

EXHIBIT A SCOPE OF WORK

TECHNICAL TASK LIST

Task #	Task Name
1	Administration
2	Framework
3	Exploration
4	Discovery
5	New Era Vision for RE Development and Conservation
6	Renewable Energy Policy/Regulatory System
7	Public Review of Draft REGPE and Regulatory System and Selection of EIR Alternatives
8	Renewable Energy Systems Environmental Review
9	Adopt & Implement

KEY NAME LIST

Task #	Key Personnel	Key Subcontractor(s)	Key Partner(s)
1	Tom Hudson-County		
1	Terri Rahhal-County		
2	Tom Hudson-County		
2	Terri Rahhal-County		
2	Andrew Silva-County		
3	Tom Hudson-County		
3	Dave Prusch-County		
4	Terri Rahhal-County		
4	Dave Prusch-County		
4	Gia Kim-County		
5	Tom Hudson-County		
5	Andrew Silva-County		
5	Terri Rahhal-County		
6	Tom Hudson-County		
6	Dave Prusch-County		
6	Gia Kim-County		
7	Terri Rahhal-County		
7	Dave Prusch-County		
7	Andrew Silva-County		
8	Gia Kim-County		
8	Andrew Silva-County		
8	Terri Rahhal-County		
9	Tom Hudson-County		
9	Terri Rahhal-County		

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GLOSSARY

Specific terms and acronyms used throughout this scope of work are defined as follows:

Term/ Acronym	Definition
BOS	Board of Supervisors (County)
CAM	Energy Commission Agreement Manager
CAO	San Bernardino County Administrative Office
CPR	Critical Project Review
DRECP	Desert Renewable Energy Conservation Plan
EDA	County Economic Development Agency
LUS	County Land Use Services Department
PC	San Bernardino County Planning Commission
PW	County Public Works Department
RE	Eligible Renewable Energy Resources
REGPE	Renewable Energy and Conservation General Plan Element
SPARC	San Bernardino County Partnership for Renewable Energy & Conservation
SWOT	Strengths, Weaknesses, Opportunities and Threats

Problem Statement:

Our County is at the front door of a new era. The largest in the U.S., we are faced with both extraordinary challenges and extraordinary opportunities. Our unemployment is about double that of the nation, private sector investment and tax revenues are down, property values have plummeted (an average of \$200,000 per single family home, as an example), and we have lost several major County employers. Conversely, we have new government leadership committed to restoring a strategic approach to community development and fostering sustainable economic development.

Toward these ends, we recently adopted a new County Vision that will be the foundation for the new General Plan we will begin crafting this summer. This initiative is essential. We see substantial demand for renewable energy development and have had a few successes in this arena. However, we have tremendous policy and regulatory system challenges that are inhibiting our capacity to attract and sustain this strategic industry. Our policies and land use regulations are antiquated, ambiguous and often in conflict with each other. Our current General Plan makes little mention of sustainability, let alone renewable energy. We need to build a proper foundation for these fundamental ingredients of a successful future. We therefore propose to prepare a specific General Plan Element focused on Renewable Energy and Conservation. This Element will be crafted to inform and integrate with all other Elements in the upcoming General Plan update process. Timing is perfect for the RECP Grant. The opportunity is historic as a first step into a new era of sustainability. What we do here will provide dramatic precedent and inspiring prototypes for the rest of California and the U.S.

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Goals of the Agreement:

The goal of this Agreement is to move the County's regulatory system into a new era of strategic eligible renewable energy resource development and conservation productivity, where our policies, goals, objectives, regulatory system, procedures, and actions all align seamlessly in achieving our vision.

Objectives of the Agreement:

The objectives of this Agreement are to:

- a. Build a highly collaborative approach to building strategies, tools and public support for eligible renewable energy resource development and conservation policies that reflect the priorities of the County and are consistent with the conservation strategies of NCCPs in the County;
- b. Engage a representative range of interest groups and perspectives to advise the County in this process;
- c. Prepare a General Plan Renewable Energy and Conservation Element that fosters a new era of substantial eligible renewable energy resource development consistent with the County Vision and the state's renewables portfolio standard;
- d. Foster diversification of eligible renewable energy resource types and technologies, and their associated transmission facilities; and
- e. Refine and integrate our regulatory system and tools to support the County Vision and Element purposes for responsible eligible renewable energy resource development and conservation.

TASK 1 ADMINISTRATION

Task 1.1 Attend Kick-off Meeting

The goal of this task is to establish the lines of communication and procedures for implementing this Agreement.

The Recipient shall:

- Attend a "Kick-Off" meeting with the Commission Project Manager, the Grants Officer, and a representative of the Accounting Office. The Recipient shall bring its Project Manager, Agreement Administrator, Accounting Officer, and others designated by the Commission Project Manager to this meeting. The administrative and technical aspects of this Agreement will be discussed at the meeting. Prior to the kick-off meeting, the Commission Project Manager will provide an agenda to all potential meeting participants.

The administrative portion of the meeting shall include, but not be limited to, the following:

- Discussion of the terms and conditions of the Agreement

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- Discussion of Critical Project Review (Task 1.2)
- Permit documentation (Task 1.6)
- Discussion of subcontracts needed to carry out project (Task 1.7)

The technical portion of the meeting shall include, but not be limited to, the following:

- The Commission Project Manager's expectations for accomplishing tasks described in the Scope of Work
 - An updated Schedule of Products
 - Discussion of Progress Reports (Task 1.4)
 - Discussion of Technical Products (Product Guidelines located in Section 5 of the Terms and Conditions)
 - Discussion of the Final Report (Task 1.5)

The Commission Project Manager shall designate the date and location of this meeting.

Recipient Products:

- Updated Schedule of Products
- Updated List of Permits

Commission Project Manager Product:

- Kick-Off Meeting Agenda

Task 1.2 Critical Project Review (CPR) Meetings

The goal of this task is to determine if the project should continue to receive Energy Commission funding to complete this Agreement and to identify any needed modifications to the tasks, products, schedule or budget.

CPRs provide the opportunity for frank discussions between the Energy Commission and the Recipient. The Commission Project Manager may schedule CPRs as necessary, and CPR costs will be borne by the Recipient.

Participants include the Commission Project Manager and the Recipient and may include the Commission Grants Officer, staff from the Efficiency and Renewable Energy Division, other Energy Commission staff and Management as well as other individuals selected by the Commission Project Manager to provide support to the Energy Commission.

The Commission Project Manager shall:

- Determine the location, date, and time of each CPR meeting with the Recipient. These meetings generally take place at the Energy Commission, but they may take place at another location.
- Send the Recipient the agenda and a list of expected participants in advance of each CPR. If applicable, the agenda shall include a discussion on permits.

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- Conduct and make a record of each CPR meeting. One of the outcomes of this meeting will be a schedule for providing the written determination described below.
- Determine whether to continue the project, and if continuing, whether or not modifications are needed to the tasks, schedule, products, and/or budget for the remainder of the Agreement. Modifications to the Agreement may require a formal amendment (please see section 8 of the Terms and Conditions). If the Commission Project Manager concludes that satisfactory progress is not being made, this conclusion will be referred to the Lead Commissioner for Renewables for his or her concurrence.
- Provide the Recipient with a written determination in accordance with the schedule. The written response may include a requirement for the Recipient to revise one or more product(s) that were included in the CPR.

The Recipient shall:

- Prepare a CPR Report for each CPR that discusses the progress of the Agreement toward achieving its goals and objectives. This report shall include recommendations and conclusions regarding continued work of the projects. This report shall be submitted along with any other products identified in this scope of work. The Recipient shall submit these documents to the Commission Project Manager and any other designated reviewers at least 15 working days in advance of each CPR meeting.
- Present the required information at each CPR meeting and participate in a discussion about the Agreement.

Commission Project Manager Products:

- Agenda and a list of expected participants
- Schedule for written determination
- Written determination

Recipient Product:

- CPR Report(s)

Task 1.3 Final Meeting

The goal of this task is to closeout this Agreement.

The Recipient shall:

- Meet with Energy Commission staff to present the findings, conclusions, and recommendations. The final meeting must be completed during the closeout of this Agreement.

This meeting will be attended by, at a minimum, the Recipient, the Commission Grants Office Officer, and the Commission Project Manager.

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The technical and administrative aspects of Agreement closeout will be discussed at the meeting, which may be two separate meetings at the discretion of the Commission Project Manager.

The technical portion of the meeting shall present an assessment of the degree to which project and task goals and objectives were achieved, findings, conclusions, recommended next steps (if any) for the Agreement, and recommendations for improvements. The Commission Project Manager will determine the appropriate meeting participants.

The administrative portion of the meeting shall be a discussion with the Commission Project Manager and the Grants Officer about the following Agreement closeout items:

- What to do with any equipment purchased with Energy Commission funds (Options)
- Energy Commission's request for specific "generated" data (not already provided in Agreement products)
- "Surviving" Agreement provisions
- Final invoicing and release of retention
- Prepare a schedule for completing the closeout activities for this Agreement.

Products:

- Written documentation of meeting agreements
- Schedule for completing closeout activities

Task 1.4 Monthly Progress Reports

The goal of this task is to periodically verify that satisfactory and continued progress is made towards achieving the objectives of this Agreement on time and within budget.

The objectives of this task are to summarize activities performed during the reporting period, to identify activities planned for the next reporting period, to identify issues that may affect performance and expenditures, and to form the basis for determining whether invoices are consistent with work performed.

The Recipient shall:

- Prepare a Monthly Progress Report which summarizes all Agreement activities conducted by the Recipient for the reporting period, including an assessment of the ability to complete the Agreement within the current budget and any anticipated cost overruns. Each progress report is due to the Commission Project Manager within 10 days of the end of the reporting period. The recommended specifications for each progress

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report are contained in Section 6 of the Terms and Conditions of this Agreement.

- In the first Monthly Progress Report and first invoice, document and verify match expenditures and provide a synopsis of project progress, if match funds have been expended or if work funded with match share has occurred after the notice of proposed award but before execution of the grant agreement. If no match funds have been expended or if no work funded with match share has occurred before execution, then state this in the report. All pre-execution match expenditures must conform to the requirements in the Terms and Conditions of this Agreement.

Product:

- Monthly Progress Reports

Task 1.5 Final Report

The goal of the Final Report is to assess the project's success in achieving its goals and objectives, as described in the recipient's Scope of Work, and providing energy-related and other benefits to California.

The objectives of the Final Report are to clearly and completely describe the project's purpose, approach, activities performed, and results; to present a public assessment of the success of the project as measured by the degree to which goals and objectives were achieved; to make insightful observations based on results obtained; to draw conclusions; and to make recommendations for further projects and improvements to the project management processes.

The Final Report shall be a public document.

The Recipient shall:

- Prepare an Outline of the Final Report.
- Prepare a Final Report following the approved outline and the latest version of the Final Report guidelines which will be provided by the Commission Project Manager. The Commission Project Manager shall provide written comments on the Draft Final Report within fifteen (15) working days of receipt. The Final Report must be completed at least 60 days before the end of the Agreement Term.
- Submit one bound copy of the Final Report with the final invoice.

Products:

- Draft Outline of the Final Report
- Final Outline of the Final Report
- Draft Final Report
- Final Report

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Task 1.6 Identify and Obtain Required Permits

The goal of this task is to obtain all permits required for work completed under this Agreement in advance of the date they are needed to keep the Agreement schedule on track.

Permit costs and the expenses associated with obtaining permits are not reimbursable under this Agreement. Although the Energy Commission budget for this task will be zero dollars, the Recipient shall budget match funds for any expected expenditures associated with obtaining permits. Permits must be identified in writing and obtained before the Recipient can make any expenditure for which a permit is required.

The Recipient shall:

- Prepare a letter documenting the permits required to conduct this Agreement and submit it to the Commission Project Manager at least 2 working days prior to the kick-off meeting. If there are no permits required at the start of this Agreement, then state such in the letter. If it is known at the beginning of the Agreement that permits will be required during the course of the Agreement, provide in the letter:
 - A list of the permits that identifies the:
 - Type of permit
 - Name, address and telephone number of the permitting jurisdictions or lead agencies
 - The schedule the Recipient will follow in applying for and obtaining these permits.
- Discuss the list of permits and the schedule for obtaining them at the kick-off meeting and develop a timetable for submitting the updated list, schedule and the copies of the permits. The implications to the Agreement if the permits are not obtained in a timely fashion or are denied will also be discussed. If applicable, permits will be included as a line item in the Progress Reports and will be a topic at CPR meetings.
- If during the course of the Agreement additional permits become necessary, provide the appropriate information on each permit and an updated schedule to the Commission Project Manager.
- As permits are obtained, send a copy of each approved permit to the Commission Project Manager.
- If during the course of the Agreement permits are not obtained on time or are denied, notify the Commission Project Manager within 5 working days. Either of these events may trigger an additional CPR.

Products:

- Letter documenting the permits or stating that no permits are required
- A copy of each approved permit (if applicable)

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- Updated list of permits as they change during the term of the Agreement (if applicable)
- Updated schedule for acquiring permits as changes occur during the term of the Agreement (if applicable)

Task 1.7 Obtain and Execute Subcontracts

The goal of this task is to ensure quality products and to procure subcontracts required to carry out the tasks under this Agreement consistent with the terms and conditions of this Agreement and the Recipient's own procurement policies and procedures. It will also provide the Energy Commission an opportunity to review the subcontracts to ensure that the tasks are consistent with this Agreement, that the budgeted expenditures are reasonable and consistent with applicable cost principles.

The Recipient shall:

- Manage and coordinate subcontractor activities.
- Submit a draft of each subcontract required to conduct the work under this Agreement to the Commission Agreement Manager for review.
- Submit a final copy of the executed subcontract.
- If Recipient decides to add new subcontractors, it shall notify the Commission Agreement Manager.

Products:

- Draft subcontracts
- Final subcontracts

TECHNICAL TASKS

TASK 2 FRAMEWORK

The goal of this task is to establish the foundation, protocols, operating procedures, and values that will guide the overall project.

Task 2.1 Set Protocols

The goal of this task is to set protocols for communication (with grantor, collaborating agencies, liaisons, public, legal notices, press), preparation of reports, and public outreach.

The Recipient shall:

- Coordinate with collaborating agencies, liaisons, and the public to prepare draft and final protocols in a technical memo.

Products:

- Draft protocols

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- Final protocols

Task 2.2 Review and Summarize Existing Documentation

The goal of this task is to complete a thorough review of existing data. The review will result in a sound understanding of past efforts, plans, reports and regulations that are relevant to the project.

The Recipient shall:

- Complete a thorough review and inventory of available background materials relevant to eligible renewable energy resource and conservation planning, policies, regulations and development.
- Prepare a summary of these materials in the form of an annotated inventory.
- Prepare a digital inventory of these materials as part of the project's permanent record.

Products:

- Annotated inventory of background materials
- Digital inventory of background materials for the permanent project record

Task 2.3 Summarize Relevant County Values and Priorities

The goal of this task is to prepare a thorough record of the County's past expressed values and priorities to guide subsequent work and decision-making.

The Recipient shall:

- Review the General Plan, County Vision, County 2013-14 Goals, and other pertinent policy documents to clarify the County's existing position on eligible renewable energy resources and conservation.
- Prepare a summary of findings from this review, to provide a baseline for subsequent work and to identify gaps and inconsistencies in these materials.
- Communicate these findings to the San Bernardino CAO with observations on findings.

Products:

- Summary of findings regarding existing County Vision, Policies, Goals and other priorities pertinent to eligible renewable energy resources and conservation. Findings will include a review of gaps and inconsistencies in the existing system

Task 2.4 Liaison Collaboration Workshop

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The goal of this task is to formalize the Liaison Team of advisors from a wide variety of relevant perspectives via a startup workshop.

The Recipient shall:

- Host this first workshop to highlight the County's purpose (especially preparation of the General Plan Element), our intent to create an open/transparent planning process, and our commitment to proactive solicitation of a broad range of perspectives at every stage of planning. We will emphasize three key guiding principles in ongoing exchanges with this team:
 - Collaborating organizations are encouraged to share their ideas, views and suggestions throughout the project with each other and County representatives.
 - The exchange of ideas is intended to create a learning environment rather than consensus on any particular issue. The County specifically seeks to understand participants' values, views and insights on relevant issues.
 - Liaisons are expected to reach out to other organizations and individuals in their areas of specialty/values to expand the exchange of ideas.
- Solicit ends-oriented priorities and goals from participants with regard to the future of eligible renewable energy resources and conservation in San Bernardino County. Tools/means will be discussed at a later time.
- In a group exercise, participants' various ends/goals will be prioritized to get a clearer sense of level of diversity of views.

Products:

- Summary report of input from Liaisons
- Prioritized list of participants' ends/goals

TASK 3 EXPLORATION

The goal of this task is to guide a public/stakeholder collaboration into opportunities, benefits, costs and best practices in eligible renewable energy resource development and conservation. We embrace the principle: An informed majority will make a good decision. We seek a highly informed public in this process.

Task 3.1 Best Practice Case Studies

The goal of this task is to prepare for the public and stakeholders a set of highly visual case studies of best practices around the world related to eligible renewable energy resource development and conservation. This highly visual report (in PowerPoint) will provide participants with real images and data regarding the presence and performance of successful programs wherever we find them. We seek to raise understanding while reducing fears of the unknown.

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The Recipient shall:

- Prepare a set of case studies of best practices related to eligible renewable energy resource development and conservation for presentation to the public and stakeholders. Visually oriented presentation materials will include an emphasis on values and priorities expressed by County residents and a comparison of identified programs to these. Highlighted projects will be evaluated for quantitative and qualitative performance.

Products:

- Case studies report in PowerPoint format

Task 3.2 County Policies & Regulations Performance Evaluation

The goal of this task is to prepare a formal performance review of the current General Plan, policies, vision, and land use regulations. No comprehensive evaluation exists. This research will provide a strategic overview of our strengths, weaknesses, opportunities, and threats (SWOT) in these key materials.

The Recipient shall:

- Prepare a draft SWOT analysis of current General Plan policies, vision and land use regulations in the context of their impacts on eligible renewable energy resource development and conservation. Our team will reach out to all affected departments to ensure we have a comprehensive understanding of inhibiting elements of our regulatory and policy systems.
- Conduct a staff SWOT results workshop. Our team will meet with CAO and other department representatives to review findings and test conclusions. Feedback from participants will be used to refine the draft report.

Products:

- Draft SWOT analysis report
- Agenda, summary, and presentation from County staff SWOT workshop
- Refined draft SWOT analysis report

Task 3.3 Liaison SWOT Workshop

The goal of this task is to test and refine findings from our staff SWOT analysis. Liaisons are likely to have working knowledge of the County's regulatory performance. We need to tap this knowledge in order to refine our understanding of what is working and what isn't.

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The Recipient shall:

- Send the Task 3.2 SWOT analysis to Liaisons for review prior to an in-house workshop on this subject.
- Conduct one Liaison SWOT workshop, unless a different number of Liaison SWOT workshops are approved by the CAM in writing, to solicit ideas and refinements to the staff SWOT analysis report.

Products:

- Draft SWOT analysis report
- Summary, agenda, and presentation from Liaison SWOT workshop

Task 3.4 Public Renewable Energy Exploration Workshops

The goal of this task is to engage the public in a creative workshop environment to explore the possibilities and relative merits of different approaches to eligible renewable energy resource development and conservation.

The Recipient shall:

- Prepare case studies and other graphic materials for public workshop that begins with open house (informal exchange of ideas, questions, and information). Primary information to be gathered: public concerns, ideas/suggestions for RE development and conservation, prioritizing of RE development opportunities and guidelines.
- Organize five public workshops, unless a different number of public workshops are approved by the CAM in writing, around the County, including public notices.
- Conduct public workshops/open houses and record participants' ideas, concerns, and priorities for RE development and conservation.

Products:

- Workshop notices, agendas, and summary report of public workshop results

Task 3.5 Final SWOT Report

The goal of this task is bring together all inputs from staff, liaisons, stakeholders and the public into a final SWOT analysis report. The report will guide our efforts in subsequent Tasks.

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The Recipient shall:

- Prepare a draft summary report of all inputs to date related to SWOT of County General Plan, other regulatory documents and eligible renewable energy resource development and conservation alternative approaches.
- Circulate draft summary report to staff and Liaisons for feedback and refinements.

Products:

- Draft SWOT analysis report
- Final SWOT analysis report

TASK 4 DISCOVERY

The goal of this task is to clarify the range of viable RE development and conservation approaches and then test them for relative performance. Specifically we seek to outline program systems for policy, regulatory, incentive, application process, and communication.

Task 4.1 Refine County RE Development and Conservation Goals

The goal of this task is bring together all inputs regarding the future of eligible renewable energy resource development and conservation to create a concise set of goals for the REGPE.

The Recipient shall:

- Prepare a summary of priority goals for eligible renewable energy resource development and conservation, based on inputs from all sources.
- Conduct one interdepartmental workshop unless a different number of interdepartmental workshops are approved by the CAM in writing, to test and refine preliminary goals.
- Conduct one Planning Commission goals workshop, unless a different number of Planning Commission goals workshops are approved by the CAM in writing, for further refinement and endorsement.
- Conduct one BOS goals workshop, unless a different number of BOS goals workshops are approved by the CAM in writing, for final refinement and endorsement.

Products:

- Draft RE development and conservation goals
- Final RE development and conservation goals
- Agendas and summary report of interdepartmental workshop, Planning Commission workshop, and BOS workshop

Task 4.2 Evaluation Tools to Guide Decisions

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The goal of this task is create an evaluation system to test program options for their relative performance in goals achievement.

The Recipient shall:

- Create a Goal Achievement Matrix system, based on BOS goals. This system will provide an objective method to compare program and regulatory options in terms of relative goals achievement. Objective measures like this greatly reduce subjectivity while providing easy to explain and understand measurements. Credibility of the process is a key objective for this subtask.

Products:

- Goal Achievement Matrix system (in Excel) for measuring programs crafted later in Task 4

Task 4.3 Program Alternatives

The goal of this task is outline optional and viable programs for the following systems: policy, regulations, incentives, application process, and communications.

The Recipient shall:

- Prepare alternative approaches for each of five dimensions of the REGPE and subsidiary regulatory systems. Our staff will prepare these approaches based on collective inputs from previous tasks. We will then discuss and clarify them internally with other departments through roundtable discussions.

Products:

- Programs Report: Outline of viable programs for achieving RE development and conservation goals via policy, regulations, incentives, application process, and communications.

Task 4.4

The goal of this task is to objectively evaluate viable programs identified in Task 4.3. This specialized testing will become the foundation for subsequent consideration by the public, stakeholders, Planning Commission and BOS.

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The Recipient shall:

- Evaluate viable programs in each of five subject areas using the Goal Achievement Matrix created in Task 4.2.
- Conduct internal workshops on evaluation findings, both as a 'sanity check' and as a means to raise level of inter-departmental understanding of the relative merits of alternatives.
- Further test any alternatives whose test results appear to conflict with feedback from inter-departmental meetings.
- Prepare report and PowerPoint overview of evaluation results.

Products:

- Draft evaluation results report
- Final draft evaluation results report
- Evaluation results PowerPoint

Task 4.5 Evaluation Workshops

The goal of this task is to present evaluation findings to County leadership to inform participants, clarify findings and further consider next steps. Inputs and refinements from these participants will be incorporated into a final evaluation report.

The Recipient shall:

- Conduct a series of three in-house workshops, unless a different number of in-house workshops are approved by the CAM in writing, with San Bernardino CAO, Planning Commission and BOS.
- Consider feedback and guidance and finalize evaluation results report.

Products:

- Final evaluation results report, including summaries of feedback from participants

TASK 5 New Era Vision for RE Development and Conservation

The goal of this task is to prepare a detailed, illustrated and annotated Vision for County Eligible Renewable Energy Resource Development and Conservation

Task 5.1 Prepare Virtual Tour Presentation Materials

The goal of this task is to prepare a graphic 'Virtual Tour' of the County's future in the context of scenarios that appear to match County goals and constituent priorities. This Virtual Tour will be used in public meetings to demonstrate three key priorities:

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1. We heard you;
2. We objectively tested alternatives using the County's collective priorities; and
3. Here are alternative approaches that appear to match the future you seek. Is this appropriate?

The Recipient shall:

- Prepare a graphic 'Virtual Tour' of the County's RE future using tested scenarios that appear to match County goals and constituent priorities.
- Incorporate objective findings and summary feedback into the Virtual Tour presentation materials to help explain the Tour scenarios.

Products:

- Virtual Tour in PowerPoint format together with printed materials and graphics to be used in future workshops/open houses

Task 5.2 Quantify the Productivity and Impacts of Scenarios and Tools

The goal of this task is provide clear, concise evidence of the relative performance of optional systems and tools conducive to RE development and conservation.

The Recipient shall:

- Perform a range of analyses on the performance of previously identified tools, systems and approaches for enhancing RE development and conservation.
- Organize evaluation output in an easy-to-compare format so that options addressing similar priorities can be understood in terms of their relative performance.
- Conduct internal workshops to test and refine evaluation tools.
- Prepare a final report of performance evaluation findings.

Products:

- Performance Evaluation Report

Task 5.3 Performance Outreach

The goal of this task is to engage liaisons, stakeholders and the public in considering the relative performance of RE development and conservation tools/approaches. We seek feedback and guidance, especially preferences and concerns.

The Recipient shall:

- Conduct one Liaison team workshop, unless a different number of Liaison workshops are approved by the CAM in writing, to share findings and seek feedback. Feedback will be used in part to refine our approach to

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subsequent public meetings, with emphasis on clarity, efficiency and effectiveness of gathering public insights.

- Conduct public outreach via web survey and five public workshops, unless a different number of public workshops are approved by the CAM in writing, around the County to share findings and seek feedback.
- Conduct one Planning Commission workshop, unless a different number of Planning Commission workshops are approved by the CAM in writing, to share findings, share feedback from Liaison/public meetings, and seek feedback

Products:

- Summary report of public web survey
- Technical memo: feedback from Liaison team, public and Planning Commission

Task 5.4 Refine the County's Vision for RE Development and Conservation

The goal of this task is to craft a detailed draft vision for RE development and conservation based on all research, findings and feedback to date. The draft will be presented to BOS for refinement and adoption to guide all additional steps in the REGPE program.

The Recipient shall:

- Prepare a draft vision for inter-departmental review and refinement.
- With San Bernardino CAO guidance, conduct internal workshops and additional analysis to help ensure the draft vision best reflects County priorities, opportunities, and limitations.
- Circulate the draft vision to Planning Commission for feedback.
- Conduct one BOS workshop, unless a different number of BOS workshops are approved by the CAM in writing, to share findings and feedback from other workshops and to present the draft vision.
- Refine the draft vision as appropriate.
- Seek adoption of the vision by BOS.

Products:

- Draft vision
- Final vision
- BOS resolution adopting the vision

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TASK 6 RENEWABLE ENERGY POLICY/REGULATORY SYSTEM

The goal of this task is to complete the Draft Renewable Energy and Conservation Element of the General Plan and the Regulatory System for its implementation. This task will utilize the work products and input from the public and liaison team partners from the preceding tasks to produce the primary work products under this Agreement.

- **Task 6.1 Prepare Systems Strategies for Eligible Renewable Energy Resources**

The goal of this task is to outline a system of integrated policies and implementing regulations and procedures, based on the Vision, Goals and Objectives identified in Task 5.

The Recipient shall:

- Prepare an outline of proposed REGPE policies and recommendations for integrating the policies with an implementing Regulatory System.

Product:

- Draft Systems Strategy Outline for San Bernardino CAO/PC/EDA Workshops

- **Task 6.2 Systems Strategies San Bernardino CAO/PC/EDA Workshops**

The goal of this task is to update County administrators and officials on work in progress, and to obtain feedback and guidance on draft policies for the REGPE.

The Recipient shall:

- Conduct 2-3 workshops unless a different number of workshops are approved by the CAM in writing, with the County Administrative Office, Planning Commission and Economic Development Agency staff to review a draft outline of the REGPE Policy and Regulatory System Strategy.
- Document the workshop input with written summaries and digital recordings.

Products:

- Workshop agendas
- Written Workshop Summaries
- Digital recordings of the Workshops

- **Task 6.3 Prepare Administrative Draft Renewable Energy General Plan Element**

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The goal of this task is to prepare an Administrative Draft Renewable Energy and Conservation Element, based on feedback and guidance from the San Bernardino CAO/PC/EDA Systems Strategy workshops.

The Recipient shall:

- Complete an Administrative Draft Renewable Energy and Conservation Element, based on feedback and guidance from the San Bernardino CAO/PC/EDA workshops.

Products:

- Written and digital versions of the Administrative Draft Renewable Energy and Conservation Element

- **Task 6.4 Prepare Administrative Draft Policy/Regulatory System**

The goal of this task is to prepare an Administrative Draft Policy/ Regulatory System, based on feedback and guidance from the San Bernardino CAO/PC/EDA Systems Strategy workshops.

The Recipient shall:

- Complete an Administrative Draft Regulatory System, based on feedback and guidance from the San Bernardino CAO/PC/EDA workshops.

Products:

- Written and digital versions of the Administrative Draft Regulatory System

- **Task 6.5 Test Draft System via Scenarios**

The goal of this task is to create and analyze scenarios to test implementation of the draft REGPE policies in concert with the regulations and procedures of the draft Regulatory System.

The Recipient shall:

- Meet with team members and other County staff as needed to create mock project proposals to test the integration of REGPE policies and the Regulatory System.
- Prepare a summary report with any recommendations for refinement of the Regulatory System.

Products:

- Written Regulatory System Test Scenario Summary Report

- **Task 6.6 Refine Regulatory System**

EXHIBIT A SCOPE OF WORK

The goal of this task is to refine the Regulatory System as needed to implement the REGPE policies in an efficient and responsible manner, consistent with the Countywide Vision and the terms of this Agreement.

The Recipient shall:

- Revise the Regulatory System according to recommendations of the Test Scenario Summary Report and prepare to present recommended refinements in workshops with San Bernardino CAO/PC/EDA.

Products:

- Written and digital versions of a red-line revised Administrative Draft Regulatory System for workshop review

• Task 6.7 Regulatory System Workshops with CAO/PC/EDA

The goal of this task is to review results of the strategy workshops with County administrators, present the resulting draft work products, including the Test Scenario Summary Report, and obtain feedback and guidance for refinement of the REGPE and Regulatory System.

The Recipient shall:

- Conduct 2-3 workshops, unless a different number of workshops are approved by the CAM in writing, with the County Administrative Office, Planning Commission and Economic Development Agency staff to review the administrative draft REGPE and Regulatory System.
 - Document input from the workshops with written summaries and digital recordings.

Products:

- Workshop agendas
- Written Workshop Summaries
- Digital recordings of the Workshops

• Task 6.8 Refine Draft Renewable Energy and Conservation Element and Regulatory System

The goal of this task is to refine and complete the Draft Renewable Energy and Conservation Element and Regulatory System for public review.

EXHIBIT A SCOPE OF WORK

The Recipient shall:

- Refine and complete a Draft Renewable Energy and Conservation Element and Regulatory System, based on feedback and guidance from the San Bernardino CAO/PC/EDA workshops.

Products:

- Written and digital versions of the Public Review Draft Renewable Energy and Conservation Element and Regulatory System

TASK 7 PUBLIC REVIEW OF DRAFT REGPE AND REGULATORY SYSTEM AND SELECTION OF EIR ALTERNATIVES

The goal of this task is to release the Draft Renewable Energy and Conservation General Plan Element and Regulatory System for public review, and to test and refine the draft documents after receiving public input. One of the products of this task will be a summary of alternatives to be analyzed in the Environmental Impact Report.

- **Task 7.1 Publish REGPE Policy/Regulatory System for Public Comment**

The goal of this task is to make the Draft REGPE and Regulatory System available for public review and comments, and to prepare for public workshops/open house events to receive public input.

The Recipient shall:

- Publish the Draft REGPE and Regulatory System in written documents and in a web-based digital format, for public review.
- Provide for comments to be submitted in writing, or by web-based media.

Products:

- Written and digital copies of the Draft REGPE and Regulatory System

- **Task 7.2 Public Workshops/Open Houses**

The goal of this task is to receive public comments on the Draft REGPE and Regulatory System. 3-5 workshops, unless a different number of workshops are approved by the CAM in writing, will be scheduled and conducted in an open house format, with minimal guidance and facilitation, to encourage a free exchange of ideas among the participants.

EXHIBIT A SCOPE OF WORK

The Recipient shall:

- Conduct 3-5 workshop/open house meetings, unless a different number of workshops/open house meetings are approved by the CAM in writing, and focus on listening.
- Prepare written summaries and digital recordings for use in refinement of the Draft REGPE and Regulatory System.

Products:

- Workshop agendas
- Written Workshop/Open House Summaries
- Digital recordings of the Workshops

• Task 7.3 Review Public Comments and Identify Alternatives for Further Study

The goal of this task is to utilize the Liaison Team to review public comments on the Draft REGPE and Regulatory System and identify alternatives for further study.

The Recipient shall:

- Conduct one workshop, unless a different number of workshops are approved by the CAM in writing, with the Liaison Team.

Products:

- Workshop agenda
- Written Liaison Team Workshop Summary
- Digital recording of the Workshop

• Task 7.4 Develop Alternative Scenarios for Testing and Environmental Review

The goal of this task is to follow recommendations of the Liaison Team to develop alternative scenarios for testing and incorporation in the Draft Environmental Impact Report for the REGPE and Regulatory System.

The Recipient shall:

- Meet with team members and other County staff as needed to use input from the Liaison Team to outline alternative REGPE and Regulatory System scenarios for further testing.
- Prepare an outline of alternative scenarios for testing and analysis.

Product:

- Written outline of alternative scenarios for testing and analysis

• Task 7.5 Test Alternative Scenarios

The goal of this task is to review and test alternatives identified by the Liaison Team, to identify the alternatives for analysis in the Draft Environmental Impact Report (DEIR) for the REGPE and Regulatory System.

EXHIBIT A SCOPE OF WORK

The Recipient shall:

- Meet with team members and other County staff as needed to refine descriptions of alternatives identified for the environmental analysis of the REGPE and Regulatory System.
- Prepare a summary report with recommendations for selection of Alternatives for the DEIR.

Products:

- Written Summary Report of the scenario testing
- **Task 7.6 Incorporate Alternatives in Draft Environmental Impact Report**

The goal of this task is to incorporate the tested alternatives in the DEIR for the REGPE and Regulatory System.

The Recipient shall:

- Summarize alternatives selected for analysis in the DEIR and incorporate the summary descriptions in the DEIR.

Products:

- Written descriptions of alternatives for analysis in the DEIR

TASK 8 RENEWABLE ENERGY SYSTEMS ENVIRONMENTAL REVIEW

The goal of this task is to comply with the California Environmental Quality Act (CEQA). This includes completion of required analysis and publication, review and certification of an Environmental Impact Report (EIR). Contract services will be utilized to complete most elements of this task, including preparation of the EIR.

- **Task 8.1 Conduct preliminary environmental assessment.**

The goal of this task is to complete the preliminary environmental assessment of the REGPE and Regulatory System. An Initial Study/Notice of Preparation (IS/NOP) will be prepared for public review and presentation in a public scoping meeting.

EXHIBIT A SCOPE OF WORK

The Recipient shall:

- Meet with the environmental consultant to review the draft work in progress on the REGPE and Regulatory System, to identify the scope of policies and regulations to be evaluated in the IS/NOP.
- Publish the Draft IS/NOP in written documents and in a web-based digital format, for public review and circulation by the State Clearinghouse.
- Provide for comments to be submitted in writing, or by web-based media.
- Announce a public scoping meeting in the IS/NOP and associated advertising by newspaper and on the County web site.

Products:

- Written and digital copies of the IS/NOP
- Copy of public scoping meeting announcement

• Task 8.2 Public Scoping Meeting

The goal of this task is to conduct a public scoping meeting to receive input from responsible agencies, the Liaison Team, other interested parties and the general public. This consultation will be a public discussion of the appropriate scope of the CEQA analysis of the REGPE and Regulatory System.

The Recipient shall:

- Conduct one public meeting, unless a different number of public meetings are approved by the CAM in writing, to elicit comments on the IS/NOP and the scope of the DEIR, as advertised in the IS/NOP.
- Review other public comments from workshops on the REGPE and Regulatory System, identify any comments related to the environmental analysis, and provide them to the environmental consultant for inclusion with the scoping comments.

Products:

- Scoping meeting agenda
- Written summary of the public scoping meeting, to be included in the DEIR
- Digital recording of the scoping meeting

• Task 8.3 Prepare Draft EIR and Circulate for Public Review

The goal of this task is to complete a Draft Environmental Impact Report (DEIR) and circulate it for public review, including circulation by the State Clearinghouse.

EXHIBIT A SCOPE OF WORK

The Recipient shall:

- Publish the DEIR in written documents and in a web-based digital format, for public review and circulation by the State Clearinghouse.
- Provide for comments to be submitted in writing, or by web-based survey.

Products:

- Written and digital copies of the DEIR, including survey feedback
- **Task 8.4 Incorporate Mitigation Measures of DEIR in the REGPE and Regulatory System**

The goal of this task is to modify the REGPE and Regulatory System as needed to incorporate mitigation measures from the EIR. The resulting product will be a fully integrated and self-mitigating REGPE and Regulatory System.

The Recipient shall:

- Work with the environmental consultant to complete the MMRP.
- Meet with the project team to verify and test integration of mitigation measures as the final refinement of the REGPE and Regulatory System.

Products:

- Written and digital versions of the Public Hearing Draft Renewable Energy and Conservation Element and Regulatory System, with MMRP incorporated
- **Task 8.5 Prepare Administrative Draft Final EIR**

The goal of this task is to complete an Administrative Draft Final EIR. This document will include responses to all comments received during public review of the DEIR, any errata or revisions to the REGPE and Regulatory System made in response to public comments, and the Mitigation Monitoring and Reporting Program (MMRP).

The Recipient shall:

- Meet with the environmental consultant and collaborate on responses to public comments.
- Review the Public Hearing Draft of the REGPE and Regulatory System to identify any final additions or errata required to be consistent with the Final EIR and MMRP.

Products:

- Written and digital versions of the Administrative Draft Final EIR
- **Task 8.6 Prepare Final EIR**

The goal of this task is to prepare the Public Hearing Draft Final EIR.

EXHIBIT A SCOPE OF WORK

The Recipient shall:

- Work with the environmental consultant to complete final refinements to the responses to public comments and verify integration of the EIR mitigation measures in the REGPE and Regulatory System to complete the MMRP.

Products:

- Written and Digital Copies of Final EIR, ready for certification

TASK 9 ADOPT AND IMPLEMENT

The goal of this task is to bring together the system of RE/Conservation Element, regulatory program and EIR in their final form, adopt them and initiate implementation.

TASK 9.1 Integrate All RE and Conservation Components

The goal of this task is to integrate all products of this program into a cohesive, seamless whole.

The Recipient shall:

- Combine all previous products with findings from the EIR process, make final refinements to the RE and Conservation Element, and make appropriate adjustments to regulatory systems so that they are internally consistent, integrated and seamless.

Products:

- Final Renewable Energy and Conservation Element, ready for adoption
- Integrated regulatory system components, ready for adoption

Task 9.2 Submit Components for Adoption

The goal of this task is to prepare for and conduct the process necessary for adoption of the RE and Conservation Element and related regulatory system refinements.

The Recipient shall:

- Prepare an overview presentation of the complete package of Element, regulatory program and Final EIR that describes how it will work as a comprehensive renewable energy development and conservation program.
- Present package to Planning Commission for review, comment and endorsement.
- Present package to BOS to request review, comment and adoption.

Products:

EXHIBIT A SCOPE OF WORK

- Overview presentation materials, in PowerPoint format
- BOS decision documentation

Task 9.3 Conduct Implementation Training Workshops

The goal of this task is to train appropriate County staff and stakeholder groups on the policies, goals, regulations, procedures, and tools if the RE and Conservation Element are adopted.

The Recipient shall:

- Prepare training aids
- Schedule and communicate workshop times to potential participants
- Organize and conduct training workshops in LUS, PW, EDA and other departments as appropriate.
- Conduct one orientation workshop, unless a different number of orientation workshops are approved by the CAM in writing, for stakeholders, including developers, to highlight the new system and familiarize participants in its goals, strengths, efficiencies, and process for working with it.

Products:

- Training materials: overview of policies, goals, regulations, procedures and tools of the newly adopted RE and Conservation Element.

Task 9.4 Monitor and Adjust

The goal of this task is to build and implement a monitoring system to track County performance in the implementation of RE and Conservation initiatives. Monitoring output will be compared to program objectives. Results will provide guidance for periodic adjustment to the system so as to ensure our actions over time turn the vision into reality.

The Recipient shall:

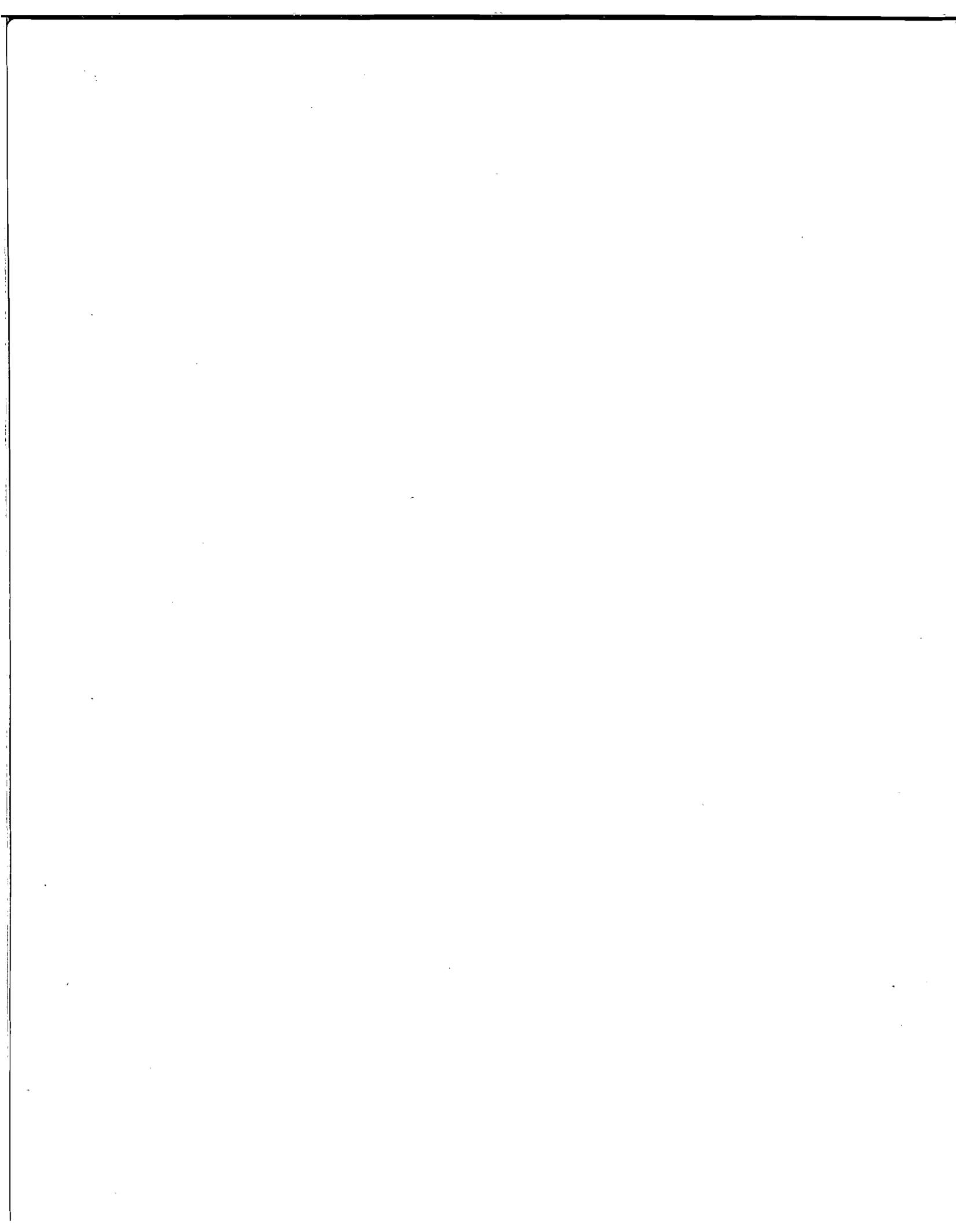
- Establish objective measures of performance by County government and the private sector.
- Establish a system and schedule to conduct regular performance evaluation using these measures.
- Complete training for performance evaluation staff.
- Codify the 'monitor and adjust' program by written mandate from the San Bernardino CAO. This will ensure that the system continues over time.

Products:

- Summary report of performance measures, evaluation system, adjustment system and schedule

EXHIBIT A
SCOPE OF WORK

- Written mandate from the San Bernardino CAO to carry on evaluation system over time



GRANT REQUEST FORM (GRF)

CEC-270 (Revised 02/13)

CALIFORNIA ENERGY COMMISSION



New Agreement _____ (To be completed by CGL Office)

Division	Agreement Manager:	MS-	Phone
400 Efficiency Renewable Energy Division	Eli Harland	45	916-607-8676

Recipient's Legal Name	Federal ID Number
County of San Bernardino	95-6002748

Title of Project
SPARC Initiative: General Plan Renewable Energy and Conservation Element

Term and Amount	Start Date	End Date	Amount
	06 / 30 / 2013	03 / 31 / 2015	\$ 700,000

Business Meeting Information
 ARFVTP agreements under \$75K delegated to Executive Director.

Proposed Business Meeting Date	06 / 12 / 2013	<input type="checkbox"/> Consent	<input checked="" type="checkbox"/> Discussion
Business Meeting Presenter	Eli Harland	Time Needed:	5 minutes

Please select one list serve. ~~Select~~ Renewables**Agenda Item Subject and Description**

Possible approval of Agreement REN-12-002 with the County of San Bernardino for a \$700,000 grant to create a wholly new Renewable Energy and Conservation Element (RECE) as part of the County's development of a new General Plan. The County will also make strategic refinements to the components of the county regulatory system that govern eligible renewable energy resource and natural resource conservation. The goal of this work is to add certainty to the eligible renewable energy resource development process, which will reduce permitting costs for renewable energy, and ensure conservation of priority natural resources.

California Environmental Quality Act (CEQA) Compliance

- Is Agreement considered a "Project" under CEQA?
 - Yes (skip to question 2)
 - No (complete the following (PRC 21065 and 14 CCR 15378)):
Explain why Agreement is not considered a "Project":
Agreement will not cause direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment because
- If Agreement is considered a "Project" under CEQA:
 - a) Agreement **IS** exempt. (Attach draft NOE)
 - Statutory Exemption. List PRC and/or CCR section number: CCR Title 14, Division 6, Chapter 3, Section 15262
 - Categorical Exemption. List CCR section number:
 - Common Sense Exemption. 14 CCR 15061 (b) (3)
Explain reason why Agreement is exempt under the above section:
This project falls under the CEQA Guidelines section 15262 feasibility and planning studies exemption because the work to be performed using the grant funds includes planning and feasibility studies for possible future actions which the County has not yet approved and may choose not to approve. In addition, the activities to be funded by the grant fall under the CEQA Guidelines section 15306 class 6 categorical exemption because the activities are basic data collection, research, and resource evaluation activities which do not result in a serious or major disturbance to an environmental resource.
 - b) Agreement **IS NOT** exempt. (Consult with the legal office to determine next steps.)
Check all that apply
 - Initial Study
 - Negative Declaration
 - Mitigated Negative Declaration
 - Environmental Impact Report
 - Statement of Overriding Considerations

List all subcontractors (major and minor) and equipment vendors: (attach additional sheets as necessary)

Legal Company Name:	Budget
TBD	\$ 100,000
TBD	\$ 150,000
	\$ 0

List all key partners: (attach additional sheets as necessary)

GRANT REQUEST FORM (GRF)

CEC-270 (Revised 02/13)



Legal Company Name:
See Attached List

Budget Information			
Funding Source	Funding Year of Appropriation	Budget List No.	Amount
RRTF	2012/2013	501.002	\$700,000
Funding Source			\$
R&D Program Area:	N/A	TOTAL:	\$700,000
Explanation for "Other" selection			
Reimbursement Contract #: N/A		Federal Agreement #: N/A	

Recipient's Administrator/ Officer				Recipient's Project Manager			
Name:	Tom Hudson			Name:	Terri Rahhal		
Address:	385 N. Arrowhead Ave., 1st Floor			Address:	385 N. Arrowhead Ave., 1 st Floor		
City, State, Zip:	San Bernardino, CA 92415-0187			City, State, Zip:	San Bernardino, CA 92415-0187		
Phone:	909-252-5105	Fax:	- -	Phone:	909-387-4518	Fax:	- -
E-Mail:	Tom.Hudson@lus.sbcounty.gov			E-Mail:	Terri.Rahhal@lus.sbcounty.gov		

Selection Process Used	
<input checked="" type="checkbox"/> Competitive Solicitation	Solicitation #: PON-12-403
<input type="checkbox"/> First Come First Served Solicitation	

The following items should be attached to this GRF	
1. Exhibit A, Scope of Work	<input checked="" type="checkbox"/> Attached
2. Exhibit B, Budget Detail	<input checked="" type="checkbox"/> Attached
3. CEC 105, Questionnaire for Identifying Conflicts	<input checked="" type="checkbox"/> Attached
4. Recipient Resolution	<input type="checkbox"/> N/A <input checked="" type="checkbox"/> Attached
5. CEQA Documentation	<input type="checkbox"/> N/A <input checked="" type="checkbox"/> Attached

_____ Agreement Manager	_____ Date	_____ Office Manager	_____ Date	_____ Deputy Director	_____ Date
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