Southern California
REGIONAL ENERGY NETWORK

ENERGY EFFICIENCY PROGRAMS

SoCalREN Public Sector

Water and Wastewater Strategic Energy Management Program Program Implementation Plan

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

Version 1.1
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Contents

Program Overview

The Southern California Regional Energy Network (SoCalREN) Water and Wastewater Strategic Energy Management (WWSEM) program helps public agencies with municipally-owned potable water systems and wastewater treatment plants (WWTP) achieve measurable and persistent energy savings and inform peak demand reduction projects. WWSEM offers monetary incentives for qualifying projects based on energy savings. Participants in the WWSEM program receive technical assistance, financing, procurement, and project management services through SoCalREN's Project Delivery Program (PDP) and Pathway to Zero Program. The strategic energy management (SEM) approach, currently authorized for use in the industrial sector in California (D.16-08-019), is fully integrated into plant operations and allows the WWSEM program to address each participating plant's unique constraints and opportunities. The program creates a foundation for sustained, cost-effective peak demand and energy savings by fostering management and staff's knowledge, ability, and willingness to integrate strategic energy decisions into their workflow. The combined offerings from the SoCalREN Public Sector empower public agencies to lead their communities towards a secure, resilient, and sustainable energy future.

Program Budget and Savings

1. Program and/or Sub-Program Name
   Water and Wastewater Strategic Energy Management Program
2. Program / Sub-Program ID number
   SCR-PUBL-B8
3. Program / Sub-program Budget Table

Table 1. Projected Program Budget

Budget Category	2024	2025	2026	2027
Administration	$100,685.00	$141,574.00	$141,580	$141,660
Marketing	$	$	$	$
Direct Implementation	$1,214,599	$1,087,199	$1,042,525	$996,003.
Incentives	$34,746.85	$1,055,754.60	$939,937.79	$986,200.57
Total	$1,350,031	$2,284,528	$2,124,043	$2,123,864

4. Program / Sub-program Gross Impacts Table

Table 2. Gross Savings Impact Assumptions

Year	Anticipated Gross kWh Savings	Anticipated Gross kW Savings
2024	774,000.00	387.00
2025	8,190,932.54	4,339.99
2026	4,619,943.80	2,447.06
2027	4,383,367.54	2,321.97

5. Program and/or Sub-Program Program Cost Effectiveness

Table 3. Program Effectiveness

Year	TRC	PAC
2024	0.13	0.19
2025	0.33	1.20
2026	0.28	071
2027	0.26	0.66

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

   Third party-delivered

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

   Public

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

   Market Support

9. 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 Strategies: Technical Assistance, Incentive

Table 4. Campaign Goals and Timeline

Phase	Key Deliverables	Dates
Program Ramp Up	Program launch to customers ”Quick wins” projects implementation (Phase 1) Marketing and Outreach Project Pipeline Development	Q1 2025 - Q4 2025
Program Steady State	Streamline program protocols Incorporate lessons learned to improve program design Peak demand reduction awareness and energy savings realization and incentive payments	Q1 2026 - Q4 2029
Program Ramp Down	Program ramp down plan Energy savings realization and incentive payments	Q3 - Q4 2031

Implementation Plan Narrative

Program Description

Water and wastewater districts, and municipal government water divisions have significant water, energy, and peak demand savings opportunities. These agencies provide a suite of water-related services to customers that may include water treatment and distribution, sewer services, wastewater treatment, and provision of reclaimed or recycled water. The processes used to provide these services are energy-intensive, so energy-related expenses can make up a significant part of operating expenses.

Relatively simple measures, such as scheduling equipment operation during off-peak hours and storing or pre-treating wastewater to allow load curtailment during demand response events can be implemented at low or no cost. Many plants already have the ability to implement these measures today. Furthermore, wastewater plants with on-site energy generation, such as cogeneration systems fed by biogas from anaerobic digestion or large-scale photovoltaic solar installations, can leverage energy storage to dramatically reduce demand for grid services and mitigate capacity shortfalls. A recent Lawrence Berkeley National Laboratory (LBNL) study of California WWTP found that scheduling and the use of physical storage reduced peak demand

by 6-54%. Additionally, an NREL study of WWTP participation in capacity markets identified that participants typically shed 5-40% of demand[1,2].

The Southern California Regional Energy Network's (SoCalREN) Public Sector WWSEM program addresses water and wastewater customers' load reduction opportunities using a multi-phase SEM approach. The program offers services to identify and complete public sector water and wastewater intelligent demand load control projects that are customized to meet the needs of each enrolled agency. The goal of SoCalREN's WWSEM program is to identify and implement cost-effective projects that yield peak demand (kW) and electricity (kWh) savings.

Water treatment and distribution sites have unique operating characteristics that create opportunities for simple measures to shift load in the immediate term. Then, using data collected from load-shifting devices, capital improvement measures can be identified and pursued. Therefore, the WWSEM program can address the Governor's urgent call to take action to rapidly deploy clean energy projects to mitigate the risk of capacity shortages and increase the availability of carbon-free energy throughout the day.

Program Objectives

The objectives for the WWSEM program align with SoCalREN's core values and California's Environmental and Social Justice (ESJ) Action Plan 2.0 goals, and are outlined in the table below:

Table 5. WWSEM Program Objectives

Program Objective	ESJ Action Plan Goal	SoCalREN Core Value
Identify short-term savings opportunities ("quick wins") by deploying low to no-cost energy and peak demand reduction strategies with municipally owned potable water systems and wastewater treatment plants (WWTP), with a focus on agencies in underserved communities.	Goal 4: Increase climate resilience in ESJ communities.	Build capacity and economic resilience, climate action leadership, expand access to EE benefits
Build agency capacity to identify and implement high opportunity capital measures yielding significant energy efficiency (EE) and peak demand reduction to support program and state goals.	Goal 4: Increase climate resilience in ESJ communities	Build capacity and energy competency
Ensure energy goals are integrated systematically into standard operating procedures and agency decision-making processes.	Goal 2: Increase investment in clean energy resources to benefit ESJ communities, particularly to improve local air quality and public health. Goal 4: Increase climate resilience in ESJ communities.	Build capacity and economic resilience, climate action leadership

[1] "Opportunities for Automated Demand Response in ... - OSTI.GOV." https://www.osti.gov/servlets/purl/1233609. Accessed 20 Aug. 2021.
[2] "Opportunities and Challenges for Water and Wastewater ... - NREL." https://www.nrel.gov/docs/fy16osti/63931.pdf. Accessed 20 Aug. 2021.

Provide technical expertise and appropriate training to facility personnel to ensure the persistence of savings.	Goal 2: Increase investment in clean energy resources to benefit ESJ communities, particularly to improve local air quality and public health.	Build capacity and economic resilience, expand access to EE benefits
Increase the number of water/wastewater agencies participating in SoCalREN's energy efficiency (EE) programs with a focus on agencies servicing disadvantaged communities.	Goal 2: Increase investment in clean energy resources to benefit ESJ communities, particularly to improve local air quality and public health. Goal 4: Increase climate resilience in ESJ communities.	Build capacity and economic resilience, expand access to EE benefits
Deliver peak demand and deep energy savings to public agencies, focusing on underserved communities, which will result in reduced water/wastewater plant operating costs relative to a pre-enrollment baseline.	Goal 2: Increase investment in clean energy resources to benefit ESJ communities, particularly to improve local air quality and public health. Goal 4: Increase climate resilience in ESJ communities.	Climate action leadership

Program Delivery and Customer Services

Target Market

The WWSEM program will target both enrolled and unenrolled public sector customers with municipally-owned potable water systems and wastewater treatment plants (WWTP) within SCE's service territory. Project sites supported by the program will include wastewater treatment plants (WWTP), water reclamation facilities (WRF), well pumps, and booster pumping stations.

SoCalREN will build on the successful relationships and project support it already provides to public agencies within its territory. To deliver energy solutions through the proposed program, SoCalREN will need to establish trust with plant operations teams and collect substantial data for project developers with a thorough understanding of plant or system processes. SoCalREN currently has 31 water/wastewater public agencies enrolled in the program and has built a foundation of trust among these partners. The program will prioritize support for agencies servicing disadvantaged communities (DACs)[3], rural, and low-income communities. Since the program launched in 2013, more than 46 percent of SoCalREN's projects have been in underserved communities.

Program Approach and Services

To successfully implement the WWSEM program, SoCalREN will leverage its third-party technical engineering consultants, with experience in ASHRAE energy savings calculation standards, International Performance Measurement and Verification Protocols (IPMVP), the California Industrial SEM Design Guide, and the California SEM Measurement and Verification (M&V) Guide[4]. The program will be delivered in two phases: (1) focus on "quick wins" and (2) target more capital intensive and complex measures delivering energy and peak demand savings.

[3] A "DAC Agency " serves populations in zip codes that overlap with the top 25 percent of census tracts in CalEnviroSceen 3.0. A "DAC project" must be located in one of these zip codes for Pathway to Zero program services.
[4] Dias, S, 2020, California Industrial SEM Cycle 2 Design Guide. Sergio Dias Consulting

Once a water and/or wastewater agency enrolls with SoCalREN, they will be eligible for the WWSEM program and other SoCalREN programs, including services from the Project Delivery Program, Pathway to Zero, and Revolving Savings Fund.

The program will deliver services to cohorts of participating agencies annually and will support them through two key program phases.

Phase 1

During Phase 1, SoCalREN will work with water and wastewater staff and management to develop a continuous improvement efficiency program and to set energy savings and operational goals that drive the success and long-term program outcomes. Throughout this phase, cohort participants will attend two to three training workshops to identify, prioritize, and implement energy-saving actions. Workshops will focus on establishing goals and finding immediate opportunities to save energy. Activities will include an "energy treasure hunt" to identify behavioral, retro-commissioning, and operational (BRO) opportunities with no cost to low-cost implementation.

The first phase of the SEM program will leverage plant data, existing control systems, and available physical storage to minimize implementation costs. These no-to-low cost strategies can use existing facility equipment configurations and/or short lead time control equipment that can be deployed rapidly, such as ammonia-based sensor controls and SCADA-integrated energy or process monitoring equipment. Due to drought conditions in California, many wastewater plants are operating well below design capacity and may have physical storage capacity that can be leveraged to curtail system load during a demand response event.

Additionally, agencies will be guided by a "demand response concierge" through the different demand response (DR) program options available to them. Participation in DR programs will depend on the effectiveness of the program to incentivize behavioral change, but the demand response concierge will provide clear guidance on water and wastewater loads that could be curtailed to meet DR objectives.

Phase 2

The second phase of the SEM program targets capital measures. In this phase, SoCalREN will leverage energy and process data collected during the first phase of the program to identify project opportunities with <18 month lead times that could further lower energy use and provide peak demand savings, such as variable frequency drives on large rotating equipment or additional control equipment to maximize operational efficiency. Other key measure opportunities include upgraded SCADA controls, ammonia-based aeration controls, and expanded physical storage.

During the second phase, the WWSEM program will also leverage existing on-site energy sources, such as biogas or solar, to shift load or reduce peak demand directly with storage equipment. Biogas storage can allow cogeneration engines to shift operation to peak demand periods, and battery energy storage could provide similar capacity value from cogeneration, fuel cells, photovoltaic solar, or other on-site generation systems.

Throughout the second phase of the program, participants will attend two to three workshops to build expertise in tracking energy performance, engaging facility staff, and improving the persistence of energy savings.

Program Design and Best Practices

Based on SoCalREN's experience implementing the PDP and feedback gathered from the annual public agency survey, it has found that the public sector needs additional support when pursuing non-energy efficiency projects (e.g. on-site generation projects and energy storage) and awareness around demand response[5] strategies. Therefore, the WWSEM program has been designed to overcome several market barriers in the public sector to address such challenges. Key market barriers identified and addressed by this program include: (1) limited investor-owned utility (IOU) program services for education and activation of peak demand reduction strategies, (2) funding and financing constraints, (3) limited staff bandwidth, and (4) risk aversion among water and wastewater operators.

Barrier 1: Limited program services for peak demand reduction strategies

With the closure of a number of IOU programs, there is a programmatic gap in the market to help public agencies address demand response opportunities. The WWSEM program will provide the necessary resources to help initiate these projects. Addressing these barriers will help agencies realize peak demand savings and reduce operating costs.

Best Practices

- Deliver comprehensive start-to-finish project management services;
- Provide an array of load control solutions through the WWSEM program; and
- Acknowledge water operators' risk preferences, work with the customer to develop site-specific DR practices, and educate them on rate schedules and the necessity of DR.

Barrier 2: Water and Wastewater customer's funding and financing constraints

Financing capital upgrades often requires multiple funding strategies, which can be complicated for agencies to navigate. The WWSEM program will address this barrier through incentive offerings and a number of other services offered at no-cost to the agency. WWSEM-eligible projects can also use the SoCalREN Revolving Savings Fund, which offers zero-percent, five-year term financing to eligible projects.

Best Practices

- Implement relatively simple and low- or no-cost measures, such as scheduling equipment operation during off-peak hours and storing or pre-treating wastewater to allow load curtailment during demand response events;

[5] 2018 SoCalREN Agency Annual Satisfaction Survey and 2020 SoCalREN Agency Focus Group.

- Utilize wastewater plants with on-site energy generation, such as cogeneration systems fed by biogas from anaerobic digestion or large-scale photovoltaic solar installations, to dramatically reduce demand for grid services and mitigate capacity shortfalls;
- Anticipate the reduction of water/wastewater plant operating costs relative to a pre-enrollment baseline; and
- Monetary incentives to help offset implementation costs for the customer. Typically, once a process change is implemented at a WWTP, it is unlikely to be reversed without substantial investment.

Barrier 3: Limited staff bandwidth

Implementing auto demand response and energy efficiency strategies in water and wastewater plants is resource-intensive. It presents several practical and perceived challenges, such as the wide variation in loads and concerns about interrupting schedule processes[6]. The WWSEM program addresses the limited staff bandwidth barrier by mitigating the need for public agency participants in-house expertise and resources to identify and implement energy efficiency and DR projects. Furthermore, establishing an SEM approach requires a broad set of skills and a significant commitment of staff time. External technical assistance is often critical to assist in the process. Energy efficiency programs across the US have demonstrated that they can be a determining factor in implementing SEM by providing targeted customer assistance.

Leveraging SoCalREN's PDP and Pathway to Zero resources and its existing work with third-party engineers, the WWSEM program will help staff overcome their limited capacity to implement load control energy solutions.

Best Practice

- Agencies engaged in the WWSEM program will be offered services by the assigned Project Manager, who will also act as a DR concierge throughout the program's lifecycle to support the customer with resource-intensive services such as procurement, agency board approvals, and financing.

Barrier 4: Risk-aversion among water operators

Water personnel are naturally risk-averse, especially when it comes to changes in how they run their systems, due to the industry's regulatory and compliance requirements[7]. Accordingly, water utilities rely on operational consistency to reduce risk[8]. The WWSEM program aims to address this barrier through an SEM approach to build agency-wide buy-in for short-, medium-, and long-term savings approaches. The program will also offer customized DR strategies that reflect the unpredictability of water operations.

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[6] 1,2 Burgess, J et al. 2014, Industrial Strategic Energy Management Initiative. Consortium for Energy Efficiency: https://library.cee1.org/content/cee-industrial-strategic-energy-management-initiative/

[7] "Demand Response Potential Study" LBNL, 2017.

[8] "Increasing Water and Wastewater Participation in DR programs" R.B. Sowby https://www.sciencedirect.com/sdfe/reader/pii/S2772427121000012/pdf. Accessed 19 Jan. 2022.

Best Practices

- Highly experienced technical engineering firms, with a background in supporting water and wastewater projects throughout California and beyond, will provide unbiased support, guidance and training throughout the project lifecycle;
- Multiple capacity building workshops will be offered to educate facility operators, increase their understanding of unfamiliar strategies, and increase their confidence successfully implementing their projects; and
- The agency will be guided through DR strategies to increase reservoir operating capacity that include upstream or downstream water storage optimization, long-term operations, maintenance planning (on seasonal time scales), demand-side management for water use[9], customization of the duration and frequency of DR requests made to water utilities, and other intelligent load management solutions.

Innovation

The WWSEM program brings a proven SEM approach to a new segment of utility customers—public agencies with municipally-owned potable water systems and wastewater treatment plants (WWTP). The SEM program design, which is currently authorized for use in the industrial sector in California (D.16-08-019) and as defined by the California Industrial SEM Design Guide[10], will allow SoCalREN to fully integrate into water plant operations and align the goals of the WWSEM program with the unique constraints and opportunities present at each plant. The California Industrial SEM program is built on the foundation of the statewide SEM program design and M&V guidelines developed through a joint process with the IOUs and the California Public Utilities Commission (CPUC).

Typically, once a process change is implemented at a WWTP, it is unlikely to be changed again without substantial investment. This consistency helps ensure the persistence of demand reduction measures in future years, beyond the program's intervention.

The WWSEM program will help eligible public agencies set goals and take actions to reduce peak period charges by identifying opportunities to install more efficient equipment, implementing smart building control systems, educating building occupants and WWTP and system operators on behavioral energy conservation practices, and facilitating the investigation and application of load-shifting DER technologies and strategies.

By using a proven SEM approach,[12] the WWSEM Program will realize immediate savings while supporting the development of long-term energy goals and the integration of energy management into standard facility operations and staff decision-making processes. The program builds on trusted relationships and short-term successes from behavioral, retro-commissioning, and operational (BRO) measures, then moves toward completing deep energy efficiency retrofits and education around peak demand reduction strategies.

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[9] "Increasing Water and Wastewater Participation in DR programs" R.B. Sowby https://www.sciencedirect.com/sdfe/reader/pii/S2772427121000012/pdf. Accessed 19 Jan. 2022.

[10] "Rolling Portfolio Program Guidance." 1 May. 2018, https://www.cpuc.ca.gov/industries-and-topics/electrical-energy/demand-side-management/energy-efficiency/rolling-portfolio-program-guidance. Accessed 21 Jan. 2022.

[12] "Data-Driven, Strategic Energy Management - Energy.gov." https://www.energy.gov/eere/slsc/data-driven-strategic-energy-management. Accessed 5 Jan. 2021.

Metrics

Similar to the incentive programs within the existing SoCalREN portfolio, the Water and Wastewater (WWSEM) metrics will be reported monthly, quarterly, and annually through the California Energy Data and Reporting System (CEDARs). In addition to the CPUC-required common metrics, the program will collect and track the following data, performance metrics, and indicators, which will be tracked and reported throughout the program cycle provided in Table 6.

Table 6. Program Performance Metrics and Indicators*

#	Metric	Method	Frequency
1	*Number of projects reviewed	Projects reviewed through energy analysis	Annually
2	Number of low-cost projects completed	Count of low- to no-cost projects completed	Annually
3	Number of agencies enrolled in SEM programs	Count of agencies enrolled in SEM strategies	Annually
4	*Number of public agency participants	Count of participants receiving EE benefits from program services	Annually
5	Number of projects within low-income communities and DACs	Count of projects within DACs	Annually
6	GHG emissions avoided	Calculated lifecycle reductions	Annually
7	*Number of staff people trained	Count of staff people trained by SoCalREN WWSEM team	Annually
8	*Amount of incentive dollars issued	Dollars disbursed to agencies	Annually

* *Asterisks designate indicators*

SoCalREN will track this information to show the impact of the WWSEM Program. The program will work with all SoCalREN Public Sector Programs to obtain updates from the customer on a quarterly basis and as needed.

To-Code Savings Claims

This program will follow Strategic Energy Management (SEM) guidelines for program design, implementation, and savings calculations, as defined by the California Industrial SEM Design Guide v1.0[13].

Pilots

Offering an SEM approach as a program to a new sector—public agency water and wastewater customers—can be considered a pilot program.

Workforce Education and Training

This section is not applicable.

Workforce Standards

The WWSEM Program will provide due diligence to ensure that energy efficiency projects supported by the program adhere to workforce standards for heating, ventilation, and air conditioning (HVAC) and advanced lighting control programs, as applicable. The program will integrate messaging and direction to public agencies throughout the project's lifecycle to ensure that projects installed comply with CPUC Workforce Standards as stipulated in D.18-10-008. These standards will be referenced and reiterated during various program services, including the following touchpoints:

- The technical specifications will include language that program participants will reference prior to project installation, and
- The procurement kickoff meeting will include an agenda item to highlight the significance of the standards and requirements for agencies to submit applicable documentation and confirm adherence to the guidelines at project closeout.

WWSEM may request that program participants share applicable documentation to demonstrate adherence to the workforce standards, which may include certifications, apprenticeship programs, accredited degrees, or other workforce training programs.

Disadvantaged Worker Plan

The WWSEM program will coordinate with SoCalREN's Workforce, Education, and Training (WE&T) programs to present information on career opportunities for disadvantaged workers in the water and wastewater industry.

Additional Information

This section is not applicable.

[13] "California Industrial SEM Design Guide." https://neep.org/sites/default/files/CA_Ind_SEM_Design_Guide_v1.0.pdf. Accessed 30 Aug. 2021.

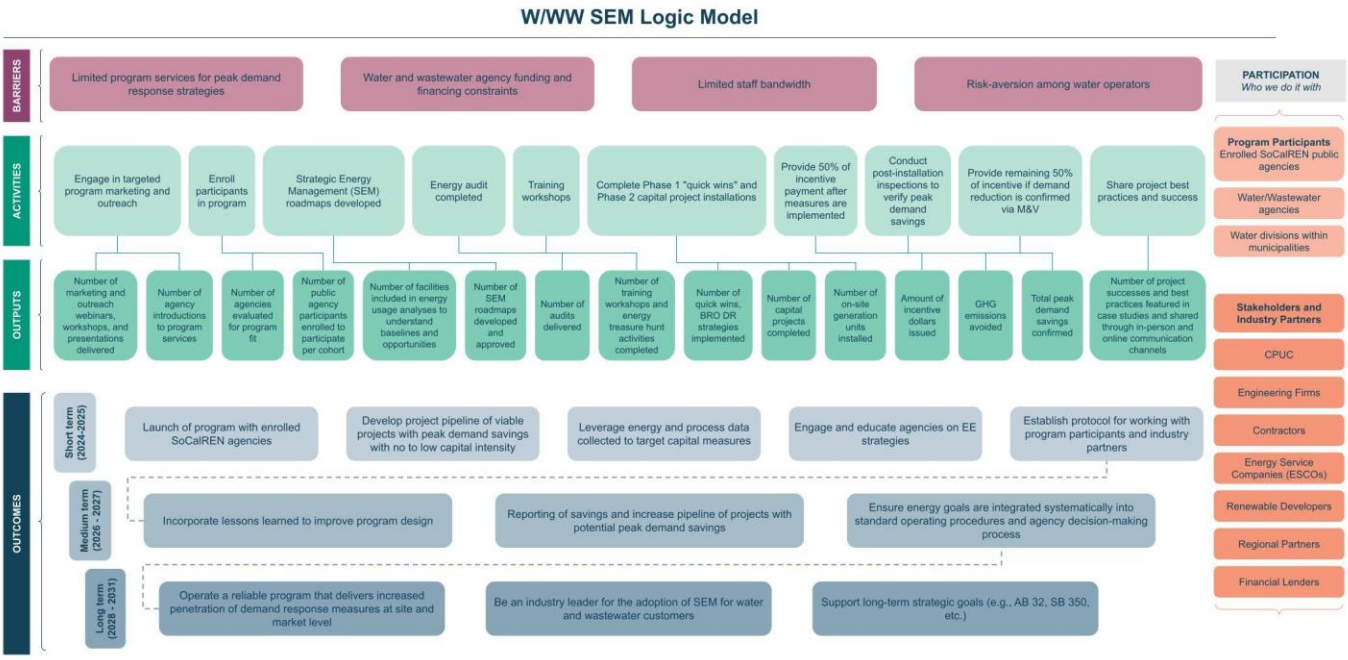
Supporting Documents

Program Manual and Program Rules

A Program Manual will be developed once the program is approved for implementation.

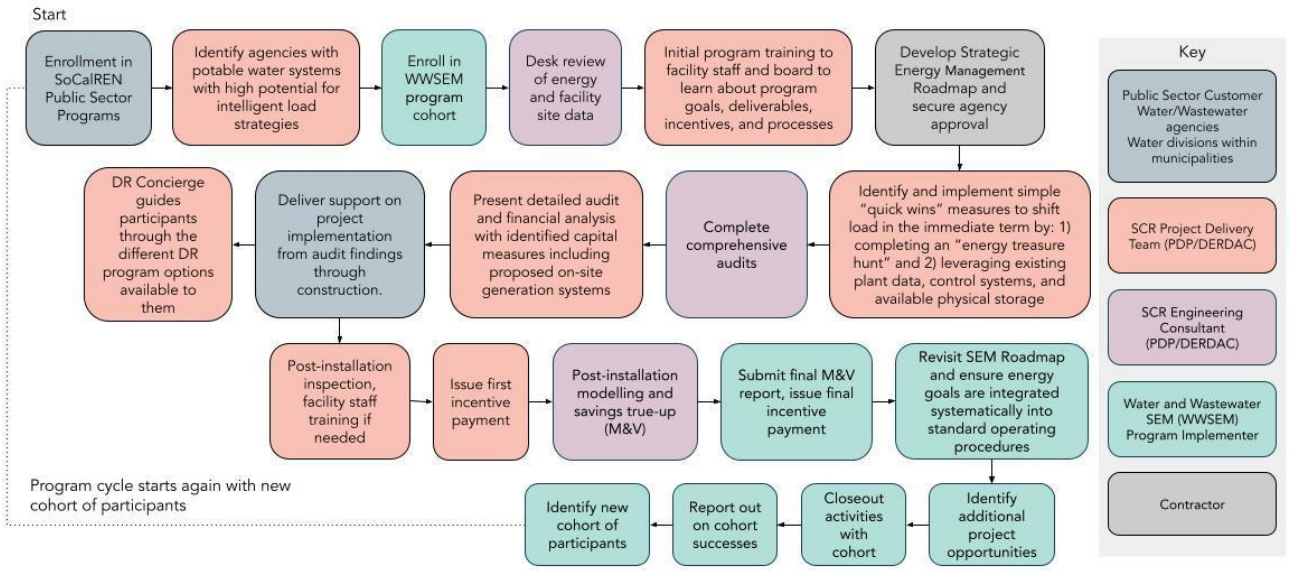
Program Theory and Program Logic Model

Figure 1: Program theory and logic model



Process Flow Chart

Figure 2: Program process flow chart



Incentive Tables, Workpapers, and Software Tools

The WWSEM Program will follow SEM guidelines for program design, implementation, and savings calculations, as defined by the California Industrial SEM Design Guide v1.0[14]. The program will also use a normalized metered energy consumption (NMEC) approach, supported by submetered process and energy usage data collected from targeted equipment, to determine the peak demand savings achieved through program interventions.

The software tools listed in the table below may be used for CPUC savings calculations and to ensure that market-based solutions, including financing needs and data workflows, are compatible with program savings calculations. The table below summarizes the tools under consideration for the WWSEM Program.

Table 7. Program Tools

Information Required	Short Description	URL link or location name

[14] "California Industrial SEM Design Guide." https://neep.org/sites/default/files/CA_Ind_SEM_Design_Guide_v1.0.pdf. Accessed 30 Aug. 2021.

OpenStudio	Open source energy modeling software supported by DOE	www.openstudio.net/
ECAM	Energy charting and metrics tool: ECAM is a Microsoft Excel®-based tool that facilitates the examination of energy information from buildings to complete pre and post energy efficiency project regression analyses of utility interval meter data against outdoor air temperature.	www.cacx.org/PIER/ecam/
ASHRAE Inverse Modeling Toolkit	An industry-recognized toolkit for creating multivariate regression models to calculate savings from energy related upgrades.	www.techstreet.com/ashrae/searches/21801900
CalTrack	CalTRACK methods describe a process of arriving at a calculation of avoided energy use.	www.caltrack.org

In certain cases, energy savings for individual projects may also be calculated outside of an energy saving adjustment model and reported as an aggregated bottom-up savings estimate, as described in the SEM M&V Guide. To calculate electric peak demand savings, the program uses a demand savings calculator approved by the CPUC Energy Division. The initial calculator converts annual energy savings (in kWh) to demand savings (kW) based on standard load shapes.

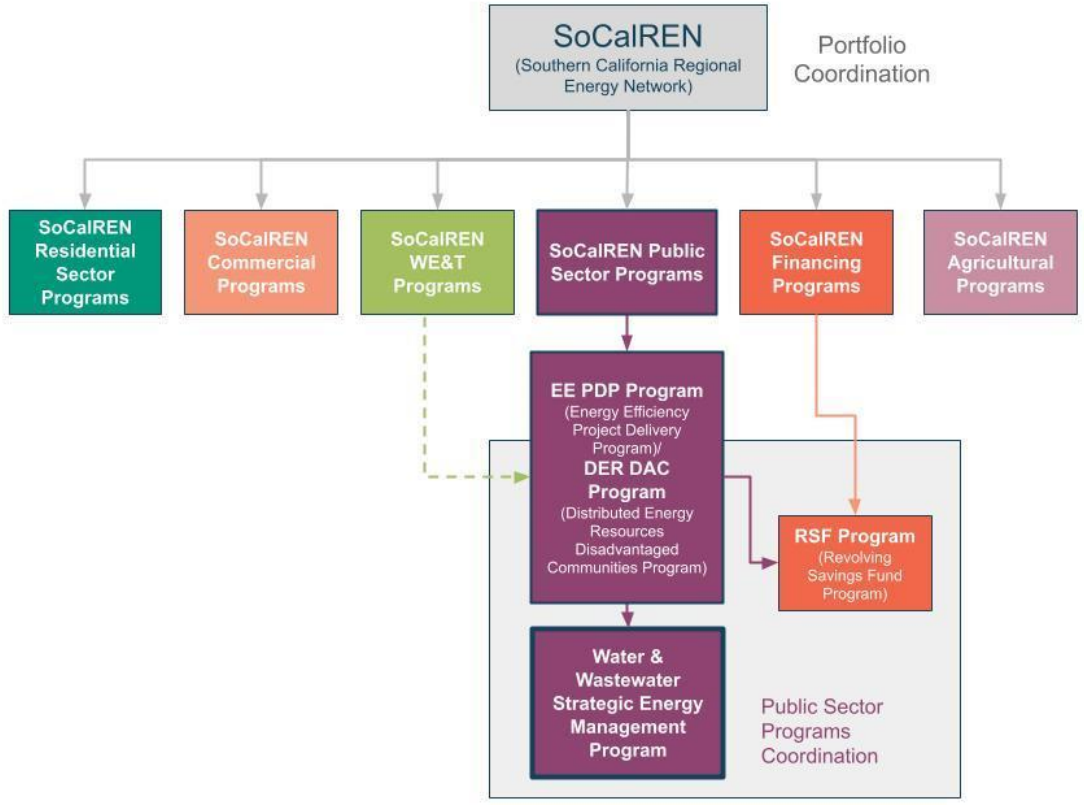
Quantitative Program Targets

Table 8. Quantitative Program Targets

Year	Anticipated Gross kWh Savings	Anticipated Gross kW Savings
2024	774,000.00	387.00
2025	8,190,932.54	4,339.99
2026	4,619,943.80	2,447.06
2027	4,383,367.54	2,321.97

Diagram of Program

Figure 1. Program Diagram



Evaluation, Measurement, and Verification (EM&V)

SoCalREN will conduct evaluation, measurement, and verification (EM&V) activities throughout the program cycle to inform improvements and future program design. The WWSEM program will take the following steps to ensure services and data are tracked and quality-controlled, so 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 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 phase 2 project. The survey solicits feedback on the services utilized, the standard of customer service, and recommendations for program improvements. Furthermore, the SoCalREN Public Agency Programs also conduct annual customer surveys to collect portfolio level feedback. This allows for iterative program enhancements to the suite of SoCalREN Public Agency Programs, including UWWSEM.

Normalized Metered Energy Consumption (NMEC)

CPUC's Rulebook for Programs and Projects Based on Normalized Meter Energy Consumption (NMEC Rulebook) does not apply to WWSEM program, since industrial SEM is covered by the California Industrial SEM M&V Guide, as directed in M&V Guide itself.[15]

[15] Southern California Edison (SCE) Strategic Energy Management (SEM) Implementation Plan, updated January 2021