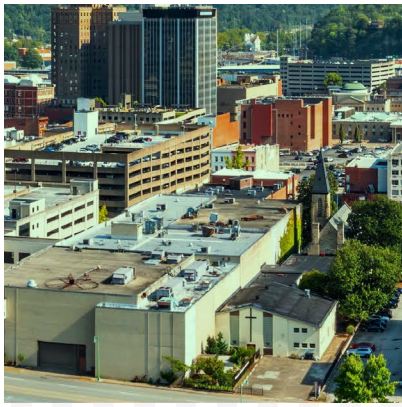
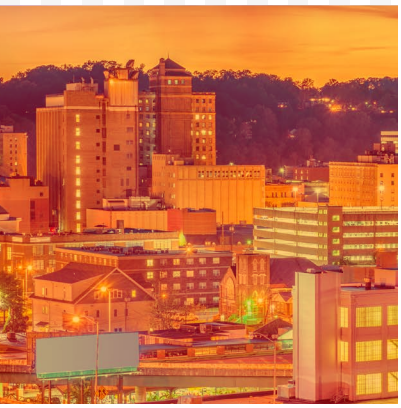
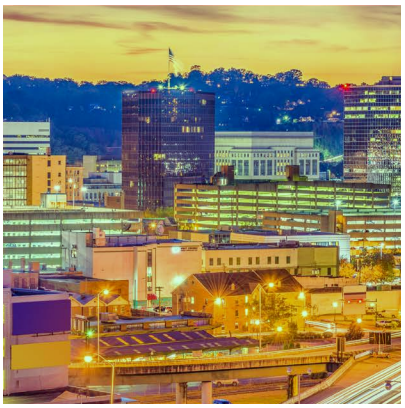
Charleston SAVES

Charleston, WV Strategy for
***S**olar **A**sset **V**alue & **E**fficiency **S**avings*




Improving Municipal & Civic Buildings to Boost Taxpayer Savings, Economic Development, & Jobs

A project of Appalachian Voices with the City of Charleston, WV

FEBRUARY 15, 2026

Charleston SAVES

Appalachian Voices

The City of Charleston West Virginia

Appalachian Solar Finance Fund

EXECUTIVE SUMMARY

What It Is: The Charleston SAVES initiative seeks to deploy energy upgrades and solar photovoltaic (PV) technology at municipal and civic buildings in West Virginia's capital city of Charleston in order to reinvest cost savings back into public services and community revitalization efforts. The focus of this initiative is to leverage public-private partnerships to deploy innovative financing approaches that offset upfront capital costs for building upgrades with long-term energy cost savings.

Charleston SAVES is a practical roadmap to cut municipal energy bills with solar and efficiency upgrades without large upfront spending using available incentives and "pay-as-you-save" tools.

Why It Matters Now: As energy prices rise across the nation and in West Virginia, communities are facing a variety of challenges, including strained municipal budgets, housing instability, and families struggling with affordability. In Appalachia, where energy consumption is expected to increase by 28% from 2006 to 2030 (at a rate nearly double that of the nation)[1], strong and innovative policy interventions are required to find effective solutions for households, businesses, and communities to save money on the high costs of energy. Rising energy costs, aging public infrastructure, and increasing exposure to grid disruptions are adding pressure to Charleston's municipal budget and essential services, making cost-saving energy upgrades and resilience investments both urgent and practical.

Charleston SAVES

- Target high-priority municipal and civic buildings for energy upgrades
- Use proven financing approaches that do not require major up-front capital investments from the community
- Attract private investment for building upgrades
- Reinvest savings into the Charleston community
- Pave the way for further success by other building owners

Who's Involved: The **Charleston** "**S**olar **A**sset **V**alue & **E**fficiency **S**avings" – **Charleston SAVES** – initiative is a strategic public-private partnership led by regional nonprofit Appalachian Voices to help the City of Charleston and community partners identify, prioritize, and implement energy upgrades on municipal and public buildings to reduce energy costs, improve building performance, and attract private investment. Charleston SAVES is supported by funding from ICLEI – Local Governments for Sustainability USA (ICLEI) and the Coalition for Green Capital (CGC)'s Municipal Investment Fund. It builds directly on the goals and priorities established in the Charleston Green Team Strategic Plan adopted in July 2024.

[1]Appalachian Regional Commission, Energy Efficiency in Appalachia Report

Meeting Charleston's modern energy challenges will require innovative collaboration between a growing network of municipal departments, community anchor institutions, financial institutions, technical experts, energy development firms, workforce and labor organizations, and philanthropic partners. The SAVES team has convened a robust network of local and regional partners to contribute the financial expertise, technical capacity, workforce development support, and community perspectives essential to advancing successful market-building activities and developing long-term public-private collaborations.

Purpose: The purpose of this Charleston SAVES strategic plan is to establish a clear, actionable roadmap for identifying, prioritizing, and preparing to implement cost-saving energy investments for municipal and civic buildings. The plan will support the City of Charleston and community anchor institutions in identifying where public dollars are currently being wasted due to inefficient building performance and outdated energy systems. The plan also evaluates how distributed solar PV installations, high-performance building efficiency upgrades, and market-building strategies to encourage investment readiness can reduce operating costs, improve building reliability, and strengthen community resilience.

Targeted Buildings for SAVES

- Charleston Coliseum & Convention Center
- Charleston City Hall
- Municipal community centers – Kanawha City Community Center, Martin Luther King Jr. Community Center, North Charleston Community Center, and Roosevelt Neighborhood Center
- West Virginia State University Economic Development Center
- A More Excellent Way Life Center Church
- First Baptist Church Charleston

Success Stories in West Virginia: The local benefits of distributed solar installations and energy efficiency upgrades are well established in West Virginia. Several recent examples demonstrate the success of these approaches:

Kanawha County Schools, West Virginia's largest school district, is undergoing upgrades to 1.4 million square feet of facilities and expects guaranteed energy cost savings of at least $576,400 each year.[2]

The West Virginia Division of Corrections & Rehabilitation is investing in upgrades to 20 buildings using an energy performance contract that requires no upfront funding from the state. With costs covered through energy savings over time, this investment is expected to result in more than $56 million in reduced energy costs.[3]

[2] CMTA
[3] Johnson Controls

Wayne County Schools is working with a West Virginia-based solar development company to install 5.33 megawatts of solar across all of Wayne County's K-12 public school buildings using "Power Purchase Agreements" (PPAs) with zero upfront cost to the school system. These projects are expected to save the schools $25 million in long-term energy costs, covering the costs to employ six teachers each year. This popular solar financing mechanism has been or is planned to be deployed at over 90 school buildings across West Virginia in Berkeley, Cabell, Calhoun, Grant, Greenbrier, Ohio, and Wood counties – with energy cost savings expected to top $100 million for these local schools.[4]

West Virginia's capital city of Charleston could likewise benefit from these smart energy approaches and seeks to use the Charleston SAVES initiative to pursue these opportunities. Through this initiative, the City of Charleston can address energy inefficiencies and rising costs, reinvest savings back into the community, and position itself as a regional leader in energy upgrades and building retrofits.

How to Pay for It: The focus of Charleston SAVES is to use proven financing approaches to support capital upgrades for buildings without requiring large up-front investments by the City. While solar and energy efficiency retrofits can help save communities money in the long-term, they require a strategic financing approach to be successful. A central objective of Charleston SAVES is to identify and explain cost-effective approaches for deploying these upgrades without requiring significant upfront capital from the City or building owners. This includes leveraging available federal, state, and utility incentives, and applying innovative financing structures such as solar PPAs and leases, energy performance contracts, and other "Pay-As-You-Save" (PAYS) mechanisms. This plan also outlines pathways for banks, CDFIs, impact investors, and other lenders to finance high-performance building upgrades to achieve beneficial community and financial returns. Through the development and implementation of this plan, Charleston SAVES seeks to create strong public-private partnerships with energy service companies and solar developers to support project delivery, workforce development, and clean energy market-building activities in the region.

Benefits for Charleston: The potential benefits of the Charleston SAVES initiative for the community are significant. From an economic perspective, Charleston SAVES will help reduce energy costs, leverage private investment, create skilled local jobs, and provide long-term relief to constrained municipal budgets, as evidenced by comparable public-private partnership initiatives. In Pittsburgh, Pennsylvania, the regional efforts of over 500 buildings totaling over 80 million square feet have resulted in 50+% emissions reductions, 25+% energy reductions, 30+% water use reductions, and over $50 million in annual utility cost savings as well as $5.4 billion in building project investments over 12 years. Smaller cities have seen dramatic impacts too: Cities like Erie, Pennsylvania saw 19% in energy savings, $4.5 million in annual utility cost savings, and almost 40% in emissions reductions. These regional examples demonstrate the high potential for the City of Charleston to achieve significant economic and environmental savings. Beyond direct financial impacts, the initiative will result in healthier public spaces, support Charleston's role as a civic and energy leader in West Virginia, and create educational and workforce development opportunities tied to emerging energy markets. Investments in solar, battery energy storage, and building performance also improve grid capacity, conserve resources, and strengthen disaster resilience for communities that are vulnerable to extreme weather, public emergencies, and power outages, all of which have been experienced by the Charleston community in the past decade.

This plan lays the foundation for building a clean energy market in the Charleston region and beyond. Through this work, the Charleston SAVES initiative will prepare City leadership, community partners, lenders, and other stakeholders to take full advantage of the financial and community benefits of this growing energy sector.

[4] PBS

Key recommendations for next steps on this Charleston SAVES initiative include:

1. Issue a Request for Proposals to Solar Developers to Evaluate and Deliver Rooftop Solar Using Incentives and PPA Structures (Early 2026)
2. Begin with a Flagship Project: Prioritize the Charleston Coliseum & Convention Center for Rooftop Solar
3. Issue a Request for Proposals to Energy Service Companies to Evaluate and Deliver Building Performance Upgrades
4. Seek Phase II Grant Funding through ICLEI or Other Sources
5. Convene a Charleston Financing Roundtable to Align Lenders and Investors with Project Needs and Structures
6. Define a Framework for Key Performance Indicators
7. Maintain the Charleston Green Team and Key Partners to Continue Coordination, Public Support, and Implementation Momentum

Appalachian Voices

The City of Charleston West Virginia

Charleston Green Team

Appalachian Solar Finance Fund

Report prepared by

Sustainable Strategies DC

Report designed by

BC DC IDEAS

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BACKGROUND

The Need for Charleston SAVES

In West Virginia, the average price of electricity for residential ratepayers increased by nearly 34% between 2019 and 2024[5]. A variety of factors have contributed to the soaring electricity prices facing West Virginians, including a lack of diversified energy sources and a declining population that has exacerbated increased costs. According to the 2025 Statewide Housing Needs Assessment, 37% of households in West Virginia are considered energy-burdened, meaning they spend more than 6% of their household income on electricity and other power-related costs. These households also tend to face high levels of economic insecurity: Out of the roughly 266,000 energy-burdened households, 20% of them are low-income and have among the highest energy costs in West Virginia.[6]

As the capital city of West Virginia, Charleston is not immune to rising costs and energy burdens. For example, in 2024 the six municipal buildings featured in this report cost the city nearly $1 million in annual energy costs. Initial assessments completed in this planning process have identified numerous areas of inefficiency, including aging HVAC systems and inefficient controls, leaky windows and doors, outdated lighting, excessive energy use from plug loads, and more, all of which drain energy and resources from the City and broader community.

Charleston and the Kanawha Valley have experienced multiple infrastructure crises over the past two decades that highlight the need for greater resilience to extreme weather, natural disasters, and other public emergencies. In 2014, a state of emergency was issued for Charleston and the surrounding counties after 7,500 gallons of chemicals leaked into the Elk River, causing a widespread water supply and public health crisis for 300,000 residents.[7] In November 2023, a water main break infiltrated natural gas lines on Charleston's West Side, leaving hundreds of families without heat, hot water, or cooking fuel for days.[8] When infrastructure fails, communities risk significant public health and safety challenges that can have long-lasting negative effects. To better prepare for, withstand, and recover from such events, communities must invest in resilient infrastructure.

In the fall of 2020, the Charleston City Council adopted Resolution 386-20 to create the City's Green Team, made up of citizens, officials, and experts from the local public, business, and nonprofit sectors.[9] Since February 2021, the Green Team has worked with the City on the topics of energy efficiency, land use, greenspace, water resources, transportation, litter and waste management, and recycling. The SAVES initiative will capitalize on the Charleston Green Team's mission and opportunity to pursue several local and regional strategic goals, including the **first goal of the WV Region III Economic Development Council's Comprehensive Economic Development Strategy** to achieve a diversified, balanced economy for the Region, and **Goal 4 of Charleston's Green Team Strategic Plan** to increase energy efficiency and community resilience. This will position Charleston as a connected, vibrant, and energy-resilient leader in West Virginia.

[5]U.S. Energy Information Administration, West Virginia
[6]West Virginia Housing Development Fund, "Housing Needs Assessment for the State of West Virginia 2025"
[7]West Virginia Public Broadcasting, "Key Health Players Look Back at the 2014 Water Crisis"
[8]WOWK, "West Side Community Remembers 2023 Gas Outage"
[9]See www.charlestonwv.gov/government/greenteam.

The Charleston SAVES Team

The Charleston SAVES initiative is centered around robust partnerships and collaborations and led by a team of local and regional experts.

Appalachian Voices is a leading regional nonprofit with decades of experience in energy transition and economic diversification in Central Appalachia. It brings the technical and financial expertise of its Appalachian Solar Finance Fund, which helps nonprofits and public institutions navigate the complex financial landscape of solar development. Appalachian Voices leads the SAVES initiative's strategic implementation, financial market analysis, and coalition-building to ensure that projects are not just technically feasible but financially viable.

As the capital of West Virginia, the **City of Charleston** is central to the SAVES initiative. The City is represented by the City Manager's office and the **Charleston Green Team**. The City brings extensive experience in facility management and community planning. Its primary role is to identify municipal buildings for retrofit upgrades, facilitate access to public buildings, and align project outcomes with the City's economic development and Green Team goals.

Green Building Alliance (GBA) is an Appalachian-based nonprofit organization dedicated to creating high-performing buildings and healthy communities across the region, including in West Virginia, where GBA has partnered with organizations and communities for nearly 20 years. Serving as the primary technical partner for this initiative, GBA brings deep expertise in building performance standards, energy efficiency auditing, and data-driven sustainability metrics. GBA leads the technical assessment of the project pipeline and helps building owners understand baseline energy performance and the benefits of potential capital projects. Its role is critical in advancing the "investment readiness" of SAVES projects and establishing a standardized monitoring and evaluation framework. It helps stakeholders understand the technical and health benefits of high-performance building projects.

Sustainable Strategies DC (S2) is a strategic consulting, grant-writing, and government affairs firm that represents local governments and nonprofits across West Virginia and the nation, helping them secure resources for revitalization. S2 has worked with the City of Charleston for five years to help the locality bring over $50 million in new resources to priority projects in the city. S2's team has collaborated with local communities on energy and sustainability projects since the early 1990s. S2 helped shape the SAVES initiative's goals and approach, and drafted this report.

With the leadership of Appalachian Voices, the City, and GBA, the SAVES Initiative has engaged a wide variety of stakeholders and partners from the Charleston community and across the region, including[10]:

- A More Excellent Way Life Center Church (Community-serving organization)
- ACT Now Coalition (Regional coalition)
- Charleston Catholic High School (Educational institution)
- Charleston Green Team (Community-serving organization)
- Civil Society Institute (Community-serving organization)
- Coalfield Development Corporation (Workforce development organization)
- CMTA, Inc. (Energy service company)
- Element Federal Credit Union (Financial institution)
- Energy Efficient WV (Technical assistance provider)
- Energy Systems Group (Energy service company)
- First Baptist Church Charleston (Community-serving organization)

[10]A full stakeholder matrix is provided in the Appendix on pg 37.

- Green Shepherd (Technical assistance provider)
- Invest Appalachia (Financial institution)
- Partner Community Capital (Financial institution)
- Perfection Group (Energy service company)
- ProtoGen (Technical assistance provider)
- Secure Solar Futures (Solar development firm)
- Solar Holler (Solar development firm)
- Solar United Neighbors (Community-serving organization)
- Vision Granted (Technical assistance provider)
- West Side Accelerate (Community-serving organization)
- WV Brownfields Assistance Center (Technical assistance provider)
- WV Citizen Action Group (Community-serving organization)
- WV Community Development Hub (Technical assistance provider)
- WV State University (Educational Institution)

On November 5, 2025, representatives from these organizations met in person at a community workshop to identify priority projects and align shared objectives. Informed by this thoughtful, community-based approach to energy diversification and market-building, the Charleston SAVES initiative prioritizes cost savings, strategic capacity-building, and robust community benefits to create the conditions necessary for a long-term viable market for solar and high-performance building upgrades.

Photo credit: Green Building Alliance

CGC/ICLEI Municipal Investment Fund

The Coalition for Green Capital (CGC) is a 501(c)(3) nonprofit corporation whose mission is to use public-private investments to accelerate the transition to clean energy cheaply and efficiently. CGC seeks to build an American clean power platform by, for and with communities and invest in clean air, clean water, and cheap clean power. In 2025, CGC selected ICLEI – Local Governments for Sustainability USA (ICLEI) to develop a network of communities that qualify to participate in its Municipal Investment Fund (MIF) program. Through Phase I of the MIF, ICLEI made grant awards to 49 selected communities across the nation, with Charleston the only awardee in West Virginia. MIF Phase I grants support local planning to identify approaches for using smart energy investments to achieve community goals, benefit low-income and disadvantaged communities, and mobilize financing and private capital to stimulate additional deployment of cost-saving energy technologies.

During MIF Phase I, ICLEI USA identified and recommended to CGC 49 Qualified Communities to receive grant funding and technical assistance for activities necessary to develop Public-Private Partnership Plans that will accelerate the deployment of capital to future Qualified Projects. During Phase II, CGC will select up to 10 Qualified Communities participating in Phase I to join its inaugural cohort of the MIF focusing on implementation of their Public-Private Partnership Plans to develop and finance Qualified Projects. Phase II awardees may be awarded additional grants of up to $2 million to build on their Phase I plans. The MIF is a transformative opportunity for communities across the US to develop finance-ready project pipelines that will unlock private investment, create jobs, lower energy costs, and improve life in communities across the nation. Appalachian Voices and the City of Charleston are confident that the Charleston SAVES initiative's plans to upgrade key municipal and civic buildings in West Virginia's capital city are worthy of further ICLEI/CGC investment in Phase II of the MIF program.

VISION, GOALS, & ACTION PLAN FOR CHARLESTON SAVES

Goals

The Charleston SAVES team seeks to support the City of Charleston's capacity to become a leader in municipal energy savings through retrofitting public facilities with solar and energy efficiency upgrades. As the capital city of West Virginia and located in the heart of Appalachia, Charleston is a community with deep roots in the energy sector and high potential for new and diversified energy project development. This initiative enables already-active nonprofit technical experts to work with the City, civic organizations, local and regional financial institutions, and industry allies to create a market framework for financing and deploying solar and energy-efficient technologies on municipal and civic buildings. The primary objectives are:

Reduce Operating Costs: Many civic and public buildings in Charleston suffer from deferred maintenance and inefficient systems that result in increasingly high utility bills. For example, City Hall, one of the identified priority projects for this initiative, was built in 1921 and costs the City over $100,000 in annual energy costs. With part of the building currently unoccupied and pending renovations, this cost represents only a portion of the building's full-scale energy load. By deploying on-site solar and high-performance energy efficiency upgrades at City Hall, the City could stabilize energy costs for this anchor facility for decades and, in turn, free up municipal budget capacity for essential services like emergency services, public health, economic development, and parks.

Initiate a Market Transformation: Considering that the current market for clean energy investment in West Virginia is immature, lenders may be unfamiliar with managing risk in this sector, and thus community-focused commercial clean energy projects may struggle to attract capital. This initiative creates a successful, replicable pilot model that a) cultivates local market demand for clean energy projects and b) encourages investment by demonstrating the technical and financial viability of clean energy projects to local and regional lenders.

Create Jobs: Municipal investment can be a catalyst for job creation. To achieve this, the SAVES team engages with workforce development leaders like Coalfield Development Corporation, local unions, and the private sector to identify how best to integrate workforce development opportunities into project implementation. One pathway is to utilize proven on-the-job training models that allow workers to gain hands-on experience installing rooftop solar and energy-efficient building retrofits. Centering local job training opportunities ensures that the capital invested into these projects will circulate within the local economy to build a skilled workforce ready to service a growing regional market.

Improve Equitable Health Outcomes: Implementation of this report's recommendations will improve equitable health outcomes in Charleston's low-income and disadvantaged communities (LIDACs). Most LIDACs in West Virginia have greater environmental risks, especially related to air pollution, that can result in increased vulnerability to premature death and childhood asthma.[11] Many of the facilities targeted in this report for retrofits serve vulnerable community members, including low-income residents, the elderly, and children. These upgrades can reduce overall electricity consumption and increase local renewable energy generation, which can contribute to lower emissions from regional power plants over time. At scale, these reductions support improved air quality and associated public health outcomes. Complementary energy-efficient building upgrades, such as upgraded ventilation and filtration systems, can further enhance indoor air quality. In addition, Charleston SAVES encourages prioritizing investments that strengthen community resilience, including the development of solar-plus-storage-powered resilience hubs in low-income and disadvantaged communities. These facilities can provide critical services during extreme weather events and other public emergencies, help protect vulnerable populations, and support long-term energy and health benefits.

What Does Charleston SAVES Do?

The Charleston SAVES initiative focuses on building the partnerships, market infrastructure, and project development pipeline required to accelerate solar and high-performance building investments in the City of Charleston and surrounding region. Through public-private partnerships, Charleston can position itself as a leader in the implementation of cost-saving energy upgrades that directly benefit the community. These goals will be achieved through a strategic scope of work:

Stakeholder Engagement and Partner Cultivation

Charleston SAVES convenes stakeholders to align goals, address barriers, and advance cost-effective solar and building upgrades for priority facilities.

Financial and Technical Assistance Resource Identification

The "Financing and Resource Strategy" section on page 26 identifies incentives and tools to support energy project development.

Attraction of Private Investment through Market Analysis

Charleston SAVES analyzes regional capital markets, identifies viable clean energy financing structures, and connects projects with mission-aligned investors and partners.

Pipeline Development of Investment- and Shovel-Ready Projects

The initiative builds an investment-ready pipeline through assessments and technical assistance, reducing transaction costs and positioning projects for competitive financing.

Identification of Effective Approaches for Distributed Solar and Building Upgrades

Charleston SAVES evaluates scalable, cost-saving solar and efficiency approaches, including existing city efforts, to create a replicable regional model.

Establishment of Durable Pathways for Long-Term Investment and Partnerships

This initiative establishes lasting partnerships and frameworks to sustain project pipelines and public-private investment beyond the Phase I award period.

[11] EnergyWise West Virginia, 2024

Positive Community Impacts

The Charleston SAVES initiative is meant to be transformative for the City of Charleston and the surrounding region. Locally, the groundwork laid here can lead to implementation of high-priority solar and building performance upgrades that improve municipal and community facilities, result in major long-term cost savings, and redirect local resources toward community priorities. Over time, this initiative can catalyze a stream of sustained private investment that strengthens the local and regional clean energy market and promotes community-wide benefits by improving public health outcomes, expanding opportunities for good-paying local jobs, and enhancing quality of life. Charleston SAVES will help the City prepare a clear list of priority solar and building upgrade projects and outline realistic ways to pay for them. Setting up a replicable process and forming trusted partnerships will reduce the burden on City staff and help projects move faster into implementation. After the first several priority projects are completed, subsequent projects will be simpler to plan, easier to fund, and quicker to implement.

This process will help demonstrate that municipal and community-serving facilities in West Virginia can support bankable, low-risk investments that achieve long-term energy cost savings. As private lenders, developers, and ESCOs gain experience working within this framework, confidence in the regional market will increase, lowering transaction costs and encouraging further investment. This is especially important in West Virginia, where clean energy financing has historically been limited by factors such as lack of capital and perceived risk by both investors and borrowers. Over time, this initiative can help normalize solar and energy efficiency technologies as standard infrastructure upgrades and cost-saving opportunities. Charleston SAVES can do more than deliver individual building upgrades: It can help create a "playbook" that supports local job training, reduces energy bills, makes it easier for local contractors and private lenders to work with the City, and improves the comfort and resilience of public and community buildings.

Future Opportunity

Phase I planning helps ready Charleston to transform ideas into action and positions the city to compete for future funding, including a potential ICLEI MIF Phase II grant. During Phase I, the SAVES team identified priority buildings, explored practical ways to pay for upgrades, connected with qualified contractors and financing partners, and flagged key risks to address early. As a result, the City now has a clear starting list of projects, defined partner roles, and basic cost and financing assumptions to guide next steps. This puts Charleston in a strong position to move quickly into predevelopment and implementation for the highest-priority buildings.

While CGC/ICLEI's MIF Phase II funding could be a critical financing catalyst, the Charleston SAVES team also has identified alternative and complementary funding sources for project implementation, including federal and state grants, philanthropic support, tax incentives, utility incentive programs, and private capital deployed through loans, solar PPAs and leases, energy performance contracts, and other Pay-As-You-Save mechanisms. This flexibility ensures that Charleston SAVES is not dependent on a single funding source and can advance project implementation as appropriate financing opportunities are identified and secured.

Charleston SAVES is intentionally structured to serve as a replicable model for communities across West Virginia and the surrounding region. The planning process, partnership framework, financial analysis, and tools developed through this initiative are designed to be transferable to other municipalities facing similar challenges of aging public infrastructure, constrained municipal budgets, and limited access to private capital. By documenting lessons learned, procurement strategies, financing structures, and engagement approaches, Charleston SAVES provides a practical

roadmap that other local governments can adapt to their own building portfolios and market conditions. As West Virginia's capital city, Charleston is uniquely positioned to demonstrate its leadership and show that clean energy investments can align with economic development, fiscal responsibility, and community priorities in Appalachia. Through thoughtful financial planning, strong public leadership, and meaningful community engagement, Charleston SAVES creates a local development model that can accelerate clean energy investment across West Virginia for years to come.

COMMUNITY ENGAGEMENT APPROACH

The Charleston SAVES engagement strategy focuses on deep, meaningful collaboration with local organizations and leaders, including those who live, work, and govern in Charleston's LIDACs. The process formally launched on November 5, 2025, with an in-person convening of 51 representatives from 29 organizations including financial institutions, energy industry firms, community-serving nonprofits, capacity-building technical assistance providers, and the City. This meeting established a preliminary priority list of investment-ready projects and identified gaps and opportunities for further collaboration. Since then, the Charleston SAVES team has worked to cultivate long-term relationships with a range of investors and lending institutions, technical experts, private-sector companies, and community leaders who attended the meeting to leverage the Charleston SAVES initiative into tangible results through further project development and strategic investment.

If Appalachian Voices and the City of Charleston are awarded additional ICLEI Municipal Investment Fund resources in Phase II, **the SAVES engagement strategy can expand to include:**

Additional partner and stakeholder engagement to maintain momentum and further develop a local pipeline of investment-ready clean energy projects

Using the Charleston Green Team's infrastructure and network to conduct public education about the benefits of clean energy and to ensure that LIDAC residents understand and access the economic and health advantages of these local building upgrades

Continued financial sector engagement to identify gaps in energy financing models and available lending strategies. This will help ensure that strategic investment is deployed to meet the specific needs of both lenders and borrowers while benefiting the community.

Meaningful and sustained community engagement is central to the success of Charleston SAVES. The initiative is intentionally designed as a collaborative public-private partnership that aligns municipal priorities, market capacity and community needs to secure investment in clean energy and high-performance building upgrades. Engagement during Phase I of this initiative focuses on building trust, identifying shared objectives, and laying the groundwork for clearly defined partner roles during implementation of a potential Phase II.

Partner Roles

Each engagement partner and stakeholder plays a vital role in the Charleston SAVES initiative. **Municipal leadership and city departments** play a foundational role in shaping priorities, identifying potential projects, and ensuring strategic alignment with public operations and capital planning. Municipal partners include the Office of Mayor Amy Shuler Goodwin, the City Manager's Office, the Department of General Services & Building Maintenance, civic and municipal authorities such as the Coliseum & Convention Center, and operational departments including emergency services, parks and recreation, and parking authorities. These municipal partners bring critical insight into building conditions, operational constraints, procurement requirements, and long-term maintenance considerations. As this initiative moves toward a potential Phase II, these entities can serve as project sponsors, host sites for implementation, and function as long-term stewards of completed upgrades.

Owners of community-serving facilities like West Virginia State University, First Baptist Church on Charleston's East Side, and A More Excellent Way Life Center Church on Charleston's West Side are early examples of how SAVES can expand representation among private and nonprofit building owners to strengthen the local pipeline of investment-ready projects and broaden community impact.

Technical assistance providers and industry support professionals like the Appalachian Solar Finance Fund, Green Building Alliance, Sustainable Strategies DC, Energy Efficient WV, Green Shepherd, ProtoGen, Vision Granted, and others represent another essential stakeholder group. Their participation helps ensure that project concepts are technically feasible, cost-effective, and compatible with existing facilities.

Local and regional financial institutions such as Element Federal Credit Union, Invest Appalachia, and Partner Community Capital are critical to achieving the initiative's goal of mobilizing private capital. Their engagement during Phase I has centered on identifying barriers to investment, clarifying requirements, and evaluating financing tools such as loans and credit enhancements, solar PPAs and leases, and energy performance contracts. Feedback from these stakeholders is actively informing the development of investment-ready projects and helps align public-sector needs with private capital expectations. As Charleston SAVES advances, deeper engagement with mission-driven lenders and regional investors will be essential to supporting a potential Phase II.

Local solar developers and energy service companies (ESCOs) like CMTA, Energy Systems Group, Perfection Group, Secure Solar Futures, and Solar Holler provide the industry expertise necessary to move from the planning phase into successful project implementation. Private-sector involvement ensures that proposed solutions reflect current market capabilities, realistic timelines, and proven technologies. In future phases of SAVES, solar developers and ESCOs are expected to play lead roles in project development through competitive procurement and long-term contractual arrangements. The City is preparing to issue an RFP in early 2026 inviting qualified firms to assess and install solar on municipal facilities, and is considering issuance of a separate RFP to identify cost-saving opportunities through building performance improvements and other long-term operational efficiencies. The City hopes to engage in solar Power Purchase Agreements to leverage the value of federal incentives, including the Section 48 Investment Tax Credit and associated bonus credits, which begin to expire at the end of 2027.

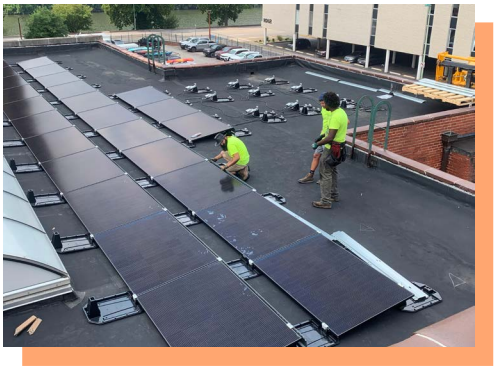


Photo credit: Charleston Catholic High School

Nonprofits, community organizations, civic groups, and faith-based institutions like the Charleston Green Team, West Virginia Council of Churches, First Baptist Church Charleston, A More Excellent Way Life Center Church, Coalfield Development Corporation, and others are essential partners to ensure that Charleston SAVES delivers tangible benefits to residents and aligns with community priorities. These stakeholders provide valuable input on equity, workforce development, public trust, and community needs. Their involvement helps shape messaging, identify facilities that serve vulnerable populations, and ensure that benefits like cost savings and improved building performance support broader community goals. Phase I engagement highlights the need to expand representation among grassroots organizations and neighborhood-based groups as planning progresses.

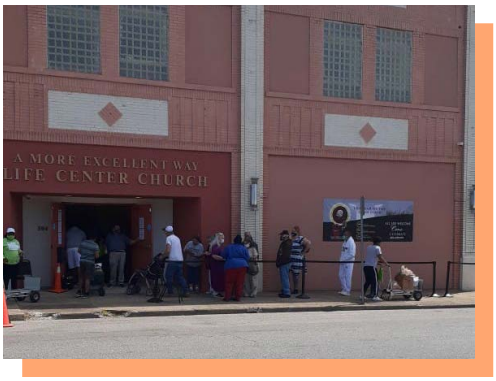


Photo credit: A More Excellent Way Life Center Church

Federal and state agency officials, including staff and leadership from Senator Shelley Moore Capito's office, Senator Jim Justice's office, Representative Carol Miller's office, Governor Patrick Morrisey's office, and the West Virginia Office of Energy can play a key role in providing policy guidance and access to funding opportunities. Engagement with these stakeholders and advocacy at the state and federal level will help inform funding strategies and can strategically position Charleston SAVES within broader state and federal energy initiatives.

Local and regional philanthropic foundations such as the Dunn Foundation, Claude Worthington Benedum Foundation, and Greater Kanawha Valley Foundation complement public and private investment to meet local community needs. Their participation can fill gaps that are not easily addressed through traditional financing, particularly for workforce development, community engagement, and capacity support. As Charleston SAVES advances, philanthropic partners may play a critical role in supporting further development of partnership-based community-serving priorities.

Engagement Approach

Engagement to date has been guided by the Charleston Green Team and the SAVES project team, supported through a series of virtual meetings that introduced the initiative, gathered early input, and refined project goals. These efforts culminated in an in-person convening on November 5, 2025 in Charleston, which brought together representatives from the stakeholder groups described in Appendix C. The meeting was structured to encourage cross-sector dialogue, combining presentations with facilitated discussions focused on market barriers, financing challenges, operational needs, and community priorities. Participants identified common challenges such as limited access to capital, regulatory uncertainty, workforce constraints, and the need for clear project pipelines, while also expressing strong interest in collaborative solutions and long-term partnerships.


Photo credit: Appalachian Voices

Building on this foundation, Charleston SAVES can continue to engage stakeholders through a combination of interviews, surveys, targeted roundtables, public convenings, and digital engagement tools, if Phase II resources are secured.

Community Engagement

Over 16% of Charleston residents live under the federal poverty line, and many of these low-income residents live in neighborhoods with buildings targeted by this initiative. To ensure equitable benefits and alignment with local priorities, community engagement is an integral component of the overall stakeholder strategy. Charleston SAVES is committed to ensuring that project benefits reach community members, particularly those served by public and civic facilities. Engagement strategies have prioritized inclusive participation by creating accessible opportunities for input, partnering with trusted local organizations like those mentioned above and incorporating feedback into project selection and design. Future phases of Charleston SAVES will focus on public education and outreach to clearly communicate project goals, anticipated benefits, and implementation timelines to help build understanding and long-term support among local residents and stakeholders.

Photo credit: Green Building Alliance

Through this layered and adaptive engagement approach, Charleston SAVES aims to build a coalition capable of advancing clean energy investments from planning to implementation while maintaining transparency, accountability, and community trust.

PRIORITY BUILDING OPPORTUNITIES

This initiative focuses on high-visibility, energy-intensive buildings with the potential for far-reaching community benefit, especially for Charleston's LIDACs. Significant investment-ready projects and their proposed plans include:

Charleston Coliseum & Convention Center: The Charleston Coliseum & Convention Center is located at the confluence of three major interstate highways and includes the 13,500-seat Coliseum, the newly renovated 100,000-square-foot Convention Center, the 3,483-seat Municipal Auditorium, and a 738-seat Theater. As the state's premier entertainment and meeting destination, it hosts concerts, family shows, sporting events, conventions, corporate events, exhibitions, and more. It is also one of the city's largest energy users: In 2024, the Coliseum used 33 million kBtu of energy, nearly 40% from natural gas, with energy costs exceeding $710,000. Given its extensive footprint, the complex is well-suited for rooftop solar that could reduce costs from on-site equipment. The complex is essential to the economic wellbeing of Charleston. The addition of rooftop solar will position the complex as an example of how to integrate clean energy with local economic drivers.

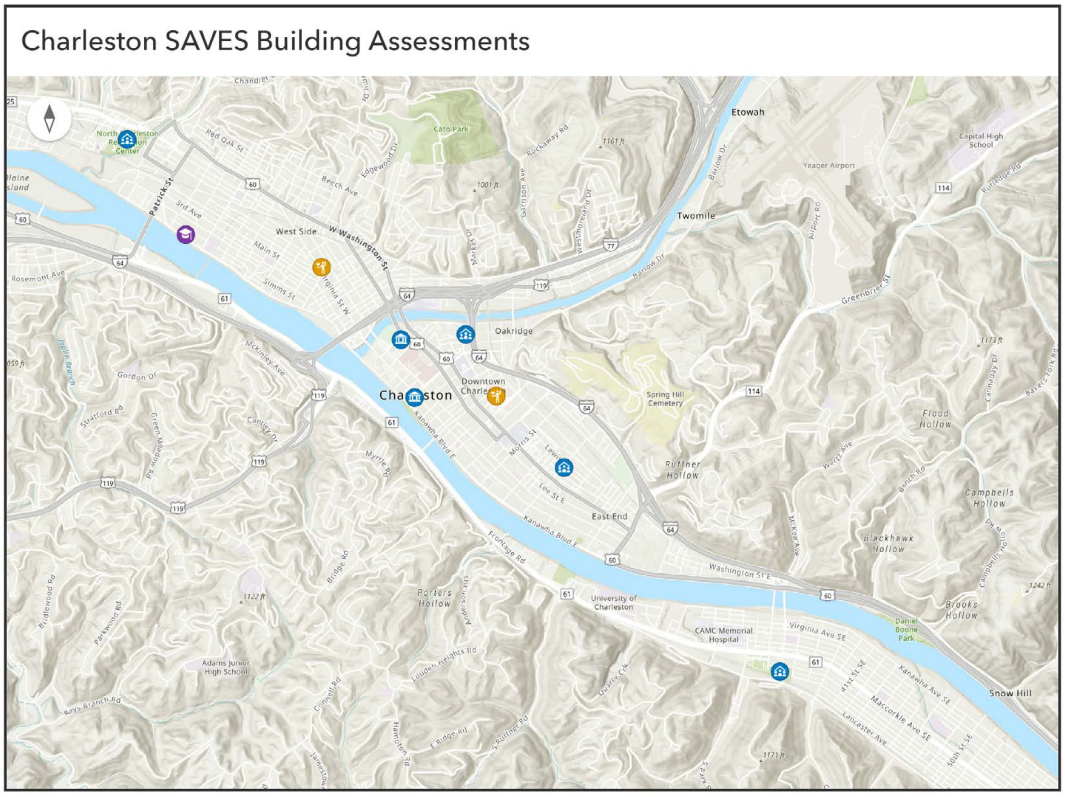
Charleston City Hall: Built in 1921, City Hall is an anchor historical building and a central hub for public services. Located in the center of downtown Charleston, City Hall faces significant ongoing energy and operating costs that strain the city budget and limit reinvestments in public services. With aging HVAC systems, leaky windows, and inefficient building controls, City Hall has many energy saving opportunities. Incorporating modern energy retrofits such as HVAC upgrades, LED lighting, new windows, and more has the potential to reduce expenditures and enhance the efficiency of this landmark structure and set a powerful precedent.

Municipal Community Centers: The Kanawha City Community Center, Martin Luther King Jr. Community Center, North Charleston Community Center, and Roosevelt Neighborhood Center are essential community anchors, providing youth programming, senior services, educational activities, and gathering spaces across multiple disadvantaged census tracts. Built between 1922 and 1978 and each operating up to 68 hours per week, these facilities face naturally high energy usage that is compounded by aging equipment. Natural gas accounts for over 60% of energy use at Roosevelt and North Charleston, contributing to substantial energy costs for the City. Targeted energy efficiency upgrades and rooftop solar installations can reduce operating expenses, enable reinvestment in community services, improve indoor comfort and health, and strengthen the long-term sustainability of these vital public assets.

West Virginia State University Economic Development Center: As a Historically Black College/University and a major educational institution serving the Kanawha Valley and beyond, West Virginia State University (WVSU) plays a critical role in Charleston's educational and community advancement. Many WVSU buildings, including instructional facilities, laboratories, and administrative centers, have significant potential for modernization. The SAVES team is coordinating with WVSU to assess opportunities for energy retrofits and solar deployment on targeted campus buildings to reduce operating costs, enhance campus sustainability, and create hands-on learning opportunities for students. By integrating smart energy improvements, WVSU

can build resilience into campus operations and extend the benefits of the initiative. The initial building targeted for improvements is WVSU's Economic Development Center.

A More Excellent Way Life Center Church and First Baptist Church Charleston: A More Excellent Way Life Center Church and First Baptist Church Charleston are two major anchors on Charleston's West Side and East Side, respectively. Both organizations expressed interest in building performance assessments and have already completed microgrid feasibility studies for potential solar-plus-storage upgrades to become community resilience hubs. In doing so, the SAVES initiative will directly invest into community emergency preparedness and resilience priorities, especially in LIDACs.



Preliminary Assessment of Targeted Municipal and Civic Buildings

The project development pipeline began with a preliminary assessment of candidate municipal and civic buildings to identify high-impact opportunities for clean energy and building performance upgrades. This assessment was intentionally designed as a planning-level screening process, allowing the City and its partners to evaluate feasibility, prioritize sites, and prepare projects for more detailed analysis and implementation in later phases. This tactic, coupled with stakeholder input, has driven the preliminary list of priority project sites.

The screening process for priority buildings was conducted by SAVES partner GBA. GBA worked with City officials and building owners to calculate energy and emissions intensity to establish a baseline condition that is integral to setting target goals for reducing energy usage. These baseline assessments allow the Charleston SAVES team and partners to estimate energy use intensity and evaluate efficiency opportunities.

Charleston City Hall

Built in 1921, Charleston City Hall has plenty of opportunities for energy efficiency improvements. City Hall, like many century-old buildings, has aging systems and an inefficient building envelope, which contribute to high heating and cooling demands. Most single-pane windows are likely original and demonstrate both poor thermal performance and significant air leakage. The building's aging heating and cooling systems consist of numerous small units, with no building-wide automation system to precisely control and maximize operational efficiency of its HVAC or lighting systems. Additional cost savings can be gained by instituting shutoff or unplugging policies at the end of each work day for the numerous computers and office-related equipment housed at City Hall.

Photo credit: Green Building Alliance

Charleston Coliseum & Convention Center

The Charleston Coliseum & Convention Center comprises two connected structures, with the current Convention Center built in 1959 and expanded alongside the construction of the Coliseum from 1978 to 1983. Given the building's significant size (529,000 square feet) and varying equipment, not all suggested energy conservation measures apply to all sections of the building. While facility staff have already taken significant steps to improve the building's efficiency, there are some notable opportunities to further reduce energy use. Several areas of the building are thermally uncomfortable and would benefit from additional insulation. Loading bays in the Convention Center currently only have supplemental gas heaters and would benefit from air curtains. While the building's primary HVAC system is only eight years old, the HVAC system in the Theater would benefit from updated air handling units to replace existing units from the 1980s. Much of the building's HVAC and lights are controlled by a digital building automation system (BAS), but several areas of the building are not connected to the BAS. Being able to monitor and control the entire building via a BAS would allow for additional energy savings and efficiency.

Kanawha City Community Center

Built in 1978, Kanawha City Community Center is the smallest of the four community centers examined here. While the HVAC system of the building was replaced two years ago, improvements to the building's envelope present opportunities for energy savings. Built with masonry, there is not much, if any, insulation present. Though the windows are double-paned, they are original to the building and have leaks. None of the building's five entrances have vestibules or air curtains, so frequent opening of doors creates unnecessary heating and cooling loads. Though about half of the building has been converted to LED lighting, converting the remaining fluorescent lights to LEDs presents an energy conservation opportunity with a short payback period. Adding occupancy/vacancy sensors throughout the building will yield additional savings. The building contains several computers, a kitchen, a concession stand, exercise equipment, and many plug loads. Unplugging equipment at the end of each day or utilizing smart plugs/power strips can reduce these plug loads.

Martin Luther King Jr. Community Center

Also constructed in 1978, Martin Luther King Jr. Community Center is the best performing of the four community centers included in this report. Constructed of the same style masonry as the Kanawha City Community Center, it presents similar energy-saving opportunities through envelope retrofits. The building would benefit from additional insulation and window replacement, as the windows are likely original to the building. None of the building's eight entrances have vestibules or air curtains, creating unnecessary heating and cooling loads when doors are opened. While this building's lights have been completely converted to LEDs, additional energy savings could be gleaned from adding occupancy/vacancy sensors throughout the building. The building has a variety of plug loads, including several computers and TVs, a kitchen, and exercise equipment. Unplugging equipment at the end of each day or utilizing smart plugs/power strips can reduce these plug loads.

Photo credit: Green Building Alliance

North Charleston Community Center

Originally built in the 1950s as a doctor's office, this building was converted into a community center in 1988. The North Charleston Community Center's envelope is aging and presents several significant energy-saving opportunities. The windows, while double-paned, are likely original to the building. Replacing them would yield both energy savings and improved comfort. Replacing the roof and improving the insulation will reduce HVAC system energy use. While the building's heat pumps are only a few years old, the air handling units are nearly 40 years old, and newer models would be more efficient. Though over half of the building has been converted to LED lighting, converting the remaining fluorescent lights to LEDs will result in energy conservation and cost savings. Combining these improvements with occupancy/vacancy sensors throughout the building will yield additional cost savings. The building houses several computers, a kitchen, and exercise equipment. Unplugging equipment when the building is closed or utilizing smart plugs/power strips can reduce these plug loads.

Roosevelt Neighborhood Center

The oldest and largest of the four community centers included in this report, Roosevelt Neighborhood Center was built in 1922 as a junior high school. In addition to serving as a community center, the facility also currently houses part of the Charleston Police Department. The building is showing its age and needs significant improvements. It lacks insulation, and almost all of the windows are original to the building and need to be replaced. The doors are poorly sealed. The building is primarily heated by gas boilers original to the building. It is very difficult for building staff to comfortably heat and cool all parts of the building, with the third floor commonly 20 to 30 degrees hotter than the first floor. Much of the building is cooled by aging window AC units that are not covered or removed during winter months. Retrofitting this building with modern HVAC equipment would also enable installation of a new control system to replace the handful of existing pneumatic controls. This building has not received any LED lighting upgrades or motion sensors. It houses several computers, a kitchen, and exercise equipment. Unplugging equipment at the end of each day or utilizing smart plugs/power strips can reduce these plug loads.

West Virginia State University Economic Development Center

West Virginia State University's Economic Development Center is a modest 10,000-square-foot building, containing mostly coworking offices and meeting rooms, with some production-oriented spaces for photographers, videographers, and podcasters. The building underwent a significant renovation in 2000 and received some upgrades when it was converted to its present use in 2010. The building has cinder-block exterior construction, but aside from the area near the front door, it is comfortable and well-insulated. The front door would benefit from a vestibule or air curtain. While most of the building has energy-efficient lighting, there are a few areas that have not been converted to LED lighting and do not have occupancy/vacancy sensors to control the lights. The building has an automated digital system that controls the HVAC. This system could be expanded to allow for greater control of mechanical and lighting systems to improve operational efficiency. WV State University has discussed the possibility of installing solar on the building and using the facility as a community resilience hub.

A More Excellent Way Life Center Church

A More Excellent Way Life Center Church is located in a two-story, 16,400-square-foot former car dealership and pharmacy. The building dates back to at least the 1930s, but it has received significant renovations and upgrades, especially since the Church purchased it in 2018. Given the building's age, it is no surprise that the second floor lacks insulation. The windows and doors have also been identified as weak points in the building's envelope, with numerous air leaks. While most of its HVAC system has been replaced since the Church moved into the building, a small section of the first floor still relies on a very old HVAC unit, potentially over 50 years old. The building's main HVAC system is controlled by four thermostats, two on each floor. These are not smart units and do not allow for advanced temperature control or scheduling. Some lights have been converted to LEDs, but the second floor, which is currently undergoing significant renovations, still has fluorescent lights. Additionally, the only occupancy/vacancy sensors are in the bathrooms. Church staff have identified a goal for the building to serve as a community resilience hub and have already completed a microgrid feasibility study for on-site solar-plus-storage technology to provide access to electricity, heat, food, and bathrooms during weather-related disasters, power outages, and other public emergencies.

Photo credit: A More Excellent Way Life Center Church

Based on these preliminary assessments, Charleston SAVES has estimated the potential for energy savings, cost reductions, and other positive impacts across this portfolio of candidate buildings. In addition to up to 4,500 metric tons of potential greenhouse gas emissions avoided, these impacts include reduced maintenance needs, improved occupant comfort, increased resilience, and long-term budget predictability. The analysis also considers co-benefits such as alignment with broader City sustainability and economic development goals.

Detailed assessments of roof condition, orientation, shading, and structural suitability of City-owned buildings, as well as the potential to pair solar installations with financing mechanisms such as PPAs or leases to minimize upfront costs, will be completed by eligible solar developers engaged through a competitive City-led Request for Proposals (RFP). These solar site assessments will demonstrate how rooftop solar PV can provide cost-effective opportunities to reduce municipal electricity costs while highlighting local and regional leadership in adoption of advanced energy technologies.

Phased Approach and Pipeline Development

Not all projects can or should be implemented at once. Some priority projects may be well suited for near-term implementation due to favorable building conditions, clear savings potential, and minimal operational barriers. Others may benefit from being broken into phases, allowing the City to address critical efficiency measures first, followed by more expensive upgrades or solar installations as additional funding becomes available. This phased strategy reduces risk, allows early successes to build momentum, and creates flexibility to adapt to funding and market conditions.

Most of the buildings included in this report can implement recommended improvements in a phased approach. Many projects can be implemented immediately with little to no disruption to normal building operations. Lighting upgrades, including LED retrofits and adding occupancy/vacancy sensors, offer short payback periods and can be implemented quickly. Plug load management, whether by implementing manual unplug/shutdown policies or installing smart plugs/power strips, can also be implemented in a short time frame. These upgrades offer quick wins and near-immediate savings to devote more capital to bigger projects like building envelope and HVAC upgrades.

Roosevelt Neighborhood Center presents a different picture: Given its age and extensive challenges for efficient and comfortable operations, this building would be well suited for a comprehensive retrofit. While requiring the center to close for a period of time, a complete renovation and upgrade of the entire building is a better long-term strategy for the City and community than a phased approach.

A More Excellent Way Life Center Church is already undergoing renovations of its second floor, where many of the recommended energy efficiency improvements have been identified. Since construction and renovation is already happening in this space, it makes sense to also tackle many of the identified energy upgrades, especially more intensive improvements like replacing windows and adding insulation.

The City may choose to explore additional opportunities for energy improvements at municipal facilities and other community-serving sites that align with public priorities, such as facilities providing emergency services or serving as public shelters during weather-related disasters and other public emergencies. For example, future phases could evaluate energy and resilience upgrades at the City's warming shelter, Bream SHOP, where building performance improvements could directly enhance service delivery during extreme weather events. Exploring additional sites expands the initiative's impact and reinforces its focus on community benefits and resilience.

Through this structured approach to project assessment and pipeline development, Charleston SAVES establishes a pathway for informed project selection and implementation . The result is a prioritized, adaptable project pipeline that supports near-term action while positioning the City for larger-scale implementation and sustained clean energy investment over time.

FINANCING & RESOURCE STRATEGY

This section of the SAVES report identifies and describes potential sources of funding, financing, and incentives that the City of Charleston and other public entities, nonprofit organizations, and commercial building owners could potentially use to boost the affordability and viability of building capital improvements, including energy efficiency upgrades and rooftop solar.

Note that the national and state **policy and funding framework is in flux** at this time, as both the federal and state Executive Branches transitioned to new leadership in the beginning of 2025, bringing new policy priorities that are not overly favorable to energy approaches that could displace fossil-fired generation. Yet the steadily decreasing cost of solar PV technology and the "negawatts" of energy efficiency measures are increasingly attractive ways to offset rising utility energy costs in West Virginia, regardless of availability of incentives or subsidies.

At the same time, given the relative immaturity of the clean energy market in West Virginia and the surrounding region, early adopters can benefit from available funding incentives and technical assistance resources such as the ones described below, which help ensure financial viability and long-term success.

Commercial solar project owners can utilize the federal Section 48E Clean Electricity Investment Tax Credit (ITC) and associated bonus credits to offset between 30% and 70% of total solar project costs. The baseline ITC is 30% of eligible project costs for solar projects under 1 megawatt. Additional bonus credits are available for projects that are built in federally designated energy communities; meet domestic content requirements for U.S.-made steel, iron, and manufactured products; and/or benefit low-income communities.[12]

Thanks to the recent establishment of an "Elective Payment" or "Direct Pay" mechanism for the federal ITC and its associated bonus credits, tax-exempt entities like local governments and nonprofits can file with the IRS for a direct cash payment of the full value of these tax credits.[13] However, under current statutory timelines, these important federal incentives are slated for near-term phase-out and elimination. Unless a solar project either *commences construction before July 4, 2026 or is entered into service (i.e., is fully commissioned and operational) by December 31, 2027*, these credits will no longer be available.[14]

The City of Charleston must focus on options that do not require large public investments of up-front capital costs, as the municipality is already undertaking expensive public works projects, including the upgrade of major transportation corridors, construction and upgrading of fire stations and public safety facilities, rehabilitation of municipal park and pool facilities, and major economic development initiatives. That is why the Charleston SAVES initiative has focused on **"Pay-As-You-Save" (PAYS) financing approaches**, under which the private sector covers a portion or all of the up-front capital costs for solar project deployment through a Power Purchase Agreement (PPA) or lease arrangement; and under which an energy service company (ESCO) covers a portion or all of the up-front costs of

[12] https://www.irs.gov/credits-deductions/clean-electricity-investment-credit
[13] https://www.irs.gov/credits-deductions/elective-pay-and-transferability
[14] https://www.cleanegroup.org/what-nonprofits-need-to-know-about-itc-2025/

building efficiency and improvement upgrades. These private financing arrangements are paid back over time through the cost savings generated from lower utility bills, typically with shared-savings arrangements between the building owner (such as a municipality) and the private developer. PAYS approaches are typically structured so that total monthly costs after upgrades (utility bill + project payment) are lower than the facility owner's prior monthly utility bills.

Following are some key sources of financing and technical assistance to help get these projects off the ground and under development:

Technical Assistance Resources

The following technical assistance resources and service providers can help municipalities and nonprofit organizations evaluate projects, conduct important planning activities, connect with industry experts and commercial development firms, stack financing, and overcome barriers to project design, permitting, and implementation. These services can often be obtained at low-cost or no-cost rates through partnerships with government programs and community-serving nonprofits.

Appalachian Solar Finance Fund (solarfinancefund.org): A project of Appalachian Voices operating across West Virginia and Central Appalachia, the Appalachian Solar Finance Fund (SFF) provides financial and technical assistance to help municipalities, nonprofits, and local businesses move solar projects from concept to construction. The SFF can help cover predevelopment costs such as feasibility analysis, permitting, and engineering and design, reducing risk and making projects investment- and shovel-ready. It also helps community-serving solar projects structure capital stacks that work for their needs while ensuring tax-exempt entities can benefit from Elective Payment of available federal tax credits.

Green Building Alliance (GBA.org): Having provided sectoral expertise in West Virginia for more than 20 years, the Green Building Alliance (GBA) supports municipalities and nonprofits through technical assistance, project guidance, and performance benchmarking to improve building energy efficiency and overall performance. GBA helps organizations assess existing buildings, set energy and sustainability goals, and identify cost-effective retrofit strategies aligned with standards such as ENERGY STAR and LEED. It can also offer training, peer learning, and implementation support, helping owners move from planning to measurable energy and cost savings.

Energy Project Blueprint for Beginners (visiongrantedcom.wordpress.com/2025/04/29/free-download-introducing-the-energy-project-blueprint-for-beginners): Vision Granted's Energy Project Blueprint for Beginners is a step-by-step guide to help nonprofits, local governments, and other eligible tax-exempt organizations plan and pay for renewable energy projects with Clean Electricity Investment Tax Credits (ITC) using Direct Pay. A free downloadable Guide and Work Plan help local teams design their projects, plan ways to pay, navigate federal ITC elective payment, avoid common roadblocks, and learn from real-world success stories.

Energy Project Budget Calculator (calculator.conductor.solar): Conductor Solar and Vision Granted have partnered to develop this free budget calculator that helps plan projects like solar, geothermal, battery storage, and other renewable energy systems and find the right mix of funding sources to make these projects affordable. The tool allows users to test and download multiple reports to compare different scenarios and choose the option that works best for their circumstances. Each scenario generates a report summarizing cash needed for construction and net cash out of pocket, payback period, and 30-year cash flow projection.

Lawyers for Good Government Elective Pay Sprint Hub (lawyersforgoodgovernment.org/elective-pay-sprint): Lawyers for Good Government and its partners can help organizations navigate the hurdles of ITC elective pay and maximize their tax credits by providing free assistance from specialized lawyers, accountants, and other professionals. Projects facing timeline constraints, funding-related issues, and located in disadvantaged communities are prioritized.

Community Infrastructure Center (channel.communityinfrastructurecenter.org): Operated by the Milken Institute, the Community Infrastructure Center (CIC) offers resources to communities completing critical infrastructure and economic development projects. The CIC helps communities connect with grants, data, capital providers, and developers, and provides guidance and tools to help plan and implement projects. Its online dashboard serves as a connection point to link communities with qualified service providers.

WVU Institute for Sustainability and Energy Research (energy.wvu.edu): WVU Institute for Sustainability and Energy Research (WISER) works with faculty, communities, and industry to meet the needs of the state's energy and environmental challenges. WISER builds partnerships and provides technical support to local entities that respond to state- and federally-funded research and economic development requests within the Appalachian region. WISER's work includes carbon utilization, alternative and sustainable energy, environmental stewardship, energy policy, and regional development, among other activities.

Philanthropy

While philanthropic foundations are not likely to provide investment capital for the construction of solar and building upgrade projects, several foundations have invested in West Virginia projects to support planning and predevelopment activities, and may be willing to provide support funding for the City of Charleston and its SAVES partners to maintain and further develop this initiative. Some of these funders include Bloomberg Philanthropies and its Sustainable Cities program, the Claude Worthington Benedum Foundation, and the Just Transition Fund. Free funding database newsletters include the Philanthropy News Digest RFP Bulletin, a weekly roundup of new RFP listings (philanthropynewsdigest.org/pnd-alerts-and-newsletters), and the Clean Energy Business Network email list for funding and policy updates (cebn.org/emaillist).

Public-Private Partnership Pay-As-You-Save Financing Tools

Pay-As-You-Save (PAYS) financing tools are deployed through partnerships between facility owners and private companies that provide the upfront capital to deploy projects, with the facility owner paying back those costs (with a rate of return for the private partner) over a multi-year period. Typically, these arrangements require a minimum project scope and cost to be feasible for the investor, and often leverage grants, tax incentives, credit enhancements, and other tools to reduce payback costs and timelines. The following common PAYS approaches have been proven effective in dozens of examples in West Virginia:

Energy Performance Contracts with Energy Service Companies: A local government, business, or nonprofit organization can work with an energy service company (ESCO) through an energy performance contract (EPC) to complete energy efficiency upgrades and/or install solar with little or no upfront cost to the facility owner. The ESCO conducts a comprehensive energy audit, designs and installs the improvements, and provides or arranges financing, with the upfront capital costs repaid over time by the building owner via guaranteed energy savings. Energy efficiency measures such as HVAC, lighting, and controls upgrades can be combined with solar to improve overall project economics and reduce utility bills. The ESCO contractually guarantees that savings will meet or exceed projections, shifting performance risk away from the building owner. This approach allows public, commercial,

and nonprofit entities to modernize facilities, reduce emissions, and improve building health and productivity while preserving limited capital budgets. During the contracted payback period, which typically ranges from five to 20 years, the ESCO and the building owner share savings, with the ESCO's portion including a typically escalating rate of return over the payback period. After the contracted EPC is completed, all future cost savings accrue to the building owner. Benefits to building owners include the need for little or no upfront capital investment, guaranteed energy and cost savings, outsourced project management, enhanced reliability via continuous operations & maintenance (O&M) oversight by the ESCO, monitoring and verification from the ESCO, and scalability across building portfolios.[15] There are many examples of successful EPC initiatives across the state of West Virginia, and several ESCOs have conveyed interest in exploring these arrangements with the City of Charleston.

Solar Power Purchase Agreements and Leases: The City of Charleston, local businesses, and nonprofit organizations may be able to access a variety of financing tools to deploy rooftop solar without the need for substantial upfront capital. Both solar Power Purchase Agreements (PPAs) and solar leases allow third-party ownership of a solar energy system with little or no upfront cost to the building owner. Under a solar PPA, the facility owner agrees to purchase the value of the electricity produced by an on-site solar installation at a predetermined per-kilowatt-hour rate, typically lower than that of the customer's utility rate. A solar lease involves a developer installing and leasing on-site solar equipment to a facility owner for a fixed monthly or annual fee, making the build owner's recurring payments more predictable but not directly tied to energy cost savings.

There are dozens of examples of successful solar PPA and lease arrangements with municipalities, public entities, and nonprofits across West Virginia, and several solar developers have conveyed interest in exploring these arrangements with the City of Charleston. In early 2026, Charleston expects to issue a Request for Proposals seeking a qualified solar development firm to enter into a PPA with the City to install solar on public buildings, including the Charleston Coliseum & Convention Center and other City-owned buildings deemed technically suitable and financially viable for PPAs.

Photo credit: Charleston Catholic High School

Solar Net Metering: One crucial incentive for rooftop solar deployment is "net metering." A distributed on-site solar energy system can interconnect with the utility grid under the State of West Virginia's net metering rules, allowing the system owner to receive credits on its utility bill for excess electricity exported to the utility at times when the solar array is producing more energy than the building is using. Under West Virginia Code § 24-2F-8 and Public Service Commission (PSC) rulings, utilities are required to offer net metering to customer-generators using renewable energy sources, with total statewide capacity for such net metering arrangements limited to 3% of utility peak demand, and customer-generator sizing limitations based on the customer-generator's utility tariff rate class and PSC rules. This means that investment in rooftop solar can offset a utility customer's electricity consumption on a kilowatt-hour (kWh) basis, reducing electricity costs over time as credits carry forward to future billing periods. The exact credit rate for net-metered solar owners in Charleston depends on the PSC-approved Appalachian Power Company (APCO) tariff, which historically has been credited at or near the retail value of utility electricity. However, under APCO's latest net metering tariff proposal, the PSC partially accepted the utility's request to change the net metering rates to be less favorable to customers. Under the new APCO tariff, commercial and residential net-metered solar customers will be credited at 12.4 cents/kWh – still a powerful incentive for solar projects.

[15]See U.S. Department of Energy guidance and resources for Energy Performance Contracting at https://betterbuildingssolutioncenter.energy.gov/financing-navigator/option/espc-financing, and see the U.S. Environmental Protection Agency's resource page at www.epa.gov/statelocalenergy/performance-contracting-and-energy-service-agreements?utm_source=chatgpt.com.

Federal and State Grants and Loans for Municipal Building Upgrades and Rooftop Solar

As discussed above, current federal and state policies and programs do not favor or provide many options for the types of solar and energy efficiency projects described in this report. The City of Charleston could consider using portions of its annual U.S. Department of Housing & Urban Development (HUD) Community Development Block Grant entitlement allocation, or potentially secure a HUD Section 108 loan guarantee, to conduct building upgrades. Municipal or nonprofit entities could seek a congressionally directed spending project or "earmark" in the Fiscal Year 2027 cycle beginning in early calendar 2026 from Senator Shelley Moore Capito, Senator Jim Justice, and/or Representative Carol Miller, but the City would need to convince its Member(s) of Congress that the project is a top priority for consideration in the federal appropriations process. Charleston could also consider working with the U.S. Department of Agriculture (USDA)'s Rural Development Office based in West Virginia to discuss a loan under the USDA Community Facilities program. Proponents of these SAVES projects can reference the comprehensive, well-organized Database of State Incentives for Renewables & Efficiency at dsireusa.org for an overview of available incentives.

Lending from Banks, Community Development Financial Institutions, and Impact Investors

Several local and regional lending institutions have already conveyed interest in financial investment in the Charleston SAVES project pipeline. These rooftop solar and building upgrade projects can attract investment from CDFIs and other mission-driven lenders as well as traditional banks because a) municipal borrowers have strong credit quality and inherently low risk profiles, b) energy cost savings can be accurately forecasted and provide a built-in repayment stream, and c) repayable financing can be blended with credit enhancements and other incentives such as the federal tax credits and philanthropic funding described above. These types of projects align well with the missions and impact goals of CDFIs and impact investors, and can be scalable to other future municipal and civic projects.

Several lending institutions have conveyed interest in financial participation in these projects:

Element Federal Credit Union (elementfcu.org) based in Charleston, West Virginia is a CDFI-certified financial cooperative with a strong focus on community-building and serving distressed and underserved areas.

Partner Community Capital (partnercap.org) is a West Virginia-based CDFI operating throughout the state and the broader Appalachian region that has a strong performance record in providing technical advisory services and lending to support municipalities, local communities, and entrepreneurs, including on solar and green building projects, including with its long-time partner the Green Building Alliance.

Invest Appalachia (investappalachia.org) is a collaborative impact investment platform created by and for the people of Central Appalachia, serving West Virginia and other states in the region, and working in collaboration with partners in philanthropy, community finance, and community economic development. Invest Appalachia's investment mission focuses on key sectors including clean and smart energy projects, racial and socioeconomic equity, community wealthy-building, local ownership, quality jobs, climate resilience, and long-term sustainability. Invest Appalachia is one of the founding partners of the Appalachian Solar Finance Fund, which is housed and fiscally sponsored by Appalachian Voices.

Invest Appalachia shares and occasionally updates a list of community lenders working in West Virginia and other Central Appalachian states. This and other resources and guidance are available at investappalachia.org/getting-started.

Coalition for Green Capital: The Charleston SAVES initiative was made possible by a Municipal Investment Fund Phase I grant from ICLEI – Local Governments for Sustainability USA (iclei.org), with funding provided by the Coalition for Green Capital (CGC) (cgc.org). Founded in 2009, CGC has been at the forefront of national efforts to establish development of local and state green banks across America, and has supported or created over 40 green banks and the American Green Bank Consortium, leveraging over $25.4 billion in clean energy investments in local and regional projects that have not been easily financeable by traditional banks. CGC is also a prime mover on the creation of the first national green bank, which launched in 2024 with $20 billion in funding from the Inflation Reduction Act legislation and $5 billion capitalization from the U.S. Environmental Protection Agency's Greenhouse Gas Reduction Fund. While unfortunately this funding is currently tied up in federal litigation, the future promise of this potential funding could unleash investment in communities like Charleston, West Virginia for major actions to promote local sustainability and prosperity through smart energy and neighborhood investments.

RISK ASSESSMENT & MITIGATION

Charleston SAVES recognizes that advancing a multi-stakeholder, capital-intensive clean energy initiative requires proactive identification and management of potential risks. The initiative's risk mitigation framework is designed to protect public interests, attract private investment, and ensure projects move from planning to implementation efficiently and equitably. Key risk categories and corresponding mitigation strategies are outlined below.

Financial Risks: *Cost overruns, construction delays, volatility in incentive availability, and challenges securing affordable financing*

To mitigate financial risk, Charleston SAVES recommends pursuing a diverse and layered funding strategy that reduces reliance on any single capital source. As outlined in this plan, projects can leverage a mix of federal tax incentives and grant programs, repayable private capital, philanthropic funding, and third-party financing mechanisms such as solar PPAs, solar leases, and energy performance contracts. This diversified financial portfolio decreases the risk of funding delays or changes in incentive programs.

Project-level budgets should be developed using conservative assumptions for energy savings and system performance. Tools like the Energy Project Budget Calculator (calculator.conductor.solar) can help test multiple financial scenarios and compare 30-year cash flow, payback period, and out-of-pocket cost. Doing so provides a clearer picture of potential savings and helps identify paths that are financially feasible. This approach reduces the likelihood that projects do not proceed due to modest cost increases and ensures success in implementation.

Regulatory Risks: *Permitting delays, evolving state and federal policy environments, and potential conflicts with utility regulations or interconnection requirements*

Charleston SAVES encourages project sponsors to mitigate regulatory risk through early and ongoing coordination with regulatory stakeholders, including city departments, utilities, state agencies, and relevant federal authorities. Maintaining open lines of communication will allow the project team to anticipate policy changes, clarify compliance requirements, and address regulatory concerns before they delay project timelines. Where feasible and beneficial, project sponsors should seek partnerships with utility providers to align project design with grid requirements and utility planning priorities. Entities seeking to develop and deploy projects should consider expert technical and legal counsel to address regulatory issues.

For priority sites, the project team can pursue preliminary approvals and reviews during the predevelopment phase. As the target sites identified by SAVES are owned either by the City itself or community anchor organizations with which the City is already engaging, the City is well positioned to secure early feedback on permitting, zoning, and historic preservation requirements to reduce uncertainty and improve project readiness.

Operational Risks: *Underperformance of solar or efficiency measures, supply-chain disruptions, contractor availability, and workforce shortages*

To reduce operational risk for solar or building upgrade projects, Charleston SAVES encourages project developers to prioritize strong relationships with experienced local and regional solar developers, ESCOs, and contractors who understand Appalachian market conditions and regulatory environments. These stakeholders have been key participants in the Charleston SAVES initiative, and partnerships with these entities allows for increased reliability and responsiveness during construction and operations of priority building retrofit and solar projects.

For promising projects, the City of Charleston will use competitive RFPs to identify and procure contractors and ESCOs to ensure that firms with demonstrated technical capacity and successful performance history are considered for project implementation. This approach reduces risk and supports consistent quality across projects. Project contracts should include performance guarantees, warranties, and service agreements where applicable. Additionally, financing mechanisms like energy performance contracts and solar PPAs shift performance risk to private partners.

One major challenge for this initiative is the significant labor shortage in Charleston and West Virginia as a whole. With the lowest workforce participation rate in the country and consistent population out-migration,[16] workforce availability is a long-term operational risk for the Charleston SAVES initiative. Recognizing this, the City should take advantage of workforce development partnerships that prepare the community and region for incoming investment in technical, skilled, and good-paying clean energy and building upgrade jobs. By collaborating with unions, workforce development organizations, apprenticeship programs, and training providers such as Coalfield Development Corporation, Charleston SAVES can help build a skilled local workforce capable of supporting current and future projects.

Community Risks: *Lack of community support, misconceptions about clean energy projects, and shifting political or community priorities*

As a state and community deeply invested in and proud of its energy history, the Charleston SAVES initiative is meant to reflect community values, save taxpayer money, and reinvest benefits back into the city. With these goals in mind, the SAVES initiative seeks to engage in consistent, transparent outreach and public communication that clearly articulates project benefits in terms that resonate locally, such as cost savings, reliability, public health, and reinvestment in essential services. Messaging will emphasize diversification of energy sources within an "all of the above" approach rather than displacement, aligning with Charleston's economic and cultural context.

[16] West Virginia Chamber, August 2025

The initiative also seeks to provide ongoing opportunities for community input, including public meetings, stakeholder roundtables, and feedback mechanisms tied to project selection and implementation. By incorporating resident perspectives throughout the process, Charleston SAVES will strengthen public trust and maintain alignment with community priorities.

Mechanisms for Ongoing Risk Monitoring & Management

Charleston SAVES can implement the following mechanisms to track, evaluate, and respond to emerging risks throughout planning and implementation.

Regular Risk Review and Partner Coordination

Project leadership and core partners can convene regular project review meetings to assess progress against timelines, budgets, and performance targets. These meetings will provide a regular opportunity to identify emerging challenges, adjust strategies, and coordinate corrective actions across public and private partners.

Consistent Tracking of Project Metrics

The initiative should maintain systematic tracking of key project metrics, including financial performance, construction milestones, and energy savings. Every priority project should receive a baseline energy assessment that includes walkthroughs and analysis of the past 12 to 24 months of utility data (electricity, gas, water) to establish a benchmark for energy usage and carbon footprint. Post-project utility data should be collected for at least 24 months following installation or retrofit. Data will include electricity (kWh) and natural gas (therms). Project sponsors can use ENERGY STAR Portfolio Manager to normalize building performance for weather, operating hours, and occupancy. Available software systems such as those used by GBA can utilize building performance data software to align decarbonization, compliance, and reporting to minimize financial risk and maximize returns, comply with building performance standards and benchmarking regulations, simplify carbon and environmental disclosures, and discover cost-effective decarbonization strategies. This data-driven approach enables early identification of underperformance or delays and supports informed decision-making.

Built-in Feedback Loops for Continuous Improvement

Charleston SAVES implementation should incorporate formal feedback loops into future implementation plans and engage stakeholders such as building operators, City staff, contractors, and local community partners. Lessons learned during Phase I can be documented and used to refine contract structures, project pipelines, and engagement approaches to strengthen the long-term success and scalability of the initiative.

KEY NEXT STEPS

The Charleston SAVES framework, together with a diverse group of partner organizations ready to advance to next steps, provides the Charleston community with both immediate and long-term opportunities. Key next steps should be considered and put into action:

1. **The City Should Issue a Request for Proposals to Procure a Solar Developer(s) to Deploy Solar Projects on Municipal Facilities:** The City should issue a Request for Proposals in early 2026 to seek one or more solar developers to engage with Charleston to evaluate, design, finance, and deploy rooftop solar on municipal facilities using Power Purchase Agreement (PPA) financing, soon enough to be able to take advantage of 30%+ Section 48E federal clean energy investment tax credits and associated bonus credits.

2. **Target the Charleston Coliseum & Convention Center for Rooftop Solar:** The high-profile and heavily-used Charleston Coliseum & Convention Center costs nearly $710,000 annually in energy bills and provides a potentially high-value opportunity for rooftop solar. This facility should be prioritized for short-term deployment.

Photo credit: Armyvet92, licensed under CC BY-SA 4.0

3. **The City Should Issue a Request for Proposals for Building Upgrade Assessments and Performance Contracting:** Charleston's General Services & Building Maintenance Department is in transition at the time of this writing. When a new General Services & Building Maintenance Director is hired and onboarded, they should take the lead on issuing a Request for Proposals for energy service companies (ESCOs) to propose approaches for energy performance contracting for building upgrades at the municipal buildings identified in this report and other municipal facilities. GBA, which created the baseline assessments for buildings included in this initial SAVES phase, could continue to serve as an expert technical partner in this effort.

4. **Seek an ICLEI Phase 2 Deployment Grant:** Given the uncertainty surrounding availability of federal funding for this initiative, it is not clear whether the Coalition for Green Capital and ICLEI will issue Phase II grant awards in this MIF initiative. If such funding becomes available, Charleston and Appalachian Voices should seek a Phase II MIF grant to further plan and develop the City's approach to building performance upgrades and rooftop solar.

5. **Convene a Financial Roundtable in Charleston:** The City should continue to build relationships with lenders and investors that have conveyed interest in energy project financing. A next-stage convening of financial institutions in 2026 could develop collaborative approaches and identify potential financing opportunities with local building owners and projects.

6. **Define a Framework for Key Performance Indicators:** In order to prepare for implementation pathways, the City should work with technical experts like GBA and Appalachian Voices to establish a clear and consistent framework for defining, tracking, and reporting key performance indicators that measure success of solar installations and high-performance building efficiency upgrades. Priority metrics could include energy and utility cost savings, emissions reductions, private investment leveraged, and jobs supported. These performance indicators will help demonstrate the success of the Charleston SAVES initiative for future project development and replicability. As part of this framework, the City should also delineate a strategy to engage local contractors and workforce training programs to maximize impact and ensure alignment with local economic development initiatives. A data collection and reporting framework should be established to allow for performance tracking, review, and continuous improvement throughout implementation.

7. **Request that the Charleston Green Team Evaluate and Pursue Next Steps with Key Partners:** The core idea for this SAVES initiative was conceived by the Charleston Green Team, and this robust group of citizen experts and organizational representatives is well positioned to carry these efforts forward and advocate for investment as a public face for local projects. The Green Team should maintain strong engagement with key partners, including Appalachian Voices, the Green Building Alliance, and local organizations that helped make this Phase I SAVES initiative a success.

APPENDIX: CHARLESTON SAVES STAKEHOLDER MATRIX

ORGANIZATION	PRIMARY CONTACT	TITLE	TYPE OF ORGANIZATION
A More Excellent Way Life Center Church	Robert Haley III	Bishop	Community-serving organization
A More Excellent Way Life Center Church	Denise White	Elder	Community-serving organization
ACT Now Coalition	Brandon Dennison	Founder	Regional coalition partner
Appalachian Voices	Autumn Long	Director, Appalachian Solar Finance Fund	Lead partner
Appalachian Voices	Amanda Marple	Program Coordinator, Appalachian Solar Finance Fund	Lead partner
Appalachian Voices	Quenton King	Government Affairs Specialist	Lead partner
Charleston Catholic High School	Bill Mehle	Coach / Retired Teacher	Educational insitution
Charleston Green Team	Nancy Bruns	Co-founder	Community-serving organization
Charleston Green Team	Shawn Phillips	Vice Chair	Community-serving organization
Civil Society Institute	Pam Solo	Founder / President	Community-serving organization
City of Charleston, WV	Amy Shuler Goodwin	Mayor	Municipal partner
City of Charleston, WV	Ben Mishoe	City Manager	Municipal partner
City of Charleston, WV	Brent Webster	Director of Public Works	Municipal partner
City of Charleston, WV	Melissa Taylor	Grant Administrator	Municipal partner
City of Charleston, WV	Emmett Pepper	Council Member-at-Large	Municipal partner
City of Charleston, WV	Nattia Inyangette	Assistant to City Manager	Municipal partner
City of Charleston, WV	Jessica Wintz-Adams	Former Assistant to City Manager	Municipal partner
CMTA	Jimmy Bursinger	Mechanical Engineer	Energy service company
CMTA	John Bradshaw	Director of Business Development for WV	Energy service company
Coalfield Development Corporation	Jacob Hannah	CEO	Workforce development partner
Coalfield Development Corporation	Cody Lynch	Director of Renewable Energy	Workforce development partner
Coalfield Development Corporation	Brian Stephens	Associate Director of Renewable Energy	Workforce development partner
Element Federal Credit Union	Olivia Legg	Lending Manager	Financial institution
Energy Efficient WV	Robin Blakeman	Director	Technical assistance provider
Energy Systems Group	David Wrightsman	Senior Project Engineer	Energy service company
Energy Systems Group	Audra Blackwell	Director of Charleston, WV Office	Energy service company
First Baptist Church Charleston	Pam Nixon	Representative	Community-serving organization
Green Building Alliance	Jenna Cramer	President & CEO	Technical assistance provider

ORGANIZATION	PRIMARY CONTACT	TITLE	TYPE OF ORGANIZATION
Green Building Alliance	Chris Cieslak	Chief Financial Officer	Technical assistance provider
Green Building Alliance	Tobias Chan	Director of Building Performance & Engagement	Technical assistance provider
Green Shepherd	Janet Keating	Owner	Technical assistance provider
Invest Appalachia	Andrew Crosson	CEO	Financial institution
Invest Appalachia	Baylen Campbell	Director of Programs & Partnerships	Financial institution
Partner Community Capital	Elizabeth Wilkes	Energy Program Manager	Financial institution
Perfection Group	Anthony Apro	President of Green Solutions Team	Energy service company
Perfection Group	Chris Kenney	Senior Account Executive	Energy service company
ProtoGen	Kevin Wright	President	Technical assistance provider
Secure Solar Futures	Matt McFadden	Associate Director of Business Development	Solar development company
Solar Holler	Heather Ransom	Director of Marketing & Strategic Communications	Solar development company
Solar United Neighbors	Leah Turgeon	West Virginia State Director	Community-serving organization
Solar United Neighbors	Cory Chase	West Virginia Program Associate	Community-serving organization
Sustainable Strategies DC	Matt Ward	CEO	Technical assistance provider
Sustainable Strategies DC	Nicole Marion	Associate / Grant Writer	Technical assistance provider
Vision Granted	Ruthie Caldwell	Project Manager / Grant Writer	Technical assistance provider
West Side Accelerate	Mavery Davis	Collaborative & Fund Coordinator	Community-serving organization
West Side Accelerate	Stacy Kay	VISTA	Community-serving organization
WV Brownfields Assistance Center	Catherine Gooding	Economic Development Specialist	Technical assistance provider
WV Citizen Action Group	Dani Parent	Executive Director	Community-serving organization
WV Community Development Hub	Brianna Hickman	CBRI Project Director	Technical assistance provider
WV Community Development Hub	Emma Byrne	Director of Impact	Technical assistance provider
WV State University	Renato Castillo	Community Resilience & Disaster Preparedness Program Coordinator	Educational institution