ 1 hour per = 12 hours
- 30 returned intakes @ 40 minutes per = 20 hours

Total: 309 hours/40 hours per week = 7.73 FTEs

Note: This does not include the workload/time of the ASO, Administrative Aide Confidential, Water Conservation Programs Specialist or the Materials Handler.

Possible Additional Program Elements to be implemented in FY 2010/2011:

- RCPA Alignment
- CEC SEP 1 Grant
- Assisting PACE development
- Regional Retrofit Program Alignment

Future	
Job Classification Program Manager	Number of Staff 1.0 FTE
<p>Program Responsibilities</p> <ul style="list-style-type: none"> • Public forum presentations, preparation and delivery • Steering Committee chair, preparation, delivery and follow-up • Staff Meetings, preparation, delivery and follow-up • High level email management and response • Regional Climate Protection Authority, BPI, RRP • Vendor advisory, vendor meetings • New eligible improvements evaluation • Hub tool development, RFP for database, Project DX Dexequiv • Program strategic planning • Customer and contractor issue resolution • Staff Performance management and supervision • Progress Payment inspections • Meetings and collaboration with other municipalities • Marketing planning • Tool lending library implementation • Public Speaking engagements • Office policy and procedure development 	<p>Skills Required</p> <p>Considerable knowledge of: principles and practices relating to modern budget, programs and systems management; human resources issues and the functions and complexities of occupations found in the assigned department; the operations and functions of county government; research methodology, report writing and basic statistics, and their application; effective personnel and supervisory techniques; modern office methods and procedures.</p> <p>Working knowledge of: group dynamics as it relates to public organizations; written and oral communications, including language mechanics, syntax and English composition; purchasing, ISD, safety, organizational analysis and their impact on departmental operations; the use of electronic information equipment and specific systems as used within the department.</p> <p>Ability to: plan and organize research and statistical work relating to the various aspects of administration, budget and general management matters; understand, interpret and apply rules, regulations, ordinances, and federal, state and</p>

<ul style="list-style-type: none"> • Application approval and contract signing authority • Office tool design and development • Strategic planning 	<p>local legislation; effectively communicate orally and in writing, and present conclusions before advisory and policy bodies; effectively supervise the work of professional, technical and office support staff; establish and maintain effective working relationships with County management personnel, employees, and the public in carrying out sound management policies; understand and manage human resources functions; perform data collection, interpretation and evaluation pertaining to administrative, fiscal and management matters; persuade, rationalize, and project consequences of decisions and/or recommendations; analyze administrative problems, budgets, and a variety of programs, systems and procedures; use electronic information equipment and specific systems as used within the department.</p>
<p>Job Classification Department Analyst</p>	<p>Number of Staff 2.0 FTE</p>
<p>Program Responsibilities</p> <ul style="list-style-type: none"> • Staff support and training • Staff supervision and performance evaluation • Office management and oversight • Program policy and procedure • Marketing, education and outreach • Sostre contract management • Web maintenance and updates • Document maintenance and updates • ADA compliance • Contract review • Application approval and contract signing authority • Weekly report analysis and delivery • Preparation of Board items • Steering Committee meeting, preparation and attendance • Ad Hoc meeting preparation and management • JV reimbursement review and processing • Hot issues research: mechanics liens, PACE programs • Responding to municipality inquiries • Monthly newsletter • Office and correspondence templates • Researching communication tools, ie. Blogs, webinars • Researching program elements, ie. Permit/no permit fees • IT planning and issue resolution • Strategic planning • Commercial accounts manager • Commercial outreach and marketing • Building performance measure review • Standard Operating Procedure development • Water conservation, energy efficiency expertise 	<p>Skills Required</p> <p>Working knowledge of: principles and practices of business and public administration as pertinent to area of assignment; principles, practices and political implications of decisions regarding budgeting, fiscal management, human resources and contract management; principles and methods of work planning, staffing analysis and project management; techniques and practices of research methodology, data collection, and analysis; report writing; application and use of basic statistics; the use of electronic information equipment and specific systems as used within the department.</p> <p>Knowledge of: operations and functions of county government and the structure and function of the assigned department; modern supervisory management and human resources practice; modern office methods and procedures.</p> <p>Ability to: plan, organize, and conduct research, analysis and statistical studies related to the various aspects of administration, budget and general management matters; collect, compile and analyze qualitative and quantitative data; review and implement changes in work methods, systems and procedures; understand, interpret and explain laws, regulations and policies governing program operations; prepare budgets, grant applications, service contracts and complex narrative and statistical reports; communicate effectively orally and in writing, and present conclusions and recommendations before advisory and policy bodies; establish and maintain effective working relationships with management, employees, clients, and the public in carrying out sound</p>

<p>and review</p>	<p>management policies; understand program objectives in relation to departmental goals and procedures; organize and prioritize work assignments; persuade, examine, and project consequences of decisions and/or recommendations; analyze administrative problems and budget requests; use of electronic information equipment and specific systems as used within the department; effectively supervise the work of technical and office support staff.</p>
<p>Job Classification Administrative Aide</p>	<p>Number of Staff 1.0 FTE</p>
<p>Program Responsibilities</p> <ul style="list-style-type: none"> • Assessment and Implementation Contract generation • Request for Disbursement review • More duties 	<p>Skills Required</p> <p>Knowledge of: administrative techniques and principles of organization, accounting, budget and human resources administration; techniques and practices of research methodology, data collection, and preliminary analysis; report writing; application and use of basic statistics; interview techniques sufficient to obtain information related to employment and administrative matters; written and oral communications, including language mechanics, syntax and English composition; modern office methods and procedures; database, spreadsheet and word processing applications including basic methods of graphic presentations.</p> <p>Ability to: collect, compile and analyze qualitative and quantitative data; understand and explain laws, regulations and policies governing program operations; communicate effectively orally and in writing; establish and maintain effective working relationships with management, employees, clients, and the public; understand program objectives in relation to departmental goals and procedures; organize and prioritize work assignments; use and understand common database, spreadsheet and word processing applications; learn specialized computer applications. Certain positions may require the ability to speak, read and write fluent Spanish.</p>
<p>Job Classification Office Assistant II Agency</p>	<p>Number of Staff 5.75 FTE (3 + 2.75 Extra Help)</p>
<p>Program Responsibilities</p> <ul style="list-style-type: none"> • File Management • Application Review • Title Search request • Application approval request • Schedule contract signings • Review and process Request for Disbursement • Customer support and information, phone and in-person • Notary/Contracts 	<p>Skills Required</p> <p>Considerable knowledge of: clerical and department practices, procedures, programs, services, policies, and regulations; the purpose and processing of a diversity of forms and documents; English grammar, vocabulary, spelling, punctuation and composition.</p> <p>Working knowledge of: methods and techniques used in researching, proofing, evaluation, gathering, organizing and arranging data; techniques and practices for leading workers; basic mathematics; business letter writing; the use of</p>

	<p>electronic information equipment and specific systems as used within the department.</p> <p>Ability to: read English at a level necessary to understand procedures, manuals, policies and guidelines; write English at a level necessary to prepare correspondence and record incoming information; speak English at a level necessary to communicate information clearly; answer a variety of questions related to department programs, services and operations; exercise sound judgment when initiating processes, actions, and alternatives within established procedures and regulations; understand and carry out written and oral instructions; prepare and maintain accurate reports and records; establish and maintain harmonious work relationships with employees and the public; communicate effectively verbally and in writing with individuals from diverse socio-economic and cultural backgrounds; enter data accurately into automated systems; maintain confidentiality of restricted information; use discretion in organizing work and carrying out assignments with minimum supervision; use electronic information equipment and specific systems as used within the department; understand and apply specific rules, codes, regulations, procedures, policies, and precedents; select, interpret and explain regulations and procedures to others; locate, identify, and correct technical inaccuracies; provide direction to others; work independently in performing assignments and in resolving problems and deviations; establish, organize and arrange and revise the maintenance of department files; research, proof, evaluate, gather, organize and arrange a diversity of information; produce on a computer keyboard or a typewriter a variety of material to include graphs, charts, statistical statements, specifications, purchase orders, reports and standardized forms; independently research and prepare correspondence in answer to inquiries about department records, programs, services and regulations; maintain and process a variety of records and transactions; make accurate and rapid mathematical calculations; operate office equipment to include personal computers, alpha readers, typewriters, calculators, printers, copiers, adding machines, microfilm equipment, and data processing terminals.</p>
<p>Job Classification Receptionist Agency Extra Help</p>	<p>Number of Staff 1.0 FTE</p>
<ul style="list-style-type: none"> • Primary customer phone and email support • Secondary customer in-person support • Office supplies management • Mail and fax review and assignment 	<p>Working knowledge of: English grammar, vocabulary, spelling and punctuation; modern office practices and procedures.</p> <p>Knowledge of: the methods and techniques</p>

	<p>necessary to operate multiple line telephone systems; telephone courtesy, good grammar, diction and voice modulation; county government structure, organization and services; special terminology may be necessary for some positions.</p> <p>Some knowledge of: the methods and techniques necessary to operate a computer terminal.</p> <p>Ability to: work with the public in a courteous, pleasant and tactful manner; establish and maintain harmonious relationships with other employees; exercise independent judgment and to reason logically; understand and follow complex written and oral directions; operate a multiple line telephone answering system with speed and dexterity; remember names, locations and numbers; think and work effectively under stress; speak with good diction and enunciation; understand and interpret varied accents and limited English; maintain accurate records and prepare reports; perform basic typing and filing.</p>
<p>Job Classification Material Handler Agency Extra Help</p>	<p>Number of Staff 0.5 FTE</p>
<ul style="list-style-type: none"> • Tool Lending Library set-up and maintenance • Customer service for Library • Development and maintenance of policy and procedures for Library 	<p>Working knowledge of: the procedures and techniques of receiving, storing, issuing and delivering supplies, material and equipment; postal regulations; the proper operating procedures of materials handling equipment including pallet jacks, hoists, carts and forklifts; of safety rules, regulations and procedures related to receiving and storage activities and equipment; construction, maintenance, and repair of office furnishings; hand tools and power tools used to build and repair furniture and equipment; the clerical and record keeping procedures related to receiving and storage activities and equipment.</p> <p>Ability to: follow oral and written directions; coordinate, schedule and prioritize work; accurately and neatly complete forms and records; spot discrepancies between items received and purchase order, packing slip or property record form; perform routine arithmetic calculations; acquire a working knowledge of the materials, supplies and equipment handled by the department; utilize hand and power tools to build and repair furniture and equipment; deal courteously with individuals contacted in the course of work; operate a forklift and other labor saving devices; operate a light vehicle; perform tasks which require physical strength and agility; read, write and speak English at the level required by the duties.</p>

Staffing Plan		
Recommendations		Annual Cost Est.
1.	Reclassify the Office Assistant II positions (Extra Help) with 7.75 FTE permanent, full-time Senior Office Assistant positions. The current workload requires the addition of staff and the level of experience and abilities required match the Senior Office Assistant qualifications. In addition, changes related to the additional program elements are expected to impact workload significantly in the coming 6 – 12 months. The constraints placed on the program by staffing with Extra Help positions (i.e. training, professionalism, staff turnover) need to be addressed with permanent employees, paid at a level consistent with job performance expectations and visibility.	
1.	Reclassify the Administrative Officer I position to a Program manager. The level of complexity, responsibility, delegated authority, number and classes of staff supervised aligns with a Program Manager job classification.	
2.	Reclassify the Administrative Aide Confidential position to Department Analyst and increase the FTE from 1.0 to 2.0. The journey-level responsibility and duties in supporting the department operations, programs and services as well as serving as the program expert or resource, and supervising support and technical staff aligns with the Department Analyst position. Currently, the Water Conservation Specialist provides half of this support, but will be reassigned full-time to the CEC SEP 1 grant.	
3.	The Administrative Aide position that currently prepares contracts and reviews Requests for Disbursement could make a larger contribution to the program; however, logistically it is difficult to have this person provide support because they are currently located off-site. We recommend this position be moved to the Storefront as a priority.	

Appendix F: Outside Services

	Current Provider	Needs	Annual Budget	
1	Assessment placement and collection	Tax Collectors Office	Placement of assessments on property tax bills and collection of assessments financed through SCEIP	\$40,000
2	Audit accounting services	ACTTC	Auditing	\$20,000
3	Bond Counsel	RWG		\$50,000
4	Building Space and Services	SCWA	Fulfill the space plan needs of the program	\$ - 0 -
5	Consulting	KNN	Public agency financial advisors	\$25,000
6	Consulting	NBS (Tiffany)	Property tax administration	\$25,000
7	Courier, Postal Services	County	Daily postal and interoffice pickup and delivery	\$2,500
8	Fiscal Accounting Services	ACTTC	Accounting and budget	\$80,000
9	Information Technology – PC	County ISD	Fulfill the technology plan needs of the program (excluding telecommunications) - equipment, connectivity and support	\$5,000
10	Information Technology - Telecommunications	SCWA	Fulfill the telecommunication needs of the program - equipment, connectivity and support	\$ - 0 -
11	Lien Placement	ACTTC (Earl)	Preparation of documents for recordation	
12	Marketing Implementation Consultant	SCWA	Implementation/ execution of the education, outreach and marketing plan as developed and approved by the Program Steering committee	\$50,000
13	Pool car services	SCWA / County	Program related travel	\$1000
14	Printing services	Reprographics	Internal and external printed materials	
15	Legal Services	County Counsel	AB811 interpretation and policy advise	\$130,000
16	Recordation	County Recorder	Recording of (1) notice of assessment, (2) SCEIP contract	Pass through fees
17	Title Search	TSS Fidelity	Basic title search for applications <\$5k Standard title search for application >\$5k, <\$500k Title search , insurance and escrow services for application >\$500k	Pass through fees

Appendix G: Financial Plan

CEC SEP 1 Grant Funds Distribution

Sub-Ob	Revenue	SEP \$	Program \$	Total \$
	Regional Bonding	600,000		
	H2O and on-bill Financing Program enhancements	200,000		
	State-of-the art web portal and IT solution	487,000		
	Building Performance Testing incentives	825,000		
	Education & Outreach on Program Changes	225,000		
	Grant Administration	200,000		
	TOTAL GRANT AMOUNT	2,537,000		

Program Budget Outline 2010-2011

Revenues 283010

Sub-Ob	Revenue	SEP \$	Program \$	Total \$
1001	Direct Charges – CY		1,364,064	
1001	Direct Charges – CY (Capitalized Int & Payoffs)		411,303	
1001	Direct Charges – CY (Residual Interest – Secondary Market)		-	
1001	Direct Charges – Prop Admin Fee		36,030	
1700	Interest on Pooled Cash		6,921	
1701	Interest Earned		-	
3300	Recording Fees		39,150	
4040	Miscellaneous Revenue		-	
4102	Donations/Reimbursements		162,000	
4210	Advances		(300,000)	
4219	Advances – Clearing		300,000	
	TOTAL REVENUES		2,019,468	

Expenses 283010

Sub-Ob	Expense	SEP \$	Program \$	Total \$
	Total Salaries/Employee Benefits		588,375	
6040	Communications		-	
6400	Office Expense		8,000	
6410	Postage		2,550	
6430	Printing Services		2,550	
6570	Consulting Services (NBS, KNN)		50,000	
6577	Assessments		43,500	
6579	Other Admin Costs		30,000	
6610	Legal Services – Bond Counsel		50,000	
6610	Legal Services – County Counsel		129,792	
6629	Fiscal Accounting Services		80,000	
6630	Audit/Accounting Services		20,000	
6637	Property Tax Admin Fee		12,010	
6640	Debt Issuance Cost		410,000	
6820	Rents/Leases-Equipment		5,125	
7250	Reimbursable Projects (TSS)		180,000	

Expenses 283010

Sub-Ob	Expense	SEP \$	Program \$	Total \$
7303	Private Car Expense		300	
7400	Data Processing (ISD?)		24,300	
	Total Services/Supplies		1,048,127	
7940	Interest-Notes/Warrants		15,222	
	Total Other Charges		15,222	
	TOTAL SCEIP PROGRAM EXPENSES		1,651,724	
7282-01	SCWA Activity-Misc Expense			
7282-01	SCWA Activity-Salaries & Benefits		0	
7282-02	Consultant Services		0	
7282-04	Marketing		0	
7282-05	Inspection AB811 Water Conservation		0	
	Total SCWA Expenses		0	
	TOTAL EXPENSES		1,651,724	

Appendix H: Risk Mitigation

Risk Mitigation Summary	
Risk (alphabetical)	Mitigation
Consumer confusion	Hub Tool, collaboration with programs and agencies, clear messaging
Contractor readiness	Education, training, communication
Disbursement cycle	Long term financing, alternate payment cycle options
Fraud	Quality Assurance program
Lending institution policies	Local, State and Federal work
Long term financing	Bond integrity
Regulatory changes	Communication, high responsiveness capability
Requirements of applicants	Education and outreach
Staffing: capacity, turnover, skills	Staffing plan, financing model, Hub Tool
Technology: features, reliability	Hub Tool, infrastructure
U.S. Economy	Scalable design