SHARED ACCOUNTABILITY GUIDE

COMPANION TO THE SHARED ACCOUNTABILITY FRAMEWORK

For Community Implementation of a 100% Clean and Renewable Energy Commitment

100% ACCOUNTABILITY COHORT

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ACKNOWLEDGEMENTS

TABLE OF CONTENTS

HOW TO USE THIS GUIDE

This document will help you and your community use the Shared Accountability Framework to hold people accountable for an equitable transition to 100% clean, renewable energy. By "energy" we mean electricity and power for heating, cooling, transportation, and other uses. By "clean and renewable" we mean energy that minimizes harm to people and the environment.[1]

Implementing a community-wide clean energy transition is an ambitious, long-term undertaking that requires leadership and collaboration. Neither municipal government nor community leaders can succeed on their own. This guide helps community leaders and municipal staff collaborate to establish and manage a task force, committee, or group to manage a long-term accountability process.

The Shared Accountability Framework is intended for any community at any stage in its clean energy transition. However, we place a special focus on communities who have publicly committed to achieve 100% clean energy and are working on implementation. This Guide offers one accountability process model that can drive real change over time. However, you may use the framework however is most helpful for your community.

The 12-step process in this guide includes recognizing harm that has been done, understanding it, and nurturing relationships for healing. Collaborators using this document should always include people most impacted by the harm energy systems cause. Leaving communities at the frontlines of energy impacts out of decision-making is energy injustice. It is also important to engage people who are responsible for the institutions that can mitigate the harm. Together, with a strong accountability process you can shift power and resources to where they are needed, reduce pollution, create good jobs, lower energy bills, increase energy resilience in disasters, and heal racial, social, and economic inequities.

Your circle of accountability may start with community members and local government. However, keep in mind that collaborating with other cities and influencing utilities, regulators, state, tribal, and federal governments will be essential to your community's energy transformation. Maintain a collaborative approach focused on your positive vision for the future.

- **Section I** describes the ingredients for strong accountability and defines important words.
- **Section II** helps you set up an accountability process with a community-wide accountability task force.
- **Section III** guides you and your accountability task force in filling out a Shared Accountability Framework to know where you are on or off track toward your goals.
- **Section IV** helps you use what you have learned about your community's progress to make real, lasting change.

When you see this image, get ready to discuss questions with your group. You may also add your own questions at the end or ask for questions from the group.

When you see this image, you are reading a note specifically for municipal staff.

INTRODUCTION

Between December 12 and 14, 2019, 44 leaders in environmental justice, clean energy, local government, electric utilities, and accountability met in Miami, Florida for the "100% Accountability Convening." The 100% Accountability Cohort included community and government representatives from six communities (Portland, Pueblo, CO, Taos, Chicago, Atlanta, and South Miami) that have made public commitments to achieving 100% clean energy and one community (Miami) which is yet to make this commitment. All participants shared a commitment to equity, justice, and accountability in their work. The Shared Accountability Framework and this guide were cocreated by this cohort.

Our 100% Accountability Cohort is unified by a desire for an equitable transition to 100% clean energy. People come to this goal for many different reasons including creating good jobs, lowering energy bills, achieving racial justice, improving public health, and addressing climate change. Whatever the goals of your community, accountability is critical for implementation.

There are many examples of community accountability processes. There are open government task forces, citizen oversight boards for ballot initiatives, police accountability task forces, and planning commissions to name a few. Whether these processes are ignored or effective depends on community collaboration.

> *"Those closest to the problem are closest to the solution, but furthest from resources and power."*
>
> — GLENN E. MARTIN

Climate change exists because humanity has been willing to sacrifice the lives of people and ecosystems on a mass scale for economic "growth." Human well-being was not always measured in economic terms[2]. To prevent the worst consequences of climate change, communities must understand what created the problems locally and transform the system toward equity, resilience, and regenerative solutions.

Today community and government leaders are beginning to prioritize social and racial equity. It could not have come a moment too soon. The COVID-19 pandemic showed the whole world what disaster feels like, but it impacted marginalized communities the most. A crisis like this places serious financial burdens on local governments as well, straining basic services and pushing climate and clean energy efforts to the backburner. Climate plans should not move forward without sensitivity to evictions, foreclosures, utility shutoffs, energy burdens and other hardships being accelerated by this pandemic.

A lack of equity has been the Achilles' heel of climate action for 30 years. Fossil fuel companies and opponents of clean energy consistently point out the costs to low-income communities and communities

of color of transitioning the energy system. Too often clean energy leaders have not advocated for equitable policies that protect these communities. Where climate victories have been won, often low-income communities and communities of color have been central to the advocacy. Consider the examples of the canceling of the Atlantic Coast Pipeline[3], the Portland Clean Energy Fund[4], Seattle's Jumpstart Tax for a Green New Deal[5], California's climate law[6], and the Standing Rock Sioux campaign against the Dakota Access Pipeline[7].

> *"You can't have climate change without sacrifice zones, and you can't have sacrifice zones without disposable people, and you can't have disposable people without racism."*
>
> — HOP HOPKINS, *Racism Is Killing the Planet*

When it comes to energy, the factor of race cannot be ignored. It is important to pay attention to the experiences of Black people, Indigenous people, and people of color in the United States and ensure their voices are heard. Studies show people of color are *more concerned* about climate change, *less* represented in climate policy decisions, contribute *less* but suffer *more from pollution*, and have *less* access to jobs and benefits from clean energy than white people[8].

The Movement for Black Lives and the national uprising for racial justice sparked by the May 25, 2020 murder of George Floyd by a white police officer has taught this country that when Black lives are not centered and valued, Black bodies will be harmed. Black people are 79 percent more likely than white people to live

where industrial pollution is highest, and people of color disproportionately live near Superfund sites and oil refineries[9]. African-descended people have been especially disadvantaged in the clean energy economy thus-far and should be prioritized. As of 2018, nearly half of majority-Black communities did not have a single solar panel installed[10], far more than white communities of equal income.

It is also true that many majority-white, rural, and low-income communities have been targeted for fossil fuel expansion, choked by pollution, harmed economically by energy changes, and faced devastating hardship from wildfires, floods, COVID-19 and other disasters. Low-income white families in Appalachia and the Mountain West still send their kids to school right next to deadly coal mining and fracked gas operations. All frontline communities should be heard *and* it is important to pay particular attention to the role of systemic racism in our communities. Steps 3 and 5 of this guide include mapping guidance and data sources to evaluate energy equity.

This Shared Accountability Guide helps you establish and leverage a long-term durable process of accountability toward an equitable transition to 100% clean energy. Priority one is centering Black people, Indigenous people, people of color, low-income people, elders, the disabled, the detained, the undocumented, the unhoused, youth, migrant workers, those living in the shadow of fossil fuel generation sites, and others in your community who have been made vulnerable by systemic injustice. Who should be centered in your community?

THIS 10-MINUTE VIDEO SHOWS HOW FRONTLINE COMMUNITIES AND PARTNERS CREATED THE PORTLAND CLEAN ENERGY FUND
YOUTUBE.COM/WATCH?V=YNZAP7DQBHY

SECTION I: UNDERSTANDING ACCOUNTABILITY

Before we describe how to use the Shared Accountability Framework, let's discuss key terms.

What Is Accountability?

Accountability is doing what you said you would do. This requires regular evaluation, transparency, trusting relationships, and a culture of improvement. The essential ingredient is community. The word *community* comes from communication and unification. Your accountability process is about communicating effectively to unify people to achieve what your community has committed to.

KEY ELEMENTS OF ACCOUNTABILITY FROM THE 100% ACCOUNTABILITY COHORT

EVALUATION "Taking concrete steps to plan for and measure progress toward substantive and process goals… to stay on track toward the goals."

TRANSPARENCY "Publicly expressing your commitment, plan, and outcomes. Measuring needs and potential impact up front."

RELATIONSHIPS "Relationships entered into mutually and oriented around a commitment that one or both/all parties make to the other(s)."

IMPROVEMENT "Revise plans and measures over time to stay on track toward the goals…. equity is a necessary component of each element for there to be actual accountability: plans, measures, and substantive and process goals, feedback, and iterative revisions."

What does accountability mean to you?

What are the habits and behaviors that go along with accountability?

Community Energy Accountability Processes Prioritizing Equity

Providence, RI — The Racial and Environmental Justice Committee (REJC) integrates community and local government voices into City decision-making through the Office of Sustainability. $1300 honorariums are provided for participation.

Minneapolis — The Energy Vision Advisory Committee serves as a grassroots voice guiding the Minneapolis Clean Energy Partnership between the City of Minneapolis, Xcel Energy and CenterPoint Energy. The committee has exposed long-ignored community concerns and prioritized frontline community engagement.

Seattle — The Seattle Environmental Justice Committee advises city staff on its Energy & Environmental Agenda and grows environmental justice leadership.

Washington, DC — The Far Northeast Ward 7 Equity Advisory Group (EAG) was created to give community input into the District's two climate plans. Participants are provided a stipend, meals, and childcare during meetings.

Real Change

> "All that you touch you Change. All that you Change Changes you. The only lasting truth is Change. God Is Change."
>
> — OCTAVIA BUTLER, *Parable of the Sower*

Communities are making commitments to 100% clean energy in order to change problems like pollution, climate change, unaffordable energy, and environmental racism.

Change is about shifting your direction.

But, do you know which direction you are headed in? And can you keep heading in the right direction over time? That is a real change!

Real change requires an evolving cycle of new behaviors.

Four *behaviors* and four *values* are important for real change:

- As you **measure** progress, build the muscle of **accountability**.
- As you **envision** the future, be **ambitious**.
- As you take **action**, prioritize **equity**.
- As you **celebrate** progress, grow **community**.

The Shared Accountability Framework and this guide show you how to **measure** progress and build the muscle of **accountability**. Throughout this guide and in Appendix B, we share other resources to help you continue the cycle of real change.

Why Equity is Fundamental to Accountability

> "Without equity, accountability is not possible. The world we live in is not equitable because it is not accountable to the needs and lives of Black, indigenous, and people of color communities. White supremacy has many ways to keep us from holding ourselves and our institutions accountable - scapegoating, defensiveness, and paternalism are just a few of the ways. Portland found that the city was always falling short on climate justice goals because equity was not at the center of conversations. Black, indigenous, and people of color were being left out and sometimes harmed in the process, as well as low-income people and women. Due to the resounding and consistent demands from communities of color that we would be at the table, communities of color were able to start changing these norms. The Portland Clean Energy Fund is just one local example of it, but it has been happening throughout justice movements. Now it is more accepted across the community that equity has to be centered."
>
> — ANISSA PEMBERTON,
> Portland Clean Energy Fund Coalition Coordinator,
> member of the 100% Accountability cohort

PHOTO: KENDALL

> "Equity is about restoring power and resources to people and communities who have been most harmed by the ongoing legacy of colonization, slavery, and injustice based on white supremacy and toxic patriarchy."
>
> — VU LE

When you trace their history, problems like pollution, poor health, and economic inequality share a common root — sacrificing the lives of people and ecosystems for economic "growth." An equitable transition to clean energy creates a fair and just distribution of resources so nobody's needs are sacrificed. This allows your community to avoid exacerbating problems like conflict,

marginalization, and economic harm in your energy transition.

A doctor cannot heal a disease without understanding where it is coming from. A focus on equity gives communities the awareness they need to heal.

Case Study: Minneapolis

In Minneapolis, a community accountability process has helped challenge energy inequity for renters. Like many states, Minnesota utility energy incentives have primarily gone to property owners, not renters. Even new efficiency programs designed for multifamily properties were only available to renters through proactive participation by the landlord. The utilities didn't see this as an issue even after community members pointed out that tenants pay utility bills and landlords have no incentive to pursue efficiency. City leaders and community members heard repeated statements from the utilities effectively saying, "bad landlords aren't our problem."

The utility's attitude had persisted for decades. Community members advocated for an Energy Vision Advisory Committee. This committee serves as a grassroots voice guiding the Minneapolis Clean Energy Partnership between the city of Minneapolis, Xcel Energy and CenterPoint Energy [11]. Community members on this committee revealed how unjust the current framework is for renters. This gaping hole in program access only became clear because we had an accountability structure where grassroots community members could review and highlight issues with the current approach.

Though much remains to be done for real accountability, this conversation has prompted several actions at the city level already. This includes a new rental disclosure ordinance, energy benchmarking of large multifamily buildings, and efforts to secure a Pay As You Save™ inclusive financing model to help renters and low-income communities address the upfront cost barrier of energy upgrades.

— TIMOTHY DENHERDER-THOMAS,
Cooperative Energy Futures

PHOTO: BRUCE KONEWKO

Many people say that to save the world, we have to reduce pollution as fast as possible and shift our technology while leaving equity and social justice for others to solve. This does not work because equity is fundamental to accountability and accountability is fundamental to transforming energy systems.

When we try to stop pollution while ignoring frontline communities, polluters leave these communities out of the clean energy economy and perpetuate harm. Frontline communities and Black people, Indigenous people, and people of color become the loopholes in our "big commitments". Instead, when we grow community well-being and equity while tackling pollution, we grow power to stop pollution where it lives: in our most vulnerable communities.

Being accountable for social equity is not only ethical, it is a survival strategy. A 75-year Harvard study on happiness concluded that good relationships are the most important determinant of positive health outcomes[12]. Throughout history, many Indigenous cultures have survived for thousands or tens of thousands of years by prioritizing equity values like respect for all life, community well-being, and consideration for future generations[13]. Over the last 200 years, today's dominant cultures have put humanity on track for self-destruction. We have diminished equity values while measuring well-being in economic terms. We must heal the disease at its root — we must value all life.
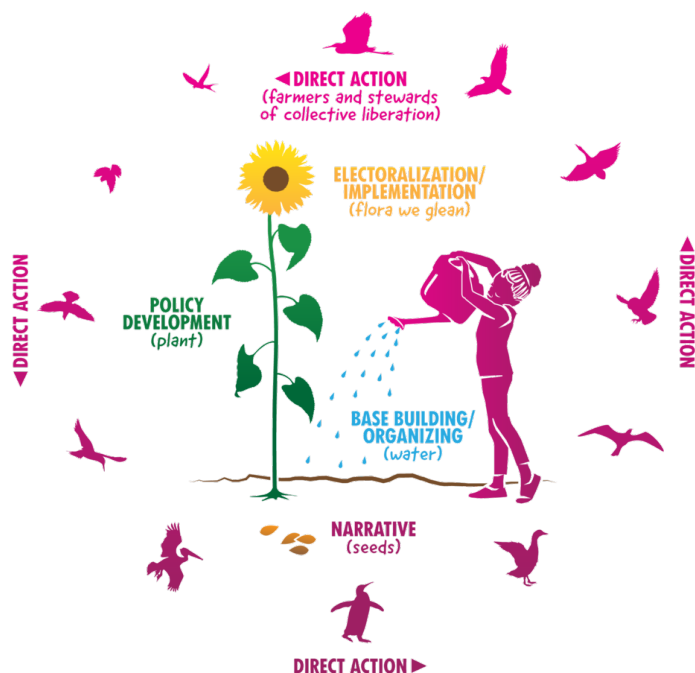

IMAGE: CÉSAR MAXIT AND CLIMATE JUSTICE ALLIANCE

The [People's Orientation to a Regenerative Economy](#) outlines critical intervention points for community-led frontline organizations, advocates, policy makers and workers. The graphic on the previous page, designed by the Climate Justice Alliance, outlines their "theory of change," beginning with developing the narrative for change and ending with direct action.

Racial Equity

Racial equity is the fair, just distribution of resources, explicitly targeting and prioritizing racial groups who have the greatest need due to being systematically disenfranchised and using these resources to address both historical and contemporary injustices and their consequential burdens.[14]

Inequality
Unequal access to opportunities

Equality
Evenly distributed tools and assistance

Equity
Custom tools that identify and address inequality

Justice
Fixing the system to offer equal access to both tools and opportunities

CONCEPT BY TONY RUTH [TWITTER.COM/LUNCHBREATH](#)

Achieving racial equity requires strong goals and a shared commitment. In most communities, for racial equity to become reality, power and resources must shift from where they are now. The median wealth for a single Black woman in her prime working years is $5. It is $42,600 for a single white woman in her prime working years, which is only 61 percent of the median wealth of a single white man of that age[15]. Differential care must be given as we develop policy and programs in order to bridge the health and wealth gap for Black people, Indigenous people, and people of color.

"Any commitment to racial equity which does not directly shift power and resources to racialized communities which need them the most and have the greatest need, is empty and potentially harmful. The systemic change we seek requires a tectonic shift in how resources are distributed in our society, in order to remove racialized inequities and improve life outcomes for Black, Brown, and Indigenous people."

— OLATUNJI OBOI REED, Equiticity

OLATUNJI OBOI REED AT THE 2018 WORLD BICYCLE FORUM IN LIMA, PERU, AFTER SERVING AS A CLOSING PLENARY SPEAKER. PHOTO CREDIT: EQUITICITY.

Community Resilience

Safety is the first responsibility of every community. *Community resilience* is a community's ability to withstand, adapt, and recover from a disaster or crisis. Access to electricity, heat, cooling, and transportation can be life or death in a crisis. That is why it is important that your 100% clean energy accountability process address community resilience. All people have a right to live in a socially, economically, and environmentally resilient manner.

First, identify who is most vulnerable in your community. Unequal access to resources, historical marginalization, systemic racism, and other factors often make Black people, Indigenous people, people of color, low-income people, the elderly, disabled people, the detained, youth, women, LGBTQIA+[16] people, immigrants, and the unhoused more vulnerable than others. This is true before, during, and after a crisis. A 2019 NPR investigation[17] found that "white Americans and those with more wealth often receive more federal dollars after a disaster than do minorities and those with less wealth." The investigation found that federal disaster spending tends to exacerbate wealth inequality.

While disasters like the COVID-19 pandemic shine a light on inequities among communities and often deepen them, they are not the root cause. These inequities are preexisting conditions that must be addressed before the need for resilience arises. Incorporate your own measures of success for community resilience into your

[Shared Accountability Framework](#) and 100% clean energy implementation plan.

💬 *What disaster response and community resilience efforts and plans exist now?*

In a crisis, what areas are likely to lose power first, or have it restored first?

Who will be most impacted by a loss of power?

Which members of your community will have a hard time accessing resources?

How can access to resources be improved?

What resources might your community need which do not exist there now?

Frontline Communities and Populations

Frontline communities are communities of people that are most impacted by a problem. Some communities prefer the term "environmental justice", "vulnerable", "impacted" or "marginalized" communities. Consider historical legacies of harm as well as current harm. Systemic racism faced by Black communities, Indigenous communities, and communities of color is of particular importance considering the cumulative impact of slavery, segregation, internment camps, forced assimilation, broken treaties, poll taxes, disenfrachisement, redlining, employment discrimination, police brutality, and other forms of racial prejudice and injustice within our history.

Identifying frontline communities is a necessary first step to prioritize, resource and implement climate equity solutions. Frontline and environmental justice communities should always be centered in the process of defining these areas. Environmental justice coalitions in California, Illinois, and New York have successfully codified environmental justice communities in state policy. These definitions have allowed policymakers and advocates to direct special protections and resources to these communities. Data on demographics and inequities from "State of the City" reports, Equity Indicator Reports, the [EPA's EJ Screen](#) mapping tool, [CalEnviroScreen](#), or the [Greenlink Equity Map](#) can be helpful in the process of defining frontline communities.

When you've built trusting relationships, consider mapping which areas are most impacted within the broader community. This can help you focus attention where it is needed most. Be careful. Remember that vulnerable people sometimes live in privileged areas as well.

Frontline Populations are categories of people who are most impacted. "Marginalized people", "underserved people," "vulnerable people," "disenfranchised people," or are often used to describe these populations as well. Consider historically and currently disadvantaged populations such as Black people, people of color, Indigenous people, immigrants, low-income people, people without homes, renters, formerly incarcerated and incarcerated people, seniors, youth, people with disabilities, women, and LGBTQIA+ people among others.

Community-Owned Energy

When communities own their energy versus investor owned utilities or private companies, they decide or influence who will work in the jobs created, who will be protected from shutoffs in a crisis, and which customers benefit and what they will pay. Sharing the benefits through community control increases the political base of people invested in an equitable clean energy transition. Examples of community control of energy include community choice aggregation, energy cooperatives, municipal utilities, community solar, green banks and energy trusts[18].

Energy Burden

"Energy burden" is the percentage of household income you spent on your home energy bills.[19] If you live in a community of color or a low-income community, or any older building, your energy burden probably far exceeds the national average (3 percent). The most common reason people take out high-cost payday loans is high utility bills.[20] This can exacerbate problems around poverty and quality of life. Energy efficiency and clean energy can make energy burden better or worse depending on how you set up the program.

STEP 1

Determine Your Structure and Collaborators

The purpose of your accountability task force is to create, update, and leverage the Shared Accountability Framework to meet your goals.

YOUR ROLE AS THE INITIATOR(S)

After your community passes a 100% clean energy resolution, implementation requires a strong system of shared accountability. This is a complex and challenging task for any community. Your first goal as initiator is to set up an accountability task force, committee, board, or group that can design and evaluate your Shared Accountability Framework. What you choose to call the shared accountability group is up to you. For consistency, we will refer to it as the "task force" in this guide.

Start with an informal group and work toward establishing an institutional body with authority and resources when you've created a shared vision. If you are a community member, think about relationships you already have, reaching out to diverse and important

populations, and when and how to engage city staff to add institutional legitimacy and power to your accountability process.

If you are city staff, your role is critical. To create real change over time, you have to shift the priorities of many city departments, utilities, and other stakeholders toward an equitable transition to 100% clean energy. Engaging people beyond your department and throughout the community can add diversity, influence, and perspective to your accountability process.

COMMUNITY MAPPING AND TAKING A SYSTEMS APPROACH

Your accountability process should take a systems view of the problems and an ecosystem approach to solutions. No city department or community organization can succeed on its own. A systems view sees issues as interconnected and dynamic, considering the relationships involved to identify points of intervention[21]. An ecosystem approach to solutions helps you map relevant stakeholders[22] and clarify unique roles to implement solutions. Consider who to involve as

potential task force members, advisors, or otherwise—and when and how often to engage each stakeholder.

A power map of local energy decision-makers can help your stakeholder planning. For example, if your electricity comes from an investor-owned utility (IOU), the state Public Utility Commission will hold a lot more authority than city government or other entities in energy decision-making related to the IOU. The below example of power-mapping is a "delivery chain," which can be useful for planning action, diagnosing challenges or gaps, or finding ways to engage. Step 3 of this guide offers community research to inform your accountability process.

Delivery Chain Example:
Implementing an Energy Efficiency Retrofit Finance Program

What are the potential risks?
1. Weak existing relationship
2. Limited technical capacity
3. Concept is complex and benefits hard to understand
4. Lacking political will
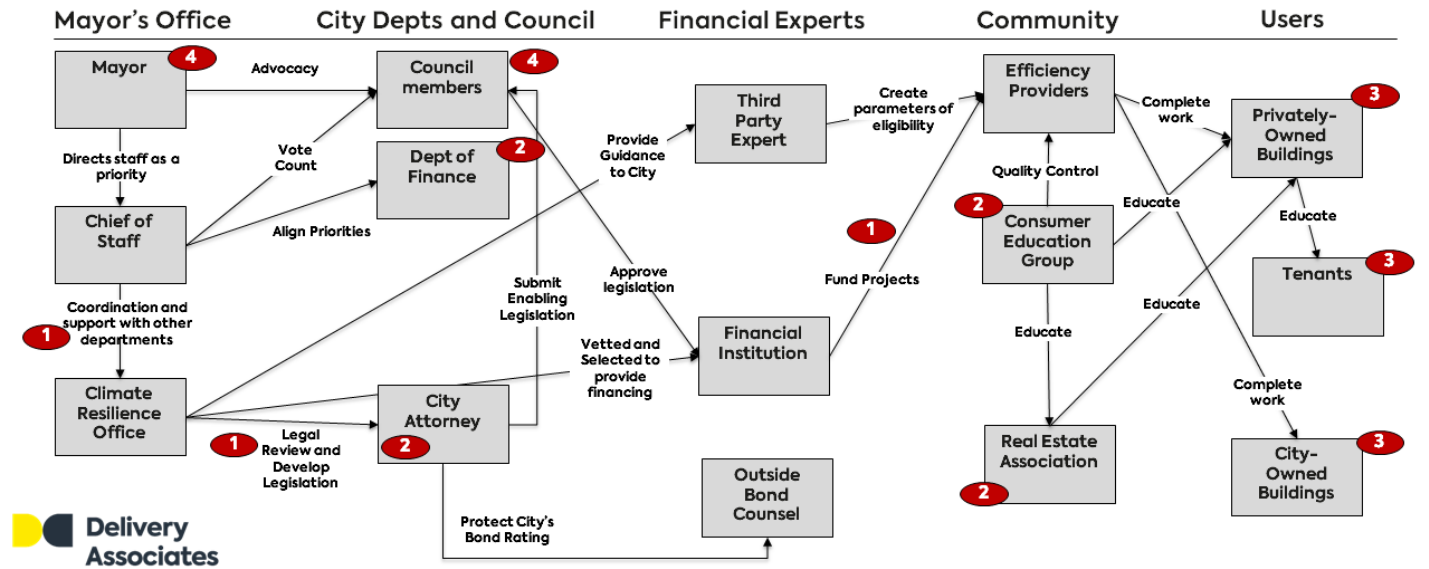
CHART COURTESY OF DELIVERY ASSOCIATES

STRUCTURE OF YOUR ACCOUNTABILITY TASK FORCE

Who the initiator(s) are will influence what structure you choose. Choose a structure to start with, knowing it may be possible to change the structure in time. Here are three options for your structure:

STRUCTURE	PROS	CONS
Community Establish a community task force outside of city government processes. This structure may be necessary if you lack trust or relationships with city government. Whether or not they are within your task force, engaging city staff can help identify responsible parties, partners, and navigate city government energy decision-making. Discuss how to institutionalize and resource your task force with influence over time.	Flexibility, full control by community members, easier to equalize power of all members	Lacks governmental authority and credibility, less motivation to participate
City Advisory City establishes an advisory task force or board. Another option is to modify the charge of an existing board or committee. Consider requesting volunteers from or modeling your task force after committees or boards on housing, racial equity, and sustainability.	Some formalized government influence, consistency, simpler to establish than a legal body	Can lack authority, confined to city protocols, a challenge to equalize power between government members and community members
Authority Establish a task force with decision-making authority in City government.	Formal influence, consistency of participation	Lack of flexibility, high effort needed to establish the body, a challenge to equalize power between government members and community members.

MEMBERSHIP CRITERIA

Consider:

- Representation of Black people, Indigenous people, and people of color should reflect the diversity of your community at a minimum.
- Low-income people, women, LGBTQIA+[23] people, formerly incarcerated people, and others historically underrepresented in power should be represented.
- Residents of frontline communities have unique perspectives on energy issues.
- 100% clean energy coalition members may be particularly motivated to engage.
- City sustainability, energy, resilience, housing, or other staff have special knowledge of and influence on energy decisions.
- Seek qualities like commitment to trust-building, collaborative spirit, commitment to equity and community, sense of responsibility, and motivation.

Can this group of people work together successfully?

Does this group have enough power to influence actions of responsible parties?

Is adding a city councilor or other elected official to open doors and get answers with responsible parties worth trade-offs like having an imbalance of authority in the group that may diminish other voices, add formality, and impose time restrictions?

What are the pros and cons of starting with a small group with a plan to expand membership strategically after doing community mapping, power mapping, and energy research together?

SIZE OF THE TASK FORCE

Ask yourselves, what is the right group size to engender trust, achieve progress, and have the community representation and influence we want? We recommend 5 to 10 people. A small task force cannot represent all views of the community and local government and should not be your only tool for implementing your goals. Advisors and community engagement complement this process.

CHARGE AND SCOPE

Define what your task force is responsible for and what it is not.

Consider these responsibilities:

- Develop a Shared Accountability Framework and update it annually.

- Develop a democratic, equitable, and effective framework update process and evaluate and improve it annually.
- Solicit and analyze feedback on goals, milestones, and the accountability process from a diverse group of stakeholders.
- Communicate framework results and recommend actions for decision-makers based on the annual framework evaluation.

DETERMINE SUPPORT FOR MEMBERS

Some members may need stipends or other support to participate. If you are city staff, your department may have limitations on spending for meetings. Consider asking community foundations and local philanthropists to support the accountability process. Longer-term, you may be able to secure funding for city energy planning and your accountability process through a utility franchise fee or another state or utility process.

Can people who need it be compensated for their time?

Is language translation necessary for equal participation of all members?

Can we provide childcare for meetings?

Can food and refreshments be provided?

Is our meeting location accessible to everyone?

Does our meeting schedule accommodate those with the least time to give?

What best practices can we learn from other city-community meetings?

MEETING SCHEDULE AND LOCATION(S)

Do biweekly, monthly, or quarterly meetings make sense? Meet consistently enough to achieve your charge and scope. We suggest meeting more frequently in the beginning to establish the framework and process, and scaling back afterward. City staff, well-resourced community members, and frontline community members may have very different limitations on their time.

First, make sure everyone can access the location and meeting times. Then seek to balance convenience, efficiency, comfort, and other factors. Hosting accountability meetings in a government office may positively influence government decision-makers toward your goals. Another option is to rotate meeting locations.

Can people who need it be compensated for their time?

Is language translation necessary for equal participation of all members?

Can we provide childcare for meetings?

Can food and refreshments be provided?

Is our meeting location accessible to everyone?

Does our meeting schedule accommodate those with the least time to give?

What best practices can we learn from other city-community meetings?

MEMBERSHIP EXPECTATIONS AND TERM

Make expectations realistic and clear before you recruit members to the task force.

Consider these expectations:

- Participate in at least 75 percent of the meetings of the task force during your term, which happen on a __ _basis
- Complete ___ to ___ hours of readings before each meeting (more reading requested before the annual Shared Accountability Framework evaluation)
- Agree to follow the values and community norms of the task force

Consider a one-, two-, or three-year term for task force members. Longer terms can help the task force gain more influence with decision-makers over time but can limit the perspectives represented and may be difficult for some.

🏛 *City staff should consider staff turnover, for example after elections.*

RECRUIT AND INITIATE TASK FORCE MEMBERS

Be transparent about your task force structure, process, expectations of members, membership criteria, and support available. Promote the membership opportunity widely to ensure diverse representation and gain support

for this process within the community. We recommend a membership application with a fair and efficient selection or election process based on your membership criteria.

Build goodwill by welcoming and initiating new members well and celebrating and appreciating members whose term has ended. Consistently ask yourselves, "are the right people at the table to lead our community to an equitable transition to 100% clean energy?"

<div style="border:1px solid #000; display:inline-block; padding:4px;">**STEP 2**</div>

Decide How You Will Collaborate in an Equitable, Democratic, and Accessible Way

"First forget inspiration. Habit is more dependable. Habit will sustain you whether you're inspired or not. Habit will help you finish and polish your stories. Inspiration won't. Habit is persistence in practice."

— OCTAVIA BUTLER, *Bloodchild and Other Stories*

Once you have a strong, committed, and diverse group of collaborators, it is time to decide how you will collaborate. A shared accountability process requires effective and consistent communication and unification around common goals. Accountability breaks down when goals are forgotten, transparency fades away, or conflict arises.

🏛 *If you are city staff, your role in building trust with community stakeholders for a shared process is important and should be your first priority.*

💬 *How can the task force be structured to balance formal authority and connection to local government with elevating community leadership?*

What is my equitable role in this task force as compared with community-members? How do I balance power-dynamics within the group?

What city departments or public officials need to be engaged? In what ways should they be involved? At what point(s) in the process?

How can the work of the task force help me advance accountability within local government?

SHARED VALUES

Decide on shared values for your task force and expected behaviors everyone should use that match those values. One key value for task force members is that they seek to consider a broad range of community perspectives beyond their own.

Choose one of these documents on equity values for energy and climate change work to review as a group:

- People of Color Environmental Justice Principles of Working Together
- Jemez Principles for Democratic Organizing
- Principles of Environmental Justice
- Equiticity Racial Equity Statement of Principle

💬 *What is a value that resonated with me? Why?*

What is a behavior that matches this value?

What behaviors don't match this value?

Take notes on large paper on the wall. After discussion, ask members to check the two to three values they like most. Decide together what values to hold as a group.

COMMUNITY AGREEMENTS

Discuss behaviors that match each value. Translate these behaviors into community agreements for all members to follow.

Example agreements:

- Use language that is accessible to everyone, including how data is shared.
- Practice universal respect and avoid patronizing.
- Value lived experience and community expertise as much as technical knowledge.
- Strive to make everyone feel welcomed within their unique identities.[24]
- All members are given equal access to the process including agenda setting and decision-making.

Two notes on accessibility:

- If you allow virtual access, make sure all participants have the technology and experience needed to participate.
- As you start the task force, consider providing education on the city's energy system, equity and justice considerations, and community decision-making. Value community expertise, don't make assumptions, and avoid condescending behavior.

DECISION-MAKING PROCESS

Decision-making should be fair, transparent, and democratic, considering different levels of power and privilege in the task force. Whether you use consensus, majority vote, or another process (See this Decision-Making Structures visual) it is important to give every member an equal opportunity to weigh in on each decision. Your decision-making process should be clear to everyone and periodically evaluated.

FACILITATION AND AGENDA-SETTING

Effective facilitation helps the group understand common goals, follow a clear process, share power, and feel a sense of empowerment and investment. If you have resources, hire a third-party facilitator from the community, at least at the outset.

Consider whether to appoint or elect a single chair, cochair, or rotating chairs. Having a community member and city staff person serve as cochairs can help you build city-community relationships. Cochairs must have a respectful working relationship and be committed to respecting the process. Give members regular opportunities for feedback on the facilitation.

Resources on facilitation and effective meetings:

- Meeting facilitation: The No-Magic Method by Training for Change
- Diversity welcome: exercise to enhance a feeling of inclusion by Training for Change
- Blog on facilitative leadership, Big Democracy, and racial equity by Interactive Institute for Social Change

TRANSPARENCY AND EVALUATION

Evaluate your accountability process as a task force at least annually and seek feedback from community advisors. Create a culture of continuous improvement. Lean into community engagement and transparency. Publish your task force values, membership, and process online. See Section IV on Leveraging the Framework for more on this.

TASK FORCE ADVISORS

Advisors can help you understand and connect to populations you want to engage, intersect with important issues beyond climate and energy, and have influence with decision-makers. Advisors can also provide technical assistance in subjects like utility data analysis, electricity markets, energy system dynamics, equity, policy, and economic analysis.

Advisor examples:

- A housing justice and/or tenants rights group
- A local nonprofit focused on sustainability
- An energy utility or utility regulator
- An organization focused on energy research and analysis
- A local college or university researcher focused on racial equity, energy, or quantitative analysis
- An elected official in local, county, or state government
- A local Black economic council
- A grassroots community organization serving an ethnic group

CITY-COMMUNITY ENGAGEMENT

Short-term pressures to meet political and/or programmatic deadlines or constraints in capacity or funding may push city staff to deprioritize community engagement. In the long run, your community's energy transformation can only succeed with robust community engagement and community power to create equitable energy goals and outcomes. The Spectrum of Community Engagement to Ownership by the Movement Strategy Center helps local governments and community organizations facilitate community participation to advance community-driven solutions.

THE SPECTRUM OF COMMUNITY ENGAGEMENT TO OWNERSHIP

Facilitating Power

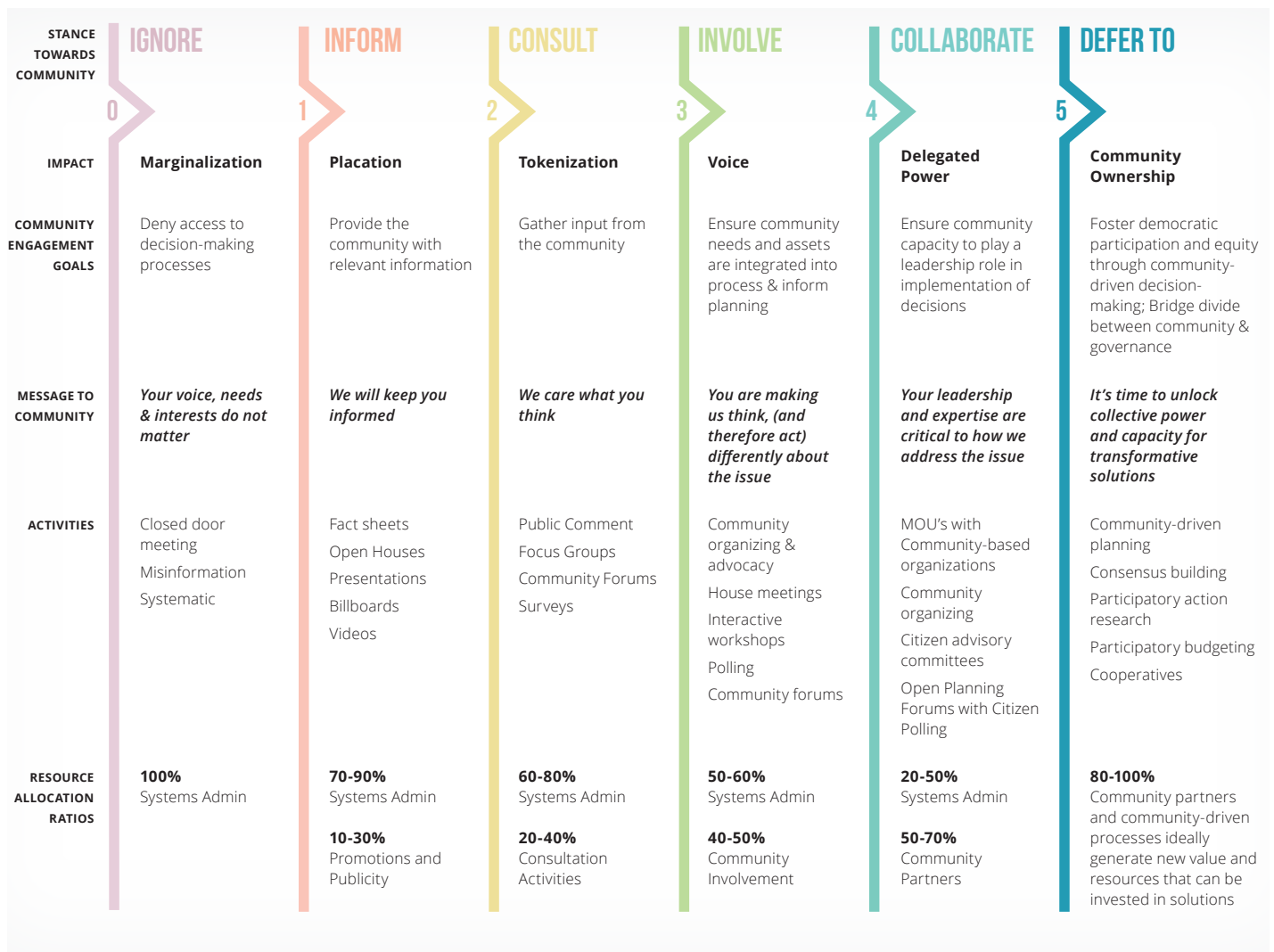| STANCE TOWARDS COMMUNITY	IGNORE 0	INFORM 1	CONSULT 2	INVOLVE 3	COLLABORATE 4	DEFER TO 5
IMPACT	Marginalization	Placation	Tokenization	Voice	Delegated Power	Community Ownership
COMMUNITY ENGAGEMENT GOALS	Deny access to decision-making processes	Provide the community with relevant information	Gather input from the community	Ensure community needs and assets are integrated into process & inform planning	Ensure community capacity to play a leadership role in implementation of decisions	Foster democratic participation and equity through community-driven decision-making; Bridge divide between community & governance
MESSAGE TO COMMUNITY	*Your voice, needs & interests do not matter*	*We will keep you informed*	*We care what you think*	*You are making us think, (and therefore act) differently about the issue*	*Your leadership and expertise are critical to how we address the issue*	*It's time to unlock collective power and capacity for transformative solutions*
ACTIVITIES	Closed door meeting; Misinformation; Systematic	Fact sheets; Open Houses; Presentations; Billboards; Videos	Public Comment; Focus Groups; Community Forums; Surveys	Community organizing & advocacy; House meetings; Interactive workshops; Polling; Community forums	MOU's with Community-based organizations; Community organizing; Citizen advisory committees; Open Planning Forums with Citizen Polling	Community-driven planning; Consensus building; Participatory action research; Participatory budgeting; Cooperatives
RESOURCE ALLOCATION RATIOS	100% Systems Admin	70-90% Systems Admin; 10-30% Promotions and Publicity	60-80% Systems Admin; 20-40% Consultation Activities	50-60% Systems Admin; 40-50% Community Involvement	20-50% Systems Admin; 50-70% Community Partners	80-100% Community partners and community-driven processes ideally generate new value and resources that can be invested in solutions

CHART COURTESY OF MOVEMENT STRATEGY CENTER

Additional Community Engagement Resources:

- From Community Engagement to Ownership: Tools for the Field with Case Studies of Four Municipal Community-Driven Environmental & Racial Equity Committees — This resource helps city staff and frontline communities of color work together toward racially equitable decision-making with an engagement plan and case studies.

- Watch this two-minute video on Big Democracy from the Interaction Institute for Social Change to learn how Go Boston 2030 designed a process for the public to frame the vision and ideate on the solutions.

- The Sierra Club Community Dialogue Guide helps you engage diverse stakeholders to develop your clean energy plans.

STEP 3

Make a Map and Timeline of Energy

To transform your energy system, it's important for the community to understand it. Make a map of the history and current reality of energy in and around your community.

First, consider the time and budget you have for research. If you have the capacity for deep research, the Energy Democracy Scorecard is a comprehensive tool for researching and evaluating your city's energy system from a social, energy, economic, and governance perspective. If you have less capacity, the Greenlink Equity Map (GEM) provides 20 equity indicators at the neighborhood level from an energy lens for 50 leadership cities across the United States. Use these or other tools to research a few of the questions below.

You may choose to stagger research until after establishing your initial Shared Accountability Framework. Keep momentum going.

INITIAL ENERGY-RESEARCH QUESTIONS

In your task force, discuss to what extent you already know or need to find the answers to these questions, and who can find them:

Where is energy generated that the community uses? Who lives nearby?

What are the largest energy pollution sources in and around the community?

What is the history of these pollution sources?

What health impacts come from this pollution?

What is the cost of electricity or other energy bills as a percentage of somebody's income ("energy burden")[25] in different parts of the city? Consider race, ethnicity, income, and other factors.

Who has power and influence to control energy policy, resources, and decisions in your community?

Do we have an investor-owned utility, municipal utility, or co-op?

Who owns the largest energy facilities? Who benefits from them most?

What changes to more renewable energy and energy efficiency are already happening, and who is benefiting?

What are the obstacles to renewable energy and energy efficiency moving forward?

SIX STEPS TO CREATE A MAP AND TIMELINE OF LOCAL ENERGY

1. Draw a timeline of big energy changes that have happened in and around your community.

2. After your research, invite members of the group to draw a map of energy impacts in the city right now.

3. Facilitate a discussion with your task force, advisors and the community about your map and timeline. Gather stories to unpack energy inequity in the community and work toward shared solutions.

   - Start with a blank slate for the discussion.

   - Pair people together and ask them to describe what they see of the electricity and energy systems in their community. Ask them how this may have changed over time. Write down what they share.

   - Next, ask the pairs to share inequities in the community related to electricity and energy, based on their lived experience. Ask them to describe how these inequities may affect communities' ability to survive and thrive in a crisis. Write down what they share.

   - Next, ask the pairs to describe what equity looks like or could look like in the community, based on their perspective. Ask them to describe how equity could affect communities' ability to survive and thrive in a crisis. Write down what they share.

   - Finally, ask the pairs to look at what has been shared and try to define a solution to the inequities that reflects multiple perspectives in the room. Have each pair share back what they came up with by writing it on the board. Then ask people to go up and vote on two solutions they like best.

   - Discuss what people learned from the exercise and what should be taken away for future discussions about community goals.

4. Now, bring in the timeline and map visuals created in steps 1 and 2.

   - Ask the pairs, "Based on our discussion, what is missing from this picture? What do we notice that resonates?"

   - Ask the pairs, "What attitudes and behaviors do you think created the energy problems we have?"

5. Ask a small group to change the map and timeline based on this discussion and bring it back to the task force for final review and approval.

   - Before the map and timeline are final, ask the group: "Do these visuals present the information in a way community members can understand and digest? Are any other formats needed to communicate the information effectively?"

6. Finalize your community energy map and timeline and keep them displayed where you meet.

Map and Timeline Examples:

- The city of Atlanta used a Greenlink Energy Burden Map in its 100% clean energy planning process to show community members, city council members, and the Georgia Power utility which communities in Atlanta suffered from high levels of energy burden, which are well above the national average (3 percent energy burden). The creation of the map changed how the city conducted community engagement around the Atlanta Clean Energy Plan. The map improved process equity by guiding leaders to conduct specific outreach to the most energy-burdened communities. Moreover, since the passage of the plan, city leadership decided to prioritize energy burden as an equity concern and initiated a process of creating a low-income energy-efficiency program to address energy burden for the most highly burdened communities.
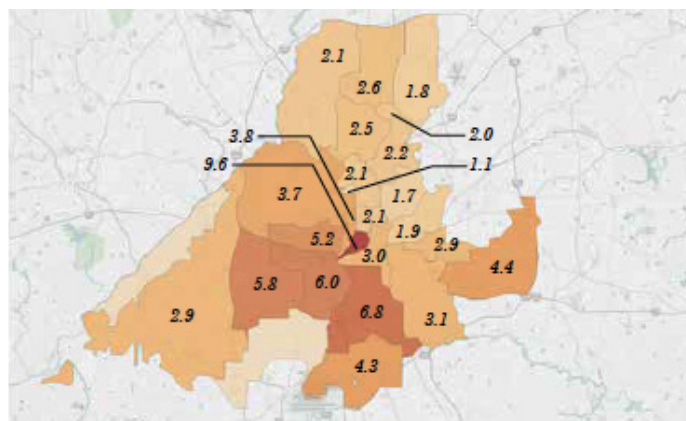
Atlanta Residential Electricity Burden By ZIP Code

1.1% — 9.6%

MAP COURTESY OF GREENLINK ANALYTICS

- In the Twin Cities, Minnesota Center for Earth, Energy and Democracy (CEED) has built an environmental justice map and storyboard that assesses community-level energy vulnerability and various environmental justice conditions.
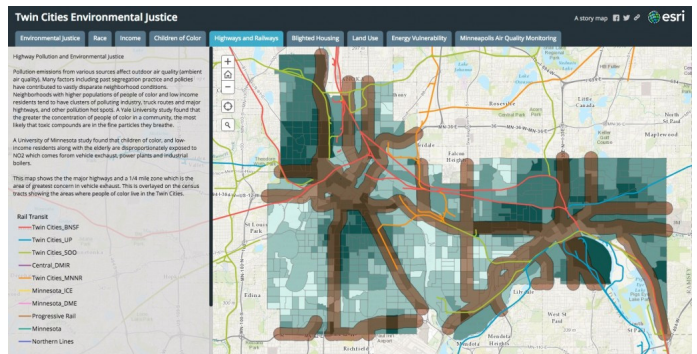
MAP COURTESY OF CENTER FOR EARTH ENERGY AND DEMOCRACY

After a white police officer killed George Floyd, an unarmed Black man, on May 25, 2020, Minneapolis-based community organization, Reclaim the Block shared this 120-year timeline of abuses by the Minneapolis Police Department.
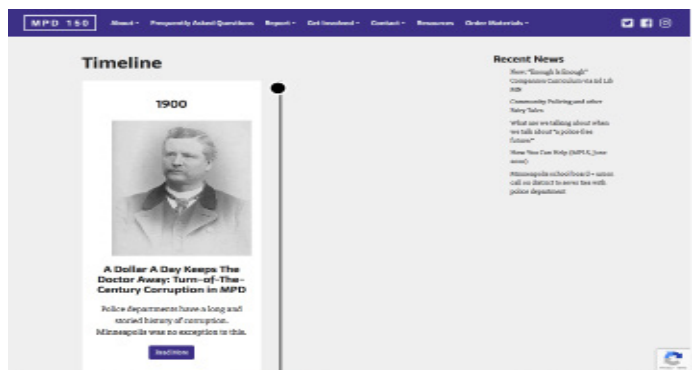
TIMELINE COURTESY OF MPD 150

SECTION III: FILLING OUT THE SHARED ACCOUNTABILITY FRAMEWORK

STEP 4

Identify Your Goals, Metrics, and Deadlines

Category		Goal Recommended examples Metric with Deadline[5] (Baseline)	Milestones Date: Metric[6]	Progress toward Milestone to date Date: Metric[7] (On Track/Off Track)	Responsible Party[8] Person at Institution	Energy Justice Score Rate how equitable your progress has been on a scale of 1-25; 25=best; Include sub scores. Use the worksheet in Step 7 of the Guide.	What would success look like one year from now? How will you measure it? What is your next step?[9]
Clean, renewable energy and energy efficiency	Aspirational Goals 10	100% clean, renewable electricity community-wide by 2030 (Baseline: 30% in 2019)	2022: 35% 2025: 50% 2028: 75%	2020: 35% renewable electricity	Mayor Enrique Hernandez	Total Score: 13 Process: 3 Restoration: 2 Decision-Making: 4 Benefits: 2 Access: 2	Frontline community members and Black, indigenous, and people of color are engaged, benefiting, and co-owning progress Measure: Survey 200+ people in 02124 and 02121 zip codes Next Step: Draft survey and share with 5 frontline community members

Now it is time to fill out your Shared Accountability Framework.

First, review the Sample Framework. The Sample Framework is for a fictional city called "Progress" and features categories and goals developed and ranked by a 100% Accountability cohort of 44 experts from around the country. Use this as inspiration and then fill out the blank template framework below it.

Our cohort chose these four categories as the most important elements to achieving an equitable transition to 100% clean energy:

- Goals for clean, renewable energy and energy efficiency

- Goals to practice open, democratic, community-led, equitable processes

- Goals to advance economic benefits, especially in frontline communities and among Black people, Indigenous people, people of color and frontline populations

- Goals to improve health and reduce pollution, especially in frontline communities

Some goals fit multiple categories. When writing your goal in a category, choose the category that is the most important reason for adopting that goal.

As an accountability cohort, we started with the premise that our primary goal is achieving an equitable transition to 100% clean energy. Most community-wide commitments to 100% clean energy have a deadline 10 to 30 years into the future. Your job is to create a short list of goals that are essential to achieving this long-term

goal. Keep your list of goals short so your accountability task force can focus on what's most important.

The third column in the framework is for your goals, along with their metrics and deadlines. The thin column before "Goals" indicates whether the goal is an "Aspirational Goal" or an "Existing Commitment" formally recognized by a responsible party. By aspirational goals, we mean goals that have not yet been committed to by a responsible party.

SET ASPIRATIONAL GOALS

The process of establishing aspirational goals is important, so take your time. You will need several hours to envision and choose goals as a task force and then test them with advisors. Make this time feel creative, supportive, and spacious.

Considering each category, consider this question to choose your aspirational goals:

> *"Imagine it is five years after your city has made a public commitment to an equitable transition to 100% renewable energy, community-wide. What is an important question to ask to determine if your community is on track or not?"*

The blue goal examples in the Sample Framework are our cohort's top answers to this question. Start broad and visionary and then narrow and refine the language. Use the SMARTIE Goals Framework by the Management Center to write goals that are strategic, measurable, ambitious, realistic, time-bound, inclusive, and equitable. Keep in mind some goals sound good but do not meet the scale of the problem. Imagine a utility energy efficiency program that is increasing participation and energy savings each year, but only reaching 1/100th of the population.

1. Write each Aspirational Goal next to the appropriate category in the Template Shared Accountability Framework.

2. Write the deadline and the relevant metric(s), meaning what exactly you want to achieve by when.

3. Write the "baseline", meaning the year the city first started measuring this metric and what the measurement was.

4. Write a small list of SMARTIE "milestones", meaning targets to achieve on the way to achieving the goal in the next column.

A Note About Aspirational Goals

Aspirational goals will take more effort to implement than formal commitments. Your task force should identify a public institution (city council, mayor, utility commission, etc) to own responsibility for each goal. The task force can make formal recommendations to establish these goals as formal commitments.

It will take time and effort to make each goal prioritized by responsible parties, legally enforceable, and backed by financial resources and a solid plan. It will be up to community advocates and city staff to convince these institutions to make formal commitments. See Section IV for more on leveraging your framework and institutionalizing your goals.

WRITE DOWN FORMAL EXISTING COMMITMENTS

Make a list of the important clean energy and equity goals formally committed to by a formal leadership action of your community ("existing commitments" in the framework).

1. Write each existing commitment next to the appropriate category in the Template Shared Accountability Framework.

2. Write the deadline and the relevant metric(s).

3. Write the "baseline" year and metric.

4. Write a small list of SMARTIE "milestones" in the next column.

Existing commitments may include:

- City council resolutions
- Goals within formal city or utility plans
- Formal mayoral commitments (e.g., executive order)
- State laws
- County commitments
- Utility resource plans and energy targets
- Renewable portfolio standards

Review these documents to find them:

- City/town council resolutions
- Legislation
- Regulation
- Executive orders
- Utility rate cases
- Formal plans: climate action plans, implementation plans, municipal energy plans, comprehensive plans, and other written commitments

Setting goals is the first step of strategic planning. See Step 10 for more about 100% clean energy implementation planning and Appendix B for planning resources.

Record Progress

Category		Goal Recommended examples Metric with Deadline[5] (Baseline)	Milestones Date: Metric[6]	**Progress toward Milestone to date** **Date: Metric[7]** (On Track/Off Track)	Responsible Party[8] Person at Institution	Energy Justice Score Rate how equitable your progress has been on a scale of 1-25; 25=best; Include sub scores. Use the worksheet in Step 7 of the Guide.	What would success look like one year from now? How will you measure it? What is your next step?[9]
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Write down how your community is doing now on the metrics written into your milestones.

1. In the Template Framework under "Progress on goal so far," write the current year and how the community is doing toward its goal this year using the relevant metric from your goal.

   • In the Sample Framework, it is 2020 and the community currently has 35% renewable electricity.

2. Color the community's progress as green or red to indicate whether it is on or off track according to the milestone.

   • In our Sample, the community wanted 35% renewable electricity by 2022 and did better than that by achieving 35% in 2020. Therefore progress is green.

Find Quality Data

Find quality data related to your goals. Government staff and other institutional leaders may be needed to access some data, particularly utility data.

To be effective, data must be transparent, trusted, comprehensive, and consistently updated. Data analysis involves making meaning based on limited observations. The meaning you make from data depends on the perspectives, knowledge, and lived experiences of those analyzing it. To tell an accurate and useful story on equity, frontline communities and Black people, Indigenous people, and people of color must participate in the data analysis. For guidance on collaborative data analysis, see the Greenlink Equity Map Process Guide (written by Rosa González of Facilitating Power and Minna Toloui of Upright Consulting Services) and Data Walks by the Urban Institute.

What institution(s) keep track of information about this goal?

What energy and equity reporting does our city already do that we can pull data from?

Is this data frequently updated and trusted?

Who put together this information? What are their biases? Who funds them?

Is there independent and/or community oversight?

How can we get the most up-to-date, accurate, comprehensive, and trusted information long term?

Who among our task force or advisors should request the data and is likely to get the most accurate and timely response?

What is the best information to use for now?

Consider these sources of data:

ENERGY	DEMOGRAPHIC, OTHER
Local Government Renewables Action Tracker	DOE Low Income Affordability Data Tool
State and Local Planning for Clean Energy	Greenlink Equity Map: 20 neighborhood-level equity indicators including energy burden
Local Energy Efficiency Self-Scoring Tool	H+T Housing and Transportation Affordability Index
Tool for Rapid Assessment of City Energy (TRACE) city energy efficiency options	Data Walks tool for sharing data with communities
DSIRE Database of State Incentives for Renewables and Efficiency	EPA EJ Screen
Google Environmental Insights Explorer (emissions, solar potential, etc)	Energy cost/billing data, income information, energy burden data
EIA Energy Mapping System	Government reports
CityLED Streetlight Financing Tool	Area median income
Maps of fossil fuel generation and environmental hazards in the community	Respiratory-illness data
Local projects permitted, expected generation	Air- and water-quality data
Utility generation data and portfolio mix	Transit-fuel information and ridership data
Utility consumption and retail information	Electric-vehicle penetration data
City/town greenhouse gas inventory	Modeshift data, transit-ridership data
Renewable Energy Credit (REC) and energy procurement data	US Census

RENEWABLE ENERGY CREDITS (RECS)

Renewable Energy Credits are a certificate of the environmental attributes of energy produced from renewable sources such as wind or solar. While Renewable Energy Credits are an easy way to account for the environmental attributes of electricity generation, they may not help you prioritize local resources and equity. Make sure credits are tied to renewable energy generation and aim for a high percentage of local generation to create jobs and benefits in your community. Be cautious about allowing utilities to set criteria for your clean energy and energy efficiency metrics. Utilities may see clean energy as a new revenue source, but community-owned clean energy can often provide more community benefits. The Sierra Club Guidelines for Community Commitments to 100% Renewable Energy will help you assess the key elements of your clean energy goals.

STEP 6

Identify Responsible Parties

Category		Goal Recommended examples Metric with Deadline[5] (Baseline)	Milestones Date: Metric[6]	Progress toward Milestone to date Date: Metric[7] (On Track/Off Track)	Responsible Party[8] Person at Institution	Energy Justice Score Rate how equitable your progress has been on a scale of 1-25; 25=best; Include sub scores. Use the worksheet in Step 7 of the Guide.	What would success look like one year from now? How will you measure it? What is your next step?[9]
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Write the name, title, and institution in the "Responsible Parties" column for each goal. Keep track of your secondary target(s) separately.

Accountability works when specific people with influence feel responsible for a goal and work to make it happen. A responsible party is a person who has the most power to influence your goal and the most responsibility to achieve it[26]. A responsible party is always a person, never an institution or elected body. If authority is granted to an institution, choose one person as a point of contact for that institution. Ideally, choose the person who is most responsible within that institution. The decision-maker you are looking for may not have sustainability or energy in their title.

Consider contacting the responsible party about advising your framework and process. the responsible party for each goal will change over time so keep your records updated.

The Sample Shared Accountability Framework includes example responsible parties.

Which institutions have the most power or influence to achieve our goal?

Who has the most power to give us what we want (responsible party)?

Who has power over those with the power to give us what we want (secondary target)?

For both the responsible party and secondary target(s), what power do we have over them?

Who are the responsible parties most responsible to? Why do we think so?

How do we support responsible parties in using the Shared Accountability Framework and feeling accountable to the goal?

How do we include community members and responsible parties together when power and priorities may differ?

KEY INSTITUTIONS IN THE TRANSITION TO 100% CLEAN ENERGY

SECTOR	ROLE	ACTORS
Electricity Generation	Generating electricity for consumers and institutions	Utilities, Energy system developers, Public Service Commissions, State Legislators, Governors, Lobbyists, Advocates, Nonprofit organizations, solar and distributed generation owners, consumer advocates (i.e., Citizens Utility Boards)
Electricity Distribution & Transmission	Distributing and transmitting power	Utilities, Regulators, Regional Transmission Organizations, Developers and owners-operators of transmission lines, Large energy users, Energy-storage companies
Energy Efficiency	Establishing and implementing energy efficiency	Public Utilities Commissions, Utilities, Housing and tenants rights organizations, Local government, Philanthropy, Federal weatherization programs
Equity	Establishing, implementing and enforcing energy equity policy and practices	Utilities, Green Banks, Philanthropy, Culturally specific organizations, Housing and tenants rights organizations, Local government, Community Development Corporations, Community Development Financial Institutions, state government energy/equity offices[27]
Government	Establishing and enforcing energy policy	Public Utilities Commissions, legislative bodies, overlapping jurisdictions, procurement offices, City bureaus, Statewide regulatory bodies, housing agencies
Finance	Funding energy research, programs, and processes	Foundations, philanthropists, corporations, nonprofit organizations, government

ELECTRIC UTILITY GOVERNANCE STRUCTURES

ELECTRIC UTILITY TYPE	GOVERNANCE	WHO HAS INFLUENCE?
Municipal Utility (Muni)	Utility Board (city council or appointed members with council representation) General Manager	Large energy users, council members, other political influencers
Cooperative Utility (Coop)	Coop Board of Directors (voted on from districts or at-large or appointed by state government) General Manager	Large energy users, Coop voting board members, Municipal elected officials
Investor-Owned Utility (IOU)	Corporate Board General Manager or CEO Investors Regulated by state public utility commission or similar	Public Utility Commission (regulatory), large energy users, city leaders, state legislatures, state agencies, expert advocacy groups (e.g., ratepayer advocates), state attorney general office
Public Utility District (PUD) / Public Power District (PPD)	May function like a Muni or a Coop depending on community design	

POWER DYNAMICS

As we introduced in Step 1, an ecosystem approach to solutions involves mapping responsible parties and clarifying unique roles for each sector and actor to play in developing and implementing solutions.

Be conscious of the relative power dynamics both in policy decision-making and in the control over resources and systems long term. For example, energy utilities may have a lot of power over energy generation right now, but you may seek to transfer some of that power to community entities or consumers. Often exploring community control is the only way to motivate a utility to invest aggressively in clean energy and energy efficiency. Consider doing a study of what it would take to municipalize your utility. Utilities have a bias toward overvaluing grid infrastructure, so make the study independent and trustworthy. Community choice aggregation is another way to gain community control[28].

Consider the role of institutional power versus individual power in your clean energy planning. Institutions often have full control over energy systems. That is starting to change. However, electric utilities often have an incentive to try to own new generation sources like solar panels on rooftops. How should energy resources and programs be owned and managed in the future?

Energy Justice Score

Category		Goal Recommended examples Metric with Deadline[5] (Baseline)	Milestones Date: Metric[6]	Progress toward Milestone to date Date: Metric[7] (On Track/Off Track)	Responsible Party[8] Person at Institution	**Energy Justice Score** Rate how equitable your progress has been on a scale of 1-25; 25=best; Include sub scores. Use the worksheet in Step 7 of the Guide.	What would success look like one year from now? How will you measure it? What is your next step?[9]
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Evaluate how equitable your community's progress on each goal has been. Both the process and outcomes of your community's progress toward the goal should be equitable. Listen to and give extra weight to the perspectives of frontline community members and Black people, Indigenous people, people of color, and other marginalized populations.

MEMBERS OF THE DECEMBER 2019 100% ACCOUNTABILITY CONVENING IN MIAMI. FROM LEFT: ERICA HOLLOMAN, PHD, JOE WINSLOW, SHELBY BUSO, AND YEOU-RONG JIH DISCUSS GOAL-SETTING. CREDIT: DANIEL GONZALEZ-KREISBERG

ENERGY JUSTICE SCORE

(Adapted from the Energy Justice Scorecard by the Initiative for Energy Justice)

1. Evaluate: Read the guidance on each of the five Energy Justice Score questions below the worksheet.[29] Complete this for each of your goals, considering the progress to date.

2. Short Answer: Answer the five questions briefly considering the points as a guide.

3. Score (1–5): Enter 1 (No), 2 (A little bit), 3 (Somewhat), 4 (Mostly), or 5 (Yes) for each. Enter the total score and subscores in the Energy Justice Score column of your Shared Accountability Framework.

GOAL: _____   PROGRESS: _____

QUESTION	SHORT ANSWER	SCORE (1-5)
(1) Process: Have the most-burdened communities participated meaningfully in the policymaking process with sufficient support?		
(2) Restoration: Does the policy aim to remedy prior and present harms faced by communities negatively impacted by the energy system?		
(3) Decision-making: Does the policy decision-making process center the leadership of marginalized communities moving forward?"		
(4) Benefits: Does the policy center economic, social, or health benefits for marginalized communities?		
(5) Access: Does the policy make energy more accessible and affordable to marginalized communities?		
Total Score		___ /25

ENERGY JUSTICE SCORE GUIDANCE

PROCESS:

Have marginalized communities participated meaningfully in the policymaking or implementation process with sufficient support? Factors for consideration include, but are not limited to, the following:

- Depth of engagement, including attempts to support or develop resident leadership opportunities of decision-making bodies, multiple forms of engagement, repeat contact, opportunities to summarize or self-evaluate given input, etc;

- convenience of the meeting for frontline attendees, including location (e.g., proximity to public transportation) and time (e.g., outside of customary work hours, with multiple opportunities to participate);

- communication of meeting time and location to frontline leaders and community groups;

- relevant and clear information provided to sufficiently evaluate the proposed policy and program;

- financial support to frontline advocates to defray the cost of participation in process (e.g., payment to assist with intervention in a regulatory proceeding); and

- childcare support during the meeting.

RESTORATION:

Does the policy or program aim to remedy prior and present harms faced by communities negatively impacted by the fossil-fuel based energy system?

- A key mechanism for ensuring such harms are considered is an equity-impacts mapping tool, based in large part on disparate pollution burdens. Examples include the EPA's EJ Screen, CalEnviroScreen, the Greenlink Equity Map, and the Twin Cities Map and Storyboard created by the Center for Earth, Energy, and Democracy. Such a tool can allow for geographic targeting of participation, benefits, and incentives.

- An example of restoration progress would be a community solar policy that planned to reduce pollution in polluted neighborhoods (such as by reducing demand for nearby fossil-fuel plants) in addition to other community benefits.

- Ask to what extent the policy or program addresses high energy burdens, access to economic resources, and access to natural resources.

DECISION-MAKING:

Does the policy or program center the decision-making of marginalized communities?

- The policy or program should promote community self-determination, governance, and agency through cooperative ownership or control of renewable energy assets. Moreover, it should support the efforts of community-based organizations that serve marginalized populations to advance energy democracy for their communities.

- Policy mechanisms such as application prioritization, financial adders,[30] and other incentives can promote equitable community-based projects.

- Policies should name decision-making authorities and prioritize citizen oversight and resident power. Consider structures such as a citizen oversight board, a community council, and a participatory budgeting fund.

BENEFITS:

Does the policy or program center economic, social, or health benefits for marginalized communities?

- A factor to consider is whether the policy or program considers benefits and harms in other non-energy areas (e.g., gentrification and displacement), including for future generations. Energy siting should consider potential or real changes in land value.

- Consider how the policy accounts for the change in local economy and energy industry. Who in your community will be eligible for the new jobs needed? What steps will be taken to expand local access to those jobs, from installers to CEOs? Many of those who work in existing fossil fuel or nuclear plants have dangerous, high-risk jobs. What measures are being taken to retain jobs in the community or gain access to clean energy?

- A just and equitable clean energy policy or program might include requirements and designs that advance meaningful bill savings; family-sustaining jobs training; community wealth-building and investment opportunities; cleaner air from avoided fossil fuel extraction and generation; reduced fires, costs, and power shutoffs from less reliance on transmission lines; and resilience from power outages through pairing solar with storage.

ACCESS:

Does the policy make energy more accessible and affordable to marginalized communities?

- Pricing and valuation structures should make projects feasible and attractive both for developers (ideally community-based ones) and customers. In addition to compensation methods based on retail rates, programs could guarantee a certain amount of savings for customers or payments to developers.

- Other accessibility mechanisms to consider:

  - Community ownership or control puts access to wealth generation and other benefits of energy in the hands of people using the electricity. Consider co-ops, bulk-purchase programs, land trusts, etc, as different audiences have different needs and outcomes.

  - Minimum participation requirements can ensure projects include a certain percentage of low-income customers but should be balanced with economic

incentives to make sure projects can still be financed and constructed.

- Various groups have developed new methods of evaluating the likelihood a customer pays bills, and more-equitable approaches should be utilized as opposed to conventional credit checks.

- Allowing the limited participation of anchor commercial customers (such as schools, nonprofit organizations, or municipal customers) in a community solar project might make participation more accessible or affordable to residential customers.

Additional energy justice resources:

- Watch this webinar recording discussing energy justice, The Energy Justice Workbook, and the Energy Justice Scorecard.

- Watch this 18-minute video about Seattle's Race and Social Justice Initiative.

Define What "On Track" Looks Like, and Your Role

Category		Goal Recommended examples Metric with Deadline[5] (Baseline)	Milestones Date: Metric[6]	Progress toward Milestone to date Date: Metric[7] (On Track/Off Track)	Responsible Party[8] Person at Institution	Energy Justice Score Rate how equitable your progress has been on a scale of 1-25; 25=best; Include sub scores. Use the worksheet in Step 7 of the Guide.	What would success look like one year from now? How will you measure it? What is your next step?[9]
Clean, renewable energy and energy efficiency	Aspirational Goals 10	100% clean, renewable electricity community-wide by 2030 (Baseline: 30% in 2019)	2022: 35% 2025: 50% 2028: 75%	2020: 35% renewable electricity	Mayor Enrique Hernandez	Total Score: 13 Process: 3 Restoration: 2 Decision-Making: 4 Benefits: 2 Access: 2	Frontline community members and Black, indigenous, and people of color are engaged, benefiting, and co-owning progress Measure: Survey 200+ people in 02124 and 02121 zip codes Next Step: Draft survey and share with 5 frontline community members

In your accountability task force, with your goal, deadline, and nearest milestone in mind, discuss what needs to be done over the next year to be "on track," what you will do, and how to measure progress.

1. Write down a brief vision for what it would look like one year from now to be "on track" to meeting your goal by the deadline.

2. Write "Measure:" and record how you will measure success by a deadline.

3. Write "Next Step:" and record a next step for the community to take toward this vision.

What is the goal? Why is this goal important?

What needs to be done in the next year to be (or stay) on track to meeting the goal?

What are one to three changes in the community that would be strong indicators that the community is "on track" to meet this goal?

What can we each do personally to help make this a reality over the next year?

How can we measure our progress? How will we know our efforts succeeded over the next year? How will we know we have helped the key issue this goal aims to address?

SECTION IV: LEVERAGING YOUR SHARED ACCOUNTABILITY FRAMEWORK

> *"The heart of justice is truth telling, seeing ourselves and the world the way it is rather than the way we want it to be."*
>
> — BELL HOOKS

By completing your Shared Accountability Framework and measuring how on (or off) track you are to meet your goals, you have created an instrument for real change. Next, you must use this knowledge to your advantage. We call that "leveraging the framework".

The opportunities to advance accountability increase as you build and leverage:

- Relationships within and across communities
- Relationships within and across government bodies and utilities
- A coalition of aligned organizations and advocates
- A network of government and community partners and collaborators
- Incremental progress, momentum, and stories

"In 2017, the city of Portland, Oregon committed to 100% renewable energy by 2050. The goal includes meeting 10% of energy needs with community-based renewable projects. It has taken hard work and persistence to even just remind city leaders that this commitment is in place and that they are required to do progress reports every two years. Our most substantial progress so far is due to community-led efforts: in 2018 Portland voters passed the Portland Clean Energy Fund which will generate approximately $50 million each year for community-generated renewables and living-wage green job training. It takes patience and consistent check-ins with our city partners to ensure that other progress is made and that the city is using their power to hold utilities to our goals."

— DAMON MOTZ-STOREY,
Oregon Physicians for Social Responsibility

STEP 9

Communicate the Results of the Framework Evaluation

Publicity is a key strategy for accountability. Your Framework can tell simple, memorable stories to build understanding, engagement, and momentum around needed changes. Your shared accountability framework helps your community make this story a reality: "Our community is on (or off) track toward 100% clean energy with democracy, equity, economic benefits, better health, and security for everyone."

TRANSPARENCY

> *"The gem cannot be polished without friction nor man without trials."*
>
> — CONFUCIUS

Don't be afraid to tell the truth when the news is not good. Change requires honest and open problem-solving. When communities are kept in the dark, intentionally or unintentionally, on local government decision-making, they are marginalized. A lack of transparency is often one root cause of systemic inequities. Transparency builds trust toward program implementation.

> *City staff should work with community partners to demystify the decision-making process and framework update in an open and honest way for the public. Share what you know, don't know, what you are still trying to figure out, and opportunities and challenges you are seeing.*

TAKE A BIG PICTURE VIEW OF THE FRAMEWORK

Take the temperature of the task force about your shared accountability framework as a whole. Evaluate how the community is doing overall and what stories you want to tell.

Ask yourselves, how can organizing and messaging efforts promote accountability, along with the framework?

FOR ON-TRACK AREAS, ASK:

💬 *What support can I provide to keep us on track?*

What can we reinforce and celebrate?

What can we share with other communities?

FOR OFFTRACK AREAS, ASK:

💬 *How are other communities doing this?*

What information, resources, advice, support, pressure could the community provide to improve this area? How can we help?

What are simple and quick opportunities to improve?

What are challenging gaps that might require special attention?

What are our top priorities to address?

CHOOSE PRIORITY AUDIENCES

Choose where you will communicate the Framework results to achieve maximum impact toward your goals. Consider institutions that are responsible parties in the framework goals, local media, and hard-to-reach communities.

💬 *What audiences must have access to this evaluation to support advancing our community's goals?*

How do people get their information? What media sources? What groups?

What channels for sharing this evaluation will ensure the greatest accessibility, particularly with frontline communities and Black people, Indigenous people, and communities of color?

What information sources do we have access to right now?

How do we get this story out with the most impact?

How can the city-community partnership be leveraged to reach a wider audience and connect the data to important calls to action?

PREPARE AND DELIVER YOUR MESSAGE

City-community partnerships are generally powerful vehicles for sharing stories. Provide resources to community partners with a strong reach with your priority audiences and capacity to make the framework evaluation accessible and relevant to residents.

💬 *Considering who we most want to talk to, what is a compelling story we can tell about this update?*

💬 *Which voices will best connect with each audience?*

Can we hire a media partner from within the community?

Communicate your Shared Accountability Framework results in these places:

- Public hearings, community meetings, public reporting, newsletters, energy events
- Processes and schedules for planning, decisions, reporting, budgeting, and other meetings, dates, and deadlines
- 100% clean energy implementation planning
- Community group meetings

Ideas for publicity:

- Joint statement of the task force: Create an authentically cocreated, digestible statement that shares the results of the Framework evaluation and invites readers to share what they see and what their priorities are.
- Host in-person or virtual community events: create and share photos, video, and personal stories from around the community in addition to the findings of the task force. Make it fun, interactive, inclusive, and focused on the shared nature of community accountability and how each person can help.
- Activate accessible channels: Which messenger and which channel best connect with the audience you aim to reach? Youth may resonate with infographics on social media, whereas workers may respond to radio. Community partners can bring the message to community meetings and door-to-door engagements with support.

STEP 10

Collaborate to Envision and Implement Milestones

Use your Shared Accountability Framework to identify what actions are needed to make on-the-ground changes to help achieve your goals. Expand your circle of shared accountability and benefit by bringing new people and groups into the planning process. Consider how and when to engage utilities, utility regulators, state government, and businesses that have a role in energy decision-making. Connect with people and organizations that represent diverse parts of your community.

DEBRIEF YOUR ACCOUNTABILITY PROCESS

Reflect on your Shared Accountability Framework update together as a task force. What progress are you most excited about that you can build on? What is offtrack that most needs to change and how? You can repeat the "Define What On Track Looks Like" step as many times as is helpful.

ENVISION SUCCESS

Print out and display your completed framework. Make your vision stronger through art:

- Make a map of your community with a vision you create together.

- Make a timeline from today until your 100% deadline. Add images and quotes about what you want to see. Include faces and images of people and the local environment.

- Ask youth, creative people, musicians, artists, etc to contribute.

Put your new map, timeline, or other art piece up on a wall next to the map and timeline created in Step 3, so everyone can see where you came from and where you are going. Remember to have FUN!

JUST TRANSITION FRAMEWORK
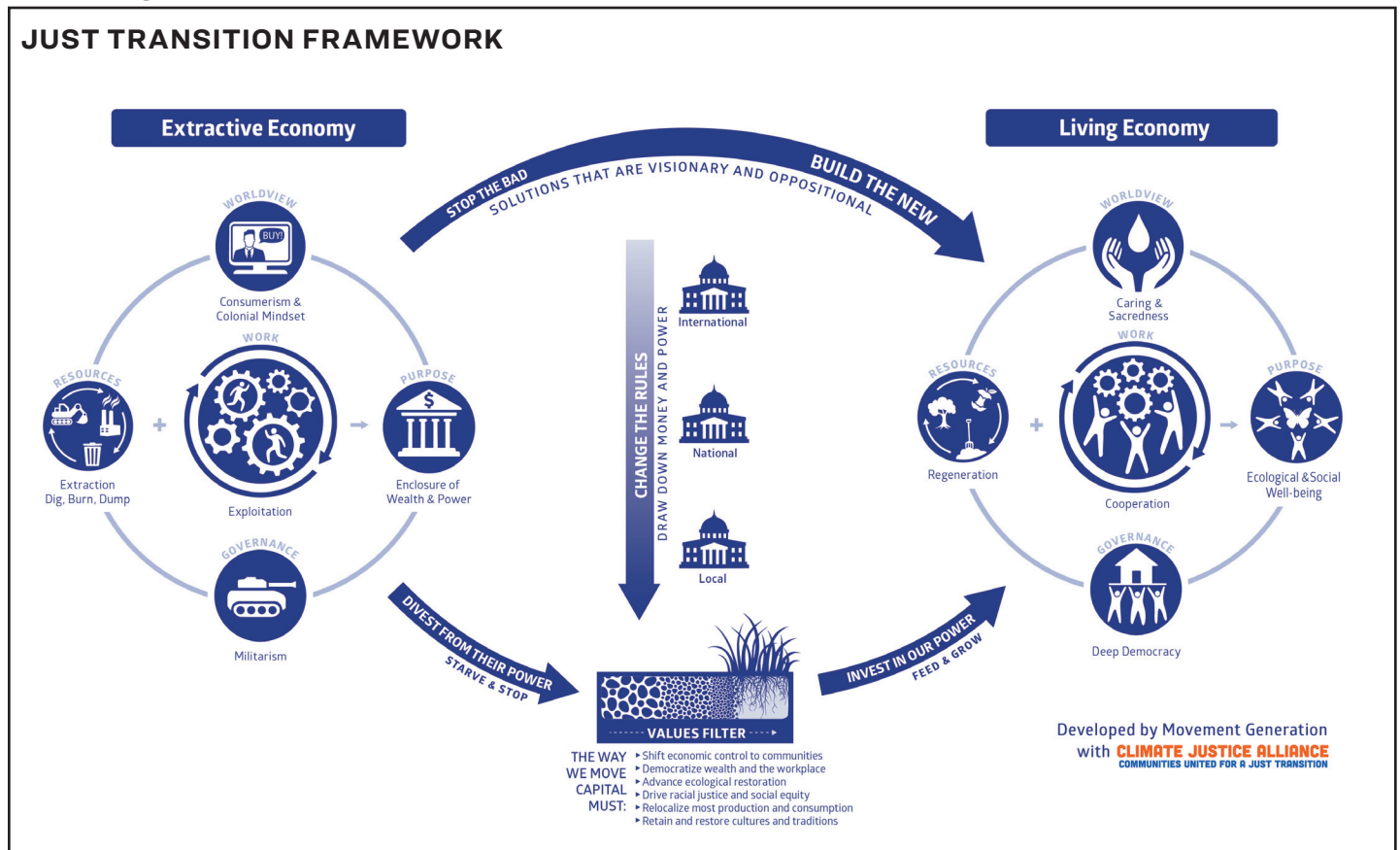
JUST TRANSITION FRAMEWORK DESIGN: WISDOM OF FRONTLINE COMMUNITIES AND LEADERS WITH THE SUPPORT OF MOVEMENT GENERATION[31]

100% CLEAN ENERGY IMPLEMENTATION PLANNING

Use your Shared Accountability Framework to create a 100% clean energy implementation plan based on your Framework goals. This plan should include significant community engagement, identify policy and program mechanisms to achieve your goals, and be backed by a consistent budget and staff time.

Energy implementation plan examples:

- Clean Energy Atlanta involved significant community engagement and analysis of equity and energy burden in evaluating policy and program mechanisms.

- The Minneapolis Clean Energy Partnership Work Plan details 10 Partnership Activities to be done from 2019 to 2021 toward their 2040 Energy Vision. The Clean Energy Partnership Board created a policy to generate a work plan in this format every few years and produce an annual report.

- The Providence Climate Justice Plan was codeveloped by the Racial and Environmental Justice Committee of Providence and the City Office of Sustainability and includes over 50 strategies to meet seven key objectives.

See Appendix B for planning resources.

MEET WITH RESPONSIBLE PARTIES
Plan meetings with the responsible parties for your goals and other influential stakeholders.

BEFOREHAND, DISCUSS:

Considering this goal and what we agreed that progress looks like in the next year, what are our goals for this meeting?

How can we develop a shared understanding of the progress on the goals, the challenges ahead, and the responsible party's role?

How can we help this person address the challenges and follow through on their responsibilities?

What kind of language is this person used to in their work life?

What does this person need and want most that is related to this goal?

How can we bring perspectives of frontline communities and marginalized people into this conversation? What pressure might we feel to exclude these perspectives when talking to this person with power?

How can we best engage and influence this person in the long term and short term?

How can we build a relationship and earn their trust as a valuable collaborator?

What efforts of this person do we want to celebrate and give gratitude for?

What outcomes from this person's work do we want to challenge?

What questions do we have for this person?

Who from our group should speak when in the meeting?

ENGAGE UTILITIES
Electric and gas utilities are critical decision-makers in energy planning. Engaging utilities can be complicated and depends on the governance of the given utility. For example, it may be difficult for city staff and community stakeholders to engage investor-owned utilities as partners or wield authority in utility decision-making.

Going through a public utility commission may be necessary. However, publicly or municipally owned utilities and cooperative utilities are structured to be directly accountable to the city and/or community. See the Electric Utility Governance Structure chart in Step 6 of this guide.

COLLABORATE TO INFLUENCE UTILITY PLANNING

Think about how your city can engage utilities and collaborate with other cities for greater impact. The American Cities Climate Challenge Local Government Engagement Tracker shows a map of cities across the country that are engaging with their local utilities, regulators, legislators, or independent system operators/regional transmission organizations (ISOs/RTOs). Cities like Atlanta and Athens, Georgia, have asserted their 100% clean energy commitments in utility integrated resource planning. The city of Minneapolis established a city-utility partnership agreement that generated funds from the utility's franchise fee to help the city reach its 2040 climate goals. Cities in eastern Pennsylvania and California have started to work together to influence electric utility planning and clean energy development.

Utility Resources:
- Utilities 101: Guide, Video and Slide Deck by Institute for Energy Justice
- How Market Power Gives Electric Utilities Political Power article by Institute for Local Self Reliance
- The Local Energy Rules podcast Voices of 100% series features stories from city leaders interacting with electric utilities while working toward 100% clean energy

INSTITUTIONALIZE SHARED ACCOUNTABILITY

Create a career position within local government or shared by government and community to support the shared accountability task force. Secure stable funding for the process from community foundations, trusts, philanthropists, or government. Grant authority to the task force to tie recommendations to actions by the city, utilities, businesses, and other responsible parties. Have the city council require annual reporting. Make sure institutionalizing accountability doesn't lead to watering down your ambition or diminishing community voices.

ORGANIZE FOR REAL CHANGE

Accountability requires action. Publishing your Shared Accountability Framework won't be enough to transform your energy system. Community organizing is needed. The NAACP Just Energy Policies and Practices Action Toolkit provides practical, user-friendly guidance on community organizing to phase out toxic energy like coal, nuclear, and oil facilities and bring in clean energy and energy efficiency. To identify policy options, read the Comprehensive Building Blocks for a Regenerative and Just 100% Policy. For an in-depth assessment of energy democracy and energy justice in your city, use the Energy Democracy Scorecard. For a vision and pathway to building a regenerative economy that includes 100% clean energy, developed with frontline communities, visit the People's Orientation to a Regenerative Economy.

STEP 11

Celebrate Progress

> *"It is not joy that makes us grateful. It is gratitude that makes us joyful."*
>
> — DAVID STEINDL-RAST

Once you have filled out Steps 4 through 8 for each of your goals, your Shared Accountability Framework is complete. Congratulations!

Happiness and well-being are essential to the equitable transition to 100% clean energy. Grow your community of shared accountability and progress by celebrating together.

💬 *In the last year, what progress are we most proud of as a community?*

How can we tell our story of progress in a way that makes it grow?

What people do we most want to celebrate?

How can we express our gratitude in community?

Appreciation exercise to do with the people in your group after progress is made:

1. Each person takes a pen and paper.

2. Choose a person next to you and decide who will talk first and who will listen.

3. For one minute, the talker tells the person everything they can think of that they appreciate about that other person. Consider how they act in the group, what they have done, and anything you appreciate about their character or who they are. The listener stays silent while writing down a bullet point list of what they hear. They put their name at the top of the paper.

4. Switch so the talker becomes the listener and vice versa. Repeat step 3.

5. Switch partners 3 to 4 times.

6. Come back as a group. Ask people to talk about what was shared and how they felt about the exercise.

STEP 12

Plan Consistent Updates to the Framework

The Shared Accountability Framework works best when updated at regular intervals. Plan to engage a diverse group of stakeholders in a consistent, scheduled process to update your framework at least once a year until you achieve an equitable transition to 100% clean energy.

After each accountability process update, work on your vision and 100% clean energy implementation plan, take action for real change, and celebrate progress in community.

> *"There is only one way to eat an elephant: a bite at a time."*
>
> — DESMOND TUTU

APPENDIX A: LIST OF POSSIBLE METRICS TO INCLUDE IN YOUR SHARED ACCOUNTABILITY FRAMEWORK

Sources: Survey of December 2019 Accountability Convening Participants, interviews with practitioners and experts, and resources cited in footnotes

GOAL CATEGORY	CORRESPONDING MEASURABLE METRIC	APPROPRIATE TARGET[32]	SOURCE OF THIS METRIC
Clean, renewable energy and energy efficiency	• % of community's electricity demand sourced from renewables	• Mandate for 100% electricity by ___	• Sierra Club Guidelines for Community Commitments to 100% Renewable Energy
	• % of municipal electricity demand sourced from renewables	• Mandate for 100% all energy sectors by ___	• Sierra Club Guidelines for Community Commitments to 100% Renewable Energy
	• Implementation plan with milestones, targets, roles, timelines, policy commitments, budget and staff allocations	• Building codes that require benchmarking/disclosure, efficiency measures, electrification, and onsite generation	• Minneapolis Potential Community-wide Renewable Strategies and Policies
	• % vehicle miles traveled in transit and other clean transportation options	• Utility regulations that increase efficiency requirements, allow community choice aggregation, community solar, and renewa ble/ green tariff options	• Minneapolis Potential Community-wide Renewable Strategies and Policies
	• % of municipal fleet that is electric vehicle (EV) or clean fuel	• 100% electrification of transit	• Energy Democracy Scorecard
	• % EV penetration, especially in frontline communities	• >50% of urban communities use zero-carbon public transit as primary mode	• Energy Democracy Scorecard
	• MW energy storage capacity deployed		
Open, democratic, community-led, equitable processes	• # of reports on progress • # of equity metrics tracked • % representation of Black people, Indigenous people, people of color, and frontline community members in meetings • # of relationships with community partners/ collaborators • % approval rating from frontline communities • Funding sourced from those with ability to pay and responsibility for pollution • $ allocated to implementing transition • # of staff responsible for managing/implementing transition • % of funding spent in key categories • # of sustainable funding sources tapped		

GOAL CATEGORY	CORRESPONDING MEASURABLE METRIC	APPROPRIATE TARGET[32]	SOURCE OF THIS METRIC
Advance <u>economic benefits</u>, especially in frontline communities	• % of household income spent on energy	• <6% of household income spent on energy	• Equity Assessment Tool • Energy Democracy Scorecard
	• $ per kilowatt hour of renewable electricity	• 50% of electricity produced and owned by the community	• Energy Democracy Scorecard
	• # of efficiency and renewable technologies available for free, discounted, or through financing mechanisms	• Developers offer 70% local job guarantees	• USDN Guidebook on Equitable Clean Energy Program Design for Local Governments and Partners • Energy Democracy Scorecard
	• $ of energy bill savings per month	• >60% of renewable energy	• USDN Guidebook on Equitable Clean Energy Program Design for Local Governments and Partners • Energy Democracy Scorecard
	• # of megawatts of onsite projects in frontline communities	• >60% of renewable energy developers are worker cooperatives	• CA Alliance for Community Energy Guide to Creating State-of-the-Art Community Choice Programs
	• % of overall demand met by onsite projects in frontline communities	• 50% of developers owned by frontline community members	• Energy Democracy Scorecard; Sierra Club Centering Justice and Equity at the Core of the Movement for 100% Clean Energy for All
	• % of households enrolled in projects/programs by income, race, and other subcategories	• 40% of households benefiting from distributed solar below 40% area median income	• USDN Guidebook on Equitable Clean Energy Program Design for Local Governments and Partners • Energy Democracy Scorecard
	• # of programs that provide access to benefits of efficiency and renewable technologies		
	• # of training program participants		
	• # of assets owned by frontline community members		• CA Alliance for Community Energy Guide to Creating State-of-the-Art Community Choice Programs
	• # of quality jobs created (wages, benefits, etc.)		• Energy Democracy Scorecard; Sierra Club Centering Justice and Equity at the Core of the Movement for 100% Clean Energy for All

GOAL CATEGORY	CORRESPONDING MEASURABLE METRIC	APPROPRIATE TARGET[32]	SOURCE OF THIS METRIC
Improve health and reduce pollution, especially in frontline communities	• # of fossil fuel plants sited near frontline communities	• Asthma/cancer rates below the state/national average, no racial disparity	• Energy Democracy Scorecard
	• Rates of respiratory illness and racial disparity	• Ban on all extractive energy systems	• Equity Assessment Tool; USDN Guidebook on Equitable Clean Energy Program Design for Local Governments and Partners • Energy Democracy Scorecard
	• Displacement-risk index score		• Equity Assessment Tool
	• Air-quality index scores		
	• Ban on combustible fossil fuels and waste incineration		• Equity Assessment Tool; USDN Guidebook on Equitable Clean Energy Program Design for Local Governments and Partners
	• % of population residing within X miles of polluting and polluted facilities and sites		• Equity Assessment Tool; USDN Guidebook on Equitable Clean Energy Program Design for Local Governments and Partners
	• City renewable energy contracts preference responsibly mined materials (as third-party certified materials become available) and suppliers who can demonstrate transparency in their supply chains without slowing growth in renewables.		• As of 2020, multi-stakeholder third-party certified standards for responsible mining like IRMA exist, but certified mines and resource chains have not yet become available. However, mines can be encouraged to start the process of certification. Learn more about responsible mining here. Also consider NSF product and corporate sustainability standards (and this article).
	• City well-being index improves by X% by 2030		• Santa Monica, CA, and Somerville, MA, inspired by Bhutan and the UK, began tracking the well-being and happiness of residents and using the data to inform city decisions.

Race Forward X-Y Axis Tool for evaluating potential metrics[33]
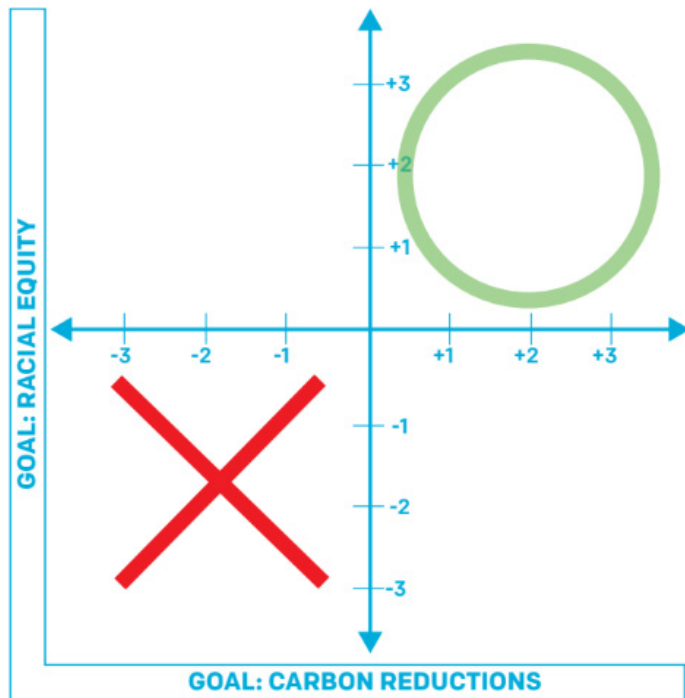
APPENDIX B: RESOURCES FOR ACCOUNTABILITY AND AN EQUITABLE TRANSITION TO 100% CLEAN ENERGY

Measure with Accountability

ACCOUNTABILITY PROCESS EXAMPLES, EVALUATION TOOLS, DATA ANALYSIS	
From Community Engagement to Ownership: Tools for the Field with Case Studies of Four Municipal Community-Driven Environmental & Racial Equity Committees	Movement Strategy Center & USDN
Providence Racial and Environmental Justice Committee (REJC)	Providence Racial and Environmental Justice Committee
Portland Clean Energy Fund: A Breakthrough for Climate Justice	Portland Clean Energy Fund
History & Coalition Behind the Portland Clean Energy Fund	Portland Clean Energy Fund Coalition
Multnomah County (Oregon) Resources on Getting to 100% Renewable Energy	Multnomah County, Oregon
Minneapolis Energy Vision Advisory Committee	Minneapolis Clean Energy Partnership
Seattle Environmental Justice Committee	Seattle Environmental Justice Committee
Washington, DC Far Northeast Ward 7 Equity Advisory Group (EAG)	Washington, DC, Far Northeast Ward 7 Equity Advisory Group
Energy Democracy Scorecard	Emerald Cities, multiple

ACCOUNTABILITY PROCESS EXAMPLES, EVALUATION TOOLS, DATA ANALYSIS	
Greenlink Equity Map & Indicators	Greenlink Analytics
Energy Equity Indicators Tracking Progress	CEC
Energy Indicators for Sustainable Development	IEA
Pittsburgh Equity Indicators	City of Pittsburgh
EJ Scorecards	California Environmental Justice Alliance
Low-Income Energy Affordability Data (LEAD) Tool	OpenEI
Racial Equity Impact Assessment	Race Forward
Equity Assessment Tool	Race Forward & Zero Cities Project
ACEEE Clean Energy Scorecard	ACEEE

Envision with Ambition

EQUITY GUIDANCE, IMPLEMENTATION AND CAMPAIGN PLANNING, PROGRAM DESIGN	
Energy Justice Workbook and Scorecard	Institute for Energy Justice
Ready for 100 Implementation Tools and Programs	Sierra Club
People's Orientation to a Regenerative Economy	Climate Justice Alliance
Principles of Environmental Justice	First National People of Color Environmental Leadership Summit
A Guidebook on Equitable Clean Energy Program Design for Local Governments and Partners	Cadmus
Racial Equity: Getting to Results	Local & Regional Government Alliance on Race and Equity
Equity in Sustainability	USDN
Framework for an Equitable Energy Supply Transformation	Cadmus
The Equiticity Racial Equity Statement of Principle	The Equiticity Racial Equity Movement
The Blackspace Manifesto	BlackSpace Urbanist Collective, Inc.
Untokening 1.0 - Principles of Mobility Justice	The Untokening

Act with Equity

POLICY GUIDANCE, ORGANIZING AND CAMPAIGN STRATEGY, COMMUNITY RESILIENCE	
Comprehensive Building Blocks for a Regenerative and Just 100% Policy	100% Network
Just Energy Policies and Practices Action Toolkit	NAACP Environmental and Climate Justice Program
Equitable & Just National Climate Platform	Multiple
Community Choice Aggregation - Document Library	East Bay Community Energy
The A to Z of Community Choice Energy	Local Clean Energy Alliance
IRMA Standard for Responsible Mining	IRMA
Renewables Accelerator - City Resource Library	Rocky Mountain Institute & World Resources Institute
Ready for 100 Toolkit	Sierra Club
Guidelines for Community Commitments to 100% Renewable Energy	Sierra Club
Equitable Community-Driven Climate Preparedness Planning	USDN
Zero Net Carbon Policy Toolkit	Zero Carbon Building Alliance

Celebrate with Community

COMMUNITY AND STAKEHOLDER ENGAGEMENT, NETWORKS, PROGRESS REPORTS	
A Primer on Stakeholder Engagement in Community Energy Planning	CEKAP
Dignity Infused Community Engagement Strategy	Los Angeles Department of Transportation
100% Renewable Energy Cities and Regions Network	ICLEI
Progress Toward 100% Clean Energy in Cities	UCLA Luskin

ENDNOTES

1   Resource 1: Comprehensive Building Blocks for a Regenerative & Just 100% Policy by the 100% Network. See "Define what is renewable" on page 6. Resource 2: Sierra Club Guidelines for Community Commitments to 100% Renewable Energy.

2   The Atlantic article, "How Money Became the Measure of Everything", chronicles how in the mid 19th century the United States and other nations began measuring well-being in dollar amounts.

3   Slate article, "Why It Took So Long to Defeat the Atlantic Coast Pipeline"

4   10 minute video: Story of the Portland Clean Energy Fund

5   Crosscut article, "City council fuels Seattle's Green New Deal with JumpStart tax"

6   Uplift California 5 minute video: The Story of 535: Building an Inclusive Green Economy Putting #FrontlinesFirst"

7   Salon article, "Standing Rock Sioux tribe wins "huge victory" in federal court"

8   Next city article, "Clean Energy Beyond Trickle Down Environmentalism"

9   PBS African-Americans, Hispanics exposed to more air pollution than whites

10 Report: Disparities in rooftop photovoltaics deployment in the United States by race and ethnicity

11 Listen to this Institute for Local Self Reliance interview with Minneapolis city councilor Cam Gordon on the 5-year anniversary of the partnership

12 The meta-analysis found a 50% greater likelihood of survival for participants with stronger social relationships.

13 Sustainable Wisdom: Indigenous Style

14 Equiticity Racial Equity Statement of Principle

15 According to a 2007 survey of consumer finances.

16 An LGBTQIA+ Vocabulary"

17 NPR Audio Story: How Federal Disaster Money Favors The Rich"

18 The Energy Trust of Oregon expanded the first Solarize program in the country in 2009 and works for inclusive clean energy innovation.

19 Resource: Energy burden information from Greenlink Equity Maps

20 Levy, Rob & Sledge, Joshua: A Complex Portrait: An Examination of Small-Dollar Credit Consumers, page 4. Center for Financial Services Innovation, August 2012.

21 See the Greenlink Equity Map Process Guide for more on taking a systems view.

22 The Community Dialogue Guide: Clean Energy for Livable Communities lays out one method for mapping and engaging diverse stakeholders in your community.

23 An LGBTQIA+ Vocabulary

24 Resource: "Diversity Welcome" from Training for Change

25 The Greenlink Equity Map (GEM) reports neighborhood-level energy burdens for 50 leadership cities.

26 Resource: See "Targets", Midwest Academy Strategy Chart

27 Examples include the Colorado Health Equity Office and the proposed New Jersey Office of Clean Energy Equity. These offices may be created by legislation or executive action.

28 Community choice aggregation gives communities more control over their electricity and facilitates collective clean investment. Read the A to Z of Community Choice Energy and the Guide to Creating State of the Art Community Choice Programs.

29 Adapted from The Energy Justice Workbook, Initiative for Energy Justice, (Dec. 2019).

30 For example, NYSERDA applies a Community Adder to community solar projects within priority communities. This is an additional upfront incentive for eligible projects.

31 Just Transition is a principle, a process, and a practice that builds economic and political power to shift from an extractive economy to a regenerative economy. Learn more at this Climate Justice Alliance website.

33 Equity Assessment Tool, Zero Cities Project by Race Forward