

ENERGY EFFICIENCY PROGRAMS

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**SoCalREN Workforce Education and  
Training Sector**

**WE&T Opportunity Hub  
Program Implementation Plan**

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*Prepared by the County of Los Angeles on behalf  
of the Southern California Regional Energy Network*

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## Program Overview

The WE&T Opportunity Hub organizes the infrastructure needed to connect SoCalREN's small and minority contractors and disadvantaged workers to capacity-building resources and opportunities.

## Program Budget and Savings

The CEDARS platform generates summary views of the following information, based on application tables that the PAs upload to CEDARS. The information is organized at the program level and, if applicable, sub-program level to enable multiple cross tabulations and outputs for stakeholders' review and consideration. Programs with subprograms will be displayed at subprogram level and will roll up to a program summary page.

1. Program and/or Sub-Program Name
  - a. WE&T Opportunity Hub
2. Program / Sub-Program ID number
  - a. SCR-WET-D4
3. Program / Sub-program Budget Table

Program Segment		2024 - 2027
Hub	Market Support	\$2,274,800

Table 1: Program Budget

4. Program / Sub-program Gross Impacts Table
  - a. This is not applicable for non-resource programs.
5. Program / Sub-Program Cost Effectiveness (TRC)
  - a. N/A
6. Program / Sub-Program Cost Effectiveness (PAC)
  - a. N/A
7. Type of Program / Sub-Program Implementer (PA-delivered, third party-delivered or Partnership)

Program Implementer	Yes
SoCalREN Only	
SoCalREN – Statewide Lead	

Other PA – Statewide Lead	
Third Party	X
Other (Partnership)	

8. Market Sector(s) (i.e., residential, commercial, industrial, agricultural, public)

Market Sector	Yes
Residential	
Commercial	
Industrial	
Agricultural	
Public	
Codes & Standards	
Workforce Education & Training	X
Finance	
Other	

9. Program / Sub-program Type (i.e., Non-resource, Resource)

Program Type	Yes	No
Resource		X
Non-Resource	X	

10. Market channel(s) (i.e., downstream, midstream, and/or upstream) and Intervention Strategies (e.g., direct install, incentive, finance, audit, technical assistance, etc.), campaign goals, and timeline.

Market Channels	Yes	No
Upstream		
Midstream		
Downstream	x	

Intervention Strategies	Yes	No
Direct Install		
Incentive		
Finance		
Audit		
Technical Assistance	X	

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## Implementation Plan Narrative

### Program Description

The WE&T Opportunity Hub is a one-stop resource intended to bridge gaps in the WE&T sector through a web-platform providing high visibility and access to training, Disadvantaged Workers (DAWs), SMWDVBEs, and project or job opportunities. This initiative will leverage the assets of regional workforce and business assistance organizations, which include training, supportive services, capital, marketing, and outreach.

This program addresses the growing labor shortage in the EE construction field by providing Black Indigenous People of Color (BIPOC)/DAC residents with skills, jobs, and business opportunities in green building/technologies/high-performance buildings. Furthermore, the WE&T Opportunity Hub is intended to align the WE&T workforce regionally with small business ecosystems in EE/Clean energy careers and business opportunities. This will include implementing and deploying a regional WE&T strategy of resources as well as increasing business networks for disadvantaged workers and businesses.

The WE&T Opportunity Hub provides a multistep approach that assists participants and businesses in entering or continuing in the energy efficiency workforce from the initial recruitment phase to becoming job, career, and bid-ready.

**Alignment EE Industry Workforce** The WE&T Opportunity Hub's most essential component is strengthening the regional EE industry workforce and business ecosystem. The system is fragmented and too misaligned to support disadvantaged workers and businesses. By investing in the coordination and alignment of regional workforce and business system, the Hub will ensure that the organizations and individuals at the table are part of a dynamic network that:

1. Connect to training/certifications
2. connects workers to businesses/employers
3. Connect employers/SMWEDVBEs to qualified workers
4. links contractors to opportunities.

### Recruitment

In the initial phase of the WE&T Opportunity Hub, the implementation will need to rely heavily on current and proposed programs to identify potential participants and contractors/small businesses. The WE&T sector programs already have a database of participants from prior programs and a curated outreach list of potential participants, many of whom are workers and businesses from disadvantaged communities. The Hub team will continuously market the platform at events and conferences, during collaborative meetings, and to the Regional Workforce Alliance in order to grow participation.

Initial identified candidates will be contacted and provided with all the necessary materials to enroll and begin scheduling the initial step. The implementer enters this first phase and remains the primary contact throughout the entire program to ensure that the participant has a continuous point of contact.

### Implementation of the WE&T Opportunity Hub

The WE&T Hub needs a strong infrastructure to train and continuously connect with its trainees and contractors. Once the Hub platform is developed, it will serve as an on-demand training

center, networking opportunities, and general supportive services for workers and contractors in the clean energy space.

The primary role of the Hub, however, is to connect participants and employers for jobs and contracting opportunities, including supportive services.

The Hub platform will include three major offerings:

1. Resource Library
  - a. Centralized source to provide tools, templates, and information to support small contractors/participants in managing and growing their businesses. Resources to include but not limited to:
    - i. Business/Project Management Tools: Templates to be made available for project proposals, estimating, project scheduling, and other templates as needed.
    - ii. Compliance: Information and referrals to partners for licensing, insurance requirements, safety regulations, codes, and standards.
    - iii. Training and Certifications: Access to on-demand courses or certifications for skills development, safety training, and industry-specific requirements/qualifications.
    - iv. Software: Access to software for compliance, training, and general office support.
    - v. Marketing and Networking: Marketing resources include a website, social media assistance, and connecting with associations and organizations.
2. Training Center offering specialized education aimed at improving skills for contractors and participants. These will be on demand in the form of modules, videos or live learning. Topics covered includes:
  - a. Energy Efficiency Basics: Introductory courses covering key concepts in the EE sector.
  - b. Advanced Certifications: Ranging from professional certifications such as GPRO, LEED, OSHA or business certifications including Small, Local, Disabled Veteran.
3. The Marketplace/Opportunity clearing house will serve as the hub for small contractors and individual workers can find relevant projects, bid opportunities, job postings, etc. This includes but not limited to:
  - a. Job Boards: Listing of energy efficiency-focused positions from employer partners
  - b. Community Forums: A space to share tips, tools and opportunities with others in the industry
  - c. Project Opportunities: Listing of Public/Private sector opportunities seeking qualified contractors
    - Project Scope and Details: Each listing will include project descriptions, timelines, location and required qualifications
    - Real-time notifications: Receive alerts for new opportunities that fit their profiles
  - d. Contractor and Workforce Profiles, detailed profiles showcasing their skills, certifications, completed projects and relevant experience.
    - i. Skills Matching: Matches contractors/participants with jobs that align with their skills, certifications and work history

The overarching end-goal is to prepare each participant to go into the EE sector workforce pipeline.

## Program Delivery and Customer Services

### Program Strategies

The program targets hard-to-reach (HTR) and those in disadvantaged communities (DAC) in the Southern California Region to reduce the labor shortage in EE, RE, and construction. It will offer multi-level training and services to serve as a career pipeline in the Energy Efficiency sector. The program will be integrated into the overarching WE&T programs.

### Marketing and Outreach

The WE&T Opportunity Hub will be promoted through various tactics to educate primary target audiences—disadvantaged workers, youth, and businesses—about the Hub, how to get involved, and how to best support them in their educational, career, and business goals. Individual tactics are described below.

#### Direct Outreach

The WE&T Opportunity Hub staff will directly reach schools, agencies, and organizations working with and supporting DAC residents, contractors, and students. During these outreach activities, WE&T Hub staff will provide information about the educational, training, and work experience opportunities available to participants and the careers and project opportunities available in the energy efficiency sector.

#### Training Sessions

The WE&T Sector program team will host training sessions on the features of the WE&T Opportunity Hub platform. During this outreach activity, the WE&T Sector staff will provide information and resources about using the WE&T Hub to connect to project opportunities, employers, resources offered to DAC residents, and careers in the energy efficiency sector.

#### One-on-One

The WE&T Opportunity Hub will already have a database and a connection to DAC residents from previous services received as part of WE&T Sector programs such as E-Contractor, ACES, and Green Path Careers. DAC/HTR residents will receive more information on the program and participation expectations and will complete an initial assessment and intake form.

### Marketing and Advertising Engagement Channels

**Marketing Collateral:** A program overview and other materials (e.g., fact sheets, FAQs, etc.) will be developed to provide participants and partners with information about the WE&T Opportunity Hub and the benefits of participation. All materials will be provided in, at a minimum, English and Spanish, with other languages available as needs arise.

**Toll-Free Phone and Email Support:** The WE&T Opportunity Hub will provide toll-free phone and email support for program inquiries. The toll-free line is available on weekdays from 9:00 a.m. to 5:00 p.m. The toll-free phone number and hours of operation will be prominently featured in program collateral.

**Web-Based Digital ME&O:** The initial phases of the WE&T Clean Energy Opportunity Hub will focus on developing a virtual platform within the existing SoCalREN website.



**Public Relations:** Information about the launch and subsequent activities of the WE&T Opportunity Hub may be shared with local media outlets.

### Program Design and Best Practices

The WE&T Opportunity Hub aims to provide participants with a direct pipeline into the Energy Efficiency sector. Participants and employers will have a direct line of communication regarding matching employment and project opportunities. As a resource, the Hub will align all ecosystems within the workforce to eliminate barriers to entry for DAC businesses and residents.

Barrier	Solution
<b>Support Services</b>	Participants enrolled in the program will receive access to support services from partners such as technology, transportation, or clothing.
<b>Access to Capital, bonding, and Insurance</b>	Participants enrolled in the program will receive help with capital, bonding, and insurance. The program goal is to partner with banks, CDFIs, and other associations to assist with the barrier.
<b>EE/RE Outreach to DAC</b>	Participants enrolled in the program will be informed through outreach measures set in place.
<b>Lack of Peer Exchange</b>	The development of a shared online platform/brokerage system for skilled workers and contractors to identify jobs and contracting opportunities.
<b>Lack of EE Information</b>	Participants in the program will receive ongoing training in new building codes, construction materials and equipment, project management software and estimating technologies, labor standards, construction administration, and project delivery methods (for example, P3s).
<b>Fragmented workforce ecosystem</b>	ECC entered into partnership alliance agreements with industry, community, and institutional partners to collectively address barriers to entry and growth and define strategies to maximize economic opportunity for communities of color.

Table 3: Hub Program Barriers

### Innovation

N/A

### Metrics

The metrics to be gathered by the SoCalREN WE&T Opportunity Hub program are as follows:

Table 4. WE&T Opportunity Hub Metrics

Program Goals	2024	2025	2026	2027
Number of Job Opportunities Posted		20	25	30
Number of Project Opportunities Posted		20	25	30
Number of Accounts Created		70	100	150

**To-Code Savings Claims**

N/A

**Pilots**

N/A

**Workforce Education and Training**

Describe how the program will support workforce, education, and training to:

1. Expand/initiate partnerships with entities that do job training and placement;
  - a. Partnership through DEO and AJCCs provides job training and placement in a variety of fields for participants.
2. Require placement experience for any new partners in the workforce, education, and training programs and new solicitations;
  - a. N/A
3. Require “first source” hiring from a pool of qualified candidates, before looking more broadly, beginning with self-certification; and
  - a. N/A
4. Facilitate job connections, by working with implementers and contractor partners, and utilizing energy training centers.
  - a. Our collaboration with the IOUs provides participants the opportunity for further specialized training through the energy training centers.

**Workforce Standards**

N/A

**Disadvantaged Worker Plan**

N/A

No direct installation or modification.

**Additional Information**

N/A

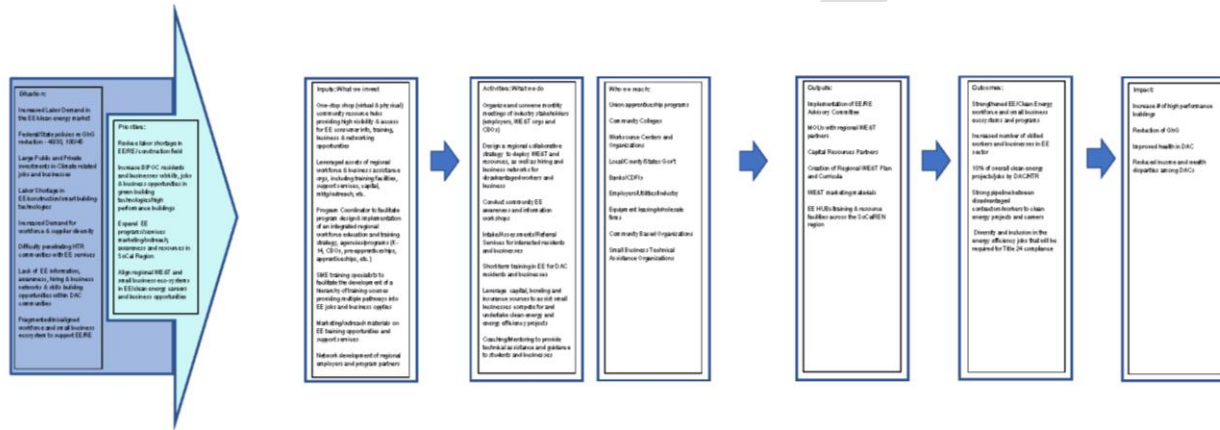
## Supporting Documents

### Program Manual and Program Rules

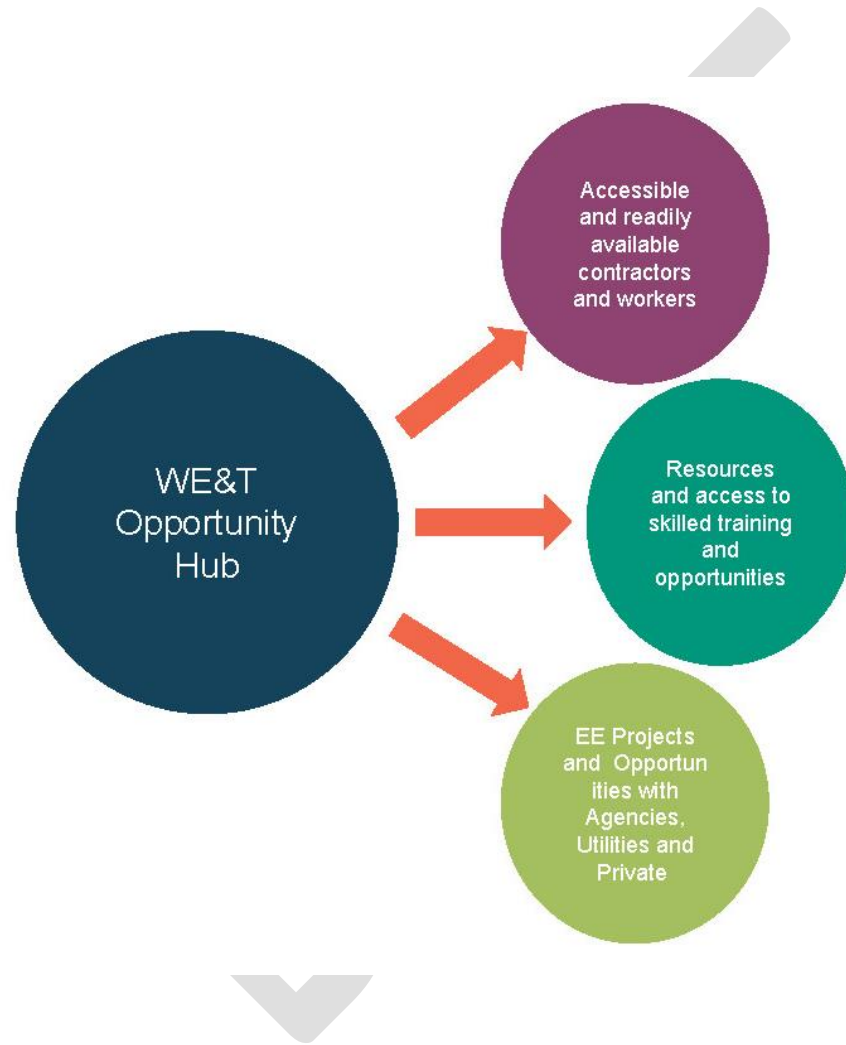
N/A

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# Program Theory and Program Logic Model



## Process Flow Chart



## Incentive Tables, Workpapers, and Software Tools

N/A

## Metrics - Indicators

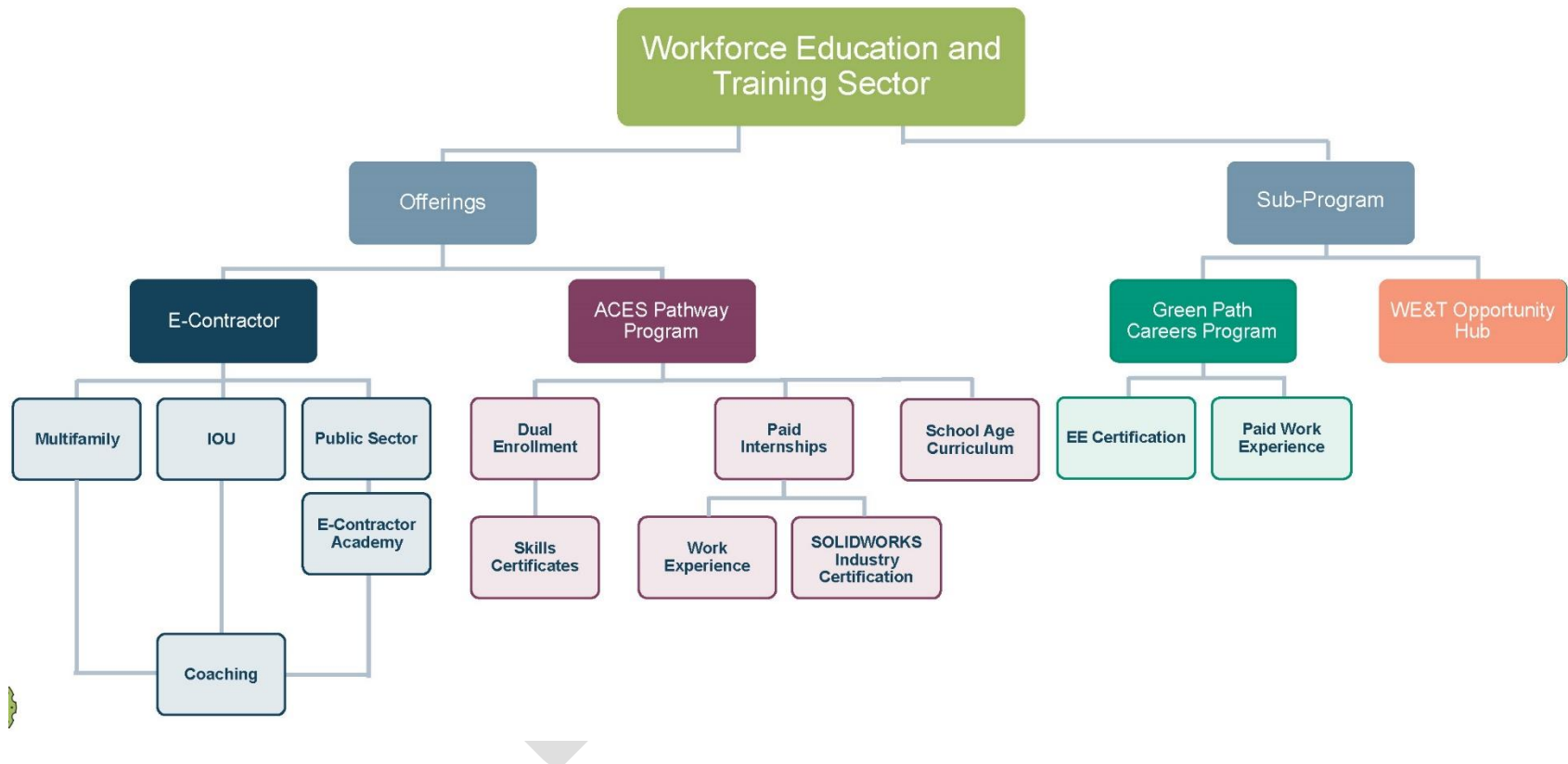
The metrics to be gathered by the SoCalREN WE&T Opportunity Hub program are as follows:

Metric	Data Collected
Number of Hub website page visits	# of Hub website page visits
Number of downloads	# of downloads
Number of user trainings for the Hub platform	# of user trainings for the Hub platform

## Quantitative Program Targets

Diagram of Program

# WE&T Sector Program Structure



### **Evaluation, Measurement, and Verification (EM&V)**

The WE&T Opportunity Hub completes ongoing evaluation to ensure the goals and targets are met while keeping stakeholders fully informed of program operations and outcomes. A comprehensive workplan will be developed by SoCalREN's third-party EM&V team at the beginning of each year to identify the study needs in the portfolio, determine the timeframe and allocate the budget per study.

### **Normalized Metered Energy Consumption (NMEC)**

N/A

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