



Sustainable Westchester
COMMUNITY REQUEST FOR INFORMATION (“RFI”)
HeatSmart Westchester Pilot Campaign
2018 - 2019

Sustainable Westchester invites its members to submit applications to be considered for the pilot HeatSmart Westchester campaign to promote clean heating and cooling systems (geothermal technology and cold-climate air source heat pumps) and energy efficiency to homeowners.

| Key Information for Submitting Request for Information | |
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| Issue Date | Tuesday, July 24 th 2018 |
| Qualified Applicants | Westchester County Cities, Towns or Villages and / or Coalitions of Towns and Villages that are members of Sustainable Westchester. <i>Applicants must have been previously involved in EITHER (1) a Solarize campaign, OR (2) an Energize campaign.</i> |
| Due Date | Friday, September 14th 2018 |
| Submission Instructions | Email application to Nina Orville at Nina@AbundantEfficiency.com with subject line written as: “HeatSmart Westchester [NAME OF COMMUNITY] RFI.” The application should be sent as two attachments as follows: 1) “ATT A [NAME OF COMMUNITY]” should contain Attachment A, the letter from the chief elected official (if for a consortium, these documents for the consortium communities should all be scanned together). 2) “ATT B [NAME OF COMMUNITY]” containing Attachment B (a single form even if for a consortium). |

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| RFI Question Instructions | Questions should be directed to Nina Orville at Nina@AbundantEfficiency.com or 914-693-6222. We welcome the opportunity to answer questions and assist with your submission. |
| Technical Submission Questions | Contact Nina Orville at Nina@AbundantEfficiency.com or 914-693-6222, or Claire Kokoska at Claire@AbundantEfficiency.com or 401-451-1263. |

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Program Summary

Sustainable Westchester, a leading intermunicipal organization delivering innovative sustainability aggregation programs to its forty-three municipal members, has assembled a team of clean energy experts and implementation partners for the proposed HeatSmart Westchester Program. Through the HeatSmart Westchester Program, the Sustainable Westchester Team will assist local communities in offering high quality, competitively-priced Clean Heating and Cooling (CH&C) installations from vetted contractors, and energy efficiency solutions to homeowners within the chosen communities.

Heating and cooling energy expenditures are responsible for one third of the carbon emissions in Westchester and New York State. The options offered to homeowners in the HeatSmart Westchester Program, discussed in detail further in this RFI, provide a proven way for individuals and communities as a whole to improve local sustainability, save on heating and cooling costs, gain positive returns on investment with incentive programs and tax credits, and create a beneficial impact to air quality, family and public health, and the environment.

The following organizations, comprising the HeatSmart Westchester Campaign Team, will administer and implement the HeatSmart Westchester Program:

Sustainable Westchester – Sponsor

Mount Kisco, NY 10549

Energy Improvement Corporation – Campaign Manager

Yorktown Heights, NY 10598

Abundant Efficiency – Technical Advisor

Dobbs Ferry, NY 10522

Earthkind Energy – Technical Advisor

Rhinebeck, NY 12571

Sustainable Westchester and the HeatSmart Westchester Campaign Team requests submissions from a Westchester community (including cities, towns, and villages) or a coalition of towns and / or villages to participate (one joint application may be submitted on behalf of the applying coalition) in this initial HeatSmart Westchester Pilot Campaign, scheduled to launch in Late October / Early November 2018.

Once the HeatSmart Westchester Community (either one city, town, or village, or a coalition of towns and / or villages) is selected, the HeatSmart Westchester Campaign Team will begin the process of selecting CH&C installers through a separate Request for Proposal (“RFP”) process. The selected CH&C installers will provide, at a minimum, competitive pricing, home CH&C

assessments, collaboration in community outreach, and installation services. The selected HeatSmart Westchester Community and selected installers, with support from the HeatSmart Westchester Campaign Team, will develop and implement an approximately 20-week community outreach campaign beginning in Late October / Early November 2018, with the goal of dramatically increasing the number of existing CH&C installations in the HeatSmart Westchester Community.

A successful HeatSmart Westchester Pilot Campaign is dependent on committed and well-connected volunteers and community leaders, particularly in identifying creative and effective ways to get the word out to their community about HeatSmart Westchester. Impactful teams will work collaboratively on a variety of tailored outreach approaches. Their objective is to encourage as many homeowners as possible to consider installing CH&C systems, especially those who may not have previously considered it, and increasing familiarity with CH&C technology and energy efficiency measures in general to displace fossil fuel-based heating and cooling systems.

The objective of HeatSmart Westchester is to significantly ramp up the rate of CH&C system adoption and energy efficiency in Westchester, by creating and servicing a demand for clean energy options in home heating and cooling. HeatSmart Westchester will accomplish this by encouraging public and positive conversations about CH&C adoption throughout our region, and by demonstrating CH&C success stories. Communities interested in HeatSmart Westchester should also consider how they might leverage the CH&C outreach to further other local energy efforts.

The success of the Solarize Program, Energize Program, and similar programs inspired the HeatSmart Westchester Program. For examples of other community-based CH&C programs, see the HeatSmart Tompkins program in Tompkins County, NY and HeatSmart Mass in various communities within Massachusetts.

SECTION ONE – Detailed Opportunity Summary

A. Program Goals and Overview

i. Program Goals

HeatSmart Westchester is a program aimed at making the CH&C systems more accessible to homeowners across the County, as well as to demonstrate the viability of the HeatSmart Westchester Program to be replicated in other regions of New York State. HeatSmart Westchester will:

- A. Substantially increase the number of CH&C installations in the selected community or coalition of communities during the outreach campaign;
- B. Lower barriers to adoption of CH&C systems and installations through careful selection of CH&C installer partners and community endorsement of the HeatSmart Westchester Program;
- C. Provide education and outreach about benefits of CH&C technology to support the continued increase in adoption of CH&C throughout Westchester in a way that can be sustained beyond the timeframe of the HeatSmart Westchester campaigns.

The HeatSmart Westchester Program will promote two prime heating and cooling technologies, as well as energy efficient building envelope improvements, as detailed below:

1. **Cold-Climate Air Source Heat Pump systems** (as defined by the Northeast Energy Efficiency Partnership), which can operate down to temperatures of five degrees Fahrenheit while also maintaining an efficiency factor of 1.75 or greater. These will include:
 - a. **Cold-Climate Air Source Heat Pump systems** that distribute the heating and cooling output through an air duct distribution system.
 - b. **Ductless Mini-Split Cold-Climate Air Source Heat Pump systems** that utilize the same two main components as central Cold-Climate Air Source Heat Pumps: an outdoor compressor / condenser and an indoor air-handling unit.
2. **Ground Source Heat Pump systems** for space heating & cooling, and water heating. An indoor heat pump unit and a heat exchanging ground loop buried underground transfer heat between the ground and the building (these systems are also known as geothermal installations). Specifically, **we will be promoting the Dandelion Energy (“Dandelion”) vertical closed-loop Ground Source Heat Pump systems** that use a ground loop to circulate an anti-freeze to exchange heat in vertical configurations, with column wells of up to 500 feet deep. Dandelion is an independent geothermal heating and cooling company, incubated by Google’s parent company. Dandelion uses proprietary technology and processes that allow them to reduce the cost of geothermal installations. Additionally, Dandelion offers 100% financing to customers.

3. **Building Envelope Improvements:** The NYSERDA Home Performance Program with Energy Star Program addresses air sealing, insulation, and upgraded heating mechanicals through a comprehensive home energy assessment done by a BPI certified contractor. These measures address tightening the building envelope with measures including, but not limited to, adding dense pack insulation, blown cellulose, and mechanical upgrades. These measures will ensure that the building envelope, distribution system, and existing heating and cooling systems are taken into account so that the CH&C technology is appropriately sized.

ii. Barriers HeatSmart Westchester is Designed to Overcome

The HeatSmart Westchester Program is designed to overcome common barriers that homeowners currently face in transitioning to CH&C systems:

A) Lack of CH&C / Energy Efficiency Knowledge

- CH&C technology is unfamiliar to many homeowners and HeatSmart Westchester aims to make the technology, benefits, pricing, and installation process accessible and simple to understand.
- For many people, the most complicated aspect of transitioning to CH&C is figuring out how to begin a process that is quite unfamiliar to them and their fellow community members. HeatSmart Westchester provides several easy starting points: check out the online resources, come to an event, and perform a simple home analysis online.
- Having several highly-vetted installers reduces uncertainty about how to choose an installer and provides a sense of certainty that the installer is both well-qualified and offers transparent, competitive pricing.

B) Trust

- An experienced team coordinates the HeatSmart Westchester Campaign. Within each community, a “Core Team” of dedicated community volunteers champions the program.
- HeatSmart Westchester Core Team outreach is designed to (1) provide residents with safe and accessible ways to learn about CH&C systems from people they know in their communities, (2) meet neighbors who also want to learn about CH&C technology, and (3) take the next step when they are ready (i.e., attending a workshop, discussing with the selected installer, and signing a contract to install a CH&C system).
- HeatSmart Westchester is designed to be as transparent as possible with all relevant information, including detailed campaign information, available through both the Sustainable Westchester and Energize websites.

C) Cost

- HeatSmart Westchester outreach helps reduce the typical cost for a CH&C installer to acquire customers, and can lead to numerous installation jobs for selected installers. The concentrated focus on a narrow geographical area for the limited period of the campaign produces efficiencies for the installers in travel and staff time. These factors help the selected HeatSmart Westchester installers to offer competitive pricing for quality installations. Through the HeatSmart Westchester Program, we are helping deliver lower cost CH&C and energy efficiency options with transparent pricing.
- Information about financing CH&C will be available via HeatSmart Westchester online resources.

D) Inertia

- Deadlines matter. Having an approximately 20-week timeframe to act is important. Residents must sign a contract with the installer by a certain date in order to take advantage of the special pricing offer. The actual installation can take place after the program window passes.

E) Other

- Standardize equipment specification and design processes across the selected community.

iii. HeatSmart Westchester Campaign Process:

In this HeatSmart Westchester Pilot Campaign, the HeatSmart Westchester Core Team of community volunteers will follow a four-step process:

1. Apply to be a HeatSmart Westchester Community.
2. Prepare for Campaign Launch.
3. Launch and Run an Outreach Campaign.
4. Celebrate and Share Results.

Step One: Apply to be a HeatSmart Westchester Community

Respond to this Request for Information (“RFI”) to be considered to participate in a HeatSmart Westchester campaign starting in September of 2018. The HeatSmart Westchester Campaign Team will select one HeatSmart Westchester Community (either one city, town, or village, or a coalition of towns / villages). HeatSmart Westchester Campaign Team members who live in communities applying to be part of the HeatSmart Westchester Campaign will not be part of the selection process. ***A threshold requirement for all communities or coalitions of communities applicants is that they must have been previously involved in EITHER (1) a Solarize campaign, OR (2) an Energize campaign.***

Step Two: Prepare for Campaign Launch

The Core Team of community volunteers will, with the assistance of the HeatSmart Westchester Campaign Team, be responsible for (1) becoming familiar with the offered CH&C technology along with its environmental and financial benefits, and (2) participating in the campaign-planning and implementation process with the HeatSmart Westchester Campaign Team and selected installers.

How are installers selected?

Sustainable Westchester will issue a Request for Proposal (“RFP”) for the CH&C installers. The HeatSmart Westchester Campaign Team will collect RFP responses from installers and facilitate a selection process, with support from NYSERDA.

The selected CH&C installers will enter into an agreement with Sustainable Westchester. There will be no official, written agreement between the HeatSmart Westchester Community and selected installers.

Step Three: Launch and Run Outreach Campaign

The Core Team of community volunteers will work with the HeatSmart Westchester Campaign Team, including Technical Advisors contracted by NYSERDA, to develop and implement a strategy for collaboration and outreach during the approximately 20-week program. Activities include the following:

- Select and share a date / time / location for a HeatSmart Westchester Launch Event;
- Pre-Launch Meeting facilitated by the HeatSmart Westchester Campaign Team, the Core Team of community volunteers, and selected installers to discuss the launch event and plan the first month of outreach;
- Launch Event – presentation and Q & A to kick off the campaign;
- Outreach aimed at reaching as many homeowners as possible, especially those who may not have considered CH&C before, and encouraging them to learn more and schedule a home assessment;
- Publicize the Program Deadline Date;
- Close-Out Meeting to reflect on the process and consider next steps; and
- Follow-Up Survey of volunteers, leads, and participants to inform future HeatSmart Westchester campaigns.

The HeatSmart Westchester Program is meant to catalyze the installation of residential CH&C in the selected HeatSmart Westchester Community. Any homeowner in the participating community can receive a quote based on the equipment and pricing outlined in the installer’s RFP response. Participants must sign a contract with one of the selected installers by the program deadline in order to participate in the HeatSmart Westchester Pilot Campaign.

Homeowners within the HeatSmart Westchester Community are free to seek bids and work with other installers at any point in the program. This is an important message for the core volunteer team to share. Any installations contracted during the HeatSmart Westchester Program with

non-HeatSmart Westchester installers may be celebrated (with permission from the homeowners) but will *not* be counted as progress toward any community incentives established by the selected HeatSmart Westchester installers.

It's important that the Core Team community volunteers to be prepared to go the distance and maintain a strong outreach presence during the entire campaign. The HeatSmart Westchester Campaign Team will support the Core Team with bi-weekly phone calls to strategize about potential outreach opportunities, help draft media advisories or press releases and ensure that the community page of the supported online resources has upcoming events, testimonials and other information posted.

Step Four: Celebrate and Share Results

The HeatSmart Westchester Campaign Team will help the HeatSmart Westchester Community gain well-deserved recognition for their results. After announcing and celebrating their CH&C successes, the HeatSmart Westchester Campaign Team will help the Core Team of community volunteers to identify opportunities to leverage the momentum from the HeatSmart Westchester Campaign efforts to support other sustainability initiatives.

iv. Program Partners and Roles

Community Roles:

- **Core Team** – A team of 4-6 community volunteers that serve as the primary organizers and drivers for the HeatSmart Westchester Pilot Campaign. The Core Team can also include community elected officials or staff members.
- **Project Lead** – One of the Core Team members should be selected as the primary contact for the Core Team. His or her contact information may appear in the HeatSmart Westchester Campaign web resources. The Project Lead will also be the main point of contact for the HeatSmart Westchester Campaign Team and the selected installers (though most communication will involve the entire Core Team). The Project Lead can be a community elected official, staff member, or volunteer.
- **Community Volunteers** – Not all volunteers need to serve on the Core Team. **The Core Team is encouraged to recruit additional volunteers (who would not be part of the Core Team) that can assist in the HeatSmart Westchester Campaign with outreach activities.** Some residents will be happy to volunteer to support specific outreach activities such as arranging an article in their church or synagogue newsletter, allowing yard signs to be placed at their home or business, or inviting a speaker to come to group meeting to explain the HeatSmart Westchester Campaign.
- **Municipal Energy Committee Members** – If your community has an energy, sustainability, or similar committee, consider focusing some of its efforts and resources on the HeatSmart Westchester Campaign for the duration of the outreach period.
- **Local Civic Groups** – The Core Team will need to leverage existing networks and groups to get the word out about the HeatSmart Westchester Campaign. Consider inviting representatives from local groups (e.g., PTA, Lions Club, or religious groups) to join the Core Team or to stay in the loop and report to their networks.

- **Individuals with Interest or Expertise in CH&C and Energy Efficiency** – Are there any CH&C energy professionals in your town? These folks may not have a lot of time to spare but might still be interested in helping out.
- **Multiple Communities** – If you are planning to partner with another municipality on HeatSmart Westchester, be sure to include volunteers from both municipalities on the Core Team.

Installers

The selected installers will offer transparent and competitive pricing, collaborate with community volunteers on outreach and lead tracking throughout the program, and provide HeatSmart Westchester customers with a turnkey inquiry-to-installation process that will make them want to encourage their neighbors to transition to CH&C too.

The following chart outlines specific partner roles and responsibilities:

| | HeatSmart Westchester Campaign Team | Core Team | Installers |
|---|---|--|---|
| Securing HeatSmart Westchester Partners | <ul style="list-style-type: none"> • Select HeatSmart Westchester communities. • Release RFP to installers; assist / coordinate the installer selection process. • Work with communities to identify strategies for engaging volunteers. | <ul style="list-style-type: none"> • Seek partnerships with community organizations to help host events and spread the word. • Find hosts for CH&C open houses and other events. | <ul style="list-style-type: none"> • Submit competitive RFP response. |
| Providing Customers with Competitive Pricing | <ul style="list-style-type: none"> • Provide online resources and handouts detailing available incentives and financing options. | <ul style="list-style-type: none"> • Lead community outreach to help the HeatSmart Westchester campaign promote the competitively priced CH&C solutions offered by selected installers. | <ul style="list-style-type: none"> • Provide site assessments. • Offer competitive pricing. • Help customers understand and apply for available incentives. • Assist customers in assessing purchase / financing options. |

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| <p>Marketing / Outreach</p> | <ul style="list-style-type: none"> • Manage online resources for program information. • Provide planning and outreach. templates for volunteers. • Facilitate initial outreach planning among project partners. • Attend and support key outreach events for homeowners. | <ul style="list-style-type: none"> • Organize / mobilize community networks and utilize a broad range of tactics to get the word out. • Organize and host outreach events and table at existing community events. • Send regular HeatSmart Westchester updates to community contacts. | <ul style="list-style-type: none"> • Participate in outreach planning. • Participate in community outreach events. • Supplement community outreach through cost-effective marketing (e.g. banners, mailings, yard signs, etc.). |
| <p>Education</p> | <ul style="list-style-type: none"> • Provide online resources on CH&C and energy efficiency. • Help orient volunteers with basic information about CH&C and energy efficiency. | <ul style="list-style-type: none"> • Answer community questions about the HeatSmart Westchester Program. • Answer basic CH&C energy questions and direct residents to available resources. | <ul style="list-style-type: none"> • Give presentations at HeatSmart Westchester events. • Answer technical questions from volunteers / residents. |
| <p>Web / Media</p> | <ul style="list-style-type: none"> • Provide information about the HeatSmart Westchester online. • Communications and media strategy / support. • Manage attention from regional media outlets. | <ul style="list-style-type: none"> • Assist in providing content (including photos and stories) for HeatSmart Westchester online resources and media outreach. • Encourage and cooperate in local media coverage (print, digital media, and TV). • Submit “letters to the editor” to local newspapers. | <ul style="list-style-type: none"> • Provide relevant information for the HeatSmart Westchester online resources. • Cooperate with partners to provide content (e.g., photos, stories) and accommodate reporters. |
| <p>Leads / Installs</p> | <ul style="list-style-type: none"> • Manage an online form for potential customers to sign up for HeatSmart Westchester site assessments and with automated leads sent to the appropriate installer. | <ul style="list-style-type: none"> • Participate in occasional outreach to leads as needed. | <ul style="list-style-type: none"> • Provide excellent customer service through customer inquiries, site assessments, system design, and turnkey installation. |

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| Administration | <ul style="list-style-type: none"> • Organize bi-weekly check-in calls. | <ul style="list-style-type: none"> • Participate in bi-weekly check-in calls. | <ul style="list-style-type: none"> • Participate in bi-weekly check-in calls. |
| Tracking | <ul style="list-style-type: none"> • Receive and manage bi-weekly reports from installers. • Track leads generated from web form(s). • Ensure all partners have access to up-to-date contacts. | <ul style="list-style-type: none"> • Gather and maintain a list of residents who have expressed interest in the program through events. • Track residents who request / receive information about other energy opportunities beyond CH&C. | <ul style="list-style-type: none"> • Track leads and contracts. • Provide bi-weekly reports to HeatSmart Westchester Campaign Team. |

B. Timeline

| HeatSmart Westchester Timeline (Dates Are Likely to Vary From Below) | |
|--|---|
| RFI for Communities: Released | Tues., July 24 th 2018 |
| RFI for Communities: Due | Fri., September 14th 2018 by 5:00 PM |
| Communities Selected and Applicants Notified. | Thurs., September 20th 2018 |
| RFP for Installers Issued | August 2018 (TBD) |
| RFP for Installers: RFP Responses Due | September 2018 (TBD) |
| Interviews with Installers | September 2018 (TBD) |
| Installer Selected | Late September / Early October 2018 (TBD) |
| The Core Team and Selected Installers meeting facilitated by the HeatSmart Westchester Campaign Team (get to know the Installers and plan the first month of outreach efforts) | October 2018 (TBD) |
| HeatSmart Westchester Launch Events | Late October / Early November 2018 |
| End Date of the HeatSmart Westchester Pilot Campaign | Spring 2019 |

SECTION TWO – Application Process

A. Eligible Applicants

A threshold requirement for applicants in this HeatSmart Westchester Pilot Campaign is that they must have been previously involved in EITHER (1) a Solarize campaign, OR (2) an Energize campaign. Eligible applicants must also be Sustainable Westchester members.

B. Application Deadline

Responses to this RFI must follow the instructions listed on page one (1) of this RFI to be considered.

C. Guidelines for Cities

The HeatSmart Westchester Program depends on community engagement and will be more successful in communities with strong social networks and community identification. Campaigns will likely have better results if focused on a particular neighborhood (or grouping of neighborhoods) or quadrant. We encourage interested cities, particularly large cities, to consider this approach and to reach out to the the HeatSmart Westchester Campaign Team to discuss it.

D. Guidelines for Communities Interested in Applying as a Coalition

Towns or Villages interested in forming a coalition with one or more neighboring Towns or Villages can indicate such interest in their application, with the following considerations in mind:

- No more than three municipalities may apply jointly for this HeatSmart Westchester Pilot Campaign.
- Cities may not join or form coalitions.

SECTION THREE – Submission Requirements

A. Submission Requirements

- **Letter (suggested two pages) from chief elected official**, containing the following (if part of a coalition, required of each coalition participant):
 - Statement of commitment to the HeatSmart Westchester Program for the duration of the HeatSmart Westchester Pilot Campaign.
 - Brief description of how the municipality will support the HeatSmart Westchester Campaign (e.g., communicating via municipal e-mail list, allowing placement of banners, flyers, etc.)
 - Articulate why your community is well positioned to take full advantage of the opportunities presented by the HeatSmart Westchester Program.
 - Describe your community's commitment to sustainability and CH&C and energy efficiency.
 - If your community wishes to enter into a coalition with a neighboring municipality, please clearly indicate which municipalities will be partnering.
 - Identify a primary program contact (the Project Lead) for the HeatSmart Westchester Pilot Campaign in your community and if part of a coalition, also specify the primary Project Lead for the overall coalition. Include an explanation of this individual's interest and commitment, along with any relevant experience in community outreach.

- **Completed Attachment A - Applicant Community Contact and Authorized Signature Form** (if applying with another municipality, one for each municipality):
 - Include names of Core Team contacts and information about their background.
 - Sign the Authorized Signature Section.

- **Completed Attachment B - Community Information Form** (if applying with another municipality, a single form for the combined application – information about all participating municipalities should be included on the form):
 - List potential outreach activities in your community to promote the HeatSmart Westchester Program.
 - Provide list of partner organizations who will help communicate about the HeatSmart Westchester Program and communication outlets that can be leveraged.

B. Evaluation Criteria

Community Commitment to Clean Energy and Sustainability

- Record of or clear articulated interest in expanding CH&C, energy efficiency and renewable energy initiatives in the community, and intent to leverage the HeatSmart

Westchester Program in working toward a longer-term goal of promoting community sustainability.

- Success of the Solarize and Energize programs in the community. Provide the number of completed projects for both the Solarize and Energize campaigns.

Project Leadership

- Ability of designated Project Lead to champion the HeatSmart Westchester Campaign and commitment of the Core Team. Examples of relevant, successful community projects should be referenced.
- Viable plan to manage the Core Team, along with the delegation of the various tasks and responsibilities. Be clear as to what team members will take leadership over specific aspects of the HeatSmart Westchester Campaign (managing Core Team duties and members, performing outreach, connecting with community networks and other resources, etc.).
- Commitment of elected officials and other key community leaders to promote the HeatSmart Westchester Pilot Campaign.

Unique Qualities, Resources and Communication Channels

- Strong community communication channels such as a local paper, digital media, community website, community-wide e-mails, social media and other resources to spread the word about the HeatSmart Westchester Program.
- Ideas and plans for effective outreach and active partnerships within the community.

Building and Demographic Factors

- The HeatSmart Westchester Campaign Team will assess the following building and demographic factors in the community to more accurately gauge the demand for CH&C / energy efficiency and potential success of a HeatSmart Westchester Campaign in your specific community:
 - a. Heating fuel type used in your community – displacing high cost heating fuel (heating oil and propane) results in greater customer savings from CH&C installations
 - b. Percentage of single-family and owner-occupied homes.
 - c. Existing technology deployment (e.g. ASHP, GSHP, weatherization through Home Performance with ENERGY STAR, electric vehicles, solar installations).
 - d. Presence or absence of natural gas service.
 - e. Median household income.

Scoring of Key Criteria

Scoring: low = 1 point, medium = 2 points and high = 3 points.

Criteria marked with an * are priorities and the points for these attributes are doubled.

| Topic | Criteria | Score |
|---|--|--------------|
| Community Commitment to Clean Energy and Sustainability | Record of or clear articulated interest in expanding CH&C, energy efficiency and renewable energy initiatives in the community, and intent to leverage the HeatSmart Westchester Program in working toward a longer-term goal of promoting community sustainability. | |
| | Success of past Solarize and or Energize campaign(s) * | |
| Project Leadership | Ability of designated Project Lead to champion the HeatSmart Westchester Campaign. Commitment of the Core Team. Viable plan to manage the Core Team, along with the delegation of the various tasks and responsibilities. * | |
| | Commitment of elected officials. * | |
| Unique Qualities, Resources, and Communication Channels | Strong community communication channels and identified partners and plans for effective outreach.* | |
| Building and Demographic Factors | Assessment of building and demographic factors.* (Data to be obtained and analyzed by HeatSmart Westchester Campaign Team) | |
| TOTAL SCORE | | |