

AIASF COTE Monthly Meeting Minutes

Meeting Date: Tuesday, April 20, 2021; 12:30 PT Zoom Meeting

Next Virtual Meeting: Tuesday, May 18th, 2021 @ 12:30pm PT ZOOM MEETING WEB LINK **HERE:**
<https://us02web.zoom.us/j/86595038333?pwd=dDIyYTNjcnRkU0JpSENsM1RucFRtdz09>

Meeting ID: 865 9503 8333 Pass Code: 361582

Or call in: +1 669 900 6833 US. Meeting ID: 865 9503 8333 Pass Code: 361582

Download the iCalendar(.ics) file to your calendar system **HERE.**

****Action Items in red** are highlighted with double asterisks. *New Items* are in italics. Links underscored.

ATTENDEES:

*Core Group: **Charlie Stott** (COTE Co-Chair)|Stott Arch; **Gail Napell**|Gensler*

***Anish Tilak**|RMI; **Bjorn Myrum**|BRW; **Doug Speckhard**|BCJ; **Emily Gosack**|Jensen Arch; **Erin Feeney**|DBA; **Lori Jue**|Forell Elsesser SE; **Remi Tan**|Z&L Properties; **Steve Gross**|Interface Eng*

DISCUSSION ITEMS:

1. General Discussion:

a) AIA National COTE Network Communications & Resources:

- ***The May/June 2021 COTE Newsletter*** is live. Betsy Del Monte is the 2021 COTE Chair.
- **Quarterly Network Conference Calls:** 11am PT (2pm ET): Scheduled for February 9, May 11, August 10 & November 9, 2021 + Deep Dive conversations on various topics throughout the year. Contact April Ovens at AIA National to sign up: aprilovens@aia.org
- **AIA's Advocacy Comm** (Update 4/20): Read COTE's May Advocacy Update that outlines the AIA's alignment with the "American Jobs Plan", and how it supports sustainability, resilience and equity across a broad spectrum of projects.
- **AIA's Resilience & Adaptation AG** (Gail Napell Update 3/16): The AG is working this year on improvements to the AIA "Design for Change" toolkit language, and the Architect's Guide to Bus. Continuity. The AIA Fundamentals of Resilient & Climate Adaptive Design is live!

b) AIA California COTE Network Communications & Resources:

- **COTE CA:** Ongoing initiatives & efforts:
 - **Statewide COTE Network Call.** Contact Hillary Krek hkreka@aicalifornia.org to join.
 - **Education:** See online Climate Action Webinar Programs developed by AIACA.
 - **Highlights from 3/17 CA COTE Mtg.** COTE CA is:
 - Working to get a carbon component into CalGreen in next code cycle.
 - AIACA, Worthen Fnd and NBI working on an All-Electric Bldg Database.
 - Zero Code adoption is running into resistance from CA Energy Commission + SoCal utilities. Need to mobilize public voices at commission hearings and locally.
 - Advocating for 2.5 Hrs of carbon CE added to ADA for bi-annual license renewal.

c) 2021 SF COTE Programs & Reach (10/20/20 & 11/17/20 Mtgs): Discussed various event topics as outlined in 2021 Events Calendar below. General conversation and action items included:

- **Partner with engineers and other organizations** to create programming and bring more people to COTE: AIA affiliates in bay area, LA, CA & beyond, AIASF subcommittees (BAYA, EQxD, etc.), Structural & MEP Engineering Firms, ULI, IIDA, SPUR, etc. ****ACTION:** **Update 4/20:** *Charlie connected with SPUR’s Sustainability Policy Director Laura Feinstein.*
- **Developers & Business Focus:** Bjorn / BRW Arch mentioned bringing in business speakers to discuss sustainability issues from their perspective. Emilie/A10 is working with Microsoft. Mark/BAR suggested partnering with ULI & USGBC. ****ACTION:**
- **Small & Medium Sized Arch firm sustainability outreach:** Include programs that scale the 2030 Commitment, Framework and other sustainability topics to smaller firms. ****ACTION:** **Charlie & Mark to reach out to BAYA (Will Searcy & Kevin Riley) Committees.**
Update 4/20: *Charlie connected with the AIASF Small Firms Comm. chair Julie Jackson.*

d) **SPUR:** SPUR’s new Sustainability Director is Laura Feinstein is taking on a host of sustainability related topics this year. Check their events calendar, and hold **June 21-23** for **Ideas+Action: Sustainability and Resilience for the Bay Area.** **04/20 Update:** *Also check out their just released SPUR Regional Strategy, packed full of great info and some fantastic info-graphics!*

2. **2021 COTE EVENT CALENDAR:** COTE Committee members are developing the following program topics. **Please join an event Working Group that’s of interest to you!**

Date/Time/ Location	Event Title & CE info & Price	Description & Action	Working Group & COTESF Leads
2021 EVENT CALENDAR:			
APRIL 2021: Wed Apr 28 12-1:30 pm	<u>“Reach Codes/Gas Bans/ Electrification – What Architects Need to Know”</u> CE: 1.5LU Cost: Free	Description: Presentation on all-electric reach code and gas-ban regs: What do architects need to know about code impacts and electrification reqts. Free thru Energy Code Ace sponsor. - Gina Rodda/Gable Energy will develop a program thru Energy Code Ace on topic. - Amy Rider/BDC and architect Cate Leger confirmed speakers. **ACTION: -Mark/Charlie: contact AIASF Policy Comm & AIAEB/SV	Working Group: -Mark Kelly -Gina Rodda/ Energy Code Ace -Amy Rider/Bldg Decarb Coalition -Cate Leger
APRIL 2021: Tuesdays: April 6, 13, 20 & 27	<u>“PEC Water Conservation Showcase”</u> CE: Varies Cost: Free	Description: Annual event organized by Ryan Stroupe at Pacific Energy Center. Mark Kelly supports Allan Robles on planning. **ACTION:	Working Group: -Allan Robles -Mark Kelly COTE SF Lead
APRIL & MAY 2021: Tue Apr 20 & Fri May 14 12-1pm	<u>“SF All-Electric Ordinance Informational Webinars”</u> Cost: Free	Description: 45-minute informational presentations about <u>SF’s New All-Electric New Construction Ordinance</u> that goes into effect June 1 2021 . Sign up for presentations <u>HERE</u> . **ACTION: <i>Charlie to get link and share event recording.</i>	Working Group: -COTE to support and advertise event.
MAY 2021: Wed 5/26 12-1 pm Addl Dates TBD	<u>“Electric Kitchens Have Arrived”</u> CE: None Cost: Free	Description: Induction Kitchen Live Streamed Demo event to follow up Gas Ban/All-Electric event in April. First event to focus on residential kitchens, with a forthcoming event for comm’l kitchens. In conjunction with Monark Appliance.	Working Group: -Charlie Stott -Teresa Jan

<p>Q3 or Q4 2021 Date TBD Webinar</p>	<p>“Project Specific Water Recycling in SF” CE: TBD Cost: TBD</p>	<p>Description: New 4/20/21. Presentation on SF’s Water recycling ordinance and building impacts. Panel w/ system mfr, engineer/architect, project owner and PUC rep. Event sponsored by WH2O Systems / Jurek Parodi CEO</p> <p>**ACTION:</p> <p>-Jurek to contact Paula Kehoe/SFPUC & owner’s rep. -Charlie to contact engineer w/ water recycling experience.</p>	<p>Working Group:</p> <p>-Jurek Parodi/ WH2O Systems -Others TBD</p>
<p>Q3 or Q4 2021 Date TBD Webinar</p>	<p>Decarbonization – Landscape Event CE: TBD Cost: TBD</p>	<p>Description: Decarbonization & Landscape Topics: Pamela Conrad/CMG helped develop the landscape carbon calculator. Is ASLA adopting any AIA tools ie. <u>2030 Palette?</u></p> <p>1/19 Update: Maggie Morrow/Petersen LA interested in carbon impacts of design, metrics & tools, owner education.</p> <p>**ACTION: Maggie to spearhead landscape carbon topic & contact Pamela Conrad after April 2021.</p>	<p>Working Group:</p> <p>-Mark Kelly -Maggie Morrow/ Petersen Studio</p>
<p>Q3 or Q4 2021 Date TBD Webinar</p>	<p>“Small Project Low Carbon Toolkit” CE: TBD Cost: TBD</p>	<p>Description:</p> <p>4/20 Update: See Emily Gosack’s “Small Project Low-Carbon Toolkit” draft at end of notes.</p> <p>**ACTION:</p> <p>-Possible collab with AIA SF Small Firm Committee? -May get pushed to 2021 if “Great Reset” series moves forward this year.</p>	<p>Working Group:</p> <p>-Emily Gosack/ Jensen Archts -Anish Tilak/RMI</p>
<p>Q3 or Q4 2021 Date TBD Webinar</p>	<p>Resilience Event CE: TBD Cost: TBD</p>	<p>Description: Topic TBD. Prior meeting discussions included:</p> <ul style="list-style-type: none"> - Risk: Insurance & liability impacts from natural disasters, climate impacts and pandemics for building and business owners; Hillary Noll is interested in the insurance topic. - AIA Resilience & Adaptation Toolkit roll out (Gail Napell) - Local jurisdictions & business roundtable (Emilie Hagen/A10) - Electrification & decarbonization and their positive impacts on resilience (Ted Tiffany/G&B). 2/16: <i>Gail rec’s Adam Kyle/Myers+ and Erik Dyrr/NRG for this topic.</i> <p>**ACTION:</p> <p>-AIA Resilience & Adaptation Toolkit rollout will likely get pushed to 2022 due to publication timing at end of 2021.</p>	<p>Working Group:</p> <p>-Gail Napell/ Gensler & AIA Resilience Chair -Others Interested: -Hillary Noll (liability topics) -Emilie Hagen (business topic) -Bjorn Myrum (electrification & resilience);</p>
<p>Q3 or Q4 2021 Date TBD Webinar</p>	<p>Passive House & Multi-Family Housing CE: TBD Cost: TBD</p>	<p>Description: Collaboration with Passive House California (Bronwyn Barry & Nabih Tahan/PHCA + Sharon Gaber, PH Mng Director) focused on MF Housing using PH methods.</p> <ul style="list-style-type: none"> - Handel Archts did 750-bed PH project @ U. of Toronto. - 1/19 Update: Hillary Noll/Mithun focuses on all-electric MF housing, and uses some PH strategies. Ed projects focus more on PH certification. Libby Barnes mentioned Rob Nicely as a GC doing residential PH projects. <p>**ACTION: Mark Kelly to develop program outline.</p>	<p>Working Group:</p> <p>-Mark Kelly/BAR -Others TBD</p>

Q4 2021 Month & Date TBD Webinar	Visual Delight – Lisa Heshong CE: TBD Cost: TBD	Description: Discussion/Lecture with Lisa Heshong about her new book “ <i>Visual Delight in Architecture: Daylight, Vision and View.</i> ” Intro/discussion with Kira Gould and Alice Sung. **ACTION: Charlie to speak with Alice & Ben at AIAEB about collaborating. Could also be an AIACA presentation or share.	Working Group: -Kira Gould/ CONNECT -Alice Sung/ Greenbank -Charlie Stott
Q4 2021 Month & Date TBD Webinar	Zero Waste Design Series – NYC + Bay Area: MF Housing CE: 1.5 LUHSW Cost: Free	Description: Zero Waste Session 3: Zero Waste & Multi-Family Housing: Panel with SF Environment (Steven Chiv) focusing on zero waste & MF Housing, their new waste calculator, and district scale strategies for zero waste. **ACTION: Waiting for response & timing from SFE.	Working Group: -Clare Miflin Center for Zero Waste Design NY -Charlie Stott COTESF lead
DEC 2021:	Holiday Party	Holiday Party TBD. Hoping In-Person!!!	
Other 2021 Events	AIASF Housing Symposium: 6/25 or 26 A21-AIA Convention: 6/17, 7/8, 7/29, 8/19 AIASF Arch+City: 9/10-30 (blackout all Sept)	GreenBuild: 9/21-23 San Diego AIASF Indigenous Arch: 10/21 AIASF Design Tech: Nov date TBD	
AIASF Available Dates (as of April 2021)	Tue 6/8 aft+eve; Wed 6/9 aft; Mon 6/14 aft+eve; Mon 7/12 aft+eve; Thur 7/15 aft; Fri 7/16 aft; Mon 7/26 aft+eve; Wed 8/4 aft; Thurs 8/5 eve; Mon 8/9 aft+eve; Thur 8/12 aft+eve; Fri 8/13 aft; Mon 8/16 aft+eve; Mon 8/23 aft+eve; Wed 8/25 aft; Thur 8/26 aft+eve; Fri 8/27 aft; Mon 10/4 aft+eve; Wed 10/6 aft; Mon 10/11 aft+eve; Tue 10/12 aft+eve; Wed 10/13 aft+eve; Thur 10/14 eve; Mon 10/18 aft+eve; Mon 10/25 aft+eve		

ADDITIONAL EVENT IDEAS FOR 2021 & BEYOND:		Target Date:
1.	Common App – How to Complete the AIACA awards form correctly (with Henry Siegel)	TBD
2.	Zero Code -- What is the Zero Code & Why is it important? Or advocacy event?	TBD
3.	AIA Framework for Design Excellence. (Pecha Kucha style initiative by Tate Walker).	TBD
4.	Environmental Equity Event -- Collaboration with AIA EB COTE / Ben Levi; or with Raphael Sperry with <u>Architects & Designers for Social Responsibility</u> . Bring Env. Equity into every sustainability topic included in the 2021 programs. (Good topic for AIASF Symposium 2022.)	TBD

ANNOUNCEMENTS / INFORMATION / RESOURCES:

Sustainability Programs, Events & Competitions:

- [AIASF Events Calendar](#) (including COTE events)
- [AIA East Bay Events Calendar](#) (including COTE events)
- [SF Bay Area Collaborative](#) Ongoing Events. Part of the [International Living Future Institute](#).
- [SF Municipal Green Taskforce Meetings](#): 2nd Wed of each month @ lunchtime.
- [Carbon Leadership Forum - San Francisco](#): See their [website](#) for events & virtual gatherings.
- [USGBC Northern California Chapter](#)

General Sustainability Information Links & Resources:

- [AIA National COTE website](#) & [AIA COTE National Advocacy Info](#)
- [COTE Top Ten Award Winners 2020 & Prior year Top Ten award winners](#)
- [Architecture 2030](#): Org advocating for reduction of green house gas emissions in the built environment.
- [Zero Energy Project](#): Website with info & links to zero energy architectural strategies.
- [Architects' Guide to Business Continuity](#) – AIA's guide to business continuity in times of crisis.

TOOLS & RESOURCES:

AIA Sustainability Resources on various topics:

- The AIA's [Where We Stand](#) statement emphasizes the AIA's commitment to fighting climate change and AIA member's ethical and environmental responsibilities.
- [AIA Sustainability Resources & AIA Sustainability Advocacy Resources](#)
- [AIA's Blueprint for Better Campaign](#). Answer with Action: How to help transform the practice of architecture to achieve a zero-carbon, resilient, healthy, just and equitable future.
- [AIA Framework for Design Excellence & AIA COTE Top Ten Tool Kit](#): Provides ten relevant measures, guidance and links to assist architects in designing deep green projects.
- The [AIA's 2030 Commitment](#) is a measureable framework used by Arch firms to commit to and track their progress toward reducing energy use and greenhouse gas emissions compared to baseline info. It includes a Design Data Exchange ([DDx](#)) for annual progress measurement and reporting. This [video webinar](#) provides the Why? What? And Hows? of the Commitment!
- [AIA Resilience Tools](#): [Understanding Resilience](#) and [Qualities of Resilience](#), and [How to Integrate Resilience into your Practice](#).
- Resilience: AIA's [Architect's Guide to Business Continuity](#) + [free webinar](#)
- AIAU's [Embodied Carbon 101](#) series covering all aspects of embodied carbon in construction.
- [Electrification NOW!](#): A great overview from the AIACA on why & how to electrify everything!
- The [Common App](#) is a design award application format that incorporates the AIA Framework for Design Excellence. Various AIA chapters are adopting all or part of the new format.

De-Carbonization / Energy Reduction / Electrification Resources:

- [Benefits of Tracking and Reporting Embodied Carbon](#) (Building Enclosure Magazine)
- [Embodied Carbon: What you can Do Right Now](#) (arcCA Digest)
- [The Financial Case\(s\) for High Performance Buildings](#): Read Stok's [Whitepaper on the subject](#), and architect Bill Leddy's [Business Case for Zero Carbon Architecture](#).
- [Zero Tool](#): Online energy reduction tool for designers to set baselines and targets, compare a building's energy performance with similar buildings and to codes, and understand how a building achieves its current energy performance.

- **Life Cycle Assessments (LCA's):** LCA's measure various harmful emissions & environmental impacts generated by building materials' fabrication, installation and reuse. The **LCA Practice Guide** from the **Carbon Leadership Forum** (CLF) provides guidance on how to conduct an LCA. LCA tools include Autodesk's **Tally**, CLF's free software **EC3** that focuses on embodied carbon tracking, **Athena** for LCA and carbon assessment, and **One Click** embodied carbon calculator.
- **Carbon Smart Materials Palette**: Online tool providing guidelines for low/no carbon material selections, specifications and guidelines for emissions reductions. The CSMP supports and complements Life Cycle Assessments (LCAs) and Environmental Product Declarations (EPDs)
- **ICE Material Carbon Database**: English database of embodied carbon of various materials. <https://circularecology.com/embodied-carbon-footprint-database.html>
- **Carbon Leadership Forum**: Webinars, events & resources on all things Zero-Carbon, including their online primer titled **Embodied Carbon 101**, and comprehensive **Resource Library**.
- **Cradle to Cradle Certified Product Registry**: Online database of products with **CtC certification**.
- **Zero Code**: National and International zero energy/zero carbon model code developed by **Architecture 2030** and Charles Eley for 2020 adoption by local and state code jurisdictions.
- The **Building Decarbonization Code**: **NBI's** code/tool delivers carbon neutral performance.
- **Getting to Zero Resource Hub** is a set of free educational resources from **NBI** containing best practices, sample policies, charrette toolkits, cost studies, technology studies, and other tools for creating a zero energy / zero carbon building.
- **A Pocket Guide to All-Electric Retrofits of Single-Family Homes** from Redwood Energy.
- **All-Electric Commercial Kitchen Info** from the Food Service Technology Center.
- **Electrification Resources** from the Rocky Mountain Institute (RMI)

Other Resources:

- **Healthier Materials Protocol**: AIA & ARUP developed this framework for design professionals to integrate healthier materials in building design by identifying resources and providing information on material health and safety. Also check out Perkins & Will's **Precautionary List**.
- **Healthy Materials Lab**: A resource for healthier building materials & more equitable design.
- **Zero Waste Design Guidelines**: NYC's guidelines target how to send zero waste to landfills.
- **IG | VISION**: Video webinars hosted by MEP engineering firm Integral Group on various topics.
- **Pacific Energy Center's Online Classes & Library**: A diverse resource for sustainable learning!
- **AB-262 Buy Clean California Act** & other California **State climate measures**.
- **Sustainable Performance Institute**: A very broad and deep resource for design firms & businesses striving to embed sustainability into their culture, process and project delivery.
- **Women in Sustainability-Design the Future Podcast** – a wonderful series of discussions with and about the many women activating sustainability in the design & construction arenas.

NEXT COTE PLANNING MEETING:

Date/Time: **Tuesday May 18th; 12:30pm – 1:30pm**

(COTE planning meetings are typically held the 3rd Tuesday of each month @ 12:30pm)

Location: **Due to the Corona Virus, meetings will be virtual for the foreseeable future.**

For log-in info, see top of meeting notes.

AIASFCOTE LEADERSHIP:

Mark Kelly, BAR Architects, Co-Chair mkelly@bararch.com

Charlie Stott, Stott Architects, Co-Chair cstott19@gmail.com

Event Topics from **Emily Gosack/Jensen Architects**:

2/16/21

'The Great Reset':

Summary: The context of our conversations with clients about building sustainability outcomes has changed substantially from one year ago: a public health crisis, worsening wildfires, and a new presidential administration. In the policy and business worlds, there are substantial conversations about how to use this moment of re-building to move towards a more sustainable future. How do we as architects and designers capitalize on this moment, to improve project outcomes by opening up conversations with our clients and connecting the dots between current crises and climate action?

Panelists:

1. **Sustainability Consultant** (someone from A10, ARUP, or other sustainability firm)- This person would ideally be able to speak synthetically about the sustainability stories that we are constructing today and how they are different than one year ago- i.e. how to weave projects that address covid safety and wildfire resiliency together with lower carbon consumption.
2. **MEP Engineer** (someone from G & B, or others)- This person could perhaps speak to building system tactics for addressing Covid safety, wildfire resiliency, and low operational carbon.
3. **Architect**- Someone with a strong climate advocacy focus who could talk about strategies for convincing clients to take a more aggressive approach to lowering carbon, and what new talking points might be appropriate now-- i.e. healthy buildings, operational resiliency, etc.

Learning Objectives:

1. Synthesize design team response strategies to COVID-19, wildfire mitigation, and climate action.
2. Describe low-carbon building system design responses that also respond to COVID-19 safety.
3. Discuss strategies for expanding client COVID-19 response goals of a project to encompass broader sustainability objectives.

"The Great Reset" Update 3/29/21 from Katie Ackerly & Erin Feeney (*with 4/20 discussion updates*):

2 (or 3?) Events under the umbrella of **The Great Reset**: First: "Mapping Tools & Resources" and Second: "How the design profession(s) see Transformation". And a third focusing on "Adaptation & Resilience".

- **Intrinsic Tools** that have transformed practice workflow (vs. extrinsic tools that shoot for targets.) Format: A design community brainstorm session to map (pros/cons) the various methods/tools. Could be a smaller COTE group session, or a more public session. **4/20 Mtg Update:** *Tech & Research – Peer to Peer. Possible participants: Jonathan Feldman/Feldman Arch (small firm) & Hilary Noll/Mithun (MFH). Late May or June date.*
- **Transformation:** How are offices successfully integrating the AIA Framework for Design Excellence & other toolkits to shift firm structure & decision making, design focus, ethos and portfolio-wide results? Pecha Kucha style with 5-6 discipline perspectives and quick, "one idea" presentations. Then a panel discussion. **4/20 Mtg Update:** *What does design leadership look like? Holding public conversations & education around Advocacy: Gov'ts Role. October Date.*
- **Resilience:** A possible third event for a deeper dive into a adaptive resilience topic spearheaded by Gail. **4/20 Mtg Update:** *What are targets for resilience? 100yr vs 50yr, etc. Green Belt Alliance – Amanda Brown Stevens ED; BARC – Allison Brooks; SPUR – Laura Feinstein. November Date.*

'Small Projects, Low-Carbon Toolkit':

Summary: As the building industry becomes increasingly aware of the role that embodied carbon plays in building sector carbon emissions, new tools and strategies emerge for assessing the embodied carbon of buildings. However, these tools can be complex, and impractical for small projects to incorporate into the design process. The purpose of this panel is to identify a specific toolkit of strategies, appropriate for small projects to easily incorporate into early project development phases to decrease embodied carbon, without embarking on a full life-cycle assessment. Ideally the panel's recommendations would get into specific technical approaches.

Panelists:

1. **Structural Engineer**- 3 approaches a design team should deploy when designing the structural system for a small project to decrease embodied carbon. Speak about the challenges of minimizing structural materials in a seismic zone, and techniques for overcoming those challenges.
2. **Architect**- Share specific low-carbon / high-insulation wall assemblies appropriate for small projects to decrease embodied as well as operating carbon.
3. **Interiors**- Share specific recommendations on interior finish and furnishing specifications. Things to look for when specifying.

Learning Objectives:

1. Discuss low embodied carbon structural design approaches appropriate for small projects.
2. Describe low-carbon building envelope assemblies and challenges.
3. Identify approaches to specifying interior finish and furnishings to reduce embodied carbon.

Event Idea from Anish Tilak/RMI & Steve Gross/Interface Eng

Update 4/9/21

'Electrification Retrofits':

Natural gas bans for new construction projects have been passed by major Bay Area cities, including San Jose, Oakland, San Francisco, and Berkeley. While these mandates will foster a market for electric space heating & domestic hot water systems in projects seeking new building permits, new construction accounts for only a portion of building stock that will need to be electrified to achieve broader building decarbonization.

Tenant improvement projects and other renovation scopes, which occur frequently and on quicker timelines, position architects to advocate for and accelerate the pace of building electrification.

Educational objectives of the session:

- The role of architects in driving heat pump adoption as part of retrofit scopes.
- (2-3) Case studies by mechanical engineers and architects for partial or full electrification in the following typologies:
 - Small commercial retrofits (AIASF?)
 - Residential retrofits
- Common system types for small scale commercial & residential heating system retrofits:
 - Electric space heating
 - DHW heating
 - Envelope upgrades
 - Demand flexibility measures
- Resources to advocate for electrification with clients when developing retrofit scopes.
 - Rebates/incentives
 - LBNL Integrated Service Packages

Session format:

Content presentation by Steve & Anish

Case Study presentation(s) by TBD

Q&A/discussion to follow.