

Engaging Stakeholders in Building Decarbonization Planning:

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



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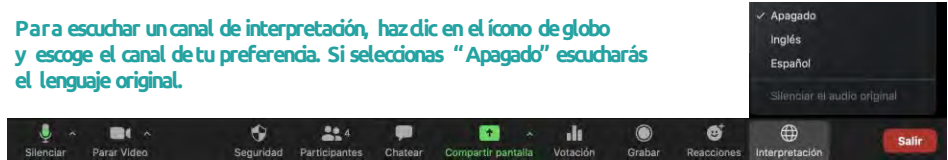


- Building retrofits and decarbonization require collaboration across a wide range of stakeholders. In this webinar, our speakers will delve into cross-sectoral collaboration and how it can be leveraged to achieve multiple-benefit retrofit initiatives, while keeping racial and economic equity principles at the center. We will introduce community, affordable housing, health, economic inclusion, and other relevant stakeholders, highlight useful case studies of successful cross-sectoral collaborations, and discuss potential next steps in assembling your building decarbonization team.

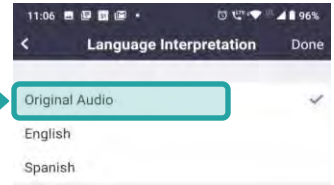
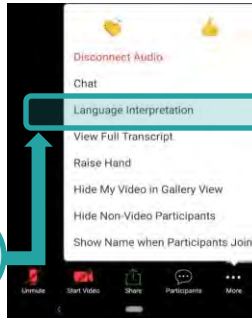
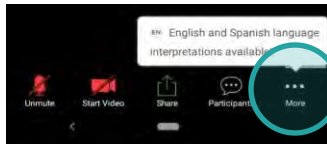
JAV Interpretation



Para escuchar un canal de interpretación, haz clic en el icono de globo y escoge el canal de tu preferencia. Si seleccionas "Apagado" escucharás el lenguaje original.



To listen to the interpreter, please select the globe icon and choose the language of your preference. If you choose "Off" you'll hear the original language.



Housekeeping Announcements

- We are recording this webinar and will be making it available to all registrants within a few business days.
- To ask a question during the webinar, please submit it via the Q&A button at the bottom of your screen.
- You can upvote questions in the Q&A box that you would like us to prioritize.
- Use the chat to engage in respectful and productive discussion with other participants.
- Code of conduct: R2E2 will not tolerate behaviors that cause harm or disrupt the learning environment. Please direct message Stephanie Sosa-Kalter if you feel unsafe in this space. Disruptive participants may be removed from the webinar.



Buildings UP

The Buildings Upgrade Prize

AMERICAN
MADE
U.S. DEPARTMENT OF ENERGY



Kassandra (Kassie) Grimes, U.S. Department of Energy Building Technologies Office

The Buildings Upgrade Prize (Buildings UP)

Buildings UP is designed to rapidly scale energy efficiency and efficient electrification building upgrades in communities across the country. The prize is envisioned to consist of four phases over approximately five years.

Application support prizes available for new and under-resourced teams.



Phase 1: Concept

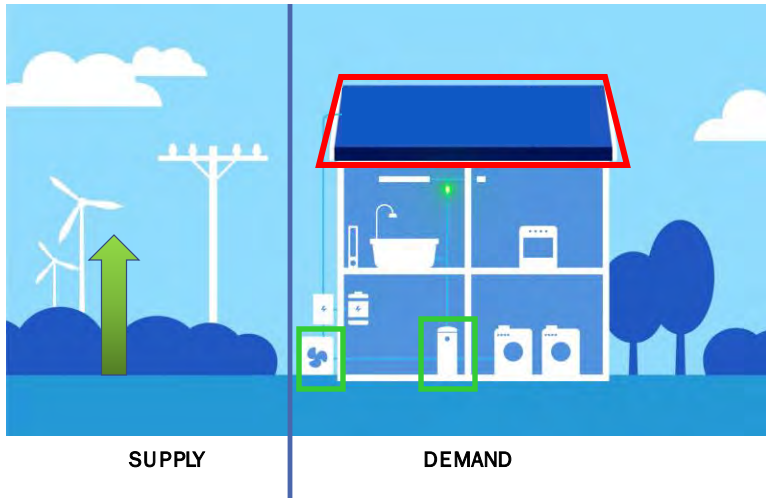
- \$22M+ in Prizes to Teams + Technical Assistance
- Applications due by July 18, 2023
- Seeking 20–60 teams to join the “coopetition.”



www.heroX.com/buildingsUP

Buildings UP | U.S. Department of Energy

Why Efficiency + Efficient Electrification?



Prize Goals

Buildings UP aims to address persistent non-technical barriers to improving building energy efficiency and reducing on-site emissions (e.g., administrative, financial, social, and other barriers).

Buildings UP is a capacity-building prize to support teams with solutions that:

- **Accelerate building upgrades** for efficiency and on-site emissions reductions beyond current best practices in the applicant's identified area of focus
- **Demonstrate scalability and replicability** across building type(s), climate zone(s), and/or, community type(s)
- **Advance holistic and lasting energy efficiency and efficient electrification** initiative development
- **Benefit underserved communities** by ensuring that benefits accrue to equity-eligible buildings*, their occupants, and surrounding communities.

*Equity-eligible buildings include buildings in disadvantaged communities; low- and moderate-income (LMI) households; and underserved commercial, nonprofit, and public buildings.

Phase 1: Pathways & Prizes

Equity-Centered Innovation Pathway

\$400,000 in cash prizes for each winning team

- Develop replicable, scalable, innovative building upgrade initiatives **in equity-eligible buildings*** (i.e., 80% equity-eligible).

Open Innovation Pathway

\$200,000 in cash prizes for each winning team

- Develop replicable, scalable, innovative building upgrade initiatives. **May include a focus on equity but are not required.**

Access to Technical Assistance is awarded to winning teams in both pathways.

Equity-Eligible Buildings

Geographic Location
(Justice 40 Census
Tracts, Tribal Lands,
Territories)

Affordable Housing
(Subsidized, Naturally
Occurring)

Underserved
Commercial
(including Title 1 Schools,
Community Services,
Non-profits)

Team-Defined

Additional information is in Section 3.5 of the official rules.

Example Projects*

A rural electric cooperative partners with a local CBO and the county to help LMI single-family home residents transition from propane heat to efficient electric heat pumps.



A CBO in a mid-sized town in the southeast partners with the local government to bring heat pumps (and air conditioning!) to affordable housing buildings throughout the community.



A business improvement district in a large city neighborhood partners with local houses of worship



to bring efficient electric heating and cooling equipment to small businesses.

A K-12 school district and an energy services company partner to electrify district buildings.



A national residential property owner teams up with multiple local governments and utilities on an initiative to electrify its properties in three major markets.



+Innovations!

*Minimum technologies and strategies teams must include in their initiatives:

- Weatherization and envelope improvements (e.g., insulation, air sealing, window improvements)
- Efficient electric heating and cooling equipment (e.g., heat pumps and/or heat pump water heaters).

Seeking Innovations to Address Non-Technical Challenges to Widespread Building Upgrades

- **Lack of contractor and occupant familiarity** with technologies
- **High first costs for upgrades**, limited short-term payback
- **Lack of retrofit materials** and equipment
- **Insufficient workforce** to complete upgrades
- **Lack of reach of funding and incentive programs** to historically underserved households and building owners
- **Inconsistent quality of work** and consumer mistrust.

Application Support Prize Overview

The Application Support Prize is available for the first 50 winners.

Award Criteria for Application Support Prize

In addition to the eligibility requirements of Phase 1, applicants must:

- Confirm no organizations on their team have secured funding from DOE's Building Technologies Office in the past 5 years
- Ensure the lead organization represents a community with equity-eligible buildings or its mission is to serve communities with equity-eligible buildings
- Demonstrate that application support would allow them to develop a competitive Phase 1 submission and confirm an intent to apply.
- Confirm concept includes minimum techs and strategies

*Later submission due dates may be canceled if prize funds are exhausted in earlier rounds. Cancellations will be posted on HeroX.

Application Support Prizes

- \$5,000 cash prize
- Up to 10 hours assistance

Support Provider

- Elevate
- <https://www.elevatenp.org/about/>

Rolling submission due dates*

- February 15
- March 15
- April 14

Next Steps for Competitors

- **Follow the prize on HeroX.com**, read the [rules](#), and review the [FAQs](#).
- **Register for an Informational Webinar:** April 7, 2 p.m. ET
- **Create an account on HeroX** and click on the “Solve this Challenge” button.
- **Apply for application support** (if eligible) by March 15 or April 14 at 5 PM ET.
- **Team up and submit a Phase 1 “Concept” application** via HeroX by July 18, 5 PM ET.

Follow www.HeroX.com/BuildingsUP

Questions: buildingsUP@nrel.gov

American-Made Challenges 4,091 < Share Follow (12)

Buildings UP
The Buildings Upgrade Prize

Buildings Upgrade Prize

Supports actionable and scalable solutions to advance energy efficiency and efficient electrification upgrades in existing U.S. buildings.

Energy, Environment & Resources Governance

Stage: Application Support
Accepting Submissions -
Due Date Feb. 15, March 15, and April 15

Prize: \$22,000,000+

SOLVE THIS CHALLENGE



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Meet Your Presenters



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Residential Retrofits for Energy Equity (R2E2) is a new nationwide initiative that provides trainings 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. R2E2 is supporting the Buildings Upgrade Prize by providing training and technical assistance to applicants and awardees.



Welcome question

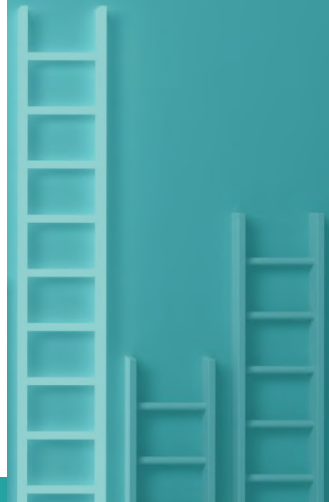
- In the past two weeks, I have directly interacted with stakeholders from **#** of the following sectors (not including my own). Sectors:
 - clean energy/energy efficiency
 - affordable housing
 - community-based organizations representing frontline communities
 - health
 - economic inclusion/workforce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



- Our goal is to get you all to start talking—or to talk more—across sectors and to better understand each other's motivations. To do that, we want to get a baseline of how connected you already are to different sectors...so please enter the following in the chat...

Learning goals/ expected takeaways

- Learn about people/entities with a potential role to play in scaling up building energy upgrades to equity-eligible buildings, including affordable housing
- Begin to understand some motivations and potential partnership roles of various stakeholders
- Draw inspiration from examples of how stakeholders have successfully partnered and addressed challenges
- Identify 1-2 next steps in assembling a team to scale building energy upgrade initiatives in equity-eligible buildings



- 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).

Buildings UP Scoring Overview

Phase 1 Concept Plans (due July 18) are scored against scoring statements under each prize criterion.

One narrative is required for each criterion. The summation of narratives constitutes the Concept Plan.

This training is applicable to the following criteria:

- Assessing & Prioritizing Challenges
- Scaling & Replicating Innovation through Community Involvement
- Demonstrating Capabilities & Team Characteristics Critical for Success
- Achieving Equitable Building Upgrade Strategies

Buildings UP Scoring Criteria (equally weighted)

1. Assessing & Prioritizing Challenges
2. Addressing Challenges Through Innovation: Initiative Scope and Impacts
3. Scaling & Replicating Innovation through Community Involvement
4. Demonstrating Capabilities & Team Characteristics Critical for Success
5. Achieving Equitable Building Upgrade Strategies (additional criterion: Equity-Centered Innovation Pathway)

Upcoming Buildings UP Informational Webinar: April 7, 2 p.m. ET

<https://www.herox.com/BuildingsUP/229-upcoming-webinars-recordings>



For the Buildings Upgrade Prize, teams will submit applications composed of narratives about their Concept Plans. Concept Plans are scored based on how strongly reviewers agree with scoring statements. Here are just two examples (of many) of relevant scoring statements to this training:

Criterion 1, Bullet 4: The team has sought out diverse stakeholder perspectives, including with historically marginalized communities, to assess and understand challenges to building upgrades.
Criterion 1, Bullet 2: The team demonstrates a comprehensive understanding of the challenges to energy and efficient electrification in the building upgrade zone.

Please refer to the Prize rules for the full list of scoring statements.

Agenda

- 1 Cross-sectoral collaboration to design multiple-benefit retrofit programs
- 2 Racial equity considerations
- 3 Introduction to stakeholders and community partners
- 4 Case studies
- 5 Potential next steps in assembling your team
- 6 Resources + Q&A

Equity-Eligible Buildings

For the purpose of this prize, the following building types are considered “equity-eligible” and will meet the requirements of the Equity-Centered Innovation Pathway:

- 1. Buildings located within DOE-designated Justice40 census tracts**, tribal lands (federally and non-federally recognized), and U.S. territories.
- 2. Affordable housing** and housing occupied by low-income residents including subsidized affordable housing, naturally occurring affordable rental housing, and homes occupied by low-income households.
- 3. Underserved commercial, nonprofit, and public buildings** including buildings used by small disadvantaged businesses, those that serve disadvantaged communities, Title I schools, and buildings used by nonprofit organizations that provide localized community services, buildings that provide critical community services, disaster or resilience hubs, or buildings otherwise defined as equity-eligible buildings through community or local input.
- 4. Team-defined equity-eligible buildings** (e.g., non-federally recognized tribal lands, areas with job loss due to energy transitions, linguistic isolation) Applicants can use the Office of Management and Budget Memo M-21-28 to create a local definition of an equity-eligible building: This memo is available at <https://www.whitehouse.gov/wp-content/uploads/2021/07/M-21-28.pdf>.

Additional information is in Section 3.5 of the official rules.



First, some context on equity-eligible buildings, which are the types of buildings that teams will focus on if they are pursuing the Equity-Centered Innovation Pathway. Our presentations today are focused on stakeholders that are most relevant to applications that focus on equity-eligible buildings. So, what are equity-eligible buildings?

- The full equity-eligible buildings definition can be found in the official rules document available on the HeroX prize website.
- Applicants may also create a local definition of “equity-eligible” that may not be covered in the categories outlined here. The official rules document provides more guidance on ways to develop a local equity-eligible building definition.

Cross-sectoral collaboration to design multiple-benefit retrofit programs



Residential Retrofits
for Energy Equity

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

- Achieve multiple 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) initiatives 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 objectives via these initiatives without including stakeholders from across multiple sectors in that program and initiative design.**
- **However, doing so can bring many benefits:**
 - (see list)
 - 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
 - Leverage input and lessons learned to overcome sector-specific barriers
 - Lead to alignment with existing programs
 - And help achieve economies of scale by combining
- Stakeholders collaborating on initiative 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.

Racial equity considerations



Residential Retrofits
for Energy Equity

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



**Structural
Equity**



**Procedural
Equity**



**Distributional
Equity**



**Transgenerational
Equity**

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." And to this, I would add renters.
- There is a 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.
- The four types of equity:
 - 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 initiatives.
- Distributional Equity – Clean energy initiatives 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 initiatives they develop.

Key stakeholders and community partners for building decarbonization planning



Residential Retrofits
for Energy Equity

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 and sustainability offices



Community



Affordable housing owners and providers



Affordable housing agencies and funders



Underserved commercial stakeholders



Health and healthcare entities



Economic inclusion and workforce providers



Energy and building experts and funders



Low-income energy program administrators



KEY STAKEHOLDERS

Government energy & sustainability offices

Roles in supporting energy upgrades for equity-eligible buildings (e.g. affordable housing, underserved commercial, etc.):

- **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



- Government energy and sustainability offices are not typically overlooked when folks think about clean energy program — and in fact they are often leading and setting the vision and goals for government clean energy and climate goals, so we will only touch on them briefly.
- There are various roles these entities can play:
 - First, they may receive federal funding for clean energy initiatives, both from existing and new funding sources. (Other agencies may also receive such funds.)
 - Second, they can **Launch or Run or Fund** retrofit programs using federal or other dollars.
 - We'll cover the Weatherization Assistance Program, which is federally-funded and state-run later on in this session.
 - 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.
 - Third, they can **Refer to or Promote** programs via existing touchpoints (e.g. rental licensing, low-income homeownership programs, etc.)
 - Fourth, they can **Require (and Fund)** upgrades, sometimes as a condition of

receiving funding or participating in certain govt 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.
- Fifth, they should be **creating 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

Local business owners, faith leaders, elders, organizers, volunteers, school officials, nonprofit leaders

Community members

In particular, those historically underserved or who face barriers to participating in government 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



- The second key group we'll cover is Community. Here, we are specifically thinking about frontline, marginalized, and underserved communities.
- This includes:
 - o (see list)
- 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.
- Here are 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
- Protecting limited time and capacity
- Having decision-making power alongside govt 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, Dre hobl, and Dewey, 2021

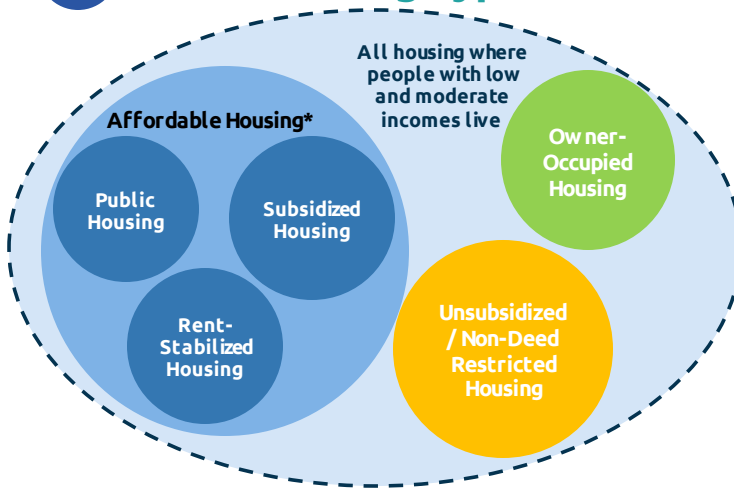


- Community-based organizations' roles in developing energy upgrade programs can go far beyond providing input and gathering input. We'll dig more into this during tomorrow's Community-Driven Planning session.
- ACEEE's 2021 report *Fostering Equity Through Community-Led Clean Energy Strategies* outlines the following potential roles for community-based organizations in clean energy efforts.
 - o (see list)
- Role mapping can be a valuable exercise. I'd like to share some insights from our strategic advisor, Climate Innovation.
 - o 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.
 - o 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?



For Buildings UP, **equity-eligible buildings** include buildings located within DOE-designated J40 census tracts, federally recognized tribal lands, and U.S. territories; underserved commercial, nonprofit, and public buildings; locally-defined equity-eligible buildings, AND **affordable housing and housing occupied by low-income residents, including subsidized affordable housing, naturally occurring affordable rental housing, and homes occupied by low-income households.**

* "Affordable housing" is sometimes 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. Use 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 Affordable 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	<ul style="list-style-type: none"> Owns and operates public housing Administers housing vouchers and utility allowances



- HFAs run an important program: the Low-Income Housing Tax Credit Program (LIHTC), the main mechanism for affordable housing development
- HFAs may not have energy goals set that align with housing goals. For instance the state Qualified Allocation Plan, which allocates Low-Income Housing Tax Credit Awards, may not have requirements for energy goals.
- HFAs also allocate funding for substantial rehab of affordable housing; they touch hundreds of units every year.



KEY STAKEHOLDERS

Affordable Housing Owners

- “Affordable housing and housing occupied by low- income residents” is one type of Buildings UP “**equity-eligible building**”
- Developers & owners can be non-profits, for-profits, or single-purpose entities.

Stakeholder	Function	Motivations
Housing Owners	<ul style="list-style-type: none"> • Secure financing to develop/rehab units • Coordinate to accept vouchers and government subsidy • Leverage 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 Managers	<ul style="list-style-type: none"> • Maintain properties day-to-day • Address 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>



Next there are affordable housing owners – or the entity 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. Owners won't necessarily partner with you on this project but you need to understand their motivations.

Why should you 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"> Provides 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



Next, housing funders are entities that provide capital for the new construction or rehabilitation of housing. Understanding the drivers, barriers and motivations of this group will help you to develop programs that would be appealing for additional funding to become interwoven.

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...



- After hearing about different community and affordable housing stakeholders—and we will be discussing additional stakeholder groups next—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...
- Please reflect on this question and type your answer in the chat.



KEY STAKEHOLDERS

Underserved Commercial/Equity-Eligible Building Stakeholders

What are types of non-residential equity-eligible buildings for Buildings UP?

- Buildings located within DOE-designated Justice40 census tracts, federally recognized tribal lands, and U.S. territories.
- Underserved commercial, nonprofit, and public buildings.
 - Buildings used by **small disadvantaged businesses**
 - Buildings used by **businesses that serve disadvantaged communities**
 - **Title I schools or schools** with high percentages of students qualifying for free and reduced-cost lunch, high percentages of students from low-income families, or located in rural or remote areas
 - Buildings used by **nonprofit organizations** that provide localized community services
 - Buildings that provide **critical community services**
 - Buildings designated or planned to be designated for use as **resilience hubs or disaster shelters**
 - Other commercial or nonprofit buildings **defined as equity-eligible through community input.**

See the Buildings UP Official Prize Rules on herox.com/BuildingsUP for more details



- We'll talk next about underserved commercial/non-residential equity-eligible building stakeholders.
- Pages 17-18 of the official prize rules contain additional details about eligibility for this building type



KEY STAKEHOLDERS

Underserved Commercial Stakeholders

These will depend on how you define "underserved commercial" locally, but possible partnership roles include:

COMMUNITY LEADERS	<ul style="list-style-type: none">Identify priority building types, community engagement strategies, and community priorities in planning and implementation
SMALL AND MEDIUM BUSINESS OWNERS	<ul style="list-style-type: none">Identify prevalent barriers to upgrades and opportunities to improve and scale upgrade offerings
LOCAL GOVERNMENTS	<ul style="list-style-type: none">Provide data to ID underserved commercial buildings, coordinate across agencies/entities to streamline services, braid funds, convene stakeholders
UTILITIES	<ul style="list-style-type: none">Provide services and incentives tailored to the needs of different types of underserved commercial entities, outreach and engagement
CONTRACTOR/TRADE ALLY NETWORKS	<ul style="list-style-type: none">Identify common building needs, provide energy assessments, and undertake high-quality upgrade projects



- Some stakeholder types that are relevant to this space—though this depends on how you define “underserved commercial” locally—include:
 - (see list)
- This slide lists out some potential roles for these stakeholder types and why it can be beneficial to engage them in your initiative planning.



KEY STAKEHOLDERS

Low-Income Energy Program Administrators

WEATHERIZATION ASSISTANCE PROGRAM (WAP)	<ul style="list-style-type: none">• 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)	<ul style="list-style-type: none">• Administered by state agency (usually human/social services)• Addresses energy bill shortfalls and emergencies through bill payment assistance
UTILITY ENERGY EFFICIENCY PROGRAMS	<ul style="list-style-type: none">• Typically administered by utilities, but sometimes by a state agency• State-mandated or voluntary



- Our next stakeholder group is low-income energy program administrators.
- Focus on just three types:
 - o The first two are administrators of the Weatherization Assistance Program and the Low-Income Home Energy Assistance Program
 - o Both are federally-funded programs administered by state agencies—though often not the same state agency.
 - o Weatherization reduces energy costs for households with low incomes by increasing the energy efficiency of homes
 - o The Low-Income Home Energy Assistance Program or LIHEAP addresses energy bill shortfalls and emergencies through bill payment assistance.
 - o 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 for Teaming

WAP and LIHEAP

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

WAP

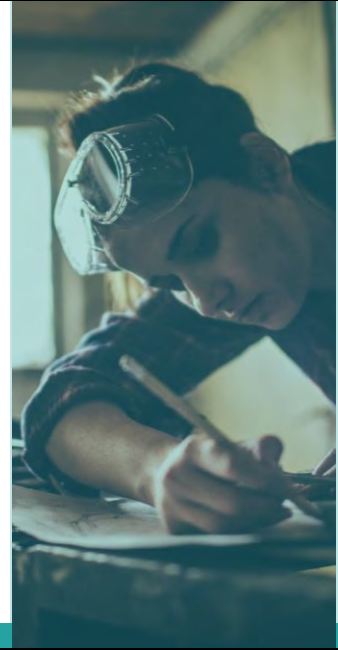
- Annual federal allocation and strict timeline; recent massive cash influx, but per home cap
- Must overcome health and safety issues that cause deferrals
- May focus on 1-4-unit properties, though 5+ also eligible

Utilities

- Look for alignment of spending, savings, participation, and other goals with local priorities

All

- **May have gaps that partners can fill, e.g. health and safety, building type/size, electrification, comprehensiveness of offerings**



- So, why might you want to engage these program administrators?
 - o 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.
 - o 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.
 - o For example, WAP must spend its entire federal allocation on an annual timeline, including a recent massive federal cash influx.
 - o 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.
 - o 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.

I am aware of examples of utilities purposefully filling gaps in WAP programs, for example by focusing on MF buildings when WAP is focusing on SF.



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)



- Next up: health entities.
- 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 federally-funded programs & state/local partnership opportunities

Source	Applicability	Example program
CHIP Health Services Initiative	Unlocks funding for state initiatives that offer preventive and treatment services	Michigan lead HSI with in-home environmental assessment
Medicaid	Potential reimbursement of in-home modifications; new program funding models	IMPACT DC Asthma Clinic
Preventive Health & Health Services Block Grant	Grants for states for underserved areas of public health	Rhode Island Progreso Latino
Social Impact Partnerships to Pay for Results Act Grants	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	Funding for home assessments and hazard remediation	Rhode Island Green & Healthy Homes Initiative
National Asthma Control Program	Funds and resources for state asthma response networks, with buildings-focused guidance	Montana Asthma Control Program



- 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.
- How to find program administrators? These are typically state health and human

services agencies. Sometimes county agencies play a role. It can be helpful to build a coalition of local governments and other stakeholders in order to approach the relevant state agency.

- As one example, the CHIP Health Services Initiative can unlock millions of dollars in money for health services. We've listed Michigan's CHIP program. As another example, Wisconsin has a program that addresses in-home asthma triggers.



KEY STAKEHOLDERS

Economic Inclusion & Workforce Stakeholders

HIGH SCHOOLS, 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 (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 TA, 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



- The next category is 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 High schools, 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, you have:**
- 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 MBE, WBE, (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

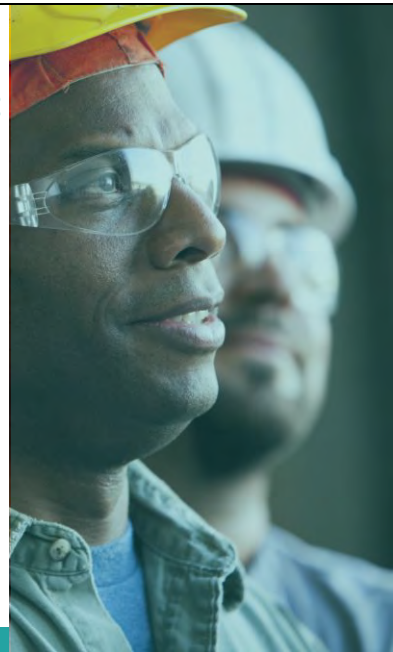


Economic Inclusion & Workforce: Partnership Opportunities

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? 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.
- But, 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 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	<ul style="list-style-type: none"> Architects, engineers, implementers, energy auditors, etc. can advise on building needs, program design, technologies, costs, benefits
ENERGY SERVICE COMPANIES (ESCOs)	<ul style="list-style-type: none"> Performance-based. Manage & finance large upgrade projects with debt payments covered by lower energy costs
CLEAN ENERGY ADVOCACY ORGS	<ul style="list-style-type: none"> Often familiar with gaps & shortcomings of existing programs, new models, best practices
GREEN BANKS	<ul style="list-style-type: none"> Combine public & private funds to speed adoption of commercially available technologies
IMPLEMENTERS OF ON-BILL PROGRAMS	<ul style="list-style-type: none"> Offer energy upgrades to customers at no or reduced cost with monthly repayment less than value of energy savings, tied to utility bill/meter



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.
 - A New Lease on Energy (2021 ACEEE report): “For example, in 2014 the Boston Housing Authority completed the largest public housing energy efficiency retrofit project in U.S. history. Ameresco (2020), an energy services company, oversaw the project and shared information regarding the project planning and outcomes in a case study. The project resulted in natural gas and water savings of more than 30% and saved more than \$4.8 million in annual utility costs. The project also involved a first of its kind Project Labor Agreement (PLA) between BHA, Ameresco This PLA created approximately 600 jobs for local union workers, public housing and low-income city residents, and small and minority-owned businesses. It also established a pre-apprenticeship program that was

open to public housing and low-income city residents."

- 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.
 - For example, Montgomery County MD and Washington DC both created green banks to finance clean energy projects.
- 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.

Case studies



Residential Retrofits
for Energy Equity

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 with CBOs, small neighborhood developers, and lenders. Quarterly meetings w/vocal residents, neighborhood groups, community development corporations, churches, and local businesses to get feedback, listen to housing concerns, address code compliance.



- **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).
- **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.
- **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.

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:

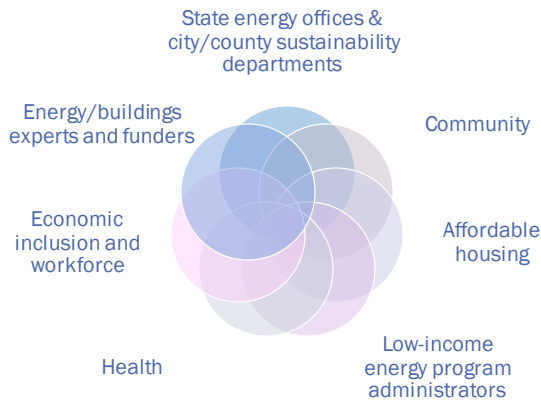
- Keep commitments and emphasize transparency when working with CBOs. When the utility changed program offerings without explanation, this broke trust with the CBOs and communities the utility was trying to target.
- Making assumptions about community needs is a sign of power dynamics that prevent genuine 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?



- 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.
- Check-in question: Given the priorities, needs, and/or gaps in your community, which stakeholder who is NOT at the table is it most important to bring to the table?
 - o If you don't know the highest priorities, greatest needs, or biggest program gaps in your community, consider choosing "community" as your answer.

Potential next steps in assembling your team



Residential Retrofits
for Energy Equity

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.

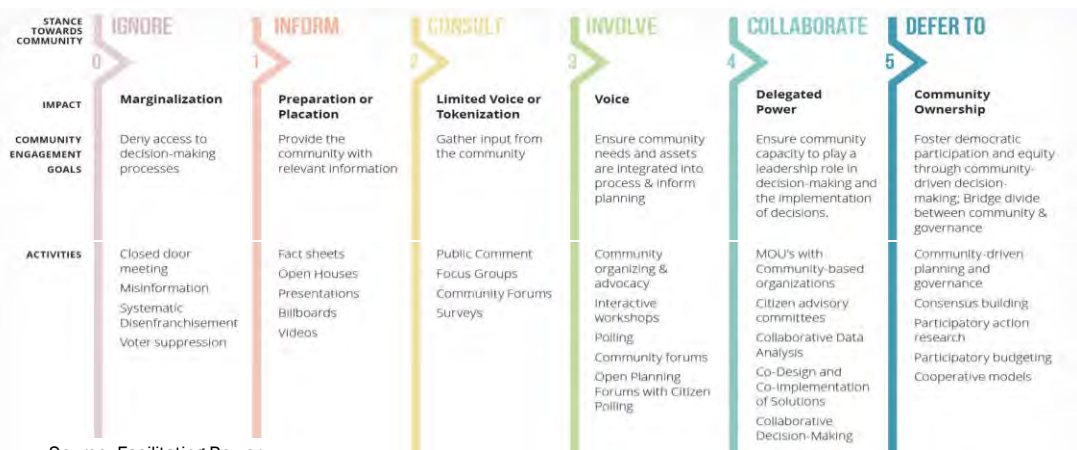
Potential next step: stakeholder conversations

- 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 building energy upgrades to equity-eligible buildings, including affordable housing
- Begin to understand some motivations and potential partnership roles of various stakeholders
- Draw inspiration from examples of how stakeholders have successfully partnered and addressed challenges
- Identify 1-2 next steps in assembling a team to scale building energy upgrade initiatives in equity-eligible buildings



Resources + Q&A



Residential Retrofits
for Energy Equity



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://liheapchacf.hhs.gov/admin/adminintro.htm> (HHS)
- [Accessing Medicaid and CHIP Funding for In-Home Energy Services: 51 state-specific fact sheets](#) (ACEEE, PennState Global Building Network)

- Here are links to resources we shared, mentioned, or drew on during this presentation. You'll be able to access these links once we post the presentations online in the next week or so.
- From a New Lease: "Community engagement is designed to specifically reach targeted communities such as those that have been historically marginalized from decision-making or have experienced disproportionately high burdens and low benefits from previous policies and programs."
- Community engagement can often be confused with stakeholder engagement, but *A New Lease on Energy* defines stakeholder engagement as having a different structure and participants: "Stakeholder engagement focuses on engaging with people or organizations that have historically been recognized as having a direct stake in an initiative and its effects."

Upcoming Training Webinars

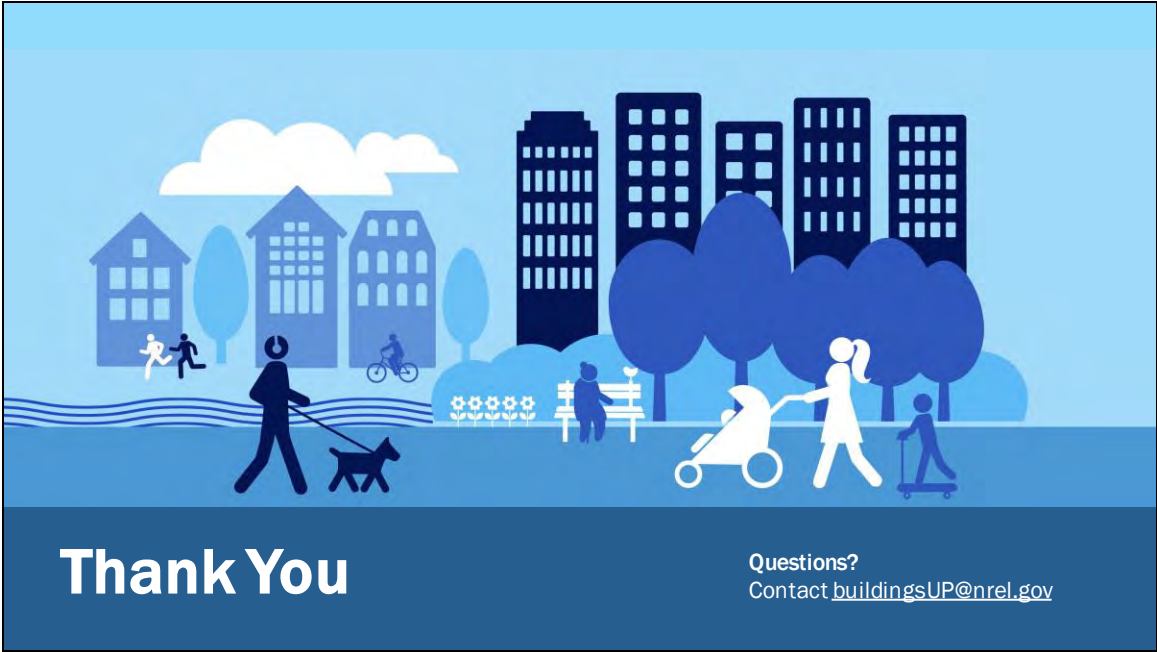
Webinar Title	Presenter Organizations	Date
Introduction to Comprehensive Retrofits and Decarbonization	ACEEE	March 14
Introduction to Community-Driven Planning	People's Climate Innovation Center	April 10
Accessing Funding Sources for Affordable Housing and Equity-Eligible Commercial Building Retrofits	Elevate	April 12
Energy Efficiency Programs 101	Elevate	April 14
Considerations for Underserved Commercial Buildings	ACEEE	April 26
Drivers of Energy Efficiency in Affordable Housing	HR&A, HUD	April 28
Choosing Your Building Upgrade Zone: Structural Equity Considerations	ACEEE, DOE OEID	May 10
Building Upgrades: An Opportunity for Workforce and Economic Inclusion	Emerald Cities, ACEEE	May 11

Learn more: www.aceee.org/r2e2-upcoming-events

Sign up: <https://www.herox.com/BuildingsUP/229-upcoming-webinars-recordings>



To support teams in developing strong applications to the Buildings Upgrade Prize, R2E2 is also offering a series of training webinars on core topics related to planning for building upgrades.



Thank You

Questions?
Contact buildingsUP@nrel.gov