



GLOSSARY OF TERMS USED IN THE PEOPLE'S JUSTICE40+ COMMUNITY BENEFITS PLAYBOOK

Apprenticeships: Apprenticeships are structured training programs that combine on-the-job training with classroom instruction. They are designed to equip individuals with the skills and knowledge necessary for a particular trade or profession, often in industries such as construction, manufacturing, healthcare, and technology.

Building Decarbonization: As defined by Emerald Cities' & PODER's [Toolkit for Climate Equity & Community Engagement in Building Electrification](#), building decarbonization reduces carbon emissions generated from the operation of buildings through a combination of energy efficiency (reducing energy load and demand through improvements to the building envelope, e.g. roof and wall insulation, air sealing, and windows) and strategic electrification of equipment (heating, cooling, and water heating) in order to shift away from the use of fossil fuels and towards the utilization of renewable electricity, which can be provided on-site (with rooftop solar photovoltaics), and/or by the utility or other electricity provider (i.e. a Community Choice Aggregator).

Carve-outs: Carve-outs refer to the allocation or designation of specific funds or resources within a larger budget or program for a particular purpose or group. In the context of federal funding investments, carve-outs may be used to ensure that a portion of funds is directed toward specific initiatives, populations, or geographic areas.

Centralized Energy Systems: As defined by the [Environmental Protection Agency](#), Centralized Energy Systems refer to the large-scale generation of electricity at centralized facilities. These facilities are usually located away from end-users and connected to a network of high-voltage transmission lines. The electricity generated by centralized generation is distributed through the electric power grid to multiple end-users. Centralized generation facilities include fossil-fuel-fired power plants, nuclear power plants, hydroelectric dams, wind farms, and more.

Climate Justice: As defined in the United Frontline Table's [A People's Orientation to a Regenerative Economy](#), Climate Justice focuses on the root causes of climate crisis through an intersectional lens of racism, classism, capitalism, economic injustice, and environmental harm. Climate justice supports a Just Transition for communities and workers away from a fossil fuel economy and focuses on making the necessary systemic changes to address unequal burdens to our communities and to realign our economy with our natural systems. As a form of environmental justice, climate justice means that all species have the right to access and obtain the resources needed to have an equal chance of survival and freedom from discrimination. As a movement, climate justice advocates are working from the grassroots up to create real solutions for climate mitigation and adaptation that ensure the right of all people to live, learn, work, play, and pray in safe, healthy, and clean environments. This definition is adapted from Alternatives for Community and the Environment and the Indigenous Environmental Network

Climate Resilience: As defined in Emerald Cities' [Energy Democracy Scorecard](#), which cites the Intergovernmental Panel on Climate Change, Climate Resilience is a result of "capacity of social, economic, and environmental systems to cope with a hazardous event or trend or disturbance, responding or reorganizing in ways that maintain their essential function, identity, and structure, while also maintaining the capacity for adaptation, learning, and transformation." Additionally, resilience should not be seen as a return to what was before, but building forward a new structure rooted in justice and equity. For more information on community-driven Climate Resilient Planning, please visit the National Association of Climate Resilient Planning at <https://www.nacrp.org/>



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Community Benefit Agreement (CBA): A Community Benefit Agreement (CBA), as defined by the Department of Energy, “are legal agreements between community benefit groups and developers, stipulating the benefits a developer agrees to fund or furnish, in exchange for community support of a project. Benefits can include commitments to hire directly from a community, contributions to economic trust funds, local workforce training guarantees, and more.” Benefits found in CBAs normally include a broader array compared to Community Workforce Agreements (CWAs), such as housing, environment, and transportation investments that align with community needs and priorities. For both a CWA and a CBA, however, there are no guarantees that communities are meaningfully resourced, engaged, or centered in the development or implementation of the agreement.

Community Benefits Plan (CBP): Here are two definitions of Community Benefit Plans:

Emerald Cities’ Definition: A Community Benefits Plan (CBP) is driven and developed by the community, as opposed to a government or developer-defined project labor and workforce agreement. CBPs are not project-specific as in the legal definition of a CBA or CWA. Rather, it is either a holistic/comprehensive community plan and/or a sector-specific plan (focused on such areas as clean energy, water, and public transportation) that is inclusive of labor and economic inclusion standards that are typically codified in CBAs, CWAs, and Project Labor Agreements. Ultimately, it requires bringing people together to share a vision, assess needs, and define priorities and strategies. The goal of a CBP is to create a stronger, more cohesive civic infrastructure that will work to address long-term racialized structural issues that reproduce income, wealth, health, and other disparities. At its core, it is:

- Rooted in equity principles and values.
- Focused on the needs and priorities of under-resourced communities, as defined by communities.
- A tool and process to build or deepen a coalition of multiple stakeholders (e.g., community, labor, and business) around this unprecedented opportunity to rebuild America with an equity and justice lens.
- A strategy document to advocate for, capture, measure, and hold accountable federal, state, and local agencies to spend 40% or more of their public grants and contracts on community priorities in compliance with the Justice40 Executive Order.
- Focused primarily on racial equity and inclusion; high road strategies that prioritize building climate-resilient communities; and family-wage, union jobs, and business opportunities for the local community.

Department of Energy Definition: Community Benefits Plans are based on a set of four core policy priorities:

1. Engaging communities and labor;
2. Investing in America’s workers through quality jobs;
3. Advancing diversity, equity, inclusion, and accessibility through recruitment and training; and
4. Implementing Justice40, which directs 40% of the overall benefits of certain Federal investments to flow to disadvantaged communities.

These key principles, when incorporated comprehensively into project proposals and applications and executed upon, will help ensure broadly shared prosperity in the clean energy transition. Community Benefits Plans are intentionally flexible to generate the best approaches from applicants and their partners. Plans must be specific, actionable, and measurable.

Similar to both a Community Workforce Agreement and a Community Benefits Agreement, there are no guarantees that communities are meaningfully resourced, engaged, or centered in the development or implementation of the DOE’s required CBPs.



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Community Workforce Agreement (CWA): A Community Workforce Agreement (CWA) is a formal, legally binding labor-management agreement that is typically negotiated between project developers and local labor leaders. A CWA often includes the standard Project Labor Agreement (PLA) provisions, such as terms and conditions of employment, collectively bargained wage rates, benefit fund payments, and hours. These terms encourage job stability and prevent costly delays through a number of provisions related to strikes, disputes, and working conditions. "Community benefit" provisions, such as local hiring and carve-outs for minority, women, and disadvantaged businesses, that are negotiated to ensure a broader distribution of economic opportunities are what turns a PLA into a CWA. For both a CWA and a Community Benefits Agreement (CBA), there are no guarantees that communities are meaningfully resourced, engaged, or centered in the development or implementation of the agreement.

Cooperative Ownership: As defined in the Just Transition PowerForce's [Environmental Justice Measurement & Evaluation Framework](#), Cooperative Ownership is an ownership and governance model in which jointly owned enterprises are controlled through democratic governance to realize the economic, social, and cultural needs of their owner members.

Decentralized Energy Systems: As described in a 2013 article entitled [Decentralised Energy: Powering a Sustainable Future](#), "Decentralised energy is not yet a widely understood term, but broadly refers to energy that is generated off the main grid, including micro-renewables, heating and cooling. It can refer to energy from waste plants, combined heat and power, district heating and cooling, as well as geothermal, biomass, or solar energy. Schemes can serve a single building or a whole community, even being built out across entire cities."

Disadvantaged Communities as defined by the Biden Harris Administration: The [Climate and Economic Justice Screening Tool](#) (CEJST) stipulates that "communities identified as disadvantaged...are those that are marginalized, underserved, and overburdened by pollution" and identifies these communities using eight categories of potential burdens: climate change, energy, health, housing, legacy pollution, transportation, water and wastewater, and workforce development. Details on each category of burden can be found under the [Methodology and data](#) section on the CEJST webpage. A community (geographically identified using census tracts from the 2010 U.S. Census) will be considered disadvantaged if:

- the community is at or above the threshold for one or more of the eight categories of burden AND the community is at or above the threshold for an associated socioeconomic burden (income level); OR
- the community falls within the boundaries of a Federally Recognized Tribe (including Alaska Native Villages).

CEJST ranks each category of burden using percentiles (the higher the percentile, the higher the burden) or with a simple yes or no.

Please note that the CEJST is an imperfect tool.

Distributed Energy Systems: As defined in Emerald Cities' [Energy Democracy Scorecard](#), distributed energy systems manage energy that is not centralized or distributed through the transmission lines that flow from a large generating station to a substation to our homes. Rather, a distributed energy system is comprised of smaller systems, i.e. less than 10 MW of energy, that are spread throughout, connected to, or off the main grid. An example is having multiple solar panels on homes throughout a neighborhood but connected to the grid would be a distributed system.

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Economic Justice: Economic justice is a set of moral principles to construct economic institutions, the ultimate aim of which is to give an opportunity for each person to have a sufficient material base on which to have a dignified and successful life.

Electrification: As defined by Emerald Cities' & PODER's [Toolkit for Climate Equity & Community Engagement in Building Electrification](#), Electrification means switching building systems and equipment away from natural gas to those that use low-carbon electricity ideally generated from renewable resources such as wind and solar.

Energy Burden: As defined in Emerald Cities' [Energy Democracy Scorecard](#) by adapting a definition cited by the American Council for An Energy Efficient Economy, Energy Burden means the percentage of household income that goes toward energy costs, specifically utility energy bills (transportation energy costs are also a significant household expense, but it was outside the scope of the analysis). We found that low-income, Black and Brown residents, and renters pay up to three times more than the average household on home energy costs.

Energy Democracy: As defined in Denise Fairchild and Al Weinrub's [Energy Democracy: Advancing Equity in Clean Energy Solutions](#), energy democracy frames the international struggle of working people, low-income communities, Asian and Pacific-Islander, Black, Brown, and Indigenous nations and their communities to take control of energy resources from the energy establishment and use those resources to empower their communities literally (providing energy), economically, and politically. It means bringing energy resources under public or community ownership and/or governance—a key aspect of the struggle for climate and energy justice and an essential step toward building a more just, equitable, sustainable, and resilient economy.

Energy Efficiency: Energy efficiency refers to the ratio of useful energy output to the total energy input in any energy conversion process or system. The utilization of energy efficiency technology and practices can reduce the amount of energy required to perform specific tasks or functions. This can involve various measures such as improving insulation in buildings, upgrading to energy-efficient appliances and equipment, optimizing industrial processes, and implementing smart energy management systems. Energy efficiency aims to minimize energy waste and maximize the output or service obtained from a given amount of energy input.

Environmental Racism: As defined in Emerald Cities' [Energy Democracy Scorecard](#), environmental racism describes the racial disparities that exist due to action (or inactions) and processes that expose Black and Brown residents to environmental hazards more so than White residents. This includes things such as:

- Disproportionate negative impacts from environmental processes;
- Negative impacts of the rate of clean-up from toxics;
- Deliberate targeting and siting of polluting facilities in communities of color;
- Forcing workers to choose between their health and their jobs;
- Black and Brown workers are disproportionately employed to do the dirtiest and most unhealthy jobs;
- Lack of access to healthy spaces, food, and land-use;
- Inequity in services such as transportation, sanitation, healthy water systems, and lead paint removal.

Energy Justice: As defined by the [Initiative for Energy Justice](#), Energy Justice refers to the goal of achieving equity in both the social and economic participation in the energy system, while also remediating social, economic, and health burdens on those historically harmed by the energy system. Energy Justice explicitly centers the concerns of marginalized communities and aims to make energy more accessible, affordable, clean, and democratically managed for all communities. The practitioner and academic approaches to energy justice emphasize these process-related and distributive justice concerns.



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Environmental Justice: As defined in the United Frontline Table's [A People's Orientation to a Regenerative Economy](#), environmental justice embraces the principle that all people and communities have a right to equal protection and equal enforcement of environmental laws and regulations, including human health. Environmental justice recognizes that, due to racism and class discrimination, communities of color, low-income neighborhoods, and Indigenous nations and communities are the most likely to be disproportionately harmed by toxic chemicals, exposures, economic injustices, and negative land uses, and the least likely to benefit from efforts to improve the environment. This definition comes from Dr. Robert Bullard and the Ella Baker Center

Extractive Economy: As defined in the United Frontline Table's [A People's Orientation to a Regenerative Economy](#), an extractive economy is a capitalist system of exploitation and oppression that values consumerism, colonialism, and money over people and the planet. The extractive economy perpetuates the enclosure of wealth and power for a few through predatory financing, expropriation from land and commonly accessed goods/services, and the exploitation of human labor. An extractive economy views natural resources as commodities expanding the free-market logic into all cycles and functions of the Earth with an oppressor mentality that places a price on nature and creates new derivative markets that will only increase inequality and expedite the destruction of nature to dig, burn, and dump with no regard for its impact on communities and utilizes oppressive force to undermine democracy, community, and workers. This definition is adapted from Movement Generation, Just Transition Framework informed by the Just Transition Alliance, Indigenous Environmental Network, and Climate Justice Alliance.

Federal Poverty Level: The federal poverty line is a measure defined and used by the U.S. government to determine poverty status and eligibility for various assistance programs.

Fenceline Communities: As defined by the Climate Reality Project, a fenceline community lives immediately adjacent to highly polluting facilities – think fossil fuel infrastructure, industrial parks, or large manufacturing facilities – and is directly affected by the traffic, noise, operations, and most-concerningly, chemical and fossil fuel emissions of the operation. According to [a report from the NAACP and the Clean Air Task Force](#), “Most fenceline communities in the United States are low-income individuals and communities of color who experience systemic oppression such as environmental racism.”

Frontline Communities: As defined in the United Frontline Table's [A People's Orientation to a Regenerative Economy](#), frontline communities are those impacted most by climate change and its root causes, which include white supremacy, patriarchy, and colonization. These communities are embedded in legacy struggles against social, economic, and environmental injustices exacerbated by extractive and pollutive industries that have been purposely and systemically situated adjacent to their communities, and in some communities, on the actual land of the communities. This disproportionate exposure to climate and environmental injustice results in acute and chronic impacts to human and environmental health. Frontline organizations are those created of, by, and for frontline communities, and are accountable to a base of frontline community members. This definition comes from It Takes Roots.

Green Infrastructure: The [Water Infrastructure Improvement Act enacted in 2019](#) defines green infrastructure as the range of measures that use plant or soil systems, permeable pavement or other permeable surfaces or substrates, stormwater harvest and reuse, or landscaping to store, infiltrate, or evapotranspire stormwater and reduce flows to sewer systems or to surface waters. Green infrastructure is intended to filter and absorb stormwater where it falls.

Grid Modernization: Grid modernization refers to the comprehensive overhaul and enhancement of the electrical grid infrastructure to meet the evolving needs of society, technology, and environmental sustainability. This process involves integrating advanced technologies, innovative practices, and equitable policies to improve the efficiency, reliability, resilience, and environmental performance of the grid.



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Greenhouse Gas (GHG) Emissions: As defined by the [Intergovernmental Panel on Climate Change](#), GHG are those gaseous constituents of the atmosphere, both natural and anthropogenic, that absorb and emit radiation at specific wavelengths within the spectrum of thermal infrared radiation emitted by the Earth's surface, the atmosphere itself, and by clouds. This property causes the greenhouse effect. Water vapor (H₂O), carbon dioxide (CO₂), nitrous oxide (N₂O), methane (CH₄), and ozone (O₃) are the primary GHG in the Earth's atmosphere. Moreover, there are a number of entirely human-made GHG in the atmosphere, such as halocarbons and other chlorine- and bromine-containing substances, dealt with under the Montreal Protocol. Besides CO₂, N₂O, and CH₄, the Kyoto Protocol deals with the GHG sulfur hexafluoride (SF₆), hydrofluorocarbons (HFCs), and perfluorocarbons (PFCs).

High Road Strategy: Based on a definition by the founders of Emerald Cities Collaborative in [Eyes on the Prize](#), a "high-road" strategy is a values-based approach to yield just, sustainable, and inclusive outcomes such as a green, regenerative, and democratic society. High-Road in a workforce context is an approach aimed at creating high-quality employment, "good jobs" characterized by family-sustaining, living wages, comprehensive benefits, and opportunity for career advancement.

Local Hire and Procurement: As defined in the Just Transition PowerForce's [Environmental Justice Measurement & Evaluation Framework](#), local hiring and procurement programs use geographically targeted hiring programs that connect local workers and businesses, especially in under-resourced communities and priority populations, to jobs and business opportunities. The targeted populations may be based on geographic, income, minority, veteran, or other status indicative of economic marginalization. This benefits local contractors and workers, including diverse-owned businesses historically excluded from contracting opportunities.

Low-Income: Low-income refers to individuals or households whose income falls below a certain threshold, typically relative to the federal poverty line or median income levels. Low-income individuals may face challenges in meeting basic needs, such as housing, healthcare, and education.

Low to Median Income (LMI): Low to median income encompasses individuals or households whose income falls within a range that extends from below the median income level to slightly above it. These individuals may still face financial constraints and may be eligible for certain assistance programs or targeted interventions.

Microgrid: As defined by Project Draw Down, a microgrid is a localized grouping of distributed electricity generation technologies paired with energy storage or backup generation and tools to manage demand.

Minority, Women, and Disadvantaged Business Enterprises (MWDBE): As defined by Emerald Cities' & PODER's [Toolkit for Climate Equity & Community Engagement in Building Electrification](#), MWDBEs are a certified class of local, smaller businesses that are enabled to compete more effectively against non-local firms through contracting laws and regulations that are applied to certain contracts

Net Metering: As defined by the [Department of Energy](#), net metering is an arrangement where the excess electricity generated by grid-connected renewable energy systems "turns back" your electricity meter as it is fed back into the grid. If you use more electricity than your system feeds into the grid during a given month, you pay your power provider only for the difference between what you used and what you produced.



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Net Zero Emissions: As defined by Emerald Cities' & PODER's [Toolkit for Climate Equity & Community Engagement in Building Electrification](#), net zero emissions, also known as carbon neutrality, refers to achieving a balance between carbon emitted into the air and carbon removed from the atmosphere through natural forms of sequestration, offsets or technologies that capture/remove or store carbon dioxide.

Overburdened Communities: Overburdened communities are those disproportionately impacted by environmental, social, or economic challenges, such as pollution, inadequate housing, lack of access to healthcare or education, and limited economic opportunities. These communities often face multiple burdens simultaneously, exacerbating existing disparities and inequalities.

Pre-Apprenticeship Programs: Pre-apprenticeship programs are training initiatives designed to prepare individuals for participation in formal apprenticeship programs. These programs typically provide foundational skills development, hands-on experience, and exposure to the requirements and expectations of specific trades or professions.

Prevailing Wage: As defined by Inclusive Economics' [High-Road Workforce Guide for City Climate Action](#), prevailing wage is the hourly wage and fringe benefits paid to the majority of workers engaged in a particular craft, classification, or type of work in the local labor markets. Prevailing wages are established by regulatory agencies and usually match the union wage. Prevailing wage is often required in government contracting, but rules vary by state and locale. Prevailing wage laws establish wage standards to avoid encouraging firms to undercut each other by reducing pay for workers.

Project Labor Agreements (PLAs): As defined by the Department of Labor, PLAs are pre-hire collective bargaining agreements negotiated between construction unions and construction contractors that establish the terms and conditions of employment for construction projects.

Public Utilities Commission (PUC): As defined in Emerald Cities' [Energy Democracy Scorecard](#), State Public Utilities Commissions (PUCs, sometimes known as public service commissions) are state agencies that serve to regulate utilities, including telecommunications, electric, natural gas, water, railroad, rail transit, and passenger transportation, in addition to authorizing video franchises. Public Utilities Commissions are responsible for assuring that utility customers have safe, reliable utility service at reasonable rates, protecting utility customers from fraud and promoting their states' economies. Most PUCs engage in public comment, though each state's process varies. As The Chisholm Legacy Project's [Who Holds the Power: Demystifying and Democratizing Public Utility Commissions](#) outlines, "Public Utilities/Public Service Commissions hold vast decision-making responsibilities and power over the energy, water, telecommunications, and sometimes transportation resources that are generated and consumed in our communities.... PUCs hold power over key decisions related to the energy resources that power our homes and businesses (and often pollute our air and water). These decisions include how much we pay in electricity bills, what our energy sources are, and whether new energy production facilities are approved."

Redlining: As defined by the [Fair Housing Act](#), redlining is the practice of denying a creditworthy applicant a loan for housing in a certain neighborhood even though the applicant may otherwise be eligible for the loan. The term refers to the presumed practice of mortgage lenders drawing red lines around portions of a map to indicate areas or neighborhoods in which they do not want to make loans. In practice, as noted by Candace Jackson in "[What Is Redlining](#)," "race-based exclusionary tactics in real estate — from racial steering by real estate agents (directing Black home buyers and renters to certain neighborhoods or buildings and away from others) to racial covenants in many suburbs and developments (barring Black residents from buying homes). All of which contributed to the racial segregation that shaped the way America looks today."



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Regenerative Economy: As defined in the United Frontline Table's [A People's Orientation to a Regenerative Economy](#), a "Regenerative Economy is based on ecological restoration, community protection, equitable partnerships, justice, and full and fair participatory processes. Rather than extracting from the land and each other, this approach is consistent with the Rights of Nature, valuing the health and well-being of Mother Earth by producing, consuming, and redistributing resources in harmony with the planet. A regenerative economy values the dignity of work and humanity and prioritizes community governance and ownership of work and resources, instead of oppressive systems that devalue people and their labor through violent hoarding by a few. Rather than limit peoples' ability to fully shape democracy and decisions that impact our communities, a regenerative economy supports collective and inclusive participatory governance. It requires a re-localization and democratization of how we produce and consume goods, and ensures all have full access to healthy food, renewable energy, clean air and water, good jobs, and healthy living environments. A regenerative economy requires an explicit anti-racist, anti-poverty, feminist, and living approach that is intersectional and eschews top-down, patriarchal, classist, xenophobic, and racist ideology. This definition is adapted from Movement Generation, Indigenous Peoples Environmental Network, Climate Justice Alliance, People's Action, and Grassroots Global Justice Alliance drawing upon Indigenous leadership and generations of work and vision from Black farming cooperatives and labor movements."

Returning Citizen: A person who was previously incarcerated

Revolving Loan Fund: A revolving loan fund is a financing mechanism that replenishes itself through the repayment of loans, allowing funds to be continuously recycled and reused to provide financial assistance to multiple borrowers over time. In the context of federal funding investments, revolving loan funds may be established to support initiatives such as small business development, affordable housing, or energy efficiency projects.

Sacrifice Zones: As defined in the United Frontline Table's [A People's Orientation to a Regenerative Economy](#), sacrifice zones are communities that are poor and working-class Black, Brown, multi-racial, white communities, and Indigenous Peoples whose health, wealth, and lives have been sacrificed to advance the profits of corporations that control polluting industries. These specifically include communities impacted by pollution hotspots created by ports, transportation centers, fossil fuel, chemical, manufacturing, mining, and industrial agriculture industries. This definition comes from Peoples Action based on the historical struggle of environmental justice and frontline communities fighting against extractive industries.

Transportation Justice: Based on the definition found in the paper "[From Transportation Equity to Transportation Justice: Within, Through, and Beyond the State](#)," transportation justice strives for a society in which no person or group is disadvantaged by a lack of access to the opportunities they need to lead a meaningful and dignified life. It involves transforming the structures and processes that currently lead to the inequitable distribution of transportation into a more holistic reality in which the built environment connects transportation and other infrastructure to answer community needs. Also essential to this notion of transportation justice is that residents and other stakeholders should be able to actively participate in and influence the decisions that affect their lives.

Underserved Communities: Underserved communities are those that lack adequate access to essential services, resources, or opportunities, often due to systemic barriers or discrimination. These communities may include rural areas, urban neighborhoods, or populations facing socioeconomic disadvantages, such as low-income individuals, people of color, and individuals with disabilities.

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Virtual net energy metering: As defined by Emerald Cities' & PODER's [Toolkit for Climate Equity & Community Engagement in Building Electrification](#), virtual net energy metering (VNEM) is a billing arrangement allowing for a single solar electric system to offset multiple common area and tenant meters. The monthly solar generation is divided out to the participating accounts using predetermined percentages that are defined by the property owner. Using those percent allocations, the utility applies solar credits directly to the multiple account holders' utility bills.

Water Justice: Water justice encompasses fair and equitable access to clean, safe, and affordable water for all people, regardless of their socioeconomic status, race, or geographic location. It recognizes that access to water is a fundamental human right and a vital resource for life, health, and well-being. Please refer to the [Oregon Water Justice Framework](#) for a more in-depth understanding of Water Justice.

Weatherization: As defined by Emerald Cities' & PODER's [Toolkit for Climate Equity & Community Engagement in Building Electrification](#), weatherization refers to the practice of protecting a building and its interior from the elements, particularly from sunlight, precipitation, and wind, and modifying a building to reduce energy consumption and optimize energy efficiency. Typical measures include: sealing air gaps around windows, doors, pipe penetrations, light fixtures, air ducts; installing insulation; and replacing old windows with insulated dual-pane units.

Wrap-around: As defined by Inclusive Economics' [High-Road Workforce Guide for City Climate Action](#), wrap-around describes a holistic, coordinated, and solution-focused approach to support a training program participant, centered around relationships and tailored toward building strengths and promoting success.

