

Project/Performance Site Location(s)

Project/Performance Site Primary Location I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Project/Performance Site Location 1 I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Application for Federal Assistance SF-424

Version 02

* 1. Type of Submission:

- Preapplication
 Application
 Changed/Corrected Application

* 2. Type of Application:

- New
 Continuation
 Revision

* If Revision, select appropriate letter(s):

* Other (Specify)

* 3. Date Received:

12/14/2009

4. Applicant Identifier:

5a. Federal Entity Identifier:

* 5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

City of Kansas City, Missouri

* b. Employer/Taxpayer Identification Number (EIN/TIN):

4460000201

* c. Organizational DUNS:

073134231

d. Address:

* Street1:

414 E. 12th St

Street2:

* City:

Kansas City

County:

Jackson

* State:

MO: Missouri

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

64106

e. Organizational Unit:

Department Name:

City Manager

Division Name:

Environmental Quality

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Mr.

* First Name:

Dennis

Middle Name:

* Last Name:

Murphey

Suffix:

Title:

Chief Environmental Officer

Organizational Affiliation:

* Telephone Number:

816-513-3459

Fax Number:

816-513-3471

* Email:

Dennis_Murphey@kcmo.org

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9. Type of Applicant 1: Select Applicant Type:

C: City or Township Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Environmental Management Consolidated Business Cen

11. Catalog of Federal Domestic Assistance Number:

81.128

CFDA Title:

Energy Efficiency & Conservation Block Grant Program

*** 12. Funding Opportunity Number:**

DE-FOA-0000148

* Title:

Recovery Act: Energy Efficiency and Conservation Block Grants: Competitive Solicitation: Retrofit Ramp-up and General Innovation Fund Programs

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Kansas City, Missouri - Jackson, Clay and Platte Counties

*** 15. Descriptive Title of Applicant's Project:**

EnergyWorks KC: Whole Neighborhood Retrofits in Kansas City, Missouri and a Regional Strategy for Transformation of the Energy Efficiency Market

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

Version 02

16. Congressional Districts Of:

* a. Applicant MO-005

* b. Program/Project MO-005

Attach an additional list of Program/Project Congressional Districts if needed.

Additional Districts.doc

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date: 06/01/2010

* b. End Date: 05/31/2013

18. Estimated Funding (\$):

* a. Federal	50,000,000.00
* b. Applicant	0.00
* c. State	0.00
* d. Local	0.00
* e. Other	0.00
* f. Program Income	0.00
* g. TOTAL	50,000,000.00

* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)

Yes No

21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

 ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: Mr. * First Name: Dennis

Middle Name:

* Last Name: Murphey

Suffix:

* Title: Chief Environmental Officer

* Telephone Number: 816-513-3459 Fax Number: 816-513-3471

* Email: Dennis_Murphey@kcmo.org

* Signature of Authorized Representative: Gerald Shechter * Date Signed: 12/14/2009

Application for Federal Assistance SF-424

Version 02

*** Applicant Federal Debt Delinquency Explanation**

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

Approved by OMB
0348-0046

1. * Type of Federal Action: <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. * Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. * Report Type: <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> SubAwardee * Name: City of Kansas City, Missouri * Street 1: 414 E. 12th St; 24th Floor Street 2: * City: Kansas City State: MO: Missouri Zip: 64106 Congressional District, if known: MO-005		
5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:		
6. * Federal Department/Agency: Department of Energy	7. * Federal Program Name/Description: Energy Efficiency & Conservation Block Grant Program CFDA Number, if applicable: 81.128	
8. Federal Action Number, if known: DE-FOA-0000148	9. Award Amount, if known: \$	
10. a. Name and Address of Lobbying Registrant: Prefix: Ms. * First Name: Anita Middle Name: * Last Name: Estell Suffix: * Street 1: 1152 15th St, NW Street 2: Suite 200 * City: Washington State: CA: California Zip: 20005		
b. Individual Performing Services (including address if different from No. 10a) Prefix: Mr. * First Name: Max Middle Name: * Last Name: Sevilla Suffix: * Street 1: Street 2: * City: State: Zip:		
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure. * Signature: Gerald Shechter * Name: Prefix: Mr. * First Name: Greg Middle Name: * Last Name: Williams Suffix: Title: Legislative Liaison Telephone No.: 816-513-1307 Date: 12/14/2009		
Federal Use Only:		Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)

**EECBG Retrofit Ramp-up Program Competitive Grant Application – Narrative
EnergyWorks KC: Whole Neighborhood Retrofits in Kansas City, Missouri and a Regional
Strategy for Transformation of the Energy Efficiency Market**

Project Objectives

EnergyWorks KC is an innovative regional partnership to transform the energy retrofit market in the Kansas City metropolitan region. The initiative is starting in Kansas City, Missouri, because of its aggressive Climate Protection Plan, which identifies specific greenhouse gas emission reduction goals by 2020, and its diverse set of neighborhoods, where place-based strategies for revitalization are already underway. Using Kansas City's Climate Protection Plan and the City's Energy Efficiency and Conservation Strategy (submitted to the U.S. Department of Energy with the City's formula grant application for EECBG funding) as a foundation and leveraging two major regional initiatives, the Green Impact Zone and Kansas City Power & Light Company's (KCPL) Smart Grid project, this application identifies ways that additional Energy Efficiency and Conservation Block Grant (EECBG) funding would advance and expedite the achievement of those goals, transform the energy market in Kansas City, and develop EnergyWorks KC as a regional and national model in the heartland of the U.S. for creating a sustainable effort to deliver building retrofits region-wide. We are initiating our regionwide transformation by working with building owners who most need the economic benefits of retrofits, but can least afford the necessary investments in their buildings.

Goals and Objectives

Goal: Collaborative transformation of the regional energy market through development of new capacity and tools

- State and local public policy changes to lower or eliminate barriers to energy efficiency efforts
- Development of new financing tools and delivery systems for energy efficiency retrofits, including a exploration and development of a carbon credit model with the Chicago Climate Exchange
- Creation of a replicable model for energy efficiency/conservation building retrofits that can be adopted throughout the metropolitan region

Goal: Transformation of our existing building stock and energy use

- Retrofits of 5,000 residential, commercial, industrial, institutional, and public buildings during the project period and another 1,000 buildings in the two years after the grant project period
- Reductions of 216 million kWh/year in electricity, 570 million cubic feet/year in natural gas, and 60 million gallons/year in water use, and associated utility bills
- Reductions in greenhouse gas emissions of 230,428 metric tons/year

Goal: Focused use of ARRA and other public/private sector resources to achieve significant revitalization of neighborhoods

- Creation of a viable means for repayment of utility bills for customers that are currently in arrears
- Workforce development and creation/retention of an average of 455 jobs
- Long-term mitigation of mortgage foreclosures by lowering utility bills

How the Work Plan Will Meet the Goals and Objectives

The City recognizes that transformation will be achieved by innovatively addressing failures and barriers in the marketplace, including:

- Lack of building owner/occupant knowledge of the benefits of energy efficiency and how to readily access the various required technical and financial resources
- Confusion regarding currently available incentive programs, e.g. utility rebates, tax credits, and grants for home weatherization and minor home repair
- Lack of capital resources to make investments in buildings to achieve energy efficiency improvements, even when payback periods are favorable

- Lack of authorization for energy efficiency financing tools such as Pay As You Save (via utility billing) and property tax assessments
- Lack of an integrated, one-stop system to deliver all aspects of the energy retrofit process
- Other complications, including lead or asbestos in buildings, building owners/occupants who are in arrears on utility bills, and rental property where building owners are not responsible for utility bills

EnergyWorks KC aims to transform the extent and approach of energy efficiency efforts throughout the Kansas City metropolitan region by utilizing a model of change that includes three major components:

Capacity: The proposed EnergyWorks KC program invests resources to build **capacity** in three critical areas: integration of financial incentives, coordination of service delivery, and the ability of the retrofit industry to respond to increasing demand. EnergyWorks KC will consist of a partnership of several existing organizations with substantial capacity with the Metropolitan Energy Center (MEC), a nonprofit with extensive experience in on-the-ground delivery of energy efficiency services for residential, commercial, and public buildings, acting as the central contact point and coordinator. This innovative partnership will provide an integrated, single point of contact to assist building owners in obtaining an entire package of services customized to meet their retrofit needs: energy management counseling/training, energy audits, financing and incentives, delivery of retrofit services, quality assurance, and performance monitoring. This one stop shop for customers will seamlessly integrate the extensive range of new and existing financial tools and incentives to promote energy efficiency. A parallel workforce and business development effort will increase the capacity of the home repair industry to provide retrofits, with a focus on underserved neighborhoods.

Catalyst: EnergyWorks KC will apply this increased capacity to retrofits in the Green Impact Zone (a 150 square block area of the urban core that includes portions of five neighborhoods) and six other neighborhoods in Kansas City. The focus on these neighborhoods will act as a **catalyst** for change by driving demand for energy efficiency retrofit services. EnergyWorks KC will engage and utilize residents of the targeted neighborhoods in all aspects of the initiative – marketing/outreach to building owners, retrofit service delivery, and project financing – in order to achieve high participation rates in the retrofit program by building owners. These neighborhoods were strategically selected for their high level of community organization and involvement as well as their diversity in location, building use and stock, and residential demographics (including age, race/ethnicity, income, and extent of owner occupancy). Thus, in addition to decreasing energy use and improving the building stock and quality of life in these neighborhoods, this approach also facilitates easier replication of the program in other areas of the region.

Context: In order to truly transform the market for energy efficiency in Kansas City, a group of regional leaders, the Metropolitan Energy Retrofit Coalition, will be organized in order to impact the overall **context** for energy efficiency efforts. Led by the region’s metropolitan planning organization, the Mid-America Regional Council (MARC), this coalition of key regional players will work to monitor, evaluate, and replicate the EnergyWorks KC model for areas and communities across metropolitan Kansas City. Another one of this coalition’s tasks will be to promote public policy change at the state and local level to reduce or eliminate regulatory barriers to energy efficiency efforts. This group will also serve to connect EnergyWorks KC to related climate/sustainability efforts throughout the metro area to increase the reach of all programs.

Merit Review Criteria

1. Leveraging and Sustainability

Leveraging – The requested EECBG funding will be highly leveraged with a broad mixture of public and private resources for complementary activities recently implemented or to be implemented concurrently with the grant project period within the targeted neighborhoods and across the community as

EnergyWorks KC expands. In particular, EnergyWorks KC has identified over \$120 million in financial institution capital, which provides a truly sustainable base for regional expansion of the program. The program also leverages energy efficiency programs and rebates already in place in the public and private sector. Crucially, EnergyWorks KC leverages the innovative place-based Green Impact Zone initiative and builds upon its successful strategies. EnergyWorks KC is fortunate to have a wide variety of public and private organizations that have pledged their support and resources. In its goal of targeted neighborhood revitalization, EnergyWorks KC is leveraged with significant dollars aimed at Kansas City neighborhoods. Total leveraged funds are approximately \$327.9 million, not including pending grants in the Green Impact Zone; including these grants, the approximate total is \$427.6 million. Details on the individual organizations and resources can be found in the letters of support.

Category	Funding Source	2010-12 dollars
Financial Institution Capital	Mazuma Credit Union	\$30,000,000
	CommunityAmerica Credit Union	\$90,000,000
	Neighborhood Housing Services	\$6,000,000
	Kansas City Credit Union	\$3,000,000
	Total Financial Institution Capital	\$129,000,000
Energy Efficiency Initiatives (*Kansas City area share of MO State Energy Center program funding estimated by MEC)	Home Weatherization program by City of KCMO**	\$16,600,000
	KCPL/MGE joint rebates for Home Performance with ENERGY STAR	\$1,834,000
	Other KCPL rebates/support for energy efficiency initiatives	\$578,600
	Energy efficiency funding for Housing Authority of KC	\$2,338,000
	Missouri Energy Center ENERGY STAR rebate program for appliances/equipment*	\$1,000,000
	Missouri Energy Center energy efficiency loan program for schools*	\$3,400,000
	Missouri Energy Center funding for rebates through Home Performance with ENERGY STAR*	\$5,200,000
Total Energy Efficiency Initiatives	\$30,950,600	
Green Impact Zone	KCPL Smart Grid project in Green Impact Zone	\$48,100,000
	Green Impact Zone funding by City of KCMO	\$1,500,000
	Climate Sustainability Center (pending)	\$50,000,000
	TIGER Grants for Green Impact Zone Infrastructure (pending)	\$32,200,000
	NSP2 funding for foreclosed home renovation (pending)	\$17,500,000
	Other Green Impact Zone funding (see MARC letter of support)	\$57,400,000
	Total Green Impact Zone	\$206,700,000
Community partner resources	cfm Distributors net profits and in-kind contributions	\$351,375
	OAI Brownfields job training program	\$500,000
	Westside Housing, Inc. initiatives and marketing support	\$1,725,000
	Neighborhood Housing Services other support and staff	\$1,900,000
	Blue Hills Community Services community services center	\$800,000
	Other contributed services/goods from other project partners (see letters of support)	\$950,750
	Total Community Partner Resources	\$6,227,125
Related investments in neighborhoods (** includes estimates of formula grants over 3 yrs)	NSP	\$7,300,000
	CDBG**	\$25,500,000
	Lead Abatement	\$2,998,508
	Brownfields**	\$6,265,000
	Homeless Prevention and Rapid Re-Housing	\$3,628,139
	HOME**	\$9,000,000
Total Related Neighborhood Investments	\$54,691,647	

Sustainability – The wide variety of leveraged resources beyond the EECBG competitive grant dollars speaks to this project’s ability to create sustainable market transformation in the long term. These resources, in some cases stimulated by EECBG funding and in other cases complementary to EECBG funding, will be coordinated to increase both the demand and supply for energy efficiency retrofits and other measures in the Kansas City metropolitan area. Supply will be impacted by enhancing and developing the region’s **capacity** to deliver a large number of energy retrofits expeditiously and in a quality fashion. A key element in the development of this capacity is the integration of multiple financing sources, from grants to loans to rebates to tax credits, into a single effective package tailored to each owner’s and each property’s circumstances. Demand will be shifted by utilizing this new capacity to deliver energy retrofits to a variety of target neighborhoods to act as a **catalyst**. Shifts in both demand and supply will lead to a long term increase in the market, even after EECBG funding is exhausted.

While developing new capacity and providing a catalyst to its use is essential to change the energy retrofit market in the Kansas City metropolitan area, the critical long-term need is to change the legal, regulatory, and economic incentives that provide the **context** for this market. This is the part of EnergyWorks KC that will most contribute to sustainability and replicability within the market beyond the duration of the grant award.

EnergyWorks KC will assemble the Metropolitan Energy Retrofit Coalition, a coalition of key stakeholders including area chambers of commerce, local governments, and others, to provide the leadership required to identify and implement the necessary suite of state and local policies, laws, and processes that encourage energy conservation and efficiency. The coalition will work with the existing EECBG metro partnership (a collaboration of metro area EECBG formula grant recipients) on local government policies and regulations. The coalition will also lead region-wide public education efforts and work with EnergyWorks KC to replicate the new capacity it has developed in other communities in the metro area using a small grant-supported seed fund. The coalition will also coordinate its activities with other metropolitan energy initiatives including:

- Climate Sustainability Center, a \$50 million facility planned to begin construction in 2010 in the Green Impact Zone that will house a green job training center, a climate research center and an urban botanical garden, with the goal of becoming the nation’s largest “living” building
- Climate Protection Agreement communities: more than 20 local governments in the area who have signed a climate protection agreement and are working together to reduce greenhouse gas emissions
- The Greater Kansas City Chamber of Commerce’s Climate Protection partnership: 170 metro area public and private sector employers working to reduce their greenhouse gas emissions
- Emerging carbon reduction initiatives and markets, including a potential partnership with the Chicago Climate Exchange to design and operationalize new emission credit aggregation and trading methods in order to foster new financing for large-scale housing energy efficiency retrofits

The Mid-America Regional Council (MARC), the regional council of governments and metropolitan planning organization, will coordinate the Metropolitan Energy Retrofit Coalition. MARC has a long history of bringing the region together around key issues. Most recently it has formed a partnership of EECBG formula cities and counties in the region to work jointly on energy efficiency issues, including adopting new energy codes across the region. The Metropolitan Energy Retrofit Coalition is a natural extension of this work.

Examples of some of the kinds of policies and practices that will directly assist in the change in the metropolitan and state energy retrofit markets that the coalition will pursue include:

- Promoting adoption of new energy codes by local governments and requirements for energy audits before the sale or resale of homes

- Establishing regulatory and policy changes at the state and local level to allow retrofit costs to be billed through utility bills and/or property taxes
- Implementing a broad public education media campaign to stimulate awareness, interest and support for energy efficiency measures

It is anticipated that within two years, working with legislatures and public service commissions in Missouri and Kansas, and electric and natural gas utilities, new legislation and regulations and new practices will be put in place which will change the energy retrofit market in both states as well as the Kansas City metropolitan area.

Workforce and Business Development – Another fundamental element of the EnergyWorks KC program supporting its sustainability is the enhancement of the region’s workforce to address energy conservation and energy efficiency by improving the training system for new and existing workers, connecting workers to training and educational opportunities, and encouraging the hiring of qualified workers to support an increased demand for energy retrofits in existing buildings.

Over the past five years, MARC has helped to coordinate a targeted workforce development program in which the region has identified and invested in key economic sectors. This sector partnership approach of bringing employers together with the public workforce system and community colleges has produced real outcomes of increased skills and additional employment at higher wages. MARC supported a recent analysis of workforce development in the Kansas City region to meet the need for “green” construction practices. The study identified specific areas where enhancements to the region’s workforce system could better support the region’s progress toward a sustainable future and offer new career paths for unemployed, dislocated and under-employed workers. MARC will utilize this knowledge to coordinate and support new and existing energy efficiency workforce and business development initiatives under EnergyWorks KC, including:

- A new sector-based partnership and a virtual Green Center of Excellence for Greater Kansas City to connect and better integrate the region’s education and training providers for sharing curriculum for competencies, credentials and professional development. The current partnership includes the Greater Kansas City Chamber of Commerce Energy Policy Committee, the Metropolitan Energy Center, the Metropolitan Community Colleges, Johnson County Community College, and MARC; it will be expanded to include employers, workforce investment boards, building trade councils, and others.
- Development of curriculum and training programs to meet the needs for a skilled workforce to successfully retrofit buildings in the target areas and throughout the region, working with the area’s three community college systems, the Workforce Investment Boards serving the bi-state region, the IBEW and other unions, Prep-KC (works with urban school districts to prepare secondary students for careers), area chambers of commerce and others.
- A new lineman training program developed by Johnson County Community College and KCPL to meet the electric utilities’ need for a trained workforce to replace retiring employees and meet the demands of new electric technologies.
- Provision of job training and employment opportunities to local residents through programs such as the Green Impact Zone’s community crews, where young workers get the opportunity to learn job skills, help their community, and eventually be placed in permanent employment with a contractor.
- Grants to workforce investment boards, community colleges and not-for-profit training organizations to provide training and job placement services for a minimum of 400 residents in the energy conservation and efficiency field over the 3-year grant period. The support will include skill assessments and individual development plans, internships with employers, apprenticeships with area unions and training in certificate and credential programs at community colleges and with training not-for-profits. The training programs could include energy auditor or HVAC certificate, energy efficiency certificate or other related curriculum.
- The EnergyWorks KC deconstruction initiative, which will provide potential employment for individuals who because of a history of criminal behavior might not be able to obtain jobs working on

retrofits inside houses. Deconstruction offers a path to training and employment working on unoccupied structures.

- Creation of a construction contractors' incubator in the Green Impact Zone by the Blue Hills Redevelopment Corporation. Funding will be provided through EnergyWorks KC to retrofit an existing building in the Green Impact Zone for this incubator, which will serve the entire metropolitan area. This center will provide space for classroom instruction, community meetings, administrative offices for construction contractors, and equipment storage. All of these elements provide support for further development and capacity-building of partnerships that are sorely needed, particularly by small minority-owned companies in the construction sector.

2. Project Impact

The unique design of the EnergyWorks KC program leads to significant impacts for the local neighborhoods, City, and region in both the short- and long-term. Coordination of the building retrofit program through an innovative partnership of existing organizations allows the program to achieve economies of scale. In particular, MEC will be able to utilize well-developed networks and resources from its extensive experience to provide energy efficiency services coupled with the financial experience and support of a coalition of lending institutions. Working with a selected general contractor and a pool of more than 50 qualified contractors (including a high percentage of minority-owned and women-owned small businesses) EnergyWorks KC will provide 5,000 building retrofits over the grant period and another 1,000 retrofits in the following two years. These services will be supported by a neighborhood-based marketing program and a high level of integration. These goals have been reasonably set with consideration of both the current number of contractors and workforce available and how this number will be supplemented by program-funded activities. These retrofits are expected to reduce electricity use by 216 million kWh/year, natural gas use by 570 million cubic feet/year, water use by 60 million gallons/year, and overall GHG emissions by 230,428 metric tons/year. The building retrofits will clearly impact building owners by reducing their energy use and mitigating their energy bills while improving the quality of the building stock and its economic value. Further, the selected neighborhoods are all located in the urban core and/or first ring suburb areas that have been seriously impacted by the economic and real estate downturn; the proposed energy savings from retrofits will be an important tool in helping to reduce the likelihood of further foreclosures in these areas.

The strategy for EnergyWorks KC has been developed to meet the particular needs for transforming the energy market and revitalizing our neighborhoods in ways that can be adopted and replicated across our entire metro area, as well as in communities elsewhere in country. Utilizing a coalition of existing nonprofits and private organizations whose service areas extend across the region, it creates an innovative model for integrating the various financial tools, packaging energy efficiency services, and vesting the residents in all aspects of the program. This model will be utilized in neighborhoods whose demographic and physical diversity mirrors the diversity of the region as a whole, allowing for solutions to be tailored to particular communities. By focusing significant initial efforts to serve lower-income households and neighborhoods, who will benefit most from energy efficiency investments in their homes, but who can least afford them, we will stimulate a demand for energy retrofits that will be easier to replicate in other areas of the community and metropolitan area. Additionally, implementation of retrofits in residential, commercial, and industrial buildings will help resolve the unique challenges presented by each type of use. The complementary regional workforce and business development efforts will provide jobs and economic growth in distressed communities across the metropolitan area, while expanding the availability of energy efficiency retrofit services. Perhaps most importantly, a regional leadership group will pursue the goals and objectives of EnergyWorks KC on a broader scale, by pursuing public policy changes and connecting the program to sustainability efforts across the region.

Although its first work will be in selected Kansas City neighborhoods as a catalyst to demonstrate the innovative organizational approach to energy retrofits, the EnergyWorks KC organization has been built

as a regional entity that before the end of the grant will be working in a number of communities in the metropolitan area. Depending on the needs of the particular community, EnergyWorks KC can manage the entire process in a community or can replicate the structure using the regional capacity coupled with local partners, to deliver the same services throughout the metropolitan area. The grant includes a small seed fund to begin replicating the model in other communities.

3. Project Approach

Program Structure – A key element of EnergyWorks KC is the structure that will be put in place to deliver a high volume of quality energy retrofits in a simple manner to a wide array of building owners, in such a way that the building owner, in most cases, does not have to front any of the costs of the retrofit. EnergyWorks KC has assembled an extremely competent set of regional organizations and has knitted them together into an innovative structure: an organization of organizations (see project structure chart).

The EnergyWorks KC retrofit organization will be governed by a steering committee of partners including the City of Kansas City; the Metropolitan Energy Center (MEC); Kansas City Power and Light (KCPL); Missouri Gas Energy (MGE); the Mid-America Regional Council (MARC); the Missouri Department of Natural Resources, the Greater Kansas City Chamber of Commerce, a financial services contractor; and a general contractor who will coordinate activities of the participating retrofit contractors. Hiring and grant administration for the administrative and operational staff for EnergyWorks KC as it operates in the city of Kansas City will reside with the Kansas City, Missouri City Manager's Office.

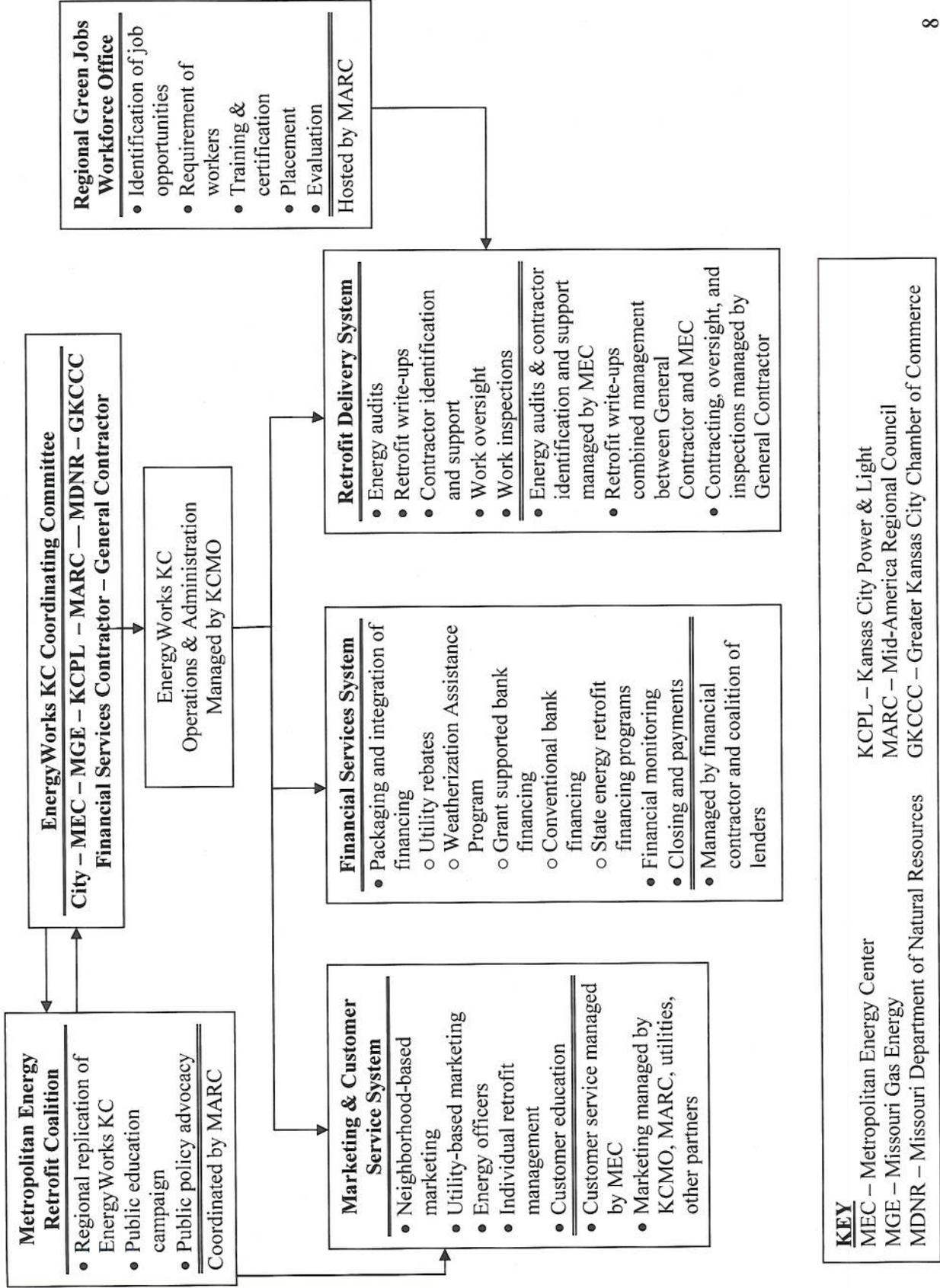
The unique aspect of the EnergyWorks KC structure is that it is an organization of organizations. Each of the three functional systems – marketing and customer service, financial services, and energy audits and construction services – is a new system operated by existing regional organizations within the community that already have the capacity to perform this work. However, these organizations will now operate under a single structure as one organization. Not only will the work flow seamlessly from one organization to another, from the initial assessment through financing and construction, but the single point of contact (the role of the energy customer service representative with MEC) with the property owner will be empowered to make decisions, or get decisions made in a timely manner (with a goal of 24-48 hours), on all aspects of the retrofit process. The power of this arrangement is that a property owner will deal with one person through the entire process and that person will have at their disposal all of the resources currently scattered in many silos and will have the ability to get the appropriate mix of resources and services committed to that property owner's retrofit.

To meet the challenge of ensuring that the overall structure operates as a single integrated organization, three elements will be put in place. First, each of the operating organizations will sign an MOU with EnergyWorks KC that spells out in detail their responsibilities, the requirements and restrictions under which they operate, and how they interact with other parts of the organization. These MOU's will be in place prior to grant announcement. Second, a small, but highly competent, administrative and operational staff within the City of Kansas City, Missouri will manage the organization and coordinate the overall process with the project partners. Finally, coordination and program delivery will be supported by an innovative integrative database allowing every part of the system to know the exact status of each retrofit.

The EnergyWorks KC organization will consist of three systems, each with organizational and program support that brings capacity to the project: marketing & customer service, financial services, and retrofit delivery services.

Marketing & Customer Service System – A key element in this process is getting every property owner engaged in the program and aware of the opportunity that exists. Conventional marketing will not work. Therefore the project will rely on strong neighborhood organizations in each of the targeted communities and the project will train neighborhood residents as an outreach staff to their neighbors. Every property

EnergyWorks KC Regional Organization Structure



owner will get a visit from a friendly, knowledgeable neighbor. These programs will draw on the model and success of the Green Impact Zone, which has a coordinated program of community engagement. In the Green Impact Zone this will be further reinforced by and coordinated with the outreach program for the Smart Grid project through KCPL, which recently received grant funding through DOE. Marketing activities specific to each neighborhood area are included below in the section detailing each area (titled Catalyst Communities). This element of the system will be coordinated by a coalition of KCMO, MARC, KCPL, and MGE with their marketing and public affairs staffs taking the lead.

Once a property owner has been contacted by a neighbor and is ready to pursue an energy retrofit they will be assisted by an energy customer service representative located in their neighborhood. The energy customer service representative will assist the property owner through the entire process from energy audit, to financing, to construction and inspection. For the property owner, the energy customer service representative will be the central hub of the process and the one person that can assist them with every aspect of the process for them. The energy customer service representative will have authority to arrange the energy audit, arrange appropriate financing, and work with the general contractor to get the work done. They will make sure the process runs smoothly at every step. The energy customer service representative will also work with neighborhood leadership and arrange for energy counseling and education. This element of the system will be coordinated and staffed by the Metropolitan Energy Center.

In some cases, properties will have environmental issues that need to be addressed in order to proceed with an energy retrofit. This may include lead-based paint, asbestos, or other conditions related to proposed retrofit activities. In those cases, before they proceed with an energy retrofit, the energy customer service representative will have the authority to use grant funds to abate these conditions or arrange for their abatement through existing programs.

As an additional incentive for participation, a portion of EECBG funding will be used to match funding from the KCMO Water Services Department for water conservation measures such as low-flow toilets and showerheads, rain barrels, and downspout disconnect efforts. Free installation of these measures will be offered on a first-come, first-serve basis to residential customers of EnergyWorks KC; residents of the neighborhoods will be trained and compensated to do these installations, with the exception of items that require a licensed plumber.

Recognition efforts for all participants in EnergyWorks KC will include news releases and public announcements publicizing program participation, plaques and/or yard signs for individual building participants, signs in the public right-of-way identifying an "EnergyWorks KC Block" or an "EnergyWorks KC Neighborhood" who have achieved a high degree of participation in the initiative, and recognition of key partners in the initiative through Certificates of Appreciation awarded by the Mayor and City Council at scheduled sessions of the City Council.

Financial Services – A fundamental strategy in whole neighborhood retrofits is to utilize utility bill savings and other incentives so that the property owner has little or no out of pocket expenses to finance the improvements. The financing system of EnergyWorks KC, managed by a financial services contractor selected by competitive procurement, will knit together a host of programs and resources to fit the particular circumstance of the property owner. For low income homeowners this may mean assistance in obtaining Weatherization Assistance Program services or access to use of loans with a loss reserve or some other form of credit enhanced financing. The revolving loan fund established with EECBG grant funds will also be utilized for riskier loans. Additionally, a portion of building retrofit costs for building owners in arrears on utility bills will be provided by forgivable loans, conditioned upon the building owner/occupant's agreement to allocate a portion of future energy cost savings achieved through the retrofit to an arranged repayment of overdue utility bills. For property owners with more substantial means and for landlords, conventional financing through a lender will be available, several of which are

prepared to invest over \$120 million in the EnergyWorks KC program, including Mazuma Credit Union, CommunityAmerica Credit Union, Kansas City Credit Union, and Neighborhood Housing Services..

In many cases properties will qualify for rebates available from utilities and the state. EnergyWorks KC will use a portion of the EECBG funding to match existing rebates in order to provide added incentives to homeowners to participate in the retrofit program. For instance, via an innovative joint venture, KCPL and MGE currently offer \$1,200 rebates to homeowners to defray the costs of energy audits and implementation of identified energy efficiency improvements, a program which is already administered by MEC. EnergyWorks will offer \$650 matching rebates to cover the upfront cost of the energy audit, so that the \$1,200 can be utilized for energy efficiency improvements. EnergyWorks KC will likewise match rebates offered by the Missouri Energy Center of the Missouri Department of Natural Resources for purchase of ENERGY STAR HVAC systems and water heaters.

Additional financing tools will include other initiatives through the states of Missouri and Kansas, federal tax credits, and for commercial and industrial customers, the services of Energy Service Contractors. MEC also has an established revolving loan fund with the Greater Kansas City Community Foundation to assist nonprofits in funding energy retrofits of their facilities, which will be used as appropriate to help EnergyWorks KC finance retrofits in nonprofit facilities in the targeted neighborhoods. This fund will provide an opportunity to capture additional charitable dollars for energy efficiency retrofits.

The financial services system of EnergyWorks KC will be coordinated by a contractor experienced in community lending, in partnership with a coalition of lenders. The financing staff will work with the energy customer service representative and the property owner to develop the appropriate mix of financing and put that financing in place. The financing staff will also work with individual programs, the utilities, and a coalition of supporting financial institutions to provide a seamless mix of financing strategies appropriate to the specific situation of the property and the owner. Once the project is closed, the financing system of the project will monitor repayment and may work with appropriate financing agencies to resolve repayment issues.

As discussed previously, the Metropolitan Energy Retrofit Coalition will play a crucial role in working for public policy change to support additional financing tools for energy efficiency services, in particular the statutory authority to utilize voluntary property tax assessments as a means for long-term financing and repayment of the costs of energy efficiency improvements, and utilization of utility bills in a "Pay As You Save" model for repayment of loans for energy efficiency improvements. Implementing EnergyWorks KC will demonstrate a strong commitment by local government, energy utilities, the business community, financial institutions, and other public/private sector partners to transform the regional energy markets and mitigate the impacts on our community from future increases in energy costs. This will enhance our ability to achieve legislative and regulatory changes to add more financial tools to our portfolio to sustain energy efficiency improvements and to facilitate replication of our success in Kansas City for other communities in our metro area and across the States of Missouri and Kansas.

Retrofit Delivery System – Once a property owner commits to an energy retrofit the first step is to have an energy audit to assess the cost effective needs of the property, lay out the costs, and identify the scope of work. The Metropolitan Energy Center (MEC) not only trains BPI certified auditors, but has a stable of approved energy auditors at its disposal. The energy customer service representative will arrange for an energy audit of the property owner's building and then will use that audit to develop the appropriate schedule of work and financing mechanisms in concert with the building owner. Once this is done, the property owner will sign off on the financing plan and schedule of work and the energy customer service representative will arrange for financing and construction, working closely with the financial services system of EnergyWorks KC and the general contractor.

EnergyWorks KC will hire a general contractor to manage the retrofit work. The general contractor will be responsible for preparing the schedule of work on each project based on the energy audit, pricing the work, and arranging for contractors to do the work. The general contractor and MEC will work to identify qualified contractors (MEC already has a list) and will expand current programs to assist contractors to establish the necessary systems and credentials to be a successful retrofit contractor. Once the work has been completed, the general contractor will inspect the work and certify its completion. The energy customer service representative will verify with the property owner that the work has been completed satisfactorily or will arrange for any corrections if needed.

MEC will use its existing quality assurance program for its administration of the Home Performance with ENERGY STAR utility rebate program as the basis for residential quality assurance in the EnergyWorks service delivery approach. This process requires an initial analysis for all projects, exit audits and desk reviews of 100% of the retrofits. Additionally, every contractor will be subject to an onsite, third party audit of a random sample of 5% of its completed jobs on a quarterly basis. The energy customer service representative will coordinate with KCPL and MGE to assess the performance of the retrofit based on energy usage and communicate this feedback to the property owner. Additionally, MEC will evaluate the aggregate of projected savings to actual savings performance on all residential and commercial retrofits in concert with the utilities.

To enhance the retrofit management element of the program, MEC will utilize an integrative database program to track and coordinate all of the components of individual retrofit jobs, including financing, contracting and commissioning. This database system will also allow the other organizations under the EnergyWorks KC umbrella to easily coordinate with MEC.

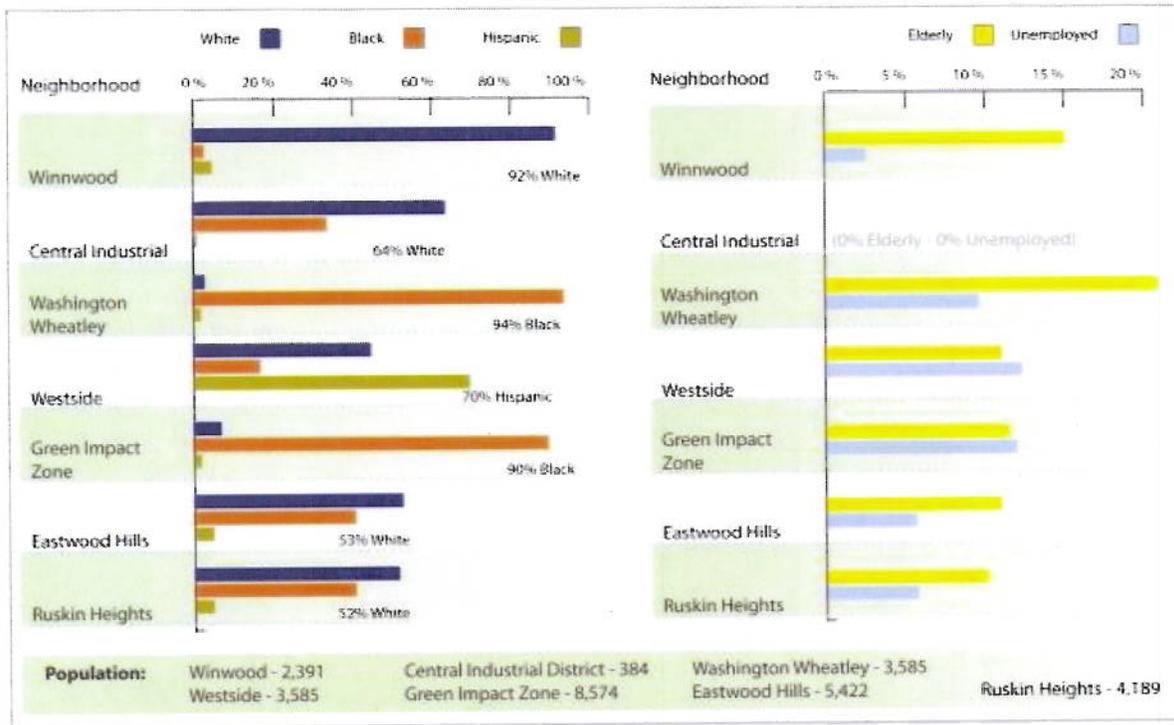
In order to address NEPA issues and other potential health, safety, and environmental issues, program staff will utilize a checklist that is currently used in the City's Weatherization Assistance Program, allowing the on-site energy auditor to identify potential areas of environmental concern early in the energy auditing process. The energy audit process requires photo documentation of all specific work areas. Photo documentation protocol includes exterior elevations which will, where necessary, support the Local/State Section 106 review process. For instance, where an energy audit has determined that replacement of windows or doors is a cost effective energy improvement measure, Section 106 review will be undertaken to ensure that such replacement is respectful of a building's historic character. The City will follow federal, state and local requirements for proper handling and disposal of all generated waste. Oversight will be accomplished utilizing the City's environmental compliance staff. Program management will pay particular attention to proper handling of lamp ballasts not marked "No PCBs", and HVAC thermostats that contain mercury tipping mechanisms.

A complementary deconstruction initiative within EnergyWorks KC will address buildings within the targeted neighborhoods that are not good candidates for retrofits because of the condition of the building, and provide reusable materials for other building retrofits. Deconstruction is an alternative to demolition and landfilling that combines the salvage and recovery of building materials for creative reuse and recycling and saves the embedded energy in materials already manufactured and installed in buildings. Deconstruction will be used as an alternative to traditional demolition of residential structures in targeted neighborhoods for access to materials for retrofit activities that would otherwise be lost to landfills. A portion of the grant will be set aside for the incremental costs of deconstruction in excess of traditional demolition costs, estimated at \$8,000 per unit.

Catalyst Communities – In order to achieve maximum impact from implementation of the EnergyWorks KC program, the initial implementation focuses on the Green Impact Zone, a national model to target resources on a neighborhood level utilizing sustainability as a strategy for revitalization, as well as six other neighborhoods, which are diverse in age, race, income levels, and building stock (see charts below).

This physical and demographic diversity will allow solutions to be identified for barriers and obstacles specific to these micro-markets. The neighborhood areas selected will allow the retrofit program to involve a significant number of lower-income City residents, a population who will receive significant benefits from these improvements, but traditionally has limited access to these services.

Population Demographics by Neighborhood



Building Stock Information by Neighborhood

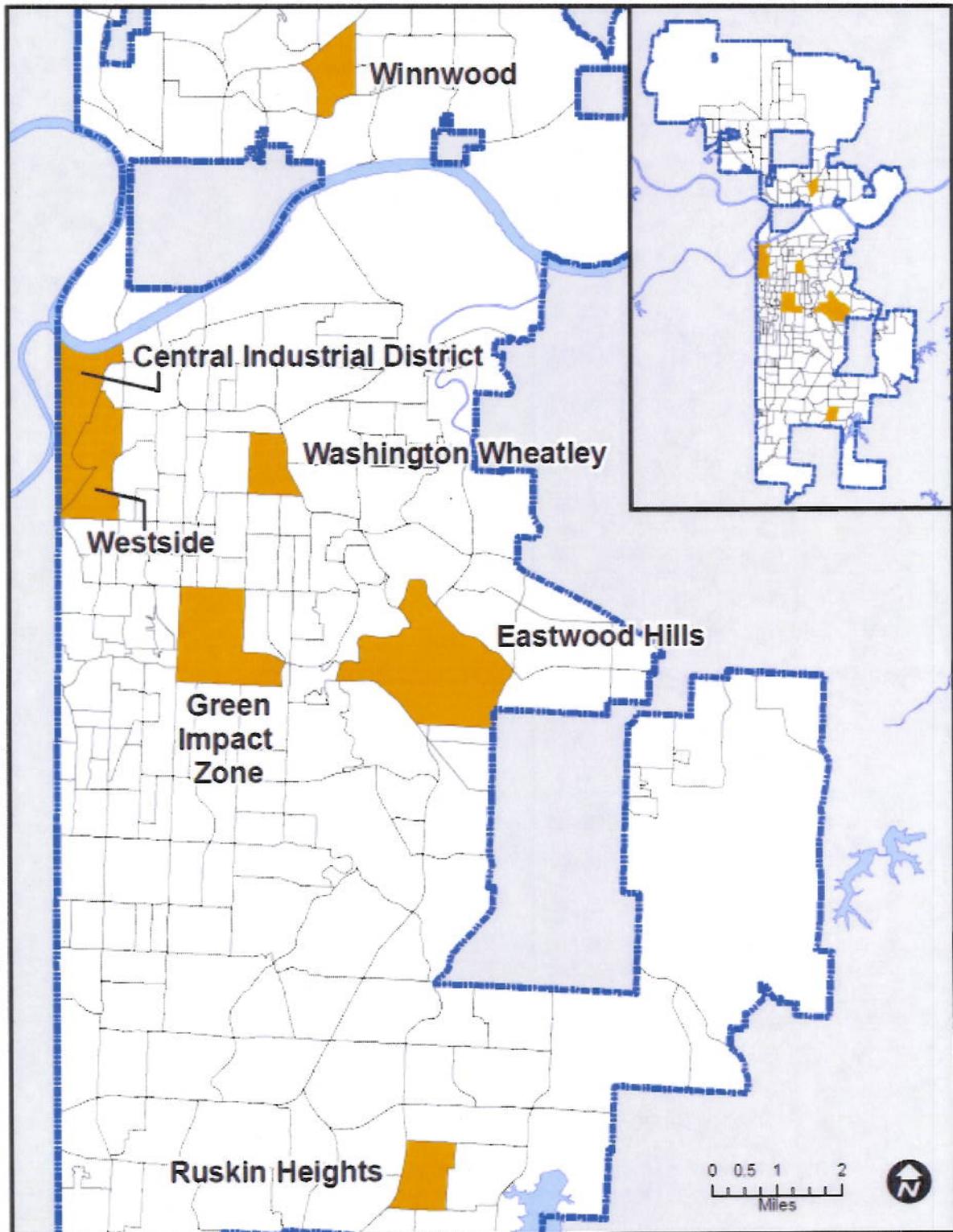
Neighborhood	Total Number of Buildings	% Building stock 40 years and older	Median Income	Residential Single Family	Residential Multi Family	Commercial	Industrial	Institutional/ Public
Winnwood	1,011	75%	\$33,307	929 (92%)	44 (4%)	22 (2%)	4 (1%)	12 (2%)
Central Industrial	271	90%	\$38,250	0	2 (1%)	41 (15%)	226 (83%)	2 (1%)
Washington Wheatley	1,139	89%	\$24,790	966 (85%)	65 (6%)	42 (4%)	33 (3%)	33 (3%)
Westside	1,173	66%	\$25,437	718 (61%)	224 (19%)	91 (8%)	108 (9%)	32 (3%)
Green Impact Zone	2,977	86%	\$20,530	2,493 (84%)	322 (11%)	104 (3%)	25 (1%)	30 (1%)
Eastwood Hills	1,866	78%	\$36,895	1,675 (90%)	59 (3%)	52 (3%)	44 (2%)	36 (2%)
Ruskin Heights	1,613	92%	\$35,107	1,602 (99%)	0	0	0	11 (1%)
Total	10,050			8,383 (83.4%)	716 (7.1%)	352 (3.5%)	440 (4.3%)	156 (1.6%)

One important commonality between the neighborhood areas is that they all have well-organized neighborhood associations that will be valuable partners in marketing and promoting EnergyWorks KC to achieve broad program participation by building owners. These neighborhoods also provide opportunities

for significant leveraging of resources from other ongoing activities, include areas where existing initiatives are underway to promote energy efficiency and sustainability, and offer higher potential for mitigating the likelihood of foreclosures by reducing energy bills.

- The Green Impact Zone is a 150 block neighborhood of single-family, multi-family, and commercial buildings in the urban core that is the national model for place-based, integrative neighborhood transformation. The area has seen decline over the last three decades with high unemployment, low incomes, and stressed housing stock. However, the neighborhood includes strong neighborhood organizations, including Ivanhoe, Historic Manheim Park, Blue Hills, Troostwood, and Town Fork Creek. The area is now the focus of an initiative to transform the community through intense outreach and integration of stimulus and local programs. The Green Impact Zone, although only a few months old, has already set the standard for innovation and effectiveness in community outreach by knocking on all 2,800 doors in the neighborhood. It is this model of neighborhood outreach that will be used by EnergyWorks KC to engage every resident and property owner. The zone is also an incubator for innovative energy efficiency and neighborhood transformation initiatives, such as the recent joint energy rebate program of KCPL and MGE, which grew out of the Green Impact Zone collaborations. The Green Impact Zone is also the home of the recently announced \$48 million Smart Grid project with KCPL. This initiative not only will develop a smart grid within the zone, but its energy management services will be tied in with the EnergyWorks KC energy retrofits. EnergyWorks KC will further benefit from the coordinated outreach program of the Green Impact Zone and the Smart Grid, assuring that every property owner in the area will not only be contacted, but offered an extensive array of energy efficiency services.
- Central Industrial District is Kansas City's historic industrial district, which still consists primarily of industrial buildings and warehouses. The leaders of the Central Industrial District Association have indicated that via their well-connected network they can reach 100% of the building owners/occupants with a marketing/outreach program for EnergyWorks KC that complements a significant initiative to promote energy efficiency, energy conservation, and renewable energy that is already underway in the Central Industrial District. In addition, the Central Industrial District contains private companies that are community leaders in energy efficiency, including cfm Distributors (a wholesale distributor of high-efficiency HVAC equipment) and Western Extralite (a distributor of energy efficient lighting products). Central Industrial District leaders are also active in the citywide Kansas City Industrial Council, which will be invaluable as we extend EnergyWorks KC to commercial/industrial building owners/occupants beyond the Central Industrial District.
- The Westside neighborhood is a mix of single-family, multi-family, and commercial buildings located on the southwest side of Kansas City's central business district. The area has traditionally been a center for Hispanic residents in the metropolitan area and is racially very diverse. The area has seen growth in young families and children, and has also experienced some gentrification due to the proximity to downtown. The local community development corporation, Westside Housing, has been a strong advocate for the residents of the Westside, and has partnered with the City and other nonprofits on many economic development and social service activities. Through a previous EPA Environmental Justice grant, the MEC has developed capacity to deliver both market education and contractor training in Spanish. Additionally, the leadership of the adjacent Central Industrial District has committed to working with EnergyWorks KC in the marketing/outreach efforts to commercial/industrial buildings owners in the Westside, and the Hispanic Economic Development Corporation recently relocated its office to the Central Industrial District.
- Ruskin Heights is a neighborhood of single-family houses built in the mid-20th century in south Kansas City. Like many first-ring suburban areas, Ruskin Heights has experienced population flight and disinvestment which has led to economic hardship for its residents. However, the neighborhood has significant assets, including a high level of owner occupancy, racial diversity, and a strong neighborhood association.

Map of Catalyst Neighborhoods in Kansas City, Missouri



- Washington Wheatley is a neighborhood in Kansas City's urban core largely comprised of single-family residential housing, with some multi-family residential, commercial, and industrial buildings. Similar to the neighborhoods within the Green Impact Zone, Washington Wheatley has seen major population loss and infrastructure disintegration over the last few decades, characterized by a high percentage of vacant buildings and lots. However, due to factors such as proximity to downtown, land availability, and active neighborhood/community associations, the neighborhood has also begun to see redevelopment in recent years. Washington Wheatley residents are, on average, older and more likely to be homeowners than the City as a whole.
- The Winnwood Sunnybrook neighborhood is located north of the Missouri River and downtown. Winnwood is a first-ring suburban neighborhood characterized by primarily single family housing built in the middle of the 20th century, but also with some multi-family housing. Although the neighborhood is challenged by first-ring suburban infrastructure issues, Winnwood has seen a modest population increase in recent years, and has a high level of owner occupancy. Northland Neighborhoods, the local community development corporation, has a very strong presence in the area and a well-established working relationship with the City.
- The Eastwood Hills neighborhood, located on the eastern side of Kansas City, was not incorporated into Kansas City until the 1950's. Founded before WWII, it is made up of a mix of single-family and multi-family homes, a significant number of which are owner-occupied. Eastwood Hill has a racially diverse population and an active neighborhood association. The City of Kansas City owns one third of the land in Eastwood Hills, which until recently was the home of the municipal corrections institution; with the closure of this facility, the property is currently under consideration for reuse.

Feedback and Program Improvement -- An EnergyWorks KC Coordinating Committee will meet regularly during the project period to review progress, resolve any unanticipated obstacles to implementation of the retrofit initiative, and make any adjustments needed for program success. The Coordinating Committee will include the Project Co-Directors from Kansas City and Metropolitan Energy Center and representatives of Kansas City Power & Light, Missouri Gas Energy, the Mid-America Regional Council, the Missouri Department of Natural Resources, the Greater Kansas City Chamber of Commerce, the City's financial services contractor, and the City's general contractor for retrofit services. The participation on the EnergyWorks KC Coordinating Committee throughout the project period by these key metro area partners and other key stakeholders will provide valued input on program implementation and any adjustments that may be necessary, establish a foundation for sustaining EnergyWorks KC beyond the project period of the EECBG competitive grant, and make it quicker and easier to scale up the initiative across the entire metro area.

4. Partnership Structure and Capabilities

Numerous public and private sector partners have enthusiastically expressed their interest in collaborating in EnergyWorks KC and providing leveraged resources and/or in-kind contributions to implement the initiative. The City issued a Request for Information (RFI) to solicit expressions of interest from organizations who wish to be a part of the City's building retrofit initiative. Respondents to the RFI and other public and private sector organizations will be able to respond to specific Requests for Proposals/Qualifications that will be issued through the City's normal competitive procurement processes to select Energy Service Contractors, financial institutions, a financial services coordinator, a general contractor to coordinate building retrofit contractors, and other providers of services or goods critical to implementation of EnergyWorks KC, if the City is awarded an EECBG competitive grant.

The following key partners have assisted in the design of the EnergyWorks KC initiative, will play key roles in implementing EnergyWorks KC, and will serve on a Project Coordinating Committee for the duration of the EECBG grant award:

- The City of Kansas City, Missouri will be the manager of EnergyWorks KC and will be responsible for competitive procurement, overall program management, and the marketing campaign.

- Metropolitan Energy Center (MEC) will serve as a single point of contact for building owners to access EnergyWorks KC and assist these building owners with obtaining all energy auditing, retrofit delivery, and financing services. They will provide energy auditor and retrofit contractor training. In concert with the local utilities MEC will also provide energy counseling, monitoring, and performance feedback to program participants.
- Kansas City Power & Light Company (KCPL) has just been awarded a \$24 million grant from DOE for a \$48 million Smart Grid demonstration project in and around the Green Impact Zone. The EnergyWorks KC initiative will complement the Smart Grid project by improving the energy efficiency of homes where new technology and training will be provided to assist homeowners in managing their energy use more effectively. KCPL's Smart Grid project includes an extensive education and outreach effort that will be coordinated with the marketing and outreach effort for EnergyWorks KC. There will also be collaboration between the two initiatives on workforce development, job training, and job development. KCPL will provide energy use data and participate in energy use feedback to building owners who participate in EnergyWorks KC.
- Missouri Gas Energy Company (MGE) has partnered with KCPL on the Home Performance with ENERGY STAR program to provide rebates to homeowners to defray the costs of energy audits and implementation of identified energy efficiency improvements. The rebate program is being administered by MEC. MGE will also provide energy use data and participate in energy use feedback to building owners who participate in EnergyWorks KC.
- Mid-America Regional Council (MARC) has assisted in designing the entire EnergyWorks KC initiative and will assist in the marketing and outreach efforts for EnergyWorks KC in the Green Impact Zone and other neighborhoods. MARC will also lead the workforce development efforts, and coordinate the Metropolitan Energy Retrofit Coalition and a region-wide public education campaign regarding energy efficiency.
- The Greater Kansas City Chamber of Commerce and its Climate Protection Partnership program have numerous members located in the Green Impact Zone and the six other targeted neighborhoods. The Chamber will promote participation in EnergyWorks KC by their members and climate partners.
- Missouri Department of Natural Resources (MDNR) administers various energy efficiency programs through the Missouri Energy Center, including the home weatherization program and the State Energy Program. ARRA funding will be administered by MDNR for new residential energy efficiency initiatives, an ENERGY STAR rebate program for purchase of energy efficient appliances, and other energy programs related to EnergyWorks KC. MDNR's coordination with EnergyWorks KC will ensure that our targeted retrofit neighborhoods will be able to optimize their participation and access any supplementary resources available through MDNR's State Energy Center.

As previously mentioned, the Green Impact Zone and the catalyst neighborhoods targeted for retrofit activity have uniquely strong and active neighborhood/business associations and/or community development corporations that are eager to partner with EnergyWorks KC and have provided letters of support for the project, many of which identify leveraged resources within the neighborhoods. Further, a letter from support from Johnson County, Kansas underscores the region-wide commitment to utilize the EnergyWorks KC model to transform the regional energy efficiency market.

Other major private and public sector organizations in the metro area have expressed their interest in working with the City on the EnergyWorks KC initiative. The attached letters of support from these organizations and their identification of leveraged resources, both large and smaller in dollar value, demonstrate a strong pool of additional partners for our efforts.

EnergyWorks KC will be integrated with many other related City services, programs, and projects to leverage/maximize resources and benefits, enhance the transformative impact upon the targeted

neighborhoods, and provide a model for future replication of the program. Such programs include home weatherization, brownfields revitalization, emergency home repair, and lead abatement.

Project Plan and Timetable

The key partners for the EnergyWorks KC program are in place and will continue to work together and prepare over the next several months so that the program will be able to hit the ground running if the City is notified that the project has been awarded EECBG funding. The project plan during this pre-grant period, as well as during the three year grant period, is detailed in the timetable below (see Project Approach for organization/approach and SF-424A for spend plan details)

Pre-Grant Award

- EnergyWorks KC partners sign MOUs that detail coordination of responsibilities with one another
- MARC assembles Energy Retrofit Coalition to guide work to change context of energy retrofit regulations, legislation, and economics
- MARC convenes workforce providers & its own green workforce council to put in place the programs to begin immediately upon grant award
- City issues competitive solicitations & selects financial services coordinator & general contractor for oversight of building retrofit contractors
- City and sub-awardees (MARC & MEC) initiate recruitment of project staff

Year One – First Quarter

- City and sub-awardees hire project staff & MARC announces Retrofit KC campaign chairs
- MEC sets up customer service offices in neighborhoods for convenient access by building owners
- MEC initiates training program for additional energy auditors & energy efficiency retrofit contractors
- Overall program design is completed & staff training is underway for integrated financing, marketing, & service delivery by MEC in concert with financial coordinator & general contractor

Second Quarter

- MARC & area workforce organizations begin training individuals for EnergyWorks KC jobs
- Energy Retrofit Coalition approves Retrofit KC campaign strategy, including region-wide public education campaign
- MARC hires legal/policy consultants to work with utilities, retrofit community, public service commissions, and legislators to develop appropriate regulatory, legal, and economic environment (Context) to encourage future energy retrofits and market transformation
- City & project partners begin neighborhood-based marketing campaign to promote EnergyWorks KC to building owners
- Training for energy customer service representatives & other project staff is completed

Third Quarter

- Report issued on initiatives & expected impact upon retrofit market & strategies for putting initiatives in place
- Approval of strategies for changing retrofit market by Energy Retrofit Coalition, including public education strategies
- Customer service one-stop-shop for building owners to access all retrofit services is fully operational
- Training provided to neighborhood teams to implement water conservation projects
- 200 energy retrofits & 10 deconstruction projects completed

Fourth Quarter

- Begin first replication of EnergyWorks KC in another metro area community
- First 50 energy retrofit training graduates placed in employment
- 300 energy retrofits, 10 deconstruction projects, & 300 water conservation projects completed

Year Two – First Quarter

- Begin legislative briefings on proposed legislation encouraging energy retrofits

- Begin discussions with public service commissions to produce first regulatory changes
- 500 energy retrofits, 15 deconstruction projects, & 500 water conservation projects completed

Second Quarter

- Energy retrofit public education campaign in full operational mode supported by new legislative & regulatory support and experience of EnergyWorks KC
- Begin work on second replication of EnergyWorks KC
- 550 energy retrofits, 15 deconstruction projects, & 300 water conservation projects completed

Third Quarter

- 100 additional retrofit training graduates find employment
- 600 energy retrofits, 15 deconstruction projects, & 100 water conservation projects completed

Fourth Quarter

- EnergyWorks KC operating in several communities & demand for retrofits has significantly increased
- 600 energy retrofits, 15 deconstruction projects, & 400 water conservation projects completed

Year Three – First Quarter

- Full legislative, regulatory, & economic changes have been put in place for retrofit market
- 600 energy retrofits, 10 deconstruction projects, & 500 water conservation projects completed

Second Quarter

- In addition to EnergyWorks KC & its affiliated programs, new private-sector players are using tools developed through program to provide retrofits & building owners are taking advantage of tools
- 600 energy retrofits, 10 deconstruction projects, & 300 water conservation projects completed

Third Quarter

- Additional 100 retrofit training graduates find employment
- 550 energy retrofits, 10 deconstruction projects, & 100 water conservation projects completed

Fourth Quarter

- On-going green jobs collaboration takes responsibility for energy retrofit training
- Final report on context campaign identifying change in market & integration of new tools
- 500 energy retrofits, 10 deconstruction projects, & 500 water conservation projects completed

In the calendar quarter following conclusion of the grant period, a comprehensive project report will be provided to DOE summarizing previously-submitted progress reports for the project, in addition to identifying lessons learned & recommendations for program replication by other local governments.

Pre-assessment & abatement of lead/asbestos issues associated with identified energy retrofit work will be implemented on an as-needed basis. Rebates will be administered concurrently as retrofits are done. Water conservation work, including downspout disconnects & installation of rain barrels, will occur primarily in warmer months. Building deconstruction will occur in concert with City's existing demolition program for dangerous buildings. Neighborhood-based marketing efforts & a region-wide public education campaign will continue throughout the project period. Monitoring of energy savings & feedback to building owners will occur in follow-up to each retrofit project. All required progress reports will be provided to DOE in timeframes specified in the grant award.

Relevance and Outcomes/Impacts

Mayor Funkhouser and the City Council of Kansas City, Missouri, along with other regional leaders, have made sustainability a core principle for our community. In Kansas City, sustainability means making decisions and taking actions that simultaneously promote the social, economic, and environmental vitality of our community for current and future generations. EnergyWorks KC has the potential to be the foundation for a transformative model of energy efficiency and sustainability for our neighborhoods.

At a time when budgetary constraints for the City of Kansas City, Missouri are extreme, federal funding through the EECBG competitive grant program is particularly needed for several reasons:

- It will provide seed money to support regional collaboration on local and state policy change to provide additional sustainable financial mechanisms for building energy efficiency retrofits during the project period and beyond;
- It will provide funding to help the City make capital resources available for energy efficiency retrofits by building owners to stimulate demand and shift the market; and
- It will provide financial resources for program activities, such as regional workforce development and public education, that are critical to overall program success and our ability to create a foundation to scale up building retrofit efforts in future program expansion citywide and metro area-wide.

The defined scope and purpose of the EECBG competitive grant program for whole neighborhood retrofits of residential, commercial, industrial, and public buildings very much mirrors the concept of the Green Impact Zone in Kansas City: focus the use of resources in a defined geographic area in order to achieve a meaningful, long-term, transformative impact. The opportunity to utilize EECBG funds in the EnergyWorks KC initiative would enable Kansas City to utilize energy efficiency efforts in the Green Impact Zone and other targeted neighborhoods as a catalyst to transform the energy market throughout the metropolitan area. It would also provide funding for a critical initiative to improve the overall social, economic, and environmental vitality of distressed portions of our community.

Roles of Participants

The primary participants in the EnergyWorks KC program will be the potential awardee, the City of Kansas City, Missouri, two of its subawardees, the Metropolitan Energy Center and the Mid-America Regional Council, and local utilities: Kansas City Power & Light and Missouri Gas Energy. Also crucial will be the roles of the Green Impact Zone and the various neighborhoods. Each of these participants brings unique perspective, management, expertise, and experience to the project.

KCMO will be responsible for overall grant administration and management, procurement, and marketing coordination. Kansas City's Climate Protection Plan and Energy Efficiency and Conservation Strategy underscore its commitment to the energy efficiency retrofit program. The Sustainability Coordinator for KCMO, Gerald Shechter, formerly the manager of the City's weatherization program and also formerly the executive director of a CDC in one of the targeted neighborhoods, will be the City's point of contact for EnergyWorks KC and Co-Director of the Project.

MEC will house the single point of contact for customers seeking retrofits, and will coordinate with the financial and constructor contractors. MEC has 26 years of experience of coordinating building retrofits and other energy efficiency activities with area utilities and the State Energy Office. Robert Housh, the 12 year Executive Director of MEC who authored one of the first Rebuild America partnerships with the U.S. Department of Energy to develop a program to improve energy efficiency in commercial buildings, will be MEC's point of contact for EnergyWorks KC and will serve as Co-Director of the Project.

MARC is at the center of regional partnerships ranging from public policy advocacy to workforce development to public education and engagement to sustainability and climate change. MARC's points of contact will be Dean Katerndahl, coordinator of local government partnerships, and Marlene Nagel, a leader in the area of workforce development.

KCPL is a civic leader in Kansas City who has been recognized for environmental excellence and is poised for additional innovation with their Smart Grid initiative. KCPL's point of contact will be Kevin Bryant, the Vice President for Energy Solutions, who helped secure funding for the Smart Grid project and led a 2009 initiative to pass state legislation to support utility investment in energy efficiency.

MGE has put in place a number of programs to promote energy efficiency/conservation for homeowners; their point of contact for the project will be Jason Fulp, External Communications and Marketing Representative for MGE, who also serves as Board Director and Treasurer of MEC.

Green Impact Zone is a regional and national model for place-based neighborhood revitalization and sustainable transformation. Anita Maltbia, formerly an Assistant City Manager with Kansas City, is the executive director of the Green Impact Zone who will coordinate with EnergyWorks KC.

ARRA Information

The economic impact of EnergyWorks KC was estimated using MARC's regional economic model, Policy Insight+ from Regional Economic Models, Inc. (REMI), a combination of an input-output model and an econometric model that is a full model of the Kansas City area economy, with 73 industrial sectors and estimating how much of each one purchases from outside the region and how much it exports its products to the rest of the country and the world. The estimates from this model simulate the construction impacts of energy-efficiency related investment, but do not include the net benefits of energy savings to the region. Also not included in the REMI model were jobs created from direct administration of grant funds, which have been added to the REMI job creation estimates pertaining to construction activities.

It was assumed that a total of 6,000 buildings would be improved as a direct result of the grant over a period of 6 years and that as a result of the grant, the market for energy efficiency retrofits would be gradually transformed, so that by Year 6 an estimated 2,500 units were being retrofitted annually independently of any grant funds. An investment of \$15,000 per structure for construction was assumed as the approximate weighted average of the per structure residential and commercial retrofit costs.

Based on the assumptions above, the REMI model estimates that the peak annual employment gain from grant-related expenditures would be 459 jobs in the second and third years of the program, with an average gain over the 6-year projection period of 205 jobs. Activity relating to market transformation gradually ramps up to 464 jobs by the end of the period, producing an average job gain for the entire 6 years of 222. Grant administration creates 40 jobs during the three years in the grant period and 15 jobs in the three years thereafter. Combining these results yields an average gain of 455 jobs.

A similar pattern holds for gross regional product (GRP) and real disposable personal income. Over six years, the program's investments in energy efficiency over the 6-year period result in an increase in Kansas City's GRP of \$28.0 million, on average. The region's real disposable personal income increases an average of \$17.0 million as a result of energy efficiency investments.

Buildings Retrofitted	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Sum
Grant-related	500	2,250	2,250	500	500	0	6,000
Market Transformation	0	500	500	1,500	2,000	2,500	7,000
Total	500	2,750	2,750	2,000	2,500	2,500	13,000
Jobs	2010	2011	2012	2013	2014	2015	Average
Grant-related (REMI)	105	459	458	112	98	(3)	205
Market Transformation (REMI)	0	100	100	289	380	464	222
Grant Admin (non-REMI)	40	40	40	15	15	15	28
Total	145	599	598	416	493	476	455
GRP (Thousands of 2010 \$)	2010	2011	2012	2013	2014	2015	Average
Grant-related	6,994	31,154	31,800	8,260	7,137	(126)	14,203
Market Transformation	0	5,944	6,105	17,714	23,703	29,422	13,815
Total	\$6,994	\$37,098	\$37,906	\$25,974	\$30,840	\$29,296	\$28,018
Income (Thousands of 2010 \$)	2010	2011	2012	2013	2014	2015	Average
Grant-related	3,743	16,717	17,534	5,440	5,153	1,212	8,300
Market Transformation	0	3,573	3,753	10,962	14,976	18,882	8,691
Total	\$3,743	\$20,290	\$21,287	\$16,402	\$20,129	\$20,094	\$16,991

EECBG Retrofit Ramp-up Program Competitive Grant Application – Abstract

Applicant: City of Kansas City, Missouri

Project Title: EnergyWorks KC

Directors: Gerald Shechter, Sustainability Coordinator, City of KCMO and Robert Housh, Executive Director, Metropolitan Energy Center

Project Objectives:

- Retrofits of 5,000 residential, commercial, industrial, institutional, and public buildings during the project period and another 1,000 buildings in the two years after the grant project period
- Reductions of 216 million kWh/year in electricity, 590 million cubic feet/year in natural gas, and 60 million gallons/year in water use, and associated utility bills
- Workforce development and job creation/retention of an average of 455 jobs
- State and local public policy changes to lower or eliminate barriers to energy efficiency efforts
- Creation of a replicable model for energy efficiency to be adopted across the region

Project Description: EnergyWorks KC is an innovative regional partnership to transform the energy retrofit market in the Kansas City metropolitan region. Its foundation is a partnership of highly competent and experienced regional organizations. The initiative is starting in Kansas City, Missouri, because of its aggressive Climate Protection Plan and its diverse set of neighborhoods. The project is designed around three fundamental elements required for market transformation:

Capacity: The project is designed to enhance the capacity of existing regional institutions to deliver different components of the energy retrofit process, but more importantly to knit these components together into an innovative, single, seamless system. By coordinating and integrating the retrofit process into a single unique regional structure, an organization of organizations, the capacity of the overall system will be greatly increased. The three key systems in the process (neighborhood-centered marketing and customer service system, financial services system, and the retrofit delivery system) are closely integrated and aligned in the new structure in order to allow building owners to deal with one entity throughout the process and to have at their disposal the appropriate resources to fit their particular circumstances.

Catalyst: Capacity developed through integration and enhancement of existing programs and organizations will be applied to an array of neighborhoods that represent the variety of building types and neighborhood demographics that are found in the metropolitan area. The intent is to demonstrate the efficacy of the EnergyWorks KC process as a catalyst for scaling up the new capacity and transforming the energy retrofit market in the region. In the process over 5,000 buildings will be retrofitted during the three years of the project. This system will then be replicated in other metropolitan communities initially through a small grant-supported seed fund.

Context: In order to permanently transform the energy retrofit market we not only need to create new mechanisms, systems, and capacity for energy retrofits, but we also need to change the legal, financial and regulatory context within which the energy retrofit system operates. For example, current regulations in Missouri do not allow the repayment of energy retrofit costs through utility bills and current law prevents the use of property taxes to repay these costs. The Metropolitan Energy Retrofit Coalition, a regional coalition of key energy stakeholders, will be responsible for taking leadership on a suite of state and local policies, laws, and processes that encourage energy conservation and efficiency and will be responsible for seeing that they are put in place.

Potential Project Impact: For building owners and residents, EnergyWorks KC will reduce energy use and associated bills (potentially helping them to avert foreclosure) and improve building stock and economic value. At the neighborhood level, these benefits will multiply to help revitalize economically distressed areas. The associated workforce development will likewise benefit economically challenged individuals and neighborhoods. The increase in demand and supply for retrofits will lay the foundation for a market transformation at the regional level, aided by regional partnerships. EnergyWorks KC's potential for market transformation in tandem with another groundbreaking project, the Green Impact Zone, could have a national impact as a model project.

Major Participants: City of Kansas City, Missouri; Metropolitan Energy Center (MEC), Mid-America Regional Council (MARC)

DENNIS MURPHEY

EXPERIENCE:

Chief Environmental Officer

City of Kansas City, Missouri, March 2006 – present

- Directed development of Kansas City's Climate Protection Plan, the first municipal climate protection plan in U.S. Environmental Protection Agency Region 7 (Missouri, Kansas, Iowa, and Nebraska). Oversees implementation of plan to achieve greenhouse gas reduction goals of 30% by 2020, community-wide and in city government operations.
- Manages the City's Office of Environmental Quality, including the environmental compliance assistance program for all City departments, and provides guidance and leadership to City departments on integrating sustainability into all city operations.
- Promotes regional partnerships between the public and private sectors to address environmental issues and incorporate sustainability principles into actions taken.
- Serves the City Manager, Mayor, and City Council as the primary advisor and source of information on all environmental issues.

Administrator, Chemical Demilitarization Program

Oregon Department of Environmental Quality, January 2003 – March 2006

- Served as the State of Oregon's chief environmental regulatory official overseeing the U.S. Army and its contractor as they destroyed a stockpile of chemical weapons at the Umatilla Chemical Agent Disposal Facility.
- Coordinated and communicated regulatory oversight activities with local government officials, other state agencies, and interested members of the public.
- Supervised a team of environmental engineers, hazardous waste management specialists, a public information specialist, and administrative support staff.

Director, Office of Environmental Management

City of Cincinnati, Ohio, May 1997 to January 2003

- Administered city programs for solid waste management planning, air quality, environmental compliance, pollution prevention, and worker safety.
- Worked with various stakeholders, including community groups, government agencies, business/industry, environmental organizations, and individual citizens to address environmental issues and resolve environmental problems.
- Advised the City Manager and City Council regarding all environmental issues.

Director, Center for Environmental Education and Training

University of Kansas in Lawrence, Kansas, March 1993 to May 1997

- Administered environmental training programs attended annually by more than 2,000 environmental professionals.
- Directed the Kansas Small Business Environmental Assistance Program to provide technical and regulatory compliance assistance to small businesses statewide.
- Administered one of five Regional Lead Training Centers funded by the U.S. Environmental Protection Agency.

Regulatory Compliance Manager, Roberts/Schornick & Associates, Inc.

Environmental Consultants in Norman, Oklahoma, June 1990 to March 1993

- Served as Project Director for a multi-million dollar hazardous waste investigation at a petroleum refinery.
- Assisted industrial clients in obtaining environmental permits, developing effective environmental compliance strategies, and resolving complex environmental problems.
- Served as Project Director for development of a Regional Solid Waste Management Plan for 37 communities in central Oklahoma.

Director of Environmental Affairs**National Fertilizer Solutions Association in St. Louis, Missouri, June 1989 to June 1990**

- Developed a nationwide program of environmental information and assistance for retail fertilizer and agrichemical dealers.
- Represented the association in its working relationships with environmental agencies, industry groups, and other constituencies.

Director, Bureau of Waste Management**Kansas Department of Health and Environment, January 1984 to June 1989**

- Administered state regulatory programs, including permitting, inspections, and enforcement for solid waste management, hazardous waste management, mined land reclamation, underground storage tanks, contaminated site cleanup, and emergency spill response.
- Prepared and delivered testimony to the Kansas Legislature on proposed environmental legislation.
- Drafted and worked with the Legislative Research Office on text of proposed legislation, including creation of the state's contaminated site cleanup program.
- Worked with various stakeholders (e.g. business/industry, environmental organizations, local governments, and concerned citizens) to resolve environmental problems.

Environmental and Quality Control Manager**Agrico Chemical Company, Verdigris Plant in Catoosa, Oklahoma, September 1976 to December 1983**

- Developed and implemented a comprehensive environmental compliance program, addressing requirements of the Clean Water Act, RCRA, and the Clean Air Act at the largest nitrogen fertilizer manufacturing facility in the U.S.
- Coordinated environmental compliance activities with engineering, maintenance, and operations personnel and supervised the operation of the facility's analytical laboratory.

PROFESSIONAL ACTIVITIES:

- Urban Sustainability Directors Network, 2009 – present
- STAR Community Index Steering Committee, 2008 – present
- City of Kansas City, Missouri Green Solutions Steering Committee, 2008 – present
- Mid-America Regional Council's Air Quality Forum, 2006 – present
- Mid-America Regional Council Solid Waste Management District's Management Council, 2006 - present
- Greater Kansas City Chamber of Commerce Energy Policy Task Force, 2006 – present
- National Association of Local Government Environmental Professionals, Board of Directors, 1997 - 2003.
- Greater Cincinnati Regional Ozone Coalition, Chair, 1999 - 2003.
- Mill Creek Watershed Council, Chair, 1999 - 2000, Board of Trustees, 2000 - 2003.
- Science Advisory Committee and Technology Transfer/Training Committee, Great Plains/Rocky Mountain Hazardous Substance Research Center, Kansas State University, 1989 - 2000.

EDUCATION:

B.A. in Chemistry, Oklahoma City University

M.S. in Biochemistry, Oklahoma State University

Gerald M. Shechter
Resume – December, 2009

Education

1973 New School for Social Research, New York City, New York; MA, Economics
1970 University of Kansas, Lawrence, Kansas; BA, Natural Sciences

Employment

2006-Present Sustainability Coordinator City of Kansas City, Missouri
Responsible for development and implementation of Kansas City's Climate Protection Plan. Responsible for grant writing related to ARRA projects, contracting to implement ARRA projects and project management.

2005-2006 Program Manager Metropolitan Energy Center
Kansas City, Missouri
Responsible for development and implementation of a metropolitan-wide program to assist households in creating energy efficient, healthy homes. Responsibilities included fund development, grant writing, public presentations and curriculum development.

1985-2005 Executive Director Westside Housing Organization
Kansas City, Missouri
Management and daily oversight of business and employment operations of a not-for-profit community development corporation focused on rebuilding the housing market in a depressed, Hispanic community. Operations included creating a range of energy efficient housing opportunities for ownership and rental markets, managing a home repair revolving loan fund, and managing a portfolio of 300 rental units. Multifamily Asset Manager.

1973-1985 Program Manager City of Kansas City, Missouri
Responsibilities included program development, contracting and contract management, performance evaluation, public presentations. Developed the Kansas City Home Weatherization Program, Utility Assistance Payment Program and the Home Energy Assistance and Training Program; Co-founder of Metropolitan Energy Center

Synergistic Activities

1979 Established the Kansas City, Missouri Home Energy Assistance and Training Program
1983 Co-founder of the Metropolitan Energy Center
1988 Alumnus – Kansas City Tomorrow Leadership Development Program
1992 Co-founder of LeadBusters, Inc re childhood lead poisoning prevention
1995 Co-founder Missouri Association of Community Development Corporations
1998 Co-founder of Universal Design Housing Network re aging in place and accessibility
2009 Article published in the November issue of *Greenability Magazine*

Organizations

Board of Directors, Rosedale Development Association
Board of Directors, Riverfront Heritage Trails

HEATHER CATER

3667 Summit #6
Kansas City, MO 64111
(816) 588-1052

WORK HISTORY

City of Kansas City, MO – Finance Department August 2003 – Present

*Reconcile City grant accounts, review expenses for eligibility, and request funds from the grantor.

*Complete quarterly and annual financial reporting for several federal grants, including CDBG, HOME, NSP, various EDI, CDBG-R, and EECBG.

*Review Housing Department documents for compliance with HUD regulations.

*Maintain federal databases for reporting activity on grants received.

*Contract compliance for agencies receiving grant funds from the Department of Housing and Urban Development.

*Write ordinances and enter them into LUSI.

*Perform Peoplesoft functions, including make payments, deposits, budget transfers, journal vouchers, trial balance reconciliations and expenditure analysis.

*Train City staff on HUD and federal reporting databases

*Coordinate the A-133 audit for the Housing Department

US Bank

July 1998 – February 2002

*Trained and supervised employees as back up manager

*Assisted with audits of the bank and of tellers

*Handled customer transactions

EDUCATION

University of Missouri–Kansas City
Master of Science in Accounting

December 2002

University of Missouri–Kansas City
Bachelor of Liberal Arts

May 2001

Continuing Education:

I have taken several classes for working with the City systems and procedures, including PeopleSoft financial software, LUSI, BRASS, cash handling and contracting. I have also participated in several HUD trainings for grant regulations, grant administration, federal requirements and grant specific training courses.

Certifications:

HUD Certified HOME Specialist – Regulations

June 2006

Completed course and passed test for the HOME (Home Investment Partnership Program) grant.

Kimiko Gilmore

EXPERIENCE

Assistant to the City Manager
City of Kansas City, Missouri

July 2009 - present

Oversees and performs a variety of complex administrative activities in the Office of the City Manager; conducts research and analysis related to administrative and organizational issues and makes recommendations for action; participates in City-wide policy and budget development and implementation; assigns, directs and reviews the work of professional, technical, and clerical staff; acts as the Assistant City Manager when designated. Currently the liaison to Housing and Community Development Department, Health Department, Human Relations Division and Neighborhood and Community Services Department. In addition provides staff support to the City Council Housing Committee, Legislative Committee, Health Commission and Citizen Advisory Committee on Housing Policy.

African American Vote & Faith Based Outreach Director
Missouri Campaign for Change

May 2008 – November 2008

Kansas City, Missouri region candidate representative for the African American and faith based communities. Responsibilities included coalition building, education and training, volunteer management, voter recruitment, program administration and public relations.

Deputy Regional Director
Office of U.S. Senator Claire McCaskill

February 2006 – May 2008

November 2008 – July 2009

Served as the Senator's representative for Northwest Missouri constituents with concerns related to the Federal Government. Responsibilities included researching various policies, developing relationships with relevant stakeholders and representing the Senator in public forums and reporting data to the member and staff.

Community Relations Director
Swope Community Builders

June 2003 – February 2006

Provided strategic direction related to SCB's community involvement within Kansas City's urban core, identified and cultivated opportunities for collaboration, administered grants, supervised Community Relations staff and contractors, acted as liaison between target areas and partners and fund raising.

City Council Aide
Office of Councilman Terry M. Riley

November 2000 – June 2003

Advised the council member on policy, administered constituent service activities, coordinated public relations function and special event management.

Volunteer Director
Missouri Democratic Coordinated Campaign

September 2000 – November 2000

Provided oversight for all aspects of the "Get Out the Vote" (GOTV) and field activities. Functions included marketing, recruiting and training, database management and scheduling.

EDUCATION

Master of Public Administration, (2001)
TROY STATE UNIVERSITY, Troy, Alabama

Bachelor of Arts, Sociology, (1989)
UNIVERSITY OF MISSOURI – KANSAS CITY

Thomas W. Neff

5910 Oak Street, Kansas City, MO 64113

(816) 333-9349

tomneff2@gmail.com

EDUCATION

L. P. Cookingham Institute for Public Administration, University of Missouri - Kansas City, Kansas City, MO

Master of Science in Public Administration, December 1995, GPA 3.7

Areas of Concentration: Urban Administration

Southeast Missouri State University, Cape Girardeau, MO

Historic Preservation - Bachelor of Science, May 1988, GPA 3.4

Concentration Areas: Building Restoration

Academy Sustainable Communities Leadership, Mid-America Regional Council, March – November, 2009

On-going –

Attend educational opportunities associated with sustainability, smart growth, native landscaping, deconstruction, EnergyStar and HERS rating, green roof technology, alternative energy, environmental site assessment, brownfields redevelopment, and related fields.

PROFESSIONAL EXPERIENCE

Office of Environmental Quality, City of Kansas City, Missouri

City's HUD NEPA Environmental Review Coordinator, March 1, 2005 to Present

- Review for NEPA compliance, HUD-funded projects that take place within the City's 320 square mile jurisdiction;
- Reviewed (to date) more than 13 EDI-SP grants for projects totaling more than \$200M in investment;
- In collaboration with HUD Region VII Environmental Officer, reviewed (to date) 5 NI grants for projects totaling more than \$48M in investment;
- Reviewed 207 minor home repair projects, funded via an EDI grant which straddled two jurisdictions (KCMO & Gladstone, MO);
- Reviewed 580 (to date) minor home repair projects managed by the City of Kansas City and subrecipients;
- Created user-friendly forms including the Site Specific Environmental Checklist form 0602 to assist recipients in collecting data necessary to complete environmental reviews;
- Established a Tiered environmental review process that has resulted in some of the first Neighborhood Stabilization Program-funded activities in the country;
- Created numerous guidance documents to assist recipients in understanding and navigating the environmental review process;
- Created webpage dedicated to the environmental review process in collaboration with IT staff;
- Organized a Central File to maintain easy access to key source documentation;
- In collaboration with IT staff, identified noise corridors to aid in review of noise impacted properties; and
- In collaboration with IT staff, identified parcels most suitable for rain gardens to provide the Water Services Department with information to vastly improve our community's control of stormwater runoff;

Office of Management and Budget, Office of the City Manager, City of Kansas City, Missouri

Budget Analyst II, August 1998 - 2005, Analyst I, May 1997 - August 1998

- Reviewed annual budget requests, analyzing budgetary trends and providing the City Manager with expenditure and revenue recommendations for various departments including: Parks & Recreation, City Development, Information Technology, Codes Administration, Convention & Entertainment Centers and Environmental Management; as much as \$110 million under review at one time;
- Editor of the annual Program Budget document, ensuring appropriate content and format, using Adobe PageMaker and Microsoft Excel to create base files and Adobe Acrobat to produce numbered, linked and bookmarked electronic copy on-line, and on CD (a first for the City);
- Resolved budgetary, policy and administrative issues with departments and acted as the City Manager's representative to departments on all budgetary issues, resulting in greater cooperation between the budget office and departments;
- Served as administrator of the City's budgeting software system known as BRASS (Budget Reporting & Analysis Support System), updating data within the system on a weekly basis, training users and synchronizing the system with the City's AMS Advantage financial system; and

Marlene Nagel

Resume

December 2009

Education

- MUP University of Kansas, Urban Planning 1978
- BA University of Texas, Austin 1974

Employment

- 1982-Present Mid-America Regional Council Director, Community Development Director
Responsible for overseeing agency's work in public safety and emergency services, environmental planning, local government services, public and legislative affairs, and community development planning.
- 1974 – 1982 Mid-America Regional Council Planner
Began career at MARC conducting economic and demographic analysis, housing planning and management of housing rehabilitation programs. Led work to design programs to meet the needs of local governments.

Synergistic Activities

- 1975-1979 Worked with cities and community development organizations to design and carry out programs that rehabilitated and repaired over 2,000 homes of low-income residents in the metro area.
- 1985 Developed legislation and proposals that led to the formation of the Metropolitan Cultural District responsible for the successful passage of the first bi-state initiative
- 1989 Creation of the Metropolitan Council on Early Learning and nurturing its work as a national model
- 1999 Worked with community officials on the Creating Quality Places urban design program, encouraging local officials to consider more sustainable development
- 2002 Developed a regional homeland security program to respond to challenges from terrorism and natural disasters and engaged community stakeholders resulting in a robust program with a \$12 million annual budget

Organizations

Member, Urban Land Institute and Executive Committee, Kansas City District Council
Board Member, Jewish Community Relations Bureau
Board Member, Greater Kansas City Housing Information Center
Prairie Village, Kan. Planning Commission Member

Dean Katerndahl

Resume

December 2009

Education

- PhD. University of Kansas, Urban Sociology, 1992
- MS. Northwestern University, Nuclear Engineering, 1969
- BS. University of Illinois, Physics, 1967

Employment

- 1997-Present Mid-America Regional Council Director, Government Innovations Forum
Responsible for facilitating communication and collaboration between local governments in the Kansas City metro area. Also responsible for special projects, especially related to ARRA related projects.
- 1984-1997 City of Kansas City, Kansas Director of Development
Responsible for all development related activities in the city including planning, economic development, building inspection, code enforcement and community development.
- 1976-1984 City of Kansas City, Kansas Director of Economic Development
Responsible for setting up the city's first economic development program.
- 1974-1976 City of Kansas City, Kansas Public Transportation Coordinator
Responsible for establishing the city's first public transit office and developing new transit service.

Synergistic Activities

- 1998 Established in partnership with the Metropolitan Energy Center the region's first energy efficiency training for local governments. This included adoption of energy tracking software for facilities.
- 2002 Established and operated a two-year performance measurement project with eleven cities. This eventually led to a formal relationship with the ICMA performance measurement initiative.
- 2004 Established the Kansas City Regional Purchasing Cooperative. Since it's founding the coop has done over \$45 million in sales saving local governments over \$1 million in administrative costs and serving over 50 different communities.
- 2009 Working with cities to develop a program to promote the adoption of high efficiency street lights in the region and transform this market.

Organizations

- Member, American Society of Public Administration (ASPA), local chapter board
- Member Mid-America Council of Public Purchasing
- Parkville, Missouri, Planning Commission, Chair

ANITA L. MALTBIA

amaltbia@marc.org
The Green Impact Zone
4600 Paseo Blvd
Kansas City, MO 64110
(816) 936-8801

Education

Master of Arts in Public Administration, December 1982
Central Michigan University, Mount Pleasant, Michigan

Bachelor of Science in Journalism, Advertising Major, June 1967
University of Kansas, Lawrence, Kansas

Employment History

August 2009 to present

Director of the Green Impact Zone

Direct a place-based initiative proposed by U.S. Congressman Emanuel Cleaver II, which works with residents in a 150 square-block urban area of Kansas City, Missouri to strengthen their neighborhoods, create jobs and improve energy efficiency.

November 2006 to July 2009

Senior Transition Advisor

Jackson County Government, County Executive Mike Sanders

Recruited to be a member of a three-person team of professional public managers to assist in the inauguration of Jackson County government administration under a new County Executive.

January 1995 to April 2003

Assistant City Manager

City of Kansas City, Missouri

Work centered on innovation and revisions geared to bring about internal systems improvement and the establishment of outside partnerships in the delivery of city services.

August 1993-January 1995

Acting Director of Convention and Entertainment Centers

City of Kansas City, Missouri

Responsible for the direction and management of the department.

August 1976 to January 1995

Department of Public Works, City of Kansas City, Missouri

January 1986-January 1995

Assistant to the Director of the Department of Public Works

City of Kansas City, Missouri

Manager of the Administration Division; taught courses for the American Public Works Association; represented the department on city-wide standing and ad-hoc committees; and prepared various presentations to the City Council and the City Manager.

September 1978 to January 1986

Administrative Officer II for the Administrative Division

Department of Public Works

City of Kansas City, Missouri

Assistant to the Manager of Administration.

August 1976 to September 1978

**Administrative Officer I for the Administration Division
Department of Public Works
City of Kansas City, Missouri**

Administration, budget and personnel management for the department.

July 1974 to August 1976

**Assistant Director of University Relations and the Director of
Alumni Affairs
Lincoln University, Jefferson City, Missouri**

University relations and fund raising.

Professional Achievements

- Past President of the local chapter of the American Society for Public Administration; chapter received the Oveta Culp Hobby Award for two programs I designed and implemented
- Recipient of the Contributions to Chapter Award from the Greater Kansas City ASPA Chapter
- Past Member of the National Board of the National Forum for Black Public Administrators; served as chair of Strategic Planning.
- Recipient of the 100 Most Influential African Americans in Kansas City Award
- Inaugurated Keep Kansas City Beautiful, an affiliate of Keep America Beautiful, the national anti-litter program
- Chair of the Metropolitan Community College Foundation Board and chair of the Scholarship Committee

RESUME

Robert H. Housh
525 Mohawk West, Lake Quivira, Kansas 66217

Employment

Metropolitan Energy Center; Presently: Executive Director, 1997 – Present

Hired by the Energy Center in March of 1985, Bob Housh was responsible for initial implementation and management of the Nonprofit Energy Conservation Program (NECP) serving 200 nonprofit facilities. The NECP involved many other partners including the Greater Kansas City Community Foundation, Hallmark Cards, United Way, the Missouri Department of Natural Resources, United Missouri Bank, and numerous engineering firms. This position has involved a wide variety of responsibilities including, extensive grant writing, program design, marketing and management, volunteer recruitment and training, development and staffing of various board and advisory committees.

In late 1995, the Metropolitan Energy Center was awarded one of the first Rebuild America partnerships with the U.S. Department of Energy to develop a local program to improve Energy Efficiency in commercial type buildings operated by government and nonprofit agencies. The proposal for this program, called EnergyWorks, was coauthored by Mr. Housh served as the EnergyWorks director. Both of these Energy Center programs involve many other partners including private and public organizations sharing resources and assistance.

In September 1997, Mr. Housh was selected as the Executive Director of the Metropolitan Energy Center and serves presently in that capacity. Over his years with the Energy Center Mr. Housh has had the opportunity to participate in many successes for the organization. Some of his specific responsibilities have included:

- Responsible for developing and implementing the initial Nonprofit program including technical services, financing, marketing, training and volunteer development.
- Responsible for consulting with other Missouri cities on similar program development including; St. Louis, St. Joseph, Jefferson City and Springfield.
- Managed two KCPL residential energy audit/survey programs and managed and provided audits for the Weatherize Kansas City Pilot Project.
- Developed a network of 30 volunteer engineering firms and individual engineers to perform energy audits.
- Currently staff the Metropolitan Energy Conservation Fund Committee which reviews all program loan applications and the Nonprofit Program Committee of the Center's board which is developing a guaranteed savings format for the program.
- Organized and carried out a wide variety of energy conservation workshops for nonprofits including Tracking Energy Costs, Low and No Cost Weatherization, Energy Conservation for Nonprofits, Preventative Maintenance for Energy Savings and Compact Fluorescent Lighting.
- Assisted the KC Support Office, Dept. of Energy in evaluating energy accounting software for use in HUD public housing authorities.

- Provided training in starting energy management programs for over 100 engineers and energy professionals from developing nations through the "U.S. A.I.D." program under contract with Black and Veatch.
- Coordinated Energy Center's Americorps weatherization programs with Kansas City Consensus, Youth Net and Full Employment Council.
- Created the business plan for the Heart of America Green Builder program which eventually became the USGBC Kansas City Chapter of which he was a founding board member.
- Trained and supervised over 250 volunteers to weatherize 85 nonprofit buildings.
- Served on the Federal Energy Management Program's *Energy 2001 Conference* Planning Committee
- Contributed to the research and production work on the *Missouri Statewide Energy Study* and a Missouri study of the impact of the Energy Policy Act of 1992 on the State.
- Served on Missouri Public Service Commissions' Electric Retail Competition Restructuring Task Force
- Served as host for the 2003 and 2009 National Affordable Comfort Conference
- Helped in founding the Heartland Utilities for Energy Efficiency and continues to serve as its administrator
- Served on the Northland/Downtown Major Investment Study Advisory Committee
- Served on the Mid America Regional Council Air Quality Forum and CMAQ
- Serves on the Executive Board of the Kansas City Regional Clean Cities Coalition,
- Served as a founding officer for Kansas City River Trails, Inc. and the Kansas City Chapter of the U.S. Green Building Council
- Prior Member of the Missouri Energy Policy Council
- Member of the Kansas City, Missouri Climate Protection Task Force Work Group
- Current Member of the Kansas City Chamber of Commerce Energy Policy Task Force
- Established the KC Home Performance with ENERGY STAR program in 2002.
- Established the Energy and Environmental Training Center to provide training and certification to energy auditors and the residential energy efficiency industry.

Employment Previous to Energy Center:

- **Metropolitan Kansas City Dial-A-Ride** - Executive Director 1980 to 1985
- **City of Kansas City Weatherization Program** - Inspector 1984 - 1985
- **Della C. Lamb Neighborhood House, Inc.** - Associate Director 1971 to 1980

Education, Certification and Training

Baker University, Bachelor of Arts, Sociology, Baldwin, KS, 1970

States of Missouri and Kansas, RCS certified energy auditor

Nonprofit Energy Conservation Conference, 1987, 1990

University of Missouri, DOE training in Life Cycle Costing/ASEAM energy audit program

DUSTIN G. JENSEN

EDUCATION · CURRICULAR STANDING

- **Building Performance Institute** certified as a Building Analyst, Envelope Specialist, and Certification Exam Proctor for both BPI written and field exams in affiliation with the Metropolitan Energy Center
- **University of Missouri – Kansas City** December 2004 – present
Pursuing a Triple degree: Bachelor of Science in Geography, Bachelor of Arts in Urban Studies,
and a Bachelor of Arts in Environmental Studies
- **Kansas City Metropolitan Community College** January 2000 – August 2008
Pursuing an Associate of Applied Science in Environmental Health & Safety August 2008
Received Associate of Applied Science in Heating, Ventilation & Air Conditioning December 2004
Received Associate of Applied Science in Stationary Engineering December 2004
Received Associate of Arts May 2003
- **University of Missouri – Columbia** August 1995 – May 1997
- **Park Hill High School, Kansas City** Diploma August 1994 – May 1995
- **Oak Park High School, Kansas City** August 1990 – May 1993

Various certifications through FEMA, EPA (specifically 608 certification for refrigerant handling), and OSHA (specifically HAZWOPER)

AWARDS & HONORS

- American Council for an Energy-Efficient Economy Summer Study for Energy in Buildings Scholar 2008
- Kansas Housing Conference Scholar, Federal Reserve, GKC-LISC, KS-HRC, NeighborWorks America 2008
- Henry W. Bloch Scholarship for urban-core & non-traditional student innovators 2002 – 2008
- Morris K. Udall Scholarship for excellence in environmental leadership (two-time recipient) 2006 & 2007
- American Humanics Next Generation Nonprofit Leaders Scholarship, W. K. Kellogg Foundation 2007
- Harry S. Truman Scholarship for commitment to a career in public service (finalist) 2007
- Affordable Comfort Inc. Memorial Scholarship for professional dedication to the field of home energy 2007

EMPLOYMENT · KANSAS CITY, MISSOURI

- **Metropolitan Energy Center (MEC), Kansas City, MO** www.kcenergy.org May 2004 – present
Associate Executive Director · Nonprofit leadership in energy conservation & sustainable development.
Duties include the management and occasional establishment of systems for accounts receivable, accounts payable, payroll & tax accounting, contracts, reporting (including Federal 990, A-133, Missouri, Kansas, county, local, and board directed audits); staff and volunteer management; outreach and program member recruitment; fundraising; and organizational representation before board, media, and other stakeholder groups.

Funding Source: U. S. Department of Energy and Environmental Protection Agency through the Missouri Department of Natural Resources, March 2007 – September 2009

Program Director: “Tri-State Residential Energy Efficiency Project” Greater Kansas City Home Performance with ENERGY STAR Program, a joint Environmental Protection Agency and Department of Energy program that is sponsored locally through the Missouri Department of Natural Resources and KCP&L. Duties include marketing, contractor recruitment, training, certification, quality assurance, member network coordination, customer outreach, utility program coordination, financing program coordination, and general program representation.