Southern California Regional Energy Network

Rural Hard-to-Reach Public Agency Direct Install Program

Program Implementation Plan

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Program Overview

The Southern California Regional Energy Network (SoCalREN) Rural Hard-To-Reach Public Agency Direct Install (HTR-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 HTR 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 HTR DI Program overcomes numerous market barriers by offering the installation of a range of prescribed energy efficiency measures.

Program Budget and Savings Information

The budget and savings information for the Program are presented in the tables below.

Table 1. Program Budget and Savings Information

1	Program Name		SoCalREN Rural Hard-to-Reach Public Agency Direct Install Program		
2	Program ID number		SCR-PUBL-B5		
3	Program Implementer		SoCalREN + Third-Party (ICF, Willdan)		
4	Portfolio Administrator		County of Los Angeles/SoCalREN		
5	Program Implementer Type		REN, Third-Party		
6	Portfolio Segment		Resource Acquisition		
7	Total Program Budget		$8,242,080.00		
8	Program Budget by Year	**2024**	**2025**	**2026**	**2027**
		$662,438.00	$1,310,711.00	$2,544,875.00	$3,724,056.00
9	Program Duration				
10	Total System Benefit (TSB)	**2024**	**2025**	**2026**	**2027**
		$524,630	$857,012	$1,066,863	$1,530,737
11	CO2	**2024**	**2025**	**2026**	**2027**
	Lifecycle Gross	N/A	N/A	N/A	N/A
	First-Year Gross	N/A	N/A	N/A	N/A
	First-Year Net	N/A	N/A	N/A	N/A
12	kW	**2024**	**2025**	**2026**	**2027**
	Lifecycle Gross	N/A	N/A	N/A	N/A
	First-Year Gross	24.25	37.86	11.31	14.26
	First-Year Net	20.61	32.18	7.85	9.88
13	kWh	**2024**	**2025**	**2026**	**2027**
	Lifecycle Gross	-4,246,673.98	-5,608,629.78	-7,609,161.75	-10,320,960.18
	First-Year Gross	-505,104.66	-562,619.26	-562,846.62	-684,081.34
	First-Year Net	-532,538.96	-626,366.37	-798,528.45	-1,057,732.10
14	Therms	**2024**	**2025**	**2026**	**2027**

	Lifecycle Gross	692,362.39	1,005,439.27	1,069,236.22	1,465,491.77
	First-Year Gross	70,393.17	102,889.88	112,272.11	154,580.23
	First-Year Net	69,875.55	101,870.42	108,945.69	149,412.25
15	Pgm. Cost Effectiveness TRC	**2024**	**2025**	**2026**	**2027**
	TRC by Year	0.89	0.79	0.56	0.55
	Total TRC	N/A			
16	Pgm. Cost Effectiveness PAC	**2024**	**2025**	**2026**	**2027**
	PAC by Year	0.89	0.79	0.56	0.55
	Total PAC	N/A			
17	Market Sector	Public			
18	Program Type	Resource, Equity			
19	Delivery Type	Downstream			
20	Intervention Strategies	Direct Install			
21	M&V Methods	Other—EM&V			

Implementation Plan Narrative

1. 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 HTR 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 HTR 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 HTR DI Program is designed to address these barriers by providing streamlined, no-cost implementation of energy efficiency measures.

SoCalREN's HTR 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 50 kW peak electric demand or 50,000 therms natural gas 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.

Eligible measures include:

- HVAC
- HVAC controls
- Window film

2. Performance Tracking

Program Performance Metrics

Table 2. Program Performance Metrics and Annual Targets

Metric	Method	Frequency
First-Year Gross kWh Savings Claimed	DEER Deemed Savings	Quarterly
First-Year Gross kW Savings Claimed	DEER Deemed Savings	Quarterly
First-Year Gross Therms Savings Claimed	DEER Deemed Savings	Quarterly

Table 3. Program Indicators

Metric	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

Quantitative Program Targets

Table 4. Energy Savings Targets

Year	First-Year Gross kWh Savings Claimed	First-Year Gross kW Savings Claimed	First-Year Gross Therms 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

Table 5. Non-Energy Savings Targets

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

3. Program Delivery and Customer Services

Target Markets and Served Populations

SoCalREN's HTR DI Program will target both enrolled and unenrolled public agencies within its service territory, with over 700 agencies eligible to enroll in SoCalREN. Enrolling in SoCalREN is an essential

first step in participating in the HTR-DI program, enabling agencies throughout the region to access and benefit from its services. Public agencies eligible for program services include:

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

Program Delivery Strategies

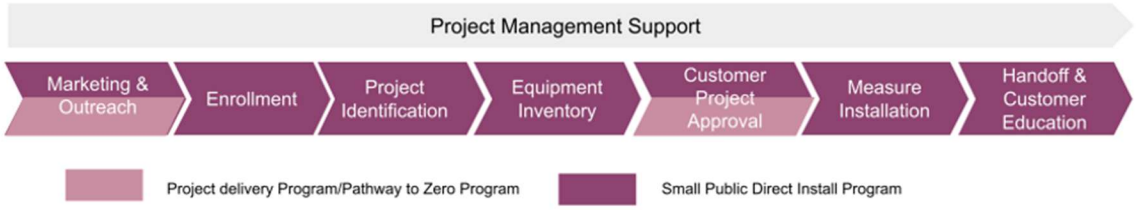
Public agencies participating in DI will benefit from a comprehensive approach to technical assistance and project management through SoCalREN's non-resource Project Delivery Program and Pathway to Zero Program. The HTR DI Program will provide equipment procurement, installation, clean-up, and disposal—a 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 HTR 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 HTR 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.

The figure below depicts the complementary and turnkey services offered by the SoCalREN HTR DI Program.

Figure 1. HTR DI Program Process



Marketing and Outreach: SoCalREN's non-resource Project Delivery, Pathway to Zero Programs, and the HTR 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 HTR 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 HTR 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 HTR DI Program implementer will review and approve the application and draft a customer agreement.

Customer Project Approval: The HTR 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 HTR 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 HTR DI Program. The program will also provide additional information about other savings opportunities and programs that the agency may benefit from participating.

4. 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 6. Small Public Agency Market Barriers

Public Agency Barriers	Small HTR 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 HTR DI Program services and measure installations at no-cost helps public agencies overcome funding and financing constraints. Agencies can avoid lengthy budget approval processes

Public Agency Barriers	Small HTR DI Program Intervention Strategies
	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 HTR DI Program implementers 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 HTR 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 HTR 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 6. Moreover, agencies value start-to-finish project management support that guides them through the program lifecycle. The HTR DI Program helps agencies address and overcome the challenges they face in installing energy efficiency projects.

5. 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 HTR 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 HTR DI Program but also for other facilities, once agencies can see the benefits of DR participation for their facilities and community.

6. To-Code Savings Claims

This section is not applicable.

7. Pilots

This section is not applicable.

8. Workforce Education and Training

The HTR 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 HTR 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, USGBC., 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.

9. Workforce Standards[1]

The HTR 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

[1] D.18-10-008, Ordering Paragraph 1-2 and Attachment B, Section A-B, page B-1.

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).

10. Disadvantaged Worker Plan[2]

The HTR 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. HTR-DI will also seek and prioritize disadvantaged workers to support projects.

11. Additional Information

No additional information is required.

[2] D.18-10-008, Attachment B, Section D, page B-9.

Supporting Documents

1. Program Manual and Program Rules

A short description of supporting materials is provided below. Greater detail is provided in the Program Manual.

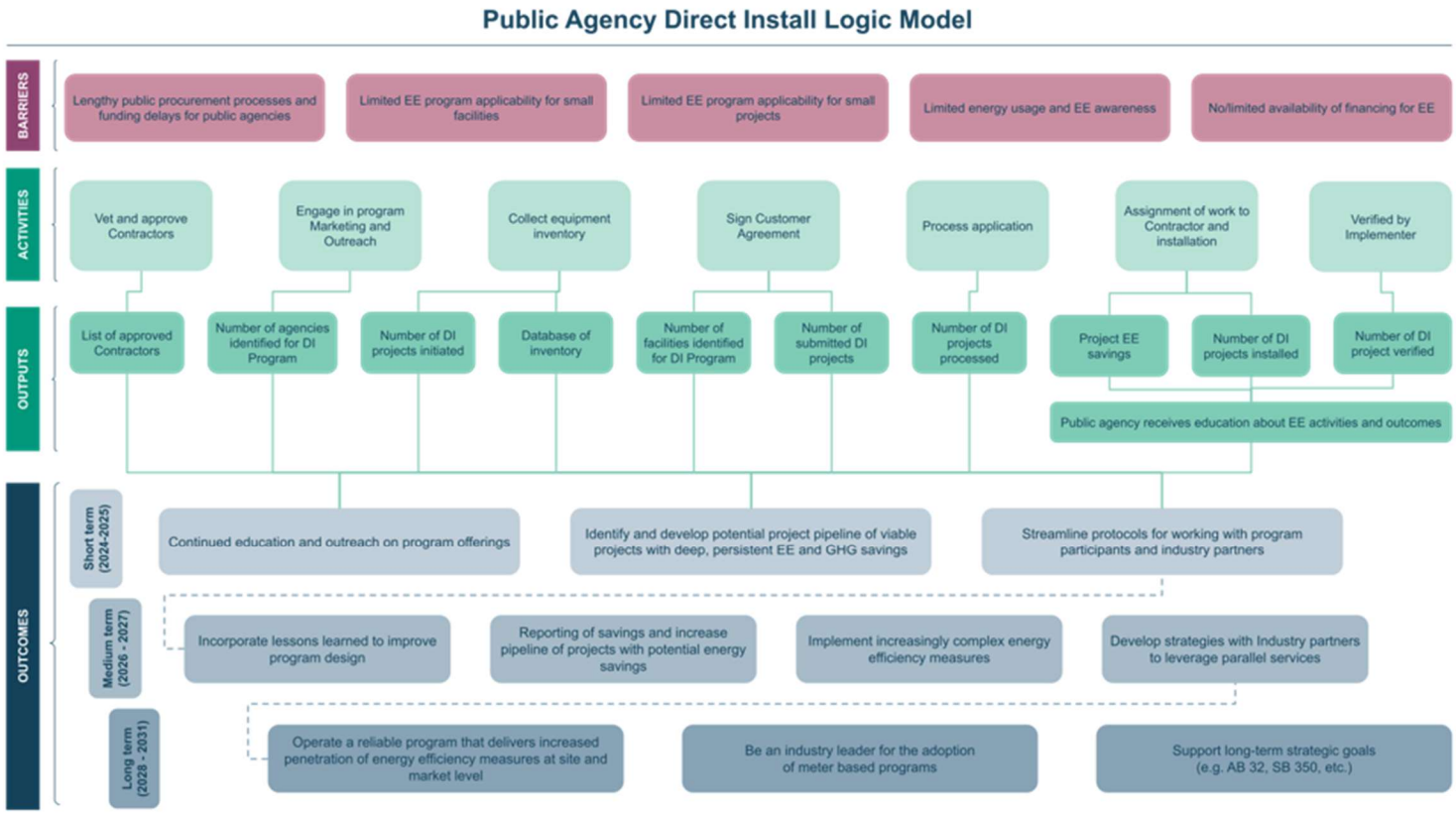
Table 7. Program Manual Required Information Summary

#	Information Required	Short Description
1	**Eligible Measures or Measure Eligibility**	Eligible measures pursued by public agencies through SoCalREN's Rural-HTR Public Agency DI Program will adhere to Program Administrators' rules regarding measure eligibility. All savings will be transparent in supporting calculations as submitted to the Program Administrators.
2	**Customer Eligibility Requirements**	The Rural-HTR Public Agency DI Program will work with public agency projects in rural and hard-to-reach communities (e.g., cities, counties, school districts, tribes and special districts) serviced by SCE and/or SoCalGas that pay Public Purpose Program charges.
3	**Contractor Eligibility Requirements**	The HTR 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.
4	**Participating Contractors, Manufacturers, Retailers, Distributors**	The Program will work with Contractors as described above.
5	**Additional Services**	Participants are provided with information about other potential program participation options.
6	**Audits**	Pre and post installation audits will be conducted in a manner that aligns with SoCalREN incentive eligibility requirements.
7	**Program Quality Assurance Provisions**	Quality assurance checks will be implemented throughout the process at various milestones to maintain data accuracy and customer satisfaction.

#	Information Required	Short Description
8	**Other Program Metrics**	First-Year Gross Energy Savings

2. Program Theory[3] and Program Logic Model[4]

Figure 2. Rural-HTR Public Agency DI Program Theory and Logic Model

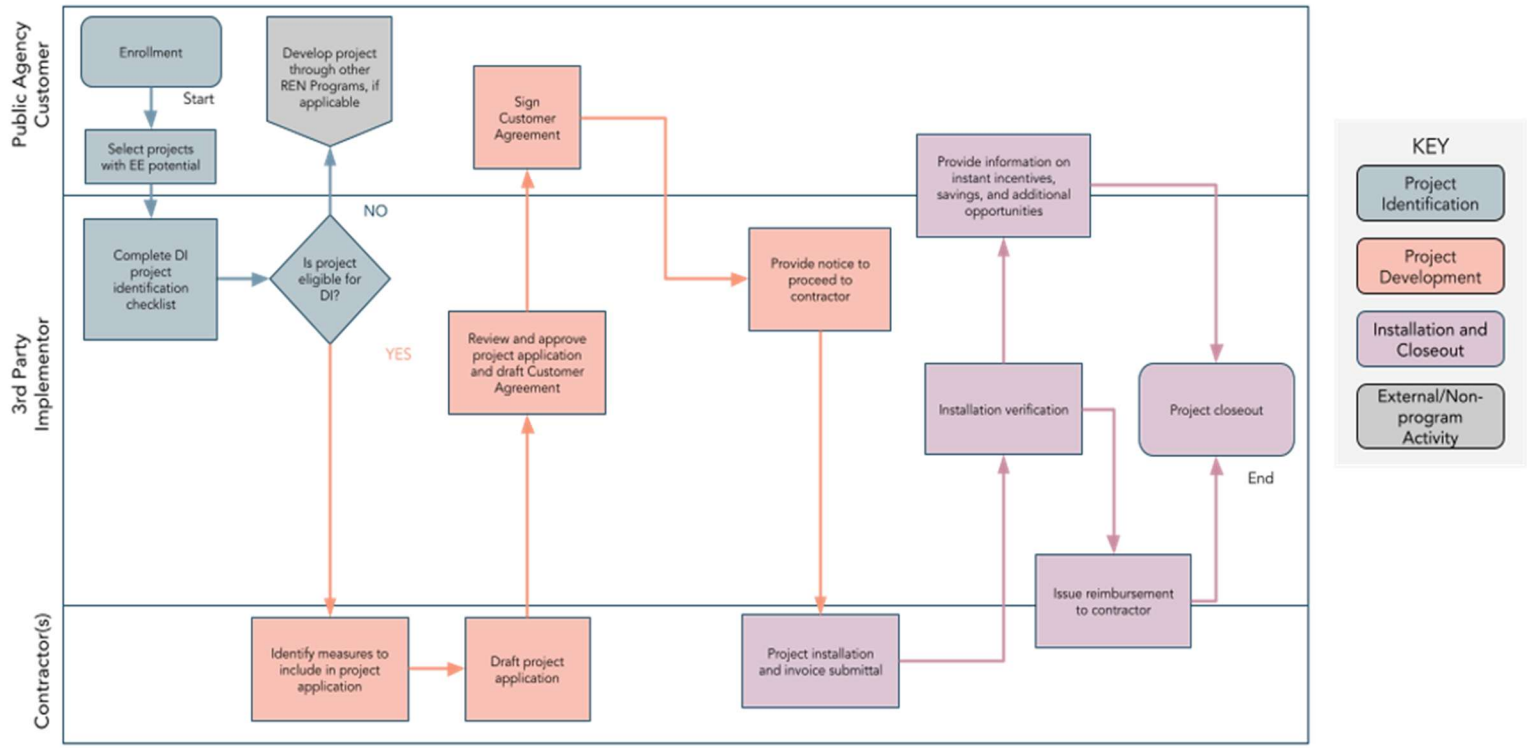


3 The expected causal relationships between program goals and program activities in a way that allows the reader to understand why the proposed program activities are expected to result in the accomplishment of the program goals. A well-developed program theory can (and should) also describe the barriers that will be overcome in order to accomplish the goals and clearly describe how the program activities are expected to overcome those barriers. California Evaluation Framework, June 2004.

4 The graphical representation of the program theory showing the flow between activities, their outputs, and subsequent short-term, intermediate, and long-term outcomes. California Evaluation Framework, June 2004.

3. Process Flow Chart

Figure 3. Rural-HTR Public Agency DI Program Process Flow Chart



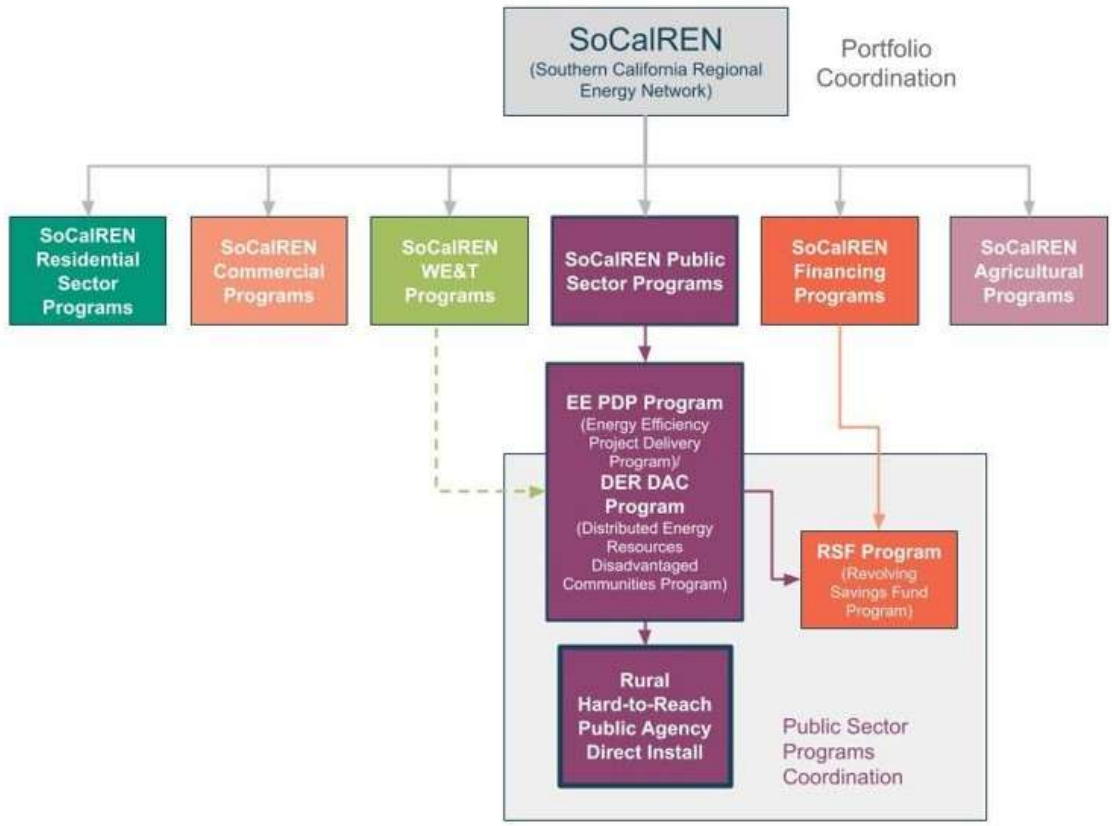
4. Measures and Incentives

Table 8. Target Measures and Relevant Workpapers

End Use	Eligible 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
Misc.	• Window Film	• SCE13HC002

5. Diagram of Program

Figure 4. Diagram of Program



6. Program Measurement and Verification (M&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 HTR 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.

7. Normalized Metered Energy Consumption (NMEC)

This section is not applicable.

Program Manual

1. Program Overview

The SoCalREN Rural Hard-to-Reach Public Agency Direct Install Program provides no-cost, turnkey energy efficiency services to small, underserved public agency facilities. The program addresses barriers such as limited staff capacity, lack of technical expertise, funding constraints, and lengthy public procurement processes by providing project identification, equipment inventories, equipment purchasing and installation, project management, post-installation verification, and customer education.

2. Eligible Measures

The program provides no-cost installation of prescribed energy efficiency measures, including:

- HVAC: Demand control ventilation, variable-speed drives for HVAC fan controls, HVAC equipment replacement, and HVAC tune-ups
- Other measures: Window film

Eligible measures must meet applicable program requirements and use approved workpapers, as appropriate. New equipment will be demand-response capable when appropriate and available.

3. Customer Eligibility Requirements

Eligible participants are SoCalREN-enrolled public agencies located in rural and hard-to-reach communities within the SoCalREN service territory. Eligible agencies include cities, counties, tribes, school districts, water districts, sanitation districts, and other special districts. Participating facilities must be served by SCE and/or SoCalGas, pay Public Purpose Program charges, and have less than 50 kW or 50,000 therms of peak demand.

4. Contractor Eligibility Requirements

The HTR 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:

c. 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:
     iv. Enrolled in and/or completed an accredited HVAC internship
     v. 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
     vi. Has a C-20 HVAC contractor license issued by the California Contractors State License Board (CSLB)

d. 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).

5. Participating Contractors, Manufacturers, Retailers, Distributors, and Partners

Not Applicable

6. Additional Services

Participants receive hands-on project management and technical assistance throughout the project lifecycle, including support with project identification, internal project approval, scheduling, and installation coordination. At project closeout, participating agencies receive information about proper equipment operation and maintenance, project energy and cost savings, non-energy benefits, demand response opportunities, and other programs and services that may benefit the agency.

7. Audits

After a facility is determined to be eligible, a Direct Install contractor conducts an on-site equipment inventory to document existing equipment, identify applicable energy efficiency measures, and support preparation of the project application. Following installation, the program implementer conducts an on-site verification to confirm that approved measures were installed in accordance with program requirements and applicable codes and standards and to confirm claimable energy savings.

8. Program Quality Assurance Provisions

Quality assurance activities are incorporated throughout the project lifecycle. Project applications, customer agreements, and other deliverables undergo internal quality control review, while agency information, project data, and milestones are tracked through SoCalREN's secure customer relationship management platform. Completed installations are subject to post-installation verification, program performance is reviewed quarterly, and customer feedback is collected following project completion.

9. Other Program Metrics

Although the SoCalREN Rural-HTR Public DI Program is an Equity program, it works to deliver measurable energy savings and environmental impacts to participants. Annual targets are noted in the Program Implementation Plan Narrative.