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MARIN CLEAN ENERGY

EXHIBIT 2

EE PROGRAM CARDS

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Program Name: Multifamily Energy Savings - Equity		
Program ID: <i>MCE01</i> New / Existing: <i>Existing</i> Expected Program Duration: <i>2028 - onwards</i>		
Portfolio Segment: (Resource Acquisition, Market Support, Equity, Codes and Standards) <i>Equity</i>	Program Implementer Type: (IOU Core, Third-Party Solicited, REN, CCA) <i>CCA</i>	Third-Party Program Implementer (applicable to IOUs only):
Applicable Sector: (e.g., Residential, commercial, industrial, agricultural, public, or cross-cutting, etc.) If multi-sector, provide a list of each sector covered) <i>Residential</i>	Customer Group(s): <i>Multifamily Residential</i>	
Sector Challenges: <ul style="list-style-type: none"> • <i>Lack of capital to fund building retrofits. Deed-restricted properties struggle to fund routine maintenance and building upgrades. They may rely on tax credits, financing, and incentives to cover retrofit costs.</i> • <i>Limited resources and technical expertise. Many owners lack the time and experience needed to evaluate the technical and economic potential of electrification and energy upgrades.</i> • <i>Program navigation challenges. Property owners are often unsure which program(s) apply to their property type or project scope.</i> • <i>Diversity of building stock. Affordable multifamily properties vary widely in size, age, and systems.</i> • <i>Timing of capital improvements. Energy upgrades are often most feasible during major equipment replacement or refinancing events.</i> <ul style="list-style-type: none"> • <i>Split incentives. Tenants typically pay energy bills while owners make capital decisions.</i> 	Sector Opportunities (Expected Outcome(s)): <ul style="list-style-type: none"> • <i>Deliver customized technical assistance tailored to diverse building types, ownership structures, and utility billing configurations.</i> • <i>Support property owners and managers in evaluating, comparing, and prioritizing multiple upgrade measures across their properties.</i> • <i>Guide properties through early-stage assessments to identify and scope comprehensive, whole-building upgrade opportunities.</i> • <i>Offer flexible participation pathways that align with varying levels of project readiness, capacity, and project complexity.</i> • <i>Bridge funding gaps to enable equitable access to comprehensive, whole-building upgrades across the multifamily sector.</i> 	

<p>Brief Program Description: (Including customer target, program strategies employed, expected program outcome):</p> <p><i>The Multifamily Energy Savings (MFES) Equity Program expands access to electrification and energy efficiency (EE) upgrades for deed-restricted affordable multifamily housing across MCE’s service area. Technical assistance includes no-cost property assessments, project scoping, and assistance throughout the project lifecycle. Incentives help offset the cost of EE and electrification upgrades using a program design that balances program costs and property owner and tenant benefits.</i></p>	
<p>Known Equity Concerns in the Selected Markets (if applicable):</p> <ul style="list-style-type: none"> • <i>Older, inefficient multifamily buildings are disproportionately located in low-income and disadvantaged communities, leading to higher energy burdens and reduced comfort and indoor air quality.</i> • <i>Limited access to upfront capital and persistent funding gaps create barriers to comprehensive upgrades, particularly for affordable housing providers and small multifamily owners.</i> • <i>Complex ownership structures, split incentives, and utility billing configurations increase administrative burden and reduce participation in equity-eligible properties.</i> • <i>Limited technical capacity and resources among smaller owners hinder their ability to evaluate and implement whole-building upgrade projects.</i> 	<p>Proposed Solutions to Equity Concerns (if applicable):</p> <ul style="list-style-type: none"> • <i>Targeted, customized technical assistance to support property owners and managers in navigating complex building conditions, ownership structures, and utility billing configurations.</i> • <i>Flexible participation pathways and program design that accommodate various levels of readiness, capacity, and project scope across equity-eligible properties.</i> • <i>Layering MFES Equity incentives with other applicable funding opportunities to reduce upfront cost barriers and enable comprehensive, whole-building upgrades.</i> • <i>Support for early-stage project scoping and measure analysis to help resource-constrained owners identify, prioritize, and implement whole building upgrades.</i> • <i>Streamlined administrative processes and coordination across implementers and partners to reduce burden and improve accessibility for equity-eligible participants.</i>
<p>Intervention Strategy: (e.g., SEM, MAP, Direct Install, Incentive/rebate, Finance, Audit, Technical Assistance, Advocacy, Training, Marketing and Outreach/Information)</p> <p><i>Technical Assistance and Rebate</i></p>	<p>Delivery Type: (e.g., Manufactured Upstream, Midstream-Distributor, Midstream-Retail, Downstream, Downstream - Direct Install, Codes & Standards, etc.)</p> <p><i>Downstream</i></p>
<p>Measurement and Verification Methods: (e.g., Deemed, Custom, NMEC – Population, NMEC – Site, SEM M&V, Randomized Controlled Trial (RCT), Other)</p> <p><i>Deemed</i></p>	<p>Program Total System Benefit (TSB) for 2028-2031:</p> <p><i>\$6,954,983</i></p>

<p>Annual Budgets for 2028-2031: 2028: \$755,479 2029: \$797,992 2030: \$802,968 2031: \$808,193</p>	<p>Cost Effectiveness (TRC and PAC Test Ratios) for 2028-2031: TRC: 0.41 PAC: 0.41</p>
<p>Anticipated directional and scale changes in budget for years 2032-2035: Anticipate an increase in budget for this program for the 2032-2035 period, depending on program performance.</p>	<p>Market Actors necessary for success: Program implementers and trade contractors</p>
<p>High-level description of delivery workforce including necessary scale and its risks: Workforce requirements include program implementers, technical staff, and trade contractors. These roles are generally available in the market. However, capacity constraints or reduced availability among implementers or skilled contractors could pose a risk to program effectiveness.</p>	
<p>Near-term Program Output(s) (1-4 years): Complete EE and electrification upgrades in 12 multifamily properties and across 600+ units.</p>	
<p>Long Term Outcome (5-10 years): Complete EE and electrification upgrades in 24 properties and across 1,500+ units.</p>	
<p>Does this program interact with other programs in this PA portfolio? If so, describe: Yes, MCE offers multiple programs in the residential and multifamily sectors. This program is coordinated with other residential and multifamily offerings within MCE's portfolio, including the MFES Resource and Strategic Energy Management Multifamily programs. Program teams coordinate implementation activities and share lessons learned and best practices through regular program management meetings to ensure alignment and avoid duplication.</p>	
<p>Program Metrics and Indicators (KPIs): (These could include metrics tracked in program contracts and can be inclusive of Equity or Market Support Indicators and other program KPIs). Examples could include homes electrified, WE&T trainings held, etc.) The MFES Equity Program will track progress using a combination of property- and unit-level metrics across four key project stages. Given that multifamily projects involve multiple stakeholders and phases that often span several program years, the program will report on the following metrics at minimum:</p> <ul style="list-style-type: none"> • Lifecycle ex-ante kWh gross - In Unit • Lifecycle ex-ante kWh net - In Unit • Lifecycle ex-ante Therm gross - In Unit • Lifecycle ex-ante Therm net - In Unit • Lifecycle ex-ante kWh gross - Property • Lifecycle ex-ante kWh net - Property • Lifecycle ex-ante Therm gross - Property 	

- *Lifecycle ex-ante Therm net - Property*

Does this program utilize Integrated Demand Side Management (IDSM)? <i>n/a</i>	Link to Existing Implementation Plan, if existing: <i>Link to CEDARS IP</i>
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Program Name: Residential Flex Market Program		
Program ID: <i>MCE01d</i> New / Existing: <i>Existing</i> Expected Program Duration: <i>2028 - onwards</i>		
Portfolio Segment: (Resource Acquisition, Market Support, Equity, Codes and Standards) <i>Resource Acquisition</i>	Program Implementer Type: <i>CCA</i>	Third-Party Program Implementer (applicable to IOUs only):
Applicable Sector: <i>Residential</i>	Customer Group(s): <i>Single-Family Residential</i>	
Sector Challenges: <i>Existing single-family homes remain inefficient, and energy efficiency (EE) upgrades are costly to implement. Water heater and HVAC replacements typically occur upon failure, at which point a customer is less likely to seek out a new technology. Workforce that is trained to install new technologies are not at scale.</i>	Sector Opportunities (Expected Outcome(s)): <i>Increased participation in EE program and adoption of EE and electrification measures.</i>	
Brief Program Description: (Including customer target, program strategies employed, expected program outcome): <i>The Residential Flex Market Program (Program) is a population NMEC program that provides a flexible approach to EE projects, designed with explicit focus on TSB and customer value. With no prescriptive measure list, contractors and aggregators are paid for the energy savings at the meter and grid value that a project achieves. The Program leverages the Efficiency Market model to work with a diverse group of providers who can deliver results at scale. Homeowners within MCE's service area, regardless of their income, may participate in this program.</i>		
Known Equity Concerns in the Selected Markets (if applicable): <i>This program is designed as a resource acquisition offering and is not primarily targeted to address equity concerns. Equity-eligible single-family homeowners are served through MCE's HES Equity Program. While the Residential Flex Market Program may include some properties located in disadvantaged communities or serving low-income residents, equity considerations are addressed through complementary programs rather than this offering.</i>	Proposed Solutions to Equity Concerns (if applicable): <i>Equity considerations within the single-family household sector are addressed through MCE's HES Equity Program. For the Residential Flex Market Program, potential equity-related concerns are mitigated by maintaining clear coordination with complementary equity-focused offerings and by ensuring consistent referral pathways for properties that may be better served by those programs. This approach allows the Residential Flex Market Program to remain focused on cost-effective resource acquisition while supporting</i>	

	<i>broader portfolio equity objectives through program alignment.</i>
Intervention Strategy: <i>Population Normalized Metered Energy Consumption (Pop-NMEC)</i>	Delivery Type: <i>Downstream</i>
Measurement and Verification Methods: (e.g., NMEC – Population)	Program Total System Benefit (TSB) for 2028-2031: \$502,937
Annual Budgets for 2028-2031: 2028: \$300,000 2029: \$316,882 2030:\$318,858 2031: \$320,932	Cost Effectiveness (TRC and PAC Test Ratios) for 2028-2031: TRC: 0.35 PAC: 0.47
Anticipated directional and scale changes in budget for years 2032-2035: <i>Anticipate an increase in budget for this program for the 2032-2035 period, depending on program performance.</i>	Market Actors necessary for success: <i>Contractors, aggregators, energy solutions providers, and third-party implementation partners.</i>
High-level description of delivery workforce including necessary scale and its risks: <i>Projects for this program are driven by participating contractors who sell EE projects to their customers, and by aggregators, who work with a network of installing contractors. Since MCE is not directly contracted with energy solutions providers in the Program, there is an inherent risk that Program participation simply does not occur at the scale anticipated. Program participants, as well as the workforce expected to deliver projects, will be derived from the value proposition created by the Program itself. Incentive levels are set such that contractors are incentivized to do projects that achieve deeper savings. Participant confidence in the funding of the Program at scale will strengthen participation and innovation.</i>	
Near-term Program Output(s) (1-4 years): <i>Install EE equipment in 200 single-family homes per year during program implementation period.</i>	
Long Term Outcome (5-10 years): <i>Sustained implementation and program flexibility to remain responsive to customer needs.</i>	
Does this program interact with other programs in this PA portfolio? If so, describe: <i>Yes, MCE offers multiple programs in the residential sector. This program coordinates with other residential offerings within MCE's portfolio. Program teams coordinate implementation activities and share lessons learned and best practices through regular program management meetings to ensure alignment and avoid duplication.</i>	

Program Metrics and Indicators (KPIs): *The Residential Flex Market Program will track progress on a number of metrics, including:*

- Lifecycle ex-ante kW gross
- Lifecycle ex-ante kWh gross
- Lifecycle ex-ante Therm gross
- Lifecycle ex-ante kW net
- Lifecycle ex-ante kWh net
- Lifecycle ex-ante Therm net

Does this program utilize Integrated Demand Side Management (IDSMS)?

No

Link to Existing Implementation Plan, if existing:

[*Link to CEDARS IP*](#)

Program Name: Multifamily Energy Savings - Resource		
Program ID: <i>MCE01-R</i> New / Existing: <i>Existing</i> Expected Program Duration: <i>2028 - onwards</i>		
Portfolio Segment: (Resource Acquisition, Market Support, Equity, Codes and Standards) <i>Resource Acquisition</i>	Program Implementer Type: (IOU Core, Third-Party Solicited, REN, CCA) <i>CCA</i>	Third-Party Program Implementer (applicable to IOUs only):
Applicable Sector: (e.g., Residential, commercial, industrial, agricultural, public, or cross-cutting, etc.) If multi-sector, provide a list of each sector covered) <i>Residential</i>	Customer Group(s): <i>Multifamily Residential</i>	
Sector Challenges: <ul style="list-style-type: none"> • <i>Program complexity and navigation barriers. Property owners often face difficulty identifying applicable programs and understanding participation pathways.</i> • <i>Limited technical capacity. Many owners lack the expertise to assess the technical and economic feasibility of electrification upgrades.</i> • <i>Diversity of multifamily building stock. Wide variation in building size, age, and systems complicates standardized program delivery.</i> • <i>Misalignment with capital planning timelines. Energy upgrades are most feasible during equipment replacement or financing events, which do not always align with program timing.</i> • <i>Split incentives and cost concerns. Owners may be reluctant to invest in upgrades when benefits accrue primarily to tenants or when perceived costs and disruption outweigh near-term value.</i> 	Sector Opportunities (Expected Outcome(s)): <ul style="list-style-type: none"> • <i>Simplify program engagement and navigation by providing a single point of contact to guide property owners through assessment, measure selection, and incentive participation.</i> • <i>Enable informed investment decisions through targeted technical assistance (TA), site-specific analysis, and clear evaluation of cost-effective electrification measures.</i> • <i>Leverage the diversity of the multifamily building stock by tailoring recommendations to building conditions, allowing the program to capture savings across a wide range of property types.</i> • <i>Align program support with capital planning and equipment replacement cycles to accelerate uptake of high-impact measures at natural decision points.</i> • <i>Reduce perceived cost and disruption risks through streamlined processes, meaningful incentives, and coordination with complementary programs.</i> 	

Brief Program Description: (Including customer target, program strategies employed, expected program outcome):

The Multifamily Energy Savings (MFES) Resource Program expands access to electrification upgrades for multifamily properties across MCE’s service area by serving a broader segment of the market beyond deed-restricted affordable housing. Building on lessons learned from MCE’s MFES Equity Program, the MFES Resource Program uses a similar delivery model tailored for properties that may not be ready or eligible for full building retrofits.

The program focuses on cost-effective, high-impact electrification measures—heat pump HVAC systems, heat pump water heaters, and induction stoves—to reduce upfront cost barriers and accelerate adoption. The MFES Resource Program provides no-cost property assessments, project scoping, and ongoing TA, along with rebates designed to support participation while maintaining cost-effectiveness. Rebate amounts are determined based on deemed savings, considering cost-effectiveness.

Known Equity Concerns in the Selected Markets (if applicable):

- *Program navigation challenges. Property owners are often unsure which program(s) apply to their property type or project scope.*
- *Limited technical expertise. Many owners lack the tools to evaluate the technical and economic potential of electrification. The TA provides site-specific analyses and practical recommendations to support decision-making.*
- *Diversity of building stock. Multifamily properties vary widely in size, age, and systems. MFES offers customized TA to tailor recommendations to each property’s unique conditions.*
- *Timing of capital improvements. Energy upgrades are often most feasible during major equipment replacement or refinancing events. MFES recognizes these “trigger points” and aligns program support with them.*
- *Split incentives. Tenants typically pay energy bills while owners make capital decisions. MFES mitigates this barrier through rebates that reduce owner costs, and by stacking incentives with partner programs where available.*
- *Perceived disruption and cost concerns (market-rate properties). Market-rate owners may perceive electrification as costly,*

Proposed Solutions to Equity Concerns (if applicable):

- *Deliver customized TA tailored to diverse building types, ownership structures, and utility billing configurations.*
- *Support property owners and managers in evaluating, comparing, and prioritizing multiple upgrade measures across their properties.*
- *Guide properties through early-stage assessments to identify and scope comprehensive, whole-building upgrade opportunities.*
- *Offer flexible participation pathways that align with varying levels of project readiness, capacity, and project complexity.*
- *Bridge funding gaps to enable equitable access to comprehensive, whole-building upgrades across the multifamily sector.*
- *Equity considerations within the multifamily sector are addressed through MCE’s dedicated Equity Multifamily Program. For the MFES Resource Program, potential equity-related concerns are mitigated by maintaining clear coordination with complementary equity-focused offerings and by ensuring consistent referral pathways for properties that may be better served by those programs. This approach allows the MFES Resource Program to remain focused on cost-effective resource*

<i>disruptive, or not aligned with tenant demand. MFES addresses this through simplified participation, meaningful incentives, and TA support that reduces administrative burden.</i>	<i>acquisition while supporting broader portfolio equity objectives through program alignment.</i>
Intervention Strategy: (e.g., SEM, MAP, Direct Install, Incentive/rebate, Finance, Audit, Technical Assistance, Advocacy, Training, Marketing and Outreach/Information) <i>Technical Assistance and Rebate</i>	Delivery Type: (e.g., Manufactured Upstream, Midstream-Distributor, Midstream-Retail, Downstream, Downstream - Direct Install, Codes & Standards, etc.) <i>Downstream</i>
Measurement and Verification Methods: (e.g., Deemed, Custom, NMEC – Population, NMEC – Site, SEM M&V, Randomized Controlled Trial (RCT), Other) <i>Deemed</i>	Program Total System Benefit (TSB) for 2028-2031: <i>\$5,645,916</i>
Annual Budgets for 2028-2031: <i>2028: \$897,747</i> <i>2029: \$948,265</i> <i>2030: \$954,178</i> <i>2031: \$960,387</i>	Cost Effectiveness (TRC and PAC Test Ratios) for 2028-2031: <i>TRC: 1.23</i> <i>PAC: 1.23</i>
Anticipated directional and scale changes in budget for years 2032-2035: <i>Anticipate an increase in budget for this program for the 2032-2035 period, depending on program performance.</i>	Market Actors necessary for success: <i>Program implementers and trade contractors</i>
High-level description of delivery workforce including necessary scale and its risks: <i>Workforce requirements include program implementers, technical staff, and trade contractors. These roles are generally available in the market. However, capacity constraints or reduced availability among implementers or skilled contractors could pose a risk to program effectiveness.</i>	
Near-term Program Output(s) (1-4 years): <i>Install electrification measures in up to 120 units across 1-3 properties.</i>	
Long Term Outcome (5-10 years): <i>Install electrification measures in up to 1,200 units across 10-30 properties.</i>	
Does this program interact with other programs in this PA portfolio? If so, describe: <i>Yes. The MFES Resource Program coordinates with other residential and multifamily programs within MCE's portfolio, including the MFES Equity and Strategic Energy Management Multifamily programs. Program teams coordinate implementation activities, align customer pathways, and share lessons learned through</i>	

regular program management meetings to ensure consistency, avoid duplication, and direct properties to the most appropriate offering.

Program Metrics and Indicators (KPIs): (These could include metrics tracked in program contracts and can be inclusive of Equity or Market Support Indicators and other program KPIs). Examples could include homes electrified, WE&T trainings held, etc.)

The MFES Resource Program will track progress using a combination of property- and unit-level metrics across four key project stages. Given that multifamily projects involve multiple stakeholders and phases that often span several program years, the program will provide the following metrics at a minimum:

- *Lifecycle ex-ante kWh gross - In Unit*
- *Lifecycle ex-ante kWh net - In Unit*
- *Lifecycle ex-ante Therm gross - In Unit*
- *Lifecycle ex-ante Therm net - In Unit*
- *Lifecycle ex-ante kWh gross - Property*
- *Lifecycle ex-ante kWh net - Property*
- *Lifecycle ex-ante Therm gross - Property*
- *Lifecycle ex-ante Therm net - Property*

Does this program utilize Integrated Demand Side Management (IDSM)?

n/a

Link to Existing Implementation Plan, if existing:

[Link to CEDARS IP](#)

Program Name: Non-Residential Energy Management Program		
Program ID: <i>MCE02a-c, MCE10a-c, & MCE11a-b</i> New / Existing: <i>Existing</i> Expected Program Duration: <i>2028 - onwards</i>		
Portfolio Segment: (Resource Acquisition, Market Support, Equity, Codes and Standards) <i>Resource Acquisition</i>	Program Implementer Type: <i>CCA</i>	Third-Party Program Implementer (applicable to IOUs only):
Applicable Sector: <i>Commercial, Industrial, and Agricultural</i>		Customer Group(s): <i>Medium-Large Commercial, Industrial, and Agricultural customers.</i>
Sector Challenges: <ul style="list-style-type: none"> • <i>Program complexity and navigation barriers. Property owners often face difficulty identifying applicable programs and understanding participation pathways.</i> • <i>Limited technical capacity. Many owners lack the expertise to assess the technical and economic feasibility of electrification upgrades.</i> • <i>Energy efficiency (EE) improvements are not prioritized by customers due to resource constraints.</i> 		Sector Opportunities (Expected Outcome(s)): <ul style="list-style-type: none"> • <i>Deliver customized technical assistance tailored to diverse building types, ownership structures, and utility billing configurations.</i> • <i>Support property owners and managers in evaluating, comparing, and prioritizing multiple upgrade measures across their properties.</i> • <i>Guide properties through early-stage assessments to identify and scope comprehensive, whole-building upgrade opportunities.</i> • <i>Offer flexible participation pathways that align with varying levels of project readiness, capacity, and project complexity.</i> • <i>Bridge funding gaps to enable equitable access to comprehensive, whole-building upgrades across the multifamily sector.</i> • <i>Increased participation in EE programs and adoption of EE measures.</i>
Brief Program Description: (Including customer target, program strategies employed, expected program outcome): <i>The Energy Management Program provides EE services to medium-large commercial, industrial, and agricultural customers. The program offers incentives through various pathways: Strategic Energy Management (SEM), Custom, and Deemed. The SEM pathway focuses on behavioral, retro commissioning, and operational changes that customers can make to save energy, with a focus on</i>		

<p><i>long-term energy coaching. The custom and deemed pathways pay incentives for capital improvements.</i></p>	
<p>Known Equity Concerns in the Selected Markets (if applicable):</p> <p><i>This program is designed as a resource acquisition offering and is not primarily targeted to address equity concerns. Equity-eligible businesses are served specifically through MCE’s Small Business Energy Advantage (SBEA) program. While the Non-Residential Energy Management Program may include some small businesses located in Environmental and Social Justice (ESJ) communities and businesses that meet the definition of Hard-to-Reach (HTR), equity considerations are addressed through complementary programs rather than this offering.</i></p>	<p>Proposed Solutions to Equity Concerns (if applicable):</p> <p><i>Equity considerations within the business sector are addressed through MCE’s SBEA Program. For the Non-Residential Energy Management Program, potential equity-related concerns are mitigated by maintaining clear coordination with complementary equity-focused offerings and by ensuring consistent referral pathways for properties that may be better served by those programs. This approach allows the Energy Management Program to remain focused on cost-effective resource acquisition while supporting broader portfolio equity objectives through program alignment.</i></p>
<p>Intervention Strategy:</p> <p><i>SEM, Custom Incentives, Deemed Rebates</i></p>	<p>Delivery Type:</p> <p><i>Downstream</i></p>
<p>Measurement and Verification Methods:</p> <p><i>SEM, Custom, and Deemed M&V methods are utilized depending on the scope of the project.</i></p>	<p>Program Total System Benefit (TSB) for 2028-2031:</p> <p><i>\$19,394,954</i></p>
<p>Annual Budgets for 2028-2031:</p> <p><i>2028: \$2,810,473</i></p> <p><i>2029: \$3,024,898</i></p> <p><i>2030: \$3,049,996</i></p> <p><i>2031: \$3,076,348</i></p>	<p>Cost Effectiveness (TRC and PAC Test Ratios) for 2028-2031:</p> <p><i>TRC: 1.45</i></p> <p><i>PAC: 1.63</i></p>
<p>Anticipated directional and scale changes in budget for years 2032-2035:</p> <p><i>Anticipate an increase in budget for this program for the 2032-2035 period, depending on program performance.</i></p>	<p>Market Actors necessary for success:</p> <p><i>Engaged Trade Professionals are necessary for success in the custom and deemed pathways.</i></p>

<p>High-level description of delivery workforce including necessary scale and its risks:</p> <p><i>Workforce requirements include skilled trade professionals that work in commercial, industrial, and agricultural energy efficiency. These professionals are necessary for implementation of custom and deemed measures. SEM implementation is less dependent on these workers, and more so on strong engagement from facility managers at participating sites.</i></p>	
<p>Near-term Program Output(s) (1-4 years):</p> <p><i>The program will support EE improvements at 30 sites. Sites that participate in the SEM pathway will have strong engagement from facility managers, and improved energy management practices.</i></p>	
<p>Long Term Outcome (5-10 years):</p> <p><i>Sites that have participated in this program have improved energy management practices, resulting in continual energy improvements. SEM graduate module will provide continued program participation; participants will be able to receive energy coaching and incentives following their standard six-year participation in the regular SEM program.</i></p>	
<p>Does this program interact with other programs in this PA portfolio? If so, describe:</p> <p><i>Yes. The Non-Residential Energy Management Program coordinates with other commercial programs within the PA portfolio, including the SBEA program. The Non-Residential Energy Management Program and the other commercial programs coordinate referrals and share best practices during bi-monthly program management calls.</i></p>	
<p>Program Metrics and Indicators (KPIs):</p> <p><i>Program KPIs include:</i></p> <ul style="list-style-type: none"> • <i>Lifecycle ex-ante kW gross</i> • <i>Lifecycle ex-ante kWh gross</i> • <i>Lifecycle ex-ante Therm gross</i> • <i>Lifecycle ex-ante kW net</i> • <i>Lifecycle ex-ante kWh net</i> • <i>Lifecycle ex-ante Therm net</i> <p><i>The program also tracks outreach efforts to identify and enroll these customers.</i></p>	
<p>Does this program utilize Integrated Demand Side Management (IDSMS)?</p> <p><i>IDSMS strategies are discussed with SEM participants as relevant to their operations, but are not incentivized through the program.</i></p>	<p>Link to Existing Implementation Plan, if existing:</p> <p><i>Link to CEDARS IP</i></p>

Program Name: Commercial Flex Market Program		
Program ID: <i>MCE02d</i> New / Existing: <i>Existing</i> Expected Program Duration: <i>2028 - onwards</i>		
Portfolio Segment: (Resource Acquisition, Market Support, Equity, Codes and Standards) <i>Resource Acquisition</i>	Program Implementer Type: CCA	Third-Party Program Implementer (applicable to IOUs only):
Applicable Sector: <i>Commercial</i>		Customer Group(s): <i>Commercial customers</i>
Sector Challenges: <i>The challenges are primarily in designing and administering a program that can:</i> <ul style="list-style-type: none"> • <i>Serve as a value-added service for a wide range of customers, building types, and operating characteristics, and provide different participation pathways depending on diverse customer needs;</i> • <i>Operate at scale while protecting ratepayer funding;</i> • <i>Streamline measurement and verification (M&V), reporting, contracting, and administration.</i> 		Sector Opportunities (Expected Outcome(s)): <i>The commercial sector presents significant opportunities for a Resource Acquisition energy efficiency (EE) program. Through the Efficiency Market (sub-program MCE02d), there is a unique opportunity for aggregators to capture savings and decarbonization benefits from a wide array of interventions. Nearly any provider or technology that can deliver on meter-verified Total System Benefits (TSB) values with their customer base can participate. This may provide MCE with the opportunity to test new technologies, new customer engagement strategies, and the layering of flexibility and demand-response (DR) value to stimulate high-value projects in concert with MCE's Peak Flex Market program.</i>
Brief Program Description: (Including customer target, program strategies employed, expected program outcome): <i>The MCE Commercial Flex Market Program acknowledges differences in opportunities between the various types and sizes of customers and emphasizes integrating diverse program offerings under one umbrella.</i> <i>This population normalized metered energy consumption (NMEC) program provides a comprehensive approach to EE programming and projects, designed with explicit focus on TSB, risk reduction, and customer value. With no prescriptive measure list, energy solutions providers are paid incentives for the measured grid value that a project achieves. The Commercial Efficiency Market promotes a wide range of measures including, but not limited to, the following interventions: lighting, HVAC, water heating, building envelope, refrigeration, and controls-based technologies. The Program leverages the Efficiency Market model to work with a diverse group of energy solutions providers who can deliver results at scale.</i>		

<p>Known Equity Concerns in the Selected Markets (if applicable):</p> <p><i>This program is designed as a resource acquisition offering and is not primarily targeted to address equity concerns. Equity-eligible businesses are served specifically through MCE’s Small Business Energy Advantage (SBEA) program. While the Commercial Flex Market program may include some small businesses located in Environmental and Social Justice (ESJ) communities and businesses that meet the definition of Hard-to-Reach (HTR), equity considerations are addressed through complementary programs rather than this offering.</i></p>	<p>Proposed Solutions to Equity Concerns (if applicable):</p> <p><i>Equity considerations within the business sector are addressed through MCE’s SBEA Program. For the Commercial Flex Market Program, potential equity-related concerns are mitigated by maintaining clear coordination with complementary equity-focused offerings and by ensuring consistent referral pathways for properties that may be better served by those programs. This approach allows the Commercial Flex Market Program to remain focused on cost-effective resource acquisition while supporting broader portfolio equity objectives through program alignment.</i></p>
<p>Intervention Strategy:</p> <p><i>Population-level Normalized Metered Energy Consumption (Pop-NMEC)</i></p>	<p>Delivery Type:</p> <p><i>Downstream</i></p>
<p>Measurement and Verification Methods:</p> <p><i>NMEC – Population</i></p>	<p>Program Total System Benefit (TSB) for 2028-2031:</p> <p><i>\$18,089,174</i></p>
<p>Annual Budgets for 2028-2031:</p> <p><i>2028: \$3,000,000</i></p> <p><i>2029: \$3,168,818</i></p> <p><i>2030: \$3,188,577</i></p> <p><i>2031: \$3,209,325</i></p>	<p>Cost Effectiveness (TRC and PAC Test Ratios) for 2028-2031:</p> <p><i>TRC: 1.06</i></p> <p><i>PAC: 1.46</i></p>
<p>Anticipated directional and scale changes in budget for years 2032-2035:</p> <p><i>Anticipate an increase in budget for this program for the 2032-2035 period, dependent on program performance.</i></p>	<p>Market Actors necessary for success:</p> <p><i>Third-party implementation partners, Efficiency Market aggregators, energy solutions providers, and engineering firms.</i></p>
<p>High-level description of delivery workforce including necessary scale and its risks:</p> <p><i>Projects for this program are driven by participating energy solutions providers, or aggregators, who sell EE projects to their customers. Since MCE is not directly contracted with energy solutions providers in the Program, there is a risk that Program participation simply does not occur at the scale anticipated. Program participants, as well as the workforce expected to deliver projects, will be derived from the value proposition created by the Program itself. Incentive levels are set such that aggregators are incentivized to do projects that achieve deeper savings. Participant confidence in the funding of the Program at scale will strengthen participation and innovation.</i></p>	

<p>Near-term Program Output(s) (1-4 years): <i>Complete 65 commercial projects per year during program implementation period.</i></p>	
<p>Long Term Outcome (5-10 years): <i>Sustained implementation as a core, contributing program to TSB goals. The Program will remain flexible by design, and responsive to evolving customer and grid needs.</i></p>	
<p>Does this program interact with other programs in this PA portfolio? If so, describe: <i>Yes. The Commercial Flex Market Program coordinates with other commercial programs within the PA portfolio, including the SBEA program. The Commercial Flex Market Program and the other commercial programs coordinate referrals and share best practices during bi-monthly program management calls.</i></p>	
<p>Program Metrics and Indicators (KPIs): <i>The Commercial Flex Market Program will track progress on a number of metrics, including:</i></p> <ul style="list-style-type: none"> • Lifecycle ex-ante kW gross • Lifecycle ex-ante kWh gross • Lifecycle ex-ante Therm gross • Lifecycle ex-ante kW net • Lifecycle ex-ante kWh net • Lifecycle ex-ante Therm net 	
<p>Does this program utilize Integrated Demand Side Management (IDSMS)? <i>No</i></p>	<p>Link to Existing Implementation Plan, if existing: <i>Link to CEDARS IP</i></p>

Program Name: Small Business Energy Advantage		
Program ID: MCE02e New / Existing: Existing Expected Program Duration: 2028 - onwards		
Portfolio Segment: (Resource Acquisition, Market Support, Equity, Codes and Standards) <i>Equity</i>	Program Implementer Type: CCA	Third-Party Program Implementer (applicable to IOUs only):
Applicable Sector: <i>Commercial</i>	Customer Group(s): <i>Small Businesses</i>	
Sector Challenges: <i>Small businesses in priority populations (disadvantaged communities (DAC), Low-income, hard-to-reach (HTR)) are resource limited, lacking capital, and have limited awareness of energy efficiency (EE) project opportunities.</i> <i>Providing outreach and delivery to this underserved customer base is costly, which limits the reach of programs.</i> <i>Language barriers, lack of trust in instructions, and lack of time present barriers to reaching these customers.</i>	Sector Opportunities (Expected Outcome(s)): <i>Increased awareness of EE program resources and education on EE improvements available.</i> <i>Installation of EE measures, utility bill savings, and non-energy benefits.</i>	
Brief Program Description: (Including customer target, program strategies employed, expected program outcome): <i>The Small Business Energy Advantage (SBEA) Program aims to deliver meaningful bill savings and EE education to small businesses located in Environmental and Social Justice (ESJ) communities and businesses that meet the definition of Hard-to-Reach (HTR). SBEA participants receive site assessments and financial incentives to install energy saving measures that reduce energy bills and provide other non-energy benefits (NEBs) like improved health, safety, and comfort. The Program partners with local Community Based Organizations (CBOs) and county Green Business Programs (GBPs) to further outreach efforts and ensure equitable access to program resources. Incentives provided by this program are anticipated to completely cover the cost of most projects, although for some measures there is a possible co-pay.</i>		

<p>Known Equity Concerns in the Selected Markets (if applicable):</p> <p><i>Significant amount of HTR qualified businesses and businesses located in DAC and Low-income populations over a broad geographic region.</i></p>	<p>Proposed Solutions to Equity Concerns (if applicable):</p> <p><i>Secure partnerships with CBOs and GBPs to ensure program’s message is tailored to each community and reaches them in the languages they speak. Provide enhanced incentives to defray upfront costs of EE upgrades.</i></p>
<p>Intervention Strategy:</p> <p><i>Direct Install, Marketing & Outreach, Door-to-door Campaign, Audit, and Rebates</i></p>	<p>Delivery Type:</p> <p><i>Downstream, Downstream – Direct Install</i></p>
<p>Measurement and Verification Methods:</p> <p><i>Deemed</i></p>	<p>Program Total System Benefit (TSB) for 2028-2031:</p> <p><i>\$1,581,983</i></p>
<p>Annual Budgets for 2028-2031:</p> <p><i>2028: \$ 909,693</i></p> <p><i>2029: \$ 960,884</i></p> <p><i>2030: \$ 966,876</i></p> <p><i>2031: \$ 973,167</i></p>	<p>Cost Effectiveness (TRC and PAC Test Ratios) for 2028-2031:</p> <p><i>TRC: 0.54</i></p> <p><i>PAC: 0.54</i></p>
<p>Anticipated directional and scale changes in budget for years 2032-2035:</p> <p><i>Anticipate an increase in budget for this program, dependent on program performance and market saturation.</i></p>	<p>Market Actors necessary for success:</p> <p><i>Program Implementors and contractors</i></p>
<p>High-level description of delivery workforce including necessary scale and its risks:</p> <p><i>Workforce requirements for SBEA include auditors, outreach specialists, technicians, and electricians. Likely four to five participating installers with crews capable of installing a variety of EE measures.</i></p>	
<p>Near-term Program Output(s) (1-4 years):</p> <p><i>Install EE equipment in 500 qualifying small businesses during program implementation period.</i></p>	
<p>Long Term Outcome (5-10 years):</p> <p><i>Ensure that greater than 50 percent of the approximately 20,000 small businesses in the program service area have been engaged and offered EE upgrades.</i></p>	
<p>Does this program interact with other programs in this PA portfolio? If so, describe:</p> <p><i>Yes, MCE offers two other programs in the commercial sector that offer a SEM, Custom/Deemed, and Market Access approach to EE programs. SBEA and the other commercial programs coordinate referrals and share best practices during bi-monthly program management calls.</i></p>	

Program Metrics and Indicators (KPIs):

The SBEA Program will track progress on a number of metrics, including:

- *Number of equity target participants by sector;*
- *Percent of equity target participants by sector;*
- *Sum of expected first-year bill savings by sector;*
- *Median of expected first-year bill savings by sector; and*
- *First year net and gross kW, kWh, and therm savings (claimable only).*

Does this program utilize Integrated Demand Side Management (IDSMS)?

Yes, integration in MCE's IDSMS program is planned.

Link to Existing Implementation Plan, if existing:

[Link to CEDARS IP](#)

Program Name: Low GWP Refrigerant Accelerator		
Program ID: MCE02f New / Existing: New Expected Program Duration: 2028 - Ongoing		
Portfolio Segment: (Resource Acquisition, Market Support, Equity, Codes and Standards) <i>Resource Acquisition</i>	Program Implementer Type: CCA	Third-Party Program Implementer (applicable to IOUs only):
Applicable Sector: <i>Commercial</i>	Customer Group(s): <i>Small grocery stores, convenience stores, and restaurants</i>	
Sector Challenges: <i>Installation costs to replace high global warming potential (GWP) refrigerant with low-GWP options are often prohibitively high.</i> <i>Some low-GWP refrigerants come with safety concerns, making store owners hesitant.</i> <i>Current regulatory conditions exclude small refrigeration systems.</i>	Sector Opportunities (Expected Outcome(s)): <i>Small grocery stores and restaurants have received little support from programs to upgrade their refrigerant systems and there is very little adoption of this technology in MCE’s service area. Low market adoption signifies a large potential for growth and market transformation for a dedicated program to step into.</i>	
Brief Program Description: (Including customer target, program strategies employed, expected program outcome): <i>The MCE Low-GWP Refrigerant Acceleration Program (Program) focuses on helping small grocery and restaurant businesses retrofit old refrigeration systems to run on low-GWP refrigerants. Low-GWP refrigerant measures identified by the Program include condensing unit replacements, monoblock walk-in cooler units, and standalone display cases. The Program also provides incentives for additional energy efficiency (EE) measures typical to commercial spaces such as LED lighting, refrigeration, and HVAC, which are quantified through metered energy savings. The Program combines both low-GWP refrigerant and EE incentives to reduce typical installation costs by between 25 and 50 percent.</i>		
Known Equity Concerns in the Selected Markets (if applicable): <i>A significant number of customers are hard-to-reach qualified businesses and businesses located in disadvantaged communities and low-income populations.</i>	Proposed Solutions to Equity Concerns (if applicable): <i>Focus outreach and marketing efforts in equity identified regions and coordinate efforts with MCE’s commercial equity program, Small Business Energy Advantage (SBEA).</i>	

<p>Intervention Strategy: <i>Marketing & Outreach, Training, Finance, Audit, and Incentive.</i></p>	<p>Delivery Type: <i>Downstream</i></p>
<p>Measurement and Verification Methods: <i>NMEC—Population and Refrigerant Avoided Cost Calculator (RACC).</i></p>	<p>Program Total System Benefit (TSB) for 2028-2031: <i>\$4,750,630</i></p>
<p>Annual Budgets for 2028-2031: <i>2028: \$750,000 2029: \$792,205 2030: \$797,144 2031: \$802,331</i></p>	<p>Cost Effectiveness (TRC and PAC Test Ratios) for 2028-2031: <i>TRC: 1.45 PAC: 1.70</i></p>
<p>Anticipated directional and scale changes in budget for years 2032-2035: <i>Anticipate an increase in budget for this program for the 2032-2035 period, depending on program performance.</i></p>	<p>Market Actors necessary for success: <i>Equipment suppliers, distributors, delivery network, and waste disposal sites.</i></p>
<p>High-level description of delivery workforce including necessary scale and its risks: <i>Workforce requirements for this program include auditors, refrigeration contractors, technicians, and electricians. Likely two to four participating installers with crews capable of doing refrigerant replacement measures and other standard commercial EE measures. Limitations on the quantity of regional installers with training to retrofit existing systems with newer low-GWP refrigerants may limit program’s ability to meet demand.</i></p>	
<p>Near-term Program Output(s) (1-4 years): <i>Install low-GWP refrigerant upgrades and EE equipment in 400 small food and beverage businesses during program implementation period.</i></p>	
<p>Long Term Outcome (5-10 years): <i>Continue to promote adoption of more efficient and ultra-low GWP refrigerant products, and spread awareness of these products and opportunities.</i></p>	
<p>Does this program interact with other programs in this PA portfolio? If so, describe: <i>Yes, MCE offers three programs in the commercial sector. Program teams will continue to coordinate implementation activities and share lessons learned and best practices through regular program management meetings to ensure alignment and avoid duplication.</i></p>	
<p>Program Metrics and Indicators (KPIs): <i>The Low-GWP Accelerator Program will track progress on several metrics, including:</i></p> <ul style="list-style-type: none"> • <i>Lifecycle ex-ante kW gross</i> 	

<ul style="list-style-type: none"> • <i>Lifecycle ex-ante kWh gross</i> • <i>Lifecycle ex-ante Therm gross</i> • <i>Lifecycle ex-ante kW net</i> • <i>Lifecycle ex-ante kWh net</i> • <i>Lifecycle ex-ante Therm net</i> • <i>CO2-equivalent of net annual kWh savings</i> 	
<p>Does this program utilize Integrated Demand Side Management (IDSM)?</p> <p><i>IDSM integration may be applicable to some customer sites depending on technologies installed.</i></p>	<p>Link to Existing Implementation Plan, if existing:</p> <p><i>n/a</i></p>

Program Name: Home Energy Savings-Equity		
Program ID: <i>MCE08</i> New / Existing: <i>Existing</i> Expected Program Duration: <i>2028 - onwards</i>		
Portfolio Segment: (Resource Acquisition, Market Support, Equity, Codes and Standards) <i>Equity</i>	Program Implementer Type: (IOU Core, Third-Party Solicited, REN, CCA) <i>CCA</i>	Third-Party Program Implementer (applicable to IOUs only):
Applicable Sector: (e.g., Residential, commercial, industrial, agricultural, public, or cross-cutting, etc.) If multi-sector, provide a list of each sector covered) <i>Residential</i>	Customer Group(s): <i>Single Family Residential (below 400 percent federal poverty level)</i>	
Sector Challenges: <i>Existing single-family homes remain energy inefficient and costly to upgrade.</i> <i>Property owners often face difficulty identifying applicable programs and understanding participation pathways.</i>	Sector Opportunities (Expected Outcome(s)): <i>Increased participation in energy efficiency (EE) programs and adoption of EE and electrification measures.</i> <i>Simplify program engagement and navigation by providing a single point of contact to guide property owners through assessment, measure selection, and incentive participation.</i>	
Brief Program Description: (Including customer target, program strategies employed, expected program outcome): <i>The Single-Family Home Energy Savings-Equity Program (Program) will provide home energy assessments and home upgrades at no cost to eligible homeowners and tenants in single-family dwellings in MCE’s service area. This Program targets moderate-income customers whose household income falls between 200 percent and 400 percent of the Federal Poverty Guidelines (FPG). The target group’s income level exceeds the limit to receive services through programs like the Energy Savings Assistance program (ESA), yet the target group is still too income constrained (lower-middle income) to participate in market rate programs. The Program will serve customers who fall between zero percent and 400 percent FPG (who are not eligible to be referred to other equity-focused programs, like ESA), targeting homeowners and renters in specific lower middle-income neighborhoods.</i>		
Known Equity Concerns in the Selected Markets (if applicable): <i>Old housing stock and deferred home maintenance mean that repairs are almost always needed to install electrification equipment for our</i>	Proposed Solutions to Equity Concerns (if applicable): <i>MCE leverages funds external to the CPUC portfolio funds to cover the costs of necessary repairs for most customers who participate in this</i>	

<i>target market, and our customers do not have the required financial resources.</i>	<i>program. MCE layers its own funding (approximately \$300,000 annually) and public and private grant funding, as awarded.</i>
Intervention Strategy: (e.g., SEM, MAP, Direct Install, Incentive/rebate, Finance, Audit, Technical Assistance, Advocacy, Training, Marketing and Outreach/Information) <i>Marketing & Outreach, Technical Assistance, and Direct Install</i>	Delivery Type: (e.g., Manufactured Upstream, Midstream-Distributor, Midstream-Retail, Downstream, Downstream - Direct Install, Codes & Standards, etc.) <i>Downstream – Direct Install</i>
Measurement and Verification Methods: (e.g., Deemed, Custom, NMEC – Population, NMEC – Site, SEM M&V, Randomized Controlled Trial (RCT), Other) <i>Deemed</i>	Program Total System Benefit (TSB) for 2028-2031: <i>\$4,496,719</i>
Annual Budgets for 2028-2031: <i>2028: \$2,799,836</i> <i>2029: \$2,957,391</i> <i>2030: \$2,975,832</i> <i>2031: \$2,995,195</i>	Cost Effectiveness (TRC and PAC Test Ratios) for 2028-2031: <i>TRC: 0.41</i> <i>PAC: 0.41</i>
Anticipated directional and scale changes in budget for years 2032-2035: <i>Anticipate a similar budget for this program for the 2032-2035 period, regardless of program need or performance. As an equity program, this program’s budget is capped by Commission directive.</i>	Market Actors necessary for success: <i>Equipment suppliers, distributors, and supply chains (HPWH, heat pump HVAC, heat pump mini splits, etc.).</i>
High-level description of delivery workforce including necessary scale and its risks: <i>Workforce requirements include an implementation partner and a skilled home performance contractor partner. The program currently utilizes one contractor partner and requires that the program implementer have relationships with a variety of contractors that could substitute if needed.</i>	
Near-term Program Output(s) (1-4 years): <i>Install EE equipment in 1,300 single-family homes during program implementation period.</i>	
Long Term Outcome (5-10 years): <i>Introduce and educate this market sector to the concepts of EE and provide energy upgrades and emerging technologies that reduce household energy consumption.</i>	

<p>Does this program interact with other programs in this PA portfolio? If so, describe:</p> <p><i>Yes, MCE offers multiple programs in the residential sector. This program is coordinated with other residential offerings within MCE's portfolio. Program teams coordinate implementation activities and share lessons learned and best practices through regular program management meetings to ensure alignment, avoid duplication, and refer customers to the appropriate program.</i></p>	
<p>Program Metrics and Indicators (KPIs):</p> <p><i>The HES-Equity Program will track progress on a number of metrics to ensure trends are identified and causes of attrition or cost increases are addressed, including:</i></p> <ul style="list-style-type: none"> • <i>Lifecycle ex-ante kWh gross</i> • <i>Lifecycle ex-ante kWh net</i> • <i>Lifecycle ex-ante Therm gross</i> • <i>Lifecycle ex-ante Therm net</i> • <i>CO2-equivalent of net annual kWh savings</i> 	
<p>Does this program utilize Integrated Demand Side Management (IDSMS)?</p> <p><i>n/a</i></p>	<p>Link to Existing Implementation Plan, if existing:</p> <p>Link to CEDARS IP</p>

Program Name: Home Energy Savings-Resource		
Program ID: <i>MCE08-R</i> New / Existing: <i>New</i> Expected Program Duration: <i>2028 - onwards</i>		
Portfolio Segment: (Resource Acquisition, Market Support, Equity, Codes and Standards) <i>Resource Acquisition</i>	Program Implementer Type: (IOU Core, Third-Party Solicited, REN, CCA) <i>CCA</i>	Third-Party Program Implementer (applicable to IOUs only):
Applicable Sector: (e.g., Residential, commercial, industrial, agricultural, public, or cross-cutting, etc.) If multi-sector, provide a list of each sector covered <i>Residential</i>	Customer Group(s): <i>Single Family Residential, market rate customers (above 400 percent federal poverty level)</i>	
Sector Challenges: <i>Existing single-family homeowners are reluctant to electrify their water and space heating appliances; energy, safety and greenhouse gas (GHG) reduction benefits are difficult to illustrate to customers without installation of these technologies and education.</i> <i>Most customers look to replace their equipment when they are in need of emergency repairs, making them reluctant to upgrade to electrification equipment, especially hot water systems.</i>	Sector Opportunities (Expected Outcome(s)): <i>MCE's Public Affairs efforts focus on customer education about electrification benefits, which can spur replacement prior to measure burnout.</i> <i>Increased participation in EE programs and adoption of electrification measures.</i>	
Brief Program Description: (Including customer target, program strategies employed, expected program outcome): <i>The Home Energy Savings-Resource Program focuses on implementing a direct installation strategy designed to help customers adopt electrification space and water heating systems. The single-family program will provide a fixed rebate per electrification measure and provide the homeowner with an assessment and installation contractor. Rebates will be based on market research and will be commensurate with other successful rebate programs.</i>		
Known Equity Concerns in the Selected Markets (if applicable): <i>This program is designed as a resource acquisition offering and is not primarily targeted to address equity concerns. Equity-eligible single-family homeowners are served through MCE's HES-Equity Program. While the HES-Resource</i>	Proposed Solutions to Equity Concerns (if applicable): <i>Equity considerations within the single-family household sector are addressed through MCE's HES-Equity Program. For the HES-Resource Program, potential equity-related concerns are mitigated by maintaining clear coordination with</i>	

<p><i>Program may include some properties located in disadvantaged communities or serving low-income residents, equity considerations are addressed through complementary programs rather than this offering.</i></p>	<p><i>complementary equity-focused offerings and by ensuring consistent referral pathways for properties that may be better served by those programs. This approach allows the HES-Resource Program to remain focused on cost-effective resource acquisition while supporting broader portfolio equity objectives through program alignment.</i></p>
<p>Intervention Strategy: (e.g., SEM, MAP, Direct Install, Incentive/rebate, Finance, Audit, Technical Assistance, Advocacy, Training, Marketing and Outreach/Information) <i>Marketing & Outreach, Technical Assistance, and Direct Install</i></p>	<p>Delivery Type: (e.g., Manufactured Upstream, Midstream-Distributor, Midstream-Retail, Downstream, Downstream - Direct Install, Codes & Standards, etc.) <i>Downstream</i></p>
<p>Measurement and Verification Methods: (e.g., Deemed, Custom, NMEC – Population, NMEC – Site, SEM M&V, Randomized Controlled Trial (RCT), Other) <i>Deemed</i></p>	<p>Program Total System Benefit (TSB) for 2028-2031: <i>\$1,208,794</i></p>
<p>Annual Budgets for 2028-2031: <i>2028: \$254,000 2029: \$268,293 2030: \$269,966 2031: \$271,723</i></p>	<p>Cost Effectiveness (TRC and PAC Test Ratios) for 2028-2031: <i>TRC: 1.07 PAC: 1.08</i></p>
<p>Anticipated directional and scale changes in budget for years 2032-2035: <i>Anticipate an increase in budget for this program for the 2032-2035 period, depending on program performance.</i></p>	<p>Market Actors necessary for success: <i>Equipment suppliers, distributors, and supply chains (HPWH, heat pump HVAC, and heat pump mini splits), plumbing/electrical/HVAC contractors.</i></p>
<p>High-level description of delivery workforce including necessary scale and its risks: <i>Workforce requirements include an implementation partner and a skilled home performance contractor partner(s). The program plans to use one or more designated contractor partner and will require that the program implementer partner work with a potential substitute contractor if needed.</i></p>	
<p>Near-term Program Output(s) (1-4 years): <i>Install approximately 350 electrification equipment measures—a mix of heat pump water heaters and heat pump HVAC systems.</i></p>	

<p>Long Term Outcome (5-10 years): <i>Move the single-family market in MCE’s service area toward high efficiency electrification measures and equipment.</i></p>	
<p>Does this program interact with other programs in this PA portfolio? If so, describe: <i>Yes, MCE offers multiple programs in the residential sector. This program is coordinated with other residential offerings within MCE’s portfolio. Program teams coordinate implementation activities and share lessons learned and best practices through regular program management meetings to ensure alignment, avoid duplication, and refer customers to the appropriate program.</i></p>	
<p>Program Metrics and Indicators (KPIs): (These could include metrics tracked in program contracts and can be inclusive of Equity or Market Support Indicators and other program KPIs). Examples could include homes electrified, WE&T trainings held, etc.) <i>The HES-Equity Program will track progress on a number of metrics to ensure trends are identified and causes of attrition or cost increases are addressed, including:</i></p> <ul style="list-style-type: none"> • <i>Lifecycle ex-ante kWh gross</i> • <i>Lifecycle ex-ante kWh net</i> • <i>Lifecycle ex-ante Therm gross</i> • <i>Lifecycle ex-ante Therm net</i> • <i>CO2-equivalent of net annual kWh savings</i> 	
<p>Does this program utilize Integrated Demand Side Management (IDSMS)? <i>n/a</i></p>	<p>Link to Existing Implementation Plan, if existing: <i>n/a</i></p>

Program Name: Green Workforce Pathways		
Program ID: <i>MCE16</i> New / Existing: <i>Existing</i> Expected Program Duration: <i>2028 - onwards</i>		
Portfolio Segment: (Resource Acquisition, Market Support, Equity, Codes and Standards) <i>Market Support</i>	Program Implementer Type: (IOU Core, Third-Party Solicited, REN, CCA) <i>CCA</i>	Third-Party Program Implementer (applicable to IOUs only):
Applicable Sector: (e.g., Residential, commercial, industrial, agricultural, public, or cross-cutting, etc.) If multi-sector, provide a list of each sector covered) <i>Cross-cutting</i>	Customer Group(s): <i>This program is not a downstream program and thus does not have customers.</i>	
Sector Challenges: <ul style="list-style-type: none"> • <i>Training takes contractors away from their core job responsibilities.</i> • <i>New electrification and energy efficiency (EE) technologies will require industry-wide training to achieve market transformation.</i> 	Sector Opportunities (Expected Outcome(s)): <i>Stackable education, outreach, and incentive programs will meet the workforce where they are (physically and technically) to train on new technologies and evolve the nascent electrification workforce.</i>	
Brief Program Description: (Including customer target, program strategies employed, expected program outcome): <i>The Green Workforce Pathways program (GWPP) will help achieve deeper market penetration with expertise in multiple demand-side management technologies and ensure each project has high program quality standards. MCE supports the successes of its EE programs with complementary workforce development and training.</i> <i>The program is designed to leverage industry and stakeholder expertise and experience to provide:</i> <ol style="list-style-type: none"> <i>1. Workforce training and education for EE and electrification contractors and their staff through product manufacturers, distributors, and other accredited industry training organizations. Trainings can include technology-specific overviews and classroom learning (e.g., an eight-hour course in how to install, maintain, and measure performance of a heat pump water heater technology) as well as skill building to complement technical skills (e.g., robust sales training for installers and non-administrative staff). The program expectation is to serve over 60 contractor staff annually.</i> <i>2. Match Making opportunities to pair job seekers with electrification contractors, thus supporting sustainable and long-term career paths for job seekers. This program outcome is aiming to match over 10 job seekers with EE and electrification contractors hiring for entry-level positions annually.</i> 		

<p>Known Equity Concerns in the Selected Markets (if applicable):</p> <p><i>Contractors (end users of GWPP) are spread over a broad geographic and demographic region within MCE's service area. Energy efficiency and electrification contractors installing heat pumps may be faced with challenges related to overall economy and energy markets such as tariffs, supply chain disruptions, and energy costs of electricity compared to gas fuel types.</i></p>	<p>Proposed Solutions to Equity Concerns (if applicable):</p> <p><i>Explore remote, virtual options to engage with participants; select geographically and technically appropriate vendors ready to serve this region. Leverage existing contractor and job seeker channels to maximize outreach efforts. In cases where job seekers or contractors have specific language needs (e.g., Spanish-speaking customers), GWPP has translated job seeker support services and has identified heat pump manufacturers that offer language options (e.g., Spanish-speaking contractors).</i></p>
<p>Intervention Strategy: (e.g., SEM, MAP, Direct Install, Incentive/rebate, Finance, Audit, Technical Assistance, Advocacy, Training, Marketing and Outreach/Information)</p> <p><i>Training and outreach/information</i></p>	<p>Delivery Type: (e.g., Manufactured Upstream, Midstream-Distributor, Midstream-Retail, Downstream, Downstream - Direct Install, Codes & Standards, etc.)</p> <p><i>Midstream – workforce education and training</i></p>
<p>Measurement and Verification Methods: (e.g., Deemed, Custom, NMEC – Population, NMEC – Site, SEM M&V, Randomized Controlled Trial (RCT), Other)</p> <p><i>MCE will collect and submit metrics and indicators as approved by CPUC Resolution 5351 (June 2025)</i></p>	<p>Program Total System Benefit (TSB) for 2028-2031:</p> <p><i>n/a</i></p>
<p>Annual Budgets for 2028-2031:</p> <p><i>2028: \$673,820</i></p> <p><i>2029: \$711,738</i></p> <p><i>2030: \$716,176</i></p> <p><i>2031: \$720,836</i></p>	<p>Cost Effectiveness (TRC and PAC Test Ratios) for 2028-2031:</p> <p><i>TRC: 0.00</i></p> <p><i>PAC: 0.00</i></p>
<p>Anticipated directional and scale changes in budget for years 2032-2035:</p> <p><i>MCE anticipates a similar budget for this program for the 2032-2035 period, subject to portfolio needs.</i></p>	<p>Market Actors necessary for success:</p> <p><i>Heat pump water heating and space conditioning equipment manufacturers and distributors, as well as the residential contractor workforce, are the primary market actors necessary for success.</i></p>

High-level description of delivery workforce including necessary scale and its risks:

The GWPP supports the growth and resilience of the electrification industry and California’s 2030 goal of six million heat pumps installed in three ways: engaging existing workforce, facilitating contractor education, and developing new workforce.

The GWPP’s delivery workforce consists of the industry partners that conduct program trainings and the MCE staff and program implementers who will pre-vet and approve all trainings, with reference to best practices for the industry set by professional technical industry groups. There is a potential risk that there will be an insufficient amount of quality trainings in any given year, as determined by MCE staff and program implementers’ vetting processes. However, with the huge growth anticipated in the electrification field in the next few years, MCE does not think this risk is likely to materialize.

Near-term Program Output(s) (1-4 years):

On an annual basis:

- *50 percent of total WE&T program participants meet the definition of disadvantaged worker.*
- *Over 60 unique participants that complete industry-led training, which will be pre-vetted and approved by MCE with reference to best practices for the industry set by professional technical industry groups.*
- *Up to 10 job seekers matched with EE and electrification contractors hiring for entry-level positions. 15 contractors trained by the program to provide quality installations that optimize energy efficiency.*

Long Term Outcome (5-10 years):

A more highly trained electrification workforce with long-term skillsets to meet growing demand for energy efficient, grid-friendly decarbonization technologies.

Does this program interact with other programs in this PA portfolio? If so, describe:

Yes, this program interacts with other residential programs in MCE’s portfolio. MCE refers participating contractors to also participate in the various other programs in MCE’s portfolio.

Program Metrics and Indicators (KPIs): (These could include metrics tracked in program contracts and can be inclusive of Equity or Market Support Indicators and other program KPIs). Examples could include homes electrified, WE&T trainings held, etc.)

The GWPP will track progress on several metrics, including:

- *Percent of total WE&T program participants that meet the definition of disadvantaged worker.*
- *Number of unique participants by sector that complete training.*
- *Number of training activities (classes, webinars) held, number of market actor participants by segment (e.g., building officials, builders, architects, etc.), and the total size (number of the target audience) by sector.*
- *Number of contractors that serve in MCE’s service area trained by the GWPP to provide quality installations that optimize energy efficiency.*

<p>Does this program utilize Integrated Demand Side Management (IDSMS)?</p> <p><i>n/a</i></p>	<p>Link to Existing Implementation Plan, if existing:</p> <p>Link to CEDARS IP</p>
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Program Name: Integrated Demand Side Management		
Program ID: <i>MCE100</i> New / Existing: <i>Existing</i> Expected Program Duration: <i>2028 - onwards</i>		
Portfolio Segment: (Resource Acquisition, Market Support, Equity, Codes and Standards) <i>Resource Acquisition</i>	Program Implementer Type: <i>CCA</i>	Third-Party Program Implementer (applicable to IOUs only):
Applicable Sector: <i>Commercial & Residential</i>		Customer Group(s): <i>Commercial & residential customers</i>
Sector Challenges: <i>The challenges are primarily in designing and administering a program that can:</i> <ul style="list-style-type: none"> • <i>Serve as a value-added service for a wide range of customers, building types, and operating characteristics, and provide different participation pathways depending on diverse customer needs;</i> • <i>Operate at scale while protecting ratepayer funding; and</i> • <i>Streamline measurement and verification (M&V), reporting, contracting, and administration.</i> 		Sector Opportunities (Expected Outcome(s)): <i>The residential and commercial sectors present significant opportunities for a Resource Acquisition program. There is a unique opportunity for aggregators to capture savings and decarbonization benefits from a wide array of load flexibility strategies and interventions. Nearly any provider or technology who can deliver on meter-verified Total System Benefits (TSB) values with their customers can participate. This may include the opportunity to test new technologies, new customer engagement strategies, and integration into MCE's Virtual Power Plant.</i>
Brief Program Description: (Including customer target, program strategies employed, expected program outcome): <i>The MCE Integrated Demand Side Management (IDSM) program will implement a year-round IDSM program designed as a comprehensive strategy that offers load shifting for both residential and commercial customers. The program will not pay to install new equipment; rather, MCE will leverage existing and new equipment installed through normal market conditions or through existing MCE programs and incentivize load shifting performance. IDSM equipment and measures will vary by aggregator and customer, but may include managed EV charging, building controls, and battery storage. The program will leverage assets of MCE-funded programs as well as aggregators with managed load to participate.</i>		
Known Equity Concerns in the Selected Markets (if applicable): <i>This program is designed as a resource acquisition offering and is not primarily targeted to address equity concerns. Equity-eligible residential and commercial customers are served</i>		Proposed Solutions to Equity Concerns (if applicable): <i>Equity considerations within the commercial and residential sectors are addressed through other MCE programs. For the IDSM Program, potential equity-related concerns are mitigated by</i>

<p>through other MCE programs. While the IDSM Program may include some residential properties located in disadvantaged communities or serving low-income residents, or businesses located in Environmental and Social Justice (ESJ) communities and businesses that meet the definition of Hard-to-Reach (HTR), equity considerations are addressed through complementary programs rather than this offering.</p>	<p>maintaining clear coordination with complementary equity-focused offerings and by ensuring consistent referral pathways for properties that may be better served by those programs. This approach allows the IDSM Program to remain focused on cost-effective resource acquisition while supporting broader portfolio equity objectives through program alignment.</p>
<p>Intervention Strategy: <i>Population-level Normalized Metered Energy Consumption (Pop-NMEC), device level data</i></p>	<p>Delivery Type: <i>Downstream</i></p>
<p>Measurement and Verification Methods: NMEC – Population</p>	<p>Program Total System Benefit (TSB) for 2028-2031: <i>\$8,800,000</i></p>
<p>Annual Budgets for 2028-2031: <i>2028: \$1,000,000</i> <i>2029: \$1,000,000</i> <i>2030: \$1,000,000</i> <i>2031: \$1,000,000</i></p>	<p>Cost Effectiveness (TRC and PAC Test Ratios) for 2028-2031: <i>TRC: 2.20</i> <i>PAC: 2.20</i></p>
<p>Anticipated directional and scale changes in budget for years 2032-2035: <i>Anticipate an increase in budget for this program for the 2032-2035 period, depending on program performance.</i></p>	<p>Market Actors necessary for success: <i>Third-party implementation partners, Efficiency Market aggregators, energy solutions providers, and engineering firms.</i></p>
<p>High-level description of delivery workforce including necessary scale and its risks: <i>The delivery workforce will consist of aggregators with demand and load management capabilities. Since MCE is not directly contracted with energy solutions providers in the Program, there is an inherent risk that Program participation simply does not occur at the scale anticipated. Program participants, as well as the workforce expected to deliver projects, will be derived from the value proposition created by the Program itself. Therefore, there is a risk that aggregators may find greater value by participating in other programs. Participant confidence in the funding of the Program at scale will strengthen participation and innovation.</i></p>	
<p>Near-term Program Output(s) (1-4 years): <i>Achieve between 1.1M-6M kWh peak load shifted outside 4-9pm, and between \$200,000-\$1.2M in Total System Benefits per year over the implementation period.</i></p>	

<p>Long Term Outcome (5-10 years): <i>Sustained implementation as a core, contributing program to TSB goals. The Program will remain flexible by design, and responsive to evolving customer and grid needs.</i></p>	
<p>Does this program interact with other programs in this PA portfolio? If so, describe: <i>Yes, projects within other programs in the portfolio may access the IDSM program.</i></p>	
<p>Program Metrics and Indicators (KPIs): <i>The IDSM Program will track progress on a number of metrics, including:</i></p> <ul style="list-style-type: none"> • Lifecycle ex-ante kW gross • Lifecycle ex-ante kWh gross • Lifecycle ex-ante kW net • Lifecycle ex-ante kWh net • CO2-equivalent of net annual kWh savings 	
<p>Does this program utilize Integrated Demand Side Management (IDSM)? Yes</p>	<p>Link to Existing Implementation Plan, if existing: <i>n/a</i></p>