

**SDREN PURPOSE**

- Provide access to energy efficiency programs and services to underserved and hard-to-reach (HTR) communities across the San Diego region.
- Advance decarbonization by increasing access to clean energy, ensuring safer and healthier homes and communities.
- Build a regional clean energy economy that creates opportunities for youth and the local workforce.

**BACKGROUND**

- A Regional Energy Network (REN) is an avenue for local government agencies to offer **energy efficiency programs** and services.
- Prior to approval, San Diego was the most densely populated region in California without a REN.
- SDREN offers **10 programs** such as technical assistance for public agencies and businesses; rebates and incentives for building improvements and air conditioning; and workforce training for youth and adults. *(Full program list is included in Attachment A)*
- Operate **regionwide** reaching all 18 cities, Tribal Nations, and the County’s unincorporated area.
- SDREN programs supplement and complement existing SDG&E energy efficiency offerings.
- Alignment with the Regional Decarbonization Framework, Climate Action Plan Update, and the Zero Carbon Portfolio Plan.

**GOVERNANCE STRUCTURE**

- The California Public Utilities Commission (CPUC) requires the involvement of at least two public agencies to operate a REN. For SDREN, this is the Oversight and Administration Team.
- San Diego Community Power (SDCP) is the lead, also known as the Lead Portfolio Administrator.
- County serves as the second public agency, represented by the Office of Sustainability and Environmental Justice (OSEJ).
- The County directly collaborates on program content, development, and strategies for equitable and accessible programs.
- An Advisory Committee, made up of regional agencies, local governments, community-based organizations, and local stakeholders will provide advisement to ensure success of programs.
- Programs will be rolled out and implemented by a program operations team and serve at the direction of SDCP.
- A Memorandum of Understanding (MOU) will be developed between the County and SDCP for defined roles and structure.

An Inaugural Advisory Committee is informing the structure and role of the future committee. Participants include:	
<b>Gov’t</b>	Clean Energy Alliance, Port of San Diego, SANDAG
<b>CBO/ Nonprofit</b>	Climate Action Campaign, Metropolitan Area Advisory Committee on Anti-Poverty, San Diego Green Building Council, the San Diego Regional Climate Collaborative
<b>Labor</b>	San Diego Building Trades
<b>Business</b>	San Diego Regional Chamber of Commerce

**FUNDING**

- SDREN has a **budget of \$124 million** for the first four years. All RENs, including SDREN, are funded by the Public Purpose Program Surcharge fund, which is an existing line item on utility bills.
- REN funds are authorized by the CPUC via an investor-owned utility (IOU). San Diego Gas & Electric (SDG&E), the region’s IOU, is SDREN’s fiscal agent. *(Complete preapproved budget information is included in Attachment B)*

**MILESTONES**

<b>Mar 2023</b>	SDCP approached County to serve as the second government agency
<b>Sept 2023</b>	OSEJ sent Board Memo to BOS on County partnership with SDCP for SDREN
<b>Oct – Nov 2023</b>	County supported SDCP in compiling Letters of Support for SDREN application
<b>Dec 2023</b>	SDCP, County, and SDG&E signed a commitment to cooperate for data and information sharing
<b>Jan 2024</b>	SDCP submitted application to CPUC which included a four and eight-year budget and plan for programs
<b>Feb – Mar 2024</b>	SDCP and County met with CPUC Commissioners’ staff on SDREN proposal
<b>May – July 2024</b>	SDCP hosted Exploratory Advisory Committee Meetings with County participation
<b>June 2024</b>	CPUC issued proposed decision to approve the SDREN application
<b>Aug 2024</b>	CPUC formally approved creation of SDREN
<b>Dec 2024</b>	OSEJ presents MOU for Board consideration

ATTACHMENT A

SDREN 2024-2027 PROGRAM PORTFOLIO

The following table is an excerpt of the program details included in the SDREN 2024-2027 Portfolio Plan<sup>1</sup>. This summarizes the 10 programs that will be implemented through SDREN. Programs are organized by sector, with a more specific description of the individual program provided. The purpose of the program, or the challenges the program helps address, are noted in the “Relevance” column. Additional benefits beyond energy efficiency for each program are shared in the “Benefits” column. Tracking progress and demonstrating program success is an important outcome of these efforts. The County will work with SDCP to further define how success will be measured. Select examples of metrics that could be considered for these measurements are shown in the “Sample Metrics” column.

TABLE 1. SDREN 2024-2027 PROGRAM PORTFOLIO

Sector	Description	Relevance	Benefits	Sample Metrics
<b>Residential: Single Family</b>	A Home Energy Advisor for residents that will serve as a personal concierge-style service to connect participants to program information and funding and financing opportunities.	Property owners and renters (especially in underserved areas) are often unfamiliar with existing energy efficiency programs and potential benefits. Also, many single-family homes have aging infrastructure, which can be a barrier to implementing energy efficient technologies.	Increased participation in energy efficiency programs, leading to lower bills, and equity benefits such as improved indoor air quality (improved health) while helping reach decarbonization objectives.	Greenhouse Gas (GHG) reductions  # of outreach strategies conducted  % of disadvantaged community and hard-to-reach (HTR) customer participants
<b>Residential: Multifamily</b>	Provide Energy Efficiency (EE) services to multifamily property owners/managers and tenants to address facility upgrades that impact both common area measures and renter specific in-unit utility bill savings.	Multi-family residents and property owners in HTR and underserved communities often receive limited outreach from energy efficiency programs, which results in limited awareness and knowledge of available energy program services and potential benefits.	Tenant protection from potential rent increases that result from property investments and equity benefits such as improved indoor air quality (improved health). Also steps to reach regional decarbonization objectives.	GHG reductions  # of EE kits delivered to participants  % of disadvantaged community and HTR customer participants  # of partners engaged
<b>Commercial: Small and Medium Business (SMB) Energy Coach</b>	Connect participating SMBs with a dedicated energy coach to guide them on the value of EE programs, offer technical assistance, and install EE measures at low-to-no cost to program participants.	77% of San Diego Gas & Electric (SDG&E) commercial customers are SMBs, with nearly 2/3 of all commercial micro businesses with fewer than 5 employees.  There are multiple equity concerns related to SMBs including awareness and/or experience to pursue EE projects, and language barriers for SMBs in HTR neighborhoods.	Removing overhead costs often associated with EE program implementation and the opportunity to receive public recognition via Green Business Certification for their EE upgrades, which will encourage continued investment in EE.	GHG reductions  # of SMBs enrolled and served  # of direct install projects completed  # of projects where technical assistance was provided

<sup>1</sup> San Diego Regional Energy Network 2024-2027 Portfolio Plan is available here: [https://sdcommunitypower.org/wp-content/uploads/2024/01/Exhibit-2\\_SDRENS-2024-2027-Portfolio-Plan-1.pdf](https://sdcommunitypower.org/wp-content/uploads/2024/01/Exhibit-2_SDRENS-2024-2027-Portfolio-Plan-1.pdf)

**TABLE 1. SDREN 2024-2027 PROGRAM PORTFOLIO**

Sector	Description	Relevance	Benefits	Sample Metrics
<b>Commercial: Efficient Refrigeration</b>	Provide energy efficiency education, and no-cost, direct install efficient refrigeration equipment to small corner stores, grocers, and businesses to support energy cost savings and the access to healthy, fresh, and affordable food products.	High electricity bills associated with refrigeration is a concern for SMB owners. This program can support food access. The San Diego Hunger Coalition estimates that, as of Dec. 2023, 1 in 4 (24%) in the region are unable to provide three, nutritious meals per day for themselves and/or their families.	Encourage the public to shop at participant business locations by highlighting the availability of fresh and healthy foods, which can help promote local economy and improve health.	# of small corner stores/grocers/small businesses enrolled  # of in-person outreach events  # of direct installations of high efficiency refrigeration equipment completed
<b>Commercial: SDREN Market Access Program</b>	Develop a suite of tools for energy aggregators to use to identify high opportunity projects at facilities with summer and year-round peak reduction potential, estimate energy savings, and secure incentives.	SMBs typically have limited staff capacity and resources to pursue EE projects. High capital costs are also a common barrier. There is often a lack of programs or incentives designed to serve HTR and underserved businesses.	Incentives or technical services to motivate the customer to pursue the project. Higher investment and targeted approaches will help engage and serve HTR and underserved businesses.	kW demand savings  Annual GHG savings  # of participating businesses  Dollar amount of incentives disbursed to aggregators
<b>Public: Climate Resilience Leadership</b>	Build capacity for public agency participants through education, training, and technical services and instill EE as a best practice.	Over 14,000 public sector accounts are in the San Diego region, including: <ul style="list-style-type: none"> <li>• 24 San Diego Water Authority members</li> <li>• 19 local governments</li> <li>• 42 K-12 school districts and other public educational agencies</li> <li>• 13 community service districts</li> <li>• 18 Tribal Nations</li> </ul>	Reduced energy burden by reducing energy costs and reinvesting energy bill savings into communities, and increased staff capacity through education, training, and outreach.	# of public agencies engaged and receiving services  Dollar amount of energy bill savings  # of funding and financing applications supported
<b>Public: Tribal Engagement</b>	Pathway for Tribes in the San Diego region to develop, propose, and implement energy-related initiatives to address their unique needs and contribute to sustainability, resilience, and economic development.	San Diego county is home to the largest number of Tribal governments and reservations in the United States with 18 Tribal reservations represented across the County by 17 Tribal Governments of four cultural groups - the Kumeyaay, Luiseño, Cupeño, and Cahuilla. This will be the first dedicated REN Tribal program in the State of California.	No cost technical assistance to help Tribes develop ideas and draft applications and direct funding grants provided to implement initiatives.	# of initiative applications submitted  # of initiative applications approved  # of implementation plans prepared  # of Tribes served  Dollar amount of grant funds awarded

**TABLE 1. SDREN 2024-2027 PROGRAM PORTFOLIO**

Sector	Description	Relevance	Benefits	Sample Metrics
<p><i>Workforce, Education, &amp; Training:</i></p> <p><b>Energy Pathways Program</b></p>	<p>Pathways for youth to enter the green workforce, build long-lasting careers, and form a robust professional network, focusing on Title I high schools in HTR communities.</p>	<p>There is a lack of access to STEAM programs for high school students, especially in disadvantaged and hard-to-reach communities, making the energy industry highly competitive with limited job openings.</p> <p>Low cost, dual enrollment in HS/College programs.</p>	<p>Opportunities for youth in hard-to-reach and underserved communities to build skills, overcome barriers to high-quality jobs and create a representative workforce.</p>	<p># of high schoolers enrolled in programs</p> <p># of training hours provided</p> <p># of internships, certifications, or apprenticeship opportunities provided</p>
<p><i>Workforce, Education, &amp; Training:</i></p> <p><b>Workforce Training &amp; Capacity Building</b></p>	<p>Enhance the clean energy workforce in our region. Focus on employees and employers, boosting skills and capacity to work on electrification and decarbonization projects, providing multilingual educational materials and on-the-job training opportunities.</p>	<p>Most clean energy careers require specialized education or training. Adult workers new to energy and incumbents may need new skills or certifications, which can be time-consuming and costly.</p> <p>Offering wraparound services (e.g., resume review, transportation services)</p>	<p>Increased skills within the local workforce, improved employee retention rates, supporting career transitions for local workers, and higher participation career advancement.</p>	<p># of participants trained</p> <p># of jobs secured after program participation.</p> <p># of training hours completed</p> <p># of certifications provided</p>
<p><b>Codes &amp; Standards (C&amp;S)</b></p>	<p>Fill gaps in services for local governments and the C&amp;S community, (local agency building department staff, building owners, contractors, developers, architects, etc.) that complement existing statewide and regional programs.</p>	<p>Electricity and natural gas consumption in buildings account for about 30% of regional GHG emissions, typically for space and water heating.</p>	<p>Increased capacity and consistency of local permitting agencies to review, inspect, and enforce energy code compliance. Leads to more sustainable buildings that support energy efficiency and lower GHG construction practices.</p>	<p># and % of local government permitting agencies receiving C&amp;S program services</p> <p># and % of local governments who adopt model energy codes and advanced energy policies and standards</p>
<p><b>Notes:</b>                      EE = energy efficiency; GHG = greenhouse gas; HTR = hard to reach; kW = kilowatt; REN = regional energy network; SDG&amp;E = San Diego Gas &amp; Electric; SMB = small and medium business</p>				

**ATTACHMENT B**  
**ANNOTATED GLOSSARY<sup>2</sup>**

**Codes and Standards (C&S) Community:** a multi-faceted community that involves a diverse array of stakeholders including local agency building department staff (who play a pivotal role in the energy code enforcement), building owners, contractors, developers, architects, mechanical engineers, and energy code consultants.

**Energy Efficiency (EE):** adapting technology to meet consumer needs while using less energy.

**Hard to Reach (HTR):** communities include California Native American Tribes of any kind, local governments in the 25% most disadvantaged communities per Cal EPA's CalEnviroScreen, residents and businesses outside of a major metropolitan area, and residents and businesses in the 25% most disadvantaged communities according to Cal EPA's CalEnviroScreen AND one or more of the following:

- Primary language spoken is not English
- Qualified for CARE/FERA/Energy Savings Assistance Programs
- A tenant in a multi-family or mobile home.
- Not in the 25% most disadvantaged communities but meeting all other criteria listed above.

**Investor-Owned Utility (IOU):** a business organization, providing a product or service regarded as a utility.

**Kilowatt (kW):** a unit of power, equal to 1000 watts. Residential electricity usage is measured in kilowatt-hours (kWh). One kilowatt-hour (1 kWh) is equal to the amount of energy you would use if you kept a single 1,000-watt appliance running for one hour.

**Small and Medium Businesses (SMBs):** this community is composed of diverse business owners, with approximately 77% falling into the small commercial category (energy demand of <20 kW).

**STEAM:** refers to careers and education in the Science, Technology, Engineering, Arts, and Mathematics fields.

**Underserved communities:** at least one of the following:

- A "disadvantaged community" as outlined in the Public Resources Code
- Considered "low-income" as defined in the Health and Safety Code.
- In the 25% most disadvantaged communities according to Cal EPA's CalEnviroScreen 4.0
- At least 75% of public school students receive free or reduced-price meals.
- Located on lands belonging to a federally-recognized California Indian tribe.

---

<sup>2</sup> Definitions are not specific to the County of San Diego or the Office of Sustainability and Environmental Justice. These definitions are aligned with those provided by the California Public Utilities Commission to outline San Diego Regional Energy Network efforts as described in the SDREN 2024-2031 Strategic Business Plan (available here: [https://sdcommunitypower.org/wp-content/uploads/2024/01/Exhibit-1\\_SDRENS-2024-2031-Strategic-Business-Plan.pdf](https://sdcommunitypower.org/wp-content/uploads/2024/01/Exhibit-1_SDRENS-2024-2031-Strategic-Business-Plan.pdf)) and 2024-2027 Portfolio Plan (available here: [https://sdcommunitypower.org/wp-content/uploads/2024/01/Exhibit-2\\_SDRENS-2024-2027-Portfolio-Plan-1.pdf](https://sdcommunitypower.org/wp-content/uploads/2024/01/Exhibit-2_SDRENS-2024-2027-Portfolio-Plan-1.pdf)).

## ATTACHMENT C

## SDREN PORTFOLIO 2024 – 2027 PREAPPROVED BUDGET

As shown in the table below, the key segments for which budget is allocated generally refer to the following activities:

- **Resource Acquisition Segment (14% budget allocation):** primary purpose and short-term ability (four years) to deliver cost-effective avoided cost benefits to the electricity and natural gas systems.
- **Equity Segment (46% budget allocation):** provide energy efficiency to HTR or underserved customers and disadvantaged communities to advance CPUC's Environmental and Social Justice Action Plan by offering services to single-family and multifamily homes as well as Tribes and small and medium sized businesses.
- **Market Support Segment (34% budget allocation):** support the long-term success of the energy efficiency market by educating customers, training contractors, building partnerships, and/or moving technologies towards greater cost-effectiveness. Programs will focus on public agencies as well as high school students and adults supporting high-road clean energy pathways and skill development.
- **Codes and Standards (6% budget allocation):** assist public agency permitting authorities with compliance and policy support.
- **Evaluation, Measurement, and Verification:** coordinate with the CPUC, other REN leads, EM&V firms, and stakeholders to define data collection requirements and processes. SDREN will ensure data collection procedures capture relevant information that informs CPUC evaluation activities, program performance, and continuous improvement.

Sector	2024	2025	2026	2027	Total
<b>Resource Acquisition Segment</b>					
Commercial	\$2,102,000	\$4,343,600	\$4,777,960	\$5,255,756	\$16,479,316
<b>Equity Segment</b>					
Commercial	\$2,336,000	\$4,826,200	\$5,308,820	\$5,839,702	\$18,310,722
Residential	\$4,453,000	\$9,200,000	\$10,120,000	\$11,132,000	\$34,905,000
Public	\$234,000	\$482,600	\$530,860	\$583,946	\$1,831,406
<b>Market Support Segment</b>					
Public	\$2,732,000	\$5,645,500	\$6,210,050	\$6,831,055	\$21,418,605
WE&T	\$2,452,000	\$5,067,500	\$5,574,250	\$6,131,675	\$19,225,425
<b>Codes and Standards</b>					
Codes and Standards	\$934,000	\$1,930,500	\$2,123,550	\$2,335,905	\$7,323,955
<b>Evaluation, Measurement and Verification (EM&amp;V)</b>					
EM&V	\$609,720	\$1,259,836	\$1,385,820	\$1,524,402	\$4,779,778
<b>Total</b>	<b>\$15,852,720</b>	<b>\$32,755,736</b>	<b>\$36,031,310</b>	<b>\$39,634,441</b>	<b>\$124,274,207</b>

**ATTACHMENT D  
FREQUENTLY ASKED QUESTIONS (FAQ)**

**1. What is the County's role in SDREN?**

As a partner with SDCP to serve on SDREN Oversight and Administration, the County will support decision making for programs and outreach, advise in the development of future SDREN programs, and support the marketing and advertising of SDREN programs.

**2. Is SDREN different than the programs SDCP offers as the County's Community Choice Aggregator?**

Yes. SDREN is different than other programs San Diego Community Power (SDCP or Community Power) offers as it is available throughout the San Diego region (not just SDCP service territory). SDREN is an initiative of SDCP and the County of San Diego and offers energy efficiency programs that are available to residents, businesses, and public agencies. SDCP serves as the lead program administrator. However, this is separate from their role as a Community Choice Aggregator (CCA). As the County's CCA, they separately are tasked with procuring electricity for residential, commercial, and industrial customers in the unincorporated area (and other involved jurisdictions) to increase the percentage of renewable energy on the grid.

**3. Will this program cost the County or residents money to operate?**

No. SDREN will not have added costs for the County. However, it will be funded by the Public Purpose Charge fund which is funded by ratepayers. The public purpose charge already appears on SDG&E bills and includes the costs of state-mandated programs such as low-income and energy efficiency programs.

**4. Who will implement these programs?**

An SDREN programs operation team composed primarily of SDCP employees and third-party implementers will oversee day-to-day program operations and administration. The County will support program implementation through advisement of program development and direction.

**5. How much County employee time and resources are committed to supporting this effort?**

The County is allocating a few OSEJ team members' percentage of time, equaling one full time equivalent. OSEJ will coordinate with County departments and provide expertise decarbonization, workforce development, and Tribal engagement.

**6. Who has the authority to change programs or develop new programs?**

SDCP and the County will provide portfolio-level vision and strategy, enact program changes during the portfolio cycle, and oversee future Business Plan development. Important decisions will be made using a consensus process. The goal is to reach a consensus for any significant portfolio-wide related issues.

**7. How is equity incorporated into SDREN?**

The SDREN portfolio is strongly rooted in the principle of equity and is designed with goals in mind that will deliver additional benefits to hard-to-reach customers and underserved communities. Specifically, the SDREN portfolio will advance decarbonization, which lowers energy costs, increases access to clean energy, ensures safer and healthier homes and communities, reduces environmental burdens, and expands economic opportunity and high-quality jobs. The SDREN portfolio will create specific equity co-benefits, such as increased access to healthy, fresh food offerings in local grocery stores improved health and comfort for hard-to-reach and underserved participants, and to reduce energy-related GHG and criteria pollutant emissions.

**8. How does the SDREN define "underserved" and "hard-to-reach" communities?**

Underserved communities are defined as meeting at least one of these criteria:

- Public Resource Code defined "disadvantaged community";
- Health and Safety Code defined "low-income" community;
- In the 25 percent most disadvantaged communities according to CalEnviroScreen 4.0;
- At least 75 percent of public school students receive free or reduced-price meals; and/or
- Located in lands belonging to a federally-recognized California Indian Tribe.

Hard-to-reach communities and customers have separate definitions across three sectors: governments, residents, and businesses.

- Governments
  - California Native Tribes of any kind
  - Local governments in the 25 percent most disadvantaged communities per CalEnviroScreen
- Residents
  - In the 25 percent most disadvantaged communities per CalEnviroScreen AND one or more of the following:
    - Primary language spoken is not English
    - Qualified for CARE/FERA/Energy Savings Assistance Programs
    - A tenant in a multi-family or mobile home
  - NOT in the 25 percent most disadvantaged communities per CalEnviroScreen, BUT meeting all other criteria listed above.
- Businesses
  - In the 25 percent most disadvantaged communities per CalEnviroScreen AND one or more of the following:
    - Primary language spoken is not English
    - Classified as very small based on annual electric demand or based on having 25 or fewer employees
    - Operating from a leased or rented facility
  - NOT in the 25 percent most disadvantaged communities per CalEnviroScreen, BUT meeting all other criteria listed above.

**9. What happens if the Board decides not to approve the MOU?**

The CPUC does not require an MOU for RENs to effectively govern themselves; however, most public agencies involved in governing existing RENs have used MOUs to formally outline agree upon responsibilities and budget. As part of the SDREN application process, the County submitted a “Commitment to Cooperate Memo.” The Board Memo submitted on September 26, 2023, noted OSEJ’s intent to submit this letter of support and cooperation memo. It also outlined this return to the Board for the MOU to outline roles, responsibilities, governance structure, and processes. The Board’s direction is important to OSEJ to confirm our partnership with SDCP, and OSEJ would continue working with Board offices to ensure the MOU meets their individual standards and needs.

**10. When was SDREN approved by the CPUC?**

SDREN was approved by the CPUC on August 1, 2024. It received 4 out of 4 votes. The CPUC Decision approves SDREN’s 10 programs, sets forth ambitious energy savings goals and allocates \$124.3 million for the period 2024-2027, with a strategic business plan extending to 2031.

**11. When will SDREN programs be available?**

SDREN anticipates programs will become available by the end of 2025

**ATTACHMENT E**

**BOARD PRIORITY ALIGNMENT WITH SDREN PROGRAMS**

<b>District</b>	<b>Priority</b>	<b>Programming</b>
<b>1</b>	Non-English, low-income, and environmental justice community access	SDREN will focus program outreach and incentives to “hard to reach” communities, which include non-English, low-income, and environmental justice communities.
	Financial incentives	Financial incentives included in the Multifamily, Single Family, and Market Access Program. The Tribal Engagement program offers support for grants.
	Educational programs	Education is incorporated into many programs through: the Home Energy Advisor (for residents); Small and Medium Business Energy Coach; Climate Resilience and Leadership (for public agencies); and two Workforce, Education, and Training programs.
	Tribal access and connections	SDREN is the first and only REN to include tribal focused programming. The Tribal Engagement program supports tribes in the development and implementation of energy-related initiatives.
<b>2</b>	Small businesses	Small and Medium Business Energy Coach offers technical assistance and installation for energy efficient measures. Efficient Refrigeration programs provide no-cost, direct installation of efficient equipment to small businesses.
	Educational programs	Education is incorporated into many programs through: the Home Energy Advisor (for residents); Small and Medium Business Energy Coach; Climate Resilience Leadership (for public agencies); and two Workforce, Education, and Training programs.
	Rural communities	SDREN will focus program outreach and incentives to “hard to reach” communities, which includes rural communities.
	Tribal access and connections	SDREN is the first and only REN to include programming specific to tribes. The Tribal Engagement program supports tribes in the development and implementation of energy-related initiatives.
<b>3</b>	Financial incentives	Financial incentives included in the Multifamily, Single Family, and Market Access Program. The Tribal Engagement program offers support for grants.
	Technical assistance	Technical assistance provided through Home Energy Advisor for residents, Small and Medium Business Energy Coach, Climate Resilience Leadership and Codes & Standards for public agencies, and Tribal Engagement.
<b>4</b>	Local jobs and workforce	Energy Pathways Program provides youth opportunities to enter the green workforce. Workforce Training and Capacity Building program boosts skills of existing workforce and specific outreach to monolingual communities and on-the-job opportunities.
	Non-English, low-income, and environmental justice community access	SDREN will focus program outreach and incentives to “hard to reach” communities, which include non-English, low-income, and environmental justice communities.
<b>5</b>	Small businesses	Small and Medium Business Energy Coach offers technical assistance and installation for energy efficient

		measures. Efficient Refrigeration programs provide no-cost, direct installation of efficient equipment to small businesses.
	Rural communities	SDREN will focus program outreach and incentives to “hard to reach” communities, which includes rural communities.
	Tribal access and connections	SDREN is the first and only REN to include tribal focused programming. The Tribal Engagement program supports tribes in the development and implementation of energy-related initiatives.

**ATTACHMENT F**  
**SDREN GOVERNANCE MODEL**

