



May 22, 2006

Manhattan Community Board No. 3
Attn: Con Edison Advisory Committee
59 E 4th St.
New York, NY 10003

To the members of the Con Ed Advisory Committee of Manhattan Community Board No. 3 and the Lower East Side community:

We greatly appreciate the time you have given in considering our Greening A Block proposal over the past year and a half. We are now seeking a resolution by Community Board No. 3 to support an initial funding allocation that can launch the Greening A Block Project as outlined in this Implementation Plan for Phase I. In the process of adapting Greening A Block to the concerns and needs of the community, there have been many iterations of the Greening A Block plan – we believe that the current proposal achieves our mutual objectives, including thorough community-integration and affordable housing preservation within a limited budget. We are extremely excited about our newly formed partnership with GOLES and the full inclusion of Haven Plaza in the project.

We respectfully remind the Board that over the course of this project we have “vetted” each version of it with many community members and groups. Indeed, this vetting process gave rise to the targeting of Haven Plaza and our partnership with GOLES. We also note that the special NYSERDA funds on which the Haven Plaza work depends are only available for a limited time. We hope that beginning with the Con Ed Advisory Committee, the Community Board will expeditiously approve allocation of Con Ed funds to begin Greening A Block.

Thank you for your consideration and we look forward to working with you.

Sincerely,

Charles Komanoff
Jeff Perlman
Lois Sturm

Greening A Block – Phase I Implementation Plan

**Submitted to Manhattan CB3 by
The Association for Energy Affordability (AEA)
and Good Old Lower East Side (GOLES)**

May 2006

Greening A Block has been envisioned as an urban showcase of energy efficiency, pollution reduction, affordability preservation and community sustainability on the Lower East Side. This document is a supplement to the Greening A Block Feasibility Study released in January 2006. It details Phase I, an 18-month project for which we are requesting an allocation of \$456,000 from the Con Ed Settlement Fund.

Phase I consists of:

1. Establishment of Greening A Block as a project of AEA with a subcontract to GOLES for a substantial portion of the educational, outreach and organizing components.
2. Establishment of a small office in the community to be used for Greening A Block.
3. Energy efficiency improvements for all of Haven Plaza.
4. Energy efficiency retrofits on four residential walk-up buildings, each with a high percentage of affordable housing units (the start of the “Model Block”).
5. Advocacy for increased energy efficiency in public housing (NYCHA buildings).

Target Area

The “Model Block Target Area” is defined as all blocks from Avenue A and to the east, with a northern boundary of 14th Street and a southern boundary of 9th Street. Buildings outside of this target area may also benefit from the information and outreach as well as the leveraged funds from available energy efficiency programs. The Greening A Block office may be located slightly outside of the Target Area due to space availability and cost.

Funding

The overall budget for Phase I is \$874,000. Much of this amount — an estimated \$418,000 — is expected to be made available from state and federal energy-efficiency programs and from building owners who will benefit from the energy improvements. This plan requests the allocation of the remaining \$456,000 from the Fuel-Switching Account established by the 2002 settlement with Con Ed and currently held by Con Ed, into a Lower East Side Energy Efficiency Account (LESEEA), to be held by the not-for-profit Association for Energy Affordability, Inc (AEA). AEA will be the overall project manager for the project, and will use monies from LESEEA for the sole purpose of funding and supporting Greening A Block activities.

Organizations and Entities

The following table summarizes the responsibilities and authority of the entities that will manage, oversee and implement the Greening A Block project.

Entity	Responsibilities	Mechanics
Community Board 3	<ul style="list-style-type: none"> ▪ Approve Implementation Plan ▪ Authorize allocation of Con Ed Settlement Fund 	<ul style="list-style-type: none"> ▪ Standard CB3 Process: all actions come through Public Safety Committee
Public Safety Committee	<ul style="list-style-type: none"> ▪ Receive reports from Con Ed Advisory Committee ▪ Vote on re-allocations 	<ul style="list-style-type: none"> ▪ Standard CB3 Process: all actions come through Con Ed Advisory Committee
Con Ed Advisory Committee (Greening A Block Advisory Committee)	<ul style="list-style-type: none"> ▪ Project Advisory Committee ▪ Substantive review of Plans ▪ Ensure project meets the community's goals ▪ Suggest resolution to CB3 requesting allocation of Settlement Funds 	<ul style="list-style-type: none"> ▪ Quarterly meetings with Project Directors, more often if requested ▪ Annual budgetary review
Association for Energy Affordability	<ul style="list-style-type: none"> ▪ Project & Fiscal Manager ▪ Coordination with utility, state and federal energy efficiency programs ▪ Train outreach and other workforce ▪ Ongoing performance evaluations of Greening A Block and staff ▪ Oversight of Energy Efficiency Improvements ▪ Technical resource for project. ▪ Monitor/evaluate results 	<ul style="list-style-type: none"> ▪ Create separate LESEEA Account for Project ▪ Hire Project Manager (Jeff Perlman) ▪ Hire Campaign Manager (Charles Komanoff) ▪ Integrate trainings with other training programs currently available at AEA ▪ Regular meetings with GOLES and CB3 to receive feedback and deliver progress reports
GOLES	<ul style="list-style-type: none"> ▪ Coordination of outreach ▪ Outreach to buildings, tenants and businesses in target area ▪ Organization of public events to promote awareness, i.e., forums, meetings, block parties, etc ▪ Develop and implement Energy Efficiency Youth Internship Program ▪ Income documentation of participants ▪ Refrigerator/lighting surveys of units. 	<ul style="list-style-type: none"> ▪ Hire Outreach Coordinator. ▪ Create informational materials, brochures, etc. ▪ Energy efficiency information infused in GOLES outreach efforts. ▪ Meetings with community groups
Northern Manhattan Improvement Corporation (NMIC)	<ul style="list-style-type: none"> ▪ Federal Weatherization Assistance Program (WAP) sub-grantee agency responsible for weatherization services on the Lower East Side. 	<ul style="list-style-type: none"> ▪ Standard WAP process for qualifying buildings in area. ▪ Funds of \$1,000-2,000 per unit available, max \$300,000 per year

The relationships between these entities will be governed by a common Memorandum of Understanding, signed by all parties, that defines these relationships and sets forth the mechanisms for decision-making and dispute resolution.

Association for Energy Affordability, Inc. (AEA)

The Association for Energy Affordability, Inc (AEA) is a 501(c)3 not-for-profit organization with offices and training facilities in midtown Manhattan and the Bronx. AEA has a highly qualified staff of energy engineers, program management professionals and trainers with extensive experience in designing and delivering energy efficiency services and energy related training programs. They are superbly and uniquely qualified to serve as overall project and fiscal manager for this project.

Over the past 14 years, AEA has performed a broad range of activities and programs that address energy efficiency in multifamily buildings, including: conducting energy audits in over 3,000 buildings with over 100,000 dwelling units; carrying out extensive energy usage analysis of multifamily buildings; research, development and demonstration of advanced residential building load control technologies; energy efficient building operations training for several hundred property management and maintenance personnel; and overseeing installation of Energy Star® appliances and lighting, and other energy efficiency measures, in thousands of residential buildings. AEA has been selected by the New York State Energy Research and Development Authority (NYSERDA) as program “implementer” for several of its Energy \$mart Programs; and is a technical services provider and training center for the State’s weatherization program. These diverse program roles have all served AEA’s core mission: “energy affordability through energy efficiency.” As further indication of its pre-eminence in the field of energy efficiency, AEA has been designated as organizer and convener of Multifamily Buildings 2006, an annual nationwide conference taking place in New York this June.

Programs in which AEA is involved that are relevant to Greening A Block include:

- Weatherization Assistance Program (WAP)
- NYSERDA Assisted Multifamily Program (AMP)
- NYSERDA EmPower
- NYSERDA Electric Services Program (ESP)
- Energy Efficient Building Operations Specialist (EEBOPS) training for building operators and property managers in energy efficiency.

AEA has previously run programs for Con Ed, including:

- Utility Low Income Energy Efficiency Program (ULIEEP) (1993-1996)
- Low Income Refrigerator Replacement (1996-2003)

The following staff will be hired by AEA for the Greening A Block Project and will work out of an office in the neighborhood.

- **Project Manager: Jeffrey Perlman** – A 40% part-time position responsible for coordinating and overseeing all technical aspects of the project, including supervising auditors and contractors, determining the appropriate package of energy measures for each building, and ensuring that work is implemented as

intended. Jeff will be the primary contact for AEA, for the state and federal energy efficiency program coordinators, and for contractors and consultants as appropriate.

- **Campaign Manager: Charles Komanoff** – A 30% part-time position responsible for outreach strategy, evaluation of building audits and worksopes, and evaluation of program/measure effectiveness. As a former school teacher and longtime communicator on energy efficiency and policy, Charles will be an invaluable asset to the Energy Efficiency Youth Internship Program and curriculum development. The Campaign Manager will also investigate and develop ways in which Greening A Block can advocate for increased energy efficiency in public housing in the future.

Project Manager Jeffrey Perlman will report directly to the Executive Director of AEA, David Hepinstall.

Good Old Lower East Side (GOLES)

GOLES is a neighborhood housing and preservation organization dedicated to tenants' rights, homelessness prevention and community revitalization. The organization's long history, outreach experience and strong reputation make them ideally suited for bringing Greening A Block to the Lower East Side. GOLES will have a subcontract with AEA to perform many vital educational and outreach components of Greening A Block.

A group of Lower East Siders founded GOLES in 1977. Since then, GOLES has worked to preserve quality, affordable housing and to prevent displacement and homelessness. Through organizing and advocacy, GOLES has helped tenants know their rights, save their homes and preserve their community by fighting for safe, affordable housing

GOLES is a leading force on the Lower East Side in preserving not only buildings but also its community, institutions, culture and diversity. Through training and education, direct service and advocacy, community organizing and relationship building, GOLES empowers tenants in addition to winning improvements. GOLES provides its services free to all tenants who live between 14th Street and Delancey Street, and from the Bowery/4th Avenue to the FDR Drive, and to all public housing residents on the East Side below 14th Street.

Staffing needs at GOLES to support Greening A Block are as follows:

- **Outreach Organizer: To Be Hired** – One full-time position responsible for community outreach and education activities, including creating educational materials for participants, canvassing the Target Area to educate residents about available energy efficiency programs, performing “lighting and refrigerator” audits in units, verifying tenant and building income verification and program eligibility, managing interns, and conducting workshops.
- **Key Staff Time** – We estimate that four key staff — Executive Director Damaris Reyes and three Community Organizers — will need to expend 5% of their work

time to integrate Greening A Block into GOLES' overall mission and other outreach initiatives.

- **Administrative Support** – This is needed to cover a portion of the salaries of GOLES' Controller and Development Director for their work supporting Greening A Block.

AEA will provide training to GOLES staff in both energy efficiency programs and basic energy surveying.

Greening A Block Advisory Committee

The CB3 Con Edison Advisory Committee will serve as the Greening A Block Advisory Committee. The Advisory Committee will be the community's representative in overseeing the project. The Project Manager and other Greening A Block principals will be responsible for reporting to the Advisory Committee on a quarterly basis. The Advisory Committee may request more frequent meetings with Greening A Block principals as it sees fit.

Specific Duties of the Advisory Committee:

- Review policies and procedures to reasonably ensure the adequacy of programs, progress and demonstrated results.
- Track achievement of project milestones and make recommendations as appropriate.
- Review Expenditure Reports and make recommendations and inquiries as appropriate.
- Review future requests for funding and/or RFP submissions for follow-on phases as appropriate.

Project Components

Targeted Buildings

Phase I of Greening A Block will target the following buildings:

- All three buildings of Haven Plaza
- Four residential walk-up buildings with a high percentage of affordable housing units, in close proximity to each other and the Con Ed plant.

GOLES and the Greening A Block Project Manager and Campaign Manager have an established relationship with the Haven Plaza Tenants Association, so we anticipate working with them will be fairly straightforward.

In order to successfully complete energy efficiency retrofits of four other buildings within 18 months, we anticipate an initial outreach effort to 10 likely candidate buildings. Those which complete the income verification and other documentation the fastest will be the leading candidates to be retrofitted in Phase I.

Outreach

Educational outreach to residents and owners in the target area will have several types of content:

- **Energy Efficiency Programs, Products and Practices.** This is the primary focus of outreach – to determine eligibility for available energy efficiency programs and to educate landlords and residents about the practices and benefits of leading energy efficient lifestyles and making energy efficiency investments in buildings.
- **General Energy Awareness.** Where energy comes from and the pollution caused by its consumption, as well as information about renewable energy alternatives.
- **Asthma Awareness Education & Impacts of Air Pollution.** Asthma is a serious and growing problem on the Lower East Side, but there are practical measures individuals can take for themselves and their children to curb the detrimental effects of this air pollution-induced disease. Greening A Block will work in partnership with Asthma-Free School Zones to educate the community about asthma and its prevention.

Outreach programs will include:

- Forums
- Block Party
- Outreach Materials and Signage

Energy Efficiency Youth Outreach Internship Program (EEYIOP)

The Energy Efficiency Youth Outreach Internship Program (EEYIOP) will provide Lower East Side youth with the opportunity to learn about energy efficiency, educate their peers on energy efficiency and engage the community in the issue. Interns will be trained in energy efficiency and will gain firsthand experience by aiding the Greening A Block team in building outreach and building surveys. In addition, they will work with

the Campaign Manager and Outreach Coordinator to design and implement workshops to teach their peers about the benefits of energy efficiency. In the first year of Greening A Block, there will be 3 cycles of 2 interns, to maximize youth participation and engagement. Greening A Block will outreach to schools as well as work with existing local youth groups (e.g., Open Road of New York) to publicize the internship opportunities. The Energy Efficiency Youth Outreach Internship represents another way in which the project will create employment opportunities, provide community education, build local leadership and increase community ownership of Greening A Block.

Job Creation/Contracting Work

All work on the buildings themselves — both surveying them and making improvements to them — will be performed by independent contractors specializing in energy auditing, heating system efficiency, plumbing, electrical work, building control systems, building shell improvements (insulation, air-sealing, windows) and solar energy.

Contracting arrangements will vary depending on which energy efficiency programs are accessed by project participants. For example, buildings that take advantage of the Weatherization Assistance Program (WAP) will have work performed by WAP subcontractors that are selected through competitive bid processes on an annual basis.

Since Lower East Side unemployment and underemployment rates continue to be among the highest in the city, Greening A Block sees the necessity of working to assure that contractors hire locally. In implementing this project, Greening A Block will explore ways to leverage Con Ed funds to maximize employment opportunities for local residents. Greening A Block recognizes that many of the agencies which will subsidize much of the project have existing procurement procedures which dictate the terms of their hiring. The project team will work to negotiate with these agencies to include local hiring provisions in Greening A Block contracts.

Training

AEA will provide training for:

- GOLES and Greening A Block Outreach Staff.
- Local building superintendents in energy efficient building operation.
- (Potentially) local residents interested in receiving energy efficiency training.

General “Green” Education

In addition to the energy efficiency measures that will be the project’s focus, Greening A Block outreach will also encompass other “green” information, such as:

- Air Filter selection and replacement
- Paint, glue, and sealant selection to minimize indoor toxins
- Other tips to improve indoor air quality
- How to request and maintain a street tree from the Parks Department

Monitoring and Data Analysis

In order to quantify effectiveness, the project includes monitoring of a number of data parameters, including:

- **Energy Consumption:** electricity, fuel oil and natural gas consumption of buildings and individual units both before and after energy efficiency measures are implemented.
- **Implementation Costs:** both direct costs (purchasing and installing the energy-efficiency equipment and materials) and indirect costs (project support).
- **Air Quality:** PM 2.5, carbon monoxide and other measurements of pollutants in the air, both outdoors and inside units, and before and after the efficiency measures have been implemented.

Greening A Block will seek a university partnership to perform monitoring and data analysis. All collected and analyzed data will be publicly available.

Financial Information

Total Project Budget

	To be financed by outside/ongoing sources of funds	To be paid out of the Con Ed Fund	Total
Staffing and Support	\$0	\$261,000	\$261,000
Retrofits (upgrades and "measures")	\$408,100	\$174,900	\$583,000
Evaluation	\$10,000	\$20,080	\$30,080
ENTIRE PROJECT (Phase I)	\$418,000 48%	\$456,000 52%	\$874,000

Budget for Retrofit of Buildings

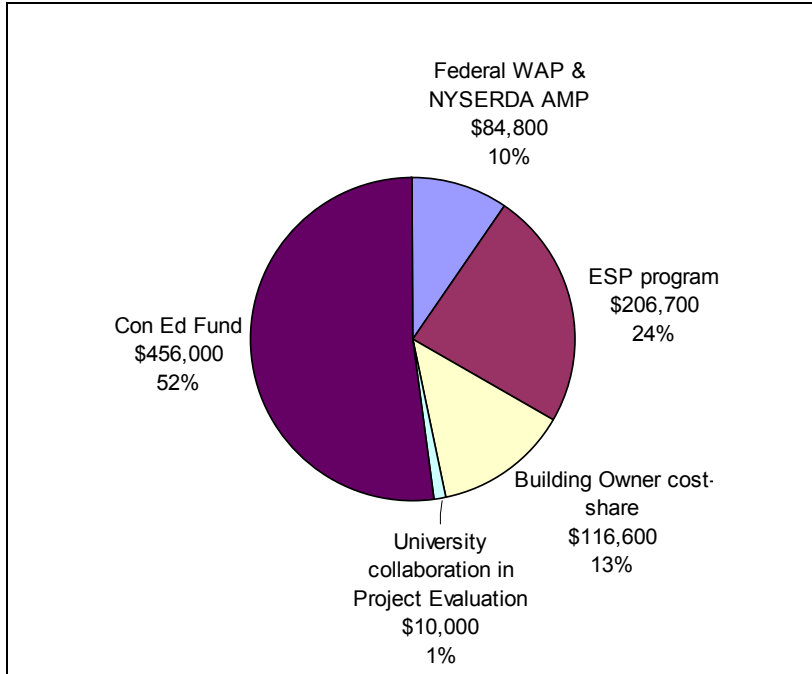
Project	Total Cost	Basis of Cost Estimate		Sources of Funds		
		type	quantity			
Haven Plaza Retrofits (electricity + Steam)	\$371,000 \$1,000 \$10,000	per res unit per commercial unit	371 0	\$185,500 \$0 \$74,200 \$111,300	50% 0% 20% 30%	ESP WAP/AMP/etc Landlord Con Ed Fund
Retrofit 4 Buildings on Model Block	\$212,000 \$4,000 \$8,000	per res unit per commercial unit	45 4	\$21,200 \$84,800 \$42,400 \$63,600	10% 40% 20% 30%	ESP WAP/AMP/etc Landlord Con Ed Fund
Total	\$583,000			\$206,700 \$84,800 \$116,600 \$174,900	35% 15% 20% 30%	ESP WAP/AMP/etc Landlord Con Ed Fund

Financial Leverage

One of Greening A Block's strongest attributes is that it builds upon existing energy efficiency programs to deliver value for the community beyond the dollars drawn from the Con Ed Settlement Fund. A substantial portion of the budget is dedicated to outreach to the community because there are many available programs that community members will be able to access with the support of well-trained facilitators. This project seeks to build on existing capacity in the energy efficiency programs that are already available to buildings on the Lower East Side.

The following chart shows the sources for the total \$874,000 of Phase I. Leveraged funds are expected to account for \$418,000, or 48% of the total cost of the Project.

Greening A Block Sources of Funds



Details on some of the available sources of leveraged funds follow.

- **Electric Services Program (ESP):** This is a NYSERDA program being implemented by AEA. It provides up to \$1,000 per unit for electrical measures such as lighting and refrigerators for income eligible units (below 60% of state median income). This can pay for, in many cases, 100% of the electrical measures for individual living units in buildings with less than 100 units. This Money Is Available Only Through The End Of 2006 So It Is Critical That The Community Board Act Quickly To Approve This Project If The Community — And Haven Plaza In Particular — Is To Benefit From These Funds.
- **Weatherization Assistance Program (WAP):** This federal program is implemented on the Lower East Side by NMIC (Northern Manhattan Improvement Corp.). It provides up to \$2,000 per unit for income-eligible units (below 60% of state median income) up to \$300,000 per year. Matching WAP dollars with Con Ed Settlement Fund dollars can fund the entire cost of making energy efficiency improvements to a qualifying unit/building.
- **Assisted Multifamily Program (AMP):** This NY State program provides technical assistance and grants or low-interest loans for energy efficiency in qualified publicly-assisted multi-family buildings.

Other NYSERDA Programs: Share the costs of Energy Surveys/Audits as well as provide technical assistance with financing, design & construction and monitoring.

Owner Cost-Share: Building owners will be required to contribute a portion of the funds needed to implement project work on their buildings. They will benefit from reduced energy costs and upgraded facilities. However, they will not be eligible to receive Major Capital Improvement (MCI) rent increases for project work.

Additionally, Greening A Block will help building owners access reduced-rate financing available through the NYSERDA Energy Smart Loan Program.

Reporting

The Greening A Block Project Manager will make quarterly Expenditure Reports to the Project Advisory Committee. AEA will furnish project financial statements and an annual project report to CB3.

Implementation Timeline

The following is a projected timeline for this project:

June 25, 2006	CB3 votes to pass resolution Approvals are sought from Con Edison, New York City, and the NY State Department of Public Service.
August 2006	All Approvals are received and funds are transferred to the LESEEA for Phase I.
September 2006	Establish office. Hire staff and begin training. Survey Haven Plaza and other buildings, particularly for ESP program eligibility.
4Q 2006	Large community outreach event. Recruit participants for NYSERDA ESP Program and implement ESP measures. Income verification and documentation for other (non-ESP) programs. Selection of Four (non-Haven Plaza) buildings.
2007	Engage buildings in WAP/AMP. Energy Efficiency Youth Internship Program. Outreach & Education activities. Perform energy efficiency improvements. Monitoring and analysis of improvements.
1Q 2008	Issue evaluation report on Greening A Block, Phase I.