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*Speed. Reliability. Value.*

May 27, 2025

To: Supervisor Kathryn Barger, Chair  
Supervisor Hilda L. Solis  
Supervisor Holly J. Mitchell  
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Supervisor Janice Hahn

From: Michael Owh   
Director

## **REPORT BACK ON ESTABLISHING A BUILDING SUSTAINABILITY ADVISORY SERVICE TO EQUITABLY ACCELERATE PRIVATE BUILDING RETROFITS IN LOS ANGELES COUNTY MOTION (ITEM NO. 20, AGENDA OF NOVEMBER 26, 2024)**

On November 26, 2024, the Board of Supervisors (Board) adopted the “**Establishing a Building Sustainability Advisory Service to Equitably Accelerate Private Building Retrofits in Los Angeles County**” [motion](#) (Motion), which instructed the Internal Services Department (ISD), in collaboration with the Chief Sustainability Office (CSO) and the Chief Executive Office (CEO), to report back with a program proposal and funding plan for a free technical and financial advisory service, administered by the Internal Services Department, that would support building decision-makers with identifying, planning, and funding energy efficiency, clean energy, heat mitigation, electric vehicle, and water conservation projects.

The attached proposal introduces, and details County of Los Angeles Retrofit Accelerator (County Accelerator), a multi-phase technical assistance program that aligns with the County’s ambitious climate and equity goals and would be available free to the public. Consistent with the motion, the program’s objective is to guide building owners and managers through the process of upgrading their properties to be more energy-efficient, decarbonized, and resilient, connecting them with valuable resources and support.

The County Accelerator program is designed to roll out in three phases, each building on the last to expand reach, deepen impact, and accelerate progress toward a more sustainable and equitable Los Angeles. The program will empower building owners to adopt best practices that reduce utility bills, lower emissions, and improve occupant health and comfort. This technical assistance program will connect building efficiency improvements to broader community resilience, supporting critical County priorities such as wildfire recovery, water conservation, heat mitigation, and both seismic and climate resilience.

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If you have any questions, please contact me at (323) 267-2101, via email: [Mowh@isd.lacounty.gov](mailto:Mowh@isd.lacounty.gov), or your staff may contact Minh Le, Energy and Environmental Services General Manager at (323) 267-2006, via email: [MSLe@isd.lacounty.gov](mailto:MSLe@isd.lacounty.gov).

MO:QH:ML:lm

#### Attachments

c:     Executive Office, Board of Supervisors  
       Chief Executive Office  
       Auditor-Controller  
       County Counsel  
       Chief Sustainability Officer  
       Department of Economic Opportunity

A photograph of the Los Angeles skyline, including the city center with various skyscrapers, viewed from a distance. In the foreground, two hands are visible, with fingers extended to form a rectangular frame around the city. The hands are slightly out of focus, and the background is a clear blue sky. The city below is densely packed with buildings and greenery.

# Establishing a Technical Assistance and Advisory Program for Los Angeles County

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May 2025







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## LAND ACKNOWLEDGMENT

The County of Los Angeles recognizes that we occupy land originally and still inhabited and cared for by the Tongva, Tataviam, Serrano, Kizh, and Chumash Peoples. We honor and pay respect to their elders and descendants—past, present, and emerging—as they continue their stewardship of these lands and waters. We acknowledge that settler colonization resulted in land seizure, disease, subjugation, slavery, relocation, broken promises, genocide, and multigenerational trauma. This acknowledgment demonstrates our responsibility and commitment to truth, healing, and reconciliation and to elevating the stories, culture, and community of the original inhabitants of Los Angeles County. We are grateful to have the opportunity to live and work on these ancestral lands. We are dedicated to growing and sustaining relationships with Native peoples and local tribal governments, including the:

- Fernandño Tataviam Band of Mission Indians
- Gabrieleño Band of Mission Indians–Kizh Nation
- Gabrielino–Tongva Indians of California Tribal Council
- Gabrieleno–Tongva San Gabriel Band of Mission Indians
- San Fernando Band of Mission Indians
- San Manuel Band of Mission Indians

To learn more about the First Peoples of Los Angeles County, please visit the Los Angeles City/County Native American Indian Commission website at [lanaic.lacounty.gov](http://lanaic.lacounty.gov).

# Executive Summary

## Now is the Time. LA County is the Place.

Los Angeles County stands at the forefront of sustainability leadership, setting national benchmarks through bold climate action, equity-driven policies, and economic innovation across its 88 cities. As the first in the nation to adopt a comprehensive countywide sustainability plan,<sup>1</sup> LA County has become a model for integrated, community-centered climate strategies. Our 2045 Climate Action Plan<sup>2</sup> charts an ambitious path to carbon neutrality, reinforcing the County's role as a pioneer in environmental stewardship. As the largest County government in the United States, we embrace this leadership with pride and recognize our responsibility to evolve by delivering equitable, forward-thinking services that meet both current and future community needs.

Despite these ongoing efforts, our region is experiencing the harsh realities of a changing climate, most recently through record-breaking heatwaves<sup>3</sup> and the devastating 2025 LA Fires.<sup>4</sup> Poor air quality continues to plague our neighborhoods,<sup>5</sup> and rising housing and utility costs are making affordability an increasing concern. Historically underserved and disadvantaged communities disproportionately feel these impacts, where residents are twice as likely to suffer from asthma and other respiratory illnesses due to

environmental pollution.<sup>6</sup> As we prepare to host the 2028 Summer Olympics (LA28), the urgency to improve air quality, achieve cost savings, and meet our climate goals has never been greater.

Buildings are the second-largest source of greenhouse gas (GHG) emissions in LA County, contributing 25 percent of the total. This is due to outdated equipment, inefficient energy use, and limited access to clean energy solutions. While a range of programs and resources are available, the landscape can be complex and overwhelming for building decisionmakers. Multifamily property owners, for instance, often struggle to navigate the technical, financial, and permitting process of installing upgrades like electric vehicle (EV) charging infrastructure. At the same time, water inefficiency and increasing demand continue to strain our resources. The upcoming Building Performance Standards (BPS) will further raise the bar, requiring significant improvements across the building sector.

Current County initiatives, such as the Internal Services Department (ISD)-led Southern California Regional Energy Network (SoCalREN),<sup>7</sup> are actively working to address these barriers. SoCalREN provides building decisionmakers with financial

<sup>1</sup> Los Angeles County Chief Sustainability Office. (2019). Our County Sustainability Plan. Retrieved from <https://ourcountyla.org/>

<sup>2</sup> Los Angeles County Department of Regional Planning. (2024). 2045 Climate Action Plan. County of Los Angeles. Retrieved from <https://planning.lacounty.gov/long-range-planning/climate-action-plan/>

<sup>3</sup> National Weather Service. (2024). Record-breaking heatwaves in Los Angeles County. Retrieved from <https://www.weather.gov/>

<sup>4</sup> California Department of Forestry and Fire Protection. (2025). 2025 LA Fires Incident Report. Retrieved from <https://www.fire.ca.gov/>

<sup>5</sup> California Air Resources Board. (2023). Greenhouse gas emissions from buildings in Los Angeles County. Retrieved from <https://ww2.arb.ca.gov/>

<sup>6</sup> Los Angeles County Department of Public Health. (2023). Asthma prevalence in disadvantaged communities. Retrieved from <http://publichealth.lacounty.gov/>

<sup>7</sup> SoCalREN is funded via ratepayer dollars administered by the California Public Utilities Commission (CPUC). Since launching in 2012, SoCalREN has helped upgrade more than 1,500 single-family homes, multifamily properties, and public facilities, resulting in 100,000+ MTCO<sub>2</sub>e GHG avoided.

incentives, technical assistance, and access to trusted contractors to help them navigate the path to sustainability.

On November 26, 2024, the County of Los Angeles Board of Supervisors delivered a Motion<sup>8</sup> that directed ISD, in collaboration with the Chief Sustainability Office (CSO) and the Chief Executive Office (CEO), to prepare *“a program proposal and funding plan for a free technical and financial advisory service administered by SoCalREN that would support building decisionmakers with identifying, planning, and funding energy efficiency, clean energy, heat mitigation, electric vehicle, and water conservation projects.”*

This proposal introduces the **County of Los Angeles Retrofit Accelerator (County Accelerator)**, a multi-phase technical assistance program that aligns with LA County’s ambitious climate and equity goals. County Accelerator will guide building owners and managers through the process of upgrading their properties, connecting them with valuable resources and support. SoCalREN’s unique market position and proven track record make it the ideal entity to lead this effort. Its existing infrastructure enables rapid deployment of services, including technical assistance, contractor matchmaking, access to incentive programs, workforce training, and performance verification.

The County Accelerator program is designed to roll out in three phases, each building on the last to expand reach, deepen impact, and drive progress toward a more sustainable and equitable Los Angeles County.

By providing expert guidance and advisory services, County Accelerator will empower building owners to adopt best practices that reduce utility bills, lower emissions, and improve occupant health and comfort. This technical assistance program will link building efficiency improvements to broader community resilience, supporting critical County priorities such as wildfire recovery, water conservation, heat mitigation, and seismic and climate resilience.

**County Accelerator is not a compliance tool—it is a strategic investment in the County’s future.**

The County Accelerator team will equip building decisionmakers with the knowledge, resources, and support needed to meet evolving performance standards while advancing equity, sustainability, and public health. If implemented, County Accelerator will support Los Angeles County’s progress toward its climate goals, deliver measurable building operations savings, and create healthier, safer, and more resilient communities across the region.

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<sup>8</sup> Los Angeles County Board of Supervisors. (2024, November 26). Motion by Supervisor Holly J. Mitchell: Program proposal and funding plan for a free technical and financial advisory service administered by SoCalREN. County of Los Angeles. Retrieved from <https://file.lacounty.gov/SDSInter/bos/supdocs/197688.pdf>



The County Accelerator is designed to roll out in three phases, each building on the last to expand reach, deepen impact, and drive progress toward a more sustainable and equitable Los Angeles County.



## PHASE 1: Quick Wins & Foundation

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### Goal: Build trust and momentum

- Connect building owners to existing resources
- Deliver benchmarking and compliance support
- Inventory current programs

*–Lays groundwork for future success*



## PHASE 2: Program Expansion

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### Goal: Scale reach and deepen impact

- Develop sector-specific tools and training
- Add account managers and outreach staff
- Broaden technical assistance and highlight incentives

*–Reaches more stakeholders, more efficiently*



## PHASE 3: Full-Scale Delivery

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### Goal: Maximize value and reach

- Launch sector-specific teams and a dedicated call center
- Expand beyond LA County
- Offer robust, tech-specific services

*–Delivers comprehensive, high-impact support*

# Introduction and Background

## Los Angeles County is on the front lines of the climate crisis.

We face severe impacts including unhealthy air, heat waves, and wildfires, and, as indicated by our Climate Vulnerability Assessment, low-income communities and communities of color are disproportionately affected.<sup>9</sup> To catalyze bold climate solutions, the County is stepping up to drive action both as a leader in its region and beyond and has set ambitious climate goals, including its 2045 Climate Action Plan (2045 CAP), which took effect on June 25, 2024. The 2045 CAP outlines multiple strategies to reduce greenhouse gas (GHG) emissions, ranging from transitioning to 100 percent clean energy and electrifying transportation systems, to enhancing carbon sequestration through nature-based solutions and implementing zero-waste policies. In addition, the 2045 CAP integrates information about California state climate goals to ensure alignment and maximize impact across jurisdictions. Key to the success of both the County's and the State's plans are strategies to drive low-carbon transportation and strategies to improve water and energy usage by buildings. Active and pending policies impacting LA County building owners include:

- **The California Building Standards Code (Title 24)** now requires stricter energy efficiency and green building practices, meaning building owners must invest in compliant materials and systems for new construction and major renovations.

- **Pending rules from the South Coast Air Quality Management District (SCAQMD)** will likely restrict the use of gas-powered space and water heaters, pushing building owners toward electric alternatives.
- **LA County is considering tenant protections from extreme heat**, which could require building owners to install or upgrade passive or active cooling systems to ensure tenant safety.
- **The LA County Water Plan aims for 80% local water supply by 2045**, which will require building owners to adopt water conservation strategies such as efficient plumbing, drought-tolerant landscaping, and possibly greywater systems.
- **The California Air Resources Board (CARB) will phase out the sale of gas-powered vehicles by 2035.** To support this, building owners will need to install electric vehicle charging infrastructure, especially in multifamily and commercial properties.

The County may also consider instituting a Building Performance Standard (BPS). A BPS is a policy tool that sets energy or emissions performance targets for existing buildings, aiming to improve efficiency and reduce environmental impact over time. If adopted in Los Angeles County, a BPS would establish clear, enforceable performance thresholds that buildings must meet, typically through phased targets.

<sup>9</sup> Los Angeles County Chief Sustainability Office. (2021). LA County Climate Vulnerability Assessment: Executive Summary. County of Los Angeles. Retrieved from <https://ceo.lacounty.gov/wp-content/uploads/2021/10/LA-County-CVA-Executive-Summary-English.pdf>





## LA County's Climate Action Plan (CAP) Goals\*

**40% by 2030 | 50% by 2035 | 80%+ by 2045**

\*Compared to 2015 levels

**A Technical Assistance and Advisory Program can help drive long-term improvements in building operations, reduce greenhouse gas emissions, and support climate and equity goals.**

BPS policies typically set targets in terms of energy use per square foot or greenhouse gas emissions by building type. Building owners would be required to report on performance annually and could be subject to audits or fines if targets are not met.

For example, the City of Los Angeles is updating its Existing Buildings Energy and Water Efficiency (EBEWE) ordinance and introducing new Building Performance Standards aimed at significantly curbing GHG emissions from all buildings over 20,000 square feet. Compliance strategies are expected to include weatherization, insulation, energy-efficient lighting, smart devices, and replacing gas appliances with heat pumps. Such standards are often paired with a benchmarking ordinance, which requires owners to report the energy performance of their building(s) annually. Benchmarking not only promotes transparency but also helps track progress toward broader climate goals.

Other future mandates related to occupant safety and wellbeing may require building owners to upgrade their facilities. Most recently, in January 2024, the Los Angeles County Board of Supervisors passed a motion directing the Department of Public Health to collaborate with other County departments to establish a Safe Maximum Temperature Threshold for Residential Units; the current proposal is 82 °F. A mandate such as this would make residents safer but would be particularly significant for rental units, as many older homes and multifamily buildings may require substantial upgrades and likely result in increased energy use and costs. Tenant and landlord outreach and education will be crucial to facilitate compliance in the over 68,000 multifamily properties in LA County.

Substantial state, local, and federal funding is available for resilience, energy, and water efficiency projects. However, significantly more financial subsidies could be reaching LA County building owners, particularly its most vulnerable communities. Technical assistance programs provide a single point of contact in other jurisdictions like New York City and are successfully guiding building decisionmakers through energy efficiency projects, including educating them about BPS compliance and connecting them to available funding. Such programs also strive to highlight additional opportunities to improve a property's resilience.

# Program Benefits

## A technical assistance program could play a transformative role in Los Angeles County's efforts to improve building performance and meet sustainability goals.

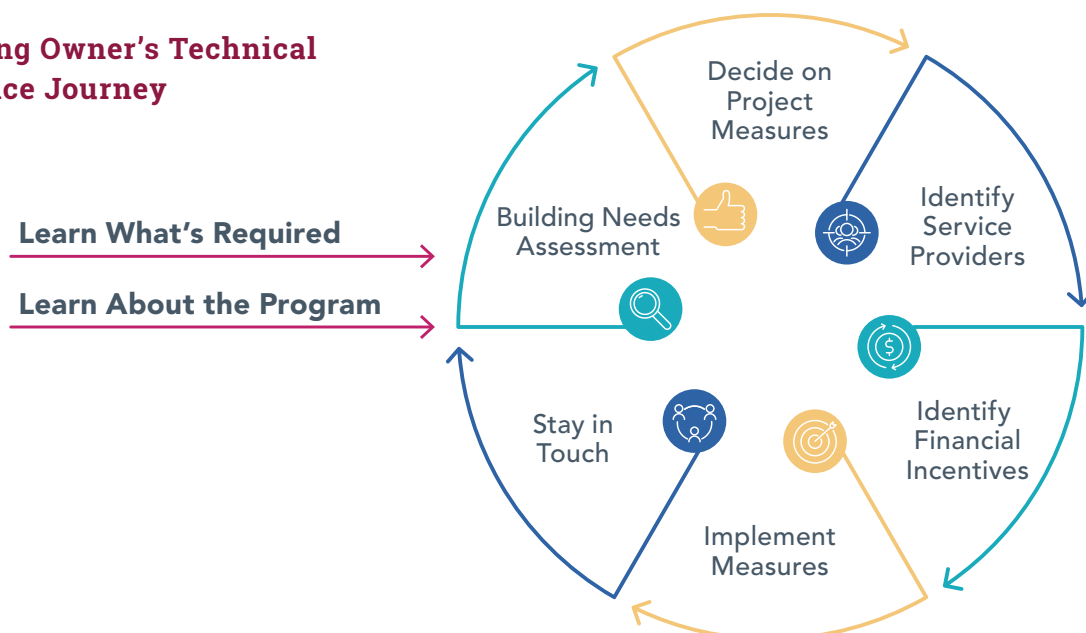
By serving as a centralized resource, the program would offer expert guidance to building owners, managers, and stakeholders, helping them navigate complex regulations such as Building Performance Standards (BPS). It would streamline access to compliance tools, connect users to funding opportunities, and provide tailored support to ensure buildings can meet or exceed performance targets.

These services would not only simplify the compliance process but also promote long-term improvements in energy efficiency, emissions reduction, and climate resilience. The image below illustrates that after the initial touchpoint, technical assistance programs build trust and maintain ongoing relationships with building owners to

inform future decisions. This trust is built through proactive outreach, unbiased assessments, and ongoing follow-through.

Beyond direct support for building owners, a technical assistance program would also drive broader benefits for the region. It could foster local workforce development through training and job creation, encourage technological innovation through partnerships, and ensure equitable access to resources for all building types and communities. By integrating education, funding, and hands-on support, the County Accelerator would help drive market transformation and position Los Angeles County as a leader in sustainable, high-performing buildings.

### A Building Owner's Technical Assistance Journey







# NYC

## ACCELERATOR

### Demonstrating Impact: NYC's Technical Assistance Program

Designed to assist building owners in navigating projects that impact energy efficiency, decarbonization, and resilience, the NYC Accelerator offers guidance, connects stakeholders to funding opportunities, and links them with service providers. It was initially launched to encourage voluntary upgrades, but its role expanded significantly following the adoption of Local Law 84 (benchmarking) and Local Law 97 (building performance standards), providing critical compliance support.

The program's effectiveness stems from its strategic approach. By building strong relationships with building owners, property managers, and service providers, the Accelerator fosters trust and collaboration. Its position as a neutral third party helped it gain credibility and influence decisions without bias. Additionally, the program leverages market tools—such as contractor networks, incentive programs, and financing options—to guide stakeholders toward energy-efficient solutions.

This approach not only facilitates compliance and upgrades but also helped shift the perception of regulations from burdensome mandates to opportunities for improvement. The program's impact is reflected in its results:

- **NYC Clean Heat (2012–2015): Helped 5,000 buildings** phase out equipment burning Fuel Oil No. 4, preventing hundreds of deaths and thousands of hospitalizations annually.
- **NYC Retrofit Accelerator (2015–2021): Supported 3,000 buildings** in completing major energy projects.
- **NYC Accelerator (2021–present): Engaged 17,000 buildings**, with about half actively planning or implementing projects, resulting in annual **savings of 85,000 metric tons of carbon dioxide and \$3.5 million.**



By creating a single point of contact for technical assistance, the County Accelerator can help streamline future engagement and support.



## Navigating and Understanding Regulatory Impacts

Given the range of existing regulations that Los Angeles County building owners and managers must navigate, a key early step is ensuring that all stakeholders are informed about their responsibilities. This is especially important for building owners who may have limited financial or staffing resources to monitor regulatory updates or develop a clear path to compliance.

Identifying which regulations apply to which buildings is a foundational element of the concierge-based approach. By creating a single point of contact for technical assistance, the County Accelerator can help streamline future engagement and support. This involves gathering and clearly presenting essential information about relevant regulations, while also facilitating meaningful connections between participants and available resources.

This aspect of the County Accelerator enables the County to serve as a supportive partner offering guidance and assistance rather than simply enforcing rules or adding to programmatic complexity that can already exist. While technical assistance alone may not eliminate all concerns about current or future requirements, it can help address questions around perceived “unfunded mandates.” Ideally, the concierge-based model can shift building owners’

perspectives from viewing compliance as a burden to recognizing it as an opportunity for improvement and long-term benefit.

## Coordinating Resources to Help Building Owners Achieve and Exceed Requirements

Once a building owner understands their compliance obligations, a new set of questions often emerges: What specific steps are required to achieve compliance? Are building improvements necessary, and if so, which ones? What technical and financial resources are available to support implementation, and what does the application process involve? Are there qualified local contractors who can perform the upgrades?

The concierge approach is designed to guide building owners through each step of this process. It provides tailored referrals to relevant resources, including local, state, federal, and utility programs; pre-approved energy service vendors; and financing options.

**By simplifying complex program requirements and application procedures, the concierge model helps reduce barriers to participation and increases the likelihood that referrals lead to completed projects.**

This approach facilitates communication with program sponsors to resolve questions or issues quickly, while offering a platform to surface and relay challenges related to programs outside the County's jurisdiction.

Importantly, the concierge approach maintains ongoing engagement beyond the initial referral. For example, after connecting a building owner with a utility program that offers reduced-cost energy audits, the County Accelerator team continues to support the project. They follow up to review audit findings, prioritize recommended measures, and determine next steps to achieve energy, water, cost, and emissions reductions.

## **Creating Economic Opportunities through Local Workforce Development**

**The County Accelerator will not only assist building owners in locating and engaging with service providers but will also seek to grow the skilled workforce that is available to meet building owners' growing demands for sustainability services.**

To start, the team will conduct or review a labor force gap analysis for LA County, which combines an assessment of the current workforce with an assessment of the current and projected building owner demand for technical services that will be necessary to meet compliance requirements. This process results in the identification of potential workforce shortages, by occupation, skill set, and communities serviced, while identifying the need for specific education/training opportunities that will be required to fill these gaps.

With this information in hand, the team will perform a review of all relevant training and educational programs currently available in the region, including apprenticeship opportunities, to understand which training offerings best suit the skill sets required to meet LA County building owners' technical needs across its diverse communities. At this point, the County Accelerator can extend its concierge approach beyond building owners themselves, to serve as a resource hub for service providers.

As a starting point, these resources will focus on networking and "matchmaking," or connecting building owners with qualified service providers and workers with existing training programs to drive skill development and professional growth. As the program matures, however, it can develop its own training curricula geared toward the demonstrated technical assistance needs of building owners.

Furthermore, the County Accelerator team will work with its existing roster of pre-vetted service providers to identify and encourage the development and deployment of apprenticeship and intern/externship programs that can help workers apply their new or enhanced skills and transition into full-time employment. This will include the identification of potential funding streams to support these efforts. In this way, the County Accelerator can serve as an incubator for the local workforce, growing both the demand for technical services to achieve sustainability goals, as well as the supply of skilled workers who can meet this demand. Using this approach, LA County positions itself as a trusted advisor to not only the building stakeholders, but also to service providers.



## Potential Research Partnerships

Establishing a technical assistance program like the County Accelerator can greatly benefit LA County with strategic external partnerships.

Collaborating with external partners can provide invaluable resources and expertise to pilot innovative technologies and successfully implement them in the County.

Samples of potential partnerships are described below.

- **National Laboratories:** Partnering with national labs such as the Lawrence Berkeley National Laboratory (LBNL) can facilitate the testing and deployment of cutting-edge energy efficiency technologies.
- **Research Institutes:** Electric Power Research Institute (EPRI)'s research and development efforts focus on advancing energy efficiency and grid integration technologies. Partnering with EPRI can help pilot innovative solutions such as smart grid-integrated retrofits and deep efficiency measures. These collaborations can also explore the potential of distributed energy resources (DERs) and demand response strategies to enhance energy resilience and sustainability across LA County.
- **Universities:** The UC Davis California Lighting Technology Center (CLTC) is focused on "accelerating the development and commercialization of electric building systems and controls technology in pursuit of decarbonization, grid resiliency, and community wellbeing." A partnership with CLTC could leverage their existing publications based on latest research while providing real-world data to inform ongoing CLTC work.





# A Retrofit Accelerator for LA County

The County of Los Angeles Retrofit Accelerator (County Accelerator) is a proposed program designed to support building owners and operators in Los Angeles County as they work toward making energy-efficient upgrades and reducing carbon emissions.

The goal is to help the County meet its climate targets for 2030, 2035, and 2045 by providing practical, personalized guidance that makes it easier for stakeholders to take action.

The concept behind the County Accelerator is to influence building decisionmakers through a combination of relationship-building, neutrality, and access to market resources. By establishing trust early, both with building owners and the broader network of service providers, utilities, and property managers, the program could help guide stakeholders toward more sustainable and resilient choices. Its role as a neutral, third-party advisor would allow it to offer unbiased support, while also connecting participants to vetted contractors, incentive programs, and financing options.

If implemented, the County Accelerator would be developed in three phases. The first phase would focus on setting up program infrastructure, conducting outreach, and beginning to offer technical assistance. The second phase would involve expanding the team and scaling services to reach more building sectors. In the third phase, the program would shift toward more specialized support, with a focus on specific technologies and workforce development. This phased approach is modeled after the NYC Accelerator and is intended to be flexible rather than prescriptive.

To be effective, the County Accelerator would require several core components, including technical assistance, marketing and outreach, workforce and resource development, a program website, a system for tracking relationships, and staff training. With these in place, the County Accelerator team could offer a range of services—from connecting building owners to financial and technical resources, to supporting high-performance retrofits.

Not every engagement would lead to a project, but when it does, the County Accelerator team would track progress through a defined project lifecycle.

**Overall, the County Accelerator is designed to be a practical tool to help prepare stakeholders for future policy requirements and support the County's broader sustainability efforts.**

## County Accelerator Technical Assistance Project Lifecycle



The focus and scope of the County Accelerator during Phase 1 would be shaped by LA County's initial priorities identified during the program's pre-launch design. To support long-term success, a formal Gaps, Barriers, and Opportunities (GBO) analysis should be conducted at the start of Phase 2 (and Phase 3 if needed) to identify underserved sectors, avoid duplication, and ensure the program complements existing efforts.

Throughout each phase, the County Accelerator team would assess where it can add value to the broader LA County community. This includes evaluating market segments to ensure equitable distribution of program benefits and co-benefits. For example, the program might initially focus on smaller buildings, which often face greater challenges in accessing energy efficiency resources, or on larger buildings, which could deliver greater emissions reductions and may be more directly impacted by future BPS.

A core feature of the program would be its concierge-style approach—account managers meeting building owners, contractors, service providers, and other stakeholders where they are in the process and offering tailored support based on their needs. The County Accelerator would complement, rather than compete with existing offerings, serving as a connector and facilitator across available resources. In doing so, the program could serve as a trusted advisor, helping stakeholders navigate the landscape more effectively.

## Phase 1: Foundation & Quick Wins

Phase 1 is designed to launch with a modest budget and a focused scope, emphasizing relationship-building and early momentum. The goal is to demonstrate that connecting building owners with existing resources can drive meaningful improvements in efficiency and resilience

- **Technical Assistance, Outreach, and Marketing** will be led by seasoned experts with deep knowledge of the LA market and strong local networks who will serve as the primary points of contact for technical support, outreach, and marketing. The focus will be on building one-on-one relationships and connecting building owners and managers with eligible grants, incentives, and technical assistance programs.
- **Workforce Development** efforts will initially focus on serving as a connector for service providers across the County to relevant projects and opportunities.
- **Resource Development** will be tailored to specific building types or priority segments (e.g., multifamily properties over 20,000 square feet in vulnerable communities). Internally, curated lists of service providers and incentive programs will be developed for use by Account Managers.
- **Digital Infrastructure** will include a functional website that outlines program offerings and provides a “help desk” accessible via email, phone, or an online lead capture form.
- **A Funding Inventory** will catalog existing incentives and grants from utility, City, County, State, and federal sources. Existing marketing materials from utilities and state energy offices will be leveraged to promote these programs.
- **Customer Relationship Tracking** will be managed through a simple but functional tool to capture key data such as contact information, project type, building address, referrals, and outcomes.
- **Local Expertise** is essential for Phase 1 staff, who are expected to bring a deep understanding of LA County and statewide stakeholders and building regulations, thereby minimizing the need for additional training.

Depending on County priorities and available funding, the program may transition directly into Phase 2, with many Phase 1 activities continuing throughout the life of the initiative.

### Phase 1 Success Metrics

- Relationships developed
- Referrals made
- Projects completed
- Completed project impacts (e.g., kWh, GHG, etc.)



## Phase 2: Program Expansion

Phase 2 assumes a continuation of Phase 1 activities and a growing budget that enables the program to expand reach, services, and training capacity. This phase focuses on establishing the County Accelerator as a recognizable brand, deepening partnerships, and developing additional resources.

- **Technical Assistance** will be provided and a vetted list of “pre-approved” service providers will be developed to connect building decisionmakers with trusted contractors. One-on-one engagement and funding referrals will remain central, with enhanced tracking of project progress and outcomes to ensure access to all available incentives.
- **Marketing, Education, and Outreach (ME&O)** will expand beyond a single expert to include engagement at industry events, social media outreach (e.g., LinkedIn), and targeted e-newsletters.
- **Workforce Development** will begin with a labor force gap analysis followed by a review of existing training and apprenticeship programs to identify alignment with market needs. The team will continue connecting workers to training opportunities and may begin developing new courses to fill gaps.
- **Sector-Specific Resources** will be created for high-priority segments such as affordable multifamily housing, senior living communities, and small businesses.
- **Training Integration** will ensure that all workforce and stakeholder training activities prepare both building owners and service providers for compliance with any new requirements.
- **Digital Infrastructure** will be expanded to include a more robust website with resources, training and financing information, and a searchable list of pre-approved contractors and service providers.
- **Funding and Financing Tools** will be continuously updated. New case studies and fact sheets will highlight funding pathways and include a curated list of financing providers.
- **Customer Relationship Management (CRM)** will transition to a more robust platform to accommodate a growing contact base and team.

The County Accelerator will coordinate closely with emerging programs to ensure ongoing support meets market needs. Maintaining independence from regulatory enforcement will be essential to preserving trust with building decisionmakers.

### Additional Phase 2 Success Metrics

- Resource downloads
- Individuals trained
- Pre-approved trade allies and financing providers
- Customer service scores

## Phase 3: Full-Scale Delivery

Phase 3 assumes a significant budget and enables the program to expand implementation and reach its full potential. A multichannel outreach strategy will be deployed to engage each target audience where they are, with paid media<sup>10</sup> playing a central role. Staffing and program expansion will be guided by a Phase 3 Gap/Barrier/Opportunity (GBO) analysis to address critical needs across LA County.

- **Technical Assistance** will expand into sector-specific teams and include technology specialists as identified in the GBO analysis. These teams will continue to build relationships, track project outcomes, and ensure access to all available incentives.
- **ME&O** will grow to include staff dedicated to community event coordination and participation.
- **Call Center** operations will be launched to manage increased inquiries driven by paid media activities. The center will triage calls, determine eligibility, and route qualified leads to Account Managers.
- **Workforce Development** will deepen through partnerships with local training providers. The program will offer training for engineers, architects, tradespeople, developers, and construction managers on efficient operations, maintenance, and high-performance retrofits.
- **Resource Development** will continue, with new materials based on Phase 2/3 GBO findings—such as technology-specific guidance (e.g., heat pump water heaters).
- **Website Enhancements** will include expanded resources, live and recorded training, case studies, and a searchable directory of pre-approved contractors and financing experts.
- **Funding “Matchmaking” Service** will help chart personalized financing paths based on eligibility. This service will include estimated incentive values and direct connections to financing providers. A Financial Expert will be added to guide building owners through funding options.
- **CRM Expansion** will support environmental impacts tracking and project management. As the contact base and team grow, a dedicated CRM Manager will ensure data integrity and system optimization.

### Additional Phase 3 Success Metrics

- Paid media conversions
- Local event management and participation metrics
- Total buildings covered and served

**The phased implementation of the County Accelerator offers a clear pathway for sustainable growth across Los Angeles County.**

As the program matures, it will be essential to continuously evaluate service offerings and ensure they remain valuable and responsive to evolving market needs.

<sup>10</sup> Paid media currently generates more than 90 percent of project leads for the highly successful NYC Accelerator.

# Funding Plan

A phased funding plan supports the program's growth, with investments increasing in line with its expanding reach and scope.

Its goal is to help the County meet its climate targets for 2030, 2035, and 2045 by offering practical, personalized guidance that empowers stakeholders to take action. Once established, the County Accelerator will require consistent annual funding to ensure staff and resources are available when decisionmakers need support.

## Phase 1: Foundation & Quick Wins

- **Estimated Duration:** 1–2 years
- **Annual Budget:** \$300,000–\$500,000
- **Estimated Annual Impacts:**  
150–250 properties per year

This phase focuses on building relationships and connecting stakeholders to existing resources. The County Accelerator team will consist of 1–2 experienced subject matter experts who will serve as project manager, account manager, and marketing lead. Key activities include launching a functional website, developing one-page program handouts, and tracking engagement using a basic customer relationship tool (e.g., Excel). Success will be measured by the number of relationships established and referrals made to other programs and contractor networks. Completed projects and associated impacts will also be tracked.

## Phase 2: Program Expansion

- **Estimated Duration:** 1–2 years
- **Annual Budget:** \$1M–\$2M
- **Estimated Annual Impacts:**  
400–500 properties per year

With a broader scope and increased staffing (5–10 FTE), Phase 2 will expand services and visibility. Following a GBO analysis, formal Outreach and Marketing teams will be established, including junior staff who may require training. The program will position itself as the go-to resource for BPS education and compliance support. New resources—such as case studies and sector-specific funding guides—will be developed, and the website will be enhanced to include training and financing information, as well as a directory of pre-approved contractors. A more robust CRM system (e.g., Salesforce or HubSpot) will be introduced. Success metrics will include resource downloads, individuals trained, and the number of pre-approved service providers.





A phased funding plan supports the program's growth, with investments increasing in line with its expanding reach and scope.

### Phase 3: Full-Scale Delivery

- **Estimated Duration: 2 years**
- **Annual Budget: \$3M+**
- **Estimated Annual Impacts:  
1,000+ properties per year**

Phase 3 enables the County Accelerator to reach its full potential and support the implementation of a new BPS. The team will grow to 10–20 FTE, including sector-specific and technology specialists. Outreach staff may be organized by sector, and the Marketing team will expand to include a website developer and community event coordinator. Paid media will be used to drive awareness and engagement.

A call center will be established to manage increased inquiries and ensure consistent data capture in the CRM. The website will serve as a central hub for BPS compliance training (live and recorded), contractor and financing directories, and case studies. A funding “matchmaking” service will help building owners identify and connect with the most relevant financing options. A CRM Manager will be added to support system maintenance and data integrity.

Workforce development will continue through partnerships with local training providers, and new training will be offered for engineers, architects, tradespeople, and developers. Topic-based staff training will ensure institutional knowledge across the team. Additional success metrics will include the number of building referrals to incentive programs, completed projects, and customer satisfaction scores. The methodology for tracking energy and GHG savings will be refined.

### Sustained Annual Funding

NYC's Accelerator program, supported by over a decade of consistent funding, now engages decisionmakers for more than 60% of the 50,000 buildings subject to its BPS—a figure expected to reach 100% as compliance begins. County Accelerator will require similar long-term investment to achieve comparable success. The program's effectiveness depends on having staff and resources in place when building owners are ready to act.

To expand beyond LA County, particularly within the SoCalREN service territory, the County Accelerator could offer a “buy-in” model. Local governments would pay to access program resources and account management services, enabling regional participation without placing the full financial burden on LA County.

In addition, the County Accelerator can seek partnerships with leading institutions such as Lawrence Berkeley National Laboratory, California Lighting Technology Center, National Renewable Energy Laboratory, Institute for Market Transformation, California Energy Commission, and Rocky Mountain Institute. These collaborations will help integrate cutting-edge research into the program and position the County Accelerator as a model for replication across California.

# Program Timeline



## Phase 1: Foundation & Quick Wins

**Annual Budget: \$300,000–\$500,000**

**Estimated Annual Impacts:  
150–250 properties per year**

The effort launches with an ME&O lead and an Account Manager. Together, they will create a public inventory of existing programs and resources, initiate outreach, and begin delivering technical assistance and program support services to building owners.



## Phase 2: Program Expansion

**Annual Budget: \$1M–\$2M**

**Estimated Annual Impacts:  
400–500 properties per year**

The team adds Account Managers and ME&O staff, including an event coordinator to engage with industry events. Technical assistance expands to additional building sectors, highlights specific technologies, and promotes incentive programs.

	Year 1	Year 2	Year 3	Year 4
Program Services	Direct outreach and enrollment support for owners and managers.		Expand the team with technical and sector subject matter experts.	Identify program champions to feature in case studies.
Marketing Education and Outreach	Develop a functional website to build brand awareness and provide contact information.	Expand website to include available program resources and services.	Addition of staff leading extensive website enhancements, maintaining a CRM platform, and engagement in community outreach events.	
Workforce Development	Connect workforce with existing opportunities, through channels such as LA County DEO and SoCalREN.		Begin offering training opportunities.	Perform Labor Market Analysis.



## Phase 3: Full-Scale Delivery

**Annual Budget: \$3M+**

**Estimated Annual Impacts:  
1,000+ properties per year**

With a solid foundation of services and staff, the program expands its focus on sector- and technology-specific services. Team growth focuses on deep knowledge of current technologies, policies, and programs available in the marketplace. Strong connections have been built between County Accelerator-trained contractors and employers, leading to ongoing local job opportunities.

	Year 5	Year 6	Year 7	Year 8
	Develop comprehensive building owner/manager toolkit. Launch customer support call center, and launch funding matchmaking service.		Expand case studies to feature current key technologies.	Integrate a building energy use dashboard.
	Build program resources around case study participants and current technologies.	Launch targeted advertising and public education campaigns.	Continued ME&O with staff, website, and activities evolving based on local needs, desires, and priorities.	
	Expand training to include BPS compliance.	Ongoing workforce training and fostering of connections between workforce and employers.		



An aerial photograph of a city intersection at dusk. The scene is dominated by a large, modern skyscraper with a distinctive, angular, crystalline facade in the foreground, which is partially covered by a semi-transparent teal overlay. To the left, another tall building with a grid-like facade is visible. The intersection features multiple lanes with white traffic markings, including 'HEAD LANE' and 'BUS' lane indicators. Several cars and a truck are visible on the roads. A parking lot with several cars is situated to the right of the intersection. The sky is a deep blue, and the city lights are beginning to glow. The text 'Now is the time.' is written in a white, sans-serif font across the middle of the image, overlaid on the teal area.

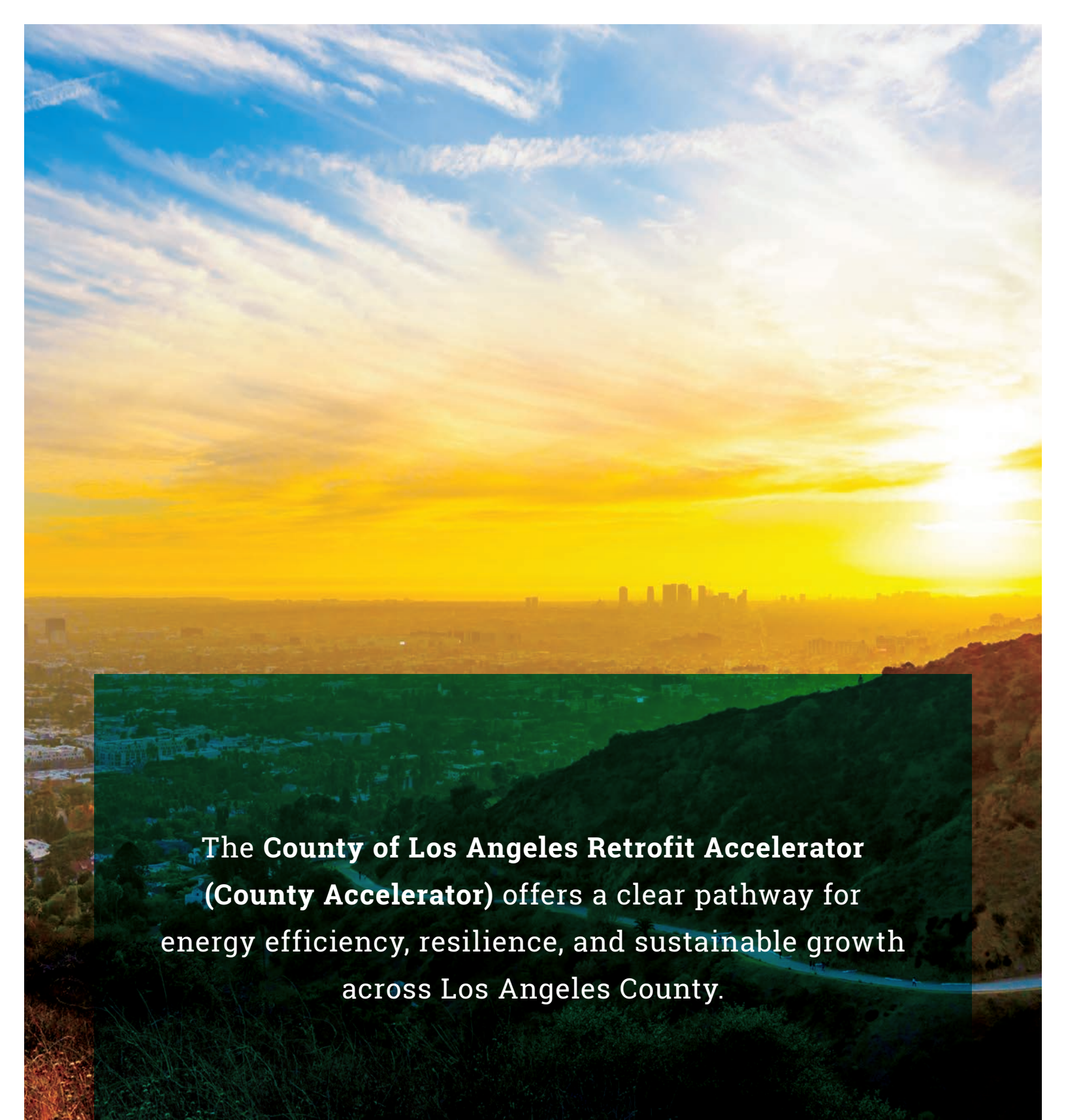
Now is the time.





**LA County is the place.**





**The County of Los Angeles Retrofit Accelerator  
(County Accelerator)** offers a clear pathway for  
energy efficiency, resilience, and sustainable growth  
across Los Angeles County.

