



**LA100 Equity Strategies  
Steering Committee Meeting #4  
February 23, 2022**



# Los Angeles Department of Water & Power (LADWP)

## Project Leads



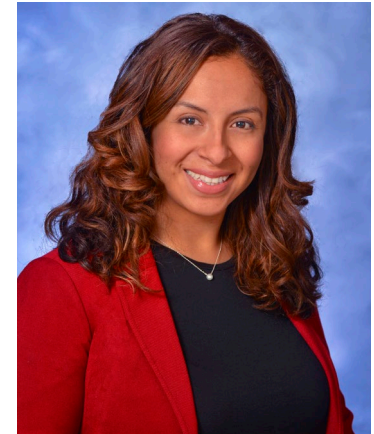
**Simon Zewdu**  
Director  
Transmission Planning,  
Regulatory, and Innovation Division



**Pjoy T. Chua, P.E.**  
Assistant Director  
Transmission Planning, Regulatory,  
and Innovation Division



**Steve Baule**  
Utility Administrator  
LA100 Equity Strategies Oversight  
& UCLA Contract Administrator



**Stephanie Spicer**  
Community Affairs Manager



# Agenda

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Start Time	Item
10:00 a.m.	Welcome
10:05 a.m.	Meeting Purpose and Agenda Overview
10:10 a.m.	Roundtable   Co-Designing Meeting Agendas
10:30 a.m.	What We Heard   Report Out from Last Meeting
11:00 a.m.	Community Meetings
11:15 a.m.	Public Outreach
11:20 a.m.	Feedback on Proposed Equity Strategy Development Pathways
11:55 a.m.	Wrap Up and Next Steps

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# Our Guide for Productive Meetings



*Raise your hand*  
to join the  
conversation  
(less chat  
entries, more  
talking)



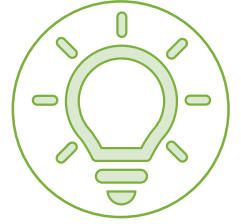
Help to make  
sure that  
everyone has  
*equal time* to  
contribute



Keep input  
*concise* and  
*focused* so that  
others have  
time to  
participate



*Actively listen* to  
others to  
understand their  
perspectives



*Offer ideas* to  
address others'  
questions and  
concerns



# Steering Committee Roster

Organization	Representative
Alliance of River Communities (ARC)	Vincent Montalvo
City of LA Climate Emergency Mobilization Office (CEMO)	Marta Segura, Rebecca Guerra
Climate Resolve	Jonathan Parfrey, Bryn Lindblad
Community Build, Inc.	Robert Sausedo
DWP-NC MOU Oversight Committee	Tony Wilkinson, Jack Humphreville
<b>Enterprise Community Partners</b>	Jimar Wilson, <b>Michael Claproth</b>
Esperanza Community Housing Corporation	Nancy Halpern Ibrahim
<b>Los Angeles Alliance for a New Economy (LAANE)</b>	Kameron Hurt, <b>Alicia Morales-Perez</b>
<b>Move LA</b>	Denny Zane, <b>Eli Lipmen</b>
Pacific Asian Consortium in Employment (PACE)	Celia Andrade, Susan Apeles
Pacoima Beautiful	Veronica Padilla Campos, Melisa Walk
<b>RePower LA</b>	<b>Gina Palencar</b>
The South Los Angeles Transit Empowerment Zone (SLATE-Z)	Zahirah Mann, April Sandifer
South LA Alliance of Neighborhood Councils	Thryeris Mason
<b>Strategic Concepts in Organizing and Policy Education (SCOPE)</b>	<b>Agustín Cabrera</b> , Tiffany Wong



# Roundtable

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Co-Designing Meeting Agendas





An aerial photograph of a city, likely Los Angeles, showing a dense urban area with various buildings, streets, and green spaces. In the background, a range of mountains is visible under a clear sky. The image is used as a background for a presentation slide.

## Discussion items for future meetings?

➤ Add ideas to the whiteboard!

*Whiteboard will remain open one week for additional input*

# Report Out from Last Meeting

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What We Heard





An aerial photograph of a city, likely Los Angeles, showing a dense urban grid. The top right portion of the image is heavily filtered with a bright, golden-yellow light, suggesting a sunrise or sunset. A large, semi-transparent green rectangular overlay covers the middle-left portion of the image, containing white text. The text is arranged in three lines: a bold heading, a question in italics, and a descriptive sentence.

**We asked:**

*What do just energy outcomes look like for each topic?*

Ideas were captured on whiteboards and will be used to inform strategy analysis pathways.

# Topics:

## What do just energy transitions and outcomes look like in:

- Residential buildings
- Commercial buildings
- Local solar and storage
- Transportation
- Electricity reliability and resilience
- Air quality, health, and environment
- Jobs and workforce development





# Residential Building Efficiency & Electrification

- Building efficiency includes installing energy saving equipment, improving building insulation, and air sealing.
- Building electrification includes electrification of space heating, water heating, clothes drying, and cooking.



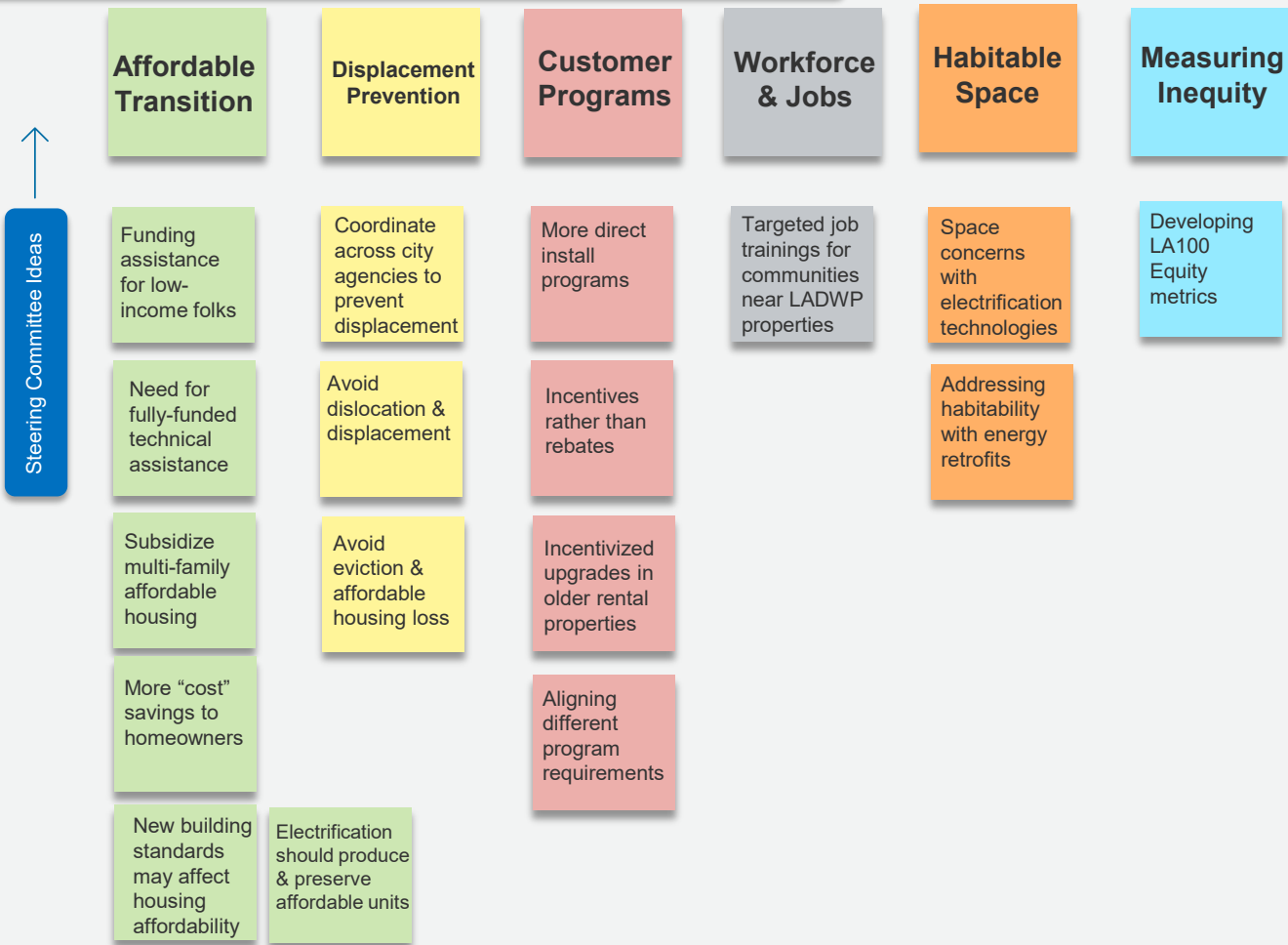
What do *just energy outcomes* look like for homes and households?



# Highlights

## Residential Building

## Efficiency & Electrification



# Highlights

## Residential Building

## Efficiency & Electrification



↑  
Steering Committee Ideas

### Affordable Transition

Funding assistance for low-income folks

Need for fully-funded technical assistance

Subsidize multi-family affordable housing

More "cost" savings to homeowners

New building standards may affect housing affordability

### Displacement Prevention

Coordinate across city agencies to prevent displacement

Avoid dislocation & displacement

Avoid eviction & affordable housing loss

Electrification should produce & preserve affordable units

### Customer Programs

More direct install programs

Incentives rather than rebates

Incentivized upgrades in older rental properties

Aligning different program requirements

### Workforce & Jobs

Targeted job trainings for communities near LADWP properties

### Habitable Space

Space concerns with electrification technologies

Addressing habitability with energy retrofits

### Measuring Inequity

Developing LA100 Equity metrics

# Highlights

## Residential Building

## Efficiency & Electrification



↑  
Steering Committee Ideas

**Affordable Transition**

**Displacement Prevention**

**Customer Programs**

**Workforce & Jobs**

**Habitable Space**

**Measuring Inequity**

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Incentives rather than rebates

Aligning different program requirements

Targeted job trainings for communities near LADWP properties

Space concerns with electrification technologies

Addressing habitability with energy retrofits

Developing LA100 Equity metrics



# Commercial Building Efficiency & Electrification

- Building efficiency includes installing energy saving equipment, improving building insulation, and air sealing.
- Building electrification includes electrification of space heating, water heating, clothes drying, and cooking.



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What do *just energy outcomes* look like for schools, community buildings, and local businesses?



# Highlights

## Commercial Building Efficiency & Electrification



Steering Committee Ideas

### Affordable Transition

Technical assistance for businesses to achieve transition

Help small business understand affordable options

Rent burden for small & large employers

Ensure rent increases don't force small business closures, esp. in BIPOC communities

New financing models to ameliorate upfront cost concerns

Affordability of energy savings

Consideration of economic effects

### City Infrastructure, Programs, & Policies

City buildings should be the example

Formalize & expand commercial direct install program

Affordable incentives for building owners to transition

### Habitable Space

Heat pumps more efficient than air conditioners

### Workforce Development

Creating high-road workforce standards & pathways

Multi-benefit solutions: building trades collaborate for funding & workforce

Local & targeted hiring

Mitigate any job loss from transition

Work with impacted unions

Community LADWP job entry in commercial direct install programs

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Steering Committee Ideas

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## Commercial Building Efficiency & Electrification



## Highlights

### Commercial Building Efficiency & Electrification



Steering Committee Ideas



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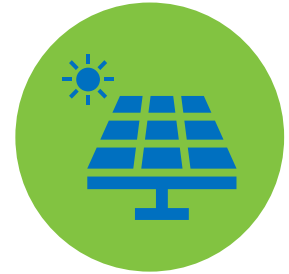
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Community LADWP job entry in commercial direct install programs

# Local Solar & Storage

- Local solar includes residential and commercial rooftop solar and community or shared solar.
- Storage refers to residential- or commercial-scale battery storage of electricity.



What do *just energy outcomes* look like in design and deployment of solar and storage?



## Highlights

### Local Solar & Storage



Steering Committee Ideas ↑

#### Affordable Transition

Increase financial benefits to community solar participants

Consider sharing of infrastructure for rooftop solar

Effect on affordable housing financing model

Organizational capacity of low-income solar & storage owners

#### Socio-spatial Distribution of Risk

Consider community impact of storage location

Rooftop solar location may be less important over time

Potential environmental dangers of batteries

#### City Infrastructure, Programs, & Policies

Program alignment: solar/storage with self-generation

Coordinate & align programs (solar & storage)

Technical assistance on both solar and storage

#### Targeted Outreach & Implementing Equity

Communicate how battery storage helps with daily needs

Increase solar/storage options outreach in low-income communities of color

Maintenance

Structural integrity of older roofs



# Highlights

## Local Solar & Storage



Steering Committee Ideas

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## Local Solar & Storage



Steering Committee Ideas

**Affordable Transition**

**Socio-spatial Distribution of Risk**

**City Infrastructure, Programs, & Policies**

**Targeted Outreach & Implementing Equity**

**Increase financial benefits to community solar participants**

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**Increase solar/storage options outreach in low-income communities of color**

Potential environmental dangers of batteries

Technical assistance on both solar and storage

Structural integrity of older roofs

Financing model

Organizational capacity of low-income solar & storage owners

# Transportation

- Clean transportation includes
  - electric cars, trucks, buses, and e-scooters, and other alternative fuel vehicles
  - equipment to charge/fuel them
  - and active forms of transportation like walking and biking.



What do *just energy outcomes* look like in the transition to clean transportation?



# High-Level Themes on Transportation

## Highlights

### Transportation



Steering Committee Ideas

Environmental Risk & Opportunities

Port areas need to reduce NOx

Air quality

Invest in trees & smog-absorbing materials

Urban heat inequity

Green hydrogen production: ports & emissions reductions

Equitable Socio-spatial Distribution

EV charging stations distributed equitably across communities

Need EV infrastructure in ALL communities

Reducing greenhouse gas emissions

Refueling ships, trucks, heavy equipment

City Infrastructure, Programs, and Policies

EV sharing programs

EV bikes

Electrification of rail network

Active transportation routes around storm channels

Active transportation routes around transmissions lines/corridors

Targeted Outreach & Implementing Equity

Directly engage communities affected by infrastructure projects

Direct community engagement encourages embracing/using new infrastructure

Community-informed just energy outcomes

Set up low-income communities for EV infrastructure

Address Prop 218 to ensure investment in most pollution-burdened communities

Workforce Development

Workers in this transition matter

1:1 transition: heavy industry workers to green hydrogen

Union interest in the basin

Affordability

Convenience of charging stations

Scooter access for unbanked

# High-Level Themes on Transportation

## Highlights

### Transportation



Steering Committee Ideas



## High-Level Themes on Transportation

Environmental Risk & Opportunities

Equitable Socio-spatial Distribution

City Infrastructure, Programs, and Policies

Targeted Outreach & Implementing Equity

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Steering Committee Ideas

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# Highlights

## Transportation





# Electricity Reliability & Resilience

- Electricity reliability includes how often there are local electricity outages and the ability to connect new technologies like solar energy and electric vehicles to the grid.
- Resilience refers to the preparation for and capacity to recover quickly from electricity outages.



What do *just energy outcomes* look like in reliability and resilience?



## Highlights

### Electricity Reliability

### & Resilience



Steering Committee Ideas

#### Affordable Transition

Last 10% could be most expensive & tax low-income communities

Last 10% doesn't need to be most expensive

Real-time information on energy sources to lower-income households

#### Technological Opportunities & Strategies

Green hydrogen storage opportunities

Opportunity to store access capacity

Backup power in the basin for disruption periods

Backup: batteries, looking at different fuel alternatives

#### City Infrastructure, Programs, and Policies

LADWP could clear brush & use as renewable source for reliable energy

Strategy to utilize curtailment through storage

City of LA does not curtail much

Fire station reliability in case of blackout

#### Implementing Equity

Businesses needing reliability can pay a premium

Could pay 5% on equity basis

Focus on regions prone to wildfires

#### Workforce Development

Last 10% can create high-road local jobs

Job opportunities related to storage

# Highlights

## Electricity Reliability

## & Resilience



Steering Committee Ideas

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# Air Quality, Health, & Environment

- Energy system air quality and health impacts and benefits include particulate matter and ozone from fuel combustion in vehicles and in energy generation.



What do *just energy outcomes* in air quality, health, and environment look like?



# Highlights

Air Quality, Health,  
& Environment



Steering Committee Ideas

## Collaboration Across Sectors & Agencies

Cross-collaboration: LADWP can lead transitioning city-owned polluting facilities

Failure to meet federal air quality standards could lead to federal transportation funding loss

Need for partnerships across citywide agencies

## Health & Environmental Infrastructural Strategies

Need to address pollutants produced by peaker plants

Electrifying transportation will reduce greenhouse gases

## Health Impact Factors

Power generation pollutes less than transportation

Biggest health danger from transportation

# Highlights

## Air Quality, Health, & Environment



Steering Committee Ideas

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**Air Quality, Health,  
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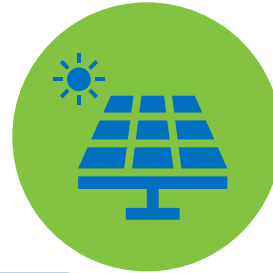
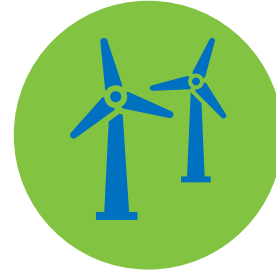
Biggest health danger from transportation

Biggest health danger from transportation



# Jobs & Workforce Development

- Clean energy jobs and workforce development refers to access to—and training for—jobs and career pathways in energy efficiency and renewable energy.



What do *just energy* jobs and workforce development outcomes look like?



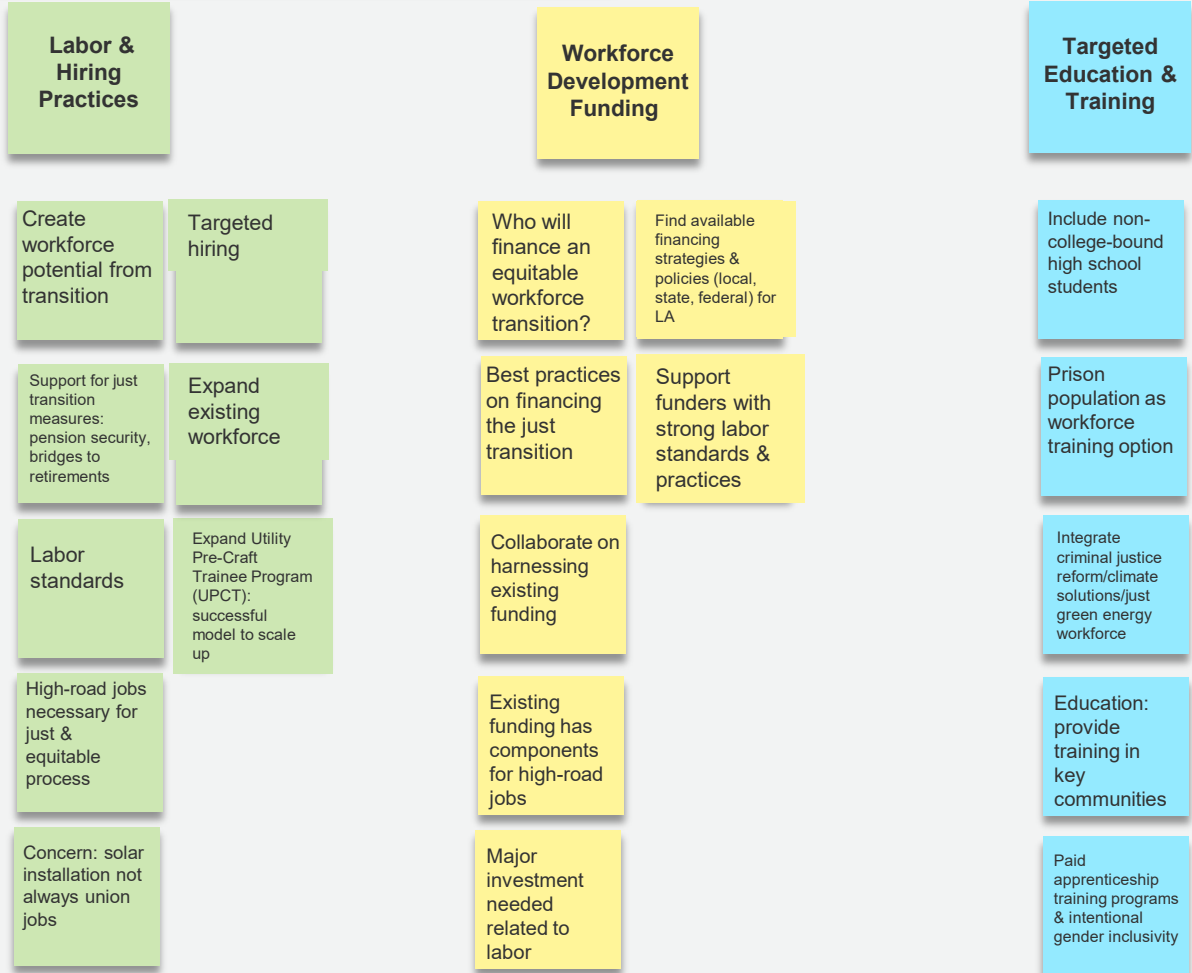
## Highlights

### Jobs & Workforce

### Development



Steering Committee Ideas



## Highlights

### Jobs & Workforce

### Development



Steering Committee Ideas

#### Labor & Hiring Practices

Create workforce potential from transition

Support for just transition measures: pension security, bridges to retirements

Labor standards

High-road jobs necessary for just & equitable process

Concern: solar installation not always union jobs

Targeted hiring

Expand existing workforce

Expand Utility Pre-Craft Trainee Program (UPCT): successful model to scale up

#### Workforce Development Funding

Who will finance an equitable workforce transition?

Best practices on financing the just transition

Collaborate on harnessing existing funding

Existing funding has components for high-road jobs

Major investment needed related to labor

Find available financing strategies & policies (local, state, federal) for LA

Support funders with strong labor standards & practices

#### Targeted Education & Training

Include non-college-bound high school students

Prison population as workforce training option

Integrate criminal justice reform/climate solutions/just green energy workforce

Education: provide training in key communities

Paid apprenticeship training programs & intentional gender inclusivity

# Highlights

## Jobs & Workforce

## Development



Steering Committee Ideas

### Labor & Hiring Practices

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Targeted hiring

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workforce

Education: provide training in key communities

# Community Meetings

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and Listening Sessions



# Community Meetings

&

# Listening Sessions



**Citywide community meetings** are public events where all Angelenos are encouraged to attend, give input, and participate in LA100 Equity Strategies.



**Community-specific listening sessions** are a form of focus group, adapted to each local context, aiming to understand the energy priorities and needs of 8–10 participating community members.



# Community Meetings

## Community Meeting Dates

- **Saturday, February 26, 10:00 a.m. – 11:30 a.m. PT**
  - ✓ (English with Spanish translation)
- **Thursday, March 3, 6:30 p.m. – 8:00 p.m. PT**
  - ✓ (Spanish with English translation)

**Steering Committee outreach help needed to ensure broad participation.**



**LADWP will share invitations and registration links via email.**



**Please share with your communities!**

***Steering Committee members are welcome to attend and observe these meetings, but we respectfully ask you not to participate.***



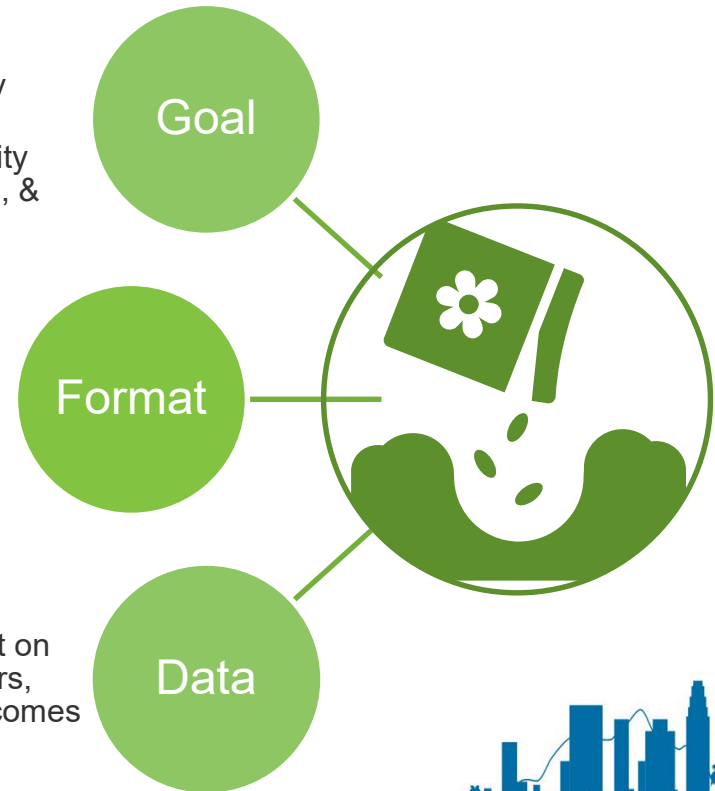
# First Two Community Meetings

## Envisioning a Just Energy Future in LA

- Share project overview
- Introduce energy justice concepts
- Gather community needs, concerns, & aspirations

- Project overview
- Breakout discussions

- Community input on problems, barriers, and desired outcomes



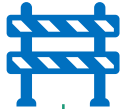


# Community Meeting Breakout Groups

Breakout groups will discuss three questions related to energy justice. The questions aim to understand:



1. What is your vision for a just energy future?



2. What are barriers to energy justice in your community?



3. What are your desired outcomes from this project?



# Listening Sessions



## 5 Listening Sessions

- Conducted with *underserved LA communities*
- Will gather ideas on *energy system inequities* and *strategies for achieving a just energy transition*

### Proposed approach

- Energy justice community-specific meetings **held virtually** but focused on neighborhoods including
  - South LA
  - East LA (Eastside)
  - San Fernando Valley
  - Harbor Region/Port Area
  - Southeast LA
- Co-hosted with Steering Committee member organizations
- 8 – 10 participants
  - Drawn from Steering Committee member organization constituents



An aerial photograph of a city, likely Los Angeles, showing a dense urban area with various buildings, streets, and green spaces. In the background, a range of mountains is visible under a clear sky. A large green rectangular overlay is positioned in the lower-left quadrant of the image, containing white text. The text is arranged in three lines: a large bold title, followed by two lines of italicized text.

# Discussion / Q&A

*General recommendations?*

*Additional resources to engage the community?*

# Public Outreach

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# Outreach Tools and Materials

Tools and materials prepared to help demystify the project and drive community engagement including:

- Website: **ladwp.com/LA100ES**
- Fact sheet
- Flyer
- Press releases
- Features and articles
- Social media promotional campaigns
- Video (in development) to be shared on YouTube & Vimeo
- Terms and definitions
- Community input questionnaire



*All materials will be made available in English & Spanish*





# Social Media + Newsletter

Follow on  
social  
media



@LADWP



@LADWP1



@LADWP

Sign up for  
the LADWP  
Community  
Newsletter



<https://tinyurl.com/ladwpsignup>



# Website

[ladwp.com/LA100ES](http://ladwp.com/LA100ES)

## LA100 Equity Strategies



Following the release of the groundbreaking Los Angeles 100% Renewable Energy Study (LA100) →, LADWP launched LA100 Equity Strategies to ensure the path to 100% carbon-free energy is equitable as well as achievable. LA100 Equity Strategies, a two-year study in partnership with the National Renewable Energy Laboratory (NREL) and UCLA, brings together L.A.-based community justice organizations and stakeholders in a Steering Committee to guide this unprecedented effort.

Together with our research partners and Committee members, we will conduct extensive community engagement, through Listening Sessions with equity-deserving members of our community, as well as broader outreach through Community Meetings with communities across L.A.

### Virtual Community Meetings - Get Involved!

Sat, February 26 @ 10 AM – ENGLISH [[Register](#)]

Thurs, March 3 @ 6:30 PM – SPANISH (EN ESPAÑOL) [[Register](#)]

### Learn More

[Press Release: LADWP Launches Groundbreaking LA100 Equity Strategies Initiative](#)

[Feature Story: Community-Driven Effort to Ensure Equitable Transition to 100% Clean Energy for L.A.](#)

[+ Steering Committee](#)

[+ Advisory Committee](#)

[+ Research Partners](#)

[+ Outreach Toolkit](#)



# Potential Equity Strategy Development Pathways

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Steering Committee Feedback and Guidance





An aerial photograph of a city, likely Los Angeles, showing a dense urban area with various buildings, streets, and green spaces. In the background, a range of mountains is visible under a clear sky. A prominent green banner with white text is overlaid across the middle of the image.

As NREL moves toward detailed distributional justice strategy development, we will rely on *Steering Committee feedback and guidance on priorities.*

# Modeling, Analysis, & Strategy Development

	Rate Analysis/ Affordability	Buildings	Solar & Storage	Reliability & Resilience	Transportation	Air Quality, Health, Environment	Jobs & Workforce Development
<b>LA100 2035 100% Clean Energy Metrics</b>	\$86 Billion to achieve 100% clean electricity by 2035	↓54% residential natural gas consumption ↑27% residential electricity consumption	2,362 MW residential 366 MW commercial rooftop PV 986 MW storage	\$831 Million distribution system upgrade costs	80% electric vehicles	\$1.4 Billion in annual health benefits based on 2 sq km air quality modeling	15,561 in-basin 3,594 out-of-basin clean energy jobs
<b>Community Engagement</b>	- Prioritized equity pathways & outcomes - Policy and program knowledge & guidance - Procedural justice						
<b>LA100 Equity Strategies Modeling and Analysis</b>	dGen utility bill rate impact analysis for 600,000+ buildings by income, renter/ owner, electricity/ natural gas	ResStock modeling of all residential buildings by income, renter/owner to optimize efficiency and electrification for affordability	dGen modeling of residential, commercial rooftop and community solar optimized for DACs	Distribution grid modeling of upgrades required to support PV, EV adoption, building and transportation electrification and reliability in DACs	Sustainable transportation scenario modeling to optimize benefits for DACs	Neighborhood-level air quality modeling and health-impacts analysis to target benefits to DACs	Job training and readiness and workforce standards analysis
<b>Metrics</b>	Measurable, interim & final distributional justice metrics						
<b>Outcomes</b>	Implementation-ready strategies						

# Feedback on Potential Equity Strategy Development Pathways

Topic	Potential Equity Strategy Development Pathways
Rate Reform	<ul style="list-style-type: none"><li>• Low-income energy bill stability</li><li>• Rate options for solar affordability</li></ul>
Buildings	<ul style="list-style-type: none"><li>• Low-income access to demand flexibility programs</li><li>• Improve access to solar/storage and energy efficiency in multifamily and/or renter-occupied buildings</li></ul>
Local Solar & Storage	<ul style="list-style-type: none"><li>• Targeted community solar siting</li></ul>
Transportation	<ul style="list-style-type: none"><li>• Equitable electric vehicle (EV) access</li><li>• Reduced transportation energy burdens</li></ul>
Reliability & Resilience	<ul style="list-style-type: none"><li>• Building weatherization and resilience to extreme events</li><li>• Access to public and community cooling</li><li>• Improve resiliency in disadvantaged neighborhoods through solar plus storage siting</li><li>• Identify grid upgrades needed to support reliability and solar/storage/EVs in disadvantaged communities</li></ul>

The following topics will be covered at a future meeting:

- Air Quality, Health, Environment
- Jobs & Workforce Development
- Policy design for affordability



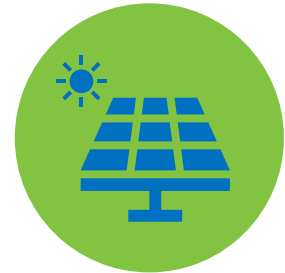


## Low-Income Energy Bill Stability

- Design tariffs and billing strategies to achieve 100% clean energy without increasing energy bills for low-income households (renter- and owner-occupied)



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## Rate Structure Options for Solar Affordability

- Develop more equitable retail rate structure options that will facilitate solar adoption in disadvantaged communities



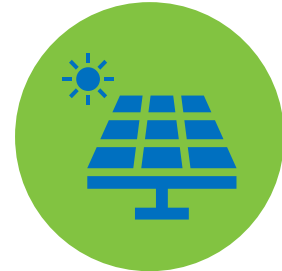
### Low-Income Access to Demand Flexibility Programs

- Develop strategies that increase technological readiness of low-income households (renter- and owner-occupied), small businesses, and schools to participate in direct and indirect demand response, solar/storage incentive, and energy efficiency programs to lower bills and/or access payments



### Improve Access to Solar/Storage and Energy Efficiency in Multifamily and/or Renter-Occupied Buildings

- Develop optimized implementation strategies by modeling bill savings potential of various approaches based on detailed multifamily building modeling and renter-occupied and low-income efficiency, solar, and storage deployment potential



# Local Solar & Storage

Thoughts?

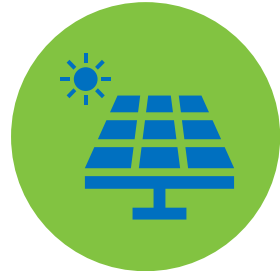
## Targeted Community Solar Siting

- Assess opportunities and financing strategies to site local solar/community solar in disadvantaged communities to supply local clean and affordable energy to these communities



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### Equitable Electric Vehicle (EV) & Charging Access

- Identify strategies to accelerate light duty EV and EV charging infrastructure access across communities to equitably achieve high EV adoption rates through:
  - Increased EV ownership
  - Increased access to shared EV (car sharing, electric buses, ride-hailing services) usage
  - Siting or incentivizing of EV chargingIn disadvantaged communities



### Reduced Transportation Energy Burdens

- Identify transportation electrification strategies that can increase access to mobility opportunities (electric care share, taxis, ride-hail fleets, scooters, bikes, or walking) and reduce transportation burdens (i.e., costs, pollution, traffic, etc.)

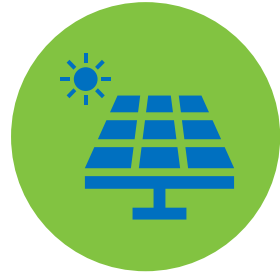


## Building Weatherization, Thermal Storage, and Resilience to Extreme Events

- Increase building weatherization to reduce morbidity and mortality during extreme heat events in low-income households

## Access to Public and Community Cooling

- Improve non-residential community access to public or commercial heating and cooling spaces for vulnerable households





## Increase Resiliency in Disadvantaged Neighborhoods through Targeted Solar-plus-storage Siting

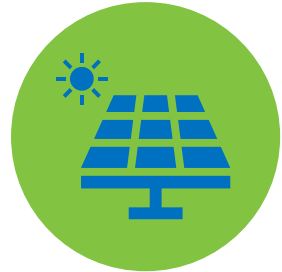
- Increase hours/days of electricity service in an outage situation through targeted solar and storage for distribution grid resilience in disadvantaged communities



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## Identify Grid Upgrades Needed to Support Reliability and Solar/Storage/EVs in Disadvantaged Communities

- Identify infrastructure upgrades needed in disadvantaged communities to:
  - Ensure electricity reliability
  - Support community solar, rooftop solar, storage, EV adoption
- Assess potential deferral of distribution upgrade costs due to behind the meter and community scale solar and storage



An aerial photograph of a city, likely Los Angeles, showing a mix of residential and commercial buildings, streets, and greenery. In the background, a range of mountains is visible under a clear sky. A prominent green banner with white text is overlaid on the left side of the image.

# Discussion / Q&A

# Wrap Up and Next Steps

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# Going Forward

## Steering Committee Meetings

March 23, 2022

Virtual

- Refining a plan for modeling and analysis for strategy development

April 20, 2022

Virtual

- Summary of what we heard at community meetings
- Feedback on draft modeling, analysis, and strategy development plan

Subsequent Meetings

- **Last Wednesday of each month, 10:00 a.m. – 12:00 p.m. PT**
- **Virtual** for near-term

What would you like to discuss in upcoming meetings?  
*Drop your agenda suggestions in the chat!*





*Reminder*  
**Community Meetings**

## Community Meeting Dates

- **Saturday, February 26, 10:00 a.m. – 11:30 a.m. PT**
  - ✓ (English with Spanish translation)
- **Thursday, March 3, 6:30 p.m. – 8:00 p.m. PT**
  - ✓ (Spanish with English translation)

**Steering Committee outreach help needed to ensure broad participation.**



**LADWP will share invitations and registration links via email.**



**Please share with your communities!**

***Steering Committee members are welcome to attend and observe these meetings, but we respectfully ask you not to participate.***



**Thank you!**

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