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ATTACHMENT A

Note to CAEECC: This document includes Energy Division's redline edits as of 6/21/21 based on comments received to date and on-going staff work. Appendix A to this document includes the comments received to date by 3C-REN; BayREN; CalPA; CEDMC; MCE; PG&E; SDG&E; and SoCalGas, and Appendix B includes related submission from SCE.

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Attachment A

The guidance, as described in this Attachment, may be periodically amended or updated by Commission Staff. Staff shall keep the most updated version of this attachment available on the Commission's web site and at:

<https://caeec.org>.

Application Guidance – Part I: Strategic Business Plan

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The following lists the content for the strategic business plan, which serves as the strategic plan for the Program Administrator's energy efficiency efforts over an eight-year period. Together, the business plans across all utilities, regional energy networks (RENs), and community choice aggregators (CCAs), are complementary and reach state Legislative and Commission mandates. They should also align with relevant action plans beyond the energy efficiency proceeding related to providing clean, safe, reliable, affordable energy to all customers. This includes, for example, the Environmental and Social Justice Action Plan, [greenhouse gas reduction](#), reliability, and integrated resources planning.

Introduction:

- High level portfolio summary of 8-year business plan, identifying major changes to strategies from prior strategic business plan
- 8-year budget total (i.e., total requested 8-year budget cap)

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Portfolio Overview:

- Desired outcomes of portfolio, in narrative form, and description of broad principles that drive the proposed business plan strategies.
- [Description of types, substantive differences, and relative impact of climates within service territories, or other service territory unique aspects, that could make achieving energy efficiency goals easier or harder](#)
- Demonstrated alignment of business plan strategies and outcomes with Legislative [requirements](#)
- [Demonstrated alignment of business plan strategies and outcomes with CPUC requirements](#)
- Portfolio strategies, including, but not limited to:
 - Strategy for application/use of various and new methods for savings forecasting and quantification methods (e.g., normalized metered energy consumption including requirements in Public Utilities Code section 25310(c)(5)) and payment for achievement of performance metrics
 - Strategy for incorporating low global warming potential (low-GWP) refrigerants in the portfolio
 - New strategies for spurring innovation: e.g., cultivating new, diverse businesses [and relationships with traditional actors in other markets to support](#) energy efficiency design/implementation; [supporting the](#)

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- o adoption of new and evolving energy saving and greenhouse gas reducing technologies through workpaper development, industry partnerships, consistent EE delivery instruments, and other means
- o Strategies for designing scope and schedule of solicitations
- o Strategies driving distribution of budget among sectors and segments
- o Strategies for market intervention and energy efficiency adoption: e.g., targeted points of intervention; delivery channels/platforms/_ methods
- Annual projected portfolio budgets adding up to the 8-year authorized budget cap
- Projected percentage of portfolio that is third-party-solicited

Strategic Business Plan Chapters:

- Chapter for each of the following sectors (if applicable): agricultural, commercial, cross-cutting, industrial, public, and residential, detailing:
 - o Sector-specific strategies, goals, and outcomes, and their alignment with broader portfolio objectives (i.e. how these sector-specific items support achievement of portfolio objectives)
 - o Preliminary distribution of budget by sector and segment over the 8 year period, and rationale for the distribution.
- Chapter for each of the following segments of the portfolio (if applicable): resource acquisition, market support, and equity, detailing:
 - o Segment-specific strategies, goals, and outcomes, and their alignment with broader portfolio objectives (i.e. how these segment-specific items support achievement of portfolio objectives)
 - o Preliminary distribution of budget among segments for the 8-year authorized budget cap, and rationale for the distribution
- Coordination:
 - o Description, for both statewide and regional programs, of how strategies have been coordinated with the other program administrators, including designation of the lead for statewide programs and level of coordination for both statewide and regional programs.
 - o Description of how the program administrators coordinate their energy efficiency efforts with other demand-side programs (such as marketing, joint rebates for energy efficiency/demand response, Income-qualified Energy Savings Assistance programs, etc.). This should include coordination plans with building decarbonization programs, as well as plans to coordinate with Market Transformation, particularly in the area of codes and standards.
 - o Responsibility of program administrator in relation to third party designers/implementers
- Discussion of business plan proposed outcomes as they tie to portfolio-, sector-, and segment-level metrics in 4-year portfolio application that are

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critical for tracking and quantifying progress of 4-year portfolio and budget that will lead to achieving 8-year business plan strategic plan outcomes.

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Application Guidance – Part II: Four-Year Portfolio Application

Portfolio Overview:

- Annual budget request over four years.
- Description of sectors program administrator proposes to serve (noting expansion into new sectors or withdrawal from sector)
- Distribution of effort (budget) across segments
- A narrative on portfolio goals and portfolio- and sector-level performance metrics to be achieved in 4 years
- Projected percentage of portfolio that is third-party-solicited

Application of strategies in 4-year budget request

- Categorization of programs and/or sectors into the following segments: resource acquisition, market support, and equity
- Proposed changes in the designated lead PA for the statewide administration of programs
- Third-party solicitation schedule over 4-years, as applicable

Reasonableness of Budget; Forecasted Cost-Effectiveness, Goals, and Metrics achievement:

- Demonstration of reasonableness of request via zero-based budgeting for portfolio: i.e., budget breakdown by expenditure category (incentive, direct implementation non-incentive costs, administrative costs, marketing, evaluation, etc.) and the value delivered (forecasted performance metrics¹ and quantitative contribution toward portfolio, segment, and sector goals/outcomes) for expenditure.

o Description of and rationale for each program, justifying the program's inclusion in the portfolio relative to portfolio, sector, and segment objectives and the program's requested budget

o Snapshot of current portfolio for context/comparison, and description of and rationale for significant changes from current portfolio (i.e. previous 4-year filing, or for initial filing, most recent ABAL), including program closures, categorization changes, significant budget shifts, other items as applicable

- For all segments: Projected sector-level and portfolio-level cost

¹ Leverage past D.18-05-041 metrics to deliver common metrics and methodologies across program administrators, where possible, as discussed among California Energy Efficiency Coordinating Committee working groups. Note, per D.21-05-041, pgs 10 and 66, existing metrics approved in D.18-05-041 are still required until the Commission undertakes a review process for future metrics in this or future EE proceedings.

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effectiveness (Total Resource Cost and Program Administrator Cost)

- For resource acquisition segment:
 - Forecasted program-, sector-, and portfolio-level cost-effectiveness over 4-year period
- For all segments: forecasted annual program-, sector-, and portfolio-level Total System Benefit (TSB), kilowatt-hours, kilowatts, and therms.
 - Include comparison of projected TSB to adopted TSB goals
- For all segments: Projected annual portfolio- and sector-level metrics
 - For market support and equity segments: projected annual [segment and program-level performance metrics per California Energy Efficiency Coordinating Committee metrics working group reports](#)
- Program administrator's planned procedures and thresholds for course correction if off-track from meeting 4-year cost-effectiveness requirements, goals, and/or metrics
- Application summary tables, with forecasted annual budgets and savings by sector and segment, covering the 4-year budget request.

Portfolio Management

- [Program administrator's planned procedures and thresholds for course correction if off-track from meeting 4-year cost-effectiveness requirements, goals, and/or metrics](#)
- [Cost recovery, including details of PA's approach to classification of which unspent funds are designated "committed" and thus not applied to reduce recovery in future years](#)
- [PAs approach to use of goals and metrics for portfolio optimization, including any internal set threshold triggering corrective action taken](#)
- [Approach to risk management, such as planning for the unpredictable events. Include here any lessons learned from COVID that informed PAs management approach.](#)
- [Portfolio aspects that PA deems flexibility must be retained to allow PA to meet goals and outcomes](#)
- [Third party solicitation](#)
 - [Scope and schedule of solicitations that aligns with projected percentage of portfolio PA targets for third party programs,² including rationale and timetable](#)
 - [Address stakeholder, independent evaluator, and procurement review group input on current solicitation practices through describing any proposed changes in procurement practices. Consider establishment of standardized contract vehicles to increase certainty for external market actors to engage with programs.](#)

² Third party program is as defined per D 16-08-019, OP10. Non-IOU PAs may still solicit third party programs and should include content here in this case.

- Approach for outreach to and participation of a diversity of businesses in solicitations, especially new, small, and/or DBE; and those organizations and businesses in markets that have not historically engaged with EE programs
- Discuss how third party solicitation approach aligns with PA's overall DBE target
- Assessment and mitigation of risk from portfolio diversity, or lack thereof, in different companies contracted, size of company, type of company (new, existing; DBE), contract budget amount
- Approach to distribution of risk between program administrators and third party contractees, including discussion of any difference in risk distribution based on entity type to account for desire to assure value to ratepayer and expanding EE market to include a diversity of contracts, including new, small, DBE, and innovation
- Approach to continued stakeholder engagement on solicitation process
- Coordination and Stakeholder input:
 - For program administrators with overlapping service territory, submit information similar to what is submitted in joint cooperation memos (see D.18-05-041)
 - Description of how the 4-year portfolio and budget considers and coordinates with other energy programs to mitigate duplication of efforts/unnecessary spending, or customer confusion or a customer participating in a suboptimal program for their needs
 - Discussion of how the portfolio design and budget incorporates the Commission's Environmental and Social Justice Action Plan objectives, State greenhouse gas reduction goals and other relevant mandates, as well as guidance related to providing clean, safe, reliable, and affordable energy to all customers and data collected to track customers being reached
 - Summary of feedback received through stakeholder engagement process in developing application, with items rejected/accepted, and why.

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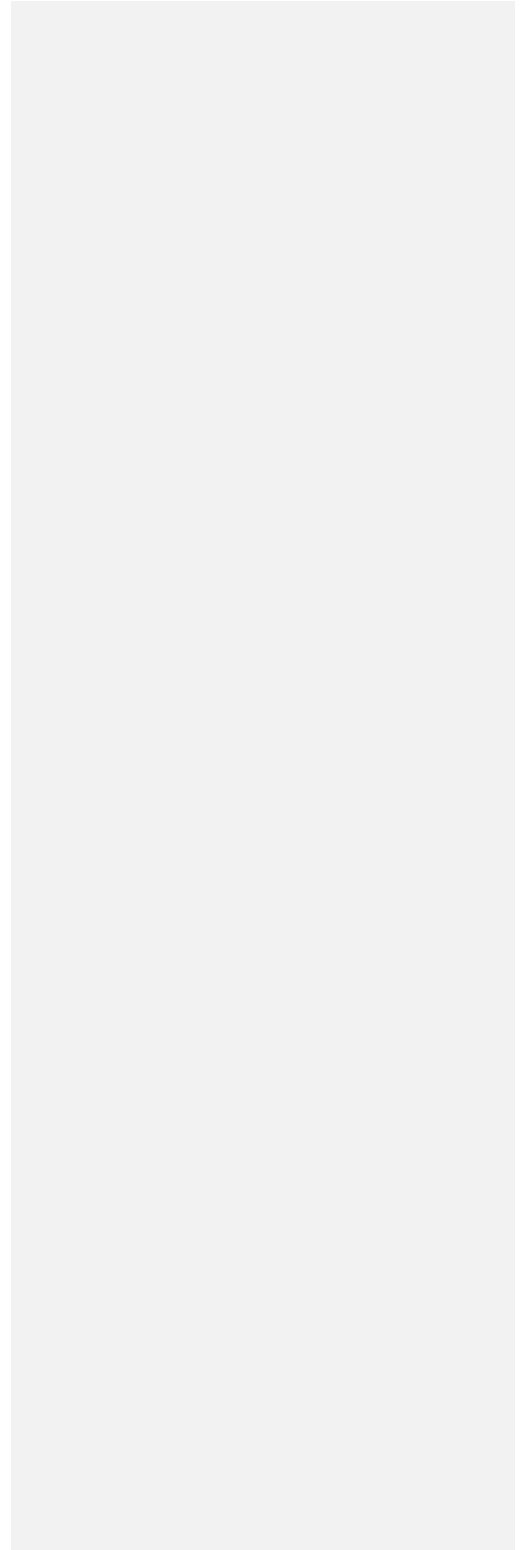
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APPENDIX A

Appendix A to this document includes the comments received to date by 3C-REN; BayREN; CalPA; CEDMC; MCE; PG&E; SDG&E; and SoCalGas.



Appendix A

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Application Guidance Template – Part I: Strategic Business Plan

The following outlines the content for the strategic business plan, which serves as the strategic plan for the Program Administrator's energy efficiency efforts over an eight-year period. Together, the business plans across all utilities, regional energy networks (RENs), and community choice aggregators (CCAs), are complementary and reach state Legislative and Commission mandates. They should also align with relevant action plans beyond the energy efficiency proceeding related to providing clean, safe, reliable, affordable energy to all customers. This includes, for example, the Environmental and Social Justice Action Plan, reliability, and integrated resources planning.

Introduction:

- High level portfolio summary of 8-year business plan, identifying major changes to strategies from prior strategic business plan
- 8-year budget total (i.e., total requested 8-year budget cap)

Portfolio Overview:

- Desired outcomes of portfolio, in narrative form, and description of broad principles that drive the proposed business plan strategies, inclusive of input from specific recommendations and reports by the Independent Evaluators (IEs) and Procurement Review Groups (PRGs) (CEDMC) Demonstrated alignment of business plan strategies and outcomes with Legislative and requirements, including a detailed assessment of plan for meeting SB 350 statutory requirements (CEDMC)
- Demonstrated alignment of business plan strategies and outcomes with CPUC requirements (CEDMC)
- Portfolio strategies, including, but not limited to:
 - Strategy for application/use of various and new methods for savings forecasting and quantification methods (e.g., normalized metered energy consumption including requirements in Public Utilities Code section 25310(c)(5)) and payment for achievement of performance metrics
 - Strategy for incorporating low global warming potential (low-GWP) refrigerants in the portfolio participation of new, diverse, small & large, businesses enter to participate

Commented [SN1]: This is confusing. (CalPA)

Commented [SN2]: Should also cite to GHG reduction goals -- e.g. SB 32, Exec Orders S-3-05 and B-55-18. (CalPA)

Commented [SN3]: Suggest adding an overview of the PA's service territory, which will provide territory specific background detail and help set the stage for why certain strategies are used by the PA. (SDG&E)

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Commented [SN4]: This should include holding of quarterly stakeholder workshops and addressing the concerns expressed by the industry players (e.g. greater levels of transparency during the selection process, need for more meaningful feedback for unselected bidders, strategies for shortening solicitation timelines, best practices found through recent evaluation studies, etc.) (CEDMC)

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in energy efficiency design/implementation program solicitations. (CEDMC)

- o New strategies for spurring innovation: e.g., cultivating new, diverse, businesses entering energy efficiency design/implementation, supporting the adoption of new and evolving energy saving and greenhouse gas reducing technologies through workpaper development and other means (CalPA)
- o Strategies and timelines for scope and schedule of third-party solicitations, including strategies for outreach to and inclusion of new, small, and/or DBE bidders (CalPA)
- o Strategies and timetable for designing scope and schedule of solicitations, inclusive of any major proposed changes in procurement practices from current practice. (CEDMC)
- o Strategies driving distribution of budget among sectors and segments,

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Commented [SN5]: Same bullet as above, but with edits from CEDMC and the above edits are from CalPA.

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- o Strategies for market intervention and energy efficiency adoption: e.g., targeted points of intervention; delivery channels/platforms/methods
- o Strategy for allocating ratepayer funding risk to a) Project Administrator, b) 3rd Party Implementer, and c) Ratepayer (CEDMC)
- o Strategies, communication, and convening forums for enhancing communication to and from key stakeholders including customers, EE contractors, 3rd Party Implementers, Community Advocates, trade associations, (e.g., documented protocols for providing feedback to 3rd Party solicitation bidders, quarterly workshops with IOU's, stakeholders, and CPUC to enhance EE Program delivery) (CEDMC)

- Annual projected portfolio budgets adding up to the 8-year authorized budget cap Projected percentage of portfolio that is designed/implemented by third-party-solicited firms over each of the constituent 4-year Portfolio Planning Cycles (i.e., 2024-2027 and 2028-2031), and over the aggregate 8-year planning cycle (i.e., 2028-2031). For the 2024-2027 Portfolio Planning Cycle this analysis should be performed through a buildup of proposed programs. (CEDMC)

- Template for Pro-Forma Contract between IOU and 3rd Party Implementer, inclusive of CPUC non-modifiable terms and utility modifiable/negotiable terms (filed as Attachment to Business Plan). (CEDMC)

Strategic Business Plan Chapters:

- Chapter for each of the following sectors (if applicable): agricultural, commercial, cross-cutting, industrial, public, and residential, detailing:
 - o Sector-specific strategies, goals, and outcomes
 - Alignment of these sector-specific strategies, goals, and outcomes to broader portfolio objectives as described earlier; how these sector-specific items support achievement of portfolio objectives (CalPA)
 - o Preliminary distribution of budget among sectors for the 8-year authorized budget cap, and rationale for the distribution
 - o Preliminary distribution of sector level budget among segments (see below) for the 8-year

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Commented [SN6]: In addition, we believe it would be appropriate if there was a goal (X% of contract) carved out for DBE contractors. This principle should apply to the entire portfolio – resource acquisition, market, and equity. (CEDMC)

Commented [SN7]: Please confirm third-party as defined per D.16-08-019 OP10. To date, this has not been applicable to CCAs. (MCE)

Commented [SN8]: The strategic business plan is meant to be a high level strategy document, per D.21-05-031. Proposed modifications follow this rationale. (SoCalGas)

Commented [SN9]: Recommend striking sector-specific budgets for the 8 years, as the details will be provided in the 4-year section, and PAs should not be held to any budget forecasts within sectors in the subsequent 4-year filing. (SoCalGas)

Application Guidance Template – Part II: Four-Year Portfolio

Portfolio Overview:

- Annual budget request over four years.
- Description of sectors program administrator proposes to serve (noting expansion into new sectors or withdrawal from sector)
- Distribution of effort (budget) across segments and sectors (CalPA)
- A narrative on portfolio goals and portfolio- and sector-level performance metrics to be achieved in 4 years
- Projected percentage of portfolio that is third-party-solicited (PG&E moved from page one)

Commented [SN17]: There needs to be a discussion about how much underspend they anticipate and how much funding will be going to AB 841. (CEDMC)

Commented [SN18]: Suggested move from page one. (PG&E)

Application of strategies in 4-year budget request

- Categorization of programs and/or sectors into the following segments: resource acquisition, market support, and equity
- Description of rationale for program categorization, including any quantitative metrics (e.g. budget breakdowns, forecasted achievement of specific segment metrics) as relevant (CalPA)
- Proposed changes in the designated lead PA for the statewide administration of programs, and/or proposal to convert local programs to statewide local programs to statewide and/or statewide programs to local. (CEDMC)
 - Description of rationale for any proposed changes (CalPA)
- Third-party solicitation schedule over 4-years (2024-2027), (CEDMC) as applicable, relative to third-party requirements (CalPA)

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Commented [SN19]: Recommend deleting as the decision allows for SW Leads to be established via Tier 2 Advice Letter now, so this does not need to be a component of the application. (SoCalGas)

Commented [SN20]: Please confirm third-party as defined per D.16-08-019 OP10. To date, this has not been applicable to CCAs. (MCE)

Reasonableness of Budget; Forecasted Cost-Effectiveness, Goals, and Metrics achievement:

- Demonstration of reasonableness of request via zero-based budgeting for portfolio: i.e., budget breakdown by expenditure category (incentive, direct implementation non-incentive costs, administrative costs, marketing, evaluation, etc.) and the value delivered (forecasted performance metrics¹ and quantitative contribution toward portfolio, segment, and sector goals) for expenditure. (CalPA) Description of and rationale for each program, justifying the program's inclusion in the portfolio relative to portfolio, sector, and segment objectives and the program's requested budget (CalPA)
 - Zero-based budgeting requires affirmative and specific justification for all expenses; PAs to provide detailed budget request breakdowns including staffing, third-party vs. utility implemented, and other information as needed to enable stakeholder evaluation (CalPA)
- Description of and rationale for significant changes from previous 4-

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year filing¹, including program closures, categorization changes, significant budget shifts, other items as applicable. (CalPA)

- For all segments: Projected sector-level and portfolio-level cost effectiveness (Total Resource Cost and Program Administrator Cost)
 - For resource acquisition segment:
 - Forecasted program-, sector-, and portfolio-level cost-effectiveness over 4-year period
- For all segments: forecasted annual program-, sector-, and portfolio-level Total System Benefit (TSB), kilowatt-hours, kilowatts, and therms.
 - Include comparison of projected TSB to adopted TSB goals
- For all segments: Projected annual portfolio- and sector-level metrics
 - For market support and equity segments: projected annual segment and program-level performance metrics per California Energy Efficiency Coordinating Council working group reports (CalPA)

Commented [SN21]: Currently, CCAs don't have TSB goals. It is unclear how CCA TSB goals will be adopted. (MCE)

Commented [SN22]: Per Reporting PCG meeting, TSB feature in CEDARS may not be available in 2021. How will this impact this item in the template? (BayREN, 3C REN)

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¹ Leverage past D.18-05-041 metrics to deliver common metrics and methodologies across program administrators, where possible, as discussed among California Energy Efficiency Coordinating Committee working group.

- Program administrator's planned procedures and thresholds for course correction if off-track from meeting 4-year cost-effectiveness requirements, goals, and/or metrics
- Application summary tables, with forecasted annual budgets and savings by sector and segment, covering the 4-year budget request.

Commented [SN23]: Recommend that the application summary tables referenced in Attachment A utilize the most recent ABAL Attachment A format, with additional enhancements to fit the 4-year application as needed. (SDG&E)

Coordination and Stakeholder input:

- For program administrators with overlapping service territory, submit information similar to what is submitted in joint cooperation memos (see D.18-05-041)
- Description of how the 4-year portfolio and budget considers and coordinates with other energy programs to mitigate duplication of efforts/unnecessary spending, customer confusion, or a customer participating in a suboptimal program for their needs. (CalPA)
- Discussion of how the portfolio design and budget incorporates the Commission's Environmental and Social Justice Action Plan objectives, State greenhouse gas reduction goals, and other relevant mandates, as well as guidance related to providing clean, safe, reliable, and affordable energy to all customers.
- Summary of all feedback received through stakeholder engagement process in developing application, with items rejected/accepted, and why. (CalPA)

Commented [SN24]: Suggest this be cut to avoid duplication with content to be included in Annual Reports. (BayREN, PG&E, SoCalGas, 3C REN)

Commented [SN25]: Recommend removing this bullet point as it is already captured in the coordination section of Part 1. (MCE)

Commented [SN26]: Recommends moving this to the Strategic Business Plan Chapters Section in Part I. (MCE)

Commented [SN27]: Request that a summary be required, not a comment tracker, because of the significant time and effort needed for a tracker. (PG&E and SoCalGas)

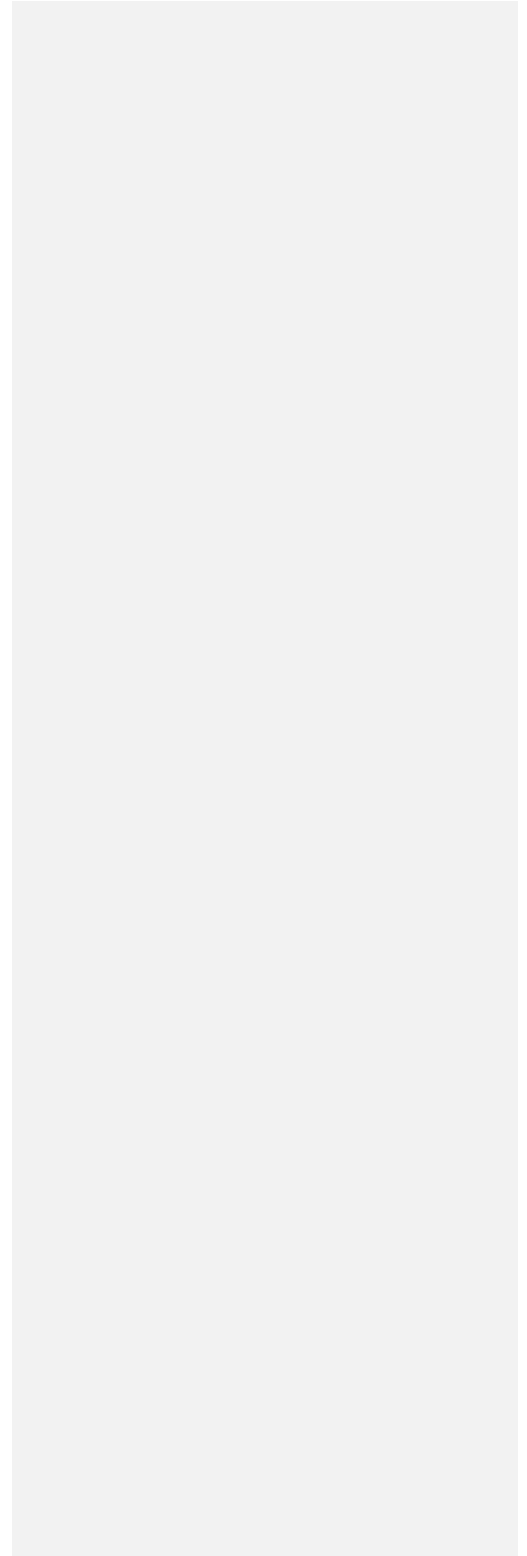
Commented [SN28]: There also needs to be explicit direction to PAs summarizing the feedback that they received from the solicitation process. (CEDMC)

Snapshot of Current Program Portfolio:

- Summary table providing listing of all Program Administrator EE Programs as of 12/31/2021 with the following data:
 - Program Name
 - Major Sector Served
 - Sub-Segment(s) Served
 - Designation of Statewide or Local Program
 - Designation of Delivery Channel (Up-Stream, Mid-Stream, or Downstream)
 - Designation of Utility Administered or 3rd Party Administered
 - Name of Program Implementer(s), if/as applicable
 - Contract Start Date
 - Contract Term (in months)
 - Relevant Advice Letter

This Table should also include any 3rd Party Implemented programs implemented after January 1, 2020 and which were terminated before their original termination date, and the reason that the contract was prematurely terminated. (CEDMC)

(END OF APPENDIX A)



APPENDIX B

(Appendix B includes related submission from SCE)

EE Portfolio Application Template

- Approximately 150-250 pages not including supporting workpapers -

1. Exhibit 01: Policy (Approx. 15-25 pages)
 - a. Executive Summary
 - i. High level portfolio summary of 8-year business plan
 - ii. 8-year budget total (i.e., total requested 8-year budget cap)
 - b. Organization of Business Plan
 - c. Alignment with Legislative and CPUC Requirements
 - i. Demonstrated alignment of business plan strategies and outcomes with Legislative and CPUC requirements
 - ii. Discussion of how the portfolio design and budget incorporates the Commission's Environmental and Social Justice Action Plan objectives and other relevant mandates, as well as guidance related to providing clean, safe, reliable, and affordable energy to all customers
 - d. [PA's] Vision for EE in CA: 2024-2031
 - i. Desired outcomes of portfolio, in narrative form, and description of broad principles that drive the proposed business plan strategies.
 - ii. Identify major strategies in this application, including but not limited to:
 1. Strategy for application/use of various and new methods for savings forecasting and quantification methods (e.g., normalized metered energy consumption including requirements in Public Utilities Code section 25310(c)(5))
 2. Strategies for market intervention and energy efficiency adoption: e.g., targeted points of intervention; delivery channels/platforms/methods
 3. New strategies for spurring innovation: e.g., cultivating new, diverse, businesses enter energy efficiency design/implementation
 4. Strategy for incorporating low global warming potential (low-GWP) refrigerants in the portfolio
 - iii. Identifying major changes to strategies from prior strategic business plan
 - iv. Annual projected portfolio budgets adding up to the 8-year authorized budget cap
 - e. Policy Considerations
2. Exhibit 02: 2023-2027 Portfolio Application (Approx. 125-200 pages)
 - a. Portfolio Summary (Approx. 20-30 pages)
 - i. Forecast Methodology (Reasonableness of Budget)
 1. Demonstration of reasonableness of request via zero-based budgeting for portfolio: i.e., budget breakdown by expenditure category (incentive, direct implementation non-incentive costs, administrative

costs, marketing, evaluation, etc.) and the value delivered (forecasted performance metrics) for expenditure.

2. Portfolio Administration vs Program Implementation
- ii. Key metrics and outcomes
 1. Discussion of business plan proposed outcomes as they tie to portfolio-, sector-, and segment-level metrics in 4-year portfolio application that are critical for tracking and quantifying progress of 4-year portfolio and budget that will lead to achieving 8-year business plan strategic plan outcomes.
 2. Narrative on portfolio goals and portfolio- and sector-level performance metrics to be achieved in 4 years
 3. Application summary tables covering the 4-year budget request
 - a. Annual budget request over four years
 - b. Distribution of effort (budget) across segments
 - c. For all segments: Projected sector-level and portfolio-level cost effectiveness (Total Resource Cost and Program Administrator Cost)
 - d. For resource acquisition segment: Forecasted program-, sector-, and portfolio-level cost- effectiveness over 4-year period
 - e. For all segments: forecasted annual program-, sector-, and portfolio-level Total System Benefit (TSB), kilowatt-hours, kilowatts, and therms.
 - i. Include comparison of projected TSB to adopted TSB goals
 - f. Projected percentage of portfolio that is third-party-solicited
 - b. Segmentation Strategy (Resource Acquisition, Market Support, Equity, Codes and Standards, etc.) (Approx. 10-15 pages)
 - i. Strategies driving distribution of budget among segments
 - ii. Section for each of the following segments of the portfolio (if applicable): resource acquisition, market support, and equity, detailing:
 1. Preliminary distribution of budget among segments for 2024-2027, and rationale for the distribution
 2. Segment-specific strategies, goals, and outcomes
 - a. For all segments: Projected annual portfolio- and sector-level metrics
 - b. For market support and equity segments: projected annual program-level performance metrics
 - c. Sector Strategy (Approx. 20-30 pages)
 - i. Strategies driving distribution of budget among sectors
 - ii. Description of sectors program administrator proposes to serve (noting expansion into new sectors or withdrawal from sector)
 - iii. Section for each of the following sectors (if applicable): agricultural, commercial, cross-cutting, industrial, public, and residential, detailing:
 1. Preliminary distribution of budget among sectors for 2023-2027, and rationale for the distribution
 2. Sector-specific strategies, goals, and outcomes

- d. Portfolio Management (Approx. 30-50 pages)
 - i. Overview
 - ii. [PA]-led Programs
 - iii. Third-Party Programs
 - 1. Responsibility of program administrator in relation to third party designers/implementers
 - 2. Solicitation Strategy
 - a. Strategies for designing scope and schedule of solicitations
 - b. Third-party solicitation schedule over 4-years, as applicable
 - 3. Statewide Programs
 - a. [PA]-led Statewide programs
 - b. Statewide programs managed by other PAs ([PA's] portion)
 - c. Proposed changes in the designated lead PA for the statewide administration of programs, and/or proposal to convert regional programs to statewide
 - 4. Contract Management
 - a. Program administrator's planned procedures and thresholds for course correction if off-track from meeting 4-year cost-effectiveness requirements, goals, and/or metrics
 - iv. Coordination
 - 1. Description of how the program administrator's portfolio is complementary with the portfolios of other program administrators with overlapping service territory
 - 2. Description, for both statewide and regional programs, of how strategies have been coordinated with the other program administrators, including designation of the lead for statewide programs and level of coordination for both statewide and regional programs.
 - 3. Description of how the 4-year portfolio and budget considers and coordinates with other energy programs to mitigate customer confusion or a customer participating in a suboptimal program for their needs
 - 4. Description of how the program administrators coordinate their energy efficiency efforts with other demand-side programs (such as marketing, joint rebates for energy efficiency/demand response, Income-qualified Energy Savings Assistance programs, etc.). This should include coordination plans with building decarbonization programs, as well as plans to coordinate with Market Transformation, particularly in the area of codes and standards.
 - 5. Summary of feedback received through stakeholder engagement process in developing application, with items rejected/accepted, and why.
- e. Program Details (cards) (1-2 pages per program, additional detail in workpapers and implementation plans)
 - i. Categorization of programs and/or sectors into the following segments: resource acquisition, market support, and equity (and Codes & Standards)

- f. Cost & Cost Recovery (Approx. 5-10 pages)
 - i. Summary of costs at portfolio-level
 - ii. Cost recovery through continued use of Balancing Account
- 3. Exhibit 03: 2028-2031 Strategic Outlook (Approx. 15-25 pages)

Builds on strategy in Exhibit 02. Address the same information in Exhibit 02, Sections A-D focused on (1) PA's approach to year 5-8 forecast and (2) what changes are driving the years 5-8 forecast. Information should be presented at a strategic-level and not at the detailed-level as the information in Exhibit 02.

 - a. Portfolio Summary
 - b. Portfolio Segmentation Strategy
 - c. Sector Strategy
 - d. Portfolio Management
 - i. [PA]-Led Programs
 - ii. Third-Party Programs
 - iii. Coordination
- 4. Exhibit 04: Workpapers (TBD pages)
 - a. Links to Implementation Plans

Program Details (cards) – SAMPLE

Program Name: Sample Residential Program	
Program ID: SCE-XX-RES-001A	
Portfolio Segment: Resource Acquisition	Implementation Party: Third-Party Implementer
Applicable Sector: Residential	Market Sub-Sector: Single Family Residential
Sector Challenge: Existing single-family homes remain inefficient and costly to implement	Sector Opportunity: Increased participation in EE program and adoption of EE measures
Program Description: The Sample Residential Program focuses on implementing behavior intervention strategies designed to help customers understand and manage their household energy use. The SR Program also offers single family residential customers incentives or direct installation of HVAC, lighting, water heating, etc. measures.	
Intervention Strategy: Downstream & Behavioral	Program Metrics: XXX kWh, XXX Therms, \$XXX TSB
Solicitation Strategy: Third Party Solicited	Transition Plan: Not applicable
Expected Program Life: 2024 - On going	Short Term Plan Ramp up third-party program to full implementation to serve XX,000 customers
Cost Effectiveness TRC: 1.5	Long Term Outlook Move 50% of the single-family market to high efficiency equipment
Implementation Plan: LINK	