



This Memorandum of Understanding establishes a formal working relationship between Milwaukee County and the Milwaukee Emerald Cities Collaborative for the purpose of strengthening Milwaukee County's energy efficiency and green infrastructure initiatives. The role of the Milwaukee Emerald Cities Collaborative will be to act as liaison to national-level experts, convene interested stakeholders, provide research, assemble information, explore options, design programs, and create recommendations, so that Milwaukee County has access to cutting-edge information on best practices in advancing clean, greener infrastructure, policy, and management practices. Decisions about what programming to ultimately pursue rests with Milwaukee County elected officials.

Through participation in Milwaukee Emerald Cities Collaborative, Milwaukee County joins a national Emerald Cities Collaborative network that provides mutual assistance and shared learning. The primary goals of ECC in improving our urban areas are to Green Our Cities, Build Our Communities, and Strengthen Our Democracy, starting by addressing the energy use of the built environment.

Buildings are the largest national source of energy consumption, costing \$400 billion annually in energy and causing 80% of carbon emissions in some cities. Insulation and efficient appliances can improve energy efficiency and create short-term jobs, but ECC deep retrofits link building stock to the broader urban infrastructure, maximize gains on a neighborhood scale, and target improvements to community needs.

It is this goal that the Milwaukee Emerald Cities Collaborative seeks to advance. MECC seeks to enter into a partnership with Milwaukee County to build on the exceptional work already done through the Greenprint process. We propose to expand on that foundation and use it as a significant new driver of savings and job creation for the County. Working in partnership with the Emerald Cities Collaborative, Milwaukee County can significantly increase the number of buildings that are retrofitted, deepen the retrofits performed, and create new job opportunities, thereby greatly magnifying program impact.

Through participation in the Milwaukee Emerald Cities Collaborative, Milwaukee County will have access to technical assistance and national best practice models on project design and operation. A specific priority is exploring policy options for creating of a pool of low-cost capital. A key element in scaling Greenprint is the development of a significant source of funds designated to be invested in money-saving job-creating programs that reduce the energy use in county building stock. These funds and any debt service would be repaid from the utility bill savings over time. Similar to what the state of Delaware recently implemented, the County could bond for funds to support Greenprint. There are several options for bonding, though Qualified Energy Conservation Bonds are likely to present the most appealing terms.

Working in tandem, Milwaukee County and the Milwaukee Emerald Cities Collaborative will research and evaluate financial mechanisms for expanding Greenprint programming to make Milwaukee County building stock more energy efficient. The programming would be governed by a Community Workforce Agreement (CWA) that outlines the standards and commitment to local hiring for the jobs that are developed. Milwaukee Emerald Cities Collaborative seeks to assist Milwaukee County in developing a plan and a financing framework to expand Milwaukee County Greenprint programming in order to pursue comprehensive retrofits of Milwaukee County's building stock that will achieve deep savings, generate good jobs and career pathways in associated industries, and is revenue neutral or positive.