



Rebuild America (Program-in-Brief)

presented at the Workshop by:

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Introduction

Rebuild America is a voluntary program that helps community and regional partnerships make profitable investments in commercial and multifamily buildings, and public housing through energy-efficient building technologies. These partnerships develop and carry out action plans based on local needs and priorities in collaboration with the Department of Energy. This flexible approach provides community leaders with an opportunity to integrate energy efficiency with actions the community is taking to increase economic development, revitalize urban areas, or rehabilitate public housing. Partnerships can be led by any organization in the community, and can include government agencies, economic development organizations, energy service companies, financial institutions, utilities, private businesses, nonprofit organizations, etc. DOE provides partnerships with technical and financial products and services to help them plan and carry out energy-efficient retrofits.

1. Goals

By the year 2000, the Rebuild America program will:

- Create 250 partnerships;
- Obtain partner commitments to retrofit more than two billion square feet (3% of the nonresidential floor space);
- Reduce annual U.S. energy consumption by 100 trillion Btu's;
- Promote a comprehensive approach to energy-efficient retrofits;
- Promote good O&M practices to ensure persistence of savings, and
- Help establish partnerships that can sustain activities after DOE funding or technical assistance is completed, and can be replicated in other communities.



2. Benefits

Achieving the above goals will:

- Save building owners and tenants \$ 650 million annually,
- Leverage \$.3 billion of private sector investment,
- Create 26,000 new private sector jobs in the building and construction trades, and
- Reduce annual emissions by 1.6 Million Metric Tons of Carbon Equivalent (MMTCE).

Rebuild America also spurs economic activity in its participating communities, increases comfort for building occupants, and reduces air pollution.

3. FY 97 Goals

- Form 55 new partnerships;
- Help 15 partnerships complete action plans;
- Assist four universities in beginning assessments for \$ 50 million infrastructure renewal projects;
- Obtain retrofit commitments for 100 million sq. ft of floor space;
- Survey 50 million sq. ft.

4. Barriers

Lack of capital resources

Funds are available for capital improvements that increase business potential, e.g. expand manufacturing capabilities, or for new construction, but are scarce for upgrading existing space to increase energy efficiency.

Lack of procurement and contractual procedures and documents

Traditional approaches to procurements and contracts need to be changed to allow performance contracting and other useful mechanisms for purchasing energy-efficient equipment.

Higher first cost of energy efficiency options

Energy-efficient equipment often have higher first costs than less efficient equipment – there is little attention given to lower life cycle cost.

Lack of awareness of opportunity

The 30%-50% potential energy savings and associated dollar savings are not widely recognized by building owners and facility managers/engineers. This is



coupled with the variety of decision makers that must approve a project to retrofit a building, from the facility manager to the financial officer to the CEO, all requiring information delivered in different forms based on their perspective and role within the organization.

Lack of technical information

Credible unbiased information about technology cost and performance is not readily available, as well as documented case studies of energy cost savings in similar buildings and situations.

Energy costs often given low priority

and energy efficiency not integrated well with other community efforts, or with other building related topics, e.g., urban renewal, economic development programs, indoor air quality, etc.

5. Approach

5.1 Overview

The program's primary approach is to produce and deliver a range of technical and financial assistance *products and services* that will help organizations form partnerships, and develop and implement community-wide Action Plans. The program services will be tailored to meet the unique needs of each community. The program's *marketing and service delivery* strategy will rely heavily on Program Representatives in DOE Regional Support Offices. This approach will be supported by national recognition for partners, alliances with national associations representing key stakeholder groups, and financial assistance provided to selected partnerships on a competitive basis. Program Representatives will be assisted technically by national laboratory staff, and backed by a national marketing effort managed by DOE Headquarters.

5.2 Short-Term Plan

To capitalize on both the ability of leaders within local and state governments to reach important stakeholders within a community, and their self-interest in capturing the direct savings potential from local and state government buildings, a strong initial focus will be placed on encouraging actions for partnership formation led by city, county and state governments. Key elements in the program's approach over the short term (FY 1997-98) are described below:

Technical Assistance Products and Services

The assistance is designed to fit the various phases of a community's retrofit program. Partnerships will be given technical assistance products, e.g. fi-



ancing guide, procurement and contracts sourcebook, model action plan, and analytical software. Partnerships will have access to technical assistance services via phone and through site visits from Program Representatives in the Regional Support Offices and staff at national laboratories. DOE will provide workshops and training on partnership formation, financing, measurement and verification, building survey and analysis, commissioning, operations and maintenance and other topics requested by partnerships.

Financial Assistance

DOE provided funds in FY 95 and FY 96 to "seed" highly leveraged showcase community partnerships around the U.S. The funds are used for local staff support, partnership development and marketing, audits and analyses, etc., but not for purchasing or installing retrofit improvements. *Financial assistance planned for FY 97 will be through the Special Projects element of the State Energy Program.*

Alliances and Leveraging

Expand the alliance with the U.S. Conference of Mayors into a broader coalition that includes associations representing counties, city/county managers, private businesses, and utilities. Program is also working with other federal programs, HUD Empowerment Zones, EPA Green Lights, Energy Star, etc. to coordinate development and delivery of products and services to communities.

Marketing

Complete and begin implementation of both national and regional marketing strategies that build wide recognition of the program and its benefits among both private and public sector organizations.

Recognition

Finalize means for highly visible national and regional recognition of participating organizations as Rebuild America partners. Formally recognize especially high-performing partners at the program's second annual Forum during the Fall of 1997.

Peer-to-Peer Assistance

Solicit and document success stories and best practices from partnerships. Support replication through an increasing emphasis on experience exchange and assistance shared among individual partners and through their associations.



6. How to become a Partner

To become a Rebuild America Partner, an organization submits a Rebuild America application form. The participating organization agrees to lead a community effort to improve the energy efficiency of commercial and multi-family buildings. The Rebuild America program is organized into two phases - a planning and an action phase.

6.1 The Planning Phase

During the first year of the partnership, the Rebuild America Partner commits to soliciting other local companies and organizations to join in on the development of a community-focused program and to develop an Action Plan describing their approach. The Action Plan should include:

- Organizations in partnership, and level of commitment
- Specific goals of partnership, i.e., square footage, energy saved
- Building types and targeted building stock for improvement
- A capital investment plan
- Approach to accomplish retrofits
- Projected costs and savings
- Monitoring and evaluation plan

The program should also meet the unique priorities of the local economy; such as economic growth, job creation, reduced operating costs, or improved environmental quality.

Upon receipt of a signed application, the Department of Energy (DOE) will recognize the lead organization as a Rebuild America Partnership, assign a Program Representative, and send a handbook that includes instructions for planning and implementing a community retrofit program. Partners are given one year to complete their Action Plan. Assistance for completing the Action Plan will be available from the Program Representative through personal contacts and workshops. Partners will also be invited to participate in workshops on other topics determined to be of interest to a number of partnerships (e.g., on financing, chiller retrofits, etc.). Once the Partner has developed an action plan and formed a community partnership of interested parties, it is ready to execute its plan - the action phase.

6.2 Action Phase

The Action Phase is when the community partnership implements its Action Plan and begins to retrofit buildings. A partnership is considered to enter the



Action Phase when either (1) their Action Plan is completed and approved by DOE, or (2) they receive financial assistance awards from response to a competitive solicitation. Awardees are accepted as Partnerships in the action phase because accepted applications for financial assistance will contain all the elements of an Action Plan.

Partnerships in the action phase are eligible for on-site assistance for implementation to ensure success and use of the most current energy practices and technologies. To obtain the assistance, the lead organization of the partnership should submit a request in writing to their Program Representative.

7. Rebuild America Assistance

7.1 Program Representatives

Each partnership will be assigned a Program Representative within their region to serve as the primary Rebuild America program contact. This Program Representative is available to provide a significant amount of informal and spontaneous assistance through personal contact and participation in meetings from the start of action planning through project implementation. In addition, partnerships that complete Action Plans will be eligible for in-depth assistance on specific issues requiring the expertise of National Laboratory staff or their consultants. The type, level, and schedule of assistance will be jointly developed by each partnership and Program Representative with input from other specialists as needed. Through this process, assistance will be tailored to meet the individual needs of one or more partners.

7.2 Types and Limits of Assistance

For our purposes, Partnership assistance includes almost anything provided with DOE resources that contributes to overcoming barriers, expediting projects, or improving a partner's ability to meet Rebuild America goals and objectives, with the exception of direct financial assistance. Assistance covers a very broad range and may include, but is not limited to, the following areas:

- Partnership formation and organization
- Action Plan development
- Energy screening and auditing methods
- Financing the retrofit program
- Retrofit technologies
- Project tracking and evaluation.



There are limits on the assistance that can be provided. The amount of assistance that DOE can provide is constrained by the annual budget for this service. The type of assistance provided must also be appropriate for Rebuild America staff (Program Representatives, National Laboratories, and contractor staff) to undertake. The program intent is to help communities to improve or develop local resources in order to create jobs and promote continued efficiency improvements on their own initiative. DOE's role is to provide leadership and guidance where needed without performing work that is best accomplished by local private sector organizations. In general, appropriate types of technical assistance include that which:

- will significantly strengthen the ability of the partnership to meet their goals,
- is a demonstration, training, or other short-term activity as opposed to production work over the long term,
- requires the unique set of skills, equipment, or other resources available from DOE's National Laboratories or their contractors, and
- uses the Rebuild America staff to create market opportunities, not compete with the private sector.

8. Accomplishments to date

- Over 90 partnerships have been started in over 35 states and territories
- Over 300 million square feet committed to renovation
- Awards were given to six pilot partnerships in FY 95, eight in FY 96. In addition, 14 State Energy Offices were given grants under the State Energy Program Rebuild America special project.
- 3 "Action Plan" workshops held in FY 96 to help communities start their action plans, over 20 communities represented.
- National Partnership started with Association of Higher Education Facilities Officers to assess opportunity for \$ 50 million infrastructure renewal projects at nations 3600 colleges and universities; over 45 universities attended six regional workshops held in FY 96.
- Coalition for Community Energy Partnerships formed by the U.S. Conference of Mayors to endorse and support the goals of the Rebuild program, foster local actions by their members, and to provide feedback to DOE on effective approaches to community energy efficiency. Initial members include National Association of Counties, APPA, Sister Cities, International Association of City/County Managers, and the Electric Power Research Institute.



9. Partners (12/2/96)

9.1 Rebuild America Partners (Planning Phase)

These partners are developing Action Plans:

Chandler, AZ	New Orleans, LA	Albany, NY
Tempe, AZ	York County, ME	Bay Shore, NY
State of Arkansas	Com. Concepts, Inc., ME	Elmira, NY
Fayetteville, AK	Cambridge, MA	Binghampton, NY
Little Rock, AK	NESEA, MA	Troy, NY
Petaluma CA	Newton, MA	Cuyahoga Falls, OH
San Diego, CA	Hampden Co. MA	Kettering, OH
State of Connecticut	Springfield, MA	SEED, OH
Fairfield, CT	Renewable News Net., MA	State of Oregon
West Haven, CT	Ann Arbor, MI	State of Pennsylvania
Fort Myers, FL	Berkley, MI	Allentown, PA
Hollywood, FL	Dearborn, MI	Lancaster, PA
Pembroke Pines, FL	St. Paul, MN	McKeesport, PA
Territory of Guam	Missouri Energy Resources	Pittsburgh Hsng Auth, PA
County of Hawaii, HI	Project, MO	State of Rhode Island
County of Maui, HI	St. Louis, MO	Texas City, TX
County of Kauai, HI	Meridian, MS	St. Joseph Reg.I Health
Job Source - IN	Natchez, MS	Center, TX
Chicago Hsng Auth., IL	State of North Carolina	Territ. of the Virgin Islands
Hancock County, IA	State of New Hampshire	State of Vermont
Webster City, IA	S:W: Community Serv., NH	Burlington EE Project, VT
Sioux Center, IA	Bergen Co., NJ	Suffolk, VA
Des Moines, IA	Gloucester, NJ	N.W.E.E. Council, WA
Ottumwa Area COC, IA	Newark, NJ	
New Iberia, LA	Roswell, NM	

Rebuild America Partners (Action Phase)

The following organizations are leading partnerships that are carrying out their Action Plans and have begun building retrofit projects:

- Massachusetts Energy Efficiency Council - *Rebuild Boston*
- Metropolitan Energy Center - *Kansas City Energy Efficiency Partnership*
- Berkeley Energy Services Group - *ReEnergize East Bay Consortium*
- Wisconsin Energy Bureau - *Wisconsin Energy Initiative-2*
- Colorado State Energy Office - *Rebuild Colorado*
- State of Tennessee - *Community Energy Partnerships*



- Center for Energy and the Environment - *Minneapolis/St. Paul Rebuild America Consortium*
- Toledo, Ohio - *Toledo Energy Collaborative*
- Portland, Oregon Energy Office - *Portland Partners for Energy Efficiency (P₂E₂)*
- The Fdn. for Environmental Education, Columbus Ohio - *The Central Ohio Energy Efficiency Project*
- Texas A&M - *The Brazos Valley Energy Conservation Coalition*
- Arizona State University - *Rebuild Arizona*
- State of Montana - *Montana Partners for Energy Efficiency*
- State of Alaska - *Rural Alaska Building Energy Efficiency Project*
- State of Iowa - *Rebuild Iowa*
- State of New York - *Rebuild Western New York*
- State of South Carolina - *South Carolina Community Service Partnerships*
- State of Nebraska

FY 97 Milestones	
Complete Financing Guide	February, 1996
Complete Procurement/Contracts Sourcebook	May, 1997
Complete Model Action Plan	March, 1997
FY 1997 State Energy Program Awards	Summer, 1997
FY 98 Annual Partner Forum	Winter 1997

Metrics

- Number of Partners
- Square feet committed to retrofits
- Energy Saved
- Dollars Saved

For more Information:

Energy Efficiency and Renewable Energy Clearinghouse
 1-800-363-3732, or
 1-800-273-2957 for the hearing impaired.