

Engaging across sectors:

An introduction to community,
affordable housing, health, economic
inclusion, and other stakeholders

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About R2E2

- Residential Retrofits for Energy Equity (R2E2) is a new nationwide initiative that will provide training to state, local, and tribal governments as well as community-based organizations and other partners to jumpstart energy upgrades for affordable housing that will lower utility bills, reduce greenhouse gas emissions, improve residents' health, create good-paying local jobs, and help advance racial equity.
- A partnership of the American Council for an Energy-Efficient Economy (ACEEE), Elevate, Emerald Cities Collaborative, and HR&A Advisors, R2E2 will offer guidance on energy upgrade financing models, economic inclusion, navigating the complexities of the affordable housing sector, and engaging with community-based organizations to ensure policy and program plans reflect community needs. People's Climate Innovation Center is advising R2E2 on centering equity in the project and its outcomes and on facilitating community-driven planning processes.



Welcome question

- In the past two weeks, I have directly interacted with stakeholders from # of the following sectors (not including my own). Sectors:
 - clean energy/energy efficiency
 - affordable housing
 - community-based organizations representing frontline communities
 - health
 - economic inclusion/workforce
- Answers: 0, 1, 2, 3, 4, 5
- In the chat: Name, Pronouns, Organization, Location + Native Land, # of Sectors

Learning goals/expected takeaways

- Learn about people/entities with a potential role to play in scaling up energy upgrades to affordable housing
- Begin to understand some motivations and potential partnership roles of various stakeholders
- Draw inspiration from examples of how stakeholders have successfully partnered together and addressed challenges
- Identify 1-2 next steps in assembling a team to scale up retrofits in your community



- There is a tremendous opportunity right now to scale up energy upgrades in affordable housing, as we are seeing an unprecedented influx of new federal funding opportunities from COVID dollars, the bipartisan infrastructure bill, and the Inflation Reduction Act.
- At the same time, we know that programs created or expanded without consultation, partnership, and co-leadership across sectors and without community will miss opportunities to target community priorities, meet owner and renter needs, and achieve multiple benefits (not just GHG emission reductions).

Webinar outline

- Cross-sectoral collaboration to achieve multiple-benefit retrofit programs and policies
- Racial equity considerations
- Introduction to stakeholders and community partners
- Case studies
- Potential next steps in assembling your team
- Resources + Q&A

Benefits of cross-sectoral collaboration in designing multiple-benefit programs

- Achieve multiple policy goals
 - Decrease greenhouse gas emissions
 - Increase housing/energy affordability
 - Advance racial equity
 - Promote economic inclusion and local workforce development
 - Improve health and safety
- Incorporate valuable perspectives and leadership from groups traditionally excluded
- Leverage input and lessons learned to overcome sector-specific barriers
- Align with existing programs
- Achieve economies of scale



- Energy upgrade (or retrofit) programs are often designed without a broad cross-section of stakeholders and community at the table. As a result, they are often designed only with energy goals in mind.
- **It may be difficult to achieve multiple benefits and policy objectives via these programs without including stakeholders from across multiple sectors in that program and policy design.**
- **However, doing so can bring many benefits.**
 - It can also help program planners incorporate valuable perspectives and leadership from groups that are traditionally excluded, such as community members, under-resourced households, renters, and just generally folks from sectors other than energy
- Stakeholders collaborating on program design might be from different sectors within a state and/or local government or they may reach across the public, private, and nonprofit sectors.
- For example, energy and housing departments might collaborate within a single city, a sustainability office might work with a state housing finance agency, or a city department might partner with the state energy office or a utility on enhancing weatherization delivery.
- Community engagement and leadership are essential components of collaborative

strategy design.

What does it look like for the program development process & its outcomes to lead with a racial equity lens?



Structural Equity

Decision makers **recognize the historical, cultural, and institutional dynamics** that have led to clean energy inequities



Procedural Equity

Decision makers **create inclusive and accessible processes** for developing and implementing clean energy programs



Distributional Equity

Clean energy policies and programs **fairly distribute the benefits and burdens** across all segments of communities



Transgenerational Equity

Decision makers **consider the impact on future generations** of the clean energy policies and programs they develop.

Adapted from the Urban Sustainability Directors Network's 2014 report written by A. Park, *Equity in Sustainability: An Equity Scan of Local Government Sustainability Programs*

- Stakeholder and community engagement can be important avenues for incorporating racial equity into the program development process and outcomes.
- We know that the burdens of high energy and housing costs and poor housing quality are not shared equally across different incomes and demographic groups.
- To quote from ACEEE's Energy Equity initiative: "Committing to equity in clean energy programs, policies, and investments can improve and expand clean energy services and technologies for marginalized groups while creating more just processes, outcomes, and systems. Many groups have historically been underserved by energy efficiency and clean energy programs, including Black communities, Indigenous communities, people of color, low-income individuals, youth, older adults, recently arrived immigrants, those with limited English proficiency, and people with disabilities."
 - Also: renters.
- Critical role played by having authentic leadership roles for frontline community-based organizations and leaders.
- Engaging and funding entities that are closest to frontline communities brings invaluable perspectives and insights into this work.



Residential Retrofits for Energy Equity

Key Stakeholders

- The next portion of this session covers eight key stakeholder groups who can bring valuable insights and play leadership roles in the development of programs to upgrade affordable housing.

KEY STAKEHOLDERS

There is a complex ecosystem of players

...and they don't always talk to each other



**GOVERNMENT ENERGY
& SUSTAINABILITY OFFICES**



HEALTH + HEALTHCARE ENTITIES



COMMUNITY



**ECONOMIC INCLUSION AND
WORKFORCE PROVIDERS**



**AFFORDABLE HOUSING OWNERS AND
PROVIDERS**



**ENERGY/BUILDING EXPERTS
AND FUNDERS**



**AFFORDABLE HOUSING AGENCIES AND
FUNDERS**



**LOW-INCOME ENERGY
PROGRAM ADMINISTRATORS**



KEY STAKEHOLDERS

Government energy & sustainability offices

Roles in supporting energy upgrades for affordable housing:

- **Receive** federal funding for clean energy initiatives
- **Launch/Run** or **Fund** retrofit programs using federal or other dollars, potentially focused on specific interventions or technologies that complement existing offering by other entities
- **Refer to/Promote** programs via existing touchpoints
- **Require (and fund)** upgrades, sometimes as a condition of receiving funding or participating in certain gov't programs
- **Create accessible processes** to bring in community leadership and/or **Support** community-led work



- The first group we're going to touch on only briefly, because government energy and sustainability offices are not typically overlooked when folks think about clean energy programs—and in fact they are often leading and setting the vision and goals for government clean energy and climate goals.
- There are various roles these entities can play:
 - **Receive** federal funding. (Other agencies may also receive such funds.)
 - **Launch or Run or Fund** retrofit programs using federal or other dollars.
 - They might focus on specific interventions or technologies that complement existing offering by other entities (e.g. other gov't, utilities).
 - This might come in the form of rebates, grants, or low/no-interest loans.
 - For example, the cities of Chicago, Minneapolis, and Cincinnati fund retrofit programs.
 - **Refer to or Promote** programs via existing touchpoints (e.g. rental licensing, low-income homeownership programs, etc.)
 - **Require (and Fund)** upgrades, sometimes as a condition of receiving funding or participating in certain gov't programs
 - Building Energy Performance Standards would fall in this category, though these policies are mandatory. It's important to note that affordable housing will often have trouble complying with these policies

- unless there is funding available to comply.
- But, energy upgrade requirements can also be attached to voluntary programs or programs that are already funding building rehabilitation—these would generally be run out of a housing agency rather than an energy agency.
- **Create accessible processes** to bring in community leadership, including by shifting location, times, languages, etc. to accommodate community needs—and/or **supporting community-led work**.
- These agencies may or may not have strong relationships with community.



KEY STAKEHOLDERS

Community

Community-based organizations

Environmental justice, social and racial justice, economic justice, tenant rights, and housing justice groups

Community leaders

Faith leaders, elders, organizers, volunteers, school officials, local business owners, nonprofit leaders

Community members

In particular, those historically underserved or who face barriers to participating in gov't processes

Homeowners & renters with low incomes

From both multifamily and single-family properties

MOTIVATIONS & NEEDS

- Direct benefits to most impacted
- Mitigate displacement & high costs
- Develop local economies
- Address range of urgent community priorities
- Protect limited time and capacity
- Be granted decision-making power + accountability
- Get transparency from government about the range of what is possible
- Receive accessible language & info

Credit: ACEEE, Emerald Cities Collaborative, People's Climate Innovation Center



- Specifically: frontline, marginalized, and underserved communities.
- Accountability and transparency are especially important for governments and others to consider when collaborating with community members and organizations, in order to overcome challenging power dynamics and mistrust that may exist. This means setting up structures to ensure that:
 - o follow-through on commitments occurs
 - o that there is clear communication about roles in the partnership and about how community feedback will be used
 - o and that there is transparent reporting back on your progress no matter the degree of success.
- Examples of motivations and needs of community stakeholders
 - o Directing benefits to those most impacted by climate change and most left out historically by clean energy programs
 - o Mitigating gentrification, displacement, and high housing and energy costs for households
 - o Addressing urgent community priorities that may or may not be aligned with affordable housing retrofit programs
 - o Protecting limited time and capacity
 - o Having decision-making power alongside gov't actors and accountability from

govt actors

- Developing local economies and contributing to wealth-building
AND
- Receiving accessible, culturally-relevant, clear information about what is being offered and what is possible from a partnership (for example: a list of options in terms of scale, capacity, timeline rather than asking “what do you need?”) so there’s a better sense of how to work together and what role community could play



KEY STAKEHOLDERS

Community: Partnership Roles

- Participate in formal policy processes (e.g. provide feedback, fill decision-making roles)
- Develop accountability frameworks and direct oversight
- Build community influence through partnerships and coalitions
- Deliver clean energy services to maximize benefits to local communities
- Develop community-led workforce programs and trainings
- Build longstanding capacity in communities for locally-led clean energy efforts

Source: ACEEE's [Fostering Equity Through Community-Led Clean Energy Strategies](#), Ayala, Drehobl, and Dewey, 2021

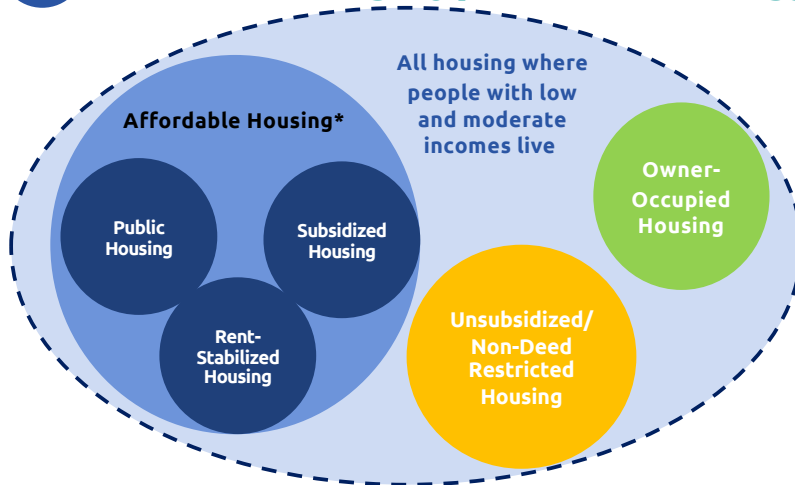


- Community-based organizations' roles in developing energy upgrade programs can go far beyond providing input and gathering input. We'll dig more into this during tomorrow's Community-Driven Planning session.
- ACEEE's 2021 report *Fostering Equity Through Community-Led Clean Energy Strategies* outlines the following potential roles for community-based organizations in clean energy efforts.
- Role mapping can be a valuable exercise. I'd like to share some insights from our strategic advisor, Climate Innovation.
 - In role mapping, a government (or other program administrator) takes a look at all the roles needed to run a program and assesses which roles they or consultants are doing well or not well. The goal is to ask: how might ownership be moved closer to the communities being targeted by programs? Some of the roles or gaps identified may be better carried out by CBOs, and govt can share resources to facilitate CBO efforts.
 - It's important to note that each of these roles should be a funded role, since community partners bring valuable expertise, lived experience, and community connections to the table. Funding may range from stipends, food, and childcare to signed MOUs and contracts for larger amounts.



KEY STAKEHOLDERS

What Housing Types Need Energy Upgrades?



* "Affordable housing" can also be used interchangeably with "low-and-moderate income housing," not just to refer to subsidized and public housing



Don't worry too much about the many differences in housing types—focus on the housing where people live in your communities. For R2E2, we are taking a broad definition of housing. It can be rental, it can be owner-occupied housing, it can be apartments, condos, houses, etc. The point is: it's housing where people live—in particular people of low or moderate incomes—where utilities can be a serious burden every month.



KEY STAKEHOLDERS

How is the Government Involved in Housing?

Housing activities take place across several levels of government.

Stakeholder	Function
Federal Government	<ul style="list-style-type: none"> Provides rules, regulations, and funding for major housing programs like Section 8, HOME, CDBG, public housing, Covid-relief programs like ARPA
State Housing Finance Agencies (HFAs)	<ul style="list-style-type: none"> Finances affordable housing through allocation of tax credits (e.g. Low-Income Housing Tax Credit), debt, and bonds for affordable housing Can incentivize and mandate building energy efficiency in exchange for financing / subsidy they provide Administer statewide homeowner assistance programs
Local Government	<ul style="list-style-type: none"> Provides subsidy for building / upgrading affordable housing Administers federal housing programs Implements zoning, issues permits, enforces housing code, and can mandate energy efficiency
Public Housing Authorities (PHAs)	<ul style="list-style-type: none"> Owns and operates public housing Administers housing vouchers and utility allowances



- HFAs run a really important program: LIHTC
- HFAs may not have energy goals: the state Qualified Allocation Plan; they also allocate a ton of money for substantial rehab of affordable housing; they touch hundreds of units every year;
- https://www.nationalhousingtrust.org/sites/default/files/page_file_attachments/2020%20State%20Strategies%20to%20Improve%20Energy%20Efficiency%20in%20LIHTC%20properties%20%281%29.pdf



KEY STAKEHOLDERS

Affordable Housing Owners

Developers & owners can be non-profits, for-profits, or single-purpose entities.

Stakeholder	Function	Motivations
Housing Owners	<ul style="list-style-type: none"> Secures financing to develop / rehab units Coordinates to accept vouchers and government subsidy Leverages government programs to minimize construction costs 	<ul style="list-style-type: none"> Upgrades can help them recoup costs of investment Upgrades can increase property value <i>May not be aware of available incentives or weary of working with government programs!</i>
Property Manager	<ul style="list-style-type: none"> Maintains day to day properties Addresses property and resident priorities 	<ul style="list-style-type: none"> Typically not decision-makers, except for limited upgrades (e.g. direct install) Supports participation in upgrade programs and post-upgrade operations and maintenance <i>They know the property inside and out, including needed repairs and upgrades!</i>



Think of the owner as the person who pays the mortgage every month (not the rent- that's the renter); they have a financial RISK in the property because they built it, it's their business line to own / operate it

The reason to talk to owners is to design a program they want to use; they won't necessarily partner with you on this project but you need to understand their motivations.

Why partner with affordable housing agencies and/or owners?

- Leverage relationships with affordable housing owners
- Design programs that are attractive and accommodate compliance constraints
- Integrate and/or coordinate with existing funding and financing timelines



KEY STAKEHOLDERS

Housing Funders

Non-profit entities in the housing ecosystem include service providers, foundations, NGOs, CDFIs.

Stakeholder	Function	Motivations
Community Development Financial Institutions (CDFIs)	<ul style="list-style-type: none"> Provides financing and technical assistance for affordable housing Work directly with non-profit and for-profit owners of affordable housing 	<ul style="list-style-type: none"> They have capital to deploy for low-income communities as part of their mission Environmental, Sustainability and Governance ("ESG") financing goals
Other Non-Profit Organizations	<ul style="list-style-type: none"> Can serve as a developer or operator of affordable housing (including "workforce" housing) 	<ul style="list-style-type: none"> Mission-motivated to serve vulnerable populations Creating and rehabbing housing for low and moderate income families
Banks and Lending Institutions	<ul style="list-style-type: none"> Provide financing for affordable housing development and rehab They hold the loans for housing (including GSEs like Fannie Mae) 	<ul style="list-style-type: none"> They have capital to deploy for low-income communities as part of Community Reinvestment Act (CRA) To meet Environmental, Sustainability and Governance ("ESG") financing goals Many want to be seen as leaders in climate / energy through their investments

Check-in question

- After hearing about different community and affordable housing stakeholders, what is one new way you'd like to explore engaging?
 - For example, a question you'd like to ask, a partnership role you'd like to explore, a new/different way you'd like to approach a stakeholder, a new perspective...



KEY STAKEHOLDERS

Low-Income Energy Program Administrators

WEATHERIZATION ASSISTANCE PROGRAM (WAP)

- Administered by state agency (usually energy or human/social services)
- Reduces energy costs by increasing energy efficiency of homes

LOW-INCOME HOME ENERGY ASSISTANCE PROGRAM (LIHEAP)

- Administered by state agency (usually human/social services)
- Addresses energy bill shortfalls and emergencies through bill payment assistance

UTILITY ENERGY EFFICIENCY PROGRAMS

- Typically administered by utilities, but sometimes by a state agency
- State-mandated or voluntary



- Focus on just three types:
 - The first two are administrators of the Weatherization Assistance Program and the Low-Income Home Energy Assistance Program
 - Both are federally-funded programs administered by state agencies—though often not the same state agency.
 - Weatherization reduces energy costs for households with low incomes by increasing the energy efficiency of homes
 - The Low-Income Home Energy Assistance Program or LIHEAP addresses energy bill shortfalls and emergencies through bill payment assistance.
 - The third type is utility energy efficiency programs, which are typically administered by utilities, but can also be run by a state agency using utility funds.



KEY STAKEHOLDERS

Low-Income Energy Program Administrators: Considerations

WAP and LIHEAP

- Often implemented by community action agencies, which can have deeper community ties

WAP

- Annual allocation and timeline, strict federal rules, recent massive federal cash influx
- Leverage outside funding for more comprehensive upgrades
- Must overcome health and safety issues that cause deferrals
- May focus on 1-4-unit properties, though 5+ also eligible

Utilities

- Spending, savings, participation, and other goals may or not align with local priorities

All

- May have gaps partners can fill, e.g. health/safety, building type, deep savings, electrification



- Why might you want to engage these program administrators?
 - In the case of LIHEAP, there may be the opportunity to receive referrals to past or current program participants or to gain insight into communities experiencing high need.
 - Also, both WAP and LIHEAP are often implemented by community action agencies, which can have deeper ties to community that can be leveraged.
- In the case of WAP and utility programs, there may be an opportunity to achieve economies of scale by piggybacking on existing offerings. AND, these programs may have gaps that administrators would be eager for partners to fill. Programs may have limitations in what they can or choose to include in their programs.
 - For example, WAP must spend its entire federal allocation on an annual timeline, including a recent massive federal cash influx.
 - Despite this cash influx, federal rules mean that agencies can only spend a certain amount per home, meaning that a WAP administrator or local implementer still has to leverage outside funding if they want to undertake more comprehensive upgrades. Rising construction costs also limit how deep a retrofit can go under existing spending caps.
 - And, WAP turns away many homes, at least initially, because they are not able to allocate enough of their funding for the health and safety needs present in

- homes, which must be dealt with before weatherization work can occur.
- Lastly, many community action agencies focus their efforts on 1-4-unit properties, or even just on single family homes, even though properties of 5+ units are also eligible for upgrades.
 - These three limitations or gaps—comprehensiveness, health and safety, and 5+ multifamily—present potential opportunities for partnership. It's worth talking with your state WAP administrator or local implementer to see what opportunities they see.
 - For utility programs, utilities may have state-imposed constraints (such as cost-effectiveness tests) or self-imposed constraints that result in gaps in their programs. These might include not serving particular building types (for example, only single family or only master-metered buildings), only offering quick payback measures such as light bulbs and faucet aerators (aka no comprehensive or deep treatment of buildings), or not offering electrification measures such as air source heat pumps or heat pump water heaters.
 - It is worth talking to utility program administrators to understand what gaps exist and to their program implementers, which are typically third parties, to understand opportunities for filling these gaps with new offerings. Community stakeholders and intervenors in public utility commission proceedings (for example, clean energy advocates or even public utility commission staff) can be another good source to learn about utility program gaps and shortcomings.



KEY STAKEHOLDERS

Health Entities

HEALTH CARE PROVIDERS & HOSPITALS

- Refer patients to healthy homes programs
- Provide in-home health interventions
- Track program-related outcomes
- Motivated to reduce unpaid costs

COMMUNITY HEALTH CLINICS

- Provide primary care
- Serve as trusted provider in the community

MANAGED CARE ORGANIZATIONS

- Administer programs using Medicaid funds
- Reduce healthcare costs
- Provide in-home health interventions

STATE & LOCAL PUBLIC HEALTH DEPARTMENTS

- Provide information, services, and programs to improve public health, e.g. healthy homes programs
- Have access to data

Source: Adapted from Hayes and Gerbode (2021)



- The home environment can have a profound influence on health and well-being. Residential retrofits that improve energy efficiency can also make homes safer and healthier, especially when such measures correct indoor air quality issues.
- Vulnerable populations are especially susceptible to in-home health and safety hazards.
- Specifically, building upgrades can:
 - Reduce exposure to mold, moisture, and lead
 - Improve indoor air quality
 - Lower risk of gas leaks or explosions
 - Reduce ER visits and missed days of work and school related to asthma and other respiratory diseases
 - Improve mental health
 - Reduce the thermal stress of extreme heat and cold
- There are a variety of health entities working to improve public health and reduce healthcare costs who may be interested in partnering on programs to improve energy efficiency in homes in a way that also improves occupant health.
- As you can see here, health entities provide a variety of services and many are also motivated to reduce healthcare costs, which can sometimes be achieved by home upgrades.
- Some entities are already running healthy home programs that seek to remove asthma

triggers and lead hazards from homes. These may be municipal, nonprofit, or private.



KEY STAKEHOLDERS

Health Entities: examples of programs/partnership opportunities

Source	Administering agency	Applicability	Example program
CHIP Health Services Initiative	Centers for Medicare & Medicaid Services	Unlocks funding for state initiatives that offer preventive & treatment services	Mich. lead HSI with in-home env. assessment
Medicaid	Centers for Medicare & Medicaid Services	Potential reimbursement of in-home modifications; new program funding models	IMPACT DC Asthma Clinic
Preventive Health & Health Services Block Grant	Centers for Disease Control and Prevention	Grants for states for underserved areas of public health	Rhode Island Progreso Latino
Social Impact Partnerships to Pay for Results Act Grants	Department of Treasury	For projects able to reduce need for other federal funding, including on health care	NYSERDA Pay for Success Clean Energy Training
Lead Hazard Control Grants	Department of Housing & Urban Development	Funding for home assessments and hazard remediation	Rhode Island Green & Healthy Homes Initiative
National Asthma Control Program	Centers for Disease Control and Prevention	Funds & resources for state asthma response networks, with buildings-focused guidance	Montana Asthma Control Program

Source: Adapted from Hayes and Gerbode (2021)



- Health initiatives and healthy homes programs may also present opportunities to piggyback on existing efforts, in cases where programs are already in the home installing upgrades. Homes with health hazards are often inefficient as well. And, there are some key measures that can improve both health and energy efficiency simultaneously. For example, replacing failing gas equipment. Another type of intervention might be repairing a hole in the roof where moisture is intruding and then installing insulation in the newly dry attic or walls.
- On this slide are some examples of health programs that present potential partnership opportunities.
- In these examples, funding comes from the federal level and is then administered locally.
- We see examples where entities are running in-home lead abatement programs, working to modify homes to remove asthma triggers, working to reduce federal healthcare spending via clean energy upgrades, etc.
- It may be worth talking to health entities in your area to understand the types of in-home health and safety hazards they are most concerned about, to access their health data, and to discuss the potential for partnership.



KEY STAKEHOLDERS

Economic Inclusion & Workforce Stakeholders

COMMUNITY COLLEGES & UNIVERSITIES	<ul style="list-style-type: none"> • Provide training; supply students or contractors
LOCAL GOVERNMENT AGENCY	<ul style="list-style-type: none"> • Provide services (e.g. case management, career exploration, job placement) to opportunity youth
FEDERAL JOB TRAINING PROGRAM ADMINISTRATORS	<ul style="list-style-type: none"> • Administer federal programs (e.g. Job Corps, YouthBuild) for opportunity youth
APPRENTICESHIP PROGRAM ADMINISTRATORS	<ul style="list-style-type: none"> • Unions, labor management organizations, business associations, community colleges
SMALL BUSINESS ADMINISTRATION	<ul style="list-style-type: none"> • Runs Small Business Development Centers • Provides technical assistance, coaching, loans for to business planning
BUSINESS ASSOCIATIONS AND CHAMBERS OF COMMERCE	<ul style="list-style-type: none"> • Includes MBE, WBE, and ethnic associations • Member businesses may seek business development opportunities

Source: Emerald Cities Collaborative



- Economic inclusion and workforce stakeholders. We'll use our partner Emerald Cities Collaborative's definition of economic inclusion:
 - o Economic Inclusion goes beyond workforce development. It includes high-road employment and contracting opportunities and improved access to those opportunities for historically marginalized people and communities, i.e. BIPOC, women, at-risk youth, etc. The "high-road employment" part of this is what is traditionally referred to as workforce development and refers specifically to individuals. There is also a business support ecosystem that works with contractors and businesses.
 - o High-road refers to policies that encourage competition based on quality rather than cost, and favors firms that internalize the true costs of business by providing good wages, benefits, growth opportunities, and working conditions; adhering to laws and regulations; and pursuing best practices with respect to community engagement and the environment.
- Who are the key stakeholders in this category?
- In this case, we're looking across both workforce and business development stakeholders:
 - o Community colleges and universities
 - They can offer training, supply contractors, or supply students for the

- workforce
 - Universities may operate weatherization training centers
- City or county workforce development agencies
 - They may run programs for incumbent workers to upskill
 - ...or provide services (e.g. case management, career exploration, job placement) to opportunity youth* That is an officially-defined term: *OPPORTUNITY YOUTH are low-income 16-24-year-olds who have left high school or are underemployed
- YouthBuild or JobCorps program administrators: these are programs for opportunity youth funded by the U.S. Department of Labor
 - YouthBuild primarily builds homes for low-income households. There are 273 YouthBuild programs across the country
 - YouthBuild administrators may be CBOs or any of the entities I just named
 - JobCorps administrators may be nonprofit or for-profit entities running one of over 121 JobCorps centers across the country
- **In terms of the business support ecosystem:**
- Apprenticeship program administrators
 - ...such as unions, labor management organizations, business associations, or community colleges
- Small Business Development Centers
 - These are locally-administered centers funded by the Small Business Administration
 - They provide technical assistance, coaching, and access to loans related to business planning
- Business associations and chambers of commerce
 - This includes Minority Business Enterprise/Woman Business Enterprise) and specific ethnic business associations
 - This also includes specialized chambers of commerce, for example the Hispanic Chamber of Commerce



KEY STAKEHOLDERS

Economic Inclusion & Workforce Stakeholders: Partnership Opportunities

Why bring in economic inclusion & workforce stakeholders?

- Retrofit programs → demand for goods & services = economic opportunities
- Will programs reinforce existing economic disparities or change them?
- Align retrofit work with other priorities, e.g. economic recovery, racial equity & repairing harm from a history of government action
- Community benefits include opportunities (or set requirements) for workers and businesses located within or connected to disadvantaged communities.
- Retrofits can create opportunities for on-the-job training or for new workers to receive training

Source: Emerald Cities Collaborative



Why should you reach out to workforce and business development stakeholders? Again, some wisdom from our partner Emerald Cities Collaborative:

- Climate actions such as building retrofits result in demand for certain types of goods and services. These are economic opportunities.
- Details matter. How retrofits are implemented will influence whether economic outcomes are high-road and equitable. These efforts will either reinforce existing economic disparities or change them.
- Without intentionally working to correct for inequities, retrofit projects will tend to be part of a larger system that will inadvertently perpetuate inequities, by reinforcing exclusion, low-road jobs, and wealth disparities.
- Focusing on economic inclusion can help align retrofit work with other priorities within a jurisdiction including: economic recovery, racial equity, and repairing harm from government actions.

What might partnerships with these stakeholders look like in the context of developing a retrofit program?

- Retrofit projects CAN create community benefits such as opportunities for LOCAL workers and for businesses located WITHIN or connected to disadvantaged communities.
- Partnerships can...

- Establish community benefits agreements with the community
- Set targets and require reporting on hiring workers from disadvantaged communities
- Create opportunities for new workers or those who have been left out of the labor force to receive training (apprenticeship programs and community colleges are great sources of talent).
- And leverage retrofit projects for on-the-job training or other work-based learning opportunities



KEY STAKEHOLDERS

Energy/Building Experts & Funders

TECHNICAL EXPERTS

- Architects, engineers, implementers, energy auditors, etc. can advise on building needs, program design, technologies, costs, benefits

ENERGY SERVICE COMPANIES (ESCOs)

- Performance-based. Manage & finance large upgrade projects with debt payments covered by lower energy costs

CLEAN ENERGY ADVOCACY ORGS

- Often familiar with gaps & shortcomings of existing programs, new models, best practices

GREEN BANKS

- Combine public & private funds to speed adoption of commercially available technologies

IMPLEMENTERS OF ON-BILL PROGRAMS

- Offer energy upgrades to customers at no or reduced cost with monthly repayment less than value of energy savings, tied to utility bill/meter



Energy and building experts and funders. These are the types of folks you may already be used to working with for clean energy projects.

- Technical experts can advise on building needs, program design, appropriate technologies, costs, and benefits. This can include how to ensure that electrification results in stable or lower bills for low-income residents, rather than higher bills, for example.
- Energy service companies or ESCOs operate performance-based programs and can manage and finance large upgrade projects.
- Clean energy advocacy organizations are often familiar with gaps & shortcomings of existing programs, new and emerging models, and best practices in the field.
- Green banks, where they exist, which is not everywhere, can combine public and private funds to speed adoption of commercially available technologies.
- Implementers of on-bill programs can offer energy upgrades to a utility customer at no or reduced up-front cost, with repayment tied to the customer's utility bill or meter.



Residential Retrofits for Energy Equity

Case Studies

Case studies of collaboration

- **Washington, DC:** Hired local affordable housing nonprofit to engage a roundtable of affordable housing owners for recommendations on how to design Building Energy Performance Standard (BEPS) rules to make compliance feasible.
- **Minneapolis, MN:** Collaborated across economic development & sustainability agencies on 4d Program, a successful strategy to preserve housing and provide energy incentives.
- **Providence, RI:** Founded Racial and Environmental Justice Committee to integrate the concerns and needs of marginalized communities into the city's sustainability work and decision-making processes. The REJC surveyed frontline communities and co-developed the city's Climate Justice Plan.
- **Milwaukee, WI:** Developed Rental Rehabilitation Loan Program in consultation w/CBOs, small neighborhood developers, and lenders. Organizes quarterly meetings w/vocal residents, neighborhood groups, community development corporations, churches, and local businesses to get feedback, listen to housing concerns, address code compliance.



Case studies of collaboration across different stakeholders we've discussed throughout the webinar.

- **DC's Affordable Housing Retrofit Accelerator program:** Provides technical and financial assistance to help multifamily affordable housing owners comply with DC's Building Energy Performance Standard (BEPS). The District Government hired a local affordable housing nonprofit to engage a roundtable of affordable housing owners to produce recommendations for how to shape program rules to make BEPS compliance feasible for owners of affordable housing. Partners in this program include the DC Department of Energy and Environment, the DC Sustainable Energy Utility, and the DC Green Bank.
- **Minneapolis's 4d Program:** Leverages generous state tax reductions to incentivize owners of unsubsidized affordable housing to agree to affordability covenants. The program offers cost sharing for energy efficiency and solar improvements. Collaboration across city economic development and sustainability departments has proven to be a successful strategy to create buy-in in program aimed at preserving unsubsidized affordable housing in the city.
- **Providence, RI** wrote its Climate Action Plan with an advisory group of CBOs that wrote most of the plan.
- **Milwaukee, WI** The HOME-funded Rental Rehabilitation Loan Program was largely developed by city government staff informed by some consultation with community-

based organizations (CBOs), small neighborhood property developers, and lenders. Milwaukee's Department of City Development organizes quarterly meetings with neighborhood associations, vocal residents, community development corporations, local businesses, and churches to listen to get feedback on the department's initiatives, listen to their housing concerns, and address housing code compliance issues. These groups offered considerable help in building relationships between the city and neighborhood landlords and steering other city services to address renters' housing needs.

Case studies of collaboration, continued

Slipstream pilot: Working with a local CBO and utility, Slipstream (energy efficiency nonprofit) helped facilitate the creation of a pilot aimed at low-income households. Lessons learned (from Slipstream's point of view) emerged:

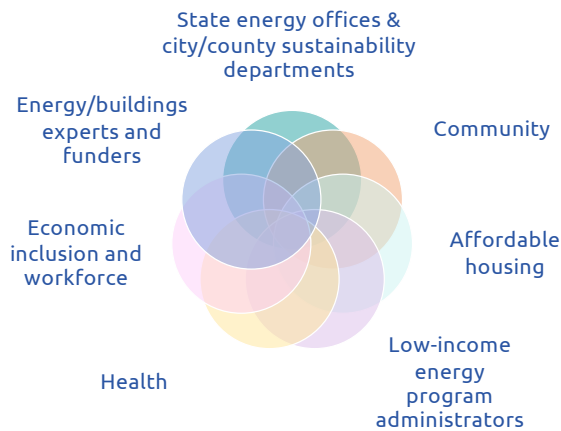
- Keep commitments and emphasize transparency when working with CBOs. When the utility changed program offerings without explanation, this broke trust with the CBOs and communities the utility was trying to target.
- Making assumptions about community needs is a sign of power dynamics that prevent genuine relationship building. Communities often know their own solutions.
- Trust CBOs to be the voice of community members.
- Sometimes a program needs to change course. Trust community-based partners to course correct with you and maybe even prove you wrong. Take a back seat.

Source: Slipstream blog post, *Lessons on Listening: What utilities can learn from grassroots organizers*



- Slipstream should be commended for its honesty and reflection on its experience working with community. This case study comes from a Slipstream blog post.
- Collaboration and partnerships are not always easy. Slipstream offers an example of some of the challenges and lessons learned from a pilot program which involved a partnership between Slipstream (an energy efficiency non-profit), a local CBO, and a local utility collaborating on a pilot project aimed at low-income households.
- From this project, some lessons learned emerged:
- Breaking commitments to the community breaks trust and undermines CBOs. Keeping commitment and being transparent is important. In this instance, when the utility changed program offerings without explanation, this broke trust with the CBOs and communities the utility was trying to target.
- Making assumptions about community needs and carrying forward assumptions without asking questions is a clear sign of problematic power dynamics that prevent genuine relationship building. Understand that communities often know their own solutions.
- The last lesson learned we highlight here is that sometimes a program needs to change course. Trust community-based partners to course correct with you and maybe even prove you wrong. Learn to get comfortable with taking a back seat.

Scenarios + check-in question



Given the priorities, needs, and/or program gaps in your community, which stakeholder who is NOT at the table is it most important to bring to the table?



- We've thrown a lot of information at you. What can partnerships among these entities look like?
- Say you want to create a program that works for subsidized affordable housing, then partners like the state housing finance agency, local affordable housing developers, and CDFIs might be key.
- On the other hand, if you want a program that fills health and safety gaps in the Weatherization Assistance Program, then the State Energy Office, local community action agencies, the city health department, environmental justice organizers, and even a local health provider might be the right fit.
- For a program that seeks to fill workforce gaps and serve unsubsidized housing, you might work with your city's housing department, a local affordable housing advocacy group, a tenant rights organization, and your local community college.
- These are just hypothetical scenarios and there are many permutations of local stakeholders who could help your department or organization accurately assess the highest priority issues and the most promising solutions to address them.



Residential Retrofits for Energy Equity

Potential next steps to engage with community and across sectors

Potential next step: ecosystem mapping

- Identify and secure participation from other government agencies
- Identify community anchor partners (trusted CBOs) “with the expertise, track record, and capacity to support cities/counties in assessing equity impacts, setting equity goals...”
 - E.g. organizations working on climate resilience planning, environmental justice, anti-displacement, safe and healthy housing, energy affordability, energy efficiency, workforce development, BIPOC small business development, green building, etc.
- First steps: research potential partners online and via networks, speak with 1-3 potential CBOs, select partner(s) and provide compensation, develop plan for sharing power & decision-making

Source: PCIC, RMI, and ECC. Equitable Home Electrification Toolkit, <https://rmi.org/equitable-home-electrification-toolkit/establish-your-team/>



- One of the potential next steps we’d like to highlight is ecosystem mapping. This slide is from the perspective of a government agency’s needs, likely an energy or sustainability agency.
- One of the first steps in ecosystem mapping is to secure participation from other government agencies and identify trusted CBOs working on climate resilience planning, environmental justice, anti-displacement, safe and healthy housing, energy affordability, energy efficiency, workforce development, BIPOC small business development, or green building. They should be aligned, accountable, trusted, connected, have the capacity to collaborate, be effective, and have long-term capacity.
- So, to do that, research potential partners online and via networks
- Once this has been done, meet with 1-3 potential CBOs, select partner(s) and provide compensation to CBOs for their expertise, and a very important step after that is to develop plan for sharing power & decision-making with CBO partners
- The resource listed in this slide includes an ecosystem mapping process guide, which includes criteria for how you would select a CBO partner. Please refer to the ecosystem mapping process guide for more detail.

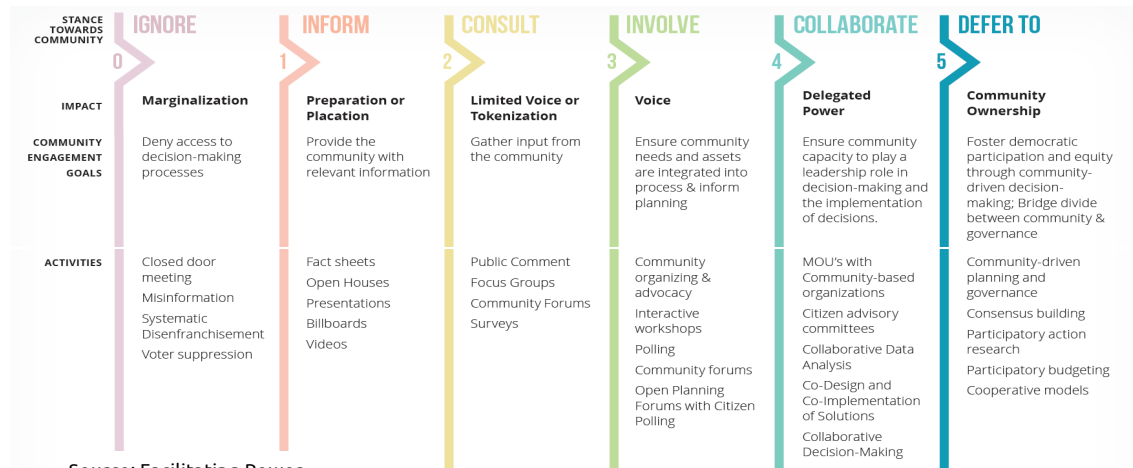
Potential next step: stakeholder conversations

- Identify trusted entities that are running, utilizing, or advising on energy, health, workforce, and housing programs in your community.
- Reach out to the stakeholder types listed in this presentation! Ask your networks to be connected, if necessary.
- Seek to understand and find alignment with stakeholders' needs, motivations, and current programming.
- Identify challenges to decarbonizing local affordable housing and promising solutions.



- This work takes time. The best time to start is immediately!

Potential next step: community engagement



Source: Facilitating Power.



- We'd also like to highlight the importance of community engagement as a next step and **note that the different types and ways to do community engagement are not all equally impactful.**
- The Spectrum of Community Engagement to Ownership is a self-assessment and planning tool created by Facilitating Power. You might need it as one or both.
- Community engagement does not guarantee that historically marginalized groups will have a greater degree of decision-making power over the policies and programs that affect their lives. Without this delegation of power and ownership, community engagement is more likely to limit itself to simply involving community rather than fostering collaboration with and deference to community.
- The more impactful community engagement starts to happen toward 3-4-5 on the spectrum.
- You might be at 3 and want to improve, but not be able to move up to a 5 until you have more things in place: resources, conditions, constraints, staff support, capacity of community, etc.
- It can be helpful to begin by considering the ways in which you are currently engaging (or being engaged by) state and local government actors and other decision-makers. What are potential roles for community partners?

Learning goals/takeaways

- Learn about people/entities with a potential role to play in scaling up energy upgrades to affordable housing
- Begin to understand some motivations and potential partnership roles of various stakeholders
- Draw inspiration from examples of how stakeholders have successfully partnered together and addressed challenges
- Identify 1-2 next steps in assembling a team to scale up retrofits in your community

Resources

- [State Strategies to Increase Energy and Water Efficiency in Low Income Housing Tax Credit Properties](#) (National Housing Trust)
- [Equitable Home Electrification Toolkit](#) (RMI, Emerald Cities Collaborative (ECC), People’s Climate Innovation Center)
- [Spectrum of Community Engagement to Ownership](#) (Facilitating Power)
- [A New Lease on Energy: Guidance for Improving Rental Efficiency at the Local Level](#) (ACEEE)
- [Climate Equity & Community Engagement in Building Electrification](#) (ECC & PODER)
- [Making Equity Real in Climate Adaptation and Community Resilience Policies and Programs: A Guidebook](#) (The Greenlining Institute)
- [Equitable Building Electrification: A Framework for Powering Resilient Communities](#) (The Greenlining Institute)
- [Community Engagement & Participation Checklist](#) (PolicyLink)
- [Process Guide for City-Community Collaboration](#) (Facilitating Power, Upright Consulting)
- [Fostering Equity Through Community-Led Clean Energy Strategies](#) (ACEEE)
- WAP/LIHEAP administering agencies: <https://liheapch.acf.hhs.gov/admin/admintro.htm> (HHS)





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Thank you!

aceee.org/r2e2



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Thank you to our funders



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