I. Speakers
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II. 7 Habits Overview:
1. Thrifty, 5. Do the Heavy Lifting,
2. Be Opportunistic, 6. Market, Market, Market,
3. Leverage Internal Support, 7. Patience & Perseverance
4. Show Courage,

III. Fremont in Action: Projects
A. City Profile:
   ● 4th largest city in the Bay Area
   ● 92 square miles
   ● Suburban
   ● Fiscally conservative
   ● City Council supportive of California greenhouse gas (GHG) reduction targets

B. Sustainability Vision
   ● “Strategically urban, sustainably modern city”
   ● 25% reduction below 2005 levels by 2020

C. Projects
   ● Regional Renewable Energy Project (R-REP)
     Countywide, joint-procurement of solar PV. Fremont installed PV atop carports

   ● LED Street Light conversion and water efficiency upgrades

   ● Low-Carbon Microgrid Demonstration
     California Energy Commission awarded “Gridscape Solutions” $1.8 million to install microgrids at Fremont fire stations.
     Microgrids help build resilience against grid outages

   ● “kW Smackdown” Competition
     High school students and the green impact campaign program teamed up to conduct 481 energy and water audits.

C. 7 Habits
1. **Thrifty**
   Goal: execute some projects without governmental financial support (general fund).
   ● Example 1, Solar PV Carports: Fremont leveraged Alameda County (AC) resources and achieved economies of scale to ensure maximum affordability.
- Example 2, LED Conversion: no-cost to city, funded through PG&E on-bill financing and an $8.1 million loan at 2.1% interest.
- Example 3, Microgrid: implementing the microgrid as a demonstration project enabled the City to minimize costs and not use City funds.

2. **Be Opportunistic**
   Goal: Partner with other agencies to execute projects
   Benefits: may create a project that you can “show-off” to your City Council to rally support for future projects and programs

3. **Leverage Internal Support**
   Goal: determine which department(s) may be your allies to launch a project.
   Make your project the solution to someone else’s problem.
   - Example 1, Solar PV Carports: Fremont’s Sustainability Manager helped win the support of the Police Department by siting the PV above their parking lot. The carports serve a dual-purpose of generating electricity and keeping police vehicles cool.

4. **Show Courage**: Don’t be afraid to take-on big projects

5. **Do the Heavy Lifting**: Sometimes you need to step-up. If no one else offers to spearhead a project, it may be your turn.

6. **Market, Market, Market**:
   Use social media to promote your projects. Capitalize on positive feedback. The City Council will likely respond to the community’s input and, in turn, support your project(s).

7. **Patience & Perseverance**
   Remember that some of your most successful projects may not come to fruition for a few years. You need to be patient and continue moving forward.

**IV. Question & Answer**

1. **What tips and lessons-learned can you share about Energy Service Company (ESCO) projects?**
   PG&E Local Government Partnership programs offer assistance in developing Requests or Proposals (RFPs). Secure the support of your finance department. Look at what other cities have done.

2. **If you have installed and own a solar PV system through an ESCO project, how do you manage the operations and maintenance (O&M)?** Fremont suggested using a Power-Purchase Agreement (PPA) approach. With a PPA, O&M is not your responsibility.

3. **Clarification regarding East Bay Community Energy (EBCE):**
EBCE intends to procure decentralized, distributed renewable energy rather than centralized, remote energy. Moving forward, EBCE may focus on expanding local energy generation at a county-level. Reach out to fellow city staff to troubleshoot problems and share your successes.

4. For a PPA, did you use a contractor or consultant to determine the specifications of the Agreement? No, Fremont's finance department orchestrated the Agreement for the LED project.

5. Miscellaneous Advice:
   Splitting Savings: determine split based upon the kWh generated by solar PV.
   Take advantage of Energy Watch partnership resources.