# Building Relationships and Empowering Communities: A Holistic Energy Efficiency Program in Southeast and Central Washington with Scalable and Replicable Approaches

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## ABSTRACT

Pacific Power's Wattsmart Home Energy Savings multifamily program, implemented by Resource Innovations (RI) and Colehour & Cohen, Inc. (dba C+C), has made a concerted effort to build relationships with property management companies, housing authorities, and trade allies/contractors in the smaller markets of Southeast and Central Washington. Through a holistic building improvement approach, the program has engaged property management companies, building owners, and housing authorities to approach strategic energy efficiency opportunities based on information collected by the program's outreach team. The outreach team's focus is to serve as a valued partner assisting stakeholders with cost-effective solutions that support owner and occupant needs for lower energy use, as well as improved building performance and comfort. This approach intends to shift from one-off transactions to helping customers plan upgrades and improvements to the building shell, heating and cooling systems, lighting, and appliances. Many of these projects are in low-income and highly impacted communities, with the program focused and committed to progressing energy efficiency equality. These efforts have paid off through increasingly significant kWh savings in projects month-over-month throughout the year and helping to build a pipeline for the future.

## Introduction

Multifamily properties make up a significant portion of housing stock in the United States, however, many of these properties have not had upgrades since they were built. A large portion of multifamily properties, especially those that have not implemented building improvements, are occupied by low-income renters who currently face multiple barriers to having these developments realized (Tanabe 2021). These buildings and properties can be difficult to perform construction on because of the large scale and intricacies of the building systems including HVAC, hot water, electrical systems, and the building shell. In addition, there is considerable coordination required between the varying invested parties to ensure these upgrades can be realized. Furthermore, there is a significant cost associated with any type of deep retrofit on a multifamily property. Within this landscape, Pacific Power's Wattsmart Home Energy Savings multifamily program (the Program), administered by RI and C+C, has adopted a unique, holistic, and adaptable approach to these properties and the stakeholders involved in these projects. This paper will explore its successes, challenges, and prospects for expansion, with an eye on how the Program can serve as a model for replication in diverse communities across the United States. Moreover, we will scrutinize the barriers hindering the widespread adoption of deep/whole-building retrofits, particularly in low-income and disinvested areas.

## Overview of the Need for Scalable & Replicable Approaches

Currently, energy-efficient upgrades in multifamily properties make up a small percentage of the claimed savings in many utility programs. Until 2023, Pacific Power (Washington) saw a limited amount of savings claimed from multifamily projects. Shown in table 1 under the Scalability Potential section, the multifamily market only accounted for about 2% of kWh savings in 2022. Furthermore, multifamily property improvement projects done in low-income communities represent a disproportionately small number of the total done in most utilities nationwide (Morales, D. & Nadel, S. 2022). Scalable and replicable approaches to deep/whole building retrofit projects are necessary to develop for these improvements to occur at a larger scale. By adopting scalable and replicable approaches and technologies, other programs can make an impact on incentivizing energy-efficient upgrades in multifamily properties in their markets.

## Introduction to Pacific Power's Home Energy Savings Program

Developed over the past five years by RI and C+C, the Program is a comprehensive, residential-focused energy efficiency program offering incentives including upstream, midstream, and downstream end-user rebates (Hudson 2024). Pacific Power provides electrical service to over 150,000 customers in Washington. It is located in Southeast and Central Washington, with two of the larger population centers being Yakima, WA and Walla Walla, WA. Furthermore, there is a large Hispanic/Latino and Spanish speaking population in this market, with 47% of the population of Yakima, the largest city in the market, identifying as Hispanic/Latino and 36% being fluent Spanish speakers (Census 2022). This paper focuses on the efforts around the multifamily building sector.

Over the past two year, the Program has implemented a multifaceted approach to engage property management companies, building owners, housing authorities, trade allies, and occasionally tenants in Southeast and Central Washington. By fostering strategic partnerships and deploying targeted outreach efforts, the Program aims to deliver cost-effective solutions tailored to the unique needs of a variety of stakeholders. This approach is intended to shift from the one-off transactions taking place, like when a new HVAC system is needed or a hot water tank needs to be replaced, to help owners and property managers plan for large-scale energy-efficient upgrades and projects. These approaches will further be discussed in the Methodology section of the paper.

## Scalability and Replicability

One of the most compelling aspects of the Program is its scalability and replicability, as many of these strategies can be implemented in different markets. By building strong relationships with property management owners and trade allies the Program has laid a solid foundation for expansion and has a steady pipeline for the future. Moreover, its holistic approach to building improvement provides a framework that can be adapted to different geographical regions and community contexts, ensuring relevance and effectiveness across diverse settings. With a focus on low-income and disinvested communities, the Program's strategies can be scaled and implemented to have an impact on a typically marginalized and Highly Impacted Community (HIC).

We have developed and implemented these changes to the Program, specifically around the multifamily market, with minimal changes to the current organizational structure or an increase in budget or resources. To make these changes possible, a key member on the Program staff with a background in multifamily energy audits and construction began developing a more holistic walkthrough approach and initial offering for multifamily properties. This enabled an easier process and feedback loop to capture building data and provide reports to property owners on eligible upgrades. While it may not be possible to have someone on the team with these expertise there are many trainings that can be outsourced and found online.

Further detail on these strategies will be provided in the Scalability and Replicability Section below.

**Overcoming Barriers to Deep/Whole-Building Retrofits**

A discussion of the barriers to deep/whole-building retrofits, particularly those specific to low-income and disinvested communities, is crucial for understanding the Program's evolution. The Program has navigated and overcome numerous obstacles toward developing strategies leading to significant year-over-year achieving meaningful energy efficiency gains. In particular, the Program has addressed challenges such as limited access to capital for projects by property owners by creating some great incentives for multifamily specific projects, with increased incentives for those projects in HICs (see Table 1 below), lack of awareness and engagement among stakeholders, and working with varying parties, often conflicting interests and schedules. Through innovative utility program design and implementation, strategically targeted outreach efforts, and a holistic and adaptable building improvement viewpoint, the Program has successfully surmounted many of these barriers, paving the way for change in underserved communities.

Example of Pacific Power Multifamily HIC incentives.

| | Ductless Heat Pump ≥ 9.0 HSPF (8.1 HSPF2) |
|---|---|
| Multifamily Customer Incentive | $1,600 |
| Multifamily Trade Ally Incentive | $400 |
| **HIC** Multifamily Customer Incentive | $1,800 |
| **HIC** Multifamily Trade Ally Incentive | $400 |

Table 1. Pacific Power Multifamily Ductless Heat Pump Incentives. Pacific Power. 2024.

**Purpose of the Paper**

This paper serves as a comprehensive exploration of Pacific Power's Wattsmart Home Energy Savings multifamily program, specifically looking at kWh savings coming from multifamily properties undergoing a deep/whole building retrofit. In addition, the paper will focus on the Program's scalability, replicability, and the barriers it has overcome in advancing deep/whole-building retrofits. By dissecting the Program's core principles, methodologies, and

outcomes, we aim to offer insights into its potential for expansion and adaptation in diverse contexts. Furthermore, we will provide recommendations to overcome entrenched barriers and foster a more equitable and sustainable energy future.

In the following sections, we will provide a detailed examination of the Program's multifamily savings, highlighting its successes, challenges, and lessons learned. Moreover, we will critically analyze the barriers impeding the widespread adoption of deep/whole-building retrofits, offering actionable strategies to address these obstacles and accelerate progress toward a more energy-efficient and equitable future.

## Methodology

### Strategic Outreach

Strategic outreach efforts play a critical role in the success and effectiveness of the Program. Through targeted outreach and engagement with key stakeholders, including property management companies and managers, building owners, housing authorities, and trade allies/contractors the Program has built meaningful partnerships and driven impactful energy efficiency initiatives (Tanabe 2021). Furthermore, the Program focuses on equitable community engagement through a variety of efforts that aim to educate and bring awareness of the program to all segments of the population. Here, we look at the strategic outreach efforts employed by the program::

- Building Relationships: The Program places a strong emphasis on building and nurturing relationships with stakeholders, including property management companies and managers, building owners, building maintenance teams, housing authorities, and trade allies/contractors in the Program. This involves consistent communication through check-ins via email and phone, collaboration while working on deep retrofit projects, and continued education on the Program to ensure alignment of goals and objectives. In addition, the outreach team consistently works in collaboration with the trade allies and contractors (the ones doing the work on the building) and the property owners (those who are paying for the project) to ensure project goals are realized. By establishing a relationship with stakeholders, the Program lays the foundation for successful partnership and collaboration on these projects.
    - Stakeholders on multifamily projects have a variety of roles and often different goals. Property and building owners are typically financing the projects and are often concerned about how much the utility is incentivizing the project, how long it will take, and how much it will overall cost. They interact primarily with the processing teams and the Property managers of the building. The property managers typically oversee the project, coordinating contractor access to the building and units, tenet relocations, and coordination with their onsite maintenance teams. Maintenance teams and contractors are the ones primarily performing the installation of the energy efficient upgrades. Within this framework, the Program staff helps to guide all stakeholders through the process.
- Tailored Communication: The Program has adopted a tailored communication plan realizing the unique needs and styles of different stakeholders. This involves customizing outreach materials, presentations, and engagement strategies to

resonate with the target audience. One key aspect has been the transcreation of all marketing and collateral materials into English and Spanish. Recognizing the diverse needs of the communities in Southeast Washington, the Program has made it a priority to have equitable access for Spanish speakers. Currently, the percentage of the population in Yakima County, WA that identifies as Hispanic or Latino is 52.6% (Census Bureau 2022). Furthermore, one member of the Program's team, Agustin Moreno, is a fluent Spanish speaker, with deep ties to the community, which helps when building trust and communicating with property owners and trade allies who are primarily Spanish-speaking. While this is not a requirement for hiring for our outreach team, it is a quality we have begun to look for more. With the help of Agustin, the outreach team also conducts annual multimedia campaigns in Spanish to get awareness of the Program out to the public. See Figure 1 below for an example of a translated piece.


Figure 1. Spanish-translated outreach material. C+C. 2023.


Figure 2. English version of above outreach material. C+C. 2023.

- Direct Install Incentives: The Program offers some low-cost energy efficiency upgrades directly to properties and residents at no cost to them. Currently, the Program offers direct installation of LED light bulbs, smart thermostats, and electric line voltage thermostats. Utility programs with direct installation components were more successful than those that did not have them (DOE 2016). These direct installation measures are often used as free or low-cost items and provide a way for our team to establish a line of communication with the property owner, manager, and maintenance team. Furthermore, the outreach uses direct installation site visits to collect additional information on the energy systems in the building.
- Community Engagement: Beyond individual stakeholders, the Program does broader community engagement through a variety of events, presentations, and program trainings. This may involve tabling a booth at a community event with educational information, conducting a Spanish-language energy efficiency training at a fruit packing plant, or doing Spanish radio and television spots specifically about the Program to educate the public. The outreach team also engages with multiple community-based organizations (CBOs) to get the message to a diverse set of audiences.
- Continuous Feedback and Improvement: The Program team is consistently looking at ways to improve the Program. This includes feedback on the design and structure of the Program incentives, to the process of submitting applications for a project or becoming a registered trade ally within the Program. The team makes a concerted effort to ensure that stakeholders know who and how to get ahold of Program administrators to discuss any feedback.

**Data Collection through a Holistic Building Improvement Lens**

The Program design and outreach team have developed a data collection method that focuses on looking at building improvements through a holistic, whole-building systems lens. This aims to move away from the occasional, one-off energy upgrades typically seen in utility programs to a more collaborative process allowing for deep/whole-building retrofits. In many ways, this is like strategic energy management (SEM) for buildings, which allows for a long-term approach to energy efficiency upgrades. Steps for data collection on a building and the multifamily customer journey include:

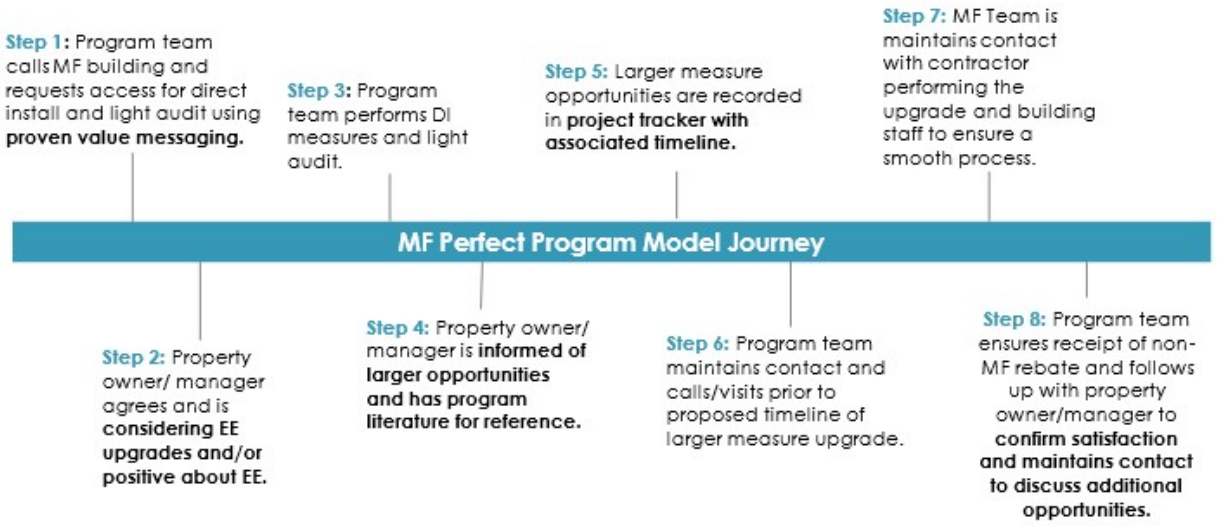


Figure 3. C+C Multifamily Customer Journey Model.

- Initial Outreach: This step involves the initial communication with the property owner or manager. It is typically conducted via phone by a member of the outreach team. During the call, main contact and building information is collected, for example, phone numbers, addresses, number of units. Once information is collected, the Program outreach team will start asking questions to determine eligibility for direct installation opportunities. If the property is eligible for direct installation the outreach team will set up a date and time for the initial onsite visit.
- Initial Onsite Visit: Once the initial low/no-cost direct installation offer is accepted, the outreach team will schedule an onsite visit with the property owner, manager, or maintenance team. At this first meeting, it is beneficial to have as many stakeholders present as possible to ensure the Program's messaging and goals are communicated. While the outreach team member is conducting the onsite assessment of direct installation measures, they are also assessing the building's systems. This includes collecting information on the HVAC, hot water, electrical/gas, insulation levels (as much as possible), window type, and appliances. In addition to this information, the team also collects information on whether or not the property is in a low-income, or for the Program and Washington State, a Highly Impacted Community (HIC), and is eligible for increased incentives. A HIC is determined by the Washington State Department of Health (DOH) and is currently defined as a "census tract that meets at least one of the following criteria: the census tract is covered or partially covered by "Indian Country" as defined and designated by statute (RCW 19.405.020), or the census tract ranks a nine or ten on

the Washington Tracking Network (WTN) Environmental Health Disparities Map, as designated by the Washington DOH" (Pacific Power 2024). They also note whether the property owner or team is primarily Spanish-speaking to ensure effective communication. All this is saved in the team's CRM system for timely tracking and communication on the property.

- Follow-up: After the initial onsite visit and talking with the property owner about desired upgrades, the outreach team will put together a short report detailing areas the building could improve and how the Program can support these energy-efficient improvements. If the property owner is ready to move forward with some or all parts of the building upgrades, the team will help guide the owner or manager in finding a registered trade ally to complete the work. This last year, the Program team began to work closely with property owners at the beginning of these projects to provide a cost-benefit analysis of the upgrade. The cost-benefit analysis typically examines the proposed upgrade measures, for instances high-efficiency windows, determining the quantity of the measure, and providing the property owner or concerned stakeholder with estimated incentive payout so they can compare it to contract bids for the project.

**Multifamily Deep Retrofit Case Studies**

To illustrate the success of the Program in implementing deep building retrofits in low-income communities, we examined two case studies. The first at a low-income/HIC property that updated all HVAC systems to ductless heat pumps in a 256-unit complex. The second case study is a property that replaced all windows. These case studies provide concrete examples of how the Program has overcome barriers and achieved significant energy savings in underserved communities.

- HVAC Case Study: In Q2 and Q4 of 2023, the Program team worked closely with Campbell & Co., a registered Pacific Power HVAC Trade Ally, and SRI Rockland, a large property management company, to completely replace all existing inefficient HVAC systems in a 256-unit property with qualifying ductless heat pumps. Through a collaborative approach by all teams, the project was able to replace all the existing HVAC, which were old baseboard cadet heating systems with upgraded energy-efficient ductless heat pumps. The overall result was a win for all parties as the Trade Ally received an incentive for each unit installed, the property owner and management company received an incentive for the upgrades to the building, and Pacific Power was able to account for a projected 330,000 kWh savings at this retrofit project. Furthermore, the residents will experience lower energy bills and increased comfort during heating and cooling seasons with the new, high performing equipment.
- Building Envelope (Windows) Case Study: In Q3 – Q4 of 2023, the Program team worked with College Place Holdings LLC. and JC Home Renovations to help them complete a deep retrofit involving the replacement of all windows in two large multifamily buildings. After engaging with the interested stakeholders, it was quickly realized JC Home Renovations was not a registered Trade Ally in the Pacific Power Trade Ally Network. The Program team worked to fast-track JC into the Trade Ally Network while maintaining the requirements to become one. Once in the Trade Ally Network, JC Home Renovations worked with College Holdings, LLC to establish a cost to replace all the old single-pane metal windows with high-efficiency double-pane windows with a maximum U-factor of 0.22. After providing an invoice for the cost of the windows and comparing it with the incentive amount to be paid by Pacific Power, the

incentive amount for the energy efficiency upgrades completely covered the cost of the new windows. This not only helps to reduce the financial outlay burden required on the property management company and owners but also decreases the energy burden on residents while increasing comfort for tenants in the building. This retrofit is projected to result in over 10,000 kWh savings for the Program.

## Scalability and Replication Strategies

### Overview of Scalability Potential

The Program's adaptable and innovative approach, strategic partnerships and engagement, and holistic, whole-building methodology lay a strong foundation for the Program to expand beyond the current scope. Many of these strategies and methods, such as building trusted relationships with utility Trade Ally networks, can be easily replicated and implemented in markets across the nation. Furthermore, the Program is designed to allow for certain strategies or aspects of the Program design to be implemented individually or together allowing for even more adaptation and replicability in markets. Below are some key factors driving the scalability and replicability of the Program:

- Flexible Framework: The Program is designed to be flexible, allowing for and encouraging participation in a variety of different projects and building types. This framework allows the program team to easily go between different multifamily buildings with varying systems and building specifications. By focusing on establishing and maintaining strategic partnerships with property management companies, building owners, and housing authorities the Program showcases a model that can be scaled and replicated in different markets and demographics. This adaptable approach allows and lays a foundation for a continued pipeline of projects.
- Interchangeable & Adaptable Design: The Program is designed to not only be flexible in its approach but is further designed to allow for different strategies and methods to be employed individually or together. While many of these measures have an increased impact when implemented together, they are just as easily implemented and administered individually. A utility program could focus on establishing a direct installation initiative, increasing equitable community engagement through a translation of materials or multicultural multimedia, or look at developing an inclusive and diverse workforce. These strategies have varying degrees regarding their difficulty to implement and establish, as well as varying degrees of their effectiveness (ACEEE). Based on a utility program's needs they could also look at the program design and financial mechanisms. This interchangeable and adaptable design enables easy replication in a variety of markets based on a diverse set of needs, in addition to a variety of different project or building types and schedules.
- Demonstrated Track Record: The Program's demonstrated increased year-over-year successes are perhaps the most compelling evidence for scalability potential. Once the Program team began deploying these methods and strategies, there has been a consistent increase in kWh savings claimed by multifamily projects. From 2022 to 2023, when this program design was implemented, the Program saw an over 600% increase in multifamily project submittals. Furthermore, by establishing strategic partnerships with key stakeholders in the market the team has a finger on the pulse of any potential

upcoming projects and can consult and assist as needed. Please see table showing increases in kWh savings over the years:

Table 2. Pacific Power Multifamily kWh Savings 2020 – 2023

| Year: | Total kWh Savings: | Units Served: |
|---|---|---|
| 2020 | 46,318 | 30 |
| 2021 | 23,164 | 18 |
| 2022 | 47,231 | 33 |
| 2023 | 346,340 | 414 |

## Overcoming Barriers to Deep/Whole-Building Retrofits

### Examination of Overcome Barriers

There are many inherent barriers to achieving substantial multifamily building retrofits in markets nationwide. Through direct feedback gathered from the stakeholders that have participated in a multifamily project, the program staff was able to determine barriers and how to best to overcome them. The Program has managed to overcome many of these during its time by adopting an adaptable framework described above. In this section, we will examine and review those barriers that have been overcome by the Program during its evolution.

- Complex buildings and construction schedules: Substantial multifamily building retrofits require a lot of coordination, planning, and time by all the stakeholders involved. Often the property owner must coordinate with the tenants for temporary relocation, then ensure the trade allies and contractors are prepared and on schedule with their work and prepare for any construction delays. Not to mention, the HVAC, hot water, building shell, lighting, and all building components are significantly more complicated and more labor-intensive than other building types. It is for these reasons that substantial multifamily building retrofits do not occur as often as other retrofits, the time and cost restraints are significantly higher. With these barriers in mind, the Program has focused on gathering key stakeholders early in the retrofit planning phase, often before the property owner has even thought about significant building improvements. The Program team acts as a facilitator and consultant during the entire process, pointing out where significant improvements can be made, facilitating meetings between trade allies and property owners/managers, and advising on best practices.
- Knowledge Gaps: There are a variety of knowledge gaps existing that impair the adoption of significant retrofits. Among these, are a lack of understanding of energy-efficient advancements and technologies to an unawareness of utility and other energy incentives in the market. The Program team, through strategic outreach and educational efforts, aims to close these gaps by informing and educating all stakeholders about the Program offerings and the energy-efficient advancements associated with them. The Program team intends to prove the benefits of undertaking such projects, showing the cost associated with the projects, while proving the long-term returns and benefits.

### Addressing Barriers in Low-Income Communities

Many barriers are inherent to low-income and HIC communities specifically. These range from a lack of capital to cultural barriers to a lack of representation in the utility workforce

compared to the market demographic (ACEEE 2023). In this section, we will look at how the Program has addressed these inherent barriers.

- Access to Capital for projects: Any significant multifamily building retrofit requires a substantial amount of initial capital. This is because of the complex building systems described above and the costs associated with working on them. For this reason, access to capital for these projects is a barrier often faced in the market. The Program team has addressed this by working with trade allies and building owners to provide costs from the projects as well as incentive savings from Pacific Power. By providing initial cost and return estimates, the building owner can feel more confident about proceeding. Furthermore, the Program team works to provide building owners with multiple paths for energy savings so they can plan for long-term improvements as capital becomes available.
    - The Program team has also focused on increased incentives and access to capital for projects in HICs as noted in Table 1 above. Compared to other utilities program incentives offered that were reviewed, these are some of the best in the region.
- Language & Culture Barriers: Barriers concerning culture and language are likely to be present in any market nationwide. In the Pacific Power territory, there is a large Hispanic and Latino population as described above. The Program team has addressed these barriers by ensuring all marketing, informational, and point-of-purchase materials are translated into Spanish for these residents. Furthermore, the Program team has multiple Spanish speakers who can speak with other primary Spanish speakers who are more comfortable communicating that way. We also do many multicultural events and multimedia spots to engage with the Spanish-speaking community. All this is an effort to make the Program more accessible and inclusive to a historically misrepresented population.
- Diversity in Workforce: Related to language and culture barriers, a workforce that is representative of and can relate to the community it is working in is important. While not required, the Program has begun to put a focus on applicants who bridge these gaps by speaking Spanish or having a background in building science or energy efficiency. Furthermore, the Program offers ongoing training to all team members, so they are educated on building science practices.

**Lessons Learned and Best Practices**

- Develop a flexible, adaptable, and holistic building approach that allows the property manager to know what energy efficiency upgrades he could be eligible for and start to plan for. Work closely with property management companies, building owners, and trade allies early in the process to evaluate the eligibility of upgrades, and a cost-benefit analysis of the installations, and to clarify working schedules, expectations, and goals for the project.
- Provide cost and return estimates at the beginning of projects for stakeholders so they can determine project feasibility, and the outreach team can advise on any gaps.
- Address language and cultural barriers in the market by translating all materials into languages represented. Look at including speaking those languages as a desired skill in job descriptions.
- Create a diverse and knowledgeable workforce with main points of contact for stakeholders. For building owners and trade allies to fully take advantage of the program

they need to feel like they have someone providing consistent responses and feedback. The Program team has structured itself in such a way that there is always a lead that stakeholders know who to contact.

- Strategic partnerships have been integral in the evolution and success of the Program. Through successful partnerships, the Program team can ensure success on projects and can plan on a future pipeline of projects. Some of the strategic partnerships the Program team has focused on developing over the years are with key stakeholders (property owners and managers, trade allies, building maintenance), community-based organizations (CBOs), housing authorities, county permitting offices, and trade organizations. By partnering and growing relationships with these entities and groups, the Program can navigate many of the challenges and barriers described above successfully.

**Ongoing Challenges**

There are several ongoing challenges and barriers that impede the progress of having significant multifamily retrofits occurring more commonly. Some of the barriers were discussed above, with some best practices on how to overcome them. In this section, we will dive into the continued challenges the Program is facing today, and why they continue to be a challenge.

- Zero Net Energy Whole-Building Retrofits: It is very difficult to do a retrofit on an existing multifamily building and achieve zero net energy results. As described above, any significant retrofit is going to have a substantial time and capital cost associated with it. The zero net energy goal is much more difficult because it requires improvements on most systems in the building to reduce consumption that much. Often, the building will require the addition of PV or another renewable energy source to achieve zero net energy. Furthermore, In the Program team's experience, there has been minimal interest in performing this significant of a retrofit in the market.
- Access to capital: While the Program has made substantial progress in addressing access to capital for many building owners, it can continue to be a challenge, especially for achieving significant retrofits. As described above, zero net energy retrofits require access to capital that can be beyond the scope of the Program or other utilities nationwide.
- Awareness of the Program: As much outreach as the Program team does, there are always those in the community who are not aware of the energy improvements and savings offered. The Program team is always searching for ways to address these gaps by expanding the scope of outreach to ensure we are capturing as many as we can in the community.

To see more significant, whole-building retrofits it will be important to explore all avenues to capital possible. Whether this is looking at how the utility can provide increased incentives to property owners, or the utility program teams looking at how they can combine other federal incentives with the program incentives, building owners have expressed a need for significant capital returns for these projects to happen. This helps to address the time associated with these projects as well, because as many property owners have expressed, time equals money.

Awareness of energy efficient programs and the benefits to building improvements can continue to be a challenge. Hiring and training a diverse workforce to communicate the utility program to the public, partners, and stakeholders is key to getting the message out. Ensuring access to information is available and representative of the community is another

recommendation. Building successful and strategic relationships in the community will help ensure others are spreading awareness of the Program.

## Conclusion/Summary

Pacific Power's Wattsmart Home Energy Savings multifamily program has developed a holistic, building improvement approach aimed at engaging building owners, property managers, trade allies, and other key stakeholders to approach strategic energy-efficient improvements collected by the Program's outreach team. Through this methodology, and developing and growing diverse, strategic partnerships, the Program has been able to overcome many inherent barriers and challenges present in multifamily retrofit building projects, specifically those located in low-income/HIC communities. Many of the strategies and methodologies described in the paper are replicable in markets nationwide by developing them to represent the communities and populations in the market. Through this framework, the Program has seen a steady increase in multifamily retrofit savings claimed and a growing interest and participation in the Program. By continuing to build and grow these strategies, we hope to see an increase in these types of projects, as well as more substantial energy improvement projects in the future.

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