

Operator: The broadcast is now starting. All attendees are in listen only mode.

Dale Hahs: Good afternoon. As you may have surmised or seen in the check box we've had a bit of a challenging technical start. So my name is Dale Hahs with the Energy Service Coalition and I'm actually standing in for Al **Astoshick**, which many of you know who is generally the host for these webinars as a member of the United States Department of Energy's Better Buildings Initiative. Our role is to welcome you to session three of the Better Buildings five part ESPC webinar series.

These sections explore the tools and resources of DOE's energy savings performance contracting toolkit. Today's session we'll take a look at the resources available to help state and local governments establish the building blocks for a permanent ESPC process and infrastructure. These blocks include building and maintaining a network of ESPC supporters and establishing a sweet of technical assistant services for project owners.

Next slide. In our remaining time we'll start off the discussion with an overview of some very interesting research conducted in the last couple of years by the Energy Services Coalition or ESC. The organization with a mission to promote energy savings performance contracting. You will hear Jim Arwood and myself, Dale Hahs, VSC discuss the common building blocks we've identified and states with successful ESPC programs. Together these blocks form a strong foundation and permanent infrastructure for performance contracting.

ESC's findings pave the way for some of the tools included in the ESPC tool kit and introduce nicely the theme for today's webinar. Alice will follow with a look at the resources in the tool kit that can help you establish some of the building blocks discussed whether you're interested in establishing a centralized program for technical assistance or developing a network of ESPC champions to spur and support ESPC projects in your jurisdiction. Before we get started on today's program please note that we'll hold questions until after the presentation, but you can enter your question any time throughout this presentation through the chat box on your webinar screen. Then we'll fit them together as time allows at the end of the presentations. The session will be archived and posted for your reference on the Internet.

Slide three, please. As is typical to this webinar series there is typically a couple polls to help us tailor our remarks to be most

useful for you. When the poll question comes up on your screen please select the one sector that most closely fits yours. Okay. And we can see the results here. It looks like a little over a third are from private sector businesses or ESCO's, followed by state government, then local government, and then nonprofit, and finally some federal government participants. So we appreciate that – you sharing that information. Then there is a second poll here. Again, when the question appears on the screen please select the one response that most closely matches your role in the process.

Okay. As you can see on your screen just as I can that nearly half the folks participating are involved in initiating and developing projects and then there is a split of advisors and other and then oversight providers bring up the balance. So we appreciate your input on the polls. It's really important to understand who the audience is in these presentations and make sure that we're doing our best to tailor our remarks to you. So at this point we're going to move to the presentation from the Energy Services Coalition regarding these building blocks that we call key attributes.

Jim Arwood:

Thank you, Dale. I'm Jim Arwood with the Energy Services Coalition and I will be joined by Dale Hahs on this. Dale and I are excited to share the ESC analysis of key attributes and state-wide guaranteed energy savings performance contracting success. The challenge is going to be doing this in 20 minutes as Dale has spent the last 15 years or longer analyzing this relationship and I've spent a good part of the last 3 to 4 years. That said, this is also the third time in the last decade the ESC has engaged in this effort to identify programmatic design key attributes and their relationship to success at the state and local level.

Each time we've done this activity the participation from our state partners, our public partners, has increased and we've gained additional insight into what makes for successful program. As you can see here, I hope everyone on the call is familiar with the Energy Services Coalition. We are a public, private partnership that has been working with states throughout the country since 1999. Prior to 1999 we were a regional group with the focus strictly on western states. Our primary purpose for all these years has been to support and to facilitate the development and improvement of guaranteed energy savings performance contracting programs at the state level.

Next slide, Dale. You heard earlier talk about key attributes. Most people in the public and private sectors associate the ESC with the ten key attributes to programmatic design. Now the ESC didn't

create these attributes. Rather our relationship with states allowed us to observe the successes achieved by state programs and analyze those programs and their attributes. And from this observation and analysis a list of best practices emerged. So for the last 20 years that is what we've been doing. In short, the key attributes we'll talk about today are the core elements we've observed over the years that are necessary for an effective statewide program.

I talked about the long history with identifying the key attributes. This slide and the next give a brief timeline of that history. Notice that it was a little over a decade ago, the last one there, 2007 that the best practices model program evolved into key attributes. In 2007 with the support of the Department of Energy the EFC began to study and subsequently compile the elements of state programs that were most effective and efficient. This study revealed that the ten key attributes that have proven to accelerate the access of programs in every way.

So next slide, Dale. Two years after the launch of the key attribute initiative, so in 2009, 17 states participated in our first review of program design. Each state was asked the number of type of key attributes in place and the amount of investment that had been realized. The key stat here on this slide, as you can see in 2009, the average number of key attributes per state was 4.54 out of 10. And I apologize for those that may be unfamiliar with the term key attribute. In a couple minutes Dale will discuss each in more detail and this number 4.54 will make more sense.

Next slide. In 2011 the states participating in the second review programmatic attributes increased from 17 to 22. As an organization ESC had spent two years at this time promoting a model program based on the ten key attributes. We also saw during this period of time an increase in the average number of key attributes adoption from the participating states. The average increase from the 4.54 to the 5.54. And you see the bullet there at the bottom of the page, Arizona example. And I was the energy office director in Arizona during this time frame.

When we started roughly in the 2006, 2007 time frame Arizona had one key attribute. We had enabling legislation that allowed for energy savings performance contracting. Over the previous 10 to 15 years prior to that time Arizona had reported slightly more than \$30 million in investment in projects statewide. Mainly these were all in the university. By 2011 at the time of this second review we had adopted seven of the ten key attributes with the help of ESC. The investment in GSPC projects increased to several hundred

million dollars. So now I realize there were other contributing factors at that time, but I'm confident that a great amount of this increase was from our establishing a program. We got buy-in from the governor, support of various decision makers, established the chapter, did benchmarking, reporting, the key attributes that you'll hear about in a few moments.

This relationship isn't just restricted to Arizona. We've seen significantly more investment in performance contracting and states recognized this ESC champion states. And we'll talk about champion states in quite a bit of detail throughout this webinar. These are the leader states and they were selected based on a combination of key attribute adoption and the amount of recent investment in projects in their state. So next slide, Dale. We recent – I'm sorry. Yep. There we are. We recently completed the most recent review between 2016 and 2018. This was the third review that I spoke to a few moments ago. This round we had 34 states participate and the number of key attribute adoption per state had increased to 6.174 out of 10. And when looking at our champion or leader states this number was even higher at 8.5.

So next slide, Dale. There were a number of key takeaways from this review. I've listed a few of them here. I won't dwell on them as I know Dale is going to cover these as he walks through the ten key attributes and the trends we observed from this latest review. Dale, I will turn it over to you if you want to launch into the key attributes and take it away.

Dale Hahs:

Great. Thanks, Jim. For our attendees, what we're going to do is I'm gonna talk a little bit about the key attribute and some critical components of each attribute and then Jim's gonna share some statistical information from these studies that help reinforce the value of each of the attributes. So let's start with this one. I really always enjoy talking with the first key attribute being enabling legislation, because let's face it, if it's not legal you shouldn't do it. Within the model legislation and within most state's legislation now they talk about the different applications of funding all these components that you see there.

Some of the things that are also incredibly important in that enabling legislation is that will define whether your program does or does not require a guarantee, something that we think is extraordinarily important. It may assign which department. Could be the state energy office, could be a general services division, or a facilities division and how they can have a leadership role and establishing a program. It may provide for funding for the program

and actually establish a means for assessing and collecting fees from the projects that can help support or make each program a self-funding program long term.

Then incredibly important, enabling legislation will almost inevitably have a non-appropriation clause within. This is a part of the key issue in how guaranteed energy savings performance contracting was originally established that allows this work not to be considered debt. Over the course of time there are a lot of challenges about that. The non-appropriation clause in the enabling legislation is a fundamental of that consideration.

Jim Arwood:

And the key attributes, when we did this review some of the questions that we asked of the states' participating, one of them was your statutes. Do you have one statute that covers all sectors or are we looking at individual statutes per specific market segments. So here on this slide you will see that six of the ten champion states, and these are the states that adopted the most key attributes and had a corresponding – most significant amount of investment in performance contracting.

Six of the ten champion states had separate legislation for each market sector. And this is an important thing. We didn't notice this level of response from the other states. Why don't you move to the next one, Dale? I think the next one is states requiring a guarantee and Dale mentioned that a little earlier. One hundred percent of the champion states or leader states again had in legislation a requirement for a savings guarantee. This compared to 71 percent of other states. I'll let you go there, Dale.

Dale Hahs:

Sure. I might just digress for just a second and share with you that when I think about key attributes I remember years ago when people would say, "What's the silver bullet to establishing these programs and making them be effective and actually grow the market achievement?" And you've all heard this colloquialism. It's not a silver bullet. What you're hearing about that we call key attributes might look a little bit like the silver buck shot. So just giving that reference as a frame.

When we think about the second key attribute listed here we talk about established gubernatorial support. It is important that each state's governor understand the value and what can be achieved through this nontraditional means of procurement and financing of work. Nearly every state has amassed an extraordinary amount of deferred maintenance and we're all trying to figure out where the appropriations are gonna come from to resolve this. But to

establish a program and make it successful we need to lean on the governor who has the ability, the unique ability, to call together the legal, finance, procurement, landlord agencies, and have them work in concert to establish a program that can be effective.

The governors are typically the individuals in the states that establish efficiency goals. When they set a bar it provides direction and reinforces the need for these programs to be successful. We've seen governors in the past use their pen to issue executive orders. The most notable was a governor who offered the concept of an executive order that said, "No longer send me your budget for capital improvements until you've exhausted all opportunities to use guaranteed energy savings performance contracting." We call that GESPC first.

Finally, the governor can put a real formal icing on this cake of work through press releases, through public appearances, ribbon cutting for work, that sort of notoriety to reinforce the effectiveness of this work together. So second key attribute, established gubernatorial support.

Jim Arwood:

And the trend that we saw in our review was that 80 percent of our leader state, our champion states, reported continuous support from their governors and this includes transitions from one administration to the next, and in some cases from one party to the other. The difference is stark here. Only 29 percent of the other states reported the same continuous support from their administrations. And I'll let you go again there, Dale.

Dale Hahs:

Noting that a large part of our audience is from the ESCO community, one of the things that's important about these key attributes is if they're not assembled in a state where you're scratching your head and wondering why additional opportunities aren't more forthcoming it may be because some of these attributes are missing. So we encourage your thinking about how to support these pragmatic building blocks as well. So contentious decision makers, there is an untold number of programs that the energy office work really hard to stand up and then they find out maybe that the finance group really didn't understand how the money was supposed to move to actually be effectively apart of guaranteed energy savings performance contracting.

Who's supposed to pay for this? Is this debt – didn't we already appropriate those funds to pay the utility bill and do maintenance and operation? If we did, how do I use that money and reauthorize it for some other purpose? All of these questions are hard. What

we find out is when the appropriate work is done with procurement, finance, legal, the landlord agency, and the budgeting authorities that programs get stood up. They can be very, very effective and they aren't questioned at every turn.

Jim Arwood:

During the review 70 percent of our champion states, the leader states reported that they had involvement and support of these key decision makers and this compared with only 40 percent in the other states that had the support of their key decision makers. I think as Dale mentioned earlier, the involvement of these folks in the beginning and continuing involvement really does make for the program to move along and we've seen where they have completed – created complexity if they weren't educated about the process.

Dale Hahs:

Next we've identified that the states that are most successful have what we've labeled here is program administration. In a more common way I'd say that the states that are most successful with GESPC, we actually know the face of those programs. We know and folks that participate in those marketplaces know that this person or that person is the go-to person to find out about the answer to a question or to reach out to an end user to talk to them about the confidence that they can have in the program and the way it's established.

The deployment of this program administrator is just becoming more and more important every day. We do see folks from the private sector sometimes push back and say, "Look, we don't need this oversight. We don't need anybody checking our work." But it is that very confidence. It is in fact, the routineness that can be applied to guaranteed energy savings performance contract from established programs that allow those states to be remarkably more successful.

Jim Arwood:

And 90 percent of the champion states or leader states have a program administrator or someone that provides the technical assistance and oversight for the projects. In addition, nearly half of these states, of these champion states, have a third party owner's rep that either provides a service or assists with the oversight role. Comparison in the other states is number – the states that provide project oversight drops to 50 percent and for third party owner reps it is 29 percent. There has been a trend towards this third party owners rep over the last few years and Dale, I think you can probably attest to the fact that 10, 15, 20 years ago when we started this review process the owner's rep wasn't as common as it is today.

Dale Hahs: The owner's rep at that point was considered the project champion, which was just the owner's identified person to talk to. When we talk about owner's rep today we're actually talking about somebody that has enough expertise and experience in the marketplace to be able to help all parties through the concepts of procurement, the legal issues, the way finances get managed for these projects and to ensure that the appropriate procurement steps are taken. Not to mention something that's completely unique to this industry having a full and complete understanding of measurement and verification, how to write the plan –

Operator: You are now joining the meeting.

Dale Hahs: How to write the plans and effectively how to review the reports later. So the next key attribute would be prequalified providers. The ESCO community is developed into a very, very strong group of confident and experienced organizations with a host of individuals that really are very, very well-served to be good energy partners for projects such as these. However, in every state nearly we see a program stood up and then maybe it's a mechanical contractor or a general contractor that says, "Hey, I could do that too." But they really don't have any understanding of the fundamentals of your enabling legislation or the nuances of a guarantee or maybe even a financial wherewithal to support that guarantee mitigating the risk for the end user.

We know that it stream lines the processes dramatically by having a prequalified set of providers that can actually participate in the program. The owners know who to reach out to to invite solicitations for new projects and the project participants know what their responsibilities are within the program. As a final piece of consideration for prequalified ESCOs, and I'm saddened to even have to mention this, but there are cases where projects get, let's just say outside of the rails. It does happen. One of the real advantages of having prequalified ESCOs is in fact that all of the participants recognize the need to establish their highest level of production in quality and integrity so that they're not eliminated from the program over time. Jim?

Jim Arwood: I was on mute. I'm sorry. In this latest review we uncovered that nearly all of the champion states, nine out of ten, have prequalified vendors and this compared to 46 percent of other states. I'll turn it back to you, Dale. Are you having audio difficulties?

Dale Hahs: Well, my thumb got in the way and pressed that silly button. So thank you for catching me. Standardized documents are incredibly

important. They enhance the speed from the onset of the project to delivery. They provide for you a well-vetted document that says, "These are the terms and conditions by which the projects can move forward," leaving the technical information about the project to be completed as part of the contract instruments for that project in schedules and exhibits. Having the standardized approval and knowing that those terms and conditions are fair and equitable and the only ones that are going to be improved only provides confidence to move forward and speed for next project.

Jim Arwood:

And then our champion states, all of our champion states use one or more of the standardized instruments for projects in state government and this compares to 75 percent of the other states. Of this, 40 percent of these state champions or champion states extend these documents to the local units of government for their use and this compares to only 17 percent of the other states.

Dale Hahs:

Next, a pretty important attribute. If these programs aren't funded in some way, either by appropriation or self-funding based on small fees being assessed to the project, well, they simply go away. And we know that the best programs, the most successful programs have, to their benefit, a significant amount of time, multiple years of those program offices being well-funded so that the work can continue.

Jim Arwood:

And the trend was 60 percent of the champion states say they have adequate funding and the other states reported only 17 percent as having adequate funding for their programs.

Dale Hahs:

One of the things that really challenging for states and large local units of government to fulfill is the outreach in education that it takes to understand this nontraditional means of procurement and finance. Successful programs have incorporated Energy Services Coalition chapters. These 501C3 committees allowing the public and the private groups to come together and (A) talk about the things that can advance a program all together, but (B) actually be your agent, actually be the agent of information that goes to the school facilities program or the superintendents annual convention or the physical plant directors annual meeting and share the concept in a very unbiased way.

Under the banner of ESC they're presenting the education and the concepts of energy savings performance contracting and not talking about their individual company. This is a huge help in the promotion of work and making sure that education is provided throughout the communities.

Jim Arwood: And half of our champion states have an active ESC chapter doing outreach and education activities around the state while 37 percent of the other states have an ESC chapter. As Dale mentioned a minute ago, the performance contracting message is more readily received when it comes from a coalition as opposed to an individual vendor.

Dale Hahs: Finally, our last attribute, which was a bit of a surprise – whoops. I'm sorry. I jumped one ahead. Tracking and reporting, incredibly important. Frankly, if you haven't heard about e-project already you will hear about it. Our Department of Energy friends with help from the Federal Energy Management Program and Lawrence Berkeley National Lab have created a methodology for national reporting that is really important. One of the mistakes that we've seen in states over the course of time is they'll stand up a program and they'll have a ribbon cutting announcing that all the negotiations are complete. We're about to start construction.

While that is something to celebrate, the rarely celebrate the fact that we've received the measurement and verification report. Hypothetically let's say in the sixth year and it still illustrates the persistence of savings and shows us that 105 percent, as an example of the savings, are still being achieved regardless of the dynamic changes in the facilities. This tracking and reporting is incredibly important and actually reinforces that this work is essential and can be very, very effective.

Jim Arwood: And 70 percent of our champion states require some form of reporting compared to 54 percent of the other states. I don't have the figure right handy, but that number drops off when we ask if the reporting is from local units of government versus the state agencies. And going back to one of the key takeaways from earlier in the talk is the disconnect between the state program and the local units of government and that extends to the reporting as well. As Dale mentioned about the project builder, we also – ESC will also be doing outreach to state governments this summer talking to them about their investments data that they've collected, whether it's in the state agencies and/or in the local units of government.

Dale Hahs: So the last key attribute for our discussion today is recognition. This was a bit of a surprise. In our last work we found that there were some state programs that had done really a remarkable job of having an annual event now and providing awards to powerful strategies, biggest project, most savings, highest percent of savings achieved in relationship to the guarantee. That sort of recognition

in some states has called for governor staff to be on board at the presentations. This is a big deal. Celebrating the success and recognizing those folks that actually took the time, diligence, and rigor to put together great projects is incredibly important.

Jim Arwood:

And the trend here was that 50 percent of our champion states, our leader states, have some form of recognition for individual projects compared to 13 percent. I think what this has demonstrated, or I hope it has, by comparing what the champion states have in the way of key attributes versus the other 24 states was that the more that the champion states, which was a combination of the adoption of key attributes and investment and performance contracting projects in their state, but the more key attributes that a state has, which you can see in our champion state, in every case the champion states in the key attribute that we outline and in our review, the champion states had more – there were more states among those group of states that had adopted that key attribute into their program for their state.

And in some cases the number is significantly higher than in the other states, but across the board we saw that the champion states had these elements in their programs on a much higher percentage than the other states.

Dale Hahs:

So I'd just close this up by saying it's always my joy to be involved in these presentations, particularly along with Jim Arwood as the executive director of the Energy Services Coalition. We have this e-mail address that you can reach out to at any time. We'd be glad to share with you, point you to the kinds of resources from this work that have been surmised in a report that you can read and potentially use for your benefit. I'm gonna very boldly speak to our organizers and say at this point we should be switching slides and it's my hope that we've technically found Ms. Dasek.

Alice Dasek:

I should be off mute now if you can hear me.

Dale Hahs:

Very good.

Alice Dasek:

I think the laugh confirms it. Thank you very much. Thank you so much, Jim and Dale, for sharing your findings. I always find this very interesting generally to talk about the key attributes and how these building blocks go to form the infrastructure for ESPC. I just want to spend a few minutes wrapping up with the toolkit introduction, the next section of our webinar. I know we are running short on time. So the ESPC toolkit, specifically the section on building that permanent infrastructure for regular ESPC projects

is very important. We just heard that – important for success in ESPC. We just heard that from both Jim and Dale.

Several years ago DOE began offering regular assistance to help state and local governments that were interested in leveraging the performance contracting. In 2014 DOE launched the ESPC accelerator and that was one of several such initiatives to enable energy efficiency. I will skip forward just a couple of slides. You can take a look at how the accelerator – what the profile was and I will skip ahead to slide nine if you could please. I can't see the slides. So I will just speak to them.

I'd really like to talk about one area of the accelerator where each partner was asked to select one barrier to ESPC investment to work on. Here we took all of those solutions as well as other solutions that DOE had worked on or that others had worked on that we found to be critical to developing the entire process for ESPC, the decision-making process from whether you should use ESPC all the way through to what did we get out of our ESPC. Here in front of you you see the home page for the toolkit and how those solutions were organized. So we organized them into the one package and then navigation is meant to be along those lines that I just mentioned.

Next slide, please. And now for the new information today about this section. We're here to focus on that third section called establishing ESPC. And the set of solutions in this part address some of the elements we heard about earlier in the hour. And these resources can help establish ESPC as a business as usual mechanism for moving energy efficient projects forward. Sometimes we refer to these as the building blocks to support a steady stream of projects as an infrastructure and sometimes for those who have not heard the full explanation of what that means, like all of you have today, we call it establishing an ESPC program to clarify that we mean ongoing ESPC support.

So this section of the toolkit includes the resources that you see listed on this slide about slide ten to help users that are interested in developing a permanent ESPC infrastructure. So I'd like to provide just a one sentence description for each of the tools for a basic introduction and that might be all we have time for today. Then I will certainly invite you to contact me directly for a more in-depth discussion of any one of these.

So the first document here is the ESPC key attributes. This resource is really a result of the first study that EOC conducted a

few years ago. It's a combination of those attributes and a description of what they are and what they mean. The information that you heard today is so new that I can't really even say that it's hot off the presses because it's not published yet, but there will be a report about this and it's scheduled to go out in the next week or so. And we, EOC, Jim and Dale, I assume that will be posted on the EOC website.

Jim Arwood:

Yes.

Alice Dasek:

Is that right? Okay. So we can provide that link when that analysis is ready and posted. The next resource here is guidelines for establishing an ESPC support program. So specifically it is meant to look at whether you have a staff that is dedicated to helping your state agencies, your local departments, and it's a step-by-step guide to establishing that office with the staffing and overseeing that program over time at either the state or local level and to offer that technical assistance on an ongoing basis for project owners.

The next one, the virtual technical assistance for download. You've probably heard about its sister version which is the actual virtual technical assistant, which helps everyone go through the individual steps of an ESPC project. This is the document version that really can be used by a state government or a local government that's interested in providing technical assistance and it can be downloaded and then the content can be customized for your particular jurisdiction with legal and other conditions and then posted on your program website to help ESPC project owners that are in your jurisdiction. And you can direct them at certain points to contact your office or be in compliance with other perhaps program requirements.

The next is the networking toolkit and I refer to both of these, the networking toolkit and the ESPC's champion toolkit right below it, as many toolkits within the larger ESPC toolkit that we're talking about. The networking toolkit is a set of resource templates for state and local governments to build and maintain that network of ESPC stakeholders in the jurisdiction that will be critical for supporting and promoting energy savings performance contracting. It's very important to feed and cultivate that network.

The next one, the champion's toolkit is a set of resource templates also, but that one is aimed a little bit differently. It's if you have a goal of really spurring more ESPC projects you can develop and run a core of energy efficiency champions. They might be the facility managers perhaps at individual departments or agencies or

even individual facilities that then can get together, support each other with the information about ESPC, and then also be the ones to identify potential ESPC projects at their facilities and then promote them to upper management to get approval. So also a very important tool that is not something that you often have resources around. These are more the people associated tools that are needed.

Then finally, two examples from states that have put in place this infrastructure successfully. Massachusetts has what it calls the Clean Energy Investment Program and it's really a mechanism by which they have an established team of folks that they're engineers and they go out to individual agencies, help them develop the project, as well as the financing plan, and then also see it through where the state follows on and acts really as the energy services company by providing bond funding for the project for financing. And then of course the project repays that bond with the savings from the project. Very interesting model.

Then the Minnesota guaranteed Energy Savings Program. Some of you may already be familiar with this. This is more traditional state lead initiative where it does have a suite of technical resources and services for project owners and it delivers technical, financial, contractual, all the assistance that could be needed to support the implementation of ESPC. So I see we're already a couple minutes over time. I'd like to just close. I'm sorry about – we will try to get to the questions you have submitted and respond to you in the materials that we post online.

I would like to thank again our guest speakers, Jim Arwood and Dale Hahs, from the Energy Services Coalition for sharing both the interesting research of course but their vast ESPC expertise and insights that they were able to apply to and analyze that information. If we – you will also receive an e-mail notice about, not just the question and answers, but when the archive of this session is available online. In the meantime, I invite you of course to visit the ESPC toolkit and to contact me directly to have individual discussions more in-depth about any one of those tools.

And then please also mark your calendars for the fourth session of this ESPC toolkit series scheduled for July 12 at the same time, and we'll be discussing the next section, which is expanding ESPC to specific sectors or categories of buildings. There we hope to share with you some valuable information about using ESPC as a strategy for carrying out energy efficient projects and targeting them for high savings potential facilities. So thank you very much for attending, everyone. We do apologize for the technical

difficulties. We hope these resources help you establish a strong ESPC infrastructure. Thank you very much.

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