

Gabriel Shapiro Co-Founder All In Energy, Inc. 30 Fairview St. Roslindale, MA 02131

Brooks Winner Clean Energy Specialist II Metropolitan Area Planning Council ("MAPC") 60 Temple Place Boston, MA 02111

Dear Mr. Winner,

All In Energy is a Boston-based, 501(c)(3) nonprofit organization founded in 2018. Our mission is to accelerate an inclusive transition to a clean energy economy. All In Energy is pleased to provide the attached response to MAPC's Request for Information, Home Performance Contractors COMMBUYS #: BD-20-1217-MAP04-MAP04-46308.

Please direct any follow-up questions or communications to my attention,

Sincerely,

Gabriel Shapiro Co-Founder All In Energy, Inc. gabe@allinenergy.org (781) 656-5359

Respondent Background

1. Where is your business located and what is your service area?

All In Energy is a Boston-based, 501(c)(3) nonprofit organization founded in 2018. We currently have the geographic reach to attend events and conduct presentations in all communities within all of MAPC's territory and aim to hire local dedicated staff when we partner with municipalities.

2. How many staff does your business have?

We have a staff of 10 people composed of 5 full-time employees, 3 part-time employees and 2 interns from the College for Social Innovation Semester in the City Program

3. What services do you provide? Which services do you generally subcontract out to other businesses?

All In Energy creates and executes campaigns to schedule home energy assessments. Our programs enable ALL residents (including those with historically low participation rates) in the communities we serve to access the Mass Save program. Our approach to driving adoption of energy products and services is based on successful models of political campaigning and behavioral economics. We build partnerships with cities and local organizations trusted by the families in the communities we serve. We leverage these partnerships to run co-branded outreach campaigns, where we have face-to-face conversations with residents through tabling, presentations, and door-knocking to educate them about energy incentive programs and sign them up for free home energy assessments. We then help navigate what can be a complex process to understand recommendations and incentives and remove barriers, to get insulation and air sealing through the program. This work has included assisting customers in qualifying for and receiving moderate-income benefits.

We have direct, non-exclusive relationships with three Mass Save approved Home Performance Contractors (HPCs) (Neeeco, Revise Energy and HomeWorks) and are open to adding local HPCs to our network. We are able to set appointments directly onto the calendars of our HPC partners.

4. How many Mass Save energy assessments have you performed each year over the last 3 years?

All In Energy was formed in 2018. Thus far we have engaged over 1,600 residents, 400 of which have completed Mass Save home energy assessments. About 25% of these completed assessments have been for renters. 122 customers have completed weatherization work. In addition, we have referred nearly 300 families to the utility-sponsored low income and multifamily programs

Outreach and Marketing Information

5. Does your business have a marketing department? If so, how many marketing staff do you have? How many potential customers does your marketing currently reach?

Our entire staff of 10 is dedicated to marketing the Mass Save program or enabling customers to take action on recommendations after the visit. Two staff are dedicated to overseeing our programs in Boston and Cambridge and three staff are fully dedicated to working in the field. We are connecting approximately 75 customers to energy assessments every month.

6. What is your staff capacity to attend community events, host workshops, canvass, and create outreach opportunities with local businesses? What is your staff capacity to integrate with the municipality's social media and websites?

We have dedicated, multi-lingual staff that find and attend events and give presentations. We are accustomed to executing co-branded campaigns with our community partners both in the field and online (see Appendix A for samples of print materials and websites).

Customer Service Information

7. What is your goal in terms of responding to inbound scheduling requests? What is your capacity to engage in outbound scheduling calls/emails?

We schedule most of our appointments in the field or by outbound calling to leads. We respond to all inbound customer communications within 1 business day.

8. Is your business willing to guarantee its work? If so, please describe the terms of your work guarantee.

N/A

9. How does your business typically respond to customer complaints?

We maintain relationships with the families we schedule for energy assessments which allows us to act as their advocate to resolve complaints or issues that arise with their Mass Save experience.

Community Partnership Information

10. Does your business have any prior experience partnering with municipalities? If so, please describe. Is your business willing to partner with a municipal government to jointly design and cocreate an outreach program and customer service protocols?

This past year, we partnered with the Codman Square Neighborhood Development Corporation, the Greater Mattapan Neighborhood Council and several other local organizations to reach families in the underserved Boston neighborhoods of Dorchester, Hyde Park, Mattapan, and Roxbury.

We recently launched a formal program with the City of Cambridge to enable energy efficiency upgrades in residential rental properties. Rental units make up 65% of Boston and Cambridge housing units, making them critically important for reducing these municipalities' carbon footprints. Unfortunately, renters have historically had low participation rates in energy programs, in part because they are often in lower-income brackets, recent immigrants or young families with many pressing needs. In Boston and Cambridge, renters are 1.5 times more likely to be non-white than homeowners, their median incomes are approximately half those of homeowners and they spend twice as much of their income on housing costs compared to their wealthier, home-owning neighbors. Additionally, the misalignment between the financial incentives for renters, who usually pay their energy bills, and landlords, who are responsible for building upgrades, have made it difficult for renters to participate in the state's energy-saving programs. However, like homeowners, renters across MA pay a fee on their utility bills each month to fund the state's energy efficiency program, making it even more important that we ensure they receive the benefits of this energy program.

We're building relationships with community centers, churches, and universities to meet residents face-to-face and sign them up for no-cost home energy assessments. We are hiring multilingual renter energy advisors to install energy-saving devices and identify buildings with potential for insulation for targeted landlord follow-up. This position is a stepping-stone into the highly paid role of Energy Advisor with our partner energy efficiency companies. We will also formalize a pathway for our outreach staff into customer-facing roles like customer service, sales, and program management within the industry. Finally, we will research best practices, like green leases, to align the energy-saving interests of renters and landlords

We are excited to expand our reach beyond Cambridge and Boston in 2020. We would be delighted to cocreate a customized outreach program with communities within MAPC's territory.

In 2020, All In Energy will be working with the cities of Lawrence and Methuen as part of National Gird and Colubmia Gas's Municipal Partnership program. Working work directly with City, our programs will address the customer sectors as targets for additional participation in energy efficiency programs:

- Renters
- Non-English speaking/Limited English Proficiency (LEP) residents
- Moderate income residents (defined as 60-80% of state median income)
- Small businesses

11. Are you interested in joining exclusive partnerships with municipalities? What would you be interested in offering and what would you expect as part of an exclusive partnership?

Because we are a connector to the home performance contractor eco-system, in our view, it would be counter-productive to have individual home performance contractors participating directly in the outreach efforts of our city programs. We, however, are open to adding additional local home performance contractors to our provider network.

The following are our expectations of our City partners:

- Provide support for a sustained local publicity effort of Mass Save program:
 - Agreement to use City brand and communication channels such as property tax or water bills to promote the program.
 - No-cost access to City buildings for the purpose of holding City meetings to promote the program.
 - Support in mobilizing volunteer resources to support outreach efforts.
 - Access to publicly available City records such as assessor's database and permitting data.
- Guide households to the program as the primary entry point for Mass Save (although it is agreed that residents will be clearly informed of other Mass Save approved pathways).
- Collaborate with All In Energy on additional ideas to connect residents with Mass Save.
- Periodically meet with the All In Energy to assess program's performance at the end of each calendar quarter
 - 12. Would your business be willing to speak with customers about green municipal electricity aggregation and other local sustainability initiatives during home energy assessments and the installation of energy efficiency upgrades?

We would be very excited to promote local clean energy initiatives alongside our Mass Save campaign. We can tailor our program to the needs and goals of our city partners. For example, in addition to our focus on helping renters in Cambridge access Mass Save home energy assessments, our field teams are also promoting the 100% renewable option in Cambridge's community choice aggregation program, the Sunny Cambridge rooftop solar program and Cambridge's multi-family energy program.

13. If you have worked with municipal governments or community organizations in the past, what major barriers or hurdles have you encountered? How would you address these issues in future arrangements?

Municipal governments and community organizations are most often lack time and resources to devote to comprehensive residential energy efficiency program. All In Energy was founded to

make it easy for these entities to leverage the trust they have built with their communities to drive meaningful action on adopting clean energy products and services. Our programs are designed to provide the campaign resources and people power to make programs successful. Because our non-profit and its campaigns are funded in large part by our clean energy partners and individual and institutional philanthropy, this is possible with a limited investment of time and money from our partners.

Other Information

14. Does your business have experience working with and/or marketing to underrepresented groups, such as renters, residents with moderate incomes (60%-80% Area Median Income), and nonEnglish-speaking residents? If so, please describe.

Reaching underserved populations is the core mission of All In Energy. We recruit diverse, multilingual talent for our outreach roles through partners and educational institutions. We partner with local organizations that serve these groups and identify opportunities to engage with their constituents face to face to schedule appointments. We then help navigate what can be a complex process to understand recommendations and incentives and remove barriers, to get insulation and air sealing through the program. This work has included assisting customers in qualifying for and receiving moderate-income benefits.

Thus far in Cambridge, our dedicated, hybrid employee (with Neeeco) has completed 68 rental property energy assessments. We have recruited renters through tabling throughout the City, targeted direct mail and door-to-door canvassing. Our Cambridge materials are translated into several languages. Our Rental Property Energy Advisor speaks 10 languages including Portuguese and French. One Co-founder and one canvasser speak fluent Spanish. We are bringing on Spanish speakers into our phone center in January.

15. What experience does your business have with multi-family buildings, renters, landlords, and condominiums? Please describe how you connect customers in buildings over 4 units to the appropriate Mass Save programs. Please describe how you connect low-income residents to the appropriate Mass Save programs.

We have established a non-financial, informal relationship with ABCD, Boston's low-income weatherization provider. With their permission, we pass on the contact information for customers that we meet who self-identify as qualifying for the low-income program. ABCD reaches out to those who they deem qualified in buildings that have not been served. We are seeking to replicate this arrangement in Cambridge

In Cambridge, we refer residents in buildings with 5-49 units to Cambridge's multi-family energy program. Elsewhere we pass residents a flyer with the information they need to connect to the appropriate Mass Save program

16. What strategies does your business have for reaching out to property owners who have not had a home energy assessment in the last five years?

We use non-traditional marketing methods that reach people who have not been motivated by utility mass marketing. We meet people where they are by knocking on doors, tabling at local institutions like main street businesses and YMCAs and doing presentations with houses of worship and membership organizations. Co-branding with these institutions builds trust and scheduling in the field makes it easy for people to take action.

17. Is your business willing to provide services above and beyond those required by the Mass Save program (e.g., more in-depth energy assessments, pre- and post- blower door testing to measure air flow reduction)?

N/A

18. What data are you able to provide to municipalities to report program participation and savings impacts to community partners? How often would you be willing to provide such reports to community partners?

Our HPC partnerships include data-sharing agreements that allow us to report anonymized aggregate data to partners on the success of the program monthly. This currently includes numbers of homes receiving energy assessments and the outcomes of those assessments. This data is imported and stored in All In Energy's Salesforce CRM system. If desired, All In Energy could translate these outcomes to dollar and carbon savings created by the program.

19. Is there a use case, question, or other factor we should consider when exploring residential outreach partnerships with HPCs? What have we missed? Please provide any other information you think might be relevant.

These community programs provide an excellent opportunity to provide hands-on training for entry-level jobs in the clean energy industry. Our clean energy industry is missing out on critical talent, at a time when over 60% of MA clean energy companies report difficulty finding qualified talent. The training needed for advancement-track roles in clean energy companies is not reaching our underserved communities. Companies with greater diversity are more innovative and more successful - and we need innovative, successful companies to rapidly transition to a clean energy economy. Furthermore, the economic and societal transformation needed to avoid societal collapse brought on by climate change cannot happen without all communities becoming efficient and sustainable. We need to accelerate an inclusive clean energy economy that does not exacerbate societal inequities, but instead includes and benefits all communities.

All In Energy is creating the workforce to generate the demand for the clean energy products necessary to transition to a sustainable economy. The massive subsidies proposed in programs like the Green New Deal are necessary but not sufficient to drive wide-scale adoption. Well

trained, diverse sales staff are needed to motivate families everywhere to take action. Our program has the potential to launch tens of thousands of sales careers across America and ensure that these good-paying jobs are accessible to job seekers in all communities

This group of sales professionals will help hundreds of thousands of families save energy at home and switch to renewable energy, reducing the carbon footprint of buildings, which currently account for 39% of U.S. emissions. By reducing home energy costs, we also will help to alleviate financial pressures for low-income families and those in the narrowing middle class.

Conclusion Page

All In Energy is a Boston-based, 501(c)(3) nonprofit organization founded in 2018. Our mission is to accelerate an inclusive transition to a clean energy economy. We have a staff of 10 people composed of 5 full-time employees, 3 part-time employees and 2 interns from the College for Social Innovation Semester in the City Program. Our entire staff is dedicated to marketing the Mass Save program or enabling customers to take action on recommendations after the visit. We have dedicated staff to find and attend events and give presentations. We are accustomed to executing co-branded campaigns with our community partners both in the field and online (see Appendix A for samples of print materials and websites). We currently have the geographic reach attend events and conduct presentations in all communities within MAPC's territory, but aim to hire local dedicated staff when we partner with municipalities.

In our first year of operation, our focus has been to enable ALL residents (including those with historically low participation rates) in the communities we serve to access the Mass Save program. Our approach to driving adoption of energy products and services is based on successful models of political campaigning and behavioral economics. We build partnerships with cities and local organizations trusted by the families in the communities we serve. We leverage these partnerships to run co-branded outreach campaigns, where we have face-to-face conversations with residents through tabling, presentations, and door-knocking to educate them about energy incentive programs and sign them up for free home energy assessments. We then help navigate what can be a complex process to understand recommendations and incentives and remove barriers, to get insulation and air sealing through the program. This work has included assisting customers in qualifying for and receiving moderate-income benefits.

We have direct, non-exclusive relationships with three Mass Save approved Home Performance Contractors (HPCs) (Neeeco, Revise Energy and HomeWorks) and are open to adding local HPCs to our network. We are able to set appointments directly onto the calendars of our HPC partners. Because we work with multiple HPC partners, we can provide a variety of near term scheduling options. Our partnerships include data sharing agreements that allow us to follow up directly with customers who need help and report anonymized aggregate data to partners on the success of the program. We maintain relationships with the families we schedule for energy assessment which allows us to act as their advocate to resolve complaints or issues that arise. These HPCs pay a fee out of their marketing budgets for every home energy assessment that is completed and attributable to All In Energy's work. These fees help cover the cost of our field teams and workforce development efforts.

We have established a non-financial, informal relationship with ABCD, Boston's low-income weatherization provider. With their permission, we pass on the contact information for customers that we meet you self-identify as qualifying for the low-income program. ABCD reaches out to those who they deem qualified in buildings that have not been served.

We recruit diverse, multilingual talent for our outreach roles through partners and educational institutions. This not only allows us to reach historically underserved populations but also, these

roles become a training ground for our staff, preparing them for jobs in the clean energy industry. They learn about energy efficiency, clean energy, rebates and incentives. They also learn sales, customer services, and partnership development. These skills set people up for success in a multitude of customer-facing roles in the industry. After 4-12 months working with us, we help our staff find next-step positions within the industry. This diversifies the industry, providing new talent with the cultural competency and language skills to better serve the very residents who are currently being left out and providing companies with the talent they need to grow.

This past year, our operations were focused largely in the Boston neighborhoods of Dorchester, Hyde Park, Mattapan, and Roxbury. Partnering with organizations like the Codman Square Neighborhood Association and the Greater Mattapan Neighborhood Council, we have engaged over 1,600 residents, 400 of which have completed Mass Save home energy assessments. About 25% of these completed assessments have been for renters. 122 customers have completed weatherization work. In addition, we have referred nearly 300 families to the utility-sponsored low income and multifamily programs.

This next year, All in Energy will is focusing on energy efficiency upgrades in residential rental properties. Renters, 56% of MA's 10 largest cities, are underserved by state energy incentive programs. They are often in lower-income brackets, recent immigrants or young families with many pressing needs. They will benefit from energy savings, while landlords make decisions about upgrades. We help renters save energy with or without their landlords. We build relationships with community centers, churches, and universities to meet residents face-to-face and sign them up for no-cost home energy assessments. We are hiring multilingual renter energy advisors to install energy-saving devices and identify buildings with potential for insulation for targeted landlord follow-up. This position is a stepping-stone into the highly paid role of Energy Advisor with our partner energy efficiency companies. We will also formalize a pathway for our outreach staff into customer-facing roles like customer service, sales, and program management within the industry. Finally, we will research best practices, like green leases, to align the energy-saving interests of renters and landlords. This work is partly funded by the City of Cambridge and we will use our experience to replicate the program in Boston and new cities across MA.

In 2020, All In Energy will be working with the cities of Lawrence and Methuen as part of National Gird and Colubmia Gas's Municipal Partnership program. Working work directly with City, our programs will address the customer sectors as targets for additional participation in energy efficiency programs:

- Renters
- Non-English speaking/Limited English Proficiency (LEP) residents
- Moderate income residents (defined as 60-80% of state median income)
- Small businesses

In addition to expanding the number of cities with which we partner, All In Energy is also plans to promote additional products and services like community solar, electric vehicles, and heat pumps. We can tailor our program to the needs and goals of our city partners. For example, in addition to our focus on helping renters in Cambridge access Mass Save home energy assessments, our field teams are also promoting the 100% renewable option in Cambridge's community choice aggregation program, the Sunny Cambridge rooftop program and Cambridge's multi-family energy efficiency program.

Why invite All In Energy to your community:

- Our campaigns are specifically designed to reach all members of your community who
 have historically not taken advantage of utility programs, even though they have paid
 into them on their utility bills like everyone else.
- The products and programs we promote put money back in the pockets of the members of your community through energy savings
- We provide data transparency so you will know all of the work being done in your community and the demographics of who is taking action.
- Our non-profit and its campaigns are funded in large part by our network of mission-aligned partners, making our programs very affordable for municipal partners.

When we work with a city, here is what each party contributes to the campaign:

All In Energy will:

- Identify, recruit and qualify Home Performance Contractors qualified to provide no-cost Mass Save energy assessments through a guick and transparent vetting process
- Provide a phone number and branded website for interested households to learn about and schedule home energy assessments.
- Provide information about weatherization and renewable energy services beyond those covered by Mass Save to residents.
- Design and produce promotional materials for emails, handouts, posters and banners (with community approval)
- Plan and staff outreach events and canvassing campaigns to promote the program.
- Provide monthly reports on the progress of residents that call into the call center or sign up online.

City Partners will:

- Provide support for a sustained local publicity effort of Mass Save program:
 - Agreement to use City brand and communication channels such as property tax or water bills to promote the program.
 - No-cost access to City buildings for the purpose of holding City meetings to promote the program.
 - Support in mobilizing volunteer resources to support outreach efforts.

- Access to publicly available City records such as assessor's database and permitting data.
- Guide households to the program as the primary entry point for Mass Save (although it is agreed that residents will be clearly informed of other Mass Save approved pathways).
- Collaborate with All In Energy on additional ideas to connect residents with Mass Save .
- Periodically meet with the All In Energy to assess program's performance at the end of each calendar quarter

Appendix A: Marketing Samples Cambridge Brochure (panel 1)



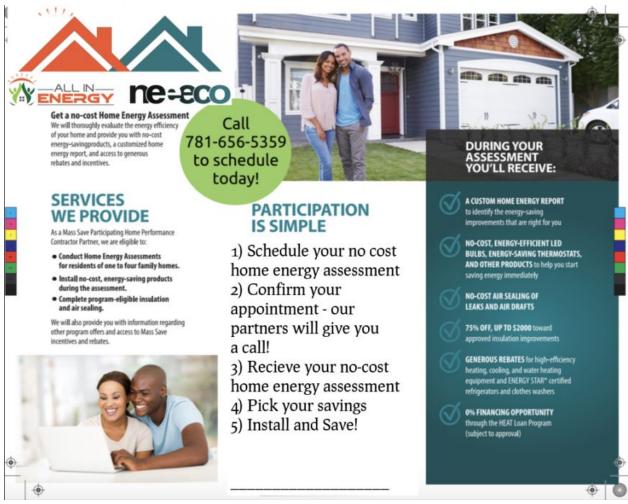
Cambridge Brochure (Panel 2)

Benefits of an Energy Efficient Home:	Participating is Simple!	Receive These Saving Measures:
Save on Your Utility Bill	Schedule your no-cost home energy assessment.	If your landlord is not involved, you can get: If your landlord is involved, you can get:
Reduce electricity and heating fuel usage	All in Energy will contact you to confirm pre- appointment information.	Advanced High efficiency
Reduce overheating problems, eliminate drafts,	Receive your no-cost home energy assessment and saving measures.	LED light bulbs cooling and heating equipment
and improve lighting Less Maintenance	All in Energy will follow up post assessment to address any questions or	Smart Air-sealing and insulation
Modernized home does not require as many repairs	concerns. All in Energy will help you	
	speak with your landlord about installing any recommended insulation and air sealing.*	High efficiency shower heads Carbon-free solar electricity
	*The program offers landlords discounts, rebates, and financing opportunities for these measures.	**Offered through the City's Sunny Cambridge program
11		11 1-u1

Neeeco Brochure (panel 1)



Neeeco Brochure (panel 2)



Codman Square \$aves Energy Landing Page



There's a movement here in Codman Square!

Join your neighbors and sign up below for a no-cost home energy assessment to take advantage of the nation's leading home energy efficiency programs and save on your utility bill! We're partnering with Codman Square Neighborhood Development Corporation (CSNDC) to connect you to state and utility incentive programs, starting with a no-cost home energy assessment. These programs are funded by the "energy efficiency" charge on everyone's utility bill. We want to help you get the benefits of this program you are already paying for.



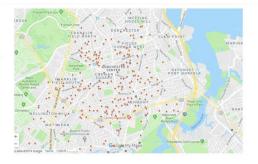
A no-cost assessment provides:

- Installment of LED lightbulbs to replace any incandescents, advanced power strips, high efficiency shower heads, and programmable thermostats
- A report with customized recommendations for maximizing your home's energy efficiency
- · A confidential home health and safety check
- Access to additional low-to-no-cost efficiency measures like weatherization

Neighborhood Map of Interest in Home Energy Assessments

People in your area are interested in partnering with us

to save money and make their homes more efficient!



Take advantage of what you are paying for. Choose an option below to get started!

I WANT TO SCHEDULE AN APPOINTMENT

Appendix B: References

Community Partners:

- Codman Square Neighborhood Development Corporation
 - o David Queeley, Director Eco-Innovation
 - o <u>david@csndc.com</u>
- City of Cambridge
 - o Meghan Shaw, Outreach Director at Cambridge Energy Alliance
 - o mshaw@cambridgema.gov
- City of Lawrence
 - o Evelyn Ureña, Housing Manager
 - o eurena@cityoflawrence.com

Customer references available upon request.