

## Clallam County Partnership

### Jurisdictions and Geography

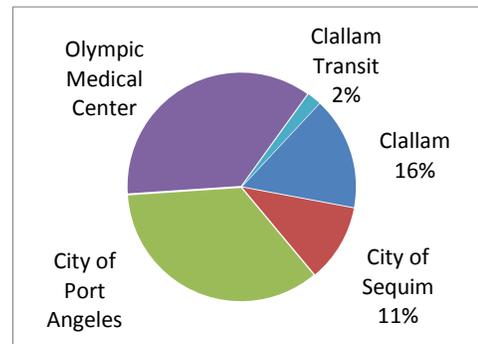
The Clallam County Shared RCM Partnership consists of Clallam County, the City of Sequim, the City of Port Angeles, the Olympic Medical Center and Clallam Transit. It is the only partnership that includes a medical center and a transit system. All of the partners are located within Clallam County, which spans the northern part of the Olympic Peninsula.

### Partnership Details

The partners have worked together in the past to meet various goals. Clallam County was the lead agency with the lead administrative role. The RCM was primarily housed within the Community Development office at Clallam County. The county’s development director was one of the champions and driving force for the program, along with the Power Resources Manager at the City of Port Angeles. The County’s development director was not re-elected in November 2010, and the new director who arrived in January 2011 became the RCM’s supervisor but did not have a significant understanding of the Shared RCM program. After nine months, she made changes in the department’s reporting roles so the planning manager became the RCM’s direct manager.

The allocation of the Shared RCM’s time among these partners, as determined by their annual relative resource expenditures, is indicated in the chart at right.

The City of Port Angeles has been very active in initiating city and community-wide programs to encourage energy efficiency, water efficiency, waste reduction, recycling and compost programs, fleet downsizing, sustainable stormwater systems, and responsible purchasing.



Allocation of the Shared RCM's time

The Clallam County Public Utility District (PUD) was not a partner, yet early on the RCM was able to leverage \$5,000 in additional funding from the utility.

### Program Timeline

Project Milestones	
11/25/2009	Phase 1 application received
3/1/2010	Inter-local agreement adopted
4/1/2010	Commerce contract signed
5/20/2010	RCM position posted and open
7/23/2010 and 8/16/2010	Interviews held
9/1/2010	Perry Spring started work
9/29/2010	Kick-off meeting
9/29/2010	First site technical visit by the WSU Energy Program
6/30/2012	Commerce contract end date

## **Hiring Process**

Five applicants out of a pool of nine were interviewed in July 2010. The person who was initially offered the position declined. A second round of interviews was held, after which the RCM was selected. These interviews occurred on August 16, 2010 and the RCM began September 1, 2010.

The RCM has an Energy Management Specialist Certificate and is a LEED AP specialist in building design and construction. He had experience providing energy engineering consulting services for sustainability projects. His focus was on community-side energy efficiency.

## **RCM Tasks**

### ***Facility Assessments***

There are approximately 225 buildings among the five partner organizations. Many of these are quite small or are situated in far corners of Clallam County. There are nearly 400 accounts and almost 600 separate meters.

### ***Data Tracking***

The WSU Energy Program provided the RCM with EnergyCAP resource accounting software. Because this partnership is not within Puget Sound Energy (PSE) territory, they were not provided Utility Manager resource accounting software.

Planning, researching, self-education, writing and mastering the database appeared to consume much of the RCM's time. He was the only one of the three Shared RCMs who used this software application who was successful in working with it.

It appears that this RCM used ENERGY STAR Portfolio Manager more extensively than the other Shared RCMs. With EnergyCAP (and Utility Manager), the RCM can directly enter information from their database into Portfolio Manager to get a reading. Portfolio Manager scoring was a useful way to inform the partners of their energy use.

Despite the RCM's beginning mastery of EnergyCAP, entered data was incomplete. Complete data up through June 2011 had been entered for just 23 sites, and complete data through June 2012 had not been entered for any sites. Therefore, it is not possible to give a reasonable overview of the effect of the RCM program on energy use and cost.

### ***Reports***

The RCM was in the planning and training stage as of March 2011, the point at which the Commerce grant required that facility action plans (FAPs) and walk-throughs be completed.

Facility assessments and FAPs of primary and key buildings were completed at the end of the grant's two-year term. At this late date, however, there was no time left to implement the suggested measures and actions addressed in the FAPs while the RCM was still employed. However, feedback from at least one partner was positive regarding the usefulness of the plans for facility staff and managers.

The resource conservation management plans (RCMPs) were completed at the end of the two-year program in June 2012. These plans were in draft form and were not formally adopted by the partner organizations. In general, these reports were detailed, well-researched and thorough, averaging 60 pages long. Many of these pages describe general issues, such as the need for sustainability and a vision of sustainable facilities management, and covered broad topics that were not specifically attuned to the particular partner organization.

The plans included data from the primary buildings in each of the partner organizations and a snapshot of all energy consumption over a period of years. Some managers indicated that this part of the plans may prove useful to the partners in the future. There may be value in having detailed information on energy costs.

### ***Resource Conservation Projects***

The RCM conducted a month-long friendly competition between two Clallam County departments about who could reduce their energy use the most. The focus was on reducing plug loads and phantom loads, lighting, appliances, power management options for computer equipment and shutdown/startup procedures. The contest produced useful staff action items and project ideas, and increased awareness and involvement in energy efficiency efforts.

The RCM worked on water and wastewater infrastructure for three partners: City of Sequim, Clallam County and City of Port Angeles. He partnered with an Energy Smart industrial specialist and wrote a scoping report for the City of Sequim wastewater treatment facility, which incorporated feedback from a WSU Energy Program engineer.

The RCM was able to get rebates and incentive funding for a variety of projects, such as a new heating system and boiler overhaul at the County Courthouse. Informed equipment purchases also happened due to the RCM's input.

### **Challenges**

The RCM participated in many educational opportunities such as webinars, workshops, conferences and classes. Not all of these were directly related to his work as an RCM. He also was involved in general sustainability outreach efforts that, while useful to raise general awareness, were outside the purview of the RCM's responsibility as understood by WSU Energy Program staff. For example, the RCM worked on the Earth Hour 2011 effort and partnered with the Jefferson County RCM to create a walking tour of Sustainable Fort Worden for Earth Day.

The RCM spent a great deal of time learning how to use the EnergyCAP software, and the RCM must be commended because he was the only one to make use of the program. His priority was populating EnergyCAP with historical data in order to generate reports that would be used in the FAPs and the RCMPs. However, he was unable to record all of the historical and current utility data needed to prepare the FAPs and RCMPs, so implementation measures were put on the back burner.

## **Shared Resource Conservation Manager Program Report**

Washington State University Energy Program, March 2013

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Setbacks with the software program included the complexity of learning EnergyCAP, difficulties with data acquisition and uploading, and not having electronic data interchange available due to the rural nature of the utilities.

EnergyCAP appeared to be used primarily to determine ENERGYSTAR scores and as baselines for FAPs. Not enough data was entered to identify resource use reductions at the partners' facilities.

While the RCM had training in energy efficiency concepts, his implementation of the RCM approach did not appear to meet some of the partners' needs. Partners did not see enough implementation of measures, and it was unclear if the RCM spent the allocated time at each agency. Lack of action early in the program discouraged the partner leads. In addition, RCM program progress and satisfaction may have been hampered by the RCM's perceived lack of sensitivity and tendency to be talkative and intrusive in groups. These aspects could have been accentuated by the short-term "outsider" status of the RCM among regular staff.

The RCM himself felt hindered by staff at some of the partner organizations early in the program. The RCM perceived that the managers, partner leads and facility staff did not have a good background in resource management issues and were not fully engaged in the Shared RCM program. As a result, the RCM sensed their resistance to implementing identified measures.

### **Results**

The Olympic Medical Center had a very low ENERGY STAR Portfolio Manager score, indicating a lot of room for improvement. The RCM consulted with WSU Energy Program staff and others to figure out the source of this low score, but was unsuccessful. The RCM recognized a need for assistance to troubleshoot the problem, yet was unable to follow through due to unsuccessful scheduling and communication with the appropriate Medical Center staff.

While there is data in the Clallam Partnership EnergyCAP program, which was transferred to Utility Manager for use by WSU Energy Program staff, it shows no savings because no actual measures were implemented during the RCM's tenure.

The energy and cost savings chart below includes data from the Clallam County partnership closeout report.

## Shared Resource Conservation Manager Program Report

Washington State University Energy Program, March 2013

Substantiated Energy & Cost Savings							
July 2010 through June 2012, baseline July 2009 through June 2010							
Partner Entity	Electricity (MBTUs)	Electricity \$ Saved	Water (kGal)	Water \$ Saved	Propane (MBTUs)	Propane \$ Saved	Total \$ Saved
Olympic Medical Center	(573,069)	(\$71,646)	(1704)	\$604	(291)	(\$7,144)	(\$78,186)
City of Port Angeles	305,534	\$3,880	4,484	\$16,540			\$20,420
Clallam County	(445,151)	(\$17,563)	1,192	(768)	180	\$3,706	(\$14,625)
City of Sequim	901	\$4,574	(282)	\$4,210			\$8,784
Clallam Transit System	164	\$159	68	\$1,482	23	\$2,524	\$4,165
<b>Program TOTALS:</b>	<b>(711,621)</b>	<b>(\$80,595)</b>	<b>3,759</b>	<b>\$22,068</b>	<b>(88)</b>	<b>(\$914)</b>	<b>(\$59,442)</b>

Note: positive numbers are savings.

### Looking Ahead

The RCM's position ended when the grant ended. It is unclear if any aspects of the Shared RCM approach have continued. It does not appear that the EnergyCAP database is being used by any of the partners. It can be assumed that the City of Port Angeles is continuing with energy efficiency and other sustainability efforts that they initiated before the Shared RCM program began.

At least one of the partners thought that the RCM had laid some very good groundwork – in the form of the RCMPs and FAPs – for going forward with energy efficiency projects. The RCM also helped raise awareness in some of the agencies and departments where he had the most contact.

The RCM is currently employed with a different firm in the energy field.

***Shared Resource Conservation Manager Program Report***

Washington State University Energy Program, March 2013

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The complete WSU Energy Program report and descriptions of the other partnerships are available at:  
<http://www.energy.wsu.edu/PublicFacilitiesSupport/ResourceConservation/SharedRCM.aspx>