Green Jobs Green New York Advisory Council Meeting June 26, 2012 Notes

Members of the Green Jobs-Green New York (GJGNY) Advisory Council met via video-conference at NYSERDA's Albany, New York City, and Buffalo offices on 6/26/12. Telephone access was made available to members who could not make it to a video conference site. Also present at the meeting were several NYSERDA staff members and additional staff members from Advisory Council member organizations. The Meeting was videotaped and posted at www.nyserda.ny.gov.

Attendees -

Albany Office:

Alan Hipps, Housing Assistance Program of Essex County, Inc.; Kevin Rooney, Oil Heat Institute of Long Island; Renée McAllister, NYSERDA; Ed Murphy, NYSERDA; John Ahearn, NYSERDA; Karen Hamilton, NYSERDA; Tony Joseph, NYS DOL; Marilyn Dare, NYSERDA; Sue Andrews, NYSERDA; Rebecca Sterling, NYSERDA; Carlene Pacholczak, NYS DPS; Linda Miller, NYSERDA; Chris Utzig, NYSERDA; Carley Murray, NYSERDA; Mark Lowery, NYS DEC; Jeff Pitkin, NYSERDA; Hal Brodie, NYSERDA; Jackson Morris, Pace Climate and Energy Center

Buffalo Office:

Lee Butler, NYSERDA; Kelly Tyler, NYSERDA; Christine Krolewicz, NYSERDA; Clarke Gocker, PUSH Buffalo

NYC Office:

Michael Colgrove, NYSERDA; Dave Hepinstall, Association for Energy Affordability; Chuck Schwartz, Long Island Green; James Barry, SEIU 32BJ; Anthony Ng, Center for Working Families

Phone:

Rick Cherry, Community Environmental Center; Kate Fish, Adirondack North Country Association Program; Sammy Chu, Suffolk County Department of Labor; Barbara Guinn, NYS OTDA; Donna De Costanzo, NRDC; Eric Alemany, NYPA; Linda Hardie, NYSERDA

The following meeting notes capture comments, questions, and discussions held at the meeting in response to the presentations given by NYSERDA staff. A video of the meeting, copies of presentations and any handouts provided can be found at nyserda.ny.gov.

I. Welcome and Introductions, Karen Hamilton, NYSERDA Program Director

Karen stated that this was the seventeenth meeting of the GJGNY Advisory Council. She welcomed the new Advisory Council members. Once all members confirm, a list will be distributed and the website will be updated.

II. Financing Update, Jeff Pitkin, Treasurer and Internal Control Officer

Jeff gave a brief overview of the status updates in the PowerPoint presentations. Through the end of May, the program received over 4,700 loan applications. The approval rate went up to 65% on a cumulative basis. That is an increase of 2% since the March Advisory Council meeting. There is a corresponding decrease in the number of denied applicants. The main reason for denials continues to be the consumer's debt-to-income ratio, followed by credit scores.

The On-Bill Recovery loans consist of around 60% of the loan applications in the residential sector.

The program continues to reevaluate the current loan underwriting standards with a focus on results from the debt-to-income ratio. It is looking for flexibility to approve additional consumers under the current standards.

There are more than \$16 million in approved loans, with around \$1.2 million of those approved for On-Bill Recovery financing. The slide with loans issued by month and type shows the increase in On-Bill Recovery loans. The next slide shows loans issued by Tier. Tier 2 loans continue to comprise about 8 percent of the total loans. That is good progress toward being able to provide access to financing to consumers who don't traditionally meet loan underwriting criteria.

There have not been many changes in overall loan statistics since the March Advisory Council meeting. The average term is around 12 years for unsecured loans and 14 years for On-Bill Recovery loans. The average interest rate is 3.5% for unsecured loans and 2.9% for On-Bill Recovery loans. The average loan amount is around \$9,000 for unsecured loans and \$10,000 for On-Bill Recovery loans. The loan portfolio continues to perform well. There is only one delinquency for the unsecured loan portfolio in Tier 1 and Tier 2. The On-Bill Recovery loans are all current because no one has been billed yet. The implementation of the On-Bill Recovery loans allowed consumers to not be billed until their June utility bill.

The revolving loan fund status for all sectors is \$51,260,000, with 1,595 loans issued, totaling \$15,099,481.

In an effort to streamline the financing process, the program has been reviewing feedback from contractors and CBOs. The credit application has already been revised. The requirement that the applicant would have to list outstanding debt was removed. That information is now taken from the consumer's credit report. Applicants will now be allowed to show income by submitting the previous year's tax return. If their income has changed considerably since the tax return was filed, then more detailed documentation can be provided in order to qualify.

For On-Bill Recovery loan customers, a last owner search will be performed to confirm the property's owners. The loan requires the filing of a declaration signed by all property owners. Up until now, the process has been stalled while awaiting the results of the search. Applicants will now have the opportunity to submit a copy of the deed while the Title Company completes the search.

The expected rollout for On-Bill Recovery financing for the Small Business/Not-for-Profit sector was covered next. It is expected to be in place by mid-July. The loans will be originated by participating lenders. The loan program was rolled out last summer which allows NYSERDA to provide up to 50%/\$50,000 of the loan at 0% interest. The On-Bill Recovery loan will have the lender originate the loan on NYSERDA's behalf. It will be at 2.5% with a \$50,000 maximum amount, for up to 10 years. The difference in the loan products is the underwriting criteria that will be used. The loan originated by the lender leaves the lender in control of approval and the On-Bill Recovery loan uses NYSERDA's underwriting standards for approval. The business must be in existence for at least 2 years, the principal of the business must have a credit score of at least 650, no bankruptcy in the last 5 years, no judgments or liens greater than \$5,000, and the debt service coverage ratio (ratio of revenues to existing and proposed debt payments) should be at least 120%.

The loan originator will be paid a fee of \$300 for each loan. Utilities are paid \$100 per loan with a 1% fee of each loan amount that are funded from the loan's interest rate. The loan proceeds will be paid to the borrower upon closing. The project would have to be completed within 90 days of the loan fund disbursement. The charge will not go on the utility bill until the project is complete. That should help with momentum to complete the project. These loans will not be securitized through the capital markets and will come from the revolving loan fund.

QUESTION: What are you using to secure the loan? Is it a promissory note?

RESPONSE: The promissory note, plus the requirement that non-payment on the utility bill will lead to termination of the utility service. The note itself is not secured by the underlying property. It does require the filing of a declaration. Like the residential sector, the charge stays with the meter. The declaration ensures that any future purchasers of the property are provided notice so they are aware of the obligations. That would only be applicable for small business organizations and not for not-for-profits. The funding opportunity has been posted on NYSERDA's website.

QUESTION: Are you taking into consideration that multiple contractors might be available during some months and not others? Is there a process to go beyond the 90 days with 30 day increments?

RESPONSE: That will be addressed on a case by case basis. The On-Bill Recovery loan is limited to one loan on each account. The project cannot be split up between two loans.

FOLLOW-UP: If the project contains window replacement, it would be a challenge to meet the 90 days for completion because it could take 6-8 weeks for delivery.

RESPONSE: The program staff will continue to reassess the 90 day completion deadline. One solution would be to disburse the funds closer to when the work is being done.

The implementation approach for On-Bill Recovery loans for the Multifamily sector was covered next. The approach is similar to the one for Small Business/Not-for-Profit in that participating lenders will be used.

One loan is made under the lender's standards, where NYSERDA participates up to 50%/\$500,000 per building with NYSERDA's share of the loan at 0% interest. The On-Bill Recovery loan would be a NYSERDA loan where the lender would participate beyond NYSERDA's 50%/\$500,000. NYSERDA's portion of the loan would be set at 1.5%. The participation loan would be revised to 1.5%. This will allow the building owner to still get a below market rate and would allow NYSERDA to recover interest payments that will offset some of the fees.

For both loans, NYSERDA is relying on the lender's judgment in the loan underwriting process. The On-Bill loan payments will be made to the utility company. They receive \$100 per loan, plus 1% of the loan amount, which will be funded from the interest rate. The lender determines whether the loan will be secured or unsecured. The program anticipates that the On-Bill Recovery loan will be structured with a construction phase and a permanent loan. The construction phase loan would allow the lender to make disbursements to the building owner as the work progresses. Interest would accrue during the construction phase and it would roll into the permanent loan. When the project is complete, it will become an On-Bill Recovery loan, the NYSERDA share will carry the 1.5% interest rate, and the repayment charge would go on the utility bill. These loans will be held in the revolving loan fund.

QUESTION: Is the precursor to all of this the Multifamily Performance Program (MPP)?

RESPONSE: Yes, the program standards are the same as what was rolled out last summer. It will have to go through MPP and get an energy reduction plan. It can then drop out of MPP and find a less than 15% scope reduction with GJGNY or On-Bill financing.

QUESTION: Are there any programs to address the issue of absentee landlords lacking incentives to improve the efficiency of older buildings where the utility bills are paid by the renters?

RESPONSE: In general, those buildings will not qualify for an On-Bill Recovery loan. There are no NYSERDA programs that can work with absentee owners.

FOLLOW UP: Is a utility bill required for the owner to have an On-Bill loan? As long as the owner has a bill, there would be a split incentive with the common area on the owner's account

and the individual accounts for the residents. Would they still be eligible as long as there is an owner account with the utility?

RESPONSE: There are a few requirements of On-Bill. One is that you must have a utility account on the property in your name. Depending on the type of account, the repayment charge cannot exceed 1/12 of the expected annual energy savings. In a Multifamily building where the building owner only has the common area account but everything else is tenant metered, the building owner will not realize enough savings to finance anything. However, they could still apply for the unsecured loan.

QUESTION: If the repayments are coming from interest payments rather than cutting into the loan amount, how does that play out? Does the utility wait to get paid from the interest that is accruing or does NYSERDA cover that up-front and then recover it?

RESPONSE: NYSERDA does cover that cost up-front and that is managed in the revolving loan fund.

III. Status Updates

a. One- to Four-Family Homes, John Ahearn, Program Manager

John reviewed the tables and charts and said that the demand for free and reduced cost audits remains strong. There were 1,600 audit applications received during the month of May, and over 1,600 audit applications were approved. To date, there have been over 18,000 completed audits and from that, there have been 4,390 completed projects. The program implementation contractor did an analysis that shows if you allow for a lag time between the completion of the audit and the completion of the work, which is typically up to 170 days, then the conversion rate from audits to contracted work is around 32%. It remains at a positive conversion rate. In the month of May, the number of projects completed using GJGNY audits was around 71%.

For the past several months, the program has been running in the mid to upper 70% range for inclusion of free and reduced cost audits in project completions. The number of completions in recent months is a concern. Contractors have expressed some difficulty in accessing the loan product. As Jeff mentioned, some efforts are being taken to streamline the process and revise the underwriting criteria in order to serve more customers. The historic low cost of natural gas that is used in calculating the cost effectiveness of the projects has put a squeeze on what projects can be determined cost effective.

QUESTION: Is that specifically the TRC as structured through the commission for EEPS or is that using a savings to investment ratio approach?

RESPONSE: That is using the SIR approach. The legislation states that NYSERDA is required to calculate the expected financial benefits to the consumer and calculate their

ability to repay the financing out of the projected savings. NYSERDA felt that it was necessary to use more recent energy costs in making that calculation.

FOLLOW UP: Some projects show EEPS dollars combined with GJGNY dollars. Would those be subject to the TRC as opposed to the NYSERDA SIR?

RESPONSE: The EEPS dollars for the cash back are Assisted subsidies are available for measures determined to pass the TRC. The GJGNY funds provide the financing for the project as a whole based on an SIR screening of the measures financed.

John gave a brief update on collaboration with LIPA. Home Performance contractors have increased production on Long Island and that area represents around 25% of project completions. LIPA, National Grid, and NYSERDA have been working with contractors to help coordinate services. NYSERDA recently entered into an agreement with LIPA to allow their Cool Homes AC contractors to serve as subcontractors to its Home Performance contractors. Normally a subcontractor also must be BPI accredited but as the number of AC contractors with BPI accreditation is very low an exception is being made. This will allow the AC measure to access GJGNY financing. The participating Cool Homes contractors are trained by the Air Conditioning Contractors Association of America (ACCA). The agreement runs through the end of the year to allow additional contractors to obtain the BPI AC/Heat Pump certification.

b. Outreach and Marketing, Sue Andrews, Project Manager

Sue reviewed the slides. CBOs are responsible for 936 residential audit applications. Of those, 880 have been approved and 378 have been completed. As of 5/31/12, there have been 32 completed residential retrofits. In addition, there have been 13 small business retrofits and nineteen people involved in workforce training efforts.

CBOs have been developing and participating in local community events to promote the GJGNY program. To date, there have been 128 events, with approximately 15,000 attendees. Several CBOs are utilizing radio advertisements to promote the audit and workforce participation. For instance, Asian Americans for Equality (AAFE) have a regular weekly radio show where they discuss efficiency opportunities to the Asian American population in New York City. Pathstone, the CBO serving the Finger Lakes region, found some success using radio - experiencing a 109% increase in their web traffic. Most of the CBOs are doing direct mail to established client lists. CBOs run many homeowner targeted programs, like first homeownership classes, credit counseling, and home maintenance seminars, and the direct mail promoting GJGNY is disseminated to those existing client lists.

House meetings are another way the CBOs have reached out successfully to people. CBOs partner with customers who have successfully accessed the Home Performance program, to bring the energy efficiency message to their friends and neighbors. Research has shown that word of mouth is one of the most successful ways to promote

the audit and financing programs. CBOs have also successfully partnered with a variety of community-focused organizations like Americorp and the NAACP to access their constituents. Two CBOs participated on panels for the NYSERDA-sponsored Contractor Exchange gatherings to discuss how CBOs and participating Home Performance contractors can work together.

The New York State Department of Labor (NYSDOL) has granted clearance to PUSH Buffalo, the CBO selected for the Western Region, to access their One Stop Operating System (OSOS) as a pilot. Per the understanding between NYSERDA, PUSH Buffalo and the NYS DOL, PUSH will track the progress of customers that have been referred to a One Stop Center for participation in the NYSERDA Green Jobs - Green NY On-the-Job Training program. PUSH Buffalo will be able to search for specific customers in the database and track their progress. Additionally, PUSH Buffalo will be able to match job seeking customers to job openings. If the pilot program goes well, the NYSDOL will work with other CBOs performing GJGNY outreach to gain access to the system.

The Aggregation Pilots launched in Buffalo, Syracuse, and Long Island (PUSH Buffalo, Public Policy Education Fund of Central NY, and Long Island Progressive coalition, respectively). NYSERDA hosted a Home Performance Aggregation Contractor and DOL Training, during which the NYS DOL presented information on creating a certified payroll report, public works and aggregation, Aggregation Pilot rights and responsibilities, and the process for filing reports with the Department of Labor. This training was held at the Buffalo Employment and Training Center on April 26 in Buffalo and was telecast to Syracuse and Long Island offices, so contractors in the Central and Long Island region could participate. The purpose of the teleconference was to explain the wage and benefit reporting protocol, including how to prepare a certified report and understanding the rights and responsibilities of all involved.

Sue went through the detailed Aggregation Pilot process change chart. There were significant changes to the process for processing audit applications as a result of the Aggregation pilots.

There are new marketing materials being developed. A Green Kit for the Small Business/Not-for-Profit sector will promote the financing options for small businesses and not-for-profit customers. It features a program fact sheet, case studies, a business case to promote energy efficiency upgrades, and information on available utility programs that are supported by financing.

The results from a contractor recruitment direct mail piece was discussed. Thirty contractors responded to the direct mail piece. CSG, the Home Performance Implementation contractor, was given the names of respondents for follow-up and possible recruitment. A workforce brochure is under development. The brochure will be used by CBOs to distribute to potential workforce trainees to educate them on the opportunities available through NYSERDA and their workforce partners.

The program staff has been on several site visits, finding it useful to get real-time feedback from the CBOs on what is working in the field. There have been two webinars. One was on CBO best practices for customer outreach and the other on customer prescreening protocols and practices.

Program staff has developed email notifications for the regional Home Performance contractors to solicit interest in servicing specific geographic areas throughout the state and specific customer groups (non-English speaking populations) so CBOs can better serve their customers. These new "vetted" contractor lists are used by the CBOs when conducting outreach.

The program was preparing for another CBO full-day training program.

Sue turned it over to Clarke Gocker in the Buffalo office who gave an update on PUSH Buffalo's Aggregation Pilot. Aggregation is the CBO recruitment of a number of homes within a neighborhood who qualify for a free or reduced cost audit. They agree to use the same team of participating HPwES contractors to perform the work. It benefits the contractor, the community, and the customer.

For PUSH Buffalo, Aggregation is a minimum of five homes clustered together in a project bundle. Discounted pricing is based on the number of homes in the bundle. They have identified 27 neighborhoods in Erie County with high energy burdens where they will perform active outreach or take on an intake role to compile applications. There are 8 HPwES contractors participating in the pilot.

PUSH's strategy connects disconnected consumers to energy efficiency improvements by building community and leveraging social networks. It also connects disconnected workers to jobs in energy efficiency. The Aggregation pilot focuses on the village of Kenmore which was chosen because of the density of its housing stock, similar housing types, age of housing, and the strong presence of community associations.

This strategy follows the community organizing tradition. The outreach is broken out into 4 month campaign cycles - starting with identifying the neighborhood, community based organizations, and centers of influence. Through a strong public relations effort, PUSH was able to discuss the benefits of GJGNY as well as the PUSH approach to program implementation. From there, the campaign was launched with door-to-door canvassing, talking with homeowners about their interests and needs. A community event was held to raise the profile of the program. The campaign is now focused on leveraging community relationships through house meetings and working with community leaders to leverage their social and neighbor networks and recruit people into the program. PUSH plans to move to adjacent neighborhoods to replicate the program.

PUSH identified CAPTAINS, people who are passionate about conserving energy, and take an active role in recruiting people in their neighborhood to participate. Captains agree to host a house meeting. PUSH provides them with training and marketing collateral to sell the benefits of the program and commit to participating in the program, which they have named "the Friends and Neighbors" program.

Through endorsements from community leaders, they have been able to recruit residents into the program. In addition to endorsing the program, the mayor of Kenmore is participating in the Aggregation pilot.

The other component of Aggregation is workforce recruitment. Creating and leveraging market demand goes together with building and training a pool of qualified workers. Through the Aggregation pilot, PUSH's goal is to place workforce recruits into quality clean energy jobs. Over the winter, PUSH sought referrals from pre-apprenticeship and work readiness training providers. They conducted fifty, 1-on-1 meetings with individuals interested in employment opportunities in energy efficiency and Home Performance. Half of those individuals (25) attended a worker recruitment event with contractors. In speed dating style, recruits networked and spoke about upcoming opportunities. Thirteen people that attended the event were invited by the Laborers Union to participate in a sponsored weatherization training and transitioned into the LIUNA Residential Weatherization and Green Workforce Local 161. They are currently trained and ready to work.

The PUSH website has information for contractors to participate. Once approved for participation in the program, contractors can choose to participate in either the Friends and Neighbors Program or to partner with LIUNA and the OptiHome Alliance.

PUSH is developing a sound model for how the home performance industry engages with local communities. They are helping to build on early successes.

c. Workforce Development, Rebecca Sterling, Project Manager

Rebecca spoke about NYSERDA's collaboration with the NYS Department of Labor under Governor Cuomo's NY Youth Works program. There are three main components to the Department of Labor administered program. Tax credits are available for business that hire disadvantaged youth, job seekers between the ages 16-24 can receive incentives to cover personal costs while in training or the transition to work, and incentives for training and job placement programs serving disadvantaged youth in target regions of the state.

The Department of Labor issued three solicitations for services focusing on at-risk youth. A competitive solicitation for training programs was issued as well as non-competitive or open enrollment solicitations for job placement service providers and training providers. Among the proposals submitted, 24 were identified as having "green" components and were forwarded to NYSERDA for review. Four of those aligned with NYSERDA's

GJGNY goals and were funded for a cumulative total of \$455,700. The programs will prepare youths for energy careers by employing work readiness and entry level energy efficiency training leading to nationally recognized credentials.

NYSERDA funding supports four training partnership and job placement contracts with three training providers with whom NYSERDA has partnered in the past and who have met training metric and job placement service goals. The \$455,700 was reprogrammed from PON 2033 Category B (OJT) to support the following agreements:

- Urban League of Rochester: hands-on construction and green building training & pre-apprenticeship certificate training developed by the Home Builders Institute (2 separate agreements)
- Northeast Parent and Child Society: Training leading to energy efficiency certification & clean energy sales training.
- Henkels & McCoy, Inc. (STRIVE International): Green construction coupled with training leading to energy efficiency certifications.

QUESTION: Where is the funding coming from for the Youth Works program?

RESPONSE: The funds come from PON 2033 that supports on the job training opportunities.

d. Multifamily, Lee Butler, Project Manager

Lee spoke about the audits. As if May 31st, the program received 126 audit applications, of those 85 have been completed. They represent 25% of the goal. There are occasional moments when building owners drop out of the process after the audit phase. Sometimes the audits do not identify enough measures to achieve a minimum of 15% in energy savings or the project moves to a utility program. Other times, the building owners do not follow through. There are 94 projects in the pipeline, with 44 projects under contract. They reflect \$1,772,350 in installed measures savings. Market rate applications are on the rise and are almost even with low income applications. Version 5 of the Multifamily Performance Program will soon be released which is believed to drive numbers up. The auditing process will be more streamlined, incentives have been enhanced, following through to make sure that buildings receiving audits move forward and get projects implemented and completed. The goal is this and not to just keep funding audits that don't go anywhere.

e. Small Business, Not-for-Profit, Marilyn Dare, Project Manager

Marilyn gave an update on the audits. To date, 1,368 audits have been completed. Of those, around 900 have been funded through GJGNY and around 450 have been funded through ARRA. Three of the audit recommendations have been implemented with financing and loans have been issued. The program is striving to ascertain the number of implemented audit recommendations that have been accomplished without financing.

The expeditor pilot is underway. The program contracted with three audit firms to work on the backlog of audits and reach out to customers with completed audits. The audit firms are collecting data to determine how much assistance customers in these sectors these typically need and what would be the best approach to move forward. Early data findings show that some measures are being implemented without financing.

The financing solicitation has been revised to include On-Bill Recovery. Lenders will be asked to identify if they would like to offer the participation or On-Bill Recovery loan products. A list will be developed and posted on the website for potential customers. It will be up to the borrower to decide what loan product they want to use. The web pages are being finalized, outreach plans updated, and lender webinars are being scheduled.

QUESTION: Can a customer still participate if they have a utility audit?

RESPONSE: Yes. The program allows a customer to use an audit from a NYSERDA program, a utility program, or from a qualified energy auditor. The audit recommendations listed would be evaluated to see which would be acceptable for financing.

QUESTION: Why would a customer get an audit and secure financing on their own when GJGNY has such a great offer?

RESPONSE: Part of the issue could be a lack of understanding of what is being offered. The expeditors will identify the incentives and financing to customers who haven't yet implemented measures to be sure they are aware of these opportunities.

QUESTION: The participation and On-Bill Recovery underwriting standards have similar costs. Are they based on NYSERDA's underwriting standards?

RESPONSE: NYSERDA worked closely with lenders while developing the standards. The program did not want to be too out of sync with what the lenders would normally provide. NYSERDA staff recognized that the loan product could have risky underwriting criteria for some lenders. For example, there was a suggestion of 650 minimum credit score for the Small Business/Not-for-Profit On-Bill Recovery loan. Some lenders said they would not go below 680, while others (like the community lenders and the Community Development Financial Institutions) said they might offer something less than that because they might have a personal understanding of the situation that an applicant might be under. The program is trying to find a middle ground while keeping the On-Bill Recovery product attractive.

FOLLOW-UP: Is there side by side information from the lenders on how their product compares to NYSERDA's?

RESPONSE: NYSERDA does not have side by side information of the lenders, but do have one comparing the participation loan product with the On-Bill Recovery loan product. The lender's underwriting criteria will be up to the lenders on the participation loan product. NYSERDA will look into developing that after participation increases.

IV. Annual Report, Karen Hamilton, NYSERDA Program Director

The annual report is due to be filed with the Legislature on October 1st. The timeline calls for NYSERDA to send out a draft to the Advisory Council by Friday, August 24th. The Advisory Council will have two opportunities to provide input on the draft. Written comments should be submitted by September 5th. That will allow NYSERDA time to review and prepare for discussion at the September 13th Advisory Council meeting. Last year's annual report is available on the NYSERDA website. It covers every aspect of the program.

V. Public Input, Karen Hamilton, NYSERDA Program Director

None.

VI. Closing Remarks and Next Steps, Karen Hamilton, NYSERDA Program Director

Meetings for the rest of the year will be September 13 and December 12, both at 1:00 pm. Electronic calendar invitations will be sent. If new Advisory Council members would like to have a conference call with NYSERDA, contact Renée McAllister.