ENERGY EFFICIENCY PROGRAMS

SoCalREN Public Sector

Rural Hard-to-Reach Public Agency Direct Install Program Implementation Plan

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

Version 1.1
March 2025

Contents

Program Overview

The Southern California Regional Energy Network (SoCalREN) Rural-HTR Public Agency Direct Install (DI) Program is an equity program that fills market gaps by serving smaller, underserved public agency facilities that are unsupported by other energy efficiency programs. The DI Program enables smaller public agencies to achieve no-cost energy and peak demand savings through turnkey services including site inventories, equipment purchasing, installation, recycling, and disposal. The DI Program overcomes numerous market barriers by offering the installation of a range of prescribed energy efficiency measures.

Program Budget and Savings

1. Program and/or Sub-Program Name

   SoCalREN Rural Hard-to-Reach Public Agency Direct Install Program

2. Program / Sub-Program ID number

   SCR-PUBL-B5

3. Program / Sub-program Budget Table

Table 1: Program Budget Breakdown

Year	2024	2025	2026	2027	Total
Administration	$ 27,553.92	$ 35,738.58	$61,767.36	$ 102,878.94	$227,938.80
Marketing /Outreach	$ 27,553.92	$ 35,738.58	$61,767.36	$ 102,878.94	$227,938.80
Direct Implementation	$ 404,124.16	$ 524,165.84	$ 905,921.28	$ 1,508,891.12	$ 3,343,102.40
Incentives	$ 203,206.00	$ 715,068.00	$1,515,419.00	$ 2,009,407.00	$ 4,443,100.00
Total	$ 662,438.00	$1,310,711.00	$2,544,875.00	$ 3,724,056.00	$8,242,080.00

4. Program / Sub-program Gross Impacts Table

Table 2: Program Gross Impacts Tables

Year	1st Year Gross kWh Savings Claimed	1st Year Gross kW Savings Claimed	1st Year Gross therm savings Claimed
2024	-505,104.66	24.25	70,393.17
2025	-562,619.26	37.86	102,889.88
2026	-753,345.60	40.38	130,187.32
2027	-713,071.56	50.73	154,699.84

5. Program / Sub-Program Cost Effectiveness (TRC)

Table 3: Program Cost-Effectiveness

Year	TRC
2024	0.89
2025	0.79
2026	0.60
2027	0.55

6. Program / Sub-Program Cost Effectiveness (PAC)

Table 4: Program Cost-Effectiveness

Year	PAC
2024	0.89
2025	0.79
2026	0.60
2027	0.55

7. Type of Program / Sub-Program Implementer (PA-delivered, third party-delivered or Partnership)

   Third Party-delivered

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

   Public Sector

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

   Non-resource, Equity

Program aligns with the Equity Segment, SoCalREN's vision for the Public Sector, and the Commission's ESJ Action Plan.

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 channel: downstream

    Intervention strategy: direct install

Phase	Key Deliverables	Dates
Launch Readiness	Implementation Plan Marketing Plan Program Marketing Materials Program Management Plan QA/QC Plan	Q1 2025
Program Ramp Up	Program launch to customers Marketing Plan implementation Workpaper development/updates Project pipeline development	Q2 - Q3 2025
Program Steady State	Workpaper Development/Updates Direct Installations	Q4 2025- Q2 2031
Program Ramp Down	Program Ramp Down Plan Direct Installations	Q3 - Q4 2031

Implementation Plan Narrative

Program Description

The Rural Hard-to-Reach (HTR) Public Agency Direct Install (DI) Program addresses Public Sector market gaps that leave energy savings opportunities out of reach for small, underserved customers. Smaller facilities have historically been excluded from energy programs due to low energy savings opportunities and strict cost-effectiveness criteria from Program Administrators. SoCalREN's DI Program unlocks stranded energy savings for Public Sector customers whose projects would otherwise be left behind in the transition to a clean, safe, secure, and affordable energy future.

Additionally, the DI Program is designed to help small, underserved agencies overcome barriers to energy projects. Public agencies are often short-staffed and lack the resources or time to develop energy projects, particularly for small facilities with limited energy use and, therefore, limited energy savings opportunities. Agency budgeting and procurement cycles are often inflexible and do not align well with the complex applications and long approval timelines of traditional custom incentive programs. Moreover, agency council or board approval requires staff time and can delay projects. The DI Program is designed to address these barriers by providing streamlined, no-cost implementation of energy efficiency measures.

SoCalREN's DI Program offers hassle-free support to drive the implementation of energy and peak demand-saving energy efficiency projects in small public agency facilities. These projects will yield energy and peak demand savings through a hassle-free and turnkey solution. Public agency facilities with less than 20kW of peak demand usage will be eligible to participate in the program and will receive no-cost energy efficiency measure installations at qualifying sites. Participants will also receive hands-on project management support to facilitate the full project process, from project identification through installation and realization of energy savings.

Consistent with the Environmental and Social Justice (ESJ) Action Plan, and the overall goals of the Equity Segment, the DI Program's planned objectives directly support the following ESJ Action Plan 2.0 goals:

Objectives	ESJ Action Plan Goal	SoCalREN Core Value
Objective #1: Increase SoCalREN participation by smaller public agency facilities.	**Goal 2**: Increase investment in clean energy resources to benefit ESJ communities, especially to improve local air quality and public health.	Expand access to EE benefits
Objective #2: Deliver streamlined, turnkey Energy Efficiency projects for small public facilities.	**Goal 2**: Increase investment in clean energy resources to benefit ESJ communities, especially to improve local air quality and public health.	Deliver energy and climate impacts
Objective #3: Increase regional reach and delivery of services across SoCalREN's	**Goal 4:** Increase investment in clean energy resources to benefit ESJ communities,	Expand access to EE benefits

territory, including in disadvantaged, rural, and rural hard to reach communities.	especially to improve local air quality and public health.	
Objective #4: Educate public agencies about Energy Efficiency to better understand its benefits and pursue further energy savings projects.	**Goal 5:** Enhance outreach and public participation opportunities for ESJ communities to meaningfully participate in the CPUC's decision-making process and benefit from CPUC programs.	Build energy capacity and economic resilience

Eligible measures include:

- Lighting
- HVAC
- HVAC controls
- Window film

Program Delivery and Customer Services

Target Market and Population Served

SoCalREN's DI Program will target both enrolled and unenrolled public agencies within itss service territory, with over 700 agencies eligible to enroll in SoCalREN is a prerequisite for participation in DI. There are in the SoCalREN territory that are eligible to enroll and participate.

Public agencies eligible for program services include:

- Cities
- Counties
- Tribes
- School districts
- Water districts
- Sanitation districts
- Other special districts.

Program Delivery Strategies

Public agencies participating in DI will benefit from a comprehensive approach to technical assistance and project management through SoCalREN's non-resource Project Delivery Program and Pathway to Zero Program. The DI Program will provide equipment procurement, installation, clean-up, and disposal—a complete turnkey solution. The program will provide information about the Energy Efficiency benefits the customer will receive and about proper operation and maintenance to ensure sustained performance.

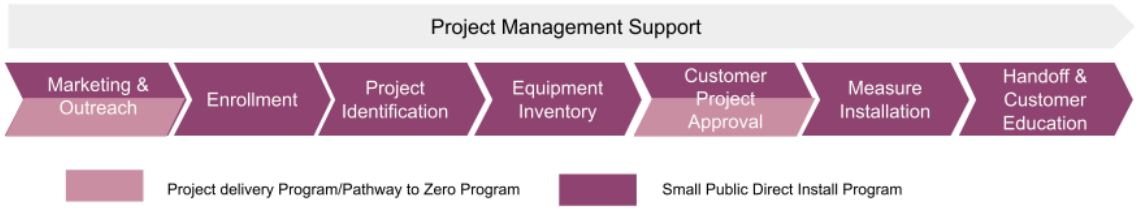
The success of the DI program will depend on the competence of the contractors performing the work, therefore a robust process will be needed to screen and approve contractors. After completing the installation, the DI program team will perform an on-site post-verification to ensure that all retrofit work is completed in compliance with applicable statutes, acts, ordinances,

regulations, codes, and standards of the local, state, and governmental agencies with regulatory jurisdiction.

This program will coordinate with other IOU programs to minimize gaps and overlap of customers and measures.

Figure 1 below depicts the complementary and turnkey services offered by the SoCalREN DI Program.

Figure 1: DI Program Process



Marketing and Outreach: SoCalREN's non-resource Project Delivery, Pathway to Zero Programs, and the DI Program will support marketing and outreach efforts to both enrolled and unenrolled agencies in the SoCalREN territory. Marketing and outreach platforms educate agencies on the value of SoCalREN services and help them understand the technical resources available to support project implementation.

Enrollment: The DI Program will leverage SoCalREN's Project Delivery and Pathway to Zero Programs for outreach to eligible public agencies with small facilities. The Pathway to Zero Program will also leverage its existing network to enroll agencies with facilities in rural hard-to-reach and disadvantaged communities.

Project Identification: The DI program implementer will identify potential candidates for DI participation by completing a project identification checklist to confirm site eligibility and the applicability of energy efficiency measure.

Equipment Inventory: Once the site is deemed eligible for DI participation, a DI contractor will go on site to collect an equipment inventory and draft a project application. The DI program implementer will review and approve the application and draft a customer agreement.

Customer Project Approval: The DI program will help the agency obtain internal buy-in for the project. The agency will sign the Customer Agreement form to approve the timeline and the implementation of the measures identified for installation.

Measure Installation: The DI contractor will install the energy efficiency measures at the site according to the agreed-upon timeline. After installation, the DI program implementer will conduct a post-installation verification to ensure compliance with program guidelines and to confirm claimable energy savings. Upon successful verification, the DI contractor will be reimbursed for the costs of the project.

Handoff and Customer Education: After the project is installed, public agencies will receive educational information about the energy savings, cost savings, and non-energy benefits

delivered by the DI program. The program will also provide additional information about other savings opportunities and programs that the agency may benefit from participating.

Program Design and Best Practices

While the Direct Install program approach has been successful in other sectors, but the program design for small public agency facilities must overcome unique barriers faced by smaller agencies and sites with limited energy usage and potential for energy savings.

Market Barriers

Table 5: Small Public Agency Market Barriers

Public Agency Barriers	Small DI Program Intervention Strategies
Limited staff bandwidth and resources to devote to energy efficiency	DI will provide a dedicated Project Manager to work with the agency throughout the project lifecycle. The Project Manager facilitates various program services to reduce staff time investment.
Lack of technical expertise	DI offers technical expertise and knowledge for public agencies through the Project Manager and vetted contractors. The DI contractors will complete site visits and collect equipment inventories and recommend energy efficiency measures.
Funding and financing constraints	Offering DI program services and measure installations at no-cost helps public agencies overcome funding and financing constraints. Agencies can avoid lengthy budget approval processes and procedures by taking advantage of the turnkey delivery process.
Confusing and disjointed program offerings	Acting as a single point of contact, the SoCalREN Project Manager brings all available energy efficiency program resources to public agencies to help them navigate project implementation and understand program opportunities.
Procurement challenges	The DI program implementer will support public agencies in overcoming procurement challenges by helping them circumvent the typically arduous public procurement processes.
Limited access to actionable data for informed decision making	The Project Manager and DI contractor coordinate to deliver comprehensive details on energy efficiency savings opportunities to facilitate agency decision-making.
Risk aversion	Public agencies are often risk averse, so a “free” program might raise concerns about hidden costs. SoCalREN’s Project Manager and selected DI contractors act as trusted and unbiased resources to help agencies feel confident and comfortable with the energy solutions proposed.
Limited resources and knowledge of distributed energy resource (DER) opportunities	The DI Program will provide resources and highlight opportunities for potential DER actions after project closeout, encouraging the agency to go beyond energy efficiency and pursue a path toward a clean energy future.

Best Practices

The DI Program leverages best practices and lessons learned from SoCalREN's experience working with public agencies since 2013. Public agencies seek a truly turnkey solution, which, to date, has not been feasible through existing programs. Agencies have historically been responsible for full project costs (less available incentives) and faced lengthy public procurement processes and funding delays. Through no-cost measure installations, public agencies can overcome various barriers listed in Table 5. Moreover, agencies value start-to-finish project management support that guides them through the program lifecycle. The DI Program helps agencies address and overcome the challenges they face in installing energy efficiency projects.

Innovation

SoCalREN is proposing an innovative program design that drives energy savings in the Public Sector and addresses multiple barriers, including lengthy procurement cycles in the public sector, to deliver immediate energy savings. The new equipment to be installed will be demand response capable, whenever it is appropriate and available. The DI program will educate agencies at project closeout about demand response (DR) program opportunities to save them additional money on their utility bills and help address California's grid reliability issues. This strategy will enable higher DR participation, not only for the facilities participating in the DI Program but also for other facilities, once agencies can see the benefits of DR participation for their facilities and community.

Metrics

Table 6: Program Metrics

Metric	Method	Frequency
1st Year Gross kWh Savings Channeled	DEER Deemed Savings	Quarterly
1st Year Gross kW Savings Channeled	DEER Deemed Savings	Quarterly
1st Year Gross therm Savings Channeled	DEER Deemed Savings	Quarterly

To-Code Savings Claims

This section is not applicable.

Pilots

This section is not applicable.

Workforce Education and Training

The DI program will screen, approve, and train local contractors. The training will cover energy efficiency, demand response, and California Public Utilities Commission (CPUC) guidelines on eligible measures.

Specific workforce development efforts supporting Direct Install will include training on:

- Audits to establish a consistent approach and format for facility audits and equipment inventories;

- Soft skills and business development (including customer service, sales, and marketing);
- Program-specific specialization to promote increased familiarity with the DI program eligibility requirements, application, processes, etc.;
- Green buildings techniques;
- Codes and standards' and
- Building end-use technologies (e.g., HVAC and lighting).

SoCalREN will coordinate with the Workforce, Education, and Training Sector to build capacity and expertise in the energy efficiency industry.

Contractor recruitment efforts will be conducted primarily through:

- Coordination with SoCalREN's Workforce, Education, and Training programs and graduates from their programs;
- Direct outreach through industry organizations with locally active memberships (e.g., IHACI, U.S.G.B.C., IFMA, AIA, BOMA, etc.);
- Workforce development departments (to target unemployed general contractors), and;
- Community-based organizations with a proven track record of effective workforce development outreach to the rural hard-to-reach workforce.

Workforce Standards

The DI Program will conduct due diligence to ensure energy efficiency projects supported by the program adhere to the workforce standards for heating, ventilation, and air conditioning (HVAC) and advanced lighting controls. The program will integrate compliance checks during the project lifecycle to ensure projects comply with CPUC workforce standards as stipulated in D.18-10-008. Workforce standards will be applied for the following measures:

a. HVAC measures
    - Contractors installing measures with an incentive of $3,000 or more are required to be installed by workers or technicians who meet one of the following criteria:
        i. Enrolled in and/or completed an accredited HVAC internship
        ii. Completed more than five years of work experience at the Journey level per California Department of Industrial Relations definition, passed competency tests, and received specific credentialed training
        iii. Has a C-20 HVAC contractor license issued by the California Contractors State License Board (CSLB)
b. Advanced lighting controls measures
    - Lighting control measures with an incentive of $2,000 will need to be installed by technicians who have completed the California Advanced Lighting Controls Training Program (CALCTP).

Disadvantaged Worker Plan

The DI Program will coordinate with SoCalREN's Workforce, Education, and Training programs to present information on career opportunities for disadvantaged workers in the energy efficiency industry. DI will also seek and prioritize disadvantaged workers to support projects.

Additional Information

This section is not applicable.

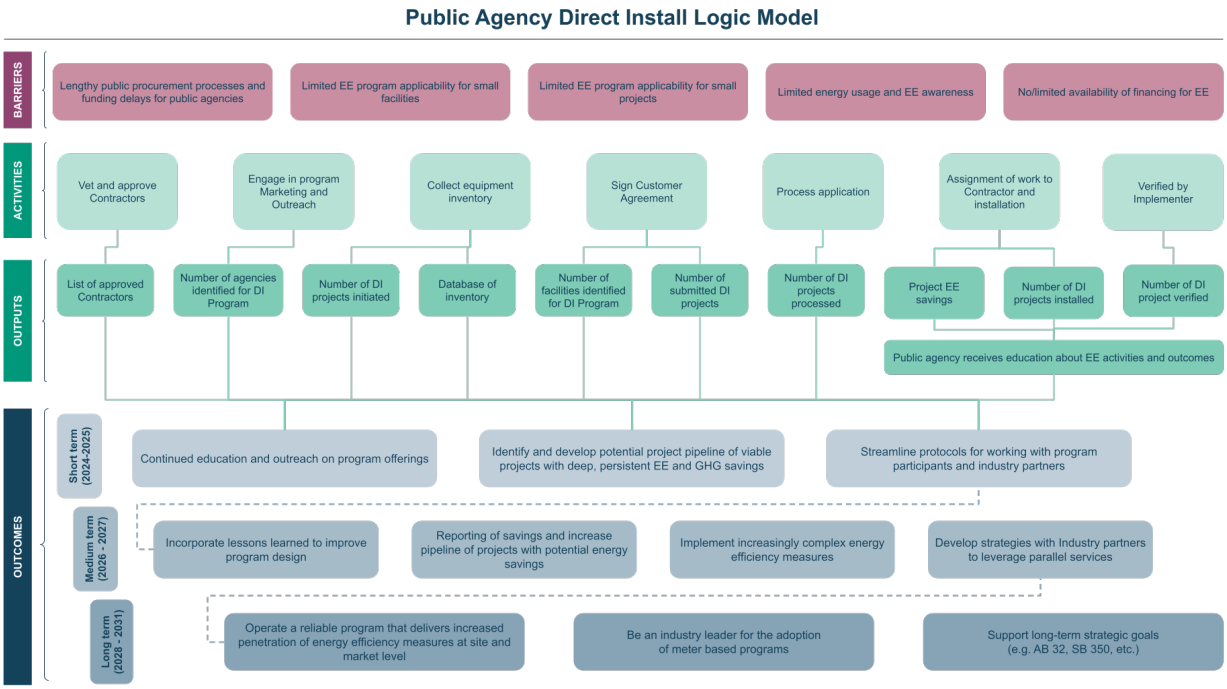
Supporting Documents

Program Manual and Program Rules

Program manual and program rules will be provided upon approval of the program.

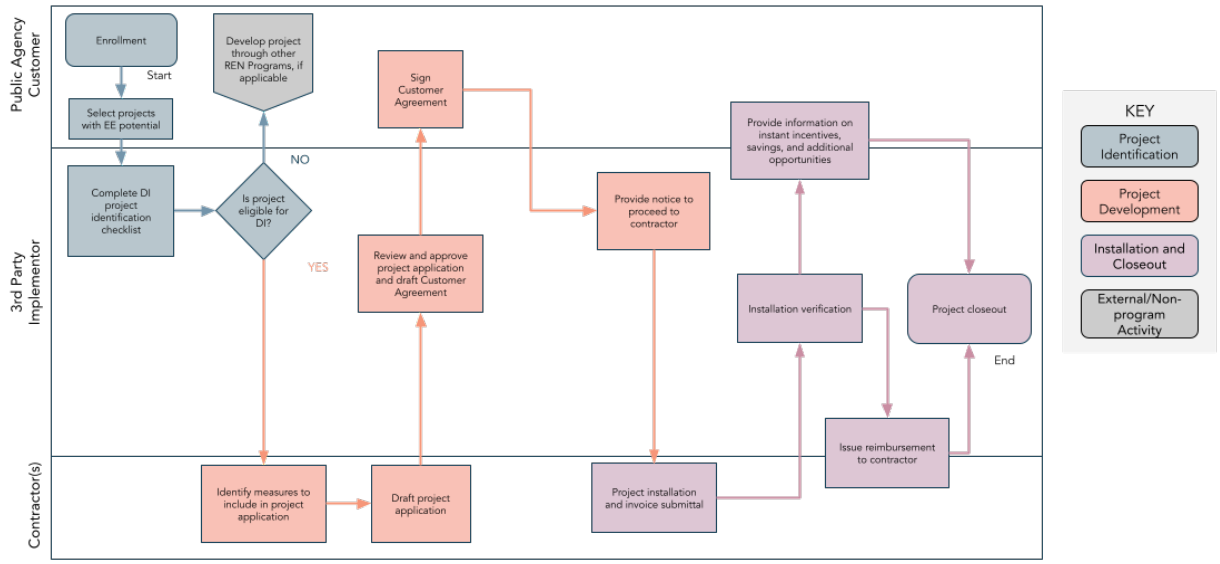
Program Theory and Program Logic Model

Figure 2: Program Theory and Program Logic Model



Process Flow Chart

Figure 3: Process Flow Chart



Incentive Tables, Workpapers, and Software Tools

The table below provides the cost of retrofit as the incentive since this is a DI Program.

Table 7: Target Measures and Relevant Workpapers

Target End Use	Target Measures	Relevant Workpapers
HVAC	• Demand Control Ventilation for Single Zone HVAC • VSD for HVAC Fan Controls • HVAC equipment replacement • HVAC tune up	• SWHC006-01 • SWHC018-02 • SWHC013-02 • SWSV002-01 • SWSV003-01 • SWSV005-01 • SWSV010-01 • SWSV004-01
Lighting	• LED, High or Low Bay • LED Ambient Fixtures and Retrofit Kits • LED, Tube	• SWLG011-03 • SWLG012-01 • SWLG009-02
Misc	• Window Film	• SCE13HC002

Quantitative Program Targets

Table 8: Energy Savings Targets

Year	1st Year Gross kWh Savings Claimed	1st Year Gross kW Savings Claimed	1st Year Gross therm savings Claimed
2024	-505,104.66	24.25	70,393.17

2025	-562,619.26	37.86	102,889.88
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2027	-713,071.56	50.73	154,699.84

Table 9: Non-Energy Savings Targets

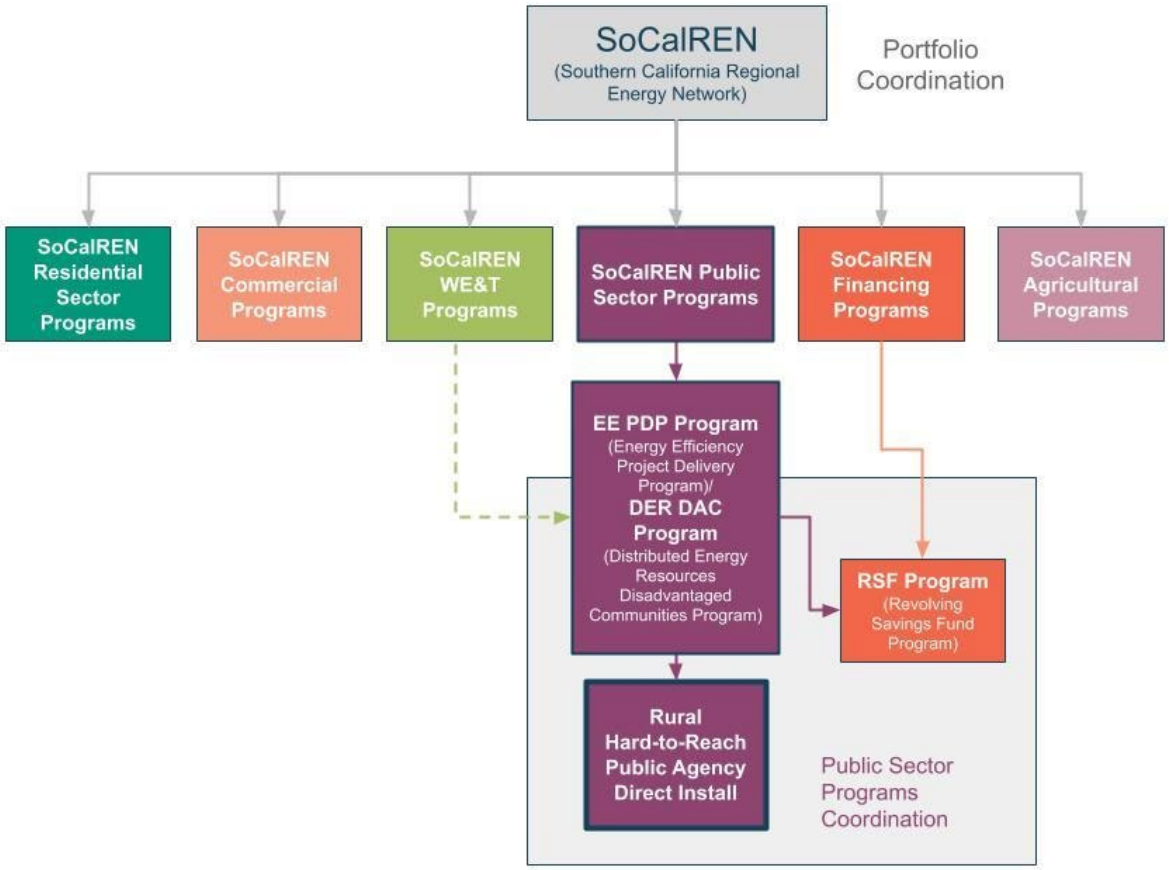
Metric	2024-2027 Target
Number of agencies engaged	50
Number of projects installed	410

Table 10: Program Indicators

Indicator	Method	Frequency
Agency Engagements	Number of agency introductions to Program services	Quarterly
Applications submitted and reviewed	Number of applications submitted and reviewed	Quarterly
Applications approved	Number of applications approved	Quarterly
Customer agreements signed	Number of customer agreements approved	Quarterly
GHG Reductions	Total GHG emissions avoided based on energy savings achieved	Quarterly
Projects Installed	Number of projects installed	Quarterly

Diagram of Program

Figure 3. Program Diagram



Evaluation, Measurement, and Verification (EM&V)

Program level evaluation, measurement, and verification (EM&V) activities will be conducted throughout the program cycle to inform program improvements and future program design. The DI Program will take the following steps to ensure services and data are tracked and quality controlled so that data can be readily accessed for EM&V studies:

1. **Data Management in Secure SoCalREN Customer Relationship Management (CRM) Platform:** agency and project data, along with milestones, are tracked in a centralized cloud-based platform. This centralized data hub allows for the development of detailed reports and dashboards to monitor progress towards program goals and key performance indicators.
2. **Deliverable Quality Control Checks:** all project deliverables and project application/customer agreement materials undergo rigorous internal quality control checks before to being delivered to clients or the CPUC.
3. **Quarterly Review of Progress Toward Key Performance Indicators:** using the data stored in the SoCalREN CRM platform, the program will evaluate progress toward key performance indicators (KPIs) and identify areas for improvement at least quarterly.
4. **Project Closeout Surveys and Customer Feedback Solicitation:** customer feedback is collected via a survey upon completion of every project. The survey solicits feedback

on the services utilized, the standard of customer service, and recommendations for program improvements. Further, the SoCalREN Public Agency Programs conduct annual customer surveys to collect portfolio level feedback. This allows for iterative program enhancements to the suite of SoCalREN Public Agency Programs, including the Small DI Program.

Normalized Metered Energy Consumption (NMEC)

This section is not applicable.