



Thurston County, Washington

New Energy Cities

Roadmap & Action Plan

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Introduction

Climate Solutions, a Northwest-based nonprofit organization whose mission is to accelerate practical and profitable solutions to global warming, launched the New Energy Cities program in 2009 to help pioneering Northwest cities and counties lead the nation in an economic strategy that creates jobs, saves money on energy, and contributes to our nation's energy independence, while furthering a robust, clean energy economy.

The New Energy Cities program is designed to support the leadership of the most innovative cities in the Northwest with the framework, tools, and road map to embrace a new energy future.

We ask the pioneering cities and counties we work with to create a 20-year clean energy strategy with concrete steps to take in the first three years, which can be financed with patient capital. Our goal is to work with a variety of cities to create different models that can be replicated with similar success elsewhere throughout the Northwest region and the country.

New Energy Cities aims to accelerate the transition to a clean, renewable, super-efficient energy system with a comprehensive systems approach that integrates smart power grids; green intelligent buildings; plug-in electric vehicles and energy storage, and renewable power sources, such as wind, solar, geothermal, and biomass.

Background

The Thurston Climate Action Team (TCAT) is a public/private partnership dedicated to creating a healthy and sustainable future for Thurston County by encouraging, coordinating, and taking action on climate change. TCAT's founding members include individuals serving on local jurisdiction governing bodies, along with citizen activists, representatives of key planning entities in the county, and the educational community.

Through a partnership with the Thurston County Economic Development Council (EDC), TCAT is implementing an Energy Efficiency Program, the primary goal of which is to evaluate and retrofit existing homes and businesses in Thurston County to improve their energy performance.

On January 22-23, 2010, at the invitation of the TCAT/EDC, the Climate Solutions New Energy Cities team conducted a two-day workshop with community stakeholders on new energy solutions. During the Workshop, the New Energy Cities team presented a wide range of clean energy and energy efficiency opportunities for participants to consider when creating a new energy future for Thurston County. Participants also began the development of a New Energy Roadmap for the county based on input of Workshop participants, which Climate Solutions then fleshed out to draft this Action Plan.

Framework

This first draft Action Plan provides the Thurston County and its key stakeholders with suggested actions in a phased approach to allow the community to connect discrete initiatives to a larger vision and engagement strategy; leverage current assets; create a pathway to additional resources over time; and get started on a 20-year program to create a new energy system for Thurston County and the cities within its boundaries, Olympia, Lacey, Tumwater, and Yelm.

To position Thurston County for early success, this Action Plan is organized into the following sections:

- I. ***Putting the Pieces in Motion*** – the first six months – addressing key capacity needs, building alignment and support for actions, and setting things in motion.
- II. ***Catalytic Projects, Policies, and Programs*** – months six through 18 – rapid implementation of catalytic projects, linked to key strategies, substantial policy and resource development through extensive community engagement.
- III. ***Setting the Strategy*** – months 18 through 36 – refined and focused long-term strategic plan for a new energy system, reflecting experience gained from the earlier catalytic projects and new policy that is created as a result of lessons learned in the first 18 months of the project.

The underlying premise of this Action Plan is that Thurston County is in a position to offer cutting-edge leadership on energy systems due to the fact that it has already received grant funding that through 2011 and developed a strategy for a first phase of energy efficiency retrofits. This Action Plan is designed to build upon the excellent work that is already in place and foster decisions for and accelerate implementation of an aggressive and comprehensive strategy.

Phase I: The First Six Months – How to Get Started

For the first six months—April through September, 2010—Thurston Country should focus on the following five areas:

1. Governance
2. Project development
3. Financing options beyond the initial retrofit financing
4. Data Management
5. Communications and public engagement
6. Staff capacity

Governance

During the Workshop, a variety of entities were mentioned that need to be involved in the process of charting Thurston's clean energy future, in addition to TCAT and the EDC, including:

- Thurston County Commission
- The cities in the County
- LOTT Alliance, which owns and operates wastewater and reclaimed water facilities through the Lacey, Olympia, Tumwater area.
- Thurston County Economic Development Council
- Intercity Transit
- Olympia Regional Clean Air Agency (ORCAA)
- Thurston Regional Planning Council (TRPC)-14-member intergovernmental board that develops regional plans and policies for transportation, growth management, environmental quality, and acts as the regional clearinghouse for demographic data.

There may be other entities that should be in the mix, and one task that was identified during the Workshop was to map all of the different organizations/jurisdictions in the community that will be touched by the clean energy projects that the TCAT/EDC undertakes.

A critical decision to be surfaced is whether all of the regional governing bodies are willing to empower the TCAT/EDC to make decisions about clean energy programs and what kind of reporting requirements the TCAT/EDC will have to those entities about their work. The activities that need to be discussed include:

- Policy decisions and coordination
- Ability to access/receive funds (both public and private) to pay for the program
- Accountability to the public
- Implementation responsibility for projects

While the EDC is incubating TCAT and is the entity for which the grant for federal monies was written and funded, there needs to be clarity about the EDC's role going forward. During the Workshop, we discussed having the EDC convene the cities and LOTT convene a governance process. Decisions need to be made about the following:

- Whether the EDC should convene or LOTT should
- Whether the EDC will implement the energy strategy
- How staff will be hired, monitored, and held accountable beyond this initial pilot
- What barriers there may be to having TCAT serve as a project manager (e.g., whether TCAT needs agreements other than the one it has with the EDC to access funds beyond the loan loss reserves)

We recommend a deliberate and well-thought out process for determining how the EDC/TCAT moves forward with either delegating decision-making authority and ongoing program management to the EDC/TCAT, or committing to some approval process for the decisions that

the EDC/TCAT will make. Given all of the potential entities involved and the history with TCAT, we see TCAT as the logical project management focal point and we see value in solidifying TCAT's role early on so the project does not have to undergo management changes after the pilot.

While the diverse set of entities that are interested in Thurston County's energy future may resist ceding decision-making control to EDC/TCAT, there will be real transaction costs to having all of these entities involved in process as multiple projects get underway. Our recommendation is that there be a transparent process to determine the governance and organizational structure and that it be done sooner rather than later to make it easier to execute on this Action Plan and the projects that will follow the pilot.

An action item coming out of the Workshop was to have the Climate Solutions New Energy Cities team coordinate a meeting of TCAT and Portland's Clean Energy Works (CEW) team so TCAT can learn how from what CEW has done to address these governance and implementation questions. This is a good idea and one that we will make happen.

Project Development

A foundation of the New Energy Cities approach entails using aggressive pilot project development efforts to inform strategies, build an understanding of the economic benefits, and attract additional investment capital. Early pilot projects should be designed with the following characteristics:

- **Quick implementation timeline** – First pilot projects could get started quickly, which means any construction work could begin in 2010.
- **Applicable** – Pilot project results and experiences would transfer to and inform subsequent projects.
- **Financially viable** – Because longer term financing tools will take time to build, the early projects may need to be financed in a variety of ways, including funding through one-time economic stimulus programs.
- **Engaging** – Provide opportunities to engage the community and stakeholders actively and visibly to enhance their understanding of the project development potential and to illustrate the potential for broad benefits.
- **Measurable** – Early actions should be relatively simple to measure, at least to some degree, so that the results can be reported and used to inform subsequent actions.

Pilot Project

The EDC/TCAT is moving forward with the pilot project for residential and commercial energy efficiency upgrades. The pilot project is well-defined with a financing strategy that leverages the \$1.5m in grants with \$7m in private and \$16k in public money.

A total of 26,000 homes and 3,000 businesses in Olympia, Lacey, Tumwater, and Yelm have been identified as eligible for retrofits. The retrofit program will choose targeted

neighborhoods where people have lived in their homes for at least 10 years to start, and while not all homes will be retrofitted, all will be included in the outreach campaign.

The energy efficiency stimulus grant that the EDC/TCAT has secured offers a tremendous opportunity to set the stage to launch Thurston's New Energy strategy so it is important that the pilot be as successful as it possibly can be. To make that happen, we recommend that TCAT hire a best-of-class implementation partner for the stimulus-funded energy efficiency projects that offers the following set of core competencies:

- Home energy review (usually takes only 1 hour)
- Home energy performance audits (a more thorough review that usually takes 3-5 hours)
- Deep energy efficiency retrofits
- Training and management of local contractors
- Quality control/quality assurance of the retrofit work
- Marketing/public engagement on the retrofit program
- Communications expertise

The EDC/TCAT should conduct an RFP to find a firm to that can help it achieve the best results with its pilot energy efficiency program.

Potential Catalytic Projects

During the Workshop we identified other catalytic projects that appear to meet the project criteria described above:

1. A high-visibility community-based solar project
2. Solar thermal layered on to the energy efficiency work that is already underway
3. Bio-energy project , based on regionally abundant resources
4. Electric vehicle infrastructure that would help link Seattle to Portland
5. District heating expansion around the Olympia Capitol campus

Community Solar

During the Workshop, three projects were mentioned: the Farmer's Market, Washington Center, and the Solar Highway/Railway. The Farmer's Market project appeared to have a great deal of appeal, but the next step would be to discuss the pros and cons of each of these projects to determine which would have the highest visibility and be the easiest to get going. One of the appealing aspects of these kinds of projects is that you do not need to engage with a utility to make them happen and Climate Solutions has partners we can introduce you to who can help make a community solar project happen.

Solar Thermal

We recommend that you consider integrating solar thermal projects wherever possible with your building retrofit projects. Ordinances for large-scale solar access may be required and therefore must be researched before you commit to including solar thermal projects with

retrofits. Workshop participants were interested in exploring onsite thermal energy generation in public schools and county buildings.

Bio-energy project

Bio-energy represents a compelling opportunity for Thurston County. For bio-energy projects, Workshop participants identified bio-solids from the county's solid waste and sludge that could be converted to energy as opposed to shipped outside of the county; collecting and converting organic waste; and aggregating the stakeholders in fuel production from wood waste.

Electric Vehicle Infrastructure

Thurston County wants to develop the electric vehicle infrastructure to be able to get involved with the E-Tec/Nissan Leaf demonstration project. In addition, the Workshop raised the issue of bringing the ZipCar/FlexCar in Thurston County to cover longer haul trips.

District Heating

At the Workshop participants identified the desire to build upon the district heating project that is underway in the Capitol area to expand into the downtown.

The task now is to put a process in place to prioritize this list of projects over the next three years. A related issue is when and how the EDC/TCAT should engage Puget Sound Energy (PSE) to join in the effort to help decide which projects should be done and when.

Finance

Thurston County's energy efficiency retrofit pilot project is already a leading-edge project, targeting a large number of buildings and using direct financing tools to accelerate implementation. In addition, the TCEDC Community Energy Efficiency Pilot Program provides resources that have enabled Thurston County to gain the participation of three financial institutions. As the pilot project moves into implementation stage, Thurston County is in a position to determine the steps necessary to extend the pilot phase into a broad program for ongoing implementation post-pilot. These steps may include:

- Integration of additional activities beyond efficiency improvements, such as solar thermal, EV-related infrastructure and aggregated green power purchases.
- Identification and testing of new revenue mechanisms to extend the financing reach of the program beyond the pilot phase, such as on-bill, PACE or other utility bill surcharges
- Recruitment of additional investment partners beyond the three financial institutions participating in the pilot project, so that additional project work can be pursued following completion and evaluation of the pilot.

These steps may require some additional policy considerations by TCAT or respective local governments, in order to integrate activities or gain meaningful participation on top of the planned building retrofit work.

In addition, early work is now needed to align financial strategies and tools with other projects related to the New Energy Cities program. This work includes addressing financing options for installing high-visibility clean energy projects, such as solar at the Farmer's Market or Washington Center, and doing the early work for a bio-energy strategy for the region or beginning to identify the Electric Vehicle infrastructure needs for early projects.

We recommend convening a stakeholder group for financial analysis and model development for the various projects that have been identified. In addition, when engaging PSE on the project development, it would also be a good idea to establish a dialogue with them to determine their willingness to provide capital and/or run and on-bill financing system.

Specific steps that are needed to create a financing structure over the long haul include:

- Identify a structure that will link financing to projects and to a payment mechanism (e.g. property tax or on-bill)
- Establish the ability for one-time dollars in the loan loss reserve fund to be used for credit enhancements/interest buy downs with public capital (i.e. bonding as PACE becomes available)
- Coordinate with the revenue collecting agency for possible property tax payment collection
- Identify partners (likely within existing bank partnerships) who can manage the blending of financial streams and coordinate underwriting standards
- Identify additional sources of one-time dollars (fees/levies, other grants)

Data Management

This first catalytic pilot project will likely yield rich data and learning that will guide the EDC/TCAT in future projects. (While this is perhaps obvious, it is worth stating: it is very important that TCAT make sure that the data coming from the initial energy pilot program are carefully recorded and organized.) Coming out of the pilot retrofit project, the EDC/TCAT should be able to create a visual map of the strategy for how all buildings could be retrofitted over a 20-year strategy.

It will be important to build the data that are collected into a financial model that aggregates community clean energy and energy efficiency information. All energy audits that are done in neighborhoods or commercial buildings will yield valuable model-building data that will enable the creation of the financial models to attract additional investment.

After the initial pilot data are in, TCAT will want to look for economies of scale so that it can match a financing structure to the appropriate investments in building stock that will be based on the data from the pilot.

Communications and Public Engagement

A robust and ongoing outreach and education effort is a critical element of success in rolling out and maintaining new energy programs for both the short and long term. Community involvement is essential to build support for the policy and program decisions that will need to be forged as well as for the development of the early catalytic projects.

1. **Core Values:** Forge an actionable consensus on core values
2. **Partnerships:** Build on existing and broker new critical partnerships
3. **Information:** Build a solid foundation of information
4. **Communications:** Develop a communications strategy
5. **District Plan:** Establish a spatial, district orientation for neighborhood implementation

Organizing work under these five areas will make it possible to begin adopting those policies, projects, and programs envisioned in the New Energy Cities program.

Core Values

To engage with the public, you will want to have a set of shared core values for the people of Thurston County as these become the bedrock upon which the strategy should be built. Below we list the values that were expressed during the Workshop. We have grouped them according to categories:

Environmental stewardship

- Sustainability; sustaining what we have and not build everything new
- Quality of life
- Protecting for future generation

Sense of place—Thurston County is a special place

- Huge sense of personal responsibility for our own community
- Things that advance our community very important
- Live in Thurston County in order to be close to nature

Community self-reliance

- Strong innovation
- Self-determination, bootstrapping orientation
- Commitment to lead and act
- Ownership of and pride in the community and in community-based programs
- Collaborative; Inter-local cooperation valued

Progressive ideology/openness

- Citizens care about peace, are generally anti-war, and are concerned about energy security
- Action on social justice issues
- Economic equity; commitment to address poverty and homelessness
- Advocating and supporting youth
- People like being communicated with
- People like to learn

Business and environment linked

- Strong business community with good, local living-wage jobs that break through the environment versus jobs dichotomy
- Diversity of jobs
- Affordable energy

The next step is to condense this list down to a small number of compelling core values that the community can rally around.

It is also important to set goals that the community can aspire to, rally around, and measure progress against. At the Workshop, some participants suggested the goal of achieving net zero carbon emissions by 2020, an aggressive and perhaps challenging goal to attain. A clear next step would be to determine the process by which you would set clear goals around a 20-year strategy and the way to measure those goals.

A critical component of measurement involves establishing a baseline of existing conditions against which to compare progress and measure results. During the Workshop, participants called for a community energy inventory (including water usage) that would be web-based and could be used as a tool for involving the community in the energy retrofit project.

The inventory would identify the highest and lowest energy-intense neighborhoods so citizens could know where they stood and see what they could do about their energy usage. There was interest in targeting behavioral changes with competitions at the neighborhood level and among businesses, which would be immediately visible and easy to understand. We recommend that Thurston County approach Evergreen State to provide the inventory and analysis of energy usage across the county.

Participants were interested in several other public engagement tools:

- An information clearinghouse that would provide help and advice for citizens who could train themselves on ways to reduce their carbon footprint.
- A way of knowing whether the energy that is shipped out of the community could be identified and redirected for use in the community.
- A workforce plan that would compile and track green businesses and green jobs.
- A grassroots information campaign to get neighborhood associations to buy into group energy audits.

Another engagement activity that Workshop participants identified is the need for code innovation that would make allowances to various building codes that would shortcut the process for retrofitting. There was interest in a Joint jurisdictional work group that would make sure that code impediments were addressed; multi-jurisdictional agreements, if needed, were

signed; and code changes made to pave the way for the innovation that Thurston County wishes to promote.

Participants want to see that the Department of Ecology is on board to help with the regulations that restrict what the community wants to do. Participants also called for a legislative strategy to lobby representatives; for the regulatory changes that are required. In order to develop that strategy, the next step would be to do a project that would identify the building standards and regulatory hurdles that need to be removed and the inducements that need to be put in place.

Staff/capacity

TCAT appears to be well on its way in terms of staffing, having recently hired an outreach manager, and energy manager, and a business manager to complement its program director, so for the time being, the organization is well-staffed. Funding needs to be obtained to support this staff in an ongoing way and at some point it will most likely be necessary to add a financial expert to the team.

Phase II: Months 6 to 18 – Moving into Projects

The second phase of this Action Plan centers on getting key, catalytic projects started, while building the critical relationships and resources needed to deliver these projects successfully and use them to inform future efforts. Phase II focuses almost exclusively on getting key early projects implemented, so that the results of these projects can help shape longer-term policies and reinforce the emerging approach to community engagement:

1. Carry out the first district-scale building retrofit program, including renewable technologies and infrastructure elements that can reasonably be included with the building efficiency measures.
2. Evaluate the role of district heating (e.g., thermal networks) and electric vehicle elements of the first district-scale pilot project.
3. Refine the potential financing options for future projects, with an orientation toward testing and exploring priority options in order to resolve questions on legal structures, accounting and tax considerations, and risk analysis.
4. Roll out a communications strategy, developed in Phase I, with ongoing resources to ensure a consistent message and collaboration with community partners.

The transition from Phase I to II, with regard to projects, will reflect Thurston County's ability to mobilize people and resources to prioritize the projects and goals that have been articulated and flesh out the desired projects' scope, scale, and financing.

Phase III: Months 18 to 36 – Refine and Scale Up

By the onset of Phase III, Thurston County will be getting feedback on the impacts of the early pilot projects, and would have extensive political support due to partnership development and engagement with the community. Phase III becomes a threshold step, in which the community moves beyond pilot projects and into an ongoing, consistent implementation program of defined projects over a set period of time.

Phase II should serve as the planning cycle for developing this timeline, preparing the community for an extension of the district-scale concept across the community, refining the financing strategies and models for ongoing, long-term implementation. In addition, this process would create the capacity to monitor progress, measure impacts, assess costs and benefits, and inform adjustments and new directions.

Phase III provides an 18-month period during which the community could strive to solidify the policy foundation for the next 20 years of project implementation.

1. Create and seed the community's finance and investment vehicles, with a strategy for ongoing funding or re-capitalization.
2. Develop a basket of incentives and requirements to effectively gain universal participation in efficiency, renewable energy, and infrastructure programs.
3. Forge lasting partnerships that ensure that progress is measured, results are communicated broadly, and the program is subject to routine review and analysis for improvements.
4. Invest in human resources to manage implementation of the array of activities, and institutionalize that capacity with stable funding and succession planning.
5. Work with PSE to adopt new targets for building energy use and a renewable energy portfolio, as well as established energy management practices through smart grid and other infrastructure deployment plans.
6. Try available electric vehicle opportunities, and include an evaluation process to determine new directions as technologies improve and cost considerations change; the major area of focus is to establish an understanding of the infrastructure interface for electric vehicles, so this work could be done as part of the district-scale projects in order to reduce capital costs and build efficiencies.

In Phase III, Thurston County should consider going deep with a widespread deployment of energy efficiency, distributed renewable energy, and smart grid technologies as follows:

A Long-Term High Performance Building Strategy

A future of very efficient buildings that produce their own energy and are part of an intelligent energy network will require aggressive and consistent efforts over time. Energy efficiency has received substantial attention in the past few years, as experts have identified the cost-effectiveness of investing in efficiency. Several cities are working to design and test new approaches to energy efficiency and distributed renewable energy projects: Portland, Berkeley, Boulder, Missoula, Cambridge, Babylon (NY), and Seattle.

These emerging approaches can be characterized by a common theme: direct financing of capital investments, with efforts to create scale in order to gain access to lower-cost capital. This approach to financing is possible due to the ability to direct cash flows, from either energy savings or revenues from clean energy sales, back to repay the source of financing. In some cases these cash flows could be enhanced by existing federal tax incentives. The source of capital seeks a modest, but positive return on investment consistent with the risks associated with the investment.

Local jurisdictions that develop innovative policies to reduce the risks associated with investment and add certainty to potential investors should be expected to gain access to long-term, patient sources of capital. Those policies are the focal point for emerging initiatives in innovative cities, and they are a critical element of transforming current efforts to promote building efficiency into a robust retrofit strategy for high-performance buildings and community economic development. Key policy components include:

- **Creating scale**, using local government tools to aggregate buildings within a geographic area, borrowing from processes used to establish local improvement districts for other municipal infrastructure investments.
- **Identifying secure and stable cash flow options** for repaying the capital financing, whether on utility bills, as discrete charges attached to properties through the property tax bill, or other means.
- **Leveraging patient capital**, from both public and private sources, whether from public bond financing, to private equity or debt from either individuals or institutional investors (e.g., mission-driven investment funds, pension funds, etc.).
- **Supporting workforce training and development**, in partnership with existing organizations.

Distributed Renewable Energy Generation

A significant element of distributed generation could be addressed within a high-performance building strategy. However, substantial additional opportunities exist for communities to accelerate and deepen the role that distributed renewable sources could play in their overall approach. The critical elements of accelerating the use of renewable energy technologies – beyond integrating them into buildings – include the following.

- Creating a new partnership between the utility companies and building owners to launch a scaled-up institutional power purchase agreement that would open the door to larger-scale projects and, potentially, enhanced cost-effectiveness.
- Aggregating public and institutional buildings throughout Thurston County for aggressive renewable energy installations, both on-site and remote through the institutional PPA model.
- Initiating a regional bio-energy strategy that would seek to identify and begin to develop bio-energy production in the region using appropriate feedstocks (e.g., biomass, organic wastes, and by-products).

Smart Grid Infrastructure

At the Thurston County Workshop there was not a lot of discussion about smart grid technologies, where buildings are able to interact with the grid in order to reduce consumption, capture, and utilize savings across a wide service area, and create a better platform for on-building renewable energy technologies. This is something that could be explored in Phase II. As with renewable technologies, a partnership among local governments and utility service providers would be a key ingredient in driving toward more aggressive implementation.

The first part of this effort could involve aligning the roll-out of meter technologies to correspond with the district orientation for building retrofits, adding increased impact to retrofits, to the degree that better meters and grid interface enable energy consumers to further reduce their consumption. Some coordination and planning makes sense, in order to determine the practicality of this alignment, but it does offer an opportunity for full-scale engagement of building owners at a single point of intervention in their buildings.

From this initial consideration, this partnership could then extend out across a rapid-deployment map and schedule, based on acquisition of new equipment and availability of workforce. By setting out a pathway and making it very visible, this step would complement and reinforce many other steps underway.

Leadership and Capacity Building

The shift from existing, incremental efforts to a full-scale strategy for developing a new energy system represents a significant innovation from current practice in local jurisdiction. The leadership dimensions associated with developing a new energy system can be characterized in three basic categories.

Engagement – A consistent, sustained commitment by elected leadership to invest in engaging the community to fully understand the path to this New Energy System, and to support the needed policies and programs, and investment resources. This level of collaboration with the community is a significant step beyond traditional engagement efforts, and is critical to sustained leadership.

Experimentation with New Policies and Programs – New policies and programs are needed, some of which will exceed expectations while others will fall short. The need to experiment and refine our approaches is a fundamental component of the leadership challenge and a defining element of a New Energy City. Such an approach means that elected officials will have to be able to link specific initiatives to the broader New Energy System strategy, and to communicate effectively about the process for trying new ideas and refining them over time.

Institutional Capacity – Ongoing resources and training will be needed to support Thurston County's new energy efforts. The community and key partners, from utilities to nonprofits to businesses, all need a focal point for collaboration, and need to be supported by this focal point

in order for their efforts to consistently contribute to progress. Fortunately TCAT has been able to staff its pilot well. It is hoped that the funding will be found to support ongoing staff support for all of the innovation in clean energy that Thurston has such a strong appetite to explore.

Conclusion

Climate Solutions' New Energy Cities program works with innovative city and county leaders that wish to be early adopters of the integrated clean energy system that will bring economic development to their communities, reduce greenhouse gas emissions, and leverage public investment with large-scale private investment.

The New Energy Cities Team believes that Thurston County has considerable potential to be a successful New Energy City that fundamentally transforms the way it uses and produces energy. We thank you very much for the opportunity to walk with you down the road to a new energy future for Thurston County. We look forward to discussing and finalizing this Action Plan and moving into the Implementation Phase.