

WHITE PAPER –

COMMUNITY ENGAGEMENT: A POTENTIAL TRANSFORMATIVE PATH TO GREATER ENERGY EFFICIENCY



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I. Summary

Currently, cities and towns most closely communicate with state and federal officials regarding their municipal efficiency activities, and to a lesser extent, with the efficiency programs of energy utilities and other ratepayer-funded efficiency Program Administrators (PAs). This is particularly true in recent years, as ARRA stimulus funds created a dramatic ramp-up in city and town efficiency activity, with ubiquitous efficiency block grants, competitive *Better Buildings* awards, and state programs for municipal efficiency operated with stimulus funds.

In the next two years, while stimulus-related efficiency activities are *winding down*, there is a unique period of opportunity for energy utilities to expand their community-focused efficiency programs. As an example, in California and Massachusetts, utilities are being asked to expand their support of municipal adoption and enforcement of energy codes. In this white paper we therefore consider the question: *how might utilities most effectively engage now with municipalities regarding their efficiency goals?*

Utility efficiency program designs can benefit from knowledge gained from these stimulus-funded activities: these experiences expose the barriers that inhibit communities from achieving deeper success but suggest possible solutions. MIT's Energy Efficiency Strategy Project (EESP), composed of faculty and graduate students, recently conducted case research on sixteen community-based energy efficiency programs, with analysis on cross-cutting issues. The research found that widespread enthusiasm for energy efficiency exists in many cities and towns, but is often overwhelmed by process difficulties. Finding ways to make municipal efficiency efforts more manageable; with appropriate tools, funding, and support; may prove to be important ways for utilities achieve more cost-effective energy efficiency. (EESP Spring Report, 2011)

Offering a program covering several elements, and perhaps with multi-year terms, may elevate and sustain the nascent community participation in efficiency. This in turn may help utilities to leverage their funds and marketing efforts. In this paper, we highlight some of the potential elements of a comprehensive municipal program which were examined:

- Support to energy codes, benchmarking, and in some cases, stretch and retrofit code options,
- Programs to ramp up public building efficiency,
- Programs that engage communities in marketing of utility residential and commercial programs.

Bringing innovative approaches together as a package to cities and towns could potentially increase local interest and long-term commitment, and strengthen the support for each element of a program offer, creating positive impacts such as:

- stronger commitments by towns to enforcing energy codes,
- greater likelihood of choosing as well as enforcing optional stretch codes,
- providing utilities with a source for substantial facility efficiency at reasonable cost,
- creating a utility efficiency backlog of several years of town facility projects,
- leveraging community networks to achieve higher participation in utility residential and commercial programs, and
- generally, providing utilities with more visible support in the communities they serve. (Reul, 2011)

II. ***Concept – A Comprehensive Utility/Community Efficiency Engagement***

Utilities and other PAs in twenty eight states are seeking to enable energy efficiency in a cost-effective manner. Communities are ripe targets to help utilities meet their needs, because communities regulate construction, own buildings that could benefit substantially from energy retrofits, and are conduits to reach residential and commercial customers in their jurisdiction.

Communities, including large cities and smaller towns, have shown enthusiasm for sustainability and energy efficiency; many have chosen to enforce energy codes, selected stretch code options, and may have formed energy efficiency committees targeting reductions in town facility energy costs, or setting community goals for greenhouse gas reductions, or both.

As mentioned, MIT's Energy Efficiency Strategy Project (EESP) recently conducted case research on sixteen community-based energy efficiency programs. Most generally, this research identified difficulties in most community programs that have limited their success, but most of these case studies suggest a significant and timely opportunity for utilities: to structure a standard but configurable offer to municipalities in exchange for community commitment to energy efficiency.

As an example, the Massachusetts Green Communities (MGC) Program has created momentum towards enabling energy efficiency in communities and laid a foundation upon which utility companies/PAs could easily capitalize. 86 communities comprising more than 50% of the state's population have, with some effort, chosen to participate in the MGC Program: each community needed to adopt an optional stretch building code, access and apply the State-developed online energy data system for community use(Mass Energy Insight), prepared proposals and applied for seed funds to begin efficiency initiatives.

While the state administered MGC as well as Federal stimulus funds for efficiency grants to communities under 35000 population for municipal buildings, utility/PA municipal programs have been active and at times coordinated with state activities. In the process, many cities and towns:

- have identified individuals or committees which may have developed some proficiency to act as the specialist for their city or town,
- may have broadened communication with their utility/PA on municipal facility efficiency,
- have increased public awareness which could potentially lead to deeper and more sustainable energy savings in homes and businesses. (Reul, 2011)

As another example, Boston's leadership on energy efficiency is motivated at least in part by the threat posed by rising sea levels around the coastal city. The Boston Climate Action Plan sets targets for GHG emissions reduction and seeks to achieve these goals in part through improved energy efficiency in buildings. To seed that effort, Boston allotted \$1.6 million of federal stimulus funding to create Renew Boston, combining utilities' energy efficiency programs with the resources of the city and community-based outreach through non-profit community organizations to provide targeted services to Boston's unique housing characteristics such as the city's ubiquitous triple-deckers, and specifically rental properties (Coleman, 2011).



Figure from Boston Climate Action Plan, 2010)

In this paper, we put forward some potential elements of comprehensive utility municipal program for consideration including:

1. **Public facilities:** The financial stresses on cities and towns as well as the environmental interests of citizens have put the energy use of a town's facilities in the political spotlight. With stimulus funds, many towns have for the first time organized data and personnel to consider their energy costs and efficiency opportunity, and may have benchmarked their schools, town halls, libraries, etc. Some communities even have plans to save 10% to 20% over five years, but due to financial stresses, few have moved appreciably forward (the 86 Massachusetts Green Communities have a five year 20% goal).

A utility/PA multi-year efficiency investment partnership on a town's facilities might help enable, expand and deepen the recent commitments made to public facility efficiency. In addition to expanding the visibility for current programs, this initiative envisions adding package elements as described below, as well as expanding current PA municipal programs to an extent. A partnership offer provides a strong platform to negotiate a multi-year joint commitment (Memorandums of Understanding or MOU) to manage and fund technical services, and support finance models that combine town funds, utility incentives, and possibly town revolving funds that retain savings to pay for future efficiency improvements. While some elements need to be flexible, towns with limited organizational resources are drawn to highly standard offers that are easy to evaluate and support when in implementation.

2. **Utility leadership in local option energy codes.** Massachusetts and California are two states that permit a local option for higher stringency "stretch" codes for efficient new construction and major renovations, targeting 20% lower building energy use than standard codes. Communities choosing stretch code options receive recognition and incentives from states, flowing primarily from stimulus funds. Utilities in these states have or are considering a role to support enforcement of codes with incentives, and receive in return some attribution for code-related savings. Further, since stretch codes are updated on a 3 year cycle, as stimulus funding ends, utilities/PAs might choose to offer to become increasingly responsible for incenting community choice of stretch codes.
 - Important Special case - **Retrofit Ordinances.** Based on several case studies of building energy codes applicable to existing buildings, a strong hypothesis has developed for a retrofit local code option, as a program supported by utilities. Especially in communities with majority renter populations and older walk-up apartments, there is both large efficiency potential and often political will. A utility-provided package of financial and technical support to the community, incentives to landlords, and tenant-focused benchmarking may become the basis for an effective approach to this hard-to-reach but large and politically important efficiency market.
3. **Community Mobilization.** While efficiency retrofit rates are typically under 0.5 % annually, utility programs with community-based marketing directed at residential and small commercial customers have at times shown retrofit rates substantially higher than average. Per retrofit implemented, there is also the potential of lower total marketing costs.

Community leaders as well as local "grass roots" organizations are motivated to support energy efficiency for its public benefits, including economic well-being of community members, and

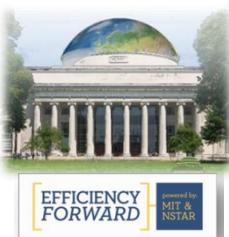
community carbon mitigation goals (a highly ubiquitous local objective). Leaders and groups can build awareness as well as add credibility for the utility's programs. Customer participation rates also appear to be increased by feedback of group performance, supported by shared community-based recognitions and rewards.

Below is a brief discussion of each of these elements, referencing related student papers and thesis projects.

III. Public Facilities:

Reducing energy usage in public buildings offers municipalities the opportunity to significantly reduce town expenses at a time when many are facing budget difficulties. Two key strategies with municipal buildings are ripe for action: training facility managers to ensure energy is not wasted and retrofitting public buildings to reduce ongoing energy demand. Energy efficiency needs to be easy to undertake for both unsophisticated towns that do not have staff knowledgeable in energy management, as well as larger cities that may have energy expertise. Programs also need to produce results in a short run so that communities can see the benefits of their actions (e.g., reduced operating expenses, more comfortable buildings). Results should be visible to town citizens in order to garner continued community support.

The 2009 MIT practicum study found that the greatest potential enablers of energy efficiency for municipal buildings were (1) for town governments to know where their municipal buildings stand in terms of energy usage, (2) for town governments to benchmark their usage against similar buildings to determine potential savings, (3) for town governments to monitor and verify their own savings, and (4) to train building managers in current best energy efficiency practices.



With participation from MIT EESP students, an approach was developed to build a multi-year plan to capture efficiency in facilities called *Efficiency Forward*. This was first applied in May 2010, when NSTAR and the MIT signed a Memorandum of Understanding for a collaborative effort, dubbed *Efficiency Forward*, to significantly reduce electricity use on MIT's campus. The program, which runs through 2012 and is estimated to cost \$13m, aims to reduce MIT's energy consumption by 15% and likely continue to save 5% per year thereafter. The funds are derived from MIT, NSTAR incentive payments, and reinvestment of energy savings.

A key element of the agreement was MIT's commitment to a revolving fund to set aside a portion of the energy cost savings from implemented measures to finance additional efficiency measures in future years, generally with longer average paybacks each year. With 15% of the energy saved by the end of 2012, the revolving fund should earn a substantial and growing cash stream to finance efficiency measures in succeeding years (*staged portfolio*).

While most of the electricity savings will be generated by structural retrofits, NSTAR has expressed a willingness to provide funding for behavior-based measures as long as the state public utility commission approves the energy savings. MIT has not yet defined a comprehensive strategy to engage the MIT community around the idea of energy conservation. However, they will likely adapt existing behavior-based efforts, such as a dorm electricity competition, to generate sustained behavior-based savings.

The MIT/NSTAR Efficiency Forward program is an ambitious and creative approach to generate significant energy savings in the large institutional sector. However, it is not clear that the Efficiency Forward program model will be transferrable broadly, especially to communities. First, the program was predicated on a strong internal commitment at MIT to invest in energy efficiency. As the MIT story has shown, forging this alignment in large institutions is not trivial and requires strong leadership and vision. Second, the process of reaching an agreement that satisfied both NSTAR, the utility, and MIT, the institution, was difficult and time consuming (Mekler, 2011).

Nonetheless, NSTAR, National Grid, and other utilities have sought to expand this MOU-based approach to communities and other institutions. Most promising is that the *staged portfolio* approach results in close to self-financing for the program, without engaging an ESCO seeking high returns by focusing on quicker payback, routine projects. However, to make the MOU development process manageable for smaller towns, clearly PA's need to create a template to apply, with some flexibility within a framework to adapt to individual town circumstances (Mackres, 2010).

Conversations with several Massachusetts towns showed strong potential interest: towns need to reduce energy costs in schools and facilities for financial as well as the broader energy conservation benefits of improved efficiency, and understand that they need more assistance to meet the 5 year goals in their Green Communities Plans. Several expressed interest in exploring a coordinated MOU with both gas and electric utility/PAs with characteristics similar to those contained in MIT Efficiency Forward. A few communities and utilities are in discussions based on the outline below:

MOU-based Community Efficiency Program Objectives:

- Enter into multi-year partnerships between utility and community easily and frequently, leading to more efficiency and project backlog than would be accomplished with project-specific development,
- Implement all efficiency in town facilities that is cost-effective to the utilities, and within the town's financial constraints.

Possible elements of a community MOU template:

Community commitments to:

- provide support from leadership and administrators for a multi-year plan of energy-saving investments, with specific efficiency or investment objectives,
- invest initial seed funds to the pool, and
- reinvest a significant portion of the savings from the initial efficiency measures toward the cost of additional efficiency measures for several years.

Utility commitments to:

- minimum incentive payments per kwh and therm saved,
- cost sharing and procurement assistance on audit services and plan development,
- streamlined savings measurement, verification, and incentive payment, and
- access to preferred procurement rates for equipment/services.

(EESP, 2011) (Wayland, 2011)

IV. ***Utility leadership in local option energy codes.***

Utilities can play an integral role in energy efficient building practices: with funds to leverage interest and provide technical support, municipalities are more likely and better able to promote advanced buildings for new construction and permit-required retrofits, with strategies such as:

Adopting Energy “Stretch Codes” and Training Municipal Building Department Staff. Massachusetts and California are two states that permit a local option for higher stringency “stretch” codes for efficient new construction and major renovations, targeting 20% lower building energy use than standard codes. Communities choosing stretch code options receive recognition and incentives from states, flowing primarily from stimulus funds. Utilities in these states have or are considering a role to support enforcement of codes with incentives, and receive in return some attribution for code-related savings. Further, since stretch codes are updated on a 3 year cycle, as stimulus funding ends, utilities/PAs might choose to offer to become increasingly responsible for incenting community choice of stretch codes.

Potential roles for the utility to bring to communities in support of their adoption of stretch codes include:

- Training of inspectors, and support systems for review.
- Incentives for homes and facilities fully complying with stretch codes.
- Support to building departments to determine compliance fully, and help process customer incentive applications.
- State advocacy for adoption of effective, understandable, and enforceable base and stretch codes, based on feedback from the community building departments.
- Education/training of the building industry to design and build structures to code.
- Evaluations of code-compliant buildings to establish true energy performance.
- Informing building departments of likely changes or updates to stretch codes in future years. (Cooper and Wood, 2011).

Creating Regulatory Incentives for Advanced Buildings (e.g., accelerated permitting, density bonus) Municipal Planning and building departments have a unique opportunity to help achieve energy efficiency within their communities through the adoption of ordinances and bylaws.

Accelerated permitting for advanced buildings is now typical in many larger cities. Utilities may want to consider incentives for customers, and support to communities, who offer this. Further, utilities in particular can cooperate with such programs by providing coordinated priority for connection services. A simplified program to offer to smaller towns is likely to be popular, as utility coordination was noted in interviews as challenging.

Cities and towns could also be incented through support systems and services to encourage more energy efficient designs by offering zoning bonuses for very efficient new construction such as floor-area ratio exclusions, changes to building setbacks and height restrictions, and compact growth. (Practicum, 2009)

Tenant-occupied programs supported by Retrofit Ordinances and Benchmarking. A variety of programs support energy efficiency in owner-occupied properties, but rental and multifamily properties are typically much harder to reach. Not only might tenant households lack the benefits of energy efficiency, but also the geographic concentration of rental housing presents the possibility that some towns may disproportionately miss the benefits. In Massachusetts, the five cities with the highest population counts are all majority-tenant, in contrast with the 35 percent rate of tenant-occupied households statewide. In Boston, tenant households are 62.7 percent of the city's households.

Addressing the imbalance in efficiency delivery, as well as to address the untapped opportunity, Utilities might want to consider community-centric programs that aim to increase the efficiency of rental properties. Rental properties are understandably difficult to target for efficiency retrofits. The lack of information, fragmentation of housing and energy markets, and misaligned incentives, challenge retrofits and a detailed understanding of the energy efficiency potential in rental and multifamily properties. As well, the diversity of property owners, from individuals to multinational corporations, presents policymakers and program administrators with varied motivations and interests and makes coordination of resources extremely difficult. Public incentives and utility-administered programs may offer a bridge across the capital gap, and utility programs and municipal and community partnerships can target the split incentive with nuanced resources for owners and residents of rental properties.

The EESP reviewed initiatives taken by municipalities to enhance the energy efficiency of rental properties in San Francisco and Berkeley, California; Wisconsin; Burlington, Vermont; and Austin, Texas. Each city's policy is unique but each seeks at least one of two objectives: the establishment of minimum energy efficiency standards or the disclosure of building energy information among current and prospective owners and tenants. The research saw merit in programs that seek to:

- establish a minimum standard of energy efficiency in rental properties,
- enable energy efficiency program administrators to focus their attention beyond basic measures to deeper retrofits, and
- facilitate the valuation of energy efficiency in housing markets.

The adoption of an ordinance to mandate energy efficiency standards and building energy information disclosure may be necessary, and only possible with coordinated utility and community support:

- Communities can inform, mobilize, and support their existing networks of residents impacted by an ordinance.
- Utilities can provide valuable information on building energy use and the resources to implement large-scale energy efficiency programs.



As these case studies demonstrated, landlord organizations and the real estate industry are typically in opposition to such ordinances. Nevertheless, these examples also highlighted that community stakeholder processes can overcome political hurdles. Utilities could be very helpful partners in this process by clarifying how their incentives might apply to mitigate the costs to landlords, and potentially enhance the value of their properties.

In 2009 Massachusetts convened a state task force of building, energy, and environmental leaders to craft a plan to dramatically decrease energy use in residential and commercial buildings by 2030, which produced the Zero Net Energy Action Plan. Among many recommendations, the report suggests the establishment of energy performance standards and a requirement of "home energy ratings in

conjunction with specific transactions, inspections, or renovations” by 2012. The report suggests that the occasions that might trigger such a rating could be “the time of sale, so that prospective buyers have access to essential, validated information regarding the anticipated energy performance of the home” and that the label could be available to tenants, which “would influence building upgrade decisions”. (ZNEB report, 2010)

Massachusetts then leveraged federal and other funding to implement pilot rating and labeling programs similar to those suggested by the task force. In western Massachusetts, the state is collaborating with the U.S. Department of Energy and area utilities to develop a labeling program for small residential buildings in coordination with utility-administered programs to encourage residents to retrofit their buildings. In eastern Massachusetts, the state is planning a different labeling pilot for commercial and large multifamily properties.

This pilot effort seeks to develop an “asset” rating system that labels a building’s energy performance along a scale of technical building energy performance founded upon zero net energy use. Notably, such a rating system differs from those based on building performance as determined by energy consumption data, such as that provided by utilities. The EESP is actively exploring whether an energy data-driven benchmark system will be more impactful to both landlords and tenants in their decision-making.

In summary, the increased involvement of municipalities, community groups, and building labeling suggest new strategies for Utilities that could increase retrofit rates in rental housing, but it is too early to tell whether such experiments will be effective. Therefore, it would be worthwhile to consider some pilot experiments in the near term, with communities and this lower income multifamily rental sector, likely involving experimentation with both retrofit ordinances and benchmarking. (Coleman, 2011).



McEwan, Experimental Comparison using energy, weather, and assessor records.

V. Community Mobilization.

Community groups can act as outreach arms for state, federal, or utility efficiency programs, by recruiting their members and networks to undergo comprehensive energy efficiency audits and retrofits. In concept, community groups can be offered an incentive (form to be determined) for each member that takes a measurable EE action, reducing energy efficiency marketing costs while increasing participation among hard-to-reach groups.



“Community” can play an important role in energy efficiency programs because it helps define a program’s scope. Programs such as the Pratt Center for Community Development’s Retrofit NYC campaign, NYSERDA’s Reduce the Use in District 39 campaign, and the Chicago Region Retrofit Ramp-Up (CR3) program all take some type of block-by-block or neighborhood-by-neighborhood approach to encouraging energy efficiency retrofits. In instances when programs are largely focused on neighborhood competitions, such as the Reduce the Use campaign and the NSTAR/Marshfield Energy Challenge, the place-based community component is central to a program’s purpose. The Marshfield Energy Challenge used this community-based social-marketing approach with the intention of creating a “buzz” around how the pilot program could help the community work together to reduce the city of Marshfield’s overall energy consumption. The Greater Cincinnati Energy Alliance’s work in Ohio and Kentucky also relies on this community marketing approach by having volunteers from various community groups assist with community outreach events. (Brandt, 2011)

Utility Partnerships with Community-based Organizations are proving to be an extremely effective method for conducting direct outreach. Utilities can build upon a local organization’s knowledge of the community, their existing relationship networks, and their reputation as a trustworthy proponent of community welfare. Local organizations often also have significant experience conducting community outreach as it is part of their mission and daily activities. As a result of their ongoing engagement with the community, the organization is likely to have a nuanced understanding of social networks, cultural norms, and values and concerns that are unique to that locality. Thus the partnership builds upon the strengths of the local organization while enabling the utility to provide better and more tailored outreach in a more cost-effective manner than would be possible otherwise. Moreover, the organization’s involvement lends legitimacy to the efficiency program and raises its profile in the community. Finally, utilities are supporting the community’s economic welfare by channeling funding through local institutions and supporting locally based jobs.

Some examples of efficiency driven with assistance of community-based organizations include:

- *The Greater Cincinnati Energy Alliance*, a non-profit that serves seven political jurisdictions, conducts community canvases using volunteers recruited from local churches, schools and other community-based organizations. Volunteers go door-to-door explaining the program, giving away light bulbs and conducting audit pre-questionnaires. GCEA is able to achieve economies of scale by sharing materials and training efforts across the jurisdictions, while still providing a locally-based outreach strategy.
- In Connecticut, the *Neighbor-to-Neighbor Energy Challenge* is using a community-based social marketing strategy to promote residential energy efficiency in 14 rural, suburban and low-income communities. Three community organizers have trained a team of 10 AmeriCorps members (recent college grads) to go out and work with more than 70 local volunteers to serve

as trusted messengers in their communities. Together the teams conduct outreach and education, and install efficient light bulbs in homes as they visit each home.

- The marketing campaign for *NSTAR's Community Mobilization Initiative in New Bedford, MA* is being led by The Marion Institute and ESHU Collective's project, People Organizing for Wealth and Ecological Restoration (POWER). POWER hired and trained local residents to serve as Community Mobilization leaders and conduct in-person outreach.
- *In Chicago, the Center for Neighborhood Technology's Energy Savers program* has a partnership with Commonwealth Edison, and is reaching out to multifamily building owners through building-related organizations such as the Community Investment Corporation, Chicago Housing Authority, the Dept of Housing, Dept of Community Development, as well as the Rogers Park Builders Group and the South Side Builders Association. The program has brought it most of its participants through referrals by leveraging established relationships from previous projects. (Stitely, 2011)

Campaign approaches While most existing programs encourage individual action, achieving deep efficiency deployment might be achievable with a *collective action commitment* by communities, aided by targeted services, information tools and financial resources. Underlying this hypothesis is evidence that municipalities and community groups may provide a critical platform of *trust, social networks, innovative ideas* and the *expanded capacity* required to achieve more effective efficiency campaigns.

The goal of a community-based campaign would be for a utility company to engage trusted community networks in order to create excitement and commitment for adopting energy efficiency. Creating a community campaign might include these elements:

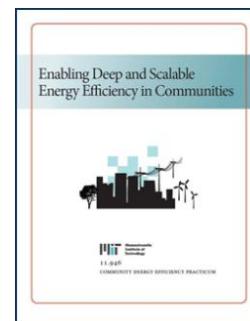
1. Collect and standardize information about programs and processes for efficient access
2. Disseminate data about individuals and communities to heighten awareness of and learning about their energy usage and encourage behavior change through competition
3. Create a flexible campaign platform which is customizable based on community goals including adjustable incentives and a town specific look and feel.
4. Tap into local networks, word of mouth, and community action to build trust and enthusiasm for utility programs.
5. Utilize rewards, competition and incentives to generate enthusiasm for energy efficiency

Alschuler, 2011)

Approaches to Leverage Community Resources for Efficiency Marketing –Innovation Fund – Efficiency-implementing agencies allocate funding for pilots and evaluation of experimental approaches to EE with the goal of discovering new cost-effective methods of outreach and deployment. This would fund effective models that do not fit within the current utility planning framework, such as neighborhood aggregation, building- or industry-specific interventions, behavior change, or unproven new technologies. (Practicum, 2009)

VI. Summary/Epilogue

The attached table, drawn from the 2009 Community Efficiency Practicum report partially funded by NSTAR, suggests the potential elements in design of a comprehensive PA/Utility relationship with cities and towns.



Utility Gives	Utility Gets
<ol style="list-style-type: none"> 1. Single point of contact for community EE efforts, preferably across utilities. 2. A streamlined source of information for community EE managers by providing a Town Manual and Workshops 3. Funds building operator and stretch code training 4. Financing options 5. Access to: <ul style="list-style-type: none"> • community innovation funding to market energy efficiency services • community energy campaign tools 6. EE SWAT team to assist committee to: <ul style="list-style-type: none"> • review benchmarking, provide audits and draft specifications for EE • assist in arranging financing and overseeing work • technical and operational assistance 	<ol style="list-style-type: none"> 1. Single point of contact for community EE 2. Reduced marketing expenses for menu of existing programs by leveraging community trusted networks. 3. Fulfillment of state and federal energy savings goals through increased participation in programs associated with: <ul style="list-style-type: none"> • building operator training* • innovation funding • community energy campaign • municipal building retrofits. • adoption of stretch code 4. Better customer service and improved public image
Community Gives	Community Gets
<ol style="list-style-type: none"> 1. Single point of contact for EE 2. Mandatory training for municipal building operators 3. Stretch code training for municipal staff 4. Municipal data needed for benchmarking 5. Community leadership commits to participate in workshop 6. Commitment to adopt the stretch code 7. Commit to undertake recommended EE actions in municipal buildings 8. One other item from pre-approved list (e.g., streamlined permitting for green buildings, promotion of advanced buildings, etc.) 	<ol style="list-style-type: none"> 1. Single point of contact 2. Data on building energy usage/expenses & workshop to recommend priority actions 3. Training for building operators which will likely result in energy savings 4. Access to additional innovation funding for residential & commercial EE programs 5. Access and training to use community energy campaign tool 6. Energy savings in municipal buildings 7. Substantial technical assistance in selecting EE actions, drafting specifications, and overseeing work

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