

L.A.'s Clean Energy Future

Powered by Equity







# **LADWP Is Leading the Way in Creating a Clean and Equitable Energy Transition**

2018 2019 2020 2021 2022 2023

#### **LA100**

Study by **NREL** 

**Goal:** Model a path to a 100% clean and renewable energy system in LA



### **Urgent Critical Juncture**

# To achieve 100% clean energy will require investing \$57 - \$87 billion.

We need widespread customer participation to successfully reach this goal.

Yet those who have been harmed the most from past injustices will bear a greater burden unless we address historical inequities.

### **Historical Inequities**

#### **Historical housing inequities**

- Redlining
- Higher densities
- Housing covenants

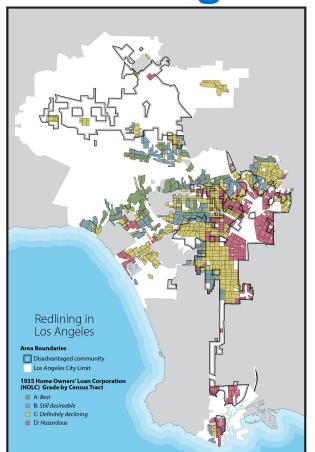
Higher exposure to environmental hazards (industry, emissions, high heat)

Less access to transit





### **Redlining and Current Demographics**



|               |                                | Percent<br>of DAC<br>Tracts<br>in HOLC | 2019 Demographics in 1935 HOLC-Graded Tracts: |                |           |                  | Median<br>Household<br>Income<br>(\$/year)* |
|---------------|--------------------------------|--|---|----------------|-----------|------------------|---|
| ge Risk" a or |                                | Grades                                 | White*  | Non-<br>White* | Hispanic* | Home-<br>Owners* | (#/year)                                    |
|               | "Grade"                        |  |   |                |           |                  |   |
|               | A<br>"Best"                    | 0.25                                   | 8.77  | 3.12           | 1.43      | 11.06            | 127,581                                     |
|               | B "Still desirable"            | 3.96                                   | 14.54   | 10.09          | 5.18      | 18.39            | 82,448                                      |
| / "Mortgage   | C<br>"Definitely<br>Declining" | 47.03                                  | 45.18   | 50.65          | 48.19     | 45.89            | 54,889                                      |
| High          | D<br>"Hazardous"               | 48.76                                  | 31.50   | 36.14          | 45.20     | 24.67            | 48,560                                      |

\*Source: 2019 American Community Survey.

Housing and lending practices of the past influence current-day distribution of disadvantaged communities (DAC)\*\* and income inequality.



<sup>\*\*</sup>DAC defined here as census tracts with the highest 25% CalEnviroScreen 4.0 Scores. See Appendix for details. Source: CalEnviroScreen 4.0 October 2021.

### And there is more

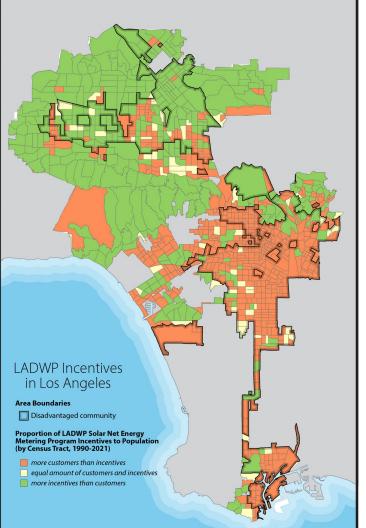
Redlining has meant that there is more density in historically redlined communities

They tend to be located in parts of Los Angeles that are hotter and can be subject to more flooding

Because there has been less new development, historically, infrastructure has not been as often upgraded

- Electrical distribution grid
- Storm water
- Street improvements





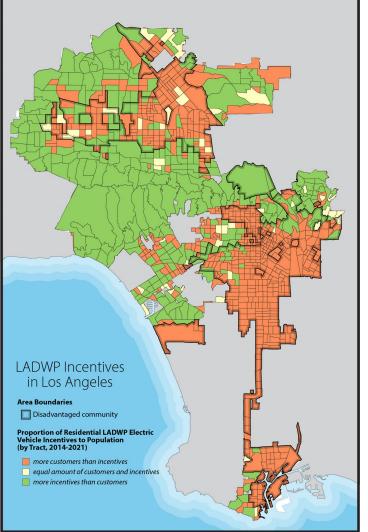
# LADWP's energy transformation has also contributed to inequity

#### **Solar Net Metering Incentives**

From 1999-2022:

- \$340 Million Invested
- 38% spent in underserved communities

Areas including South LA and the Harbor did not receive solar incentives proportional to their populations.\*



#### **Electric Vehicles and Charger Rebates**

From 2013-2021:

- \$5.4 Million Invested
- 23% spent in underserved communities

Areas including South LA and the and the San Fernando Valley did not receive EV and EV charging infrastructure incentives proportional to their populations.\*

### **Challenges Ahead**

#### **Inequitable Rate Structure**

- Transforming our power supply will be costly and the energy burden will fall hardest on lower income customers
- Our current rate structure is constrained by state law.
   California Propositions 218 and 26 treat municipal utility rates as taxes and prevent rate increases unless approved by voters. These also prohibit expanding low-income assistance programs.
- Achieving equitable rates requires a City Charter change.

#### Heat

- 230,000 low-income households lack cooling
- >50% low-income households will see indoor temps over 95F each year by 2035



### **Challenges Ahead**

#### **Program Inequities**

- Less than half (46%) of spending on energy efficiency benefits historically underserved communities
- Solar (38%)
- EV infrastructure (23%)

#### **Funding**

 Federal funding is limited, would cover upgrades for <1% of low- and moderateincome households





# LADWP is committed to achieving a clean energy future in which all of our customers benefit and no one is left behind.







11

# LADWP Is Leading the Way in Creating a Clean and Equitable Energy Transition

#### **LA100 Equity Strategies**

Study by **NREL** and **UCLA** 

**Goal:** Center equity in LA's clean energy transition

 2018
 2019
 2020
 2021
 2022
 2023

#### **LA100**

Study by **NREL** 

**Goal:** Model a path to a 100% clean and renewable energy system in LA



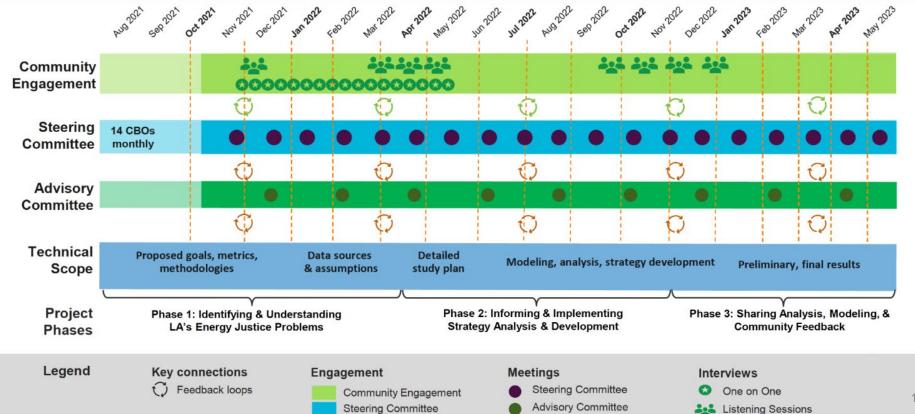
# **LA100 Equity Strategies Was Community-Driven**

- Unprecedented 2-year public engagement and research effort
- Independent study and analysis led by NREL and UCLA
- Guided by a Steering Committee
  - 14 LA Community-based organizations active in energy and environmental justice
  - 18 monthly meetings
- 15 "listening sessions" with 150 community members
- Advisory Committee as a resource to the research effort
  - 31 LA agencies, labor, environmental groups
  - 8 bi-monthly meetings



### **Equity Strategies Detailed Timeline**

**Advisory Committee** 



### Five Community-Identified Priorities



Affordability and energy burdens



Access to and use of energy technologies, programs, and infrastructure



Health, safety, and community resilience



Jobs and workforce development



Inclusive community involvement



# NREL's Approach & Contributions to LA100 Equity Strategies

Kate Anderson National Renewable Energy Laboratory



#### **NREL Team**



**Dr. Kate Anderson**Strategy Lead



**Megan Day**Senior Energy Planner



**Dr. Paty Romero-Lankao**Senior Research Scientist



Sonja Berdahl Project Manager



Thomas Bowen
Energy Policy and Market Analyst



**Dr. Katelyn Stenger**Buildings Energy Researcher



**Ashreeta Prasanna** Solar Energy Modeler



**Dr. Alana Wilson**Mobility Analyst



**Dr. Garvin Heath**Senior Environmental Scientist



Dr. Bryan Palmintier
Group Manager and
Principal Engineer

# **Study Overview**

#### RECOGNITION, PROCESS, AND COMMUNITY STRATEGIES



Procedural

Justice

Distributional Justice

Recognition Justice



CHAPTER 1 Justice as Recognition

CHAPTER 2

Procedural

Justice



CHAPTER 3 Community-Guided Energy **Equity Strategies** 



CHAPTER 4 **Lessons Learned** and Options for Community Engagement in Los Angeles



#### PROGRAM AND INFRASTRUCTURE STRATEGIES



CHAPTER 5 Low-Income **Energy Bill Equity** and Affordability



CHAPTER 6 Universal Access to Safe and Comfortable Home Temperatures



CHAPTER 7 Housing Weatherization and Resilience



CHAPTER 8 Equitable Rooftop Solar Access and Benefits



CHAPTER 9 **Equitable Community** Solar Access and Benefits

**POLICY AND PROGRAM STRATEGIES** 



CHAPTER 10 Household Transportation Electrification



CHAPTER 11 Truck Electrification for Improved Air Quality and Health



CHAPTER 12 Distribution Grid Upgrades and Resilience

18









CHAPTER 13 **Energy Affordability** and Policy Solutions



CHAPTER 14 Small Ethnic-**Owned Businesses** 



CHAPTER 15 Air Quality and Public Health



CHAPTER 16 Green Jobs and Workforce Development



CHAPTER 17 Service Panel Upgrades for Electrification

# Community- and Data-Informed Strategies

NREL analysis included input from:

- 100+ community members
  - 14 community-based organizations
- 19 Steering Committee meetings
- 9 Advisory Committee meetings
- 32 city and nonprofit agencies

### NREL modeled business-as-usual and multiple equity scenarios for:

- Energy bill affordability and equity
- Access to safe home temperatures
- Solar bill savings
- EV adoption and charging access
- E-bike & shared EV time & cost savings
- Truck electrification air quality and health benefits
- Grid reliability and resilience

Impacts analyzed by **equity metrics** including:

Disadvantaged community status



- Income
- Homeowner/renter status
- Housing type (multifamily, single-family)
- Neighborhood
- Pollution exposure

For example, in housing, NREL modeled **hourly electricity and gas usage** for:



- 50,000 representative households
- Across 100 household and building characteristics
- Representing diversity of 1.57 million
   LADWP customers



# **Energy Bill Affordability and Equity**

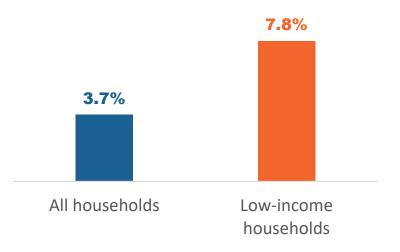
Thomas Bowen, NREL Christina Simeone, NREI



### Affordability: Where we are today



- 13% of Los Angeles households are energyburdened and extremely low-income
- LADWP has low enrollment in bill assistance programs (7% of residential customers in 2019) and low bill discounts (\$8/month in 2019)
- Continuation of the existing rate approach will increase electricity bills more for lowincome customers than all customers
- Current laws restrict LADWP's ability to reform rates and increase low-income assistance.



Percent of household income spent on energy



### **Affordability Strategies**



|  | Policy   | Program |
|--|----------|---------|
| Implement simplified tiered or time-of-use rates, replace solar net metering with net billing  |          |         |
| <ul> <li>Low-income monthly bills decrease \$14-\$15/month</li> <li>Bill disparity between solar adopters and non-adopters decreases from \$162/month to \$55-\$65/month.</li> </ul> | <b>\</b> |         |
| Implement robust low-income assistance programs  |          |         |
| Reduces low-income bills 22% in 2035 compared to business-as-usual rates and increases the number of households receiving assistance by more than 250,000.                           | <b>\</b> |         |
| Implement low-income customer on-bill tariffs for energy efficiency  |          |         |
| Can reduce energy bills for more than 150,000 low-income customers.  |          |         |
| Explore income-based fixed charges   |          |         |
| Reduces low-income bills 58% and eliminates high electricity burdens for all customers by 2035.  | _        | 0       |
|  | , ,      | 22      |

#### **Housing**

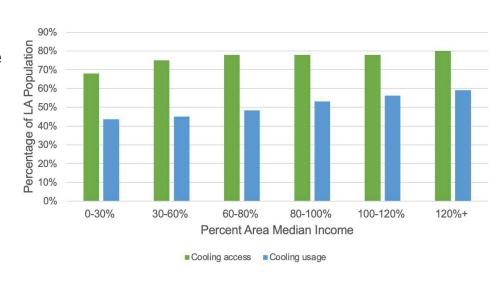
Katelyn Stenger, NREL Philip White, NREL Noah Sandoval, NREL Tony Fontanini, NREL Ry Horsey, NREL



### Housing: Where we are today



- Fewer than 50% of low- and moderateincome households use cooling
- More than 30% of extremely low-income households lack access to cooling
- 230,000 low-income households will experience more than two months of exposure to dangerous indoor air temperatures annually by 2035
- Low-income multifamily building renters have highest exposure to dangerous temperatures in an outage.





### **Housing Strategies**



|   | Policy | Program  |
|---|--------|----------|
| Expand direct installation of cooling in extremely low-income households without cooling, prioritizing multifamily buildings                  |        | <b>/</b> |
| Access to cooling is the most effective intervention to reduce exposure to dangerous temperatures for all building types.                     |        | •        |
| Provide heat pump rebates in Cool LA  |        | _        |
| Heat pumps reduce energy bills by providing 29% more energy efficient cooling compared to window AC units; rebates reduce high capital costs. |        |          |
| Mitigate rent increases and displacement from LADWP-supported upgrades  |        | <b>/</b> |
| Partner with the Housing Authority to provide cooling and weatherization in public housing.   |        | _        |



#### **Local Solar**

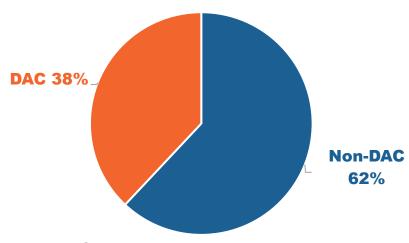
Ashreeta Prasanna, NREL Ashok Sekar, NREL Jane Lockshin, NREL Paritosh Das, NREL



### **Solar: Where we are today**



- 62% of LADWP solar net energy metering incentives went to households in nondisadvantaged communities
- \$341M in LADWP solar incentives disproportionately benefited predominantly White, non-Hispanic, homeowning, and wealthier neighborhoods
- The LADWP Shared Solar program has higher participation and subscribed capacity among non-disadvantaged, non-Hispanic, and wealthier communities
- The LADWP Shared Solar program requires a premium payment for enrollment.



Solar net metering incentive allocation Normalized by number of customers



### **Solar Strategies**



|  | Policy | Program  |
|--|--------|----------|
| Establish a low- and moderate-income Shared Solar subscription rate Increasing max subscription amount to 500 kW/month and lowering the rate to \$0.18/kWh reduces LMI annual energy bills by \$480/household  |        | <b>~</b> |
| Substantially expand Shared Solar capacity and allocate 50% of all new project capacity to low- and moderate-income subscribers  Prioritize Shared Solar development at the 1 brownfield, 730 multifamily, 21 recreation centers, and 150 LADWP-owned sites with ≥30 kW economically viable capacity |        | <b>~</b> |
| Develop Shared Solar on economically viable ≥30 kW multifamily sites in low-income tracts to capture the 50% Tax Credit and deliver bill savings  LA has 600+ economically viable potential shared solar sites on multifamily properties in low-income tracts totaling 255 MW                        |        | <b>~</b> |

### **Household Transportation Electrification**

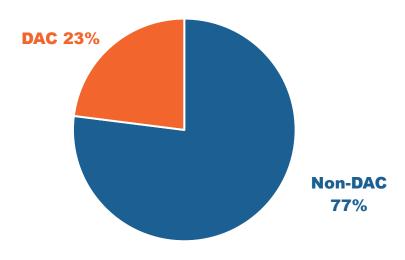
Alana Wilson, NREL Bingrong Sun, NREL D-Y Lee, NREL



# Household Transportation: Where we are today



- 77% of LADWP residential used EV and EV charging incentives went to households in non-DACs
- \$5.4M in LADWP EV incentives disproportionately benefited predominantly White, non-Hispanic, homeowning, and wealthier neighborhoods
- Non-Hispanic households have access to more public charging stations near their homes than Hispanic households
- In LA DACs, 16% of households do not own vehicles (versus 12% citywide)



Electric vehicle incentive allocation Normalized by number of customers



### **Household Transportation Strategies**

|  | Policy | Program  |
|--|--------|----------|
| Increase LADWP low-income used EV incentive from \$2,500 to \$4,000, add an eligibility purchase price cap of \$25,000 for all rebates, shift to point-of-sale discounts, and establish e-bike and e-scooter rebates  Increases used EV adoption among LMI households 50,000 vehicles by 2035 and reduces total household expenditures by about 3%.  |        | <b>~</b> |
| <ul> <li>Expand at- and near-home light-duty EV charging access for low-income multifamily building residents and include low-voltage charging outlets at charging stations</li> <li>50,000 new charging ports provide charging access to the 320,000 EV adopters in DACs projected by 2035</li> <li>Low-voltage outlets support e-bike, low-speed vehicle, e-scooter, and older-model EV charging.</li> </ul> |        | <b>~</b> |
| Provide vouchers or charging subscriptions for public EV charging to low-income households, especially those without home charging access  Public charging costs an average of \$300 more per year compared to at-home charging for LMI households.  |        | <b>~</b> |
| Establish EV car-share, e-bike, and e-scooter programs in transportation DACs  |        |          |

Provides cost savings of 7% and reductions in travel time of up to 30%

Reduce emissions by 316,000 tons of CO2e per year (equivalent to taking 62,000 cars off the road).

# Truck Electrification for Improved Air Quality and Health

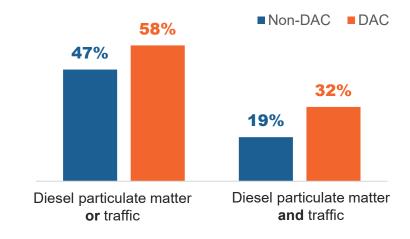
Garvin Heath, NREL Vikram Ravi, NREL Yun Li, NREL



# Truck Electrification: Where we are today



- DACs have a disproportionately high representation among California's most trafficaffected neighborhoods
- Heavy-duty trucks in LA account for more than 50% of on-road transportation NOx emissions, though they make up only 5% of vehicle population
- Heavy-heavy-duty trucks, such as fire trucks and dump trucks, contribute more than 90% of truck-related NO<sub>2</sub> and 80% of truck-related particulate matter concentration in LA (5x other heavy-duty trucks).



>75 percentile exposure to diesel particulate matter or/and traffic impact

(Source: CalEnviroScreen 4.0)



### **Truck Electrification Strategies**



|  | Policy | Program  |
|--|--------|----------|
| Establish targets, a plan, and a budget for LADWP heavy-duty truck fleet electrification and truck charging infrastructure development, with a carve-out for heavy-heavy-duty trucks   |        | <b>✓</b> |
| Traffic-impacted DACs benefit 25% more from truck electrification than non-DACs.   |        |          |
| Collaborate to establish a community-wide 2035 heavy-duty truck electrification target, a target for City-owned truck electrification, and purchase incentives  A goal of 28,000 electrified class 3-8 trucks in Los Angeles by 2035 aligns with state policies. |        | <b>~</b> |
| Establish city heavy-duty truck charging infrastructure targets aligned with truck electrification goals, collaborate on siting  1,900 – 3,300 truck chargers by 2025  5,400 – 9,600 truck chargers by 2030  14,000 – 24,000 truck chargers by 2035.             |        | <b>✓</b> |

## **Distribution Grid Upgrades and Resilience**

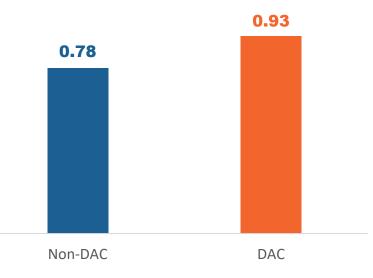
Bryan Palmintier, NREL
Sherin Ann Abraham, NREL
Kwami Sedzro, NREL
Jane Lockshin, NREL
Gayathri Krishnamoorthy, NREL
Kapil Duwadi, NREL



# Grid Upgrades & Resilience: Where we are today

"

- DAC and mostly Hispanic communities experience more frequent power interruptions than non-DAC and mostly non-Hispanic communities
- 12.6% of distribution lines are underground in DACs compared to 26.7% in non-DACs
- Grid stress is 14% higher in regions of the city with significant DACs than regions with few DACs, and is projected to worsen to 25% higher by 2035
- In modeled disaster events, DACs have lower access to critical electricity-related services such as grocery stores, hospitals, and convenience stores than non-DACs.



Number of power outages per year



#### **Grid Upgrades & Resilience Strategies**

|  | Policy | Program  |
|--|--------|----------|
| Incorporate equity as a priority in grid infrastructure investment planning Incorporate income and DAC status to identify areas of inequity.   |        | <b>~</b> |
| Upsize transformer capacity by 2–3+ times when replacing service transformers to accommodate electrification and DERs, particularly for those serving customers with low capacity (<125A) service  Coordinate grid upgrade programs with cooling, electric vehicle, home electrification, and electric panel upgrades. |        | <b>~</b> |
| Implement community-specific, equitable resilience strategies  Prioritize resilient electricity upgrades for critical emergency services in neighborhoods with low service access.   |        | <b>~</b> |



# UCLA's Approach & Contributions to LA100 Equity Strategies

Gregory Pierce
UCLA Luskin Center for Innovation



#### **UCLA's Approach to LA100 Equity Strategies**

UCLA was invited into the Equity Strategies process in December 2021, and started work in early 2022, working to:

- collaborate smoothly within the established framework,
- offer local experience as a customer and stakeholder,
- incorporate a broad range of expertise (engineering, environmental science, law, labor studies, public health, public policy), and
- bring a long-term perspective Los Angeles is our home.



#### **UCLA Team**



**Dr. Greg Pierce**Professor & Co-Director, UCLA
Luskin Center for Innovation (LCI)



Dr. Stephanie Pincetl
Professor, Institute of the
Environment and Sustainability
Director, UCLA California Center
for Sustainable Communities



**Dr. Paul Ong**Professor & Director, UCLA Center for Neighborhood Knowledge



Dr. Yifang Zhu
Professor, Environmental Health
Sciences, UCLA Fielding School of
Public Health



Dr. Raul HinojosaProfessor, Chicana/o Studies;Director, North America Integration and Development Center



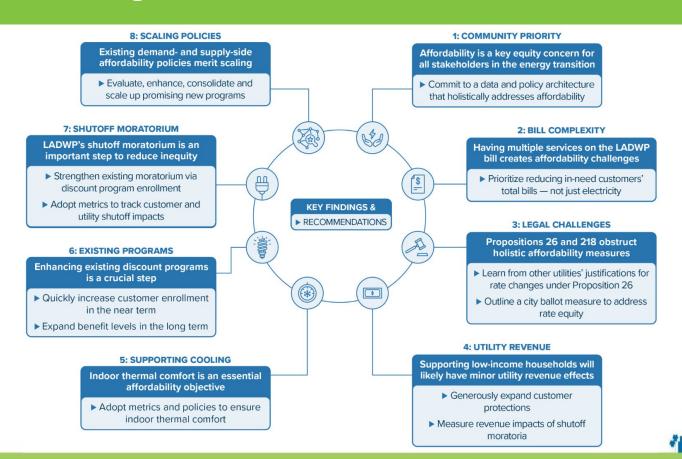
**Dr. Abel Valenzuela**Professor, Urban Planning; Institute for Research on Labor and Employment



Dr. Cassie Rauser
Executive Director, UCLA
Sustainable LA Grand Challenge



#### **Affordability**



#### **Ethnic-Owned Small Business**

Of small, ethnic-owned businesses...

Almost 1 in 3 are energy burdened >50% have been hurt by climate change

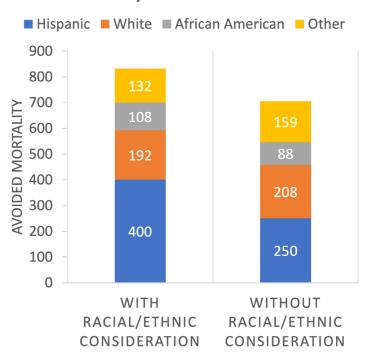
<25% have a sustainability plan Only
1 in 10 in LA
understand
DWP's energy
transition

#### To transition to 100% renewable electricity, small EOBs need...

- new energy efficiency equipment
- payment programs to fund equipment upgrades
- multi-language educational materials on how their business can transition
- to partner with business-serving CBOs and other trusted agencies which can provide technical assistance

#### **Air Quality and Public Health**

#### PM<sub>2.5</sub> AVOIDED MORTALITY BY RACIAL/ETHNIC GROUPS



#### Recommendations

- Prioritize electrifying medium- and heavy-duty trucks to bring the most health benefits
- To reduce ozone, further reduce NOx and volatile organic compounds in parallel with PM2.5



#### Residential Panel Upgrades for Electrification

#### Recommendations:

- Leverage IRA funding for panel upgrades
- Pilot electrical load center retrofits at older, multi-family properties in underresourced communities.
- Develop/adapt programs to
  - o incentivize adoption of efficient, easily installed appliances for multifamily rentals
  - implement "smart panel" hardware for demand response

### **Electric Panel Status for Multi-Family Properties**

| Panel Rating<br>Classification | Upgrade<br>Needed for Full<br>Electrification? | DAC<br>Properties<br>[%] | Non-DAC<br>Properties<br>[%] |
|--------------------------------|--|--------------------------|------------------------------|
| <90 Amps                       | Likely   | 66.85%                   | 56.30%                       |
| >= 90 Amps<br>& <150 Amps      | Potentially                                    | 19.21%                   | 30.04%                       |
| >= 150 Amps                    | Unlikely                                       | 13.94%                   | 13.66%                       |

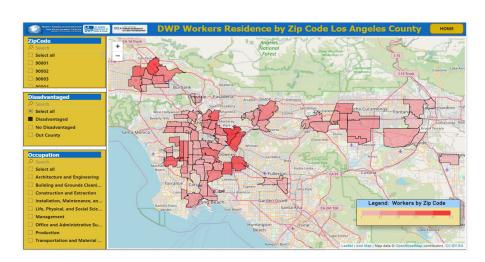


#### **Green Jobs and Workforce Development**

#### Findings and recommendations

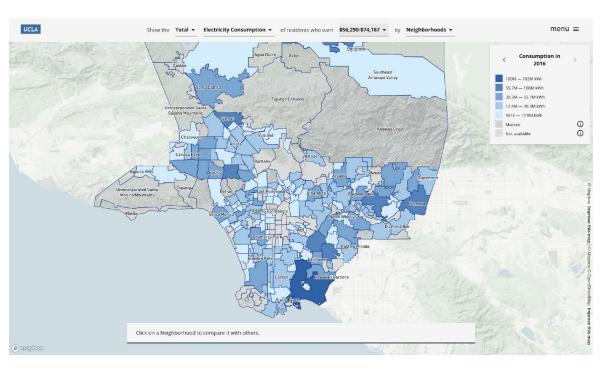
- Continued growth in green jobs in LA City and County to 2035
- LADWP workforce training needed to close race, gender DAC gaps
- LADWP occupational training needed for in-basin construction, installation and maintenance
- Wilmington case study shows community interest in helping develop green job workforce programs

#### **Green Jobs Data Calculator**



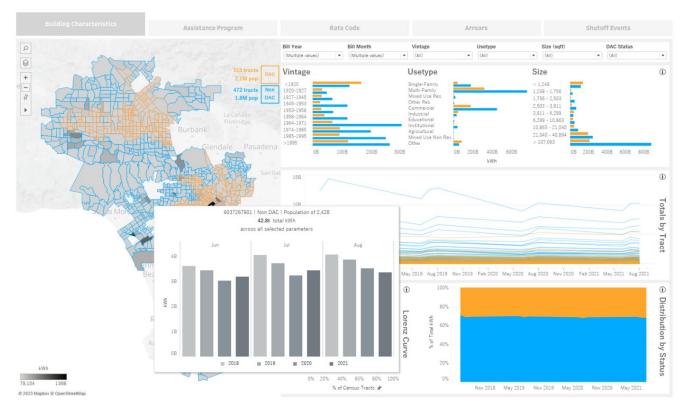


#### **Energy Atlas: Historical Development**



- Public data platform built by California Center for Sustainable Communities
- 10+ year partnership with LADWP.
- Data goes back to 2005.
- Users: local governments, CBOs, public
- Functions: explore patterns of energy use normalized by building attributes, demographic variables, etc.

### **Energy Atlas: LA100-ES Updates**



#### New interactive data visualization tool in beta.

- currently envisioned as an internal data reporting/metrics platform
- oriented towards
   LA100ES implementation.
- modular platform so it can be easily repackaged / reconfigured for public accessibility



#### **Path forward**

- Broadened two-way community engagement and advisory process
- Comprehensive metrics and monitoring platform
- Specific near-term, "obvious" policy commitments
- Further and adaptive study and implementation



# Report Release late October 2023



#### **Steering Committee & Advisory Committee Feedback**

#### Partnerships for LA100 Equity Strategies Implementation

- Begin with strong commitments
- Partnership ideas:
  - Labor Unions
  - Community-based organizations
  - Public health
  - Business and commerce organizations
- Partnerships with City and County Departments and Agencies
  - Dept of Building & Safety
  - Housing
  - Consumer & Business Affairs
  - LAUSD
  - California Energy Commission



#### **Steering Committee & Advisory Committee Feedback**

#### Preparing our vulnerable communities for an equitable energy transition

- LADWP working with Community-based organizations and leaders
- Meet people where they're at (Promotoras, door knocking, canvassing, LADWP offices in neighborhoods)
- Training LADWP staff on outreach (identify trusted messengers, cultural competency)
- Hear from communities directly, including establishing a community advisory board
- Engage small ethnic-owned businesses to raise awareness and provide resources

# Thank You to our Steering Committee for Helping to Shape a More Equitable Energy Future









**DWP-NC MOU Committee** 























### Next Steps: How do WE get there?

#### **Interim Equity Strategies**

EZ-Save & Level Pay

Low-income & Weather-based shutoff protections

**Project Powerhouse** 







#### **Interim Equity Strategies**

Cool LA

Comprehensive Affordable Multifamily Retrofits Program (CAMR)

Low-income EV Rebates

Home Energy Improvement Program (HEIP)







# Summary of next steps

Inform city and county leaders, departments and the public on opportunities and constraints of achieving an equitable clean energy transition.













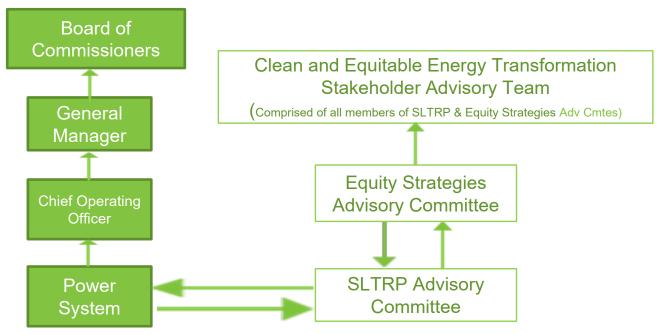








### **Organizational Diagram**



# **Conceptual Community Engagement Framework**

### Clean and Equitable Energy Transformation Stakeholder Advisory Team

| Combined SLTRP Advisory Committee | Equity Strategies Advisory Committee |
|-----------------------------------|--------------------------------------|
| Advises on SLTRP                  | Advises on SLTRP with Equity Lens    |
| Local Air Quality Impacts         | Climate adaptation                   |
| Rates & Affordability             | Rate Design to Address Equity        |
| Integrated Human Resource Plan    | Jobs                                 |
| Resources / Customer-Based        | Program Design                       |
| Energy Resources                  | Community Grid Upgrades              |
|                                   | Metrics                              |

#### Affordability and Burdens

- Enhance EE Programs, including Heat Pump Rebates
- Expand Point of Sale Rebates
- Power Planning to include Energy Burden

### Access to and use of Energy Technologies, Programs and Infrastructure

- Enhance EV Rebates Equitably
- Public Charging in Underserved Communities
- Expand Community Solar



#### Health, Safety and Community Resilience

- Expand Resiliency Hubs
- Targeted Electrification Efforts
- Power Planning to include Air Quality Impacts

#### Strategic Long-Term Resources Plan (SLTRP)

- Q1 2024 SLTRP Advisory Committee & Public Outreach
- Enhanced Criteria for Evaluation of Strategy Options



#### Jobs and Workforce Development

- Develop Pre-Apprentice Training Programs
- Targeted Community Recruitment for Green Economy Jobs
- Outreach and Engage Small Ethnic-Owned Businesses

#### Inclusive Community Involvement

- Convene Equity Strategies Advisory Committee
- Community Involvement Grant Fund Program



#### Equity Strategies Advisory Committee

- Q1 2024 Prioritization and ES Workplan Development
  - Engagement Platforms, Enhanced Customer Programs
  - Decarbonization, Shared Solar, Equitable Infrastructure Planning
  - Metrics & Analytics, Green Jobs Workforce



### Q&A

ladwp.com/LA100ES