



Landscape Analysis of Landmark Federal Funding and Opportunities for Impact

Prepared for Economy Funders

February 2023

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Funding for this report was provided by The William and Flora Hewlett Foundation. The opinions expressed are those of the author(s) and do not necessarily reflect the views of The William and Flora Hewlett Foundation.

Introduction

Overview and Goals: This report details findings from an analysis conducted by Freedman Consulting, LLC of the current federal funding and program landscape as it pertains to four major pieces of legislation: the American Rescue Plan Act (ARPA), the Inflation Reduction Act (IRA), the Infrastructure Investment and Jobs Act, referred to in this report as the Bipartisan Infrastructure Law (BIL), and the CHIPS and Science Act (CHIPS). The goals of this analysis are to 1) understand the relevant flows of funding from this legislation, 2) identify critical leverage points affecting successful implementation, and 3) identify opportunities for philanthropic intervention to support the implementation of this legislation and maximize impact. The analysis draws from numerous pre-existing mappings of opportunities aligned with the goals of this effort, interviews with experts and aligned funders, and extensive research on funding streams and efforts to impact their implementation.

Results: The findings from this landscape analysis are designed to provide insights to funders as they develop strategies to support implementation of federal funding. The effort produced the following synthesized analyses:

Funding Streams

Mapped and analyze a subset of **~115 funding streams, totaling \$1.3T**, that have high potential impacts, are identified as high-priority by the field, or are connected to the assessment's needs and strategies.

Leverage Points & Opportunities

Identified **22 leverage points** across a range of strategies, tiered by their expected impact, urgency of need, and fit with identified philanthropic priorities, as well as corresponding **opportunities** for philanthropic investment.

Place-Based

Identified **priority states** and created **maps** showing where climate-, economy-, and workforce-focused funders are likely to see the greatest opportunities for investment based on geographic needs.

Overview of Landscape Analysis Report

This report has multiple sections that describe high-level takeaways, detailed analyses of federal funding streams and leverage points for intervention across priority areas, menus of opportunity for philanthropic impact, and considerations for place-based approaches.

Key Takeaways: Place-Based Approaches

Implementation at the local and state level will determine the success of efforts to achieve priority outcomes. Local organizations, especially those in rural areas and Black and brown communities, need technical assistance to understand what federal resources are available, direct capacity support to access and navigate funding opportunities, hire talent, and develop funding implementation plans, and resources to coordinate community stakeholders.

Considerations to Achieve Priority Outcomes through Place-Based Approaches

Intervention Strategies

- CAPACITY: Capacity to Access Hub Funding**
Source Talent for Place-Based Work
- COORDINATION: Facilitate Grantee Coordination**
- TECHNICAL ASSISTANCE: Technical Assistance to Access Grants**

Philanthropic Approaches

- For funders with strong local networks:** Add capacity at local CBOs in target regions, use convening power to coordinate applications for federal funding, and connect local groups with national TA opportunities.
- For national funders:** Identify target regions and partner or pool funding with funders who have local networks to provide needed support and coordinate local capacity.

Funding Streams to Leverage

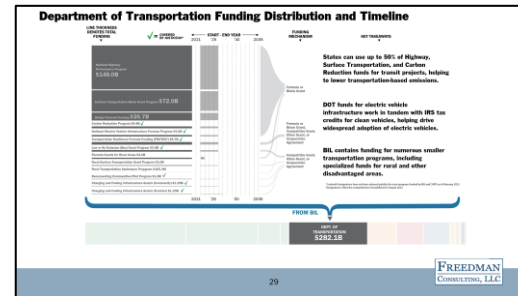
- Greenhouse Gas Reduction Fund (\$27B)
- Build Back Better Regional Challenge (\$3B)
- Recapitalize Pilot Program (\$1B; (\$200M appropriated))
- Building Resilient Infrastructure and Communities (\$1B)
- Regional Technology and Innovation Hubs (\$20B (\$500M appropriated))

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Key Takeaways

High-level themes obtained from the overall landscape analysis



Priority Funding Streams

Key funding streams by federal agency with timeline, funding type, and relevant insights

Overview: Impacting Decarbonization

Leverage Points for Maximum Impact on Decarbonization Goals

Key Takeaways

- Additional support is needed at the federal and state level to design and implement decarbonization policies.
- Fund to aggregate demand for new and emerging clean energy markets using both the Advanced Market Commitments (AMCs)
- Factors for permitting and siting will be critical to meeting decarbonization goals quickly and the process must engage historically marginalized communities

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Impact Area Overviews

Key leverage points and considerations for each of five priority impact areas

Leverage Point: Employ Innovative Financial Tools

Need: There is a need to help catalyze nascent, green domestic markets by aggregating demand for heat pumps and other critical technologies and leveraging available federal incentives to reduce decarbonization, workforce and equitable economic growth targets. Heat pumps in particular will be a key tool in decarbonizing buildings, which emit an estimated 42% of carbon emissions. Philanthropic Advance Market Commitments (AMCs) have proven successful in supporting the development and deployment of solutions that improve public health, and can be further leveraged to support decarbonization.

Interventions: Leverage tools like Advance Market Commitments (AMCs) and Recoverable Grants to aggregate demand, mitigate risk for manufacturers, and help catalyze nascent but critical domestic markets for carbon credits, heat pumps, and various agricultural and building tools.

Role for Philanthropy: Philanthropy can leverage AMCs to integrate good job and worker standards across emerging industry markets, establish **nascent AMCs** such as the partnership between the American and the Gates Foundation launched in 2022 to introduce precommercial vaccines in 60 countries. **Supporting nascent climate markets** could fill gaps needed to ensure industrial development, create good local jobs, lower prices, and rapidly address all climate and electrification technologies. **Revealing America's** Financing Communities project is an example of such an effort.

Impact Areas:

- Decarbonization

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Leverage Points

Specific needs and interventions to address them, as well as potential impacts

Opportunities for Impact: Champion Public Transit Projects

Leverage Point

Support organizations advocating for states to use the transportation funds for public transit projects.

Leading Opportunities, Organizations, and Ongoing Efforts

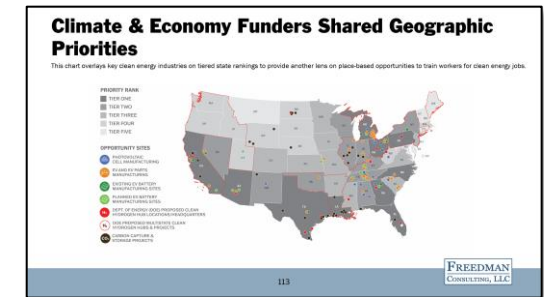
- Philanthropy can support a range of transit focused advocacy organizations that are currently advocating for greater transit spending.
- Transit Center provides convening capacity, research, narrative communications, advocacy campaigns, and educational workshops and programming on public transit issues.
- Transit Riders of the United States Together (TRUST) is a national network of transit rider unions (organizations of people who ride public transit) that focuses on advocacy and community organizing, and could be a connector for advocacy efforts.
- Coalition for Smarter Growth works on legislative research and analysis, advocacy, and organizing in D.C., Maryland, and Virginia and could be supported to coordinate advocacy in this region.
- Alliance for a Just Society launched the Campaign for Transit Justice - a coalition of 60 transit rider organizations, national advocates, and transit unions that helped win \$90 billion in federal support from Congress to avoid fare hikes, service cuts, and shutdowns.

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Opportunities for Philanthropic Investment

Leading opportunities, organizations, and ongoing efforts that correspond with each leverage point

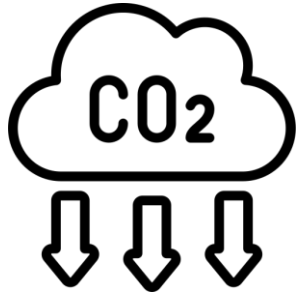


Place-Based Opportunities

Priority geographies where philanthropy can generate localized impact

Impact Areas

Priority funding streams, leverage points, and opportunities for philanthropic impact were analyzed based on **five key impact areas**.



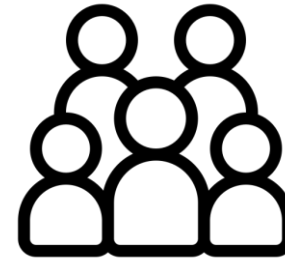
Decarbonization:
Mitigating impacts on climate change by reducing carbon dioxide emissions and sequestering emitted carbon.



Climate Equity:
Addressing a myriad of climate-based environmental problems with an equity lens, including disaster resilience, access to green jobs, and access to public transit.



Labor:
Building a supported workforce to address the demand for labor, as well as empower workers to advocate for their needs in the workplace.



Priority Communities:
Benefitting communities that face resource gaps and resulting inequities, including, but not limited to, low-income, tribal, BIPOC, rural, and energy communities.



Good Governance:
Improving community engagement, streamlining governmental processes, and promoting effective program design and evaluation.

Functional Strategies

Findings center upon seven functional strategies that philanthropy could pursue to achieve impacts in the target areas.



Policy & Advocacy:

Supporting advocacy campaigns and policy expertise to facilitate legislative and regulatory change



Coordination:

Bringing actors together for strategic alignment, and sharing resources and best practices



Capacity:

Increasing the availability and capability of staff and resources at agencies and organizations



Technical Assistance:

Providing expertise to governments and organizations to help apply for funding and execute projects



Narrative Development:

Communicating program benefits to a variety of audiences and responding to conflicting narratives



Direct Outreach:

Ensuring consumers have the tools and resources to benefit from federal programs



Data and Evaluation:

Collecting data and assessing programs to determine their ability to make an impact

Overview of Funding Streams & Methodology

ARPA, BIL, IRA, and CHIPS include over 650 funding provisions totaling approximately \$4 trillion. These provisions vary significantly in size – from several million to hundreds of billions of dollars – and cover a wide range of issue areas, strategies, agencies, and recipient types.

This landscape analysis focused on mapping a subset of approximately 115 funding streams, totaling approximately \$1.3 trillion, that are most likely to be of interest to the analysis' philanthropic end-users.

The programs included are not a comprehensive list of all programs, but rather are a priority subset that allowed for a finer-grained analysis of various considerations that may impact effective implementation, including implementation phase, various administrative and bureaucratic hurdles and challenges, timing consideration, and target populations.

METHODOLOGY

Programs with the following characteristics were prioritized, resulting in the \$1.3T subset for analysis:

- Have the potential for large impacts on the climate, labor, or equity outcomes prioritized by funders closely involved in this effort
- Identified as high priority by other landscape efforts, organizations involved in federal funding implementation, or experts interviewed during the analysis
- Have clear and direct connections to thematic needs and strategies identified over the course of the assessment (e.g., large formula funds to states impacted by potential capacity constraints, funds designated for specific disadvantaged communities)

Implementation Levels

Leverage points identified through this analysis correspond to national, state, and local levels of federal funding implementation; each implementation level will require different strategies and stakeholder engagement to achieve desired outcomes.

National

Key national-level stakeholders that will shape the policies and priorities guiding implementation include the White House, federal agencies, policy experts, advocacy organizations, national nonprofits, and communications firms.

State

State-level agencies, tribal governments, governor's offices, and other state and regional tables and coalitions will be critical in determining program priorities and funding distribution.

Local

Local governments and community-based organizations responsible for implementation need sufficient support to access and benefit from funding.

Overview of Federal Funding Landscape

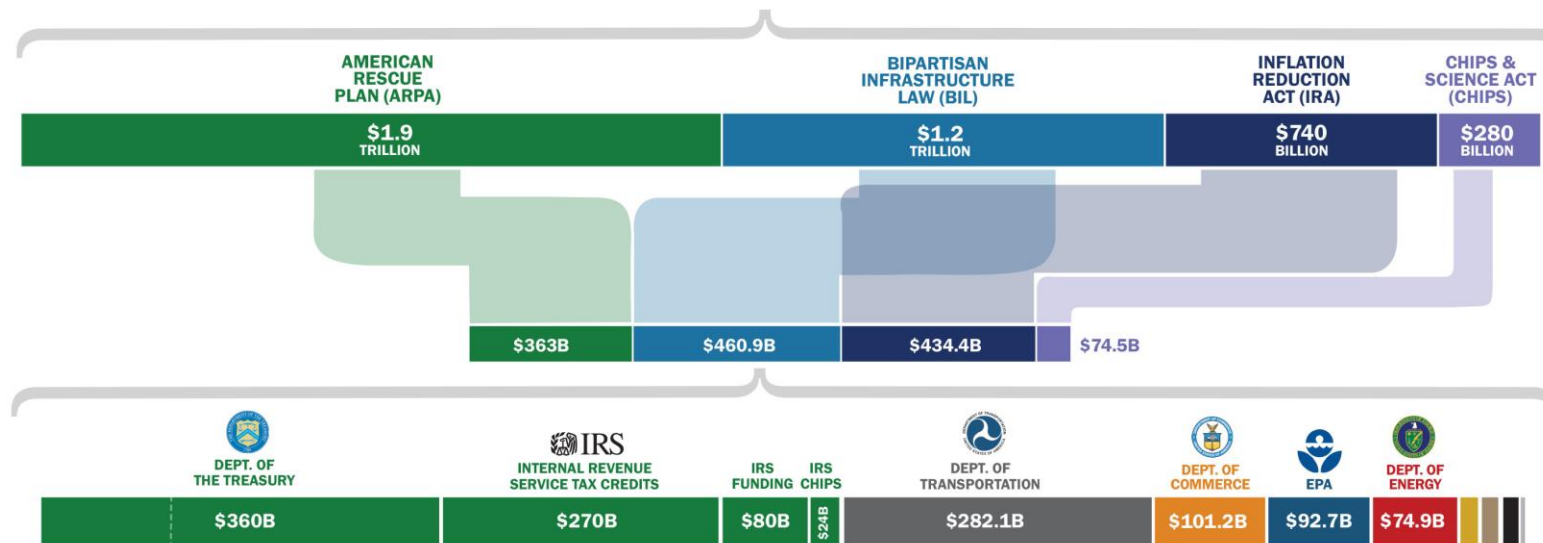
This landscape analysis mapped select funding streams with most significant potential for impact on climate, labor, and equity.



FEDERAL FUNDING LANDSCAPE

Over 650 Funding Provisions Totaling

~\$4.1 Trillion



Up to \$1.3 Trillion

Representing ~115 Select Funding Streams

Relevant Program Highlights

\$27B

EPA
Greenhouse Gas Reduction Fund

\$27B to mobilize financing for clean energy and climate projects, with an emphasis on low-income and disadvantaged communities

\$10B

DEPT. OF COMMERCE
Regional Technology & Innovation Hubs

\$10B authorized (\$500M appropriated) to create 20 hubs that drive technology- and innovation-centric growth

\$8B

DEPT. OF ENERGY
Regional Clean Hydrogen Hubs

\$8B to create 6-10 networks of hydrogen producers, consumers, and local connective infrastructure to accelerate the use of hydrogen as a clean energy carrier

Overview of Leverage Points & Methodology

Leverage points represent key aspects of legislation implementation with the highest potential to support or hinder achievement of impact goals.

Each leverage point was assigned a **ranking for expected impact** on each of five priority areas: decarbonization, climate equity, labor, priority communities, and good governance.



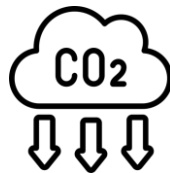
High impact



Moderate impact



Some impact



Decarbonization



Climate Equity



Labor



Priority Communities



Good Governance

METHODOLOGY

Leverage points were developed based on:

- Interviews with issue area experts and practitioners across the government and the nonprofit sectors.
- Findings from other philanthropic supported efforts and analysis of white space and where additional coordination may be needed.
- Opportunities arising from key milestones and features of federal programs.
- Supplemental research on barriers in key sectors (e.g., renewable energy, manufacturing) impacted by federal programs.

Leverage Point Tiers

After assessing its impact on each priority area (decarbonization, climate equity, labor, good governance, and priority communities), each leverage point was evaluated for its overall impact. This more comprehensive view of the potential effects of a given leverage point are reflected in a tier assignment. Tier 1 represents the highest level of expected impact.

Factors informing the overall leverage point tier rankings:



Expected impact on decarbonization, climate equity, labor, priority community, and good governance outcomes, acknowledging differences in each point's specificity and scale.



Urgency of need, including timing considerations that arise from federal funding processes and where significant technical and administrative barriers may arise.



Unique need for and value add of philanthropic intervention within the broader ecosystem of public, private, and nonprofit stakeholders.

Overall Leverage Point Tier Levels

TIER 1

High impact

TIER 2

Moderate impact

TIER 3

Some impact

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Key Takeaways

Key Takeaways: Place-Based Approaches

Implementation at the local and state level will determine the success of efforts to achieve priority outcomes. Local organizations, especially those in rural areas and Black and brown communities, need technical assistance to navigate the complex landscape of available resources; direct capacity support to access and navigate funding opportunities, hire talent, and develop funding implementation plans; and resources to coordinate with community stakeholders.

Considerations to Achieve Priority Outcomes through Place-Based Approaches

Intervention Strategies



CAPACITY

Support Accessing Funding for Hubs
Source Talent for Place-Based Work



COORDINATION

Facilitate Grantee Coordination



TECHNICAL ASSISTANCE

Support TA to Access Grants Programs

Philanthropic Approaches

- 1. For funders with strong local networks:** Add capacity at local CBOs in target regions, use convening power to coordinate applications for federal funding, and connect local groups with national TA opportunities.
- 2. For national funders:** Identify target regions and partner or pool funding with funders who have local networks to provide needed support and coordinate local capacity.

Funding Streams to Leverage

Greenhouse Gas Reduction Fund (\$27B)

EDA Challenges (\$3B)

Recompete Pilot Program (\$1B; [\$200m appropriated])

Building Resilient Infrastructure and Communities (\$1B)

Regional Technology and Innovation Hubs (\$10B [\$500m appropriated])

Key Takeaways: Policy Implementation

Designing strong policies and streamlining processes will be critical to achieving the promise of these bills. This includes reducing administrative barriers, ensuring that provisions for equity and other priority outcomes are incorporated as legislation and programs are drafted, and creating strong evaluation mechanisms to improve programs in real-time.

Considerations to Achieve Priority Outcomes through Policy Implementation

Intervention Strategies



POLICY & ADVOCACY



DATA & EVALUATION



TECHNICAL ASSISTANCE



CAPACITY

Leverage Points

Policy Design

Support the Department of Treasury to ensure tax credits result in reduced carbon emissions, i.e., only companies that produce clean hydrogen get clean hydrogen credits.

Work across agencies to encourage high labor standards in BIL, CHIPS, and IRA programs where agency authority exists (e.g., IRS's Production Tax Credit, Commerce's CHIPS incentives) and encourage agencies to prioritize grant applicants that have strong labor practices, recruit women and workers of color, and offer quality training.

Permitting Reform



501(c)4 Funding Opportunity

Decarbonization and jobs won't materialize unless clean energy production, transmission, and manufacturing are built. This will require addressing permitting reform on local, state, and federal levels.



Ensure local communities are engaged in implementation of projects and have a voice in outcomes.

Policy Implementation Needs

Key Takeaways: Workforce Training

Workforce training lacks significant dedicated funding in this historic legislation, and there is a need to support states and municipalities to strategically leverage available funding to allocate flexible dollars for quality workforce efforts, and to partner with strong intermediaries to ensure workforce pipelines create strong, stable, local, and good jobs.

Considerations to Achieve Priority Outcomes through Workforce Training

Intervention Strategies



CAPACITY

Scale Workforce Development



COORDINATION

Connect Workers to Good Jobs
Multi-Sectoral Engagement



TECHNICAL ASSISTANCE

Optimize Apprenticeships
Support Deploying BIL & ARPA Funds

Funding Streams to Leverage

Clean energy production (e.g., Clean Energy Investment Tax Credit - est. \$50.9B)

State transportation formula funding (e.g., National Highway Performance Funding - \$148B)

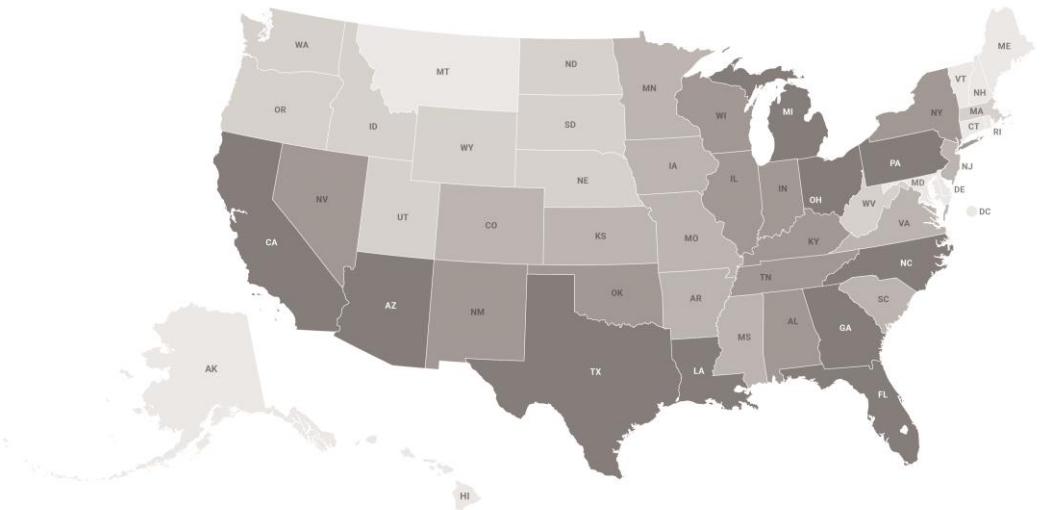
Manufacturing incentives (e.g., Domestic Semiconductor Manufacturing Incentives, CHIPS for America Fund - \$39B)

Priority Geographies

This map depicts states with high workforce training needs and intersecting opportunities for decarbonization.

PRIORITY RANK

■ TIER ONE ■ TIER TWO ■ TIER THREE ■ TIER FOUR ■ TIER FIVE



Key Takeaways: Direct Benefits for Consumers

BIL and IRA include at least \$70B in benefits directly available to Americans, which will have a significant impact on goals ranging from lowering CO₂ emissions to connecting 42 million households eligible for affordable high-speed internet. Philanthropy can help close equity gaps by helping individuals access the benefits from these programs; key needs include streamlining enrollment processes to increase uptake and developing feedback loops to improve deployment of resources.

Considerations to Achieve Priority Outcomes through Direct Benefits for Consumers

Intervention Strategies



DIRECT OUTREACH

Ensuring consumers have the tools and resources to benefit from federal programs.



CAPACITY

Supporting agencies with the resources and expertise to effectively administer programs.

Funding Streams to Leverage



Residential
Clean Energy
Credit



Energy Efficient
Home
Improvement
Credit



Affordable
Connectivity
Program



Clean
Vehicle
Credit

Philanthropic Approaches

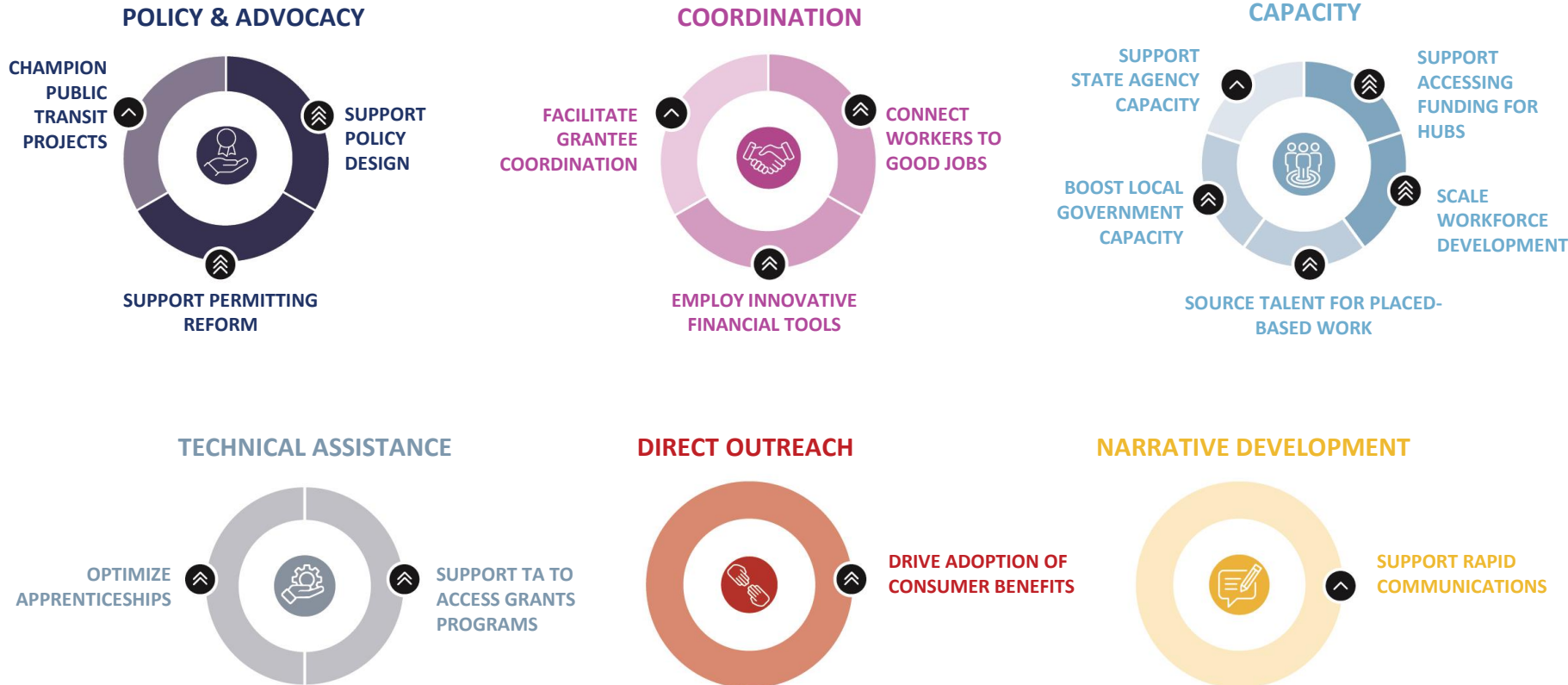
- Culturally relevant outreach, coupled with 1:1 guidance and enrollment assistance, to ensure equitable access to benefits.
- Integrated benefit systems with other safety net programs and "one stop shops" to increase uptake.
- Build opportunities for real time feedback loops that can improve programs in real time.

Impact Area Overviews

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Overview: Impacting Decarbonization

Leverage Points for Maximum Impact on Decarbonization Goals



Key of Anticipated Impact Levels:



High



Moderate



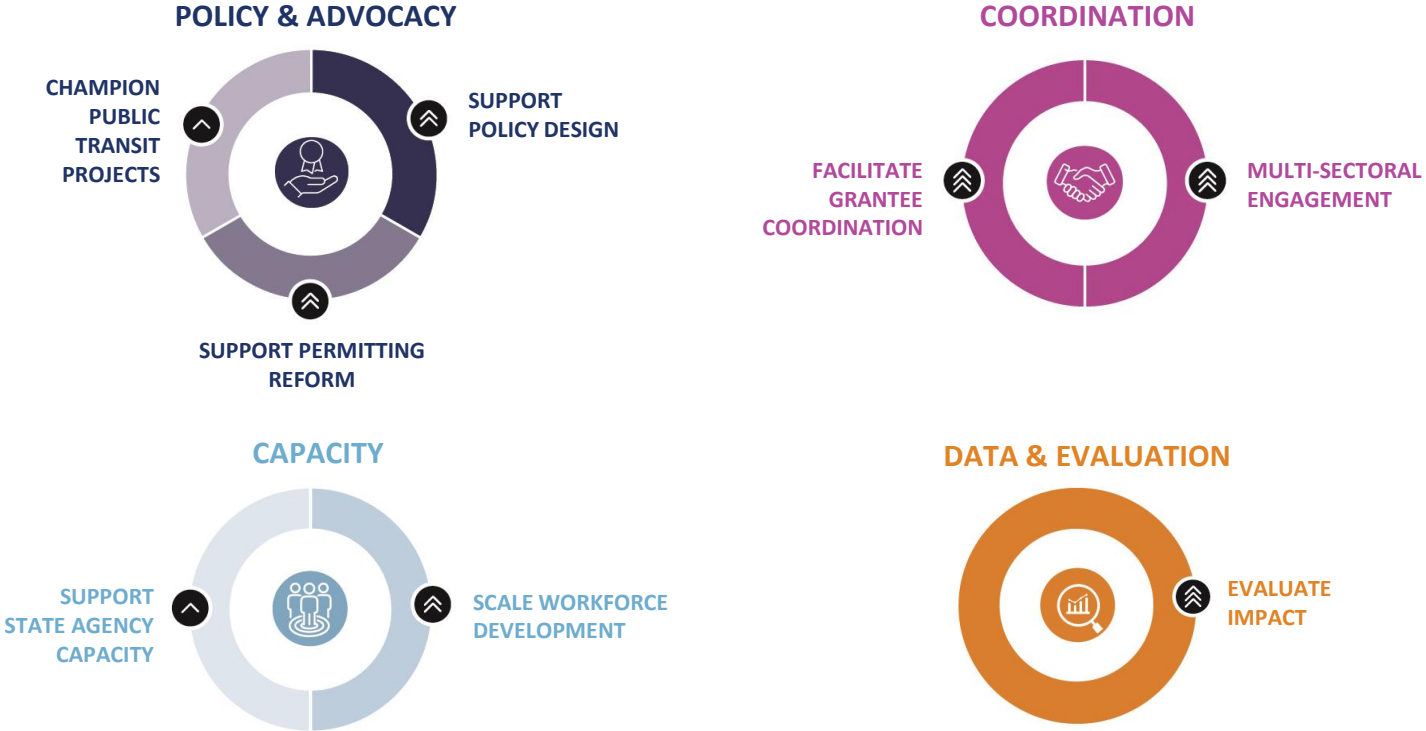
Some

Key Takeaways

- Additional support is needed at the federal and state level to **design and implement decarbonization policies**.
- There is a need to **aggregate demand for new and developing clean energy markets** using tools like Advance Market Commitments (AMCs)
- Reform for permitting and siting will be critical to reaching decarbonization goals quickly, and the process must engage historically marginalized communities

Overview: Impacting Climate Equity

Leverage Points for Maximum Impact on Climate Equity Goals



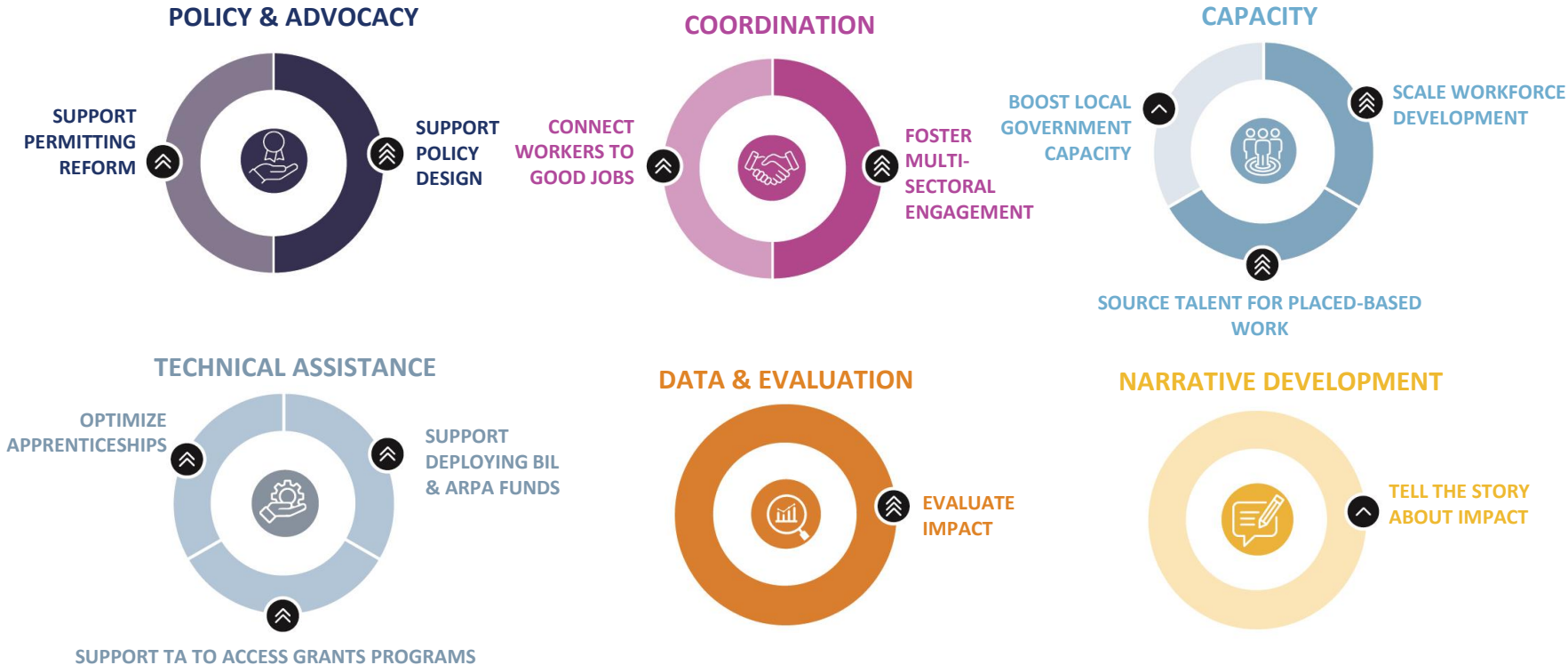
Key of Anticipated Impact Levels: High Moderate Some

Key Takeaways

- Many state and local agencies implementing funding need **additional training in climate resilience and equity**.
- **Real-time research and data collection** are critical to understanding how funding is – or isn’t – flowing to communities most impacted by climate disasters.
- CBOs, nonprofits, and others working in climate justice and resilience efforts need **strong feedback loops** with government and the private sector to fix programs in real-time and improve them over the long term.

Overview: Impacting Labor

Leverage Points for Maximum Impact on Labor Goals



Key of Anticipated Impact Levels:



High



Moderate



Some

Key Takeaways

- The types of jobs created will be just as important as the number of jobs created: there is a need to 1) reduce barriers to employment, 2) address potential for occupational segregation, and 3) support worker centers in places with weaker labor standards.
- Private sector partnership development will be a core strategy to achieve outcomes around good jobs, since industry is receiving a significant amount of funding with few formal accountability mechanisms.
- There is a need to embed tracking of job quality benefits across agencies and grantees with an emphasis on prevailing wage and apprenticeship standards.

Overview: Impacting Priority Communities

Leverage Points for Maximum Impact on Priority Communities Goals

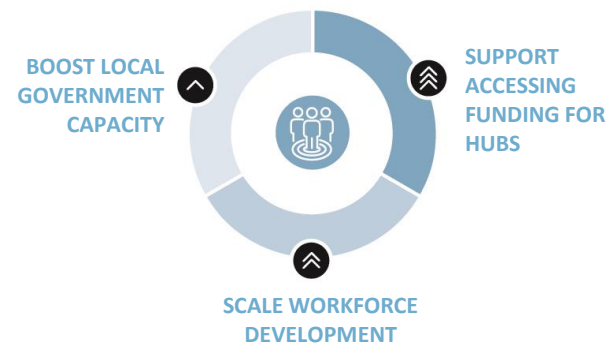
POLICY & ADVOCACY



COORDINATION



CAPACITY



TECHNICAL ASSISTANCE



DATA & EVALUATION



DIRECT OUTREACH



NARRATIVE DEVELOPMENT



Key of Anticipated Impact Levels:



High



Moderate



Some

Key Takeaways

- Under-resourced communities need matching funds, expertise and capacity to compete and win funding.
- Proactive partnership development with growing industries, labor, and trusted community anchors will be key to ensuring local communities are prime benefactors of funding.
- Procurement can act as a lever for wealth building, with hundreds of billions in contracts potentially available to businesses and entrepreneurs in disadvantaged communities.

Overview: Impacting Good Governance

Leverage Points for Maximum Impact on Good Governance Goals

POLICY & ADVOCACY



SUPPORT
EQUITABLE
INTERNET
ACCESS

CAPACITY



BOOST LOCAL
GOVERNMENT
CAPACITY

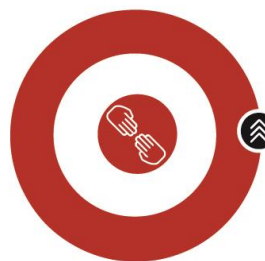
SUPPORT
STATE AGENCY
CAPACITY

DATA & EVALUATION



EVALUATE
IMPACT

DIRECT OUTREACH



DRIVE
ADOPTION OF
CONSUMER
BENEFITS

NARRATIVE DEVELOPMENT



SUPPORT RAPID
COMMUNICATIONS

TELL THE STORY
ABOUT IMPACT

Key of Anticipated Impact Levels:



High



Moderate



Some

Key Takeaways

- Efforts to improve service delivery and streamline government processes are needed to ensure uptick in enrollment and adoption of benefits.
- Local governments with limited capacity and resources **need matching funds and expertise** to compete for and win funding.
- Narrative and storytelling efforts can **incentivize and hold local leaders accountable** to spend money in ways that benefit local communities.
- Building **feedback loops** between local, state, and federal government and CBOs, nonprofits, and researchers can help **improve programs in real-time**.

The background features a large, light blue compass rose centered on a grid of latitude and longitude lines. The compass rose has four main points and a central circular element. The grid lines are also light blue and create a subtle pattern across the entire page. The overall color palette is light blue and white.

Priority Funding Streams

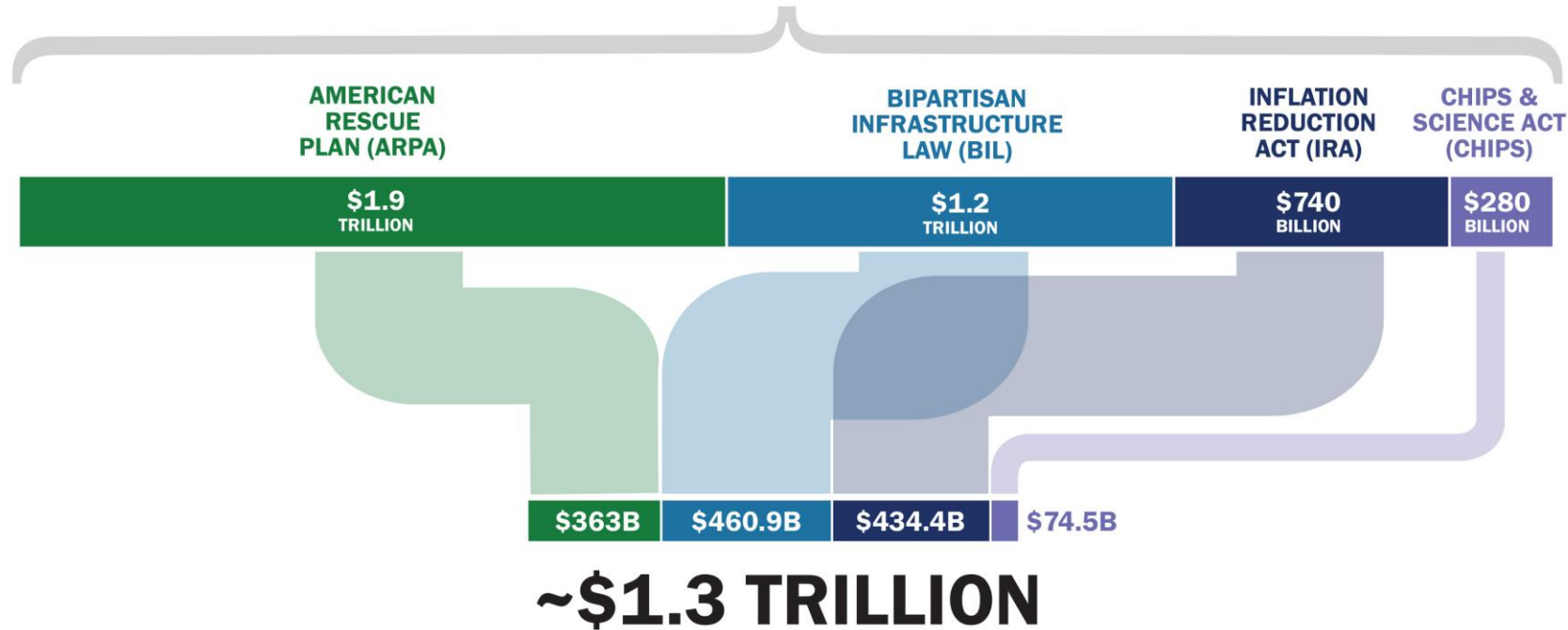
Overview: Funds Analyzed



FEDERAL FUNDING LANDSCAPE

OVER 650 FUNDING PROVISIONS TOTALING ABOUT

\$4.1 TRILLION

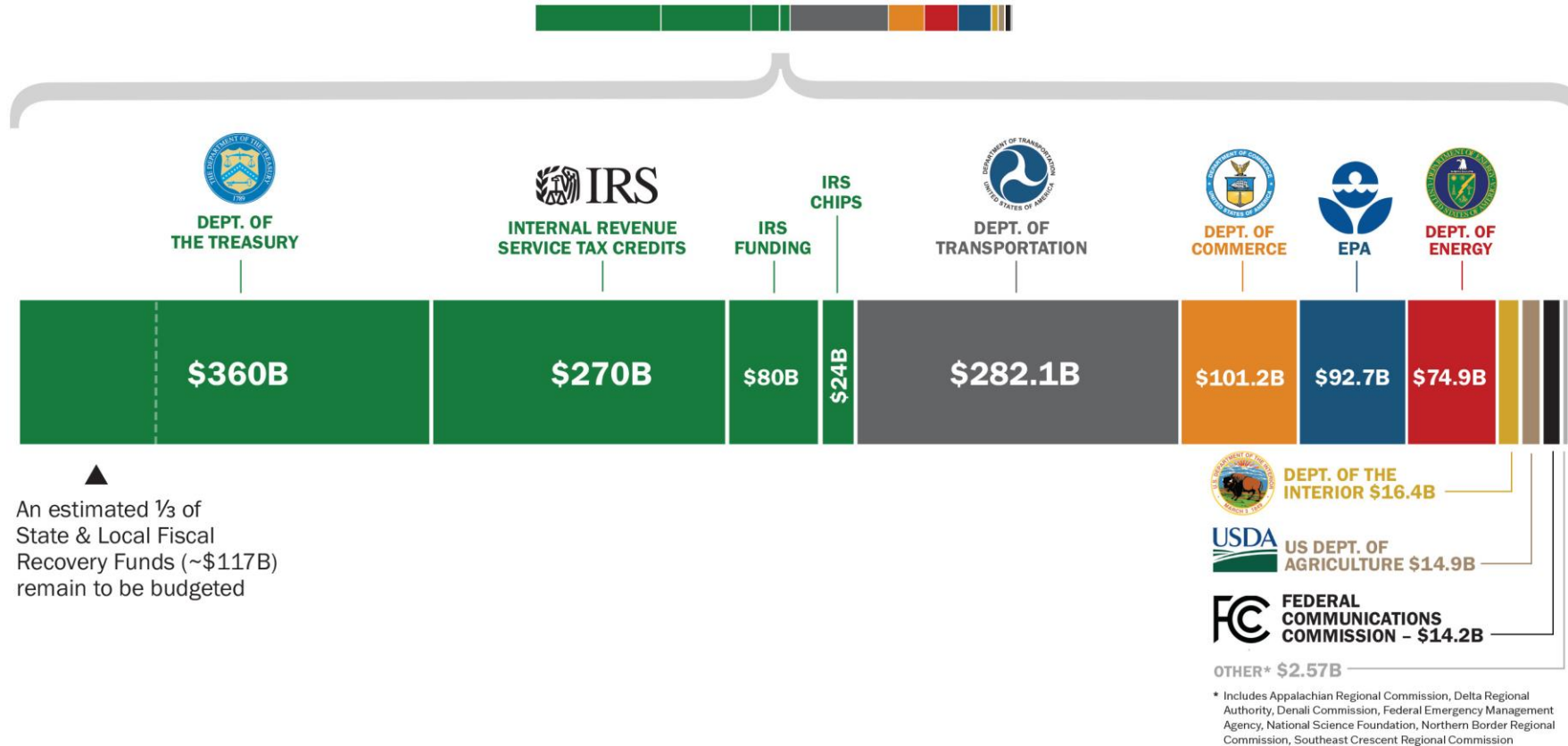


Landscape analysis of ~\$1.3 trillion representing a subset of ~115 funding streams with the most significant potential for climate, labor, and equity impacts.

Funding Distribution by Federal Agency

This landscape analysis covers ~115 funding streams that are administered by 16 federal agencies, authorities, commissions, and departments.

UP TO \$1.3 TRILLION



Mapping Funding For Equity via Justice40



Historically, federal funds often have not always benefited low-income, tribal, BIPOC, rural, energy, and other disadvantaged communities. To help address this inequity, **President Biden’s Justice40 Initiative sets a goal for 40% of the benefits of certain federal investments to flow to disadvantaged communities.** The initiative is a formal mechanism for ensuring equitable implementation of those investments and therefore is especially relevant to funders interested in outcomes for climate equity and priority communities.

Federal agencies have released lists indicating which of their programs are covered by Justice40. The most recent comprehensive list – published in August 2022 – accounts for ARPA and BIL, but not IRA and CHIPS. **The funding maps in this landscape analysis indicate which programs are known to be covered by Justice40 based on the most recent comprehensive agency list.**

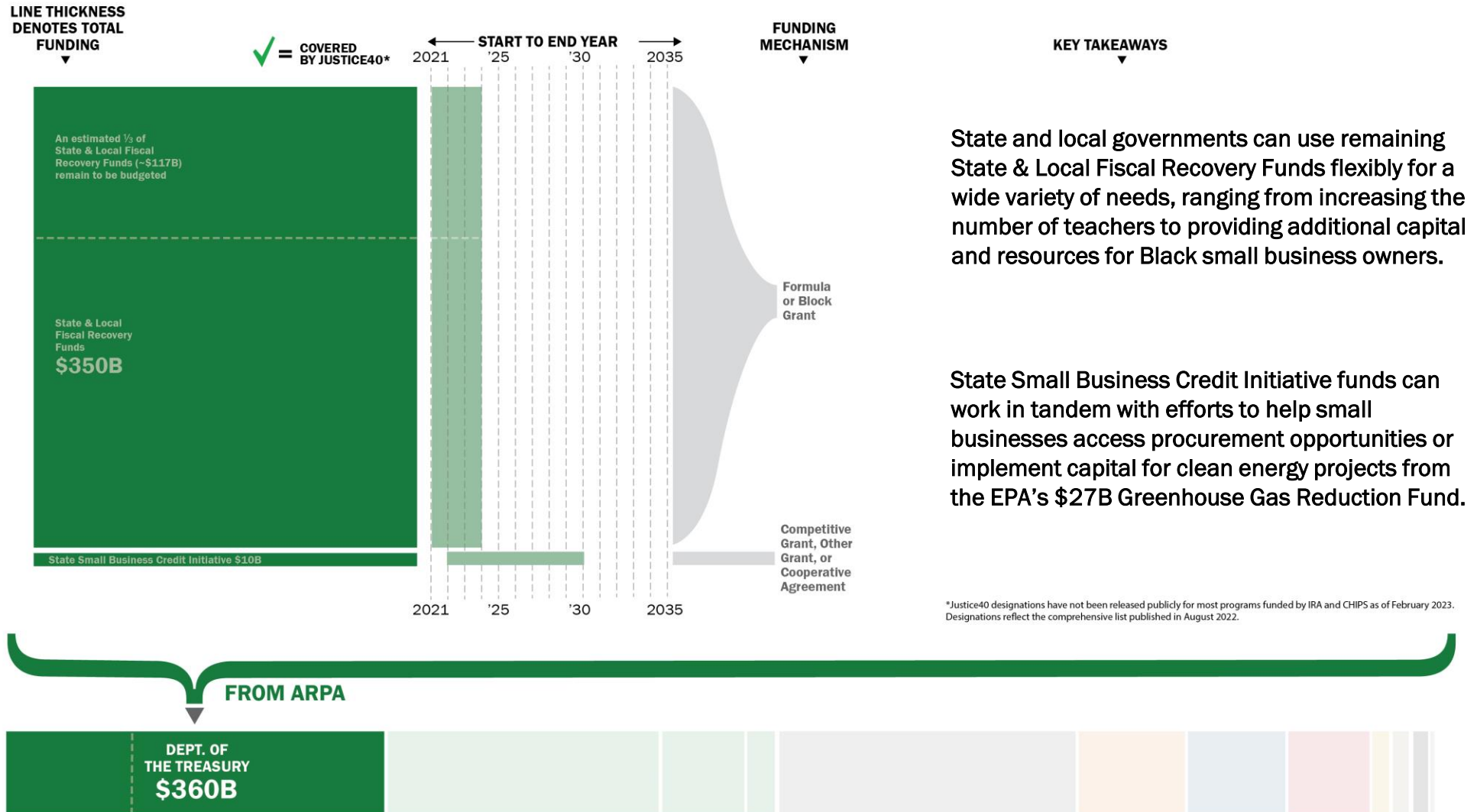
 = Program Covered by Justice40

It is expected that Justice40 will also cover relevant IRA and CHIPS programs; charts in this section labels most of those programs “TBD” to ensure alignment with agency lists at the time of this analysis. One exception is the IRA’s clean energy and CHIPS’s manufacturing tax credits, which are believed to fall outside the scope of Justice40 due to the nature of the funding mechanism.

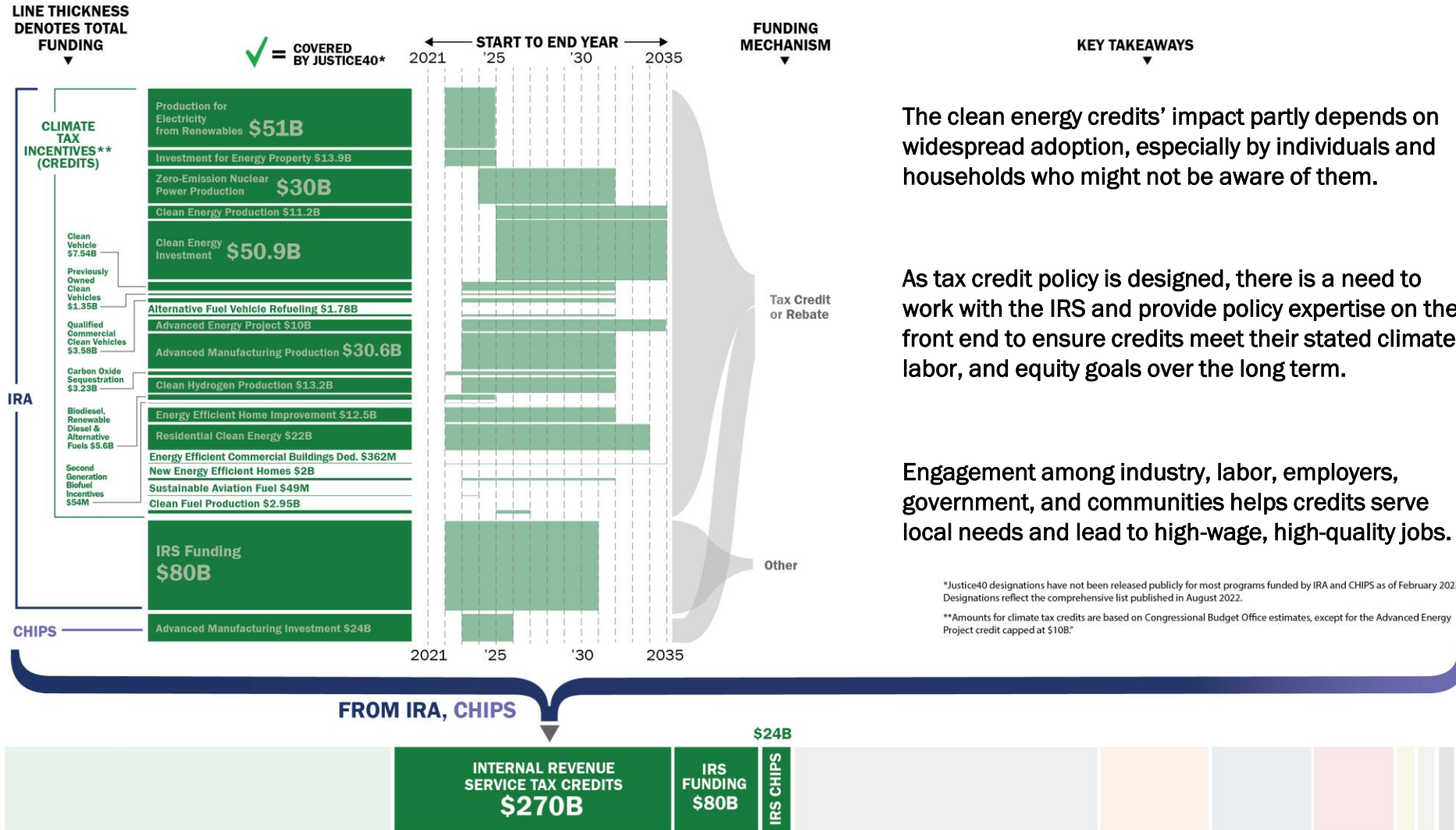
Categories of Federal Investments Covered by Justice40

- Climate change
- Clean energy and energy efficiency
- Clean transit
- Affordable and sustainable housing
- Training and workforce development
- Remediation and reduction of legacy pollution
- Development of critical clean water and wastewater infrastructure

Department of Treasury Funding Distribution and Timeline



Internal Revenue Service Funding Distribution and Timeline



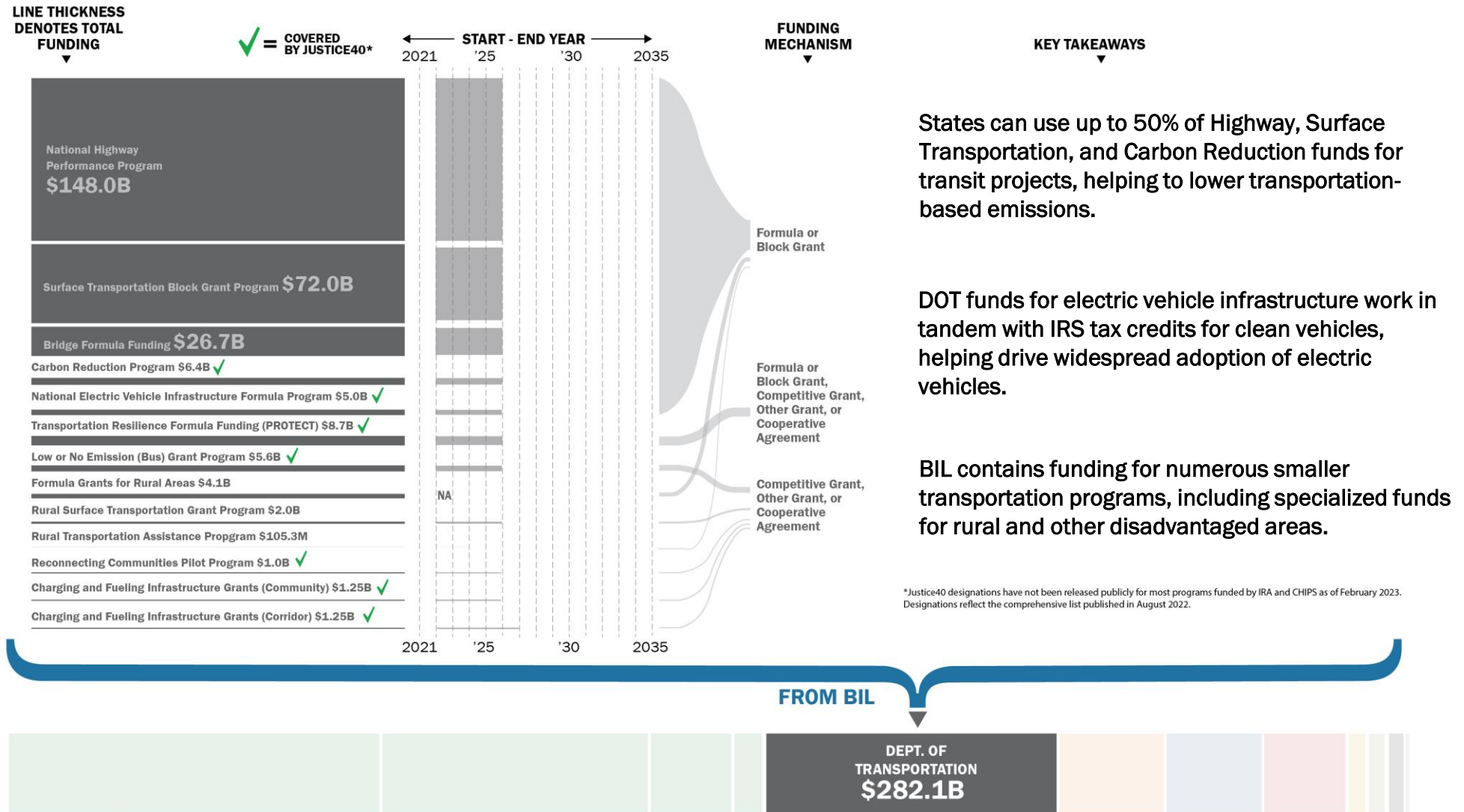
The clean energy credits' impact partly depends on widespread adoption, especially by individuals and households who might not be aware of them.

As tax credit policy is designed, there is a need to work with the IRS and provide policy expertise on the front end to ensure credits meet their stated climate, labor, and equity goals over the long term.

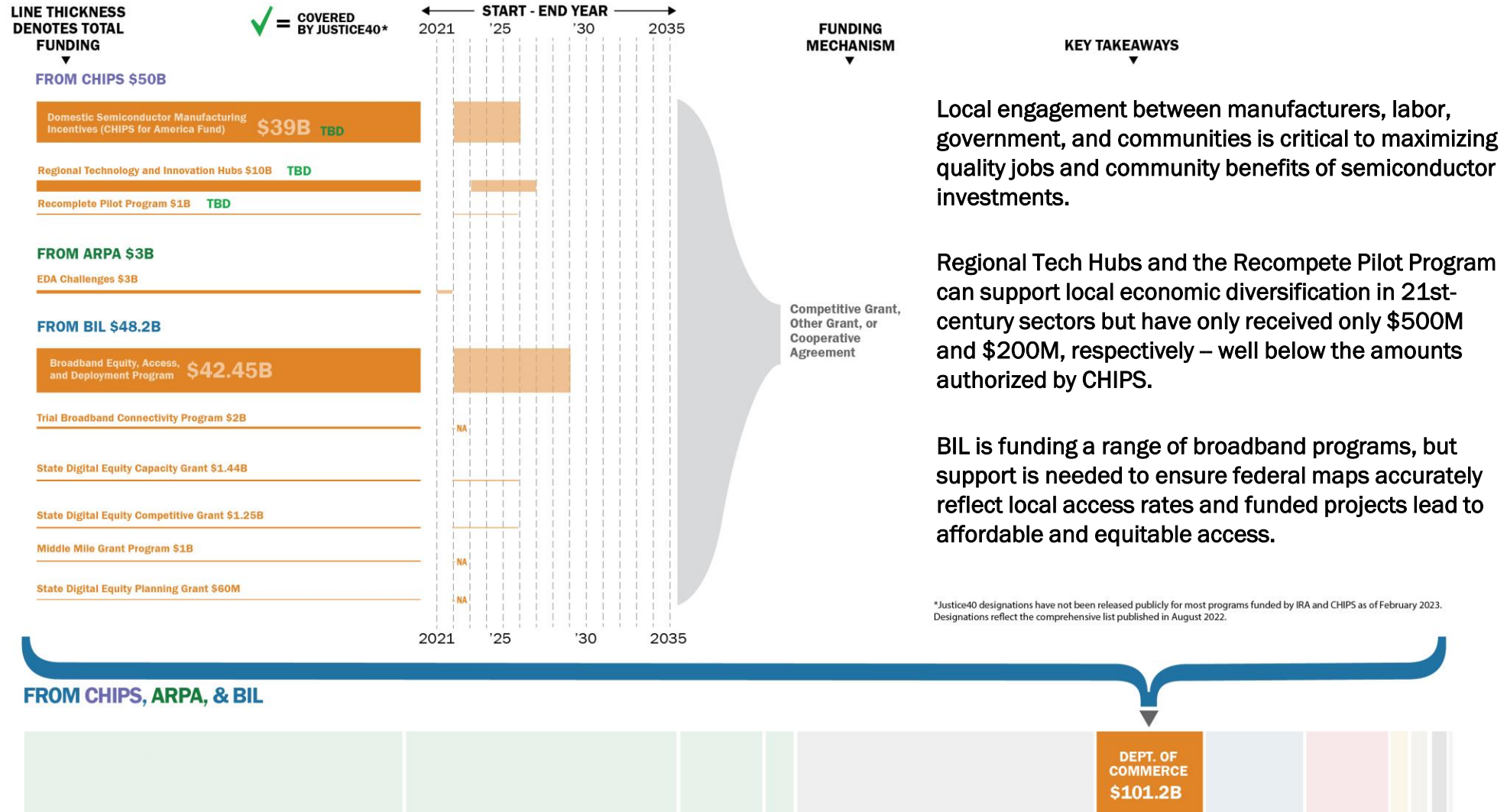
Engagement among industry, labor, employers, government, and communities helps credits serve local needs and lead to high-wage, high-quality jobs.

*Justice40 designations have not been released publicly for most programs funded by IRA and CHIPS as of February 2023. Designations reflect the comprehensive list published in August 2022.
 **Amounts for climate tax credits are based on Congressional Budget Office estimates, except for the Advanced Energy Project credit capped at \$10B.*

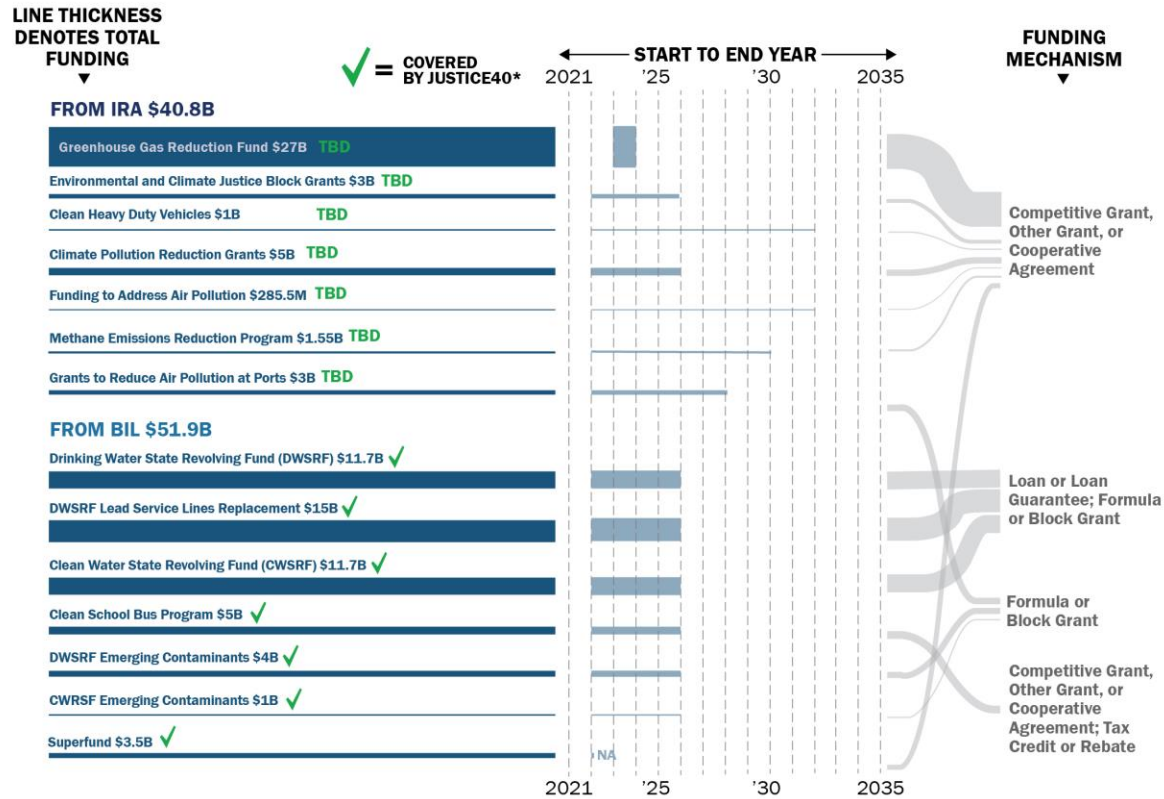
Department of Transportation Funding Distribution and Timeline



Department of Commerce Funding Distribution and Timeline



Environmental Protection Agency Funding Distribution and Timeline

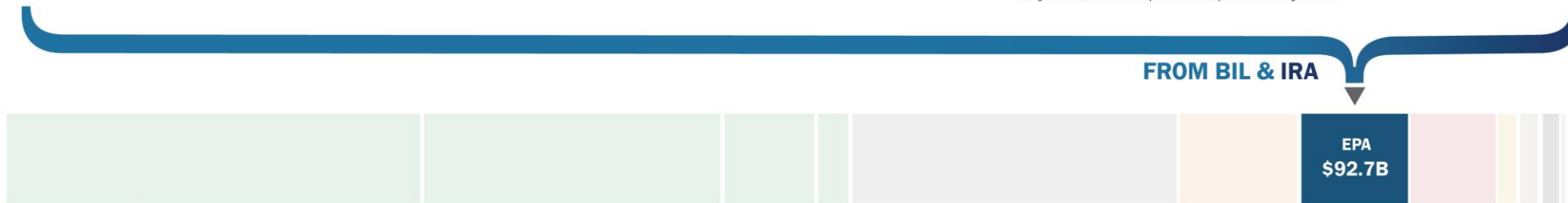


Funding for the Greenhouse Gas Reduction Fund must be spent by September 2024, creating a time-sensitive opportunity for philanthropic intervention to support policy design and convene grantees.

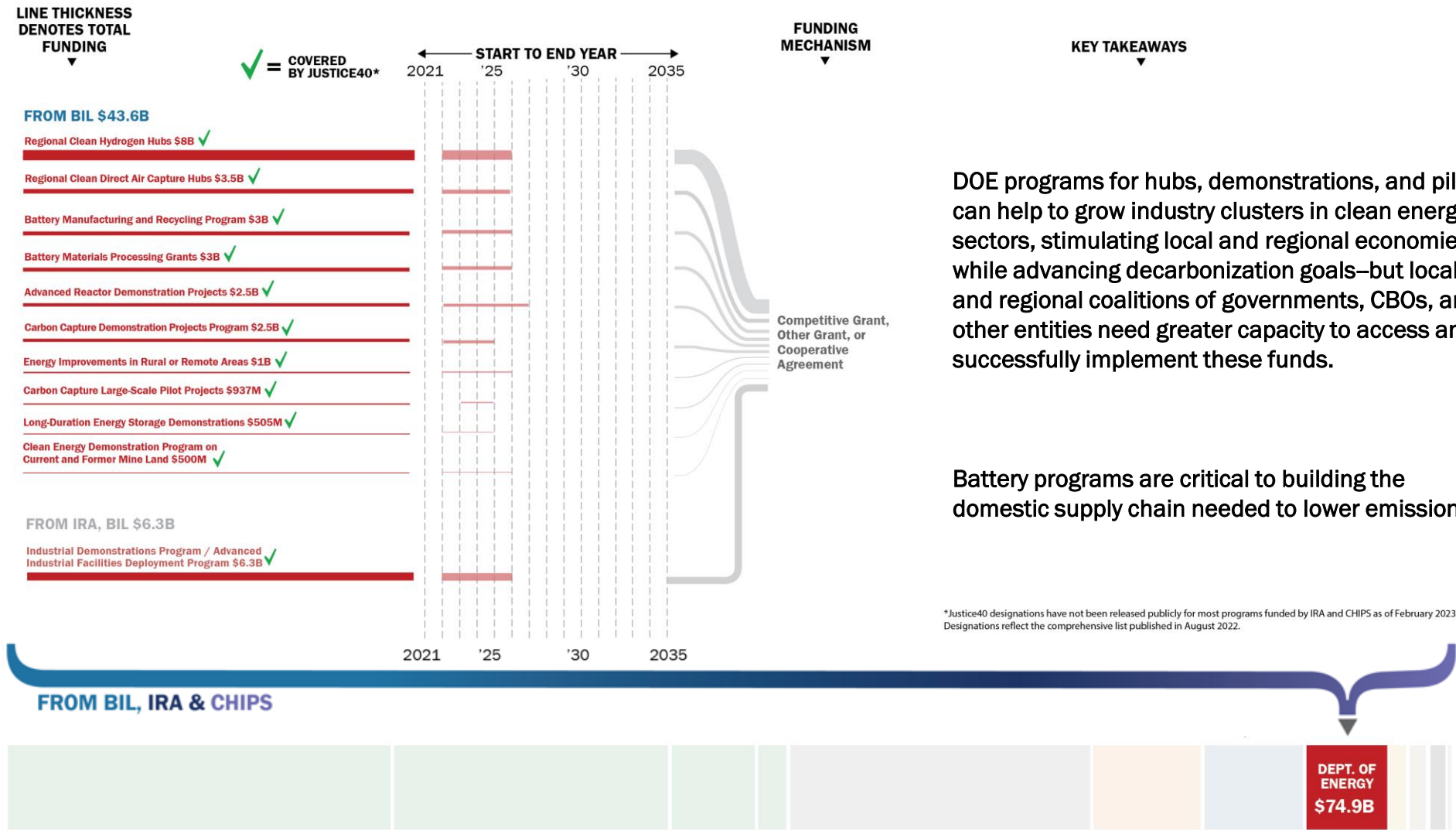
If implemented effectively by state agencies, revolving loan funds for water infrastructure have the potential to advance climate equity outcomes while creating quality jobs.

The Environmental and Climate Justice Block Grants program provides funding for a range of efforts, such as pollution reduction and resilience projects, that promote climate equity in disadvantaged communities.

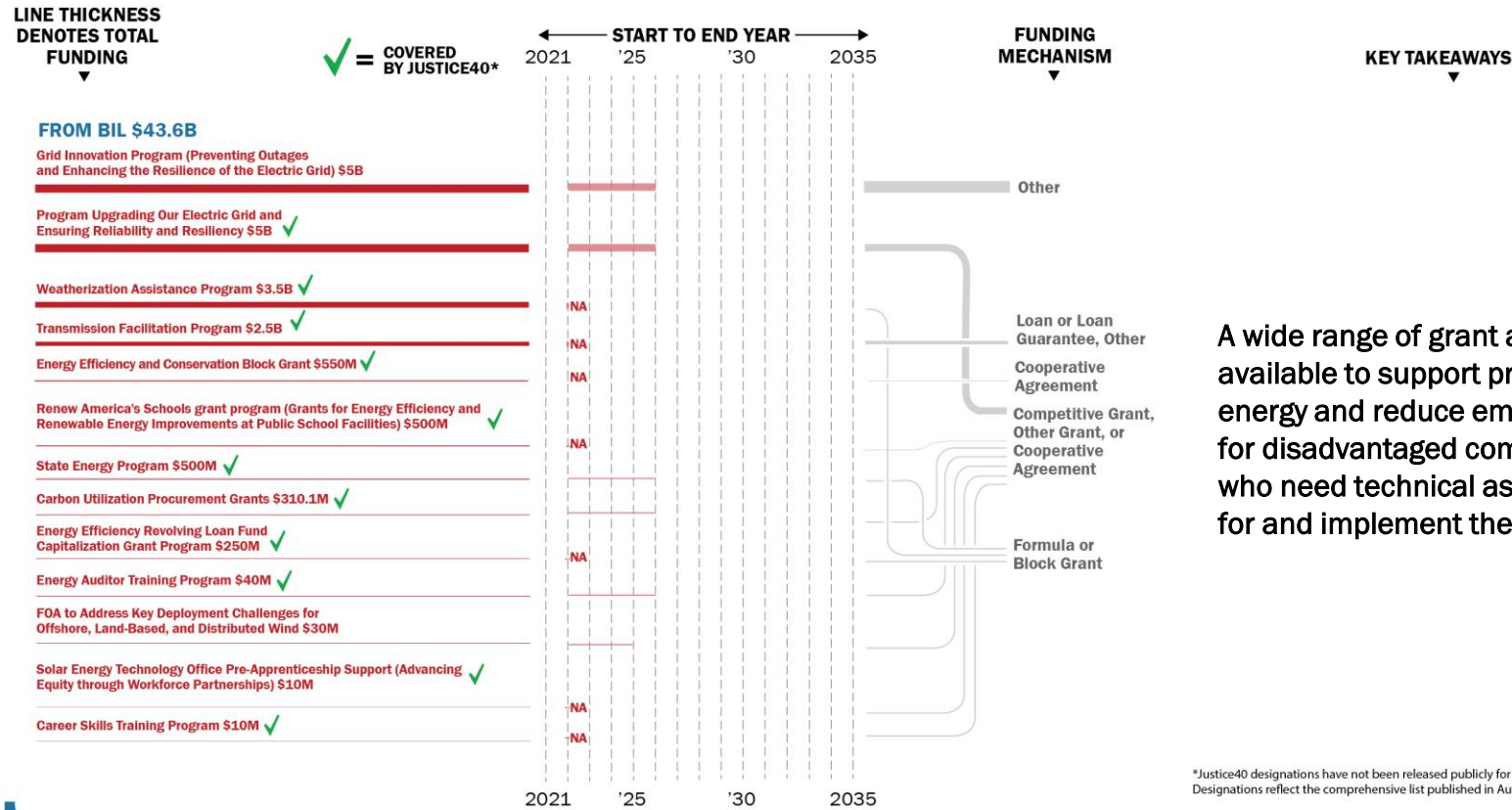
*Justice40 designations have not been released publicly for most programs funded by IRA and CHIPS as of February 2023. Designations reflect the comprehensive list published in August 2022.



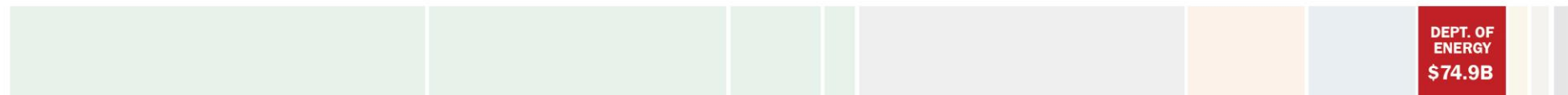
Department of Energy Funding Distribution and Timeline (1/3)



Department of Energy Funding Distribution and Timeline (2/3)



FROM BIL, IRA & CHIPS



Department of Energy Funding Distribution and Timeline (3/3)

LINE THICKNESS DENOTES TOTAL FUNDING

✓ = COVERED BY JUSTICE40*

← START TO END YEAR →

FUNDING MECHANISM

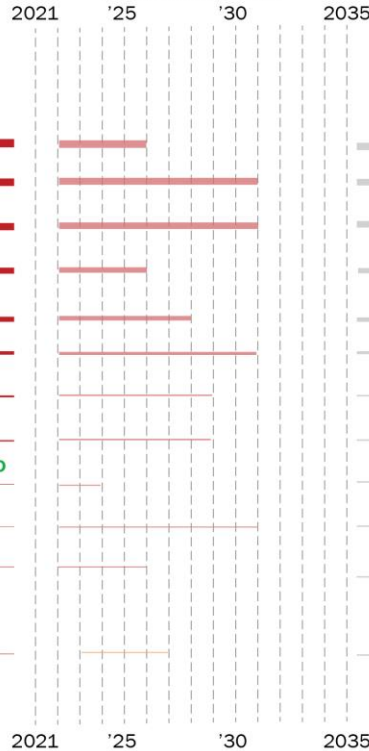
KEY TAKEAWAYS

FROM IRA \$24.7B

- Energy Infrastructure Reinvestment Financing \$5B TBD
- High-Efficiency Electric Home Rebate \$4.5B TBD
- Home Energy Performance-Based, Whole House Rebates \$4.3B TBD
- Funding for Department of Energy Loan Programs Office \$3.6B TBD
- Advanced Technology Vehicle Manufacturing Loan Program \$3B ✓
- Domestic Manufacturing Conversion Grants \$2B TBD
- Assistance for Latest and Zero Building Energy Code Adoption \$1B TBD
- Grants to Facilitate the Siting of Interstate Electricity Transmission Lines \$760M TBD
- Enhanced Use of Defense Production Act of 1950: Heat Pumps \$250M TBD
- State-Based Home Efficiency Contractor Training Grants \$200M TBD
- Tribal Energy Loan Guarantee Program \$75M ✓

FROM CHIPS \$250M

- Regional Clean Energy Innovation Program \$250M TBD



Competitive Grant, Other Grant, or Cooperative Agreement

Loan or Loan Guarantee

Formula or Block Grant; Tax Credit or Rebate

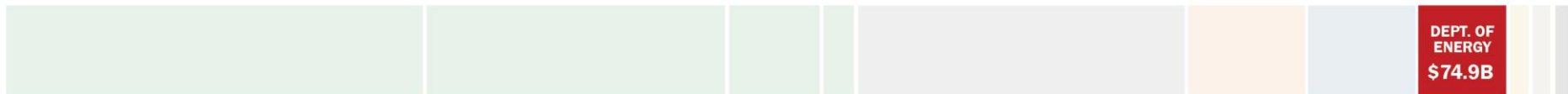
Rebate programs help incentivize households to adopt energy-efficient technologies, but state offices need increased capacity to implement them.

DOE administers key incentives for the manufacturing sector, including advanced vehicles and heat pumps.

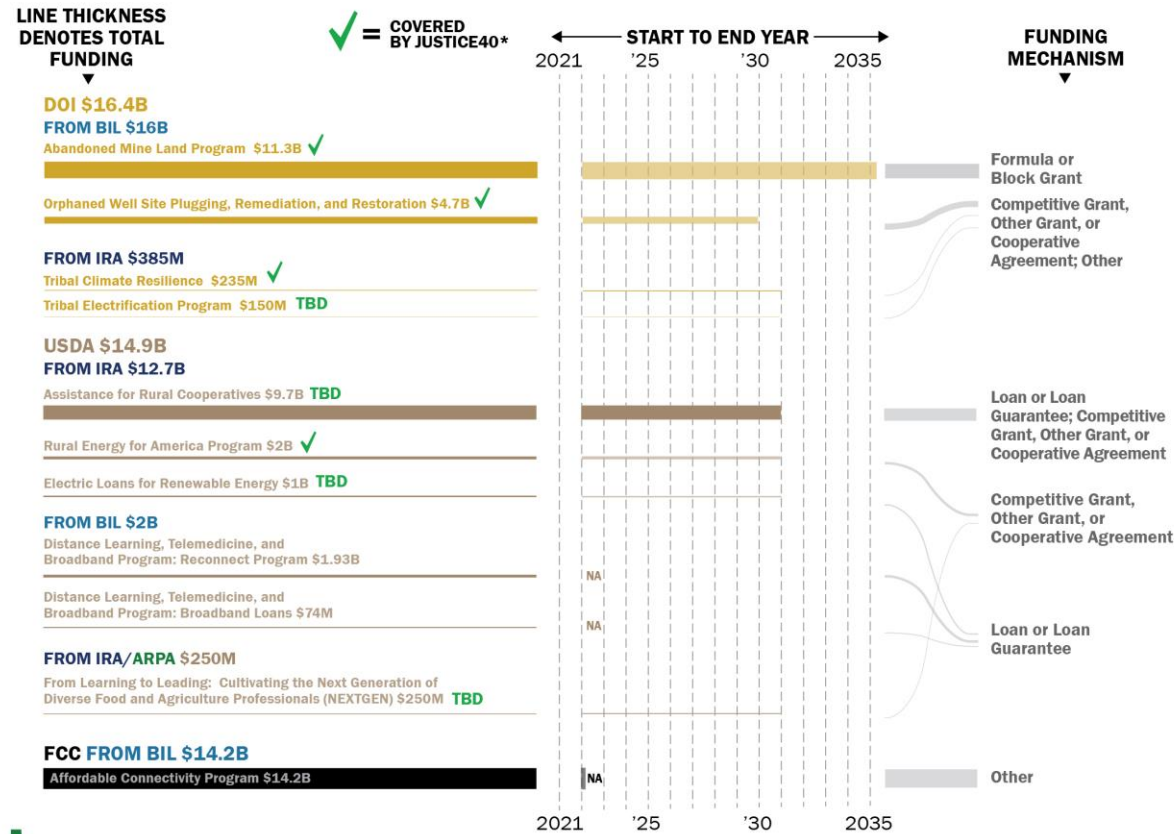
CHIPS authorized \$250M for a program to support the growth of regional clean energy industry clusters, but funds have not been appropriated.

*Justice40 designations have not been released publicly for most programs funded by IRA and CHIPS as of February 2023. Designations reflect the comprehensive list published in August 2022.

FROM BIL, IRA & CHIPS



Department of Interior, USDA, and FCC Funding Distribution and Timeline

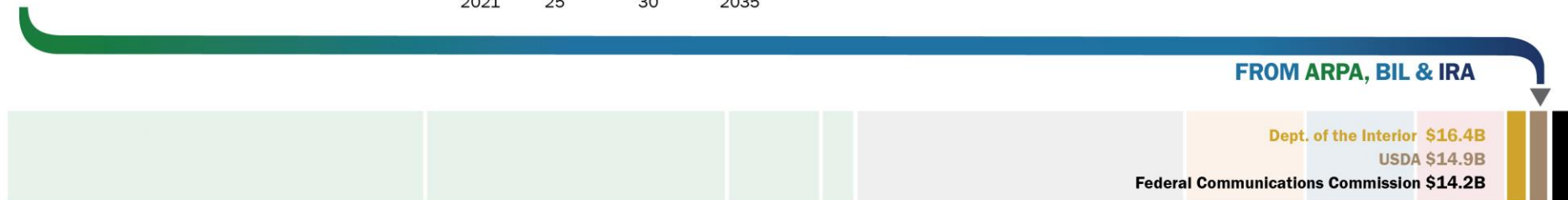


DOI administers billions in funding that can advance climate equity and labor outcomes in tribes and energy communities.

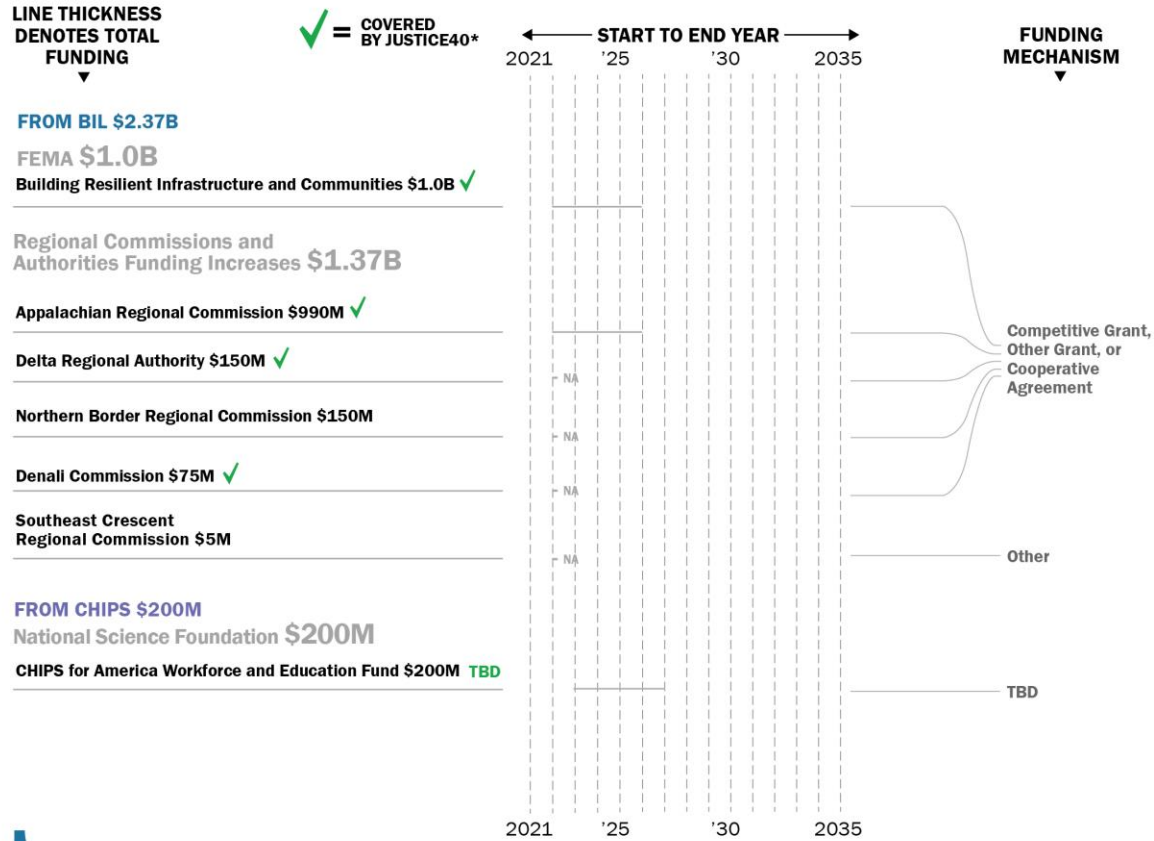
USDA is home to key programs for advancing clean energy in rural areas, including \$9.7B to expand clean energy at electric cooperatives, which are utilities that serve millions of rural residents.

The Affordable Connectivity Program helps make high-speed internet affordable for low-income households but requires additional, direct outreach to maximize uptake.

*Justice40 designations have not been released publicly for most programs funded by IRA and CHIPS as of February 2023. Designations reflect the comprehensive list published in August 2022.



FEMA, Regional Commissions & Authorities, and NSF Funding Distribution and Timeline



FEMA administers funds to help states, localities, and tribes undertake hazard mitigation projects, advancing climate equity by reducing the risks they face from disasters and natural hazards.

Regional commissions and authorities serve some of the country's most disadvantaged regions, such as Appalachia, that include rural and energy communities. They received historic funds from BIL for programs that support economic and workforce development.

The NSF received funds to build America's semiconductor workforce to complement CHIPS incentives for manufacturers in this sector.

*Justice40 designations have not been released publicly for most programs funded by IRA and CHIPS as of February 2023. Designations reflect the comprehensive list published in August 2022.












Key Leverage Points and Philanthropic Opportunities

Leverage Points by Functional Strategy

						
POLICY & ADVOCACY	COORDINATION	CAPACITY	TECHNICAL ASSISTANCE	NARRATIVE DEVELOPMENT	DIRECT OUTREACH	DATA & EVALUATION
CHAMPION PUBLIC TRANSIT PROJECTS	CONNECT WORKERS TO GOOD JOBS	BOOST LOCAL GOVERNMENT CAPACITY	OPTIMIZE APPRENTICESHIPS	SUPPORT RAPID COMMUNICATIONS	DRIVE ADOPTION OF CONSUMER BENEFITS	EVALUATE IMPACT
SUPPORT EDUCATION ABOUT CHIPS	EMPLOY INNOVATIVE FINANCIAL TOOLS	SCALE WORKFORCE DEVELOPMENT	SUPPORT DEPLOYING BIL & ARPA FUNDS	TELL THE STORY ABOUT IMPACT		
SUPPORT EQUITABLE INTERNET ACCESS	FACILITATE GRANTEE COORDINATION	SUPPORT ACCESSING FUNDING FOR HUBS	SUPPORT PROCUREMENT ASSISTANCE			
SUPPORT PERMITTING REFORM	FOSTER MULTI-SECTORAL ENGAGEMENT	SUPPORT STATE AGENCY CAPACITY	SUPPORT TA TO ACCESS GRANTS PROGRAMS			
SUPPORT POLICY DESIGN		SOURCE TALENT FOR PLACE-BASED WORK				

Clusters of Related Federal Programs

These groups of priority programs serve similar roles in the federal funding landscape and are relevant to key leverage points for impact. The clusters include examples of related significant programs considered in this analysis; the lists are illustrative and are not mutually exclusive or comprehensive.

<p>Clean Energy Production</p> <ul style="list-style-type: none"> • Production Tax Credit for Electricity from Renewables (est. \$51B) • Zero-Emission Nuclear Power Production Credit (est. \$30B) • Clean Hydrogen Production Tax Credit (est. \$13.2B) • Assistance for Rural Cooperatives (\$9.7B) • Funding for DOE Loan Programs Office (\$3.6B) • Electric Loans for Renewable Energy (\$1B) • Greenhouse Gas Reduction Fund (\$27B) • Clean Energy Investment Tax Credit (est. \$50.9B) • Investment Tax Credit for Energy Property (\$13.9B) 	<p>Clean Energy Deployment and Emissions Reduction</p> <ul style="list-style-type: none"> • Clean Vehicle Credit (est. \$7.5B) • Clean Heavy-Duty Vehicles (\$1B) • Clean School Bus Program (\$5B) • Low or No Emission (Bus) Grant Program (\$5.6B) • Grants to Reduce Air Pollution at Ports (\$3B) • Climate Pollution Reduction Grants (\$5B) • Methane Emissions Reduction Program (\$1.5B) • Funding for DOE Loan Programs Office (\$3.6B) 	<p>Direct Benefits for Consumers</p> <ul style="list-style-type: none"> • Residential Clean Energy Credit (est. \$22B) • Energy Efficient Home Improvement Credit (est. \$12.5B) • Clean Vehicle Credit (est. \$7.5B) • Weatherization Assistance Program (\$3.5B) • Home Energy Performance-Based, Whole House Rebates (\$4.3B) • High-Efficiency Electric Home Rebate (\$4.5B) • Affordable Connectivity Program (\$14.2B) 
<p>Funds for Local Economic Diversification & Industry Clusters</p> <ul style="list-style-type: none"> • Regional Technology and Innovation Hubs (\$10B) • Recompete Pilot Program (\$1B) • Regional Clean Energy Innovation Program (\$250M) • Programs at DOE's Office of Clean Energy Demonstrations (\$25.7B total) • EDA Challenges (\$3B) • State Small Business Credit Initiative (\$10B) 	<p>Funds for Disadvantaged and Marginalized Communities</p> <ul style="list-style-type: none"> • All programs covered by Justice40 (see agency maps) • Broadband Equity, Access, and Deployment (\$42.5B) • Greenhouse Gas Reduction Fund (\$27B) • Abandoned Mine Land Program (\$11.3B) • Environmental and Climate Justice Block Grants (\$3B) • Superfund (\$3B) • Building Resilient Infrastructure and Communities (\$1B) 	
<p>Public Infrastructure</p> <ul style="list-style-type: none"> • National Highway Performance Funding (\$148B) • Surface Transportation Block Grant Program (\$72B) • Transportation Resilience Formula Funding (\$8.7B) • Carbon Reduction Program (\$6.4B) • Drinking Water State Revolving Fund (\$30.1B total) • Clean Water State Revolving Fund (\$21.4B total) • Broadband Equity, Access, and Deployment (\$42.5B) 	<p>Manufacturing Incentives</p> <ul style="list-style-type: none"> • Advanced Manufacturing Production Credit (est. \$30.6B) • Advanced Manufacturing Investment Credit (\$24B) • Advanced Technology Vehicle Manufacturing Loan Program (\$3B) • Domestic Manufacturing Conversion Grants (\$2B) • Domestic Semiconductor Manufacturing Incentives (\$39B) • Enhanced Use of Defense Production Act of 1950: Heat Pumps (\$250M) 	



POLICY & ADVOCACY LEVERAGE POINTS

LEVERAGE POINT

LEVEL

ILLUSTRATIVE CLUSTERS & PROGRAMS

IMPACT AREAS & RANKING

IMPACT HIGH MODERATE SOME

SUPPORT POLICY DESIGN

Support education on policy development, including building in accountability measures, in partnership with federal agencies, to ensure programs like the renewable energy tax credits, CHIPS tech hubs, and others maximize their potential impact.

SUPPORT EDUCATION ABOUT CHIPS

Support education and advocacy for fully funding the CHIPS and Science Act through the appropriations process.

SUPPORT EQUITABLE INTERNET ACCESS

Support education, capacity, and organizing efforts to ensure that the \$42.5B in state and local subsidies for high-speed internet is allocated to communities most in need.

SUPPORT PERMITTING REFORM

Support policy education and advocacy to reform federal, state, and local permitting rules and incentives to streamline processes and enable timely implementation, ensuring that these reforms do not negatively impact marginalized communities.

CHAMPION PUBLIC TRANSIT PROJECTS

Support organizations advocating for states to use BIL transportation funds for public transit projects.

NATIONAL

STATE

STATE;
LOCAL

LOCAL

All Clean Energy Tax Credits; Regional Technology and Innovation Hubs; Greenhouse Gas Reduction Fund

Regional Technology and Innovation Hubs (\$10B authorized; \$500M appropriated); Recompete Pilot Program \$1.0B authorized; \$200M appropriated); Regional Clean Energy Innovation Program (\$250M authorized; none appropriated)

Broadband Equity, Access, and Deployment Program and other programs for broadband infrastructure, such as the Tribal Broadband Connectivity Program and the Middle Mile Grant Program

Clean Energy Production; Clean Energy Deployment and Emissions Reduction; Grants to Facilitate the Siting of Interstate Electricity Transmission Lines

National Highway Performance Program; Surface Transportation Block Grant Program; Carbon Reduction Program

DECARBONIZATION

CLIMATE EQUITY

LABOR

PRIORITY COMMUNITIES

GOOD GOVERNANCE





COORDINATION LEVERAGE POINTS

LEVERAGE POINT

LEVEL

ILLUSTRATIVE CLUSTERS & PROGRAMS

IMPACT AREAS & RANKING

EMPLOY INNOVATIVE FINANCIAL TOOLS

Leverage tools like Advance Market Commitments (AMCs) and Recoverable Grants to aggregate demand, mitigate risk for manufacturers, and help catalyze nascent but critical domestic markets for carbon credits, heat pumps, and various agricultural and building tools.

CONNECT WORKERS TO GOOD JOBS

Support intermediary organizations that connect training providers, educational institutions, unions, philanthropy, local CBOs, and employers to ensure a strong workforce pipeline.

FACILITATE GRANTEE COORDINATION

Facilitate the convening of grantees of the Greenhouse Gas Reduction Fund and other programs to enable cross-sectoral and cross-industry collaboration.

FOSTER MULTI-SECTORAL ENGAGEMENT

Support engagement among industry, labor, employers, government, and communities to increase the likelihood that workforce and infrastructure funding serves local needs and leads to high-wage, high-quality jobs.

NATIONAL

STATE

STATE;
LOCAL

LOCAL

Clean Energy Production; Clean Energy Deployment and Emissions Reduction; Manufacturing Incentives, especially Enhanced Use of Defense Production Act of 1950: Heat Pumps

Clean Energy Production; Clean Energy Deployment and Emissions Reductions; Public Infrastructure; Manufacturing Incentives

Greenhouse Gas Reduction Fund; Regional Technology and Innovation Hubs

Manufacturing Incentives; Clean Energy Production; Clean Energy Deployment and Emissions Reduction; Public Infrastructure

IMPACT



HIGH



MODERATE



SOME

DECARBONIZATION



CLIMATE EQUITY



LABOR



PRIORITY COMMUNITIES

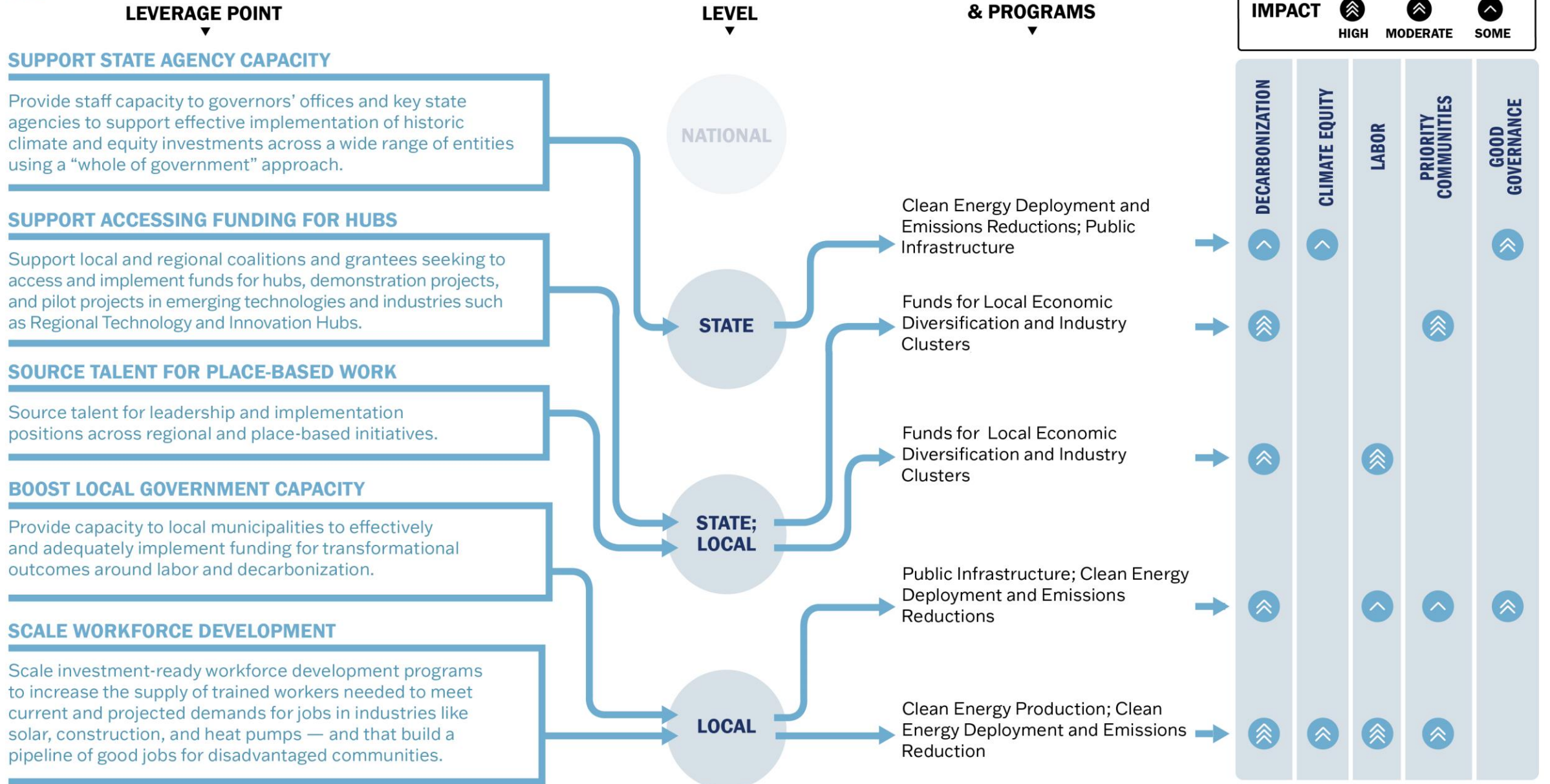


GOOD GOVERNANCE





CAPACITY LEVERAGE POINTS





TECHNICAL ASSISTANCE LEVERAGE POINTS

LEVERAGE POINT

LEVEL

ILLUSTRATIVE CLUSTERS & PROGRAMS

IMPACT AREAS & RANKING

IMPACT HIGH MODERATE SOME

OPTIMIZE APPRENTICESHIPS

Expand outreach to small and medium-sized firms to increase awareness of federal incentives available to industry partners and support employers to register and navigate rules around apprenticeships and prevailing wage.

SUPPORT DEPLOYING BIL & ARPA FUNDS

Support state agencies and local governments that administer formula funding from BIL and State & Local Fiscal Recovery Funds from ARPA.

SUPPORT PROCUREMENT ASSISTANCE

Support disadvantaged entrepreneurs and businesses seeking to access procurement contracts for projects supported by new federal funding.

SUPPORT TA TO ACCESS GRANTS PRGRAMS

Support technical assistance to city and county governments, CBOs, and coalitions of those groups in disadvantaged communities to build competitive applications to access and implement grant funds from the BIL, IRA, and CHIPS & Science Act.

NATIONAL

STATE

STATE;
LOCAL

LOCAL

Clean Energy Production; Clean Energy Deployment and Emissions Reductions

Public Infrastructure; State & Local Fiscal Recovery Funds

Public Infrastructure; Clean Energy Deployment and Emissions Reductions

Funds for Disadvantaged and Marginalized Communities; Clean Energy Deployment and Emissions Reduction

DECARBONIZATION

CLIMATE EQUITY

LABOR

PRIORITY COMMUNITIES

GOOD GOVERNANCE





NARRATIVE DEVELOPMENT LEVERAGE POINTS

LEVERAGE POINT

LEVEL

ILLUSTRATIVE CLUSTERS & PROGRAMS

IMPACT AREAS & RANKING

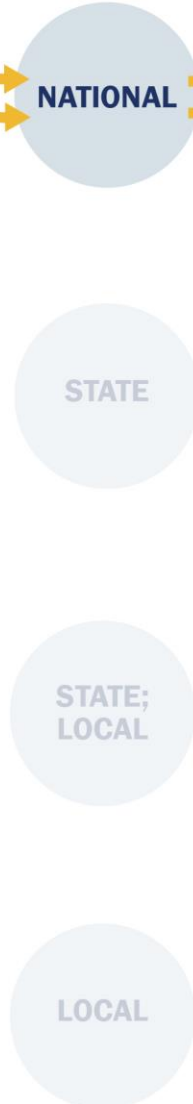
IMPACT HIGH MODERATE SOME

SUPPORT RAPID COMMUNICATIONS

Support rapid response communications and storytelling capacity at organizations that fund and implement programs in areas likely to come under attack.

TELL THE STORY ABOUT IMPACT

Tell the story of how industrial policy has benefited rural, working class, and communities of color across the country in order to drive support for investments and confidence in government to build momentum for future “middle-out” economic policy.



IRS Funding; Clean Energy Production; Clean Energy Deployment and Emissions Reductions

Clean Energy Production; Manufacturing Incentives; Funds for Local Economic Diversification and Industry Clusters

IMPACT AREA	DECARBONIZATION	CLIMATE EQUITY	LABOR	PRIORITY COMMUNITIES	GOOD GOVERNANCE
DECARBONIZATION					
CLIMATE EQUITY					
LABOR					
PRIORITY COMMUNITIES					
GOOD GOVERNANCE					



DIRECT OUTREACH LEVERAGE POINT

LEVERAGE POINT
▼

LEVEL
▼

ILLUSTRATIVE CLUSTERS
& PROGRAMS
▼

IMPACT AREAS & RANKING

IMPACT HIGH MODERATE SOME

DRIVE ADOPTION OF CONSUMER BENEFITS

Invest in outreach to drive adoption of benefits that are available for households and individuals, including the Affordable Connectivity Program and the IRA tax incentives.

NATIONAL

STATE

STATE;
LOCAL

LOCAL

Direct Benefits for Consumers

DECARBONIZATION

CLIMATE EQUITY

LABOR

PRIORITY
COMMUNITIES

GOOD
GOVERNANCE





DATA & EVALUATION LEVERAGE POINT

LEVERAGE POINT
▼

LEVEL
▼

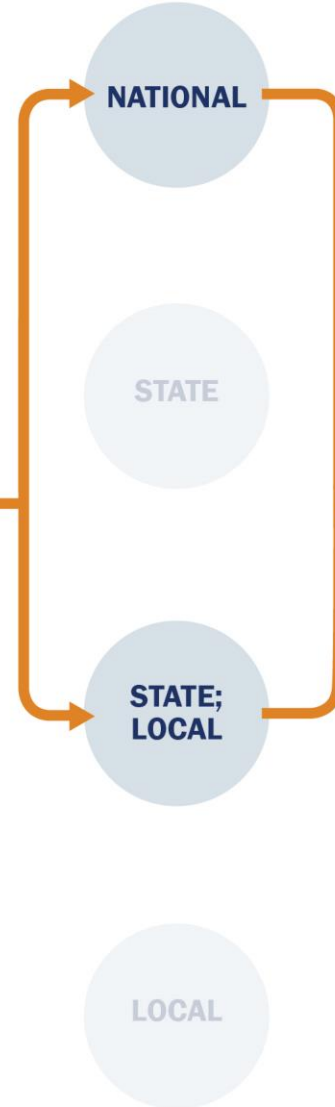
ILLUSTRATIVE CLUSTERS
& PROGRAMS
▼

IMPACT AREAS & RANKING

IMPACT	⤴	⤴	⤴
	HIGH	MODERATE	SOME

EVALUATE IMPACT

Support research, data collection, and evaluation to assess impact of funding, facilitate feedback loops, and inform program improvements.



Most funding programs



IMPACT AREA	RANKING
DECARBONIZATION	
CLIMATE EQUITY	⤴
LABOR	⤴
PRIORITY COMMUNITIES	⤴
GOOD GOVERNANCE	⤴

Policy & Advocacy Leverage Points

Leverage Point: Champion Public Transit Projects

Need: The majority (80%) of federal transportation funding going to states is for highways, leaving only 20% for public transit. States can increase the relative share of funds going to forms of public transit by "flexing" up to 50% of certain funding programs—including from the National Highway Performance Program, Surface Transportation Block Grant Program, and Carbon Reduction—to support buses and other public transit systems. Public transit is critical to reducing emissions from the transportation sector and to serving disadvantaged communities, which are more likely to use public transit. **Advocacy and education are needed to encourage states to use highway funds for high-need local transit projects.**

Intervention: Support organizations advocating for states to use BIL transportation funds for public transit projects.

Role for Philanthropy: Philanthropy can support a range of transit-focused organizations that are advocating for greater spending on public transit. Partners could include TransitCenter, Transit Riders of the United States Together (TRUST), Coalition for Smarter Growth, and Alliance for a Just Society.



Strategy: Policy & Advocacy

Implementation Levels: State; Local



501(c)4 Funding Opportunity

Potential Impact: The two largest BIL highway programs alone account for \$220B and flexing 50% of those funds to public transit projects would **increase funds for public transit by \$110B** – helping to reduce emissions from the transportation sector, which accounts for 27% of greenhouse gas emissions.

Impact Areas:



Decarbonization



Climate Equity



Priority Communities



Leverage Point: Support Education About CHIPS

Need: The CHIPS and Science Act authorizes, but does not appropriate, large increases in funding at the Department of Energy, National Science Foundation (NSF), and the Department of Commerce. Congress appropriated some of these funds in the December 2022 omnibus bill, but the amounts fall far short of authorized levels: for example, \$1.8B was appropriated to CHIPS-related programs at NSF and the Department of Commerce's National Institutes of Science and Technology out of over \$100B authorized to those agencies. **To fully implement CHIPS provisions affecting climate research and place-based industrial policy, a significant policy education effort is needed to help policymakers and the public understand how CHIPS can improve economic conditions in communities across the country.**

Intervention: Support education and advocacy for fully funding the CHIPS and Science Act through the appropriations process.

Role for Philanthropy: Philanthropy can invest in advocacy and other organizations that could communicate with and educate the public through 501(c)3 and 501(c)4 funding. Relevant organizations and activities: the Federation of American Scientists has closely tracked CHIPS appropriations during omnibus funding negotiations; America Achieves, Center for American Progress, and TechNet have advocated for tech hubs appropriations; and Center on Rural Innovation and Rural Organizing have advocated for Recompete Pilot appropriations.

Potential Impact: One major provision of the CHIPS and Science Act includes \$10B for Regional Technology Hubs, which would represent an important advancement in industrial policy, but it only received \$500M in the recent omnibus package, meaning that there is a potential \$9.5B yet to be appropriated.

Impact Area:



Priority Communities



Strategy: Policy & Advocacy

Implementation Level: National



501(c)4 Funding Opportunity

Leverage Point: Support Equitable Internet Access

Need: FCC broadband maps have profound and immediate impacts on the allocation of resources for high-speed internet, including by shaping state allocations from the \$42.5B Broadband Equity, Access, and Deployment program, which will begin to flow by June 2023. Current map data does not accurately portray access in many communities, and the FCC is accepting public feedback and challenges to existing data by March 15, 2023, for a revised map in June 2023. In the short term, the FCC needs additional capacity to quickly integrate correct data into the map and states and local organizations need support to file meaningful challenges. There is a longer-term risk that broadband funds will continue to flow primarily to large internet providers without meaningful competition or accountability, so **smaller providers, municipalities, cooperatives, and other eligible entities need capacity to ensure funds help reach communities in need.**

Intervention: Support education, capacity, and organizing efforts to ensure that the \$42.5B in state and local subsidies for high-speed internet is allocated to communities most in need.

Role for Philanthropy: Philanthropy can provide immediate support for advocacy and education and can continue to partner closely with providers and industry to make sure data is being collected in a correct and diligent fashion. As part of a place-based approach and in priority communities, philanthropy could **provide the network and connections for under-resourced providers, municipalities, and civic-minded entities** to ensure data accuracy, increase competition, and hold providers in their locale accountable.

Potential Impact: Currently, **18.1M, or 15%**, of households lack any form of “broadband” internet service (defined as faster than dial-up). The World Bank estimates that a **10% increase in broadband penetration could lead to a 1.2% jump in real per capita GDP growth** in developed economies, including in the United States.

Impact Areas:



Priority Communities



Good Governance



Strategy: Policy & Advocacy

Implementation Level: National



501(c)4 Funding Opportunity

Leverage Point: Support Permitting Reform

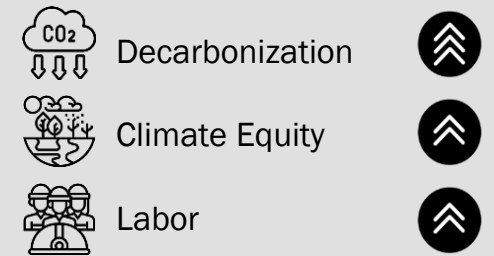
Need: Companies can only utilize the renewable energy incentives in the IRA and funding in BIL if they obtain required permits for projects supported by the funds. Current permitting policy can constrain speedy approval of new mining and renewables projects, resulting in delays in implementation and delivery of potential community benefits such as good green jobs and revitalized local economies. **There is a need to 1) balance the execution of mining and renewables projects with community awareness of the environmental, economic, and public health impacts and community agency, and, critically, 2) protect against the risk of leaving disadvantaged communities vulnerable as federal, state, and local permitting policy changes.**

Intervention: Support policy education and advocacy to reform federal, state, and local permitting rules and incentives to streamline processes and enable timely implementation, ensuring that these reforms do not negatively impact marginalized communities.

Role for Philanthropy: Philanthropy can support the need for substantial investment in policy education on permitting reform and can convene environmental and decarbonization advocates to work out shared solutions to permitting challenges. Currently, the Energy Foundation and its affiliates are deeply engaged in how to address permitting challenges and other bottlenecks to deployment, and the Regulatory Assistance Project could serve as a partner on clean energy and permitting policy education.

Potential Impact: Failure to reform permitting could cause the US to fall 100 GW short of the IRA's expected clean energy capacity expansion of 550GW, and result in 550M metric tons of additional carbon emissions and 100K fewer jobs this decade.

Impact Areas:



Strategy: Policy & Advocacy

Implementation Levels: National; State; Local



501(c)4 Funding Opportunity

Leverage Point: Support Policy Design

Need: Strong policy design is needed to prevent negative implications for key outcomes and maximize intended impact as agencies develop programs that have the potential to transform future industrial and green policy, and implement projects that will have significant impacts on workers and decarbonization goals. For example, at the IRS, weak standards would allow many companies to claim credits without producing the intended benefits (e.g., clean hydrogen.) From a labor perspective, it is especially crucial that government across levels must use all its tools to drive job quality standards, including by tying funding to ensure compliance, measuring impact, and helping agencies implementing funds be more precise about how they build programs that address job needs.

Intervention: Support education on policy development, including building in accountability measures, in partnership with federal agencies, to ensure programs like the renewable energy tax credits, CHIPS tech hubs, and others maximize their potential impact.

Role for Philanthropy: Philanthropy can **expand policy design capacity** at key organizations, and where appropriate, some foundations can **publicly take a position on administrative rules without** violating lobbying restrictions. Philanthropy could also create sidecar funding vehicles to provide “think tank” capacity for local, state, and federal implementers to support real-time policy design and removal of red tape, while ensuring government has the capacity to continue to do their work.



Strategy: Policy & Advocacy

Implementation Level: National



501(c)4 Funding Opportunity

Potential Impact: The IRS tax credits could allocate up to **\$270B** in incentives and cut **340M metric tons of CO₂** from the power sector annually. The GGRF provides \$27B, including for local clean energy banks and could have a **major impact on climate equity.**

Impact Areas:

-  Decarbonization 
-  Climate Equity 
-  Labor 
-  Priority Communities 

Coordination Leverage Points

Leverage Point: Connect Workers to Good Jobs

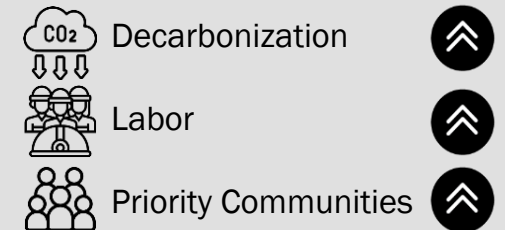
Need: Part of the challenge of filling the skilled jobs created by BIL, CHIPS, and the IRA is connecting and coordinating efforts of training providers, community colleges, CBOs, employers, and local governments. **Merely investing in workforce training is not enough; a strong pipeline from entry into training opportunities to quality jobs is also key.** Alongside expansions in training programs at community colleges and CBOs, there is a need to increase capacity at intermediary organizations that serve as brokers and coordinators between employers, training providers, educational institutions, nonprofit service providers, unions, philanthropic groups, and public workforce entities.

Intervention: Support intermediary organizations that connect training providers, educational institutions, unions, philanthropy, local CBOs, and employers to ensure a strong workforce pipeline.

Role for Philanthropy: Philanthropies have a long history of funding a range of workforce intermediaries, and now have an opportunity to **continue funding established organizations and to set up new ones in strategic geographies** where they have not previously existed. Innovative pilots and partnerships can also **support sectoral-specific approaches that fill gaps in construction, manufacturing, and other key jobs.** This could include reviving successful programs such as WorkAdvance, which was funded by a public-philanthropic partnership in NYC, Cleveland, and Tulsa in 2016 and had a significant impact in building a workforce pipeline by providing wraparound services for job seekers across social service agencies.

Potential Impact: The Economic Policy Institute estimates that BIL will create 2.3M jobs in its first five years. A BlueGreen Alliance analysis projected that IRA will create 9M jobs, though the AFL-CIO estimates a more modest 1.5M. CHIPS could add another 1M jobs. Connecting job seekers to openings will be essential to achieving these impacts.

Impact Areas:



Strategy: Coordination

Implementation Levels: State; Local

Leverage Point: Employ Innovative Financial Tools

Need: There is a need to help catalyze nascent, green domestic markets by aggregating demand for heat pumps and other critical technologies and leveraging available federal incentives to achieve decarbonization, workforce, and equitable economic growth targets. As an example, heat pumps will be a key tool in decarbonizing buildings, which emit an estimated 42% all carbon emissions. Philanthropic Advance Market Commitments (AMCs) have proven successful in incentivizing the development and deployment of vaccines that improve public health and can be further leveraged to support decarbonization.

Intervention: Leverage tools like Advance Market Commitments (AMCs) and Recoverable Grants to aggregate demand, mitigate risk for manufacturers, and help catalyze nascent but critical domestic markets for carbon credits, heat pumps, and various agricultural and building tools.

Role for Philanthropy: Philanthropy can leverage AMCs to integrate good job and worker standards across emerging industry markets, emulating successful AMCs such as the partnership between five countries and the Gates Foundation launched in 2007 to introduce pneumococcal vaccines in 60 countries. Supporting nascent climate markets could fill gaps needed to ensure widespread deployment, create good local jobs, lower prices, and expedite adoption of climate and electrification technologies; Rewiring America's Rewiring Communities project is an example of such an effort.

Potential Impact: If 121 million households adopt heat pumps, CO2 emissions would be reduced by 294.2B pounds per year. This could also lower prices for the 10 million households who are currently burdened by their utility bills. Using AMCs for heat pumps could save recipient households a total of ~\$5.1B annually on household energy costs, and could create 20,000-30,000 jobs between now and 2027.

Impact Area:



Decarbonization



Strategy: Coordination

Implementation Levels: National

Leverage Point: Facilitate Grantee Coordination

Need: There are significant funds flowing to large programs that require cross-sectoral and cross-industry collaboration and convening support, including the **Greenhouse Gas Reduction Fund (GGRF)**, Hydrogen Hubs, and other regional efforts. For the GGRF in particular, there is a need to provide a **convening and coordination space to support partnership development across various green industries, local CDFI networks, and community-based organizations to quickly distribute funds and accelerate green tech deployment in marginalized and targeted communities.** This will help CDFIs and other grantees 1) access and absorb funds quickly, and 2) work with the climate community to develop an impactful innovation pipeline.

Intervention: Facilitate the convening of grantees of the Greenhouse Gas Reduction Fund and other programs to enable cross-sectoral and cross-industry collaboration.

Role for Philanthropy: Philanthropy is well-suited to provide a coordination and convening space to help catalyze development of a pipeline of impactful, scalable shovel-worthy and ready projects. GGRF funding must be deployed by September 2024, so timely engagement is critical; Energy Foundation, Kresge Foundation, and the Community Builders of Color Coalition are among those already working to ensure its equitable implementation.

Potential Impact: GGRF could provide 70,000-80,000 investments in high-impact clean energy projects; according to the [Coalition for Green Capital](#), the fund could attract private investment to trigger up to \$250B in climate investments by 2035.

Impact Areas:



Decarbonization



Climate Equity



Priority Communities



Strategy: Coordination

Implementation Levels: State; Local



Low-Hanging Fruit Opportunity

Leverage Point: Foster Multi-Sectoral Engagement

Need: Many industrial policy-related investments, whether in large solar, wind, geothermal, or semiconductor fabrication plants, are likely to end up in rural areas and in the South, where labor unions have less political influence. A lack of labor voice in local economic development could reduce worker power, lower wages, and ultimately prevent the benefits of federal investments from going to those who need them most. Multi-sectoral engagement and strategic partnerships across industry, labor, and government are key to transforming industries while strengthening workers' rights and creating good jobs. Unions and other worker voice organizations can benefit from philanthropic support to secure a seat at the table in local economic development planning and advocate to ensure that the training and job opportunities from industrial investments lead to high quality jobs.

Intervention: Support engagement among industry, labor, employers, government, and communities to increase the likelihood that workforce and infrastructure funding serves local needs and leads to high-wage, high-quality jobs.

Role for Philanthropy: Philanthropy can use its convening power to bring key stakeholders together around funding implementation and support local economic development initiatives that include labor and community voice. This includes identifying ways to support state and regional economic development tables to build partnerships across industry, labor, and government. Partners could include the Climate Jobs National Resource Center and Jobs to Move America.

Potential Impact: If employers take full advantage of available benefits, the Labor Energy Partnership projects that the IRA alone could create up to **1.5M jobs by 2030**, including 150,000+ new manufacturing jobs.

Impact Areas:



Climate Equity



Labor



Priority Communities



Strategy: Coordination

Implementation Levels: State; Local

Capacity Leverage Points

Leverage Point: Boost Local Government Capacity

Need: Local entities will be responsible for directly administering a significant percentage of new federal funding: cities and counties are directly eligible for at least \$47B in funding from BIL, and local entities in general are eligible for at least \$246B from BIL and at least \$38B from the IRA. While there are some existing efforts to provide technical assistance, including by Bloomberg Philanthropies, **cities need additional tailored capacity for preparing grants, planning programs, writing rules, and deploying of funds.** Several initiatives, such as DOE's Solar Energy Technology Office pre-apprenticeship program, include forming partnerships or consortia between local government and nonprofit organizations, which may require additional capacity assistance for effective implementation.

Intervention: Provide capacity to local municipalities to effectively and adequately implement funding for transformational outcomes around labor and decarbonization.

Role for Philanthropy: Philanthropy can fund fellowships and other programs to increase local and municipal government capacity, and support technology and systems solutions to alleviate barriers to effective distribution of funds. Partner organizations in this space include Accelerator for America and the Innovative Infrastructure Initiative (I3), Results for America, and Milken Institute's Community Infrastructure Center. One place-based effort in need of support is the Center for Economic Recovery in Cleveland, OH, which is actively working to build municipal capacity.



Strategy: Capacity

Implementation Level: Local

Potential Impact: Reducing the cost of administering grants alone from the typical 7% to around 5% could make: \$4.92B more available to local entities via BIL, \$760M more available to local entities via IRA, and \$940M more available to cities and countries via BIL.

Impact Areas:

-  Decarbonization 
-  Labor 
-  Priority Communities 
-  Good Governance 

Leverage Point: Scale Workforce Development

Need: There is widespread recognition that the millions of jobs created by BIL, IRA, and CHIPS do not have enough trained workers to fill roles. This is particularly acute in the clean energy sector, but also applies to jobs in transportation, construction, and new industries. **Workers are unlikely to benefit from these programs without the pathways to training, and two- and four-year degrees that prepare them for good jobs—and there are existing programs in community colleges and other technical colleges that are ready to be scaled to meet this need.** To meet this moment, training programs should focus on high-paying, good jobs with real opportunities for progression and breaking down barriers around occupational segregation.

Intervention: Scale investment-ready workforce development programs to increase the supply of trained workers needed to meet current and projected demands for jobs in industries like solar, construction, and heat pumps—and that build a pipeline of good jobs for disadvantaged communities.

Role for Philanthropy: Philanthropy has an opportunity to identify and bridge workforce development and regional and local decarbonization needs to support building local pipelines to good, high-paying jobs in emerging domestic industries like semiconductors. Funders can also **prioritize support for workforce training programs that remove barriers to employment, such as transportation or childcare, in addition to providing meaningful pipelines to quality jobs.**



Strategy: Capacity

Implementation Level: Local

Potential Impact: Up to **9M new infrastructure jobs** could go to workers without a post-secondary degree, following less than six months of training. According to the [Department of Commerce](#), **91% of apprentices** find employment after completing their program, and their **average starting wage is above \$60,000.**

Impact Areas:

-  Decarbonization 
-  Climate Equity 
-  Labor 
-  Priority Communities 

Leverage Point: Support Accessing Funding for Hubs

Need: Billions are available for programs that create hubs, demonstrations, and pilot projects that support 21st-century industries ranging from climate technology to semiconductor manufacturing. Local and regional coalitions have the next 18 months to organize, identify programs, and apply for funds that can reinvigorate their economies while advancing decarbonization goals. **Coalitions, particularly those in lower-capacity areas, need flexible funding** to develop competitive applications, direct financial support to access experts, meet matching fund requirements, and track and evaluate progress. While Build Back Better Regional Challenge funds are already distributed, communities can still apply for support for tech hubs, hydrogen hubs, and more.

Intervention: Support local and regional coalitions and grantees seeking to access and implement funds for hubs, demonstration projects, and pilot projects in emerging technologies and industries.

Role for Philanthropy: Philanthropy can **provide flexible funding** to help communities access the resources they need to leverage federal support for innovative, transformative programs. This includes **providing critical funding matches to low-capacity and underserved areas** and supporting staff capacity and expertise. America Achieves and What Works Plus have developed the Catalyze Registry to highlight and connect funders to regional coalitions that have won some EDA funding and need additional capacity.

Potential Impact: Brookings Metro estimates that funding innovation hubs like Regional Tech Hubs via CHIPS could **reverse a trend** where 90% of annual job growth is generated by major metropolitan area. Albany, a potential hub, has already received a long term commitment of over \$100B and ~50,000 jobs from Micron. Similar size commitments across all hubs could yield over 1M new jobs.

Impact Areas:



Decarbonization



Priority Communities



Strategy: Capacity

Implementation Levels: State; Local



Low-Hanging Fruit Opportunity

Leverage Point: Support State Agency Capacity





Need: State governments and agencies will have a critical role in disseminating significant (hundreds of billions from BIL alone) amounts of funding, from reviewing grant applications to coordinating implementation of complex programs in order to have the most impactful results. **There is a need for additional staff and coordination capacity to support states in implementing funding—including for workforce deployment and growth of climate technologies and decarbonization—in innovative and catalytic ways.**

Intervention: Provide staff capacity to governors' offices and key state agencies to support effective implementation of historic climate and equity investments across a wide range of entities using a "whole of government" approach.

Role for Philanthropy: Philanthropy can help fund solutions to alleviate some of the largest barriers to effective distribution and implementation of funds, including **creating or improving systems** such as a unified grant portal and by **funding fellowships and other programs** to increase agency capacity. Hua Nani's State Funding Readiness Project, which provides funding application, program planning, and implementation support, and the U.S. Climate Alliance are actively working in this space.

Potential Impact: Reducing the cost of administering grants alone from the typical 10% to 5% could make more than **\$12.2B more in funding available to grantees** that receive federal funds from state governments across multiple outcomes.

Impact Areas:

- 
Decarbonization

- 
Climate Equity

- 
Good Governance




Strategy: Capacity

Implementation Level: State

Leverage Point: Source Talent for Place-Based Work

Need: There are 600 open positions for leadership positions across the Economic Development Administration's Build Back Better Regional Challenge (BBBRC) recipients, according to a prominent technical assistance provider in the field. Talent is a critical challenge that, if not addressed, could risk derailing thousands of federal government and grantee programs. **BBBRC funding has already been distributed, and there is an immediate need to quickly source talent to support the legislation's ambitious goals around place-based economic growth and development, especially in parts of the country with more limited capacity.**

Intervention: Source talent for leadership and implementation positions across regional and place-based initiatives.

Role for Philanthropy: Funders can **support existing talent sourcing initiatives** and **provide gap-filling capital** to ensure there is quality leadership in key positions. Besides the immediate need for the Economic Development Administration's BBBRC and Good Jobs Challenge, philanthropic dollars could help address another larger identified need: a broad talent pipeline and directory that could be used by various initiatives over time. Currently, America Achieves is piloting an effort to source key local leadership roles for NSF's Regional Innovation Engines, EDA's Regional Tech Hubs, IRA programs, and more.

Potential Impact: BBBRC funding is matched by \$300 million in local capital, with support from over 450 private sector and 27 labor unions or workers organizations. Lack of leadership to support implementation of the BBBRC could **impact 123 individual strategic projects in 24 states.**

Impact Areas:



Decarbonization



Labor



Strategy: Capacity

Implementation Levels: State; Local

Technical Assistance Leverage Points

Leverage Point: Optimize Apprenticeships

Need: Despite strong IRA tax credit incentives for developing apprenticeships, many employers may not understand how to bring on apprentices, provide a quality experience, or set up apprenticeship programs of their own. An inexperienced business sector will risk missing the opportunity to train the next generation of workers for the clean energy economy, especially across small and medium sized businesses. Apprenticeship providers also need training on regulations to ensure impact; for example, apprenticeship programs must respond to employer inquiries within five days, otherwise employers can receive IRS credits merely for attempting outreach. **Addressing apprenticeship shortages in electric vehicle and battery production, and solar panel and home efficiency installations is expected to be particularly impactful.**

Intervention: Expand outreach to small and medium-sized firms to increase awareness of federal incentives available to industry partners and support employers to register and navigate rules around apprenticeships and prevailing wage.

Role for Philanthropy: Philanthropy can provide the additional technical assistance capacity to support organizations that serve small businesses to help build the pipeline for apprenticeships. This could include partnering with Next Street or Breakthrough Energy to leverage their industry networks.

Potential Impact: A dozen of the IRA tax credits totaling over a \$100B of potential investment provide a 5x bonus for employers that meet apprenticeship and prevailing wage requirements. This could dramatically increase the supply of apprenticeship opportunities.

Impact Areas:



Decarbonization



Labor



Priority Communities



Strategy: Technical Assistance

Implementation Levels: State; Local

Leverage Point: Support Deploying BIL & ARPA Funds

Need: States and localities are responsible for disseminating a large share of BIL funds, and this influx, often paired with the need to manage new issue areas (e.g., EV charging networks), presents a significant administrative burden. ARPA's State & Local Fiscal Recovery Funds (SLFRF) also provided \$350B to states and local governments, which can use this funding for a wide range of needs such as government operations. **Additional technical assistance would help states and localities as they navigate the challenges of distributing funds and vetting, choosing, implementing, and evaluating projects – and would help to ensure equity throughout the process.** There is also a need to **help states navigate contracts and partnerships with industry**, baking in requirements around prevailing wage and local hiring to set the precedent that green industry upholds high quality labor practices.

Intervention: Support state agencies and local governments that administer formula funding from BIL and State & Local Fiscal Recovery Funds from ARPA.

Role for Philanthropy: Philanthropy can **fund technical assistance providers and use their convening power to link technical assistance providers with state and local leaders.** Partners could include the National Governors Association, Results for America, Accelerator for America, U.S. Climate Alliance, the Clean Energy States Alliance, Hua Nani's State Readiness Program, the Conveners Network, and the Regulatory Assistance Project. Funders can also leverage networks to broadcast SLFRF needs, working with additional partners such as Brookings Metro and PolicyLink. The Partnership for Public Service is a leader in federal capacity building, which is needed to complement state and local efforts.



Strategy: Technical Assistance

Implementation Level: State; Local



Low-Hanging Fruit Opportunity

Potential Impact: States will receive hundreds of billions in formula grants from BIL over the next several years, which could be used to ensure workers are paid and treated well, provide broadband access, and invest in localities, among others. An estimated **one-third (\$117B) of SLFRF funds remain to be budgeted** by states and localities.

Impact Areas:



Labor



Priority Communities



Leverage Point: Support Procurement Assistance

Need: Procurement involves entities across the public and private sectors contracting with firms to supply construction, manufacturing, and other essential goods and services. New federal funding can secure equitable procurement to help build generational wealth for businesses and entrepreneurs from disadvantaged communities, as well as increase suppliers in the market. **However, without dedicated support, these firms are often unable to navigate complex and highly fragmented procurement systems – creating a risk that contract funding will continue to flow to established firms.**

Intervention: Support disadvantaged entrepreneurs and businesses seeking to access procurement contracts for projects supported by new federal funding.

Role for Philanthropy: Philanthropy can **support community development financial institutions (CDFIs) and other intermediaries** with the expertise and networks needed to work with small businesses. There is likely a need for further investment to **support medium-sized businesses** whose more complex business needs, including assistance in securing large contracts as the prime bidder, differ from the small business-focused expertise many intermediaries can provide. What Works Plus is currently conducting a sprint to develop an investable plan for philanthropy in this space in partnership with Drexel's Nowak Metro Finance Lab at Drexel, Next Street, and the Aspen Institute's Latinos and Society Program. Hyphen is also working to support small businesses led by people of color via the Fund for Inclusive Entrepreneurship.

Potential Impact: With the federal government spending \$665B in FY 2020, states and localities spending \$1T in FY 2019, and anchor institutions spending millions of dollars on goods and services, there is a prime opportunity for small and medium businesses to engage in the market and provide procurement services.

Impact Area:



Priority Communities



Strategy: Technical Assistance

Implementation Level: Local

Leverage Point: Support TA to Access Grants Programs







Need: Lack of awareness or resources to complete successful applications may prevent priority communities from receiving significant amounts of funding, despite the Biden Administration's Justice40 initiative and numerous set-asides in the various industrial policy bills for marginalized groups. Key technical assistance needs include 1) grant writing, consolidating needed financial documents, and identifying which funding streams should be prioritized based on need and likelihood of securing the funds; 2) building competitive applications; and 3) support in building the infrastructure needed to implement, evaluate, and track progress against goals.

Intervention: Support technical assistance to city and county governments, CBOs, and coalitions of those groups in disadvantaged communities to build competitive applications to access and implement grant funds from the BIL, IRA, and CHIPS & Science Act.

Role for Philanthropy: Funders can support technical assistance providers that can tap into their existing networks across the country to effectively identify communities in need of technical assistance. Efforts in this space include the Communities First Infrastructure Alliance, Milken Institute's Community Infrastructure Center, Partnership for Equitable and Resilient Communities (PERC)'s first cohort in Cleveland, OH; Durham, NC; Selma, AL; and St. Paul, MN. Additionally, GRID Alternatives and Schatz Research work with tribal communities. The Just Transition Fund's Federal Access Center supports coal-impacted communities, and The Fund for Our Economic Future is doing similar work in Northeast Ohio.

Potential Impact: Billions of dollars are available specifically for disadvantaged communities, including at least **\$57B from the IRA**. Without necessary expertise, there is a risk that this funding will not reach those in need.

Impact Areas:

-  Decarbonization 
-  Labor 
-  Priority Communities 



Strategy: Technical Assistance
Implementation Level: Local



Low-Hanging Fruit Opportunity

Narrative Development Leverage Points

Leverage Point: Support Rapid Communications

Need: Several key IRA programs are expected to or already have come under attack and are at risk of losing funding in future Congressional budgets. **Rapid response communications capacity** will be needed to educate the public about the benefits of programs like the increase in funding for the IRS and investments in clean energy infrastructure. **Providing capacity to news and reporting institutions in targeted areas** who have lost revenue in recent years and have limited ability to report on how federal funding streams are impacting local communities is also needed.

Intervention: Support rapid response communications and storytelling capacity at organizations that fund and implement programs in areas likely to come under attack.

Role for Philanthropy: Philanthropy can help **identify specific programs** (notably, IRS funding and some climate programs in IRA) that are most politically vulnerable and begin **supporting organizations with the expertise to push back on harmful narratives**. The Hewlett Foundation's U.S. Democracy Program is leading an initiative on the IRA's \$80B for the IRS that explores rapid response efforts that generate information for press, policy makers, and allied organization. To shape narrative storytelling about the legacy of the bills, philanthropy can partner with Report for America to place journalists into local newsrooms to report on under-covered issues and communities that could have outsized impact.



Strategy: Narrative Development

Implementation Level: National

Potential Impact: Investing in communications capacity would mitigate the risk that \$80B of funding to support the IRS may not be effectively implemented before key deadlines. It would also prevent the risk of the loss of public support and resources in future legislation.

Impact Areas:



Decarbonization



Priority Communities



Good Governance



Leverage Point: Tell the Story About Impact

Need: Implementation of BIL, CHIPS, and IRA could have significant impacts on under-resourced communities. There is a need to complement investments in implementation with locally and culturally tailored storytelling and communications to 1) help increase adoption of benefits, including the IRA tax credits; 2) provide the information for local communities to hold elected officials accountable to leverage available funding in transformational ways; and 3) tell the story of the way these investments impacted real lives everyday. **Effective communications about the impacts of these programs could change hearts and minds about the potential of government—and democracy—to effectively serve its constituents.**

Intervention: Tell the story of how industrial policy has benefited rural, working class, and communities of color across the country in order to drive support for investments and confidence in government to build momentum for future “middle-out” economic policy.

Role for Philanthropy: There is a need to identify how and where narrative support and funding would be most critical, especially around communicating with local audiences about how new industrial policies have benefited communities. America Achieves is conducting public opinion and communications research in multiple sites to inform and bolster support for state and local initiatives and understand how to garner public support for federal funding. What Works Plus is working to pilot communications efforts to increase support for local infrastructure jobs in targeted locations. Hyphen is implementing a communications campaign to ensure that the public, especially communities of color, knows about and values the current and potential impact of BIL and IRA. Groundwork Strategies is another potential partner in this space.



Strategy: Narrative Development

Implementation Level: National

Potential Impact: Social science research has shown storytelling communications approaches can **encourage democratic participation**, help people empathize with those in different circumstances, and **explain complex systems and social issues**. This could significantly **increase public awareness** of and popular support for ARPA, IRA, and CHIPS programs.

Impact Areas:



Labor



Good Governance



Direct Outreach Leverage Point

Leverage Point: Drive Adoption of Consumer Benefits

Need: There is at least \$70B in funding for consumers in the IRA clean energy incentives and the Affordable Connectivity Program (ACP), which are “opt-in” programs that require individuals to take action to sign up, register, or apply for certain benefits. **To ensure that Americans receive the full benefits available to them from the legislation, including tax credits and subsidies around high-speed internet and various home electrification benefits, there is a need to prioritize and invest in culturally relevant outreach, coupled with one-on-one guidance and enrollment assistance.** For low-income families, this could take the form of an integrated benefit system that aligns eligibility criteria and acts a "one stop shop" to increase adoption.

Intervention: Invest in outreach to drive adoption of benefits that are available for households and individuals, including the Affordable Connectivity Program and the IRA tax incentives.

Role for Philanthropy: Philanthropy can fill public sector gaps in outreach and community engagement, leveraging existing relationships with grantees to increase awareness and adoption. Rewiring America has been developing household-specific tools and a calculator to further accelerate adoption and will piloting a partnership in Pittsburgh to support 50,000 residents electrify their homes. Civic Nation also has a massive outreach campaign ready to launch to support uptick of ACP benefits nationally.



Strategy: Direct Outreach

Implementation Level: Local

Potential Impact: Ensuring everyone who is ACP-eligible enrolls for the program could allow nearly 42 million (23% of households) to gain access to high-speed internet. Benefits uptake is also critical to achieve climate goals; for every 1M gasoline powered vehicles that are replaced by electric vehicles via the electric vehicle tax credits, emissions will be reduced by around 7.5M pounds annually.

Impact Areas:



Decarbonization



Priority Communities



Good Governance



Data & Evaluation Leverage Point

Leverage Point: Evaluate Impact

Need: With the largest deployment of federal funding since the New Deal, it is critical that government builds the systems needed to evaluate the impact of programs across a wide range of indicators, including equity, decarbonization, workforce development, and neighborhood level economic mobility. Supporting the development and implementation of rigorous metrics and evaluation frameworks will be critical to measure the impact of government funding, which could have outsize impacts on funding allocations and future policy. **Evaluation and research support is needed across all levels of government to 1) complement existing tracking efforts and provide real-time feedback to implementers, 2) evaluate effectiveness of programs, and 3) develop proof points to inform future funding and policies.**

Intervention: Support research, data collection, and evaluation to assess impact of funding, facilitate feedback loops, and inform program improvements.

Roles for Philanthropy: Conducting research and program evaluations has been a longstanding and key role for philanthropy, and funders can continue to partner with existing networks and leverage expertise from Brookings, Urban Institute, Accelerator for America, Results for America. Infrastructure Exchange is developing a \$60M investible plan for data and metrics to measure the on-the-ground impact of new infrastructure funding. Philanthropy can also partner with firms like Sidewalk Infrastructure to **work with governments to build useful dashboards and other analytics tools that provide real-time data to support effective implementation.**

Potential Impact: Impact research and evaluation has become a key lever in shaping government programs. For instance, the [Brookings Institution](#) impact research on racial biases in home appraisals directly led to the Property Appraisal and Valuation Equity (PAVE) action plan.

Impact Areas:

-  Labor 
-  Climate Equity 
-  Priority Communities 
-  Good Governance 



Strategy: Data & Evaluation

Implementation Level: National; State; Local



Low-Hanging Fruit Opportunity

The background features a light blue compass rose with a central needle pointing towards the left. The compass is overlaid on a faint grid of latitude and longitude lines, suggesting a globe. The overall aesthetic is clean and professional, with a focus on navigation and direction.

Landscape of Philanthropic Efforts and Opportunities

Landscape of Major Philanthropic Efforts (1/2)

The tables below provide an overview of some existing efforts led by philanthropy to support equitable and effective implementation of ARPA, BIL, IRA, and the CHIPS & Science Act. The initiatives and efforts included represent major philanthropic investments, both nascent and established, that often involve multiple funders and serve several core functions. **This list is not comprehensive of all philanthropic efforts;** additional efforts are included as relevant in the menus of opportunities that follow.

Organization	Key Initiatives/Efforts (not comprehensive)	Legislative Focus	Core Functions of Initiative/Effort					Relevant Outcomes				
			Direct Funding	Technical Assistance & Capacity Building	Coordination & Collaboration	Research & Analysis	Communications	Decarbonization	Climate Equity	Labor	Priority Communities	Good Governance
America Achieves	Developing a menu of services to advance inclusive economic and workforce development with place-based capacity and plan development (including for federal proposals), talent recruitment, local communications research, philanthropic engagement and dialogue, evaluation, and policy development and advocacy.	ARPA, BIL, IRA, CHIPS	✓	✓	✓	✓	✓			✓	✓	
	Lead the Catalyze Registry , a philanthropic matchmaking platform to connect funders to regional coalitions building diverse talent pools for quality climate and infrastructure careers.	ARPA, BIL, IRA, CHIPS		✓	✓			✓	✓	✓	✓	
What Works Plus	Leads a range of projects and ongoing efforts including funder learning events (e.g., climate and workforce coordination), strategy sprints (e.g., work & workers, equitable procurement, FEMA climate resilience funding), feedback on White House data products, government capacity building, and communications campaigns to promote infrastructure-related careers.	BIL, IRA, CHIPS		✓	✓	✓	✓	✓	✓	✓	✓	✓
Families & Workers Fund	Launching a special, multimillion dollar pooled funding initiative (under Families & Workers Fund's existing \$65M core fund) to power climate and infrastructure careers, with a focus on good jobs and equity in the workforce.	BIL, IRA	✓	✓	✓			✓	✓	✓	✓	
Infrastructure Exchange	Developing a \$60M investible plan to support water infrastructure equity and access related to new BIL funds for this sector.	BIL	✓	✓	✓				✓		✓	
	Developing a \$60M investible plan for data & metrics to measure the on-the-ground impact of new infrastructure funding.	BIL, IRA	✓	✓	✓	✓	✓				✓	✓

Landscapes of Current Philanthropic Efforts (2/2)

Organization	Key Initiatives/Efforts (not comprehensive)	Legislative Focus	Core Functions of Initiative/Effort					Relevant Outcomes				
			Direct Funding	Technical Assistance & Capacity Building	Coordination & Collaboration	Research & Analysis	Communications	Decarbonization	Climate Equity	Labor	Priority Communities	Good Governance
Hyphen	Leads the Initiative for Inclusive Entrepreneurship , a \$100M effort to expand access to capital for small businesses owned by people of color through ARPA's \$10B State Small Business Credit Initiative	ARPA	✓	✓	✓	✓	✓			✓	✓	
	Implementing Federal Infrastructure Investments for an Equitable Future , a strategic communications campaign to (1) ensure that the public, especially communities of color, knows and values the current and potential impact of BIL/IRA and strengthen their participation in civic life; and (2) encourage state and local governments to leverage funding to create more equitable outcomes.	BIL, IRA					✓	✓	✓	✓	✓	✓
	Developing a nascent project to ensure that billions of unallocated funding from the ARPA-State and Local Fiscal Recovery Funds is spent in ways that benefit underserved and overlooked communities.	ARPA	✓	✓	✓	✓		✓	✓	✓	✓	✓
Media Democracy Fund	Leads the Digital Equity and Opportunity Initiative , a multimillion dollar pooled fund to leverage large-scale federal investments to close the digital divide and build lasting civic infrastructure in local communities across the nation.	BIL	✓	✓		✓				✓	✓	✓

Opportunities for Philanthropic Investment

Overview: Opportunities for Impact

This section includes **leading opportunities, organizations, and ongoing efforts for philanthropic investment** related to each leverage point. It includes opportunities identified in the “Role for Philanthropy” section for each leverage point in the previous section, as well as other organizations and relevant efforts. Each menu reflects a broad, but not necessarily comprehensive, list of potential investment opportunities.

Leverage points are listed in order by **functional strategy**:



Policy &
Advocacy



Coordination



Capacity



Technical
Assistance



Narrative
Development



Direct
Outreach



Data and
Evaluation

Opportunities for Impact: Champion Public Transit Projects

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Support organizations advocating for states to use BIL transportation funds for public transit projects.</p>	<ul style="list-style-type: none">• Philanthropy can support a range of transit-focused organizations that are advocating for greater spending on public transit.• TransitCenter provides convening capacity, research, narrative communications, advocacy campaigns, and educational workshops and programming on public transit issues.• Transit Riders of the United States Together (TRUST) is a national network of transit rider unions (organizations of people who ride public transit) that focuses on advocacy and community organizing. The organization could be a convener for advocacy efforts.• Coalition for Smarter Growth works on legislative research and analysis, advocacy, and organizing in D.C., Maryland, and Virginia and could be supported to coordinate advocacy in this region.• Alliance for a Just Society launched the Campaign for Transit Justice – a coalition of 60 transit rider organizations, national advocates, and transit unions that helped win \$69B in federal support from Congress to avoid fare hikes, service cuts, and shutdowns.

Opportunities for Impact: Support Education About CHIPS

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Support education and advocacy for fully funding the CHIPS and Science Act through the appropriations process.</p>	<ul style="list-style-type: none"> • Philanthropy can invest in advocacy organizations and others that could communicate and educate the public through 501(c)3 and 501(c)4 dollars. • Federation of American Scientists has expertise in science and innovation policy and closely tracked CHIPS appropriations during omnibus funding negotiations. • America Achieves, Center for American Progress, and TechNet have all done advocacy on Regional Technology & Innovation Hubs appropriations. • Center on Rural Innovation and Rural Organizing could be supported in continuing and expanding its advocacy for the Recompete Pilot Program. • Day One Project has worked on equity in science and innovation policy and has published extensive resources on CHIPS funding provisions.

Opportunities for Impact: Support Equitable Internet Access

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Support education, capacity, and organizing efforts to ensure that the \$42.5B in state and local subsidies for high-speed internet is allocated to communities most in need.</p>	<ul style="list-style-type: none"> • Philanthropy can provide immediate support for advocacy and education and can continue to partner closely with providers and industry to make sure data is being collected in a correct and diligent fashion. As part of a place-based approach and in priority communities, philanthropy could provide the network and connections for under-resourced providers, municipalities, and civic-minded entities to ensure data accuracy, increase competition, and hold providers in their locale accountable. • Civic Nation sent What Works Plus a proposal to increase uptake of the ACP through a campaign to conduct direct outreach to eligible, but unregistered, Americans. This would include a marketing campaign, a group of trusted partners/messengers including local government and community groups, an organizing hub, a grant fund, and potentially building a user-friendly enrollment portal. Philanthropy could support an expansion of this outreach campaign to target other subsidies for priority communities. • Media Justice, Public Knowledge, National Digital Inclusion Alliance (NDIA), and Free Press are all active digital inclusion and media access advocacy and policy organizations who have done work around broadband access. Public Knowledge and Free Press have both written about the broadband maps, and Public Knowledge has written specifically about challenging the FCC maps. This effort could focus on national advocacy or on specific states and localities. • Organizing coalitions like the Schools, Health, and Libraries Broadband Coalition can be utilized mobilize advocates across states and localities towards a common broadband agenda, and leverage expertise toward lobbying for change at the federal level. • Media Democracy Fund leads the Digital Equity and Opportunity Initiative, a multimillion-dollar pooled fund to leverage large-scale federal investments to close the digital divide and build lasting civic infrastructure in local communities across the nation.

Opportunities for Impact: Support Permitting Reform

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Support policy education and advocacy to reform federal, state, and local permitting rules and incentives to streamline permitting and enable timely implementation, ensuring that these reforms do not negatively impact marginalized communities.</p>	<ul style="list-style-type: none">• Philanthropy can support the need for substantial investment in policy education on this issue and can convene environmental and decarbonization advocates to work out shared solutions to permitting challenges.• The Energy Foundation and its affiliates are deeply engaged in how to address this and other bottlenecks to deployment.• The Regulatory Assistance Project focuses on policy areas to drive a more efficient and equitable decarbonized energy future and to ensure a sustainable and just transition, including the removal of barriers to distributed energy resources.• The Clean Grid Initiative is a philanthropic collaboration focused on modernizing the electric transmission system through state, regional, and federal advocacy.

Opportunities for Impact: Support Policy Design

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Support education on policy development, including building in accountability measures, in partnership with federal agencies, to ensure programs like the renewable energy tax credits, CHIPS tech hubs, and others maximize their potential impact.</p>	<ul style="list-style-type: none"> • Philanthropy can expand policy design capacity at key organizations, and where appropriate, some foundations can publicly take a position on administrative rules without violating lobbying restrictions. • Hua Nani’s State Funding Readiness Project and the U.S. Climate Alliance will be supporting implementation of the GGRF and other climate related policies at the state and local levels. • Community Builders of Color Coalition is working to ensure equitable implementation of the GGRF. The Coalition is led by the African American Alliance of CDFI CEOs, Inclusiv, the National Urban League, and others. • The New York University Tax Center is considered the leading expert around tax and sustainability, with expertise and relationships with the IRS, which has been an area unfamiliar to many climate advocates and organizations. • America Achieves is developing a menu of services advance inclusive economic and workforce development that includes policy development and advocacy. • Philanthropy could also create sidecar funding vehicles to provide “think tank” capacity for local, state, and federal implementers to support real-time policy design and removal of red tape, while ensuring government has the capacity to continue to do their work. This could be done in partnership with the Center for Law and Social Policy, Brookings Metro, BlueGreen Alliance, New America, and the Roosevelt Institute.

Opportunities for Impact: **Connect Workers to Good Jobs**

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Support intermediary organizations that connect training providers, educational institutions, unions, philanthropy, local CBOs, and employers to ensure a strong workforce pipeline.</p>	<ul style="list-style-type: none"> • Philanthropies have a long history of funding a range of workforce intermediaries, and now have an opportunity to continue funding established organizations and to set up new ones in strategic geographies where they have not previously existed. Innovative pilots and partnerships can also support sectoral-specific approaches that fill gaps in construction, manufacturing, and other needed jobs. This could include reviving successful programs such as WorkAdvance, which was funded by a public-philanthropic partnership in NYC, Cleveland, and Tulsa in 2016 and had a significant impact in building a workforce pipeline by providing wraparound services for job seekers across social service agencies. • Intermediaries and convenors in the workforce space include Families & Workers Fund, National Fund for Workforce Solutions, Emerald Cities Collaborative, Climate Jobs National Resource Center, National Skills Coalition, and Workforce Matters. • The Center for Law and Social Policy (CLASP) submitted a concept paper to What Works Plus for an effort that translates federal funding into equitable investments and job opportunities for workers, with a specific focus on women and people of color. This effort would provide coordination for local partners; support peer learning so that other communities can benefit, document, and spread successful approaches nationally; and provide technical assistance. This would be done in partnership with National Center for Women’s Equity in Apprenticeship and Employment at Chicago Women in Trades. • There will also be opportunities to set up new intermediaries in areas where they have not previously existed.

Opportunities for Impact: **Employ Innovative Financial Tools**

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Leverage tools like Advance Market Commitments (AMCs) and Recoverable Grants to aggregate demand, mitigate risk for manufacturers, and help catalyze nascent but critical domestic markets for carbon credits, heat pumps, and various agricultural and building tools.</p>	<ul style="list-style-type: none"> • Philanthropy can leverage AMCs to integrate good job and worker standards across emerging industry markets, emulating successful AMCs such as the partnership between five countries and the Gates Foundation launched in 2007 to introduce pneumococcal vaccines in 60 countries. Supporting nascent climate markets could fill gaps needed to ensure widespread deployment, create good local jobs, lower prices, and expedite adoption of climate and electrification technologies. Supporting nascent climate markets could fill gaps needed to ensure widespread deployment, create good local jobs, lower prices, and expedite adoption of climate and electrification technologies. • Rewiring America and its Rewiring Communities are working on five city pilots across government, community, labor, and industry to aggregate demand, engage local organizations, stimulate jobs in order to accelerate adoption.

Opportunities for Impact: Facilitate Grantee Coordination

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
Facilitate the convening of grantees of the Greenhouse Gas Reduction Fund and other programs to enable cross-sectoral and cross-industry collaboration.	<ul style="list-style-type: none">• Philanthropy is well-suited to provide a coordination and convening space to help catalyze development of a pipeline of impactful, scalable shovel-worthy and ready projects. GGRF funding must be deployed by September 2024, so timely engagement is critical; Energy Foundation, Kresge, and the Community Builders of Color Coalition are funders working to ensure equitable implementation of GGRF.• Families & Workers Fund leads a \$65M pooled fund and platform for collective action in philanthropy. Families & Workers Fund is also working with Infrastructure Exchange to launch a special funding initiative to power climate and infrastructure careers, with a focus on good jobs and equity in the workforce.

Opportunities for Impact: Foster Multi-Sectoral Engagement

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Support engagement among industry, labor, employers, government, and communities to increase the likelihood that workforce and infrastructure funding serves local needs and leads to high-wage, high-quality jobs.</p>	<ul style="list-style-type: none"> • Philanthropy can use its convening power to bring key stakeholders together around funding implementation and support local economic development initiatives that include labor and community voice. This includes identifying ways to support state and regional economic development tables to build partnerships across industry, labor, and government. • Accelerator for America and North America’s Building Trades Unions (NABTU) has launched a service to support philanthropy searchlight investment opportunities that help communities, labor, and industry build capacity. • Jobs to Move America sent What Works Plus a concept paper focused on supporting good jobs and inclusive procurement practices around emerging green industry manufacturing. • Jobs With Justice sent What Works Plus a proposal that includes efforts to support coalitions forming partnerships with local public authorities, unions, and other stakeholders to apply for federal competitive grants for infrastructure projects deemed valuable by the community. • Texas Climate Jobs Project is a project of Fair Shot Texas and Fair Shot Texas Action Fund in partnership with the Texas AFL-CIO, leading creation and advocacy around green jobs in Texas, a key state for decarbonization. • Other organizations engaging in the intersection of workforce and decarbonization space include GRID Alternatives, BlocPower, NJ Wind Institute, Kern Community College District, Climate Jobs National Resource Center, Center for Law and Social Policy (CLASP), Community Change, and the Workshop Project.

Opportunities for Impact: Boost Local Government Capacity

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Provide capacity to local municipalities to effectively and adequately implement funding for transformational outcomes around labor and decarbonization.</p>	<ul style="list-style-type: none"> • Philanthropy can fund fellowships and other programs to increase local and municipal government capacity, and support back-end solutions to alleviate barriers to effective distribution of funds. • Partners could include Accelerator for America and the Innovative Infrastructure Initiative (I3), Results for America, and the Milken Institute’s Community Infrastructure Center. One place-based effort in need of support is the Center for Economic Recovery in Cleveland, OH, who is actively working to build municipal capacity. • National League of Cities could be useful in mobilizing funds at the local/municipal level. Its Equitable Economic Mobility Initiative currently offers hands-on assistance, grant funding, peer learning opportunities and strategic guidance to 8 cities (Akron, OH; Charleston, SC; Denver, CO; Fresno, CA; Orlando, FL; Roanoke, VA; Sacramento, CA; Tucson, AZ) and could be scaled to more with philanthropic investment. • The Transforming Cities Lab is a peer learning project between Brookings Metro and leaders from Cleveland, Detroit, and Saint Paul and Ramsey County, Minnesota, launched in March 2022. The project will also construct a Federal Funding GPS tool to help localities locate current and potential federal funding sources. • The Just Transition Fund’s Federal Access Center provides targeted grants and technical assistance to help coal-impacted communities submit competitive applications for federal funds. • Bloomberg Federal Assistance e311 is a partnership between Bloomberg Philanthropies and the U.S. Conference of Mayors helping cities identify, obtain, and retain federal funding for COVID recovery and response efforts and infrastructure investments, including ARPA, CARES, and BIL. • Other potential partners with decarbonization expertise for local governments include Urban Sustainability Directors Network, Southeast Sustainability Directors Network, and Climate Mayors.

Opportunities for Impact: Scale Workforce Development

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Scale investment-ready workforce development programs to increase the supply of trained workers needed to meet current and projected demands for jobs in industries like solar, construction, and heat pumps – and that build a pipeline of good jobs for disadvantaged communities.</p>	<ul style="list-style-type: none"> • Philanthropy has an opportunity to identify and bridge workforce development and regional and local decarbonization needs to support building local pipelines to good, high-paying jobs in emerging domestic industries around semiconductors. Philanthropic funding should be prioritized for workforce training programs that are meaningful pipelines to good, high-paying jobs and removing barriers to employment such as transportation or childcare. • Families & Workers Fund is working with Infrastructure Exchange to launch a special, multimillion dollar pooled funding initiative (under its existing \$65M core fund) to power climate and infrastructure careers, with a focus on good jobs and equity in the workforce. Families & Workers Fund is also investing in the Texas Better Builders Program to accelerate the creation of quality, mobility-boosting jobs with a focus on immigrant workers earning low wages in the construction industry, with partnerships across developers and government • The Lumina Foundation is investing in Virginia’s Infrastructure Academy, a public-private partnership led by Virginia community colleges which will help 35,000 Virginians—particularly from communities of color—gain skills and credentials in the transportation, wind and solar, and broadband industries. • Robin Hood Foundation is funding the Nontraditional Employment for Women to provide training and supportive services –including access to quality, flexible childcare—to prepare women in New York for family-sustaining jobs in construction and green infrastructure • TradeFutures supports the development and growth of apprenticeship readiness programs in 28 states that provide on-ramps to quality construction careers. Their programs emphasize holistic supports for trainees and promote diversity in construction trades. • The Electrical Training Alliance sent What Works Plus a concept paper detailing their plan to help expand the pool of qualified workers and combat the shortage in labor by reaching out to English learners and facilitating pathways into pre-apprenticeship programs, registered apprenticeship programs, and careers in the electrical industry. • Other organizations engaging in the intersection of workforce and decarbonization space include: GRID Alternatives, BlocPower, NJ Wind Institute, Kern Community College District, Climate Jobs National Resource Center, Community Change, and the Workshop Project.

Opportunities for Impact: Support Accessing Funding for Hubs

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Support local and regional coalitions and grantees seeking to access and implement funds for hubs, demonstration projects, and pilot projects in emerging technologies and industries.</p>	<ul style="list-style-type: none"> • Philanthropy can provide flexible funding to help communities access the resources they need to leverage federal support for innovative, transformative programs. This includes providing critical funding matches to low-capacity and underserved areas and supporting staff capacity and expertise. • America Achieves and What Works Plus have built the Catalyze Registry, which include opportunities for philanthropy to provide additive capital and resources to established regional coalitions looking for philanthropic support. This includes those who have applied for, but may not have received, federal funds. America Achieves is also developing a menu of services to advance inclusive economic and workforce development with place-based capacity and plan development (including for federal proposals). • The Milken Institute's Community Infrastructure Center operates a "shared services" platform to match community projects with pre-project development resources, technical assistance, and potential private, philanthropic, and public funding sources. • Partnership for Equitable and Resilient Communities (PERC) is a results-driven partnership between community, philanthropy, and government that advances racial equity and justice, providing direct grants, technical assistance, and a range of other supports. PERC's first cohort of communities includes Cleveland, OH; Durham, NC; Selma, AL; and St. Paul, MN. • Heartland Fund's Rural Climate Partnership aims to leverage climate investments in small towns and rural communities through grantmaking, technical assistance, policy advocacy, communications, and organizing. • Environmental Protection Network's Pro-Bono Technical Assistance Program provides assistance to communities, NGOs, and state, local, and tribal agencies disproportionately impacted by environmental and health issues. • We ACT for Environmental Justice helps frontline communities unlock federal dollars to address the historic legacies of environmental racism and to drive economic growth to communities of color. • Support Climate Imperative helps organizations on the ground access benefits for renewable energy.

Opportunities for Impact: Support State Agency Capacity

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Provide staff capacity to governors' offices and key state agencies to support effective implementation of historic climate and equity investments across a wide range of entities using a "whole of government" approach.</p>	<ul style="list-style-type: none"> • Philanthropy can help fund solutions to alleviate some of the largest barriers to effective distribution and implementation of funds, including creating or improving systems such as a unified grant portal and by funding fellowships and other programs to increase agency capacity. • Hua Nani's State Funding Readiness Project, which provides funding application, program planning, and implementation support, and the U.S. Climate Alliance are actively working in this space. • The Hewlett Foundation is discussing ways to develop capacity building pathways in state and federal hiring. • Jobs for the Future's Public Sector Digital Jobs Innovation Project seeks to diversify and expand the public sector IT workforce by developing pathways for individuals to enter the sector without a four-year degree. There are currently planning grants available to public sector organizations made out to build programs to encourage tech hiring in the public sector through skills-based hiring. • The Fund for Our Economic Future is doing work on this in Northeast Ohio, building connections between state agencies and social service providers to streamline the wraparound supports for people, especially workers.

Opportunities for Impact: Source Talent for Place-Based Work

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
Source talent for leadership and implementation positions across regional and place-based initiatives.	<ul style="list-style-type: none">• Funders can support existing talent sourcing initiatives and provide gap-filling capital to ensure there is quality leadership in key positions.• Besides the immediate need for the BBBRC and EDA's Good Jobs Challenge, philanthropic dollars could help address another larger identified need: a broad talent pipeline and directory that could be used by various initiatives over time.• America Achieves is piloting an effort to source key local leadership roles for NSF's Regional Innovation Engines, EDA's Tech Hubs, IRA programs, and more.

Opportunities for Impact: Optimize Apprenticeships

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Expand outreach to small and medium-sized firms to increase awareness of federal incentives available to industry partners and support employers to register and navigate rules around apprenticeships and prevailing wage.</p>	<ul style="list-style-type: none">• Philanthropy can provide the additional technical assistance capacity to complement existing state and federal efforts and will need to support existing efforts that have deep relationships with small businesses, etc.• This could include partnering with Next Street or Breakthrough Energy to leverage their industry networks.• BlueGreen Alliance has conducted meetings in Washington state with environmental groups, climate advocacy groups, and representatives of key trade unions to learn about the role of apprenticeships in building the state's clean energy workforce.

Opportunities for Impact: Support Deploying BIL & ARPA Funds

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Support state agencies and local governments that administer formula funding from BIL and State & Local Fiscal Recovery Funds from ARPA.</p>	<ul style="list-style-type: none"> • Philanthropy can fund technical assistance providers and use their convening power to link technical assistance providers with state and local leaders. • Technical assistance providers include National Governors Association, Results for America, Accelerator for America, U.S. Climate Alliance, the Clean Energy States Alliance, Hua Nani’s State Readiness Program, the Conveners Network, and the Regulatory Assistance Project. • Other potential partners with decarbonization expertise for local governments include Urban Sustainability Directors Network, Southeast Sustainability Directors Network, and Climate Mayors. • Philanthropy can also leverage networks to broadcast State & Local Fiscal Recovery Funds needs, working with partners such as Brookings Metro and PolicyLink. • Infrastructure Exchange is developing a \$60M investible plan to support water infrastructure equity and access related to new BIL funds for this sector. • Hyphen is developing a nascent project to ensure that billions of unallocated funding from State & Local Fiscal Recovery Funds is spent in ways that benefit underserved and overlooked communities. • The Partnership for Public Service is a leader in federal capacity building, which is needed to complement state and local efforts. It has sent What Works Plus a proposal focused on a “talent loan program” for federal government roles, leadership development for federal leaders, and learning and coordination networks.

Opportunities for Impact: Support Procurement Assistance

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Support disadvantaged entrepreneurs and businesses seeking to access procurement contracts for projects supported by new federal funding.</p>	<ul style="list-style-type: none"> • Philanthropy can support CDFIs (community development financial institutions) and other intermediaries with the expertise and networks needed to work with small businesses. There is likely a need for further investment in support for medium-sized businesses whose more complex business needs – including assistance in securing large contracts as the prime bidder – differ from the small business-focused expertise many intermediaries can provide. • What Works Plus is currently conducting a sprint to develop an investable plan for philanthropy in this space in partnership with Drexel's Nowak Metro Finance Lab at Drexel, Next Street, and Aspen Institute's Latinos and Society Program. • Hyphen leads the Initiative for Inclusive Entrepreneurship, a \$100M effort to expand access to capital for small businesses owned by people of color through ARPA's \$10B State Small Business Credit Initiative. • The Equity in Infrastructure Project is organizing leaders in states, public agencies, and the private sector who are dedicated to the project of creating generational wealth for minority businesses in the infrastructure economy • Council of Development Finance Agencies (CDFA) is a national membership network of community development financial institutions (CDFIs), and could serve as a national intermediary to assist CDFIs across the country to work with small and medium sized businesses. CDFA recently launched the Minority Capital Loan Guarantee Program – a 10-year, \$18 million loan guarantee program to help CDFIs deliver capital to minority entrepreneurs – with the Robert Wood Johnson Foundation (RWJF).

Opportunities for Impact: Support TA to Access Grants Programs (1/2)

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Support technical assistance to city and county governments, CBOs, and coalitions of those groups in disadvantaged communities to build competitive applications to access and implement grant funds from the BIL, IRA, and CHIPS & Science Act.</p>	<ul style="list-style-type: none"> • Funders can provide support to technical assistance providers, who can easily tap into their existing networks across the country to identify communities in need of this type of technical assistance. • The Communities First Infrastructure Alliance is a collaborative hub of communities, government, philanthropy, capacity builders, and investors focused on racial equity in federal funding access. • The Milken Institute's Community Infrastructure Center operates a "shared services" platform to match community projects with pre-project development resources, technical assistance, and potential private, philanthropic, and public funding sources. • Partnership for Equitable and Resilient Communities (PERC) is a results-driven partnership between community, philanthropy, and government that advances racial equity and justice, providing direct grants, technical assistance, and a range of other supports. PERC's first cohort of communities includes Cleveland, OH; Durham, NC; Selma, AL; and St. Paul, MN. • The Just Transition Fund's Federal Access Center provides targeted grants and technical assistance to help coal-impacted communities submit competitive applications for federal funds. • The Fund for Our Economic Future is doing similar work in Northeast Ohio. • GRID Alternatives, Schatz Research, Indigenous Energy Initiative, and Tribal Solar Accelerator work with tribal communities.

Opportunities for Impact: Support TA to Access Grants Programs (2/2)

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Support technical assistance to city and county governments, CBOs, and coalitions of those groups in disadvantaged communities to build competitive applications to access and implement grant funds from the BIL, IRA, and CHIPS & Science Act.</p>	<ul style="list-style-type: none"> • The National League of Cities' Equitable Economic Mobility Initiative currently offers hands-on assistance, grant funding, peer learning opportunities and strategic guidance to 8 cities (Akron, OH; Charleston, SC; Denver, CO; Fresno, CA; Orlando, FL; Roanoke, VA; Sacramento, CA; Tucson, AZ) and could be scaled to assist more cities in building public-private partnerships for grant applications. • Heartland Fund's Rural Climate Partnership aims to leverage climate investments in small towns and rural communities through grantmaking, technical assistance, policy advocacy, communications, and organizing. • Environmental Protection Network's Pro-Bono Technical Assistance Program provides assistance to communities, NGOs, and state, local, and tribal agencies disproportionately impacted by environmental and health issues. • We ACT for Environmental Justice helps frontline communities unlock federal dollars to address the historic legacies of environmental racism and to drive economic growth to communities of color. • Support Climate Imperative helps organizations on the ground access benefits for renewable energy. • Lawyers for Good Government's Decarbonization and Climate Resilience Funding Clinic provides legal resources on ways to identify, obtain, and implement BIL and IRA funding.

Opportunities for Impact: **Support Rapid Communications**

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
Support rapid response communications and storytelling capacity at organizations that fund and implement programs in areas likely to come under attack.	<ul style="list-style-type: none">• Philanthropy can help identify a set of specific programs (mainly IRS funding and some climate programs in IRA) that are most politically vulnerable and begin supporting organizations with the expertise to push back on harmful narratives.• The Hewlett Foundation's U.S. Democracy Program is leading an initiative on the IRA's \$80B for the IRS that explores rapid response efforts that generate information for press, policy makers, and allied organizations.• Report for America could be a potential partner to place journalists into local newsrooms to report on under-covered issues and communities that could have outsized impact around narrative storytelling about the legacy of the bills. News organizations around the country apply for an RFA corps fellow, and journalists apply to be RFA corps members.

Opportunities for Impact: Tell the Story About Impact

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Tell the story of how industrial policy has benefited rural, working class, and communities of color across the country in order to drive support for investments and confidence in government to build momentum for future “middle-out” economic policy.</p>	<ul style="list-style-type: none"> • There is a need to understand how and where narrative support and funding would be most critical – especially around sharing with local audiences to show how new industrial policy has benefited communities. • America Achieves is conducting local public opinion and communications research in multiple sites to inform and bolster support for state and local initiatives as well as to build understanding around how to garner public support for federal policies and funding. • What Works Plus is also working to pilot communications efforts to increase support for local infrastructure jobs in targeted locations. • Hyphen is implementing Federal Infrastructure Investments for an Equitable Future, a strategic communications campaign to (1) ensure that the public, especially communities of color, knows and values the current and potential impact of BIL/IRA and strengthen their participation in civic life; and (2) encourage state and local governments to leverage funding to create more equitable outcomes. • Funders could support messaging research and development through a narrative communications firm like Anat Shenker Osorio’s ASO Communications. This engagement could be similar to that of the Democracy Defense Coalition in 2020-2021, and could target different regions, states, or more specific locations.

Opportunities for Impact: Drive Adoption of Consumer Benefits

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Invest in outreach to drive adoption of benefits that are available for households and individuals, including the Affordable Connectivity Program and the IRA tax incentives.</p>	<ul style="list-style-type: none"> • Philanthropy can fill government gaps in outreach and community engagement, leveraging existing relationships with grantees to increase awareness and adoption. • Rewiring America has been developing critical household specific tools and a calculator to further accelerate adoption and will be piloting a partnership in Pittsburgh to help 50,000 residents electrify their homes. • Civic Nation sent What Works Plus a proposal to increase uptake of the ACP through a communications campaign to conduct direct outreach to eligible, but unregistered Americans. This would include a marketing campaign, a group of trusted partners/messengers including local government and community groups, an organizing hub, a grant fund, and potentially building a user-friendly enrollment portal. • WorkMoney, New America’s New Practice Lab, and Working America are also engaged in efforts and conversations to maximize enrollment and uptake of direct federal benefits.

Opportunities for Impact: Evaluate Impact

Leverage Point	Leading Opportunities, Organizations, and Ongoing Efforts
<p>Support research, data collection, and evaluation to assess impact of funding, facilitate feedback loops, and inform program improvements.</p>	<ul style="list-style-type: none"> • Conducting evaluations has been a longstanding and key role for philanthropy. • Funders could continue to partner with existing networks and leverage expertise from Brookings, Urban Institute, Accelerator for America, Results for America, and others to conduct evaluation and research to support implementing programs. • Infrastructure Exchange is also developing a \$60M investible plan for data and metrics to measure the on-the-ground impact of new infrastructure funding. • Philanthropy can also partner with firms like Sidewalk Infrastructure to work with governments to build useful dashboards and other analytics tools that provide real-time data to support effective implementation. • The Abdul Latif Jameel Poverty Action Lab (JPAL) has an Incubator Evaluator program that offers technical support, project development funding, program evaluation training, connections with experts, and other services for selected state and local governments. It could be expanded to allow more programs to be effectively assessed. • America Achieves is developing a menu of services to advance inclusive economic and workforce development that includes evaluation. • Headwater Economics conducts place-based research and data support for federal agencies.

Place-Based Opportunities

Place-Based Analysis: Overview

This section offers a series of takeaways for philanthropic leaders interested in place-based investments to complement the impact of ARPA, BIL, IRA, and the CHIPS Act. Funders with different strategies will inevitably pursue different localities – an effort to reduce decarbonization might prioritize different geographies than one concerned about worker rights. While this landscape does not provide a comprehensive analysis for every potential funder strategy, it emphasizes areas of intersection across strategies in three parts:

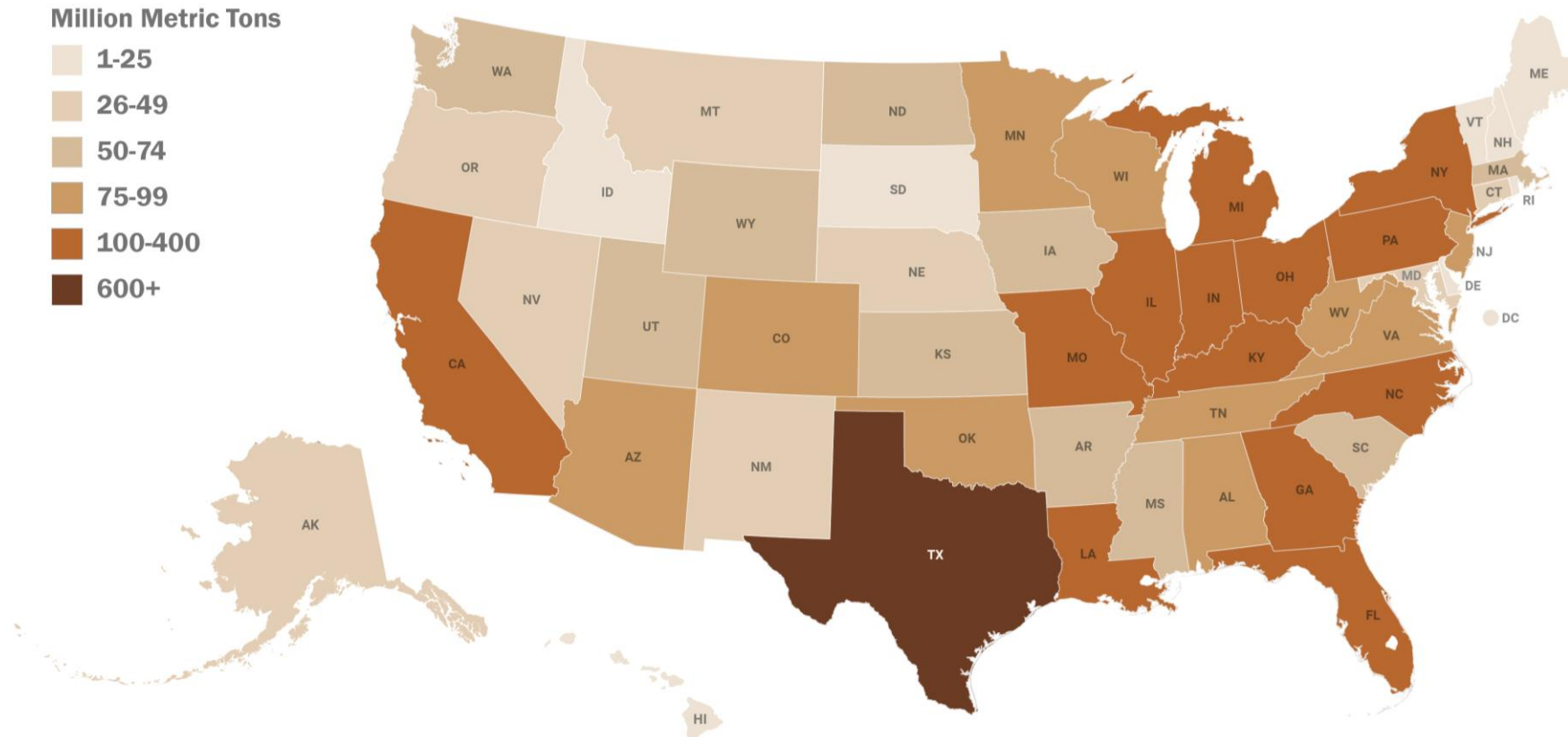
- 1. High level takeaways identifying clusters of states where multiple funders are likely to see opportunities for investment.**
- 2. A series of maps telling a story about where climate- and economy-focused funders are likely to find overlapping interests.** The maps culminate in a **tiered ranking of priority states** (methodology in later slide) and an overlay of key clean energy industry locations.
- 3. A final map with information for economic and workforce focused funders** showing 1) locations of chip fabs; 2) strong metropolitan candidates for innovation hubs in the CHIPS Act; and 3) locations of some related, existing philanthropic efforts.

Place-Based Analysis: Themes and Key States

- **States such as Texas, Florida, Georgia, California, and North Carolina stand out across multiple categories.** In absolute terms, they typically have higher carbon emissions, higher potential for clean energy generation and new jobs, and larger populations of people of color, people below the poverty line, and people in rural areas. Several are politically salient states with weak labor protections.
- **Building political support and demonstrating concrete benefits through place-based funding and narrative development is particularly important in economically distressed Midwestern states.** There is an opportunity to grow public support for industrial policy in states that have been harmed by the manufacturing sector's decline including **Michigan, Ohio, Wisconsin, Pennsylvania, and Indiana.**
- **There is concentrated need to invest in a nexus of southern states** with weak worker protections, high carbon emissions, opportunity to generate solar power, and large populations of racial minorities, rural residents, and individuals below the poverty line. **This includes Texas, Louisiana, Georgia, and Florida.**
- **Southwestern states such as Arizona, Nevada, and New Mexico** are smaller in population and use less carbon than most of the states noted above, but have significant solar power potential, a strong tribal presence, a racially diverse population, and are politically salient.
- **Texas provides a lot of opportunities.** Despite its conservative politics and high CO₂ emissions, the state has enormous potential for generating renewable power and is among the fastest growing states in this area. Building an economic base in Texas with a strong business case for renewable power could change the political economy of the state. Given its relatively weak labor laws, ensuring marginalized groups have a seat at the table is also important.

Total Energy-Related Carbon Dioxide Emissions

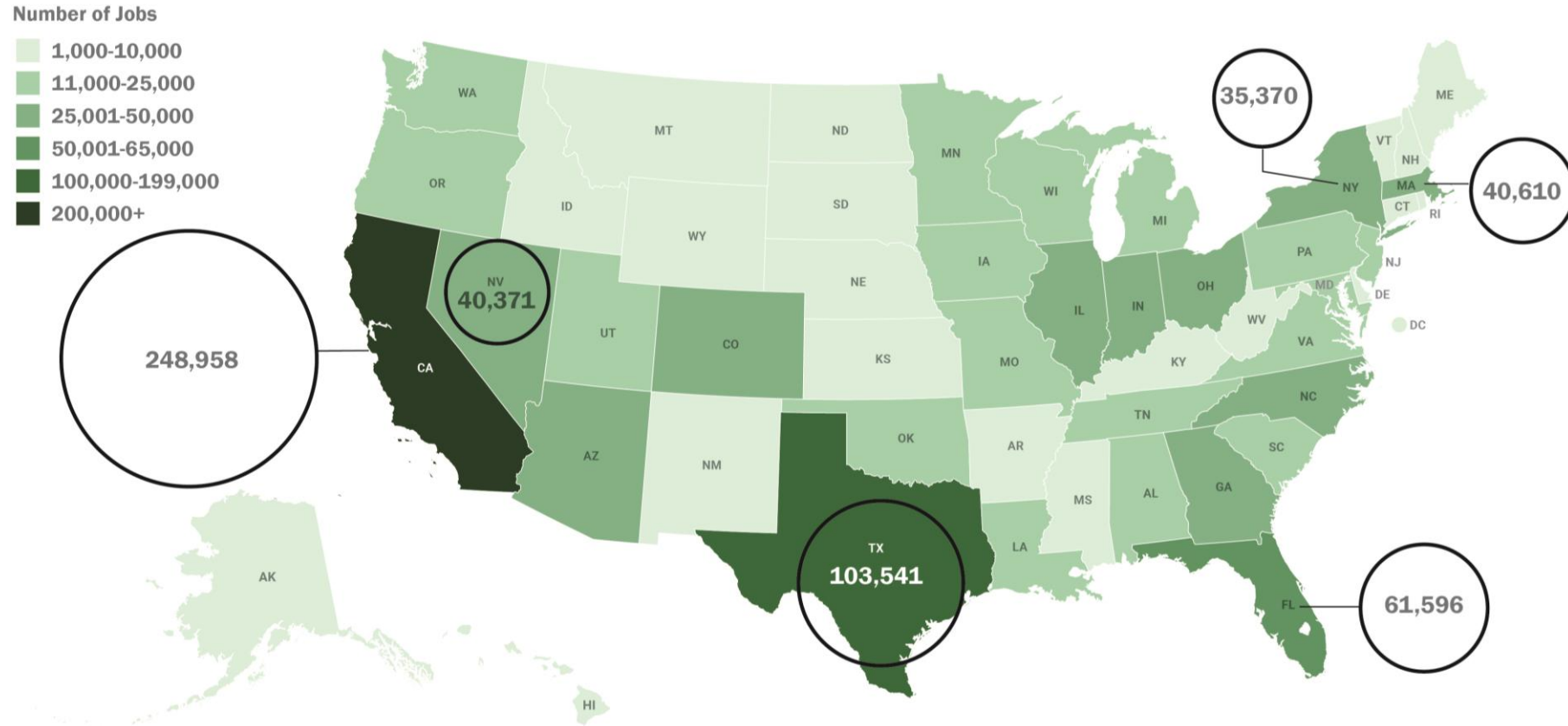
States with large total greenhouse gas emissions are natural targets for place-based decarbonization efforts tied to new federal funding opportunities. Texas, California, much of the Midwest, and some southern states have the highest CO₂ emissions.



Source: Energy Information Administration

Clean Energy Jobs Projected by 2030

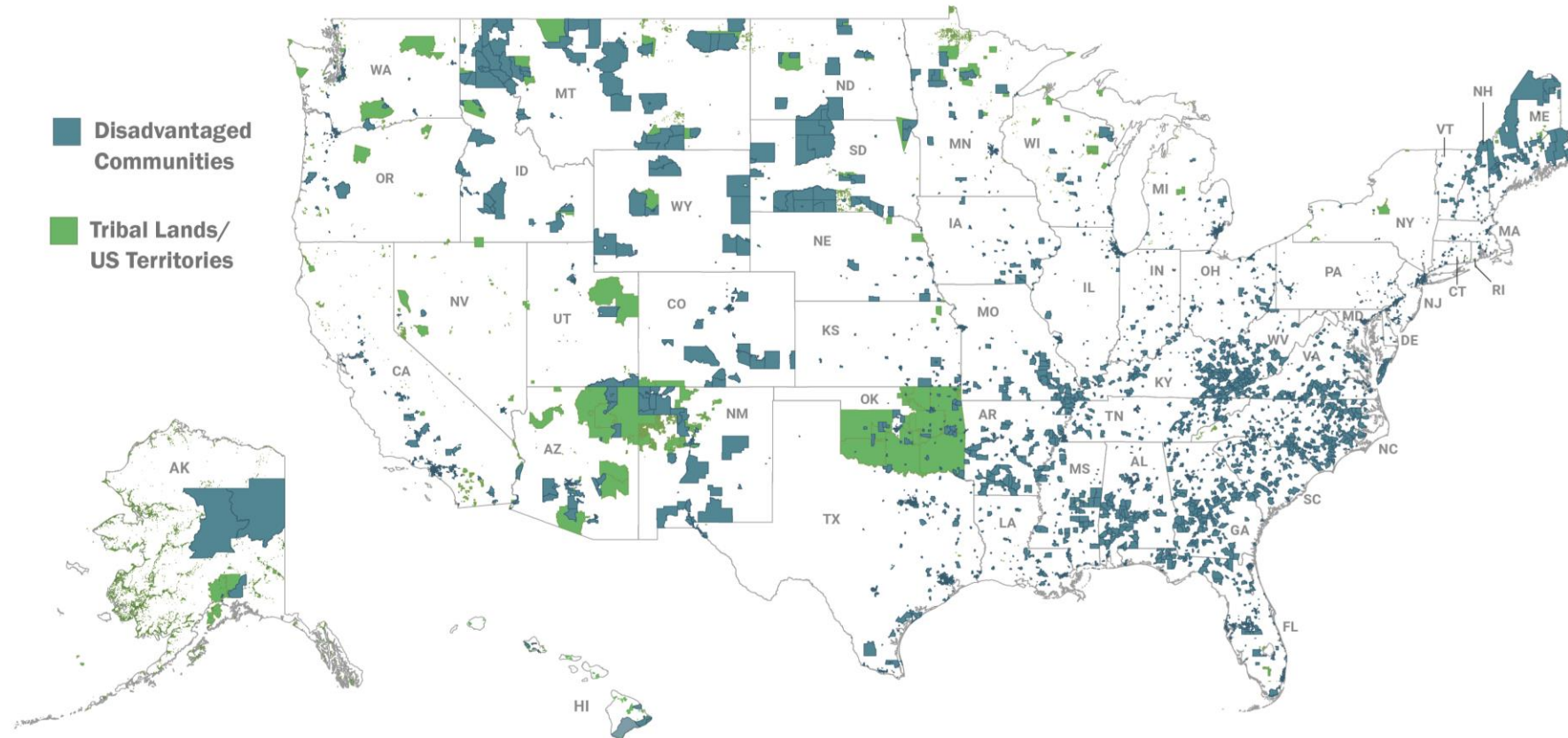
Climate and economy funders alike have a strong interest in place-based efforts to train workers for clean energy jobs. California, Texas, Florida, Massachusetts, Nevada, and New York have the potential to create over 500,000 clean energy jobs in the next seven years.



Source: National Renewable Energy Laboratory

Environmental Justice

This map shows census-tract data from the Department of Energy's Energy Justice Mapping tool, calculated based on fossil fuel dependence, energy burden, environmental and climate hazards, and socio-economic vulnerabilities.



Source: U.S. Department of Energy

Shared Priority Geographies

The final two maps in this section depict geographies with high potential for place-based impact for climate and economy funders: areas in which building a well-trained, well-paid clean energy workforce can yield significant progress toward shared goals.

Priority Rank

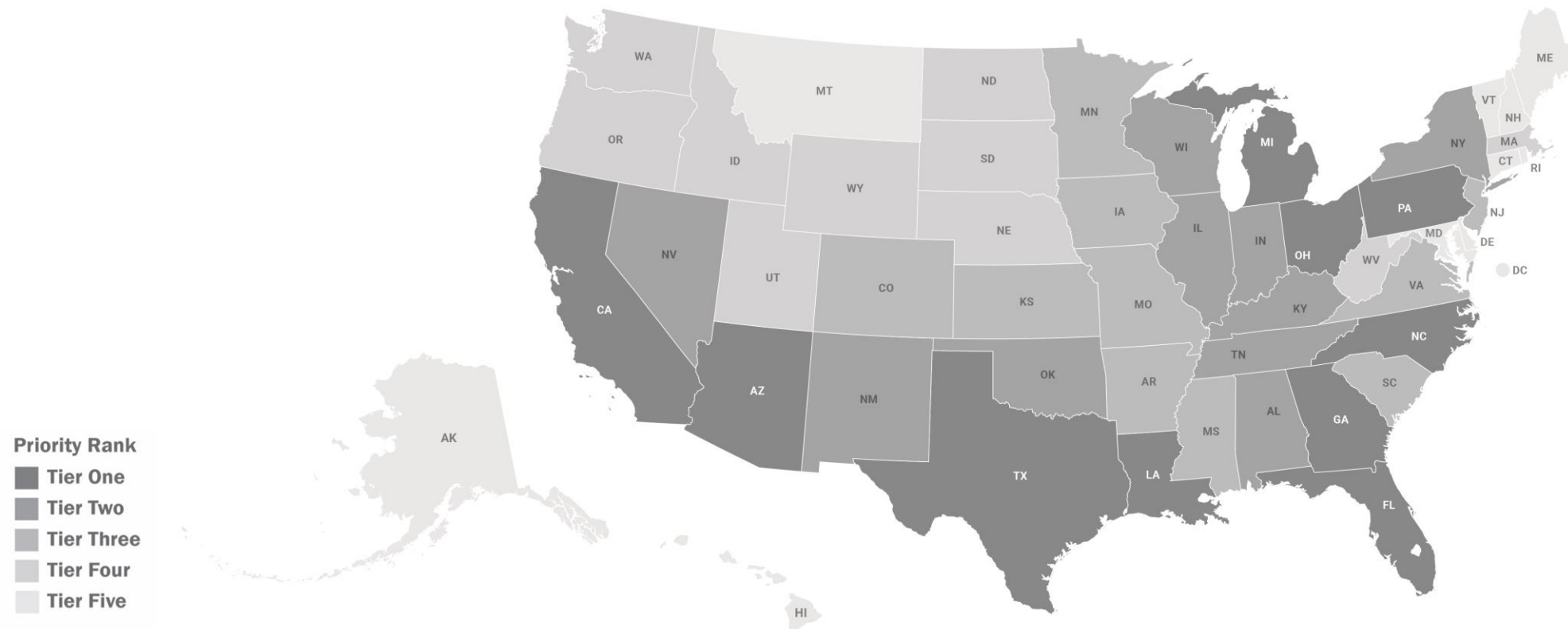
-  Tier One
-  Tier Two
-  Tier Three
-  Tier Four
-  Tier Five

METHODOLOGY: RANKING STATES

- These tiered rankings represent overlapping interests among climate and economy funders; a higher ranking means more opportunity for impact on shared goals.
- Tier One states (Texas, California, Georgia, and Florida, among others) represent the highest ranking, meaning the most significant opportunities for clean energy production, reducing CO2 emissions, and training people for clean energy jobs. Those states also usually have larger equity needs such as weaker labor protections, large populations of color, and a higher poverty rate. Lower tier states (the lightest shade of gray) tend to have fewer opportunities for clean energy industrial expansion and fewer populations of color or people living in poverty.
- Rankings were determined based on a combination of quantitative (below) and qualitative information, including geographic priority rankings from other landscapes, swing state status according to Cook Political Report, and conversations with funders including OSF, Ford, Omidyar, Hewlett, the Energy Foundation, and others.
- There is a fair amount of variation within each tier, especially Tier One. As noted above, Texas, California, Georgia, and Florida routinely stand out across multiple funder priorities.
- **Quantitative Data Sources For State Rankings**
 - **Decarbonization:** More total solar and wind GWh potential → higher ranking & greater energy related CO2 emissions → higher ranking
 - **Economy Policy:** More projected clean energy jobs by 2030 → higher ranking & lower Oxfam Worker Index Score (weaker labor protections) → higher ranking
 - **Equity:** Larger BIPOC populations → higher ranking & higher poverty rate → higher ranking

Key Geographies for Climate & Economy Funders

This map shows states ranked on potential for impact across shared priorities, including clean energy generation potential, carbon emissions, project clean energy jobs, labor standards, socioeconomic status, racial diversity; Tier One includes states with highest needs and opportunity for impact.



Climate & Economy Funders Shared Geographic Priorities

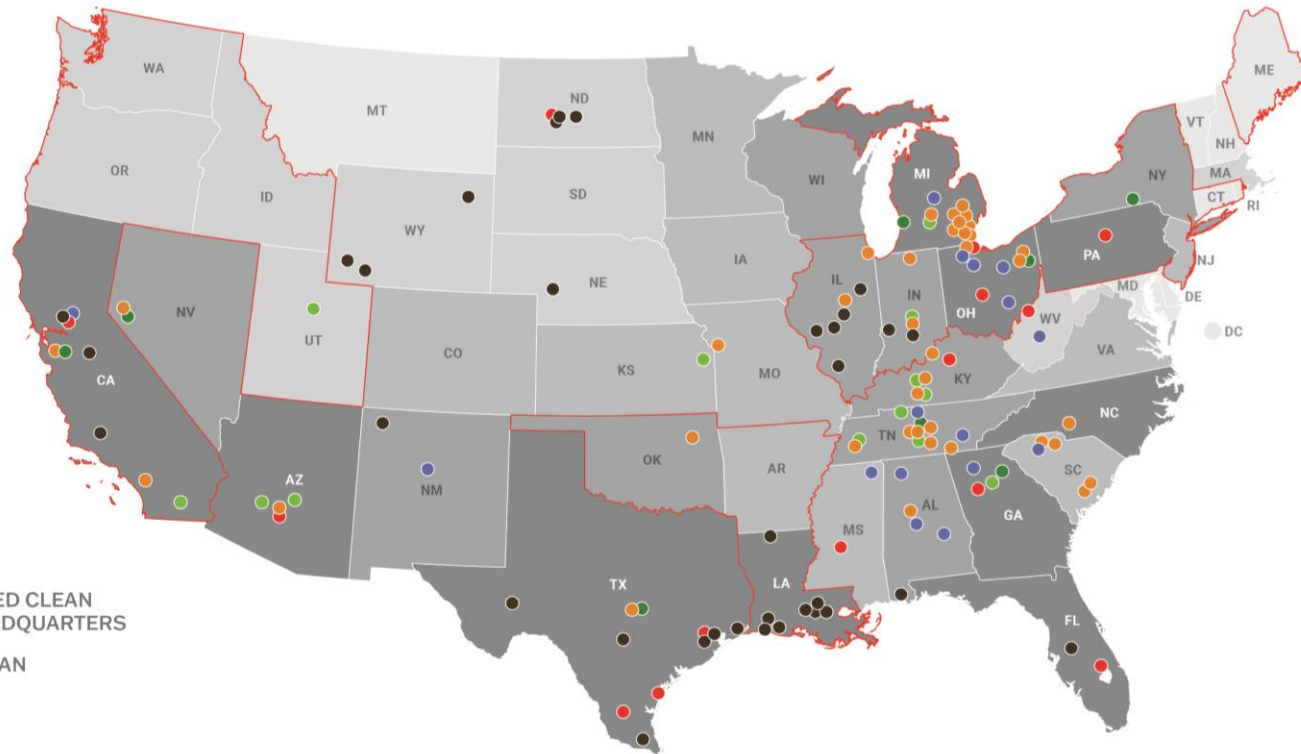
This chart overlays key clean energy industries on tiered state rankings to provide another lens on place-based opportunities to train workers for clean energy jobs.

PRIORITY RANK

- TIER ONE
- TIER TWO
- TIER THREE
- TIER FOUR
- TIER FIVE

OPPORTUNITY SITES

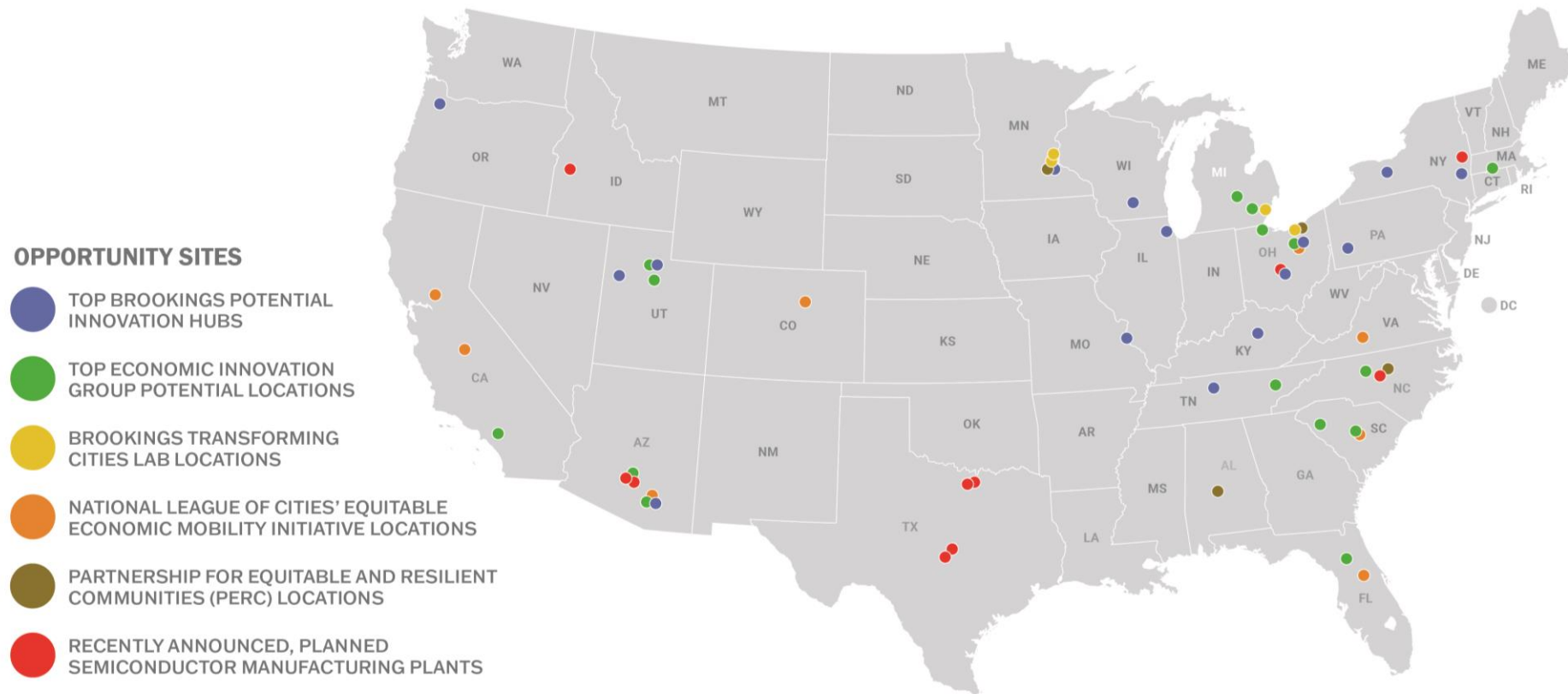
- PHOTOVOLTAIC CELL MANUFACTURING
- EV AND EV PARTS MANUFACTURING
- EXISTING EV BATTERY MANUFACTURING SITES
- PLANNED EV BATTERY MANUFACTURING SITES
- DEPT. OF ENERGY (DOE) PROPOSED CLEAN HYDROGEN HUB LOCATIONS/HEADQUARTERS
- DOE PROPOSED MULTISTATE CLEAN HYDROGEN HUBS & PROJECTS
- CARBON CAPTURE & STORAGE PROJECTS



Sources: [Photovoltaic cell sites](#), [Electric vehicle sites](#), [EV battery sites](#), [hydrogen hub sites](#), [carbon capture sites](#)

Industrial Policy-Related Key Locations

This map shows sites of interest for industrial policy funders, including potential CHIPS innovation hub locations, planned semiconductor manufacturing plans, and select place-based philanthropic efforts.



Sources: [Brookings Potential Hubs](#), [Economic Innovation Group Potential Hubs](#), [Transforming Cities Lab Locations](#), [League of Cities Locations](#), [PERC Locations](#), [Semiconductor Manufacturing Locations](#)



Thank You