



American Recovery and Reinvestment Act of 2009
Department of Housing and Urban Development
Program-Level Plan
Assisted Housing Green Retrofit Program

a. FUNDING TABLE:

ACTIVITY	ESTIMATED FUNDING LEVEL
Grants for energy and green retrofits of eligible, accepted properties	\$85,000,000.00
Loans for energy and green retrofits of eligible, accepted properties	\$150,000,000.00
Deliver training, technical assistance, monitoring, enforcement, research and evaluation activities	\$15,000,000.00
TOTAL	\$250,000,000.00

b. OBJECTIVES:

HUD's Recovery Act funds support three themes that align with the broader goals of the Recovery Act: (1) promoting energy efficiency and creating green jobs, (2) unlocking the credit markets and supporting shovel-ready projects, and (3) mitigating the effects of the economic crisis and preventing community decline. HUD's overriding objective in support of these goals is the creation and preservation of jobs.

The Recovery Act includes a \$250 million appropriation for the Assisted Housing Energy & Green Retrofit. Green Building is an approach to property development, rehabilitation, maintenance and operation that results in reduced energy demand, reduced water consumption, lower operating costs, improved resident quality of life, and reduced overall impact on the environment, i.e., Green Building is a more environmentally responsible and sustainable approach to building and operating our housing. The objective of this new Green Retrofit Program is to make loans, make grants, and take a variety of other actions to facilitate utility-saving and other green building retrofits, in certain existing HUD-assisted multifamily housing, subject to agreement between HUD and the Owner. These activities further the objectives of the Recovery Act, namely, to provide a necessary boost to our economy in these difficult times and to create jobs, restore economic growth, and strengthen America's middle class. It is HUD's objective to implement the program quickly and effectively, and HUD will implement the Green Retrofit Program through the Office of Affordable Housing Preservation, using, where appropriate, policy and program approaches developed for HUD's Mark-to-Market Green Initiative, including using existing infrastructure for program management, due diligence, underwriting, closing, and rehabilitation escrow administration.

By retrofitting accepted properties for reduced energy demand, reduced water consumption, lower operating costs, improved resident quality of life (including comfort, and indoor air quality), and reduced overall impact on the environment, the Green Retrofit Program will have several public benefits. Reduced utility consumption through greater systems efficiency, training of residents, owners and property management, and operations consistent with green building principles and best practices, will decrease consumer energy costs, and generate future savings benefits to HUD and its budget, property owners and residents. By consuming fewer utilities, property operations will result in reduced greenhouse gas emissions when compared to pre-retrofit consumption, and presumably when compared to average property consumption patterns. Reduction in utility consumption in retrofitted properties, and genera-





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tion of energy through alternative sources such as solar, wind and geothermal, moves our communities and the United States toward greater energy independence. The energy and green retrofits will create jobs, generally green jobs for the new, green economy, in several industries, including: green-collar professionals in the building analysis trades (property inspectors, energy auditors, integrated pest management professionals, financial analysts, architects, engineers, and asset managers), building construction trades (electricians, plumbers, window installers, siding contractors, recycling/salvage contractors, flooring contractors, pest management professionals, landscapers, painters, HVAC contractors, insulation contractors and installers, cabinet makers and installers), green product manufacturers (Energy Star appliances, efficient HVAC systems, environmentally sensitive flooring manufacturers, and manufacturers of paint, cabinet, lighting, insulation, siding, electronic systems controls, low-flow toilets, faucets and other water features), and indirect beneficiaries from the activities generated in the above-listed categories. Through these retrofits, focused on long-term feasibility and sustainability, this program will increase the overall quality and longevity of housing serving low-income individuals and families around the country, improving the neighborhoods and cities in which the properties are located; the improved properties will serve as examples to the communities in which the beneficiary properties are located of how to rehabilitate, maintain and operate a multifamily property in a green, sustainable way. The retrofit and consequent green operations and maintenance of the properties assisted through the Green Retrofit Program will benefit the residents, neighborhoods and communities by creating opportunities for training and education of residents and community members on conservation, green building principles and practices, and the benefits of a green approach to building and operating housing.

c. ACTIVITIES:

Kinds and scope of projects and activities to be performed: The primary use of funds will be grants and loans for energy and green retrofits of eligible, accepted properties. HUD will commission due diligence and underwriting for each project accepted for processing. A detailed energy and green retrofit plan will be developed with the property owner, and will be the basis for funding. Grants and loans are available up to \$15,000 per eligible unit based upon the needs and opportunities identified, and the agreed-upon retrofit plan. Funding obligations will be placed in escrow, overseen by HUD, for completion of the specific scope of retrofits.

Project/Activity: Grants for energy and green retrofits of eligible, accepted properties.

Description: After application review and acceptance of properties, HUD will solicit third-party due diligence analyses and reports to assess individual property needs and opportunities, will propose to the property owners a scope of retrofit, and upon acceptance by the owner, will close the transaction. Funds will be transferred into a rehabilitation escrow account to fund the planned retrofits, as well as certain owner incentives allowed under the Recovery Act. The owner will be responsible for completion of retrofits, and for the ongoing green operations and maintenance of the properties.

Estimated Funding: \$85,000,000.00

Project/Activity: Loans for energy and green retrofits of eligible, accepted properties.





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Estimated Funding: \$150,000,000.00

Project/Activity: Deliver training, technical assistance, monitoring, enforcement, research and evaluation activities.

Description: HUD will hire staff, build systems and capacity and work with grantees to ensure effective and efficient implementation.

Estimated Funding: \$15,000,000.00

d. CHARACTERISTICS:

Type of Financial Award: B - Project Grants

Estimated Funding Amount: \$85,000,000.00

Methodology for Award Selection: First come, first served, with threshold entry requirements, and subject to limitations by project type, geography, and owner entity. Grant amount will be up to \$15,000 per unit, based upon HUD review of and owner acceptance of an assessment of property needs and opportunities for energy and green retrofits.

Type(s) of Recipients: Government - Sponsored Organization, Government - Public Nonprofit Institution/Organization, Non-Government - Private Nonprofit Institution/Organization, Non-Government - Profit Organization, Non-Government - Quasi-Public Nonprofit Institution/Organization

Type(s) of Beneficiaries: Local – County, Local - City or Township, Sponsored Organization, Public nonprofit institution/organization, Other public institution/organization, Individual/Family, Small business (as defined in 13 CFR part 121), Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education), Nonprofit without 501C3 IRS Status (Other than Institution of Higher Education), Individual, For-Profit Organization (Other than Small Business), Profit organization, Private nonprofit institution/organization, Quasi-public nonprofit organization, Other private institution/organization, Small Business Person (an owner or employee as defined in 13 CFR Part 121), Land/Property Owner Engineer/Architect, Builder/Contractor/Developer Senior Citizen (60+), Low Income, Major Metropolis (over 250,000), Other Urban, Suburban, Rural, Persons with Disabilities

Type of Financial Award: E - Direct Loans

Estimated Funding Amount: \$150,000,000.00



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Methodology for Award Selection: First come, first served, with threshold entry requirements, and subject to limitations by project type, geography, and owner entity. Loan amount will be up to \$15,000 per unit, based upon HUD review of and owner acceptance of an assessment of property needs and opportunities for energy and green retrofits.

Type(s) of Recipients: Government - Local-County, Government - Local-City or Township, Government - Sponsored Organization, Government - Public Nonprofit Institution/Organization, Government - Other Public Institutions/Organizations, Non-Government - Individual/Family, Non-Government - Profit Organization, Non-Government - Private Nonprofit Institution/Organization, Non-Government - Quasi-Public Nonprofit Institution/Organization

Type(s) of Beneficiaries: Local – County, Local - City or Township, Sponsored Organization, Public non-profit institution/organization, Other public institution/organization, Small business (as defined in 13 CFR part 121), Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education), Nonprofit without 501C3 IRS Status (Other than Institution of Higher Education), Individual, For-Profit Organization (Other than Small Business), Engineer/Architect, Builder/Contractor/Developer, Small Business Person (an owner or employee as defined in 13 CFR Part 121), Land/Property Owner, Persons with Disabilities, Senior Citizen (60+), Low Income, Major Metropolis (over 250,000), Other Urban, Suburban, Rural

Estimated dollar amount of Federal in-house activity: \$15,000,000.00

The program includes a 1% set-aside (\$2.5 million) for internal administrative functions, including technology changes, contracts, and program evaluation. The program also includes a set-aside of up to 5% (\$12.5 million) for due diligence and underwriting services.

e. DELIVERY SCHEDULE:

Milestone Description: The major milestones in implementation of the Green Retrofit Program include: the publication of a Notice to inform the interested and eligible parties of the program outline, requirements, and application process; the opening for acceptance of applications for participation from eligible participants; the obligation of 100% of the funds; and the completion of retrofits for 100% of the accepted portfolio.

Milestone: Begin accepting applications for participation from eligible participants

Expected Completion Date: 6/15/2009

Milestone: Grantees obligate 100% of the funds

Expected Completion Date: 9/30/2011

Milestone: Completion of retrofits for 100% of the accepted portfolio

Expected Completion Date: 9/30/2012



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f. ENVIRONMENTAL REVIEW COMPLIANCE:

AREA OF COMPLIANCE	GRANTS	LOANS
Compliance with National Environmental Policy Act (NEPA)	For each project funded, prior to funding obligation HUD will require completion of a standard form environmental screen to assist in completing its environmental review in accordance with 24 CFR Part 50. Funding is conditioned upon HUD approval of the review.	For each project funded, prior to funding obligation HUD will require completion of a standard form environmental screen to assist in completing its environmental review in accordance with 24 CFR Part 50. Funding is conditioned upon HUD approval of the review.
Compliance with National Historic Preservation Act and related statutes	The above review requires historic review and state historic preservation office opportunity for comment for covered projects.	The above review requires historic review and state historic preservation office opportunity for comment for covered projects.
Milestones dependent on environmental review process	Final approval of a retrofit plan, and obligation and transfer of funds are dependent upon the environmental review process completion to HUD's satisfaction.	Final approval of a retrofit plan, and obligation and transfer of funds are dependent upon the environmental review process completion to HUD's satisfaction.
Potential impact of environmental reviews on project implementation	Grant proceeds cannot be used to remediate environmental issues except if the costs are incidental to the approved Green Retrofit (such as removing lead-based paint on window frames when windows are being replaced as a Green Retrofit). Environmental issues required to be mitigated by the owner must be done as condition of the grant, at the owner's expense.	Loan proceeds cannot be used to remediate environmental issues except if the costs are incidental to the approved Green Retrofit (such as removing lead-based paint on window frames when windows are being replaced as a Green Retrofit). Environmental issues required to be mitigated by the owner must be done as condition of the grant, at the owner's expense.

g. MEASURES:

All targets for job creation and retention and units developed and rehabilitated do not take into consideration the fact that additional funds may be leveraged, which may understate our projections. HUD is continuing to identify and evaluate the impact of leveraged funds on its targets.

Measure: Funds obligated by grantees

Measure Type: Efficiency

Measure Frequency: Quarterly



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Direction of Measure: Increasing

Unit of Measure: Dollars

Explanation of Measure: Quantifies efficiency and timeliness by measuring the dollar amount of funds obligated by grantees on a quarterly basis.

Actual: TBD

Goal Lead: Theodore Toon

Measurement Methodology: HUD will collect Quarterly Recipient Reports from grantees.

How result will be readily accessible to the public: This data will be made available on HUD.gov/Recovery.

2009 Projections			2010 Projections		
<u>Original Program Target</u>	<u>Revised Program Target</u>	<u>Target (incremental change in performance)</u>	<u>Original Program Target</u>	<u>Revised Program Target</u>	<u>Target (incremental change in performance)</u>
N/A	N/A	\$5,000,000	N/A	N/A	\$200,000,000

Measure: Funds expended by grantees

Measure Type: Efficiency

Measure Frequency: Quarterly

Direction of Measure: Increasing

Unit of Measure: Dollars

Explanation of Measure: Quantifies efficiency and timeliness by measuring the dollar amount of funds expended by grantees on a quarterly basis.

Actual: TBD

Goal Lead: Theodore Toon

Measurement Methodology: HUD will collect Quarterly Recipient Reports from grantees.

How result will be readily accessible to the public: This data will be made available on HUD.gov/Recovery.

2009 Projections			2010 Projections		
<u>Original Program Target</u>	<u>Revised Program Target</u>	<u>Target (incremental change in performance)</u>	<u>Original Program Target</u>	<u>Revised Program Target</u>	<u>Target (incremental change in performance)</u>
N/A	N/A	\$1,000,000	N/A	N/A	\$125,000,000



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Measure: Number of Jobs Created or Retained

Measure Type: Output

Measure Frequency: Quarterly

Direction of Measure: Increasing

Unit of Measure: FTEs

Explanation of Measure: Tracks the number of jobs created or retained each quarter through Program activity.

Actual: TBD

Goal Lead: Theodore Toon

Measurement Methodology: HUD will collect Quarterly Recipient Reports from grantees.

How result will be readily accessible to the public: This data will be made available on HUD.gov/Recovery.

2009 Projections			2010 Projections		
Original Program Target	Revised Program Target	Target (incremental change in performance)	Original Program Target	Revised Program Target	Target (incremental change in performance)
N/A	N/A	5	N/A	N/A	601

Measure: Number of Green Jobs Created or Retained

Measure Type: Output

Measure Frequency: Quarterly

Direction of Measure: Increasing

Unit of Measure: FTE's

Explanation of Measure: Tracks the number of green jobs created or retained each quarter through program activity.

Actual: TBD

Goal Lead: Michael Freedberg

Measurement Methodology: HUD will collect Quarterly Recipient Reports from grantees. All jobs on projects that achieve LEED, Enterprise Communities or other green standard are defined as green jobs;

(2) If projects do not meet a green standard or Energy Star, then there are two ways to define a 'green job': the project must include at least 4 of eight green/energy measures to be defined as green, or must spend at least 51 percent of the funds on energy/green.

(3) If less than 50 percent of the funds are spent on energy/green measures, then that share of the work can be defined as a green job.- e.g. 25 percent of the funds spent on green = .25 green job.



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How result will be readily accessible to the public: This data will be made available on HUD.gov/Recovery.

2009 Projections			2010 Projections		
<u>Original Program Target</u>	<u>Revised Program Target</u>	<u>Target (incremental change in performance)</u>	<u>Original Program Target</u>	<u>Revised Program Target</u>	<u>Target (incremental change in performance)</u>
N/A	N/A	5	N/A	N/A	601

Measure: Number of Affordable Housing Units Rehabilitated

Measure Type: Output

Measure Frequency: Quarterly

Direction of Measure: Increasing

Unit of Measure: Housing Units

Explanation of Measure: Measures Program success in contributing to HUD's goals of supporting shovel-ready projects and increasing the quality of housing stock by tracking the number of affordable housing units rehabilitated each quarter.

Actual: TBD

Goal Lead: Theodore Toon

Measurement Methodology: HUD will collect Quarterly Recipient Reports from grantees.

How result will be readily accessible to the public: This data will be made available on HUD.gov/Recovery.

2009 Projections			2010 Projections		
<u>Original Program Target</u>	<u>Revised Program Target</u>	<u>Target (incremental change in performance)</u>	<u>Original Program Target</u>	<u>Revised Program Target</u>	<u>Target (incremental change in performance)</u>
N/A	N/A	100	N/A	N/A	12,500

Measure: Number of units receiving energy conservation/green improvements

Measure Type: Output

Measure Frequency: Quarterly

Direction of Measure: Increasing

Unit of Measure: Housing Units



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Explanation of Measure: Measures Program success in contributing to HUD’s goals of increasing the quality of housing stock and increasing energy efficiency by tracking the number of rehabilitated units receiving energy conservation and/or other green improvements each quarter.

Actual: TBD

Goal Lead: Theodore Toon

Measurement Methodology: HUD will collect Quarterly Recipient Reports from grantees.

How result will be readily accessible to the public: This data will be made available on HUD.gov/Recovery.

2009 Projections			2010 Projections		
Original Program Target	Revised Program Target	Target (incremental change in performance)	Original Program Target	Revised Program Target	Target (incremental change in performance)
N/A	N/A	100	N/A	N/A	12,500

h. MONITORING AND EVALUATION:

The Office of Affordable Housing Preservation has, for the past ten years, administered the Mark-to-Market program, a property retrofit and refinance program. The new Green Retrofit Program involves a similar scope of work to Mark-to-Market (with notable differences), and the systems in place to accept, assign, track, monitor, and evaluate the program, its participants, timeliness, quality, fiduciary responsibility, quality control, and overall program monitoring and evaluation will be utilized for the new Green Retrofit Program. It is notable that in ten years, with over 3,000 properties completed through the Mark-to-Market process (compared to 300-400 properties that might be completed under the new program), the monitoring and evaluation processes, procedures, systems, and personnel in place have satisfied every audit and internal and external review conducted of the program, its funding, and its oversight.

(1) Data Collection and Reporting

- a. Spend Plans: HUD will commission due diligence and underwriting for each project accepted for processing. A detailed energy and green retrofit plan will be developed with the property owner, and will be the basis for funding. As funds for the executed plans are obligated, grantee spending will be posted on hud.gov/Recovery.
- b. Financial Reports: HUD has two financial reports that will be generated and analyzed on a weekly basis. These include a Summary Financial Report that indicates the amount of funds for each program, and a Funding Notification Report, which shows the amount of funding by program for every jurisdiction, including local governments and some states.
- c. Quarterly Recipient Reports: The cornerstone of HUD’s monitoring and evaluation system is the project and contract data collected from grantees. The Recovery Act specifically requires





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data collection fields for grantees and contractors. In addition to these data, HUD will also collect program-specific measures from grantees (outlined in Section 6 of this plan).

- (2) **Ongoing Grantee Management:** HUD categorizes grantees by risk, then monitors and allocates interventions, including training, technical assistance and if warranted, disciplinary action, accordingly. High Risk grantees will generally be screened out as part of the selection process; financially infeasible projects, projects with current health and safety violations, serious management findings, enforcement actions, fair housing violations, or prior participation violations that would prevent the property owner from participating in new business with HUD, will not be eligible to participate in the program. Prior to obligating funds, HUD will conduct a final feasibility study to ensure a property is viable, and will require the grantee to execute binding legal documents outlining responsibilities and remedies for violations of the terms of the grants or loans. All funding will be placed in an escrow account, overseen by HUD, for the express purpose of completing the specific scope of retrofits. Independent property inspections and verification are required as conditions of release of funds from escrow. A financial incentive has been created for grantees that complete the scope of work timely and on budget. Owners whose project retrofits are materially behind schedule or over budget will not receive this incentive. Serious time delays may result in HUD rescinding the funding and sweeping the escrowed funds. Any misuse of funds may result in a range of HUD enforcement actions.
- (3) **Longer Term Evaluation and Research:** Evaluation of property performance after program retrofits will measure utility consumption before and after retrofits to calculate, on a per unit, per property, and portfolio basis, dollars and units of energy saved, translated into carbon/greenhouse gas emissions and equivalent “cars taken off the road” measures. Research will include studies of long-term utility savings, beneficiaries of those savings. Evaluation will include multiple regression analyses to analyze savings by retrofit scope, type, dollars invested, geography, building type, resident make-up, etc., in order to understand where the best future opportunities exist. Research will include indoor air quality analyses and the impact on residents (together with Centers for Disease Control and Prevention). HUD will evaluate the long term financial and physical stability of the participating properties to measure effectiveness of the program as a preservation tool. Research will identify best practices for involvement and incentivizing tenants to fully participate in efficiency measures; and best practices for training and employing low income and very low income residents in green building construction and rehab, and building weatherization.

i. and j. TRANSPARENCY AND ACCOUNTABILITY:

With respect to reporting, OMB has issued detailed guidance on the requirements for recipients of the Recovery Act funds. Specifically, each prime and first tier recipient is required to report specified information to HUD 10 days after the end of each calendar quarter. This includes but is not limited to a detailed list of all projects and activities for which Recovery Act funds were obligated or expended, an evaluation of the completion status of the project or activity, and an estimate of the number of jobs created or retained. In addition to the overarching requirements of the Recovery Act, HUD has also identified a number of program-specific measures that will be collected through this reporting process.



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HUD expects that the transparency requirements of the Recovery Act, specifically the requirement to publish both spending and recipient performance reports, will create accountability amongst its managers and grantees. That said, HUD will establish additional internal management controls to create a greater level of accountability for performance. The HUD Recovery Act program management team will work with the leads of the program and cross-cutting teams to prepare a bi-weekly program snapshot report for the steering committee to review with the Deputy Secretary and Secretary. Drawing from the program and risk management plans, the reports will include summary-level quantitative financial and programmatic performance measures and targets, key milestones, and issues or risks. Interim spending and performance targets will be set to ensure that annual objectives from the program plans are met. Performance data will be summarized by grantee risk category, as defined in the agency's risk management plan. Performance measure targets and milestones that are missed, or that are in jeopardy of being missed, will be accompanied by an explanation of the reasons why, including any issues affecting progress and the specific plan for their resolution or mitigation. The report will also identify specific grantees with performance issues, and summarize the actions being taken to address them. In addition to the bi-weekly reporting, each program team will meet with the Secretary, Deputy Secretary and Steering Committee on a monthly basis to review a more detailed set of Recovery Act performance measures. On a quarterly basis, these monthly meetings will include updated grant recipient data described above.

k. BARRIERS TO EFFECTIVE IMPLEMENTATION:

Phase	Barrier/Concern	Proposed Solution	Targeted Resolution Date
Post-Implementation	Monitoring	Enhancing OAHP's reporting and tracking systems (including automated alerts in reporting systems to warn of missed milestones) to include Green Retrofit Program activity for separate review. Securing additional funding to engage in third party audits.	June 2009
	Systems Capability	This risk is mitigated by modifying or creating systems (including HUD's new Recipient reporting System) to track and provide management with reports on activities and on compliance with all program requirements including reporting on Recovery.gov.	June 2009





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I. FEDERAL INFRASTRUCTURE INVESTMENTS:

This program does not invest in Federal infrastructure. However, for HUD's programs that include construction or rehabilitation or are Federal investments in privately owned housing: New buildings and major renovations financed through formula grants are required to meet local energy codes. New construction and major renovations financed through some competitive grant programs will, in the case of single family homes, be built to the standard for Energy Star for New Homes (15 percent more efficient than the 2004 International Residential Code); or in the case of multifamily buildings to exceed ASHRAE (American Society of Heating, Refrigeration, and Air-conditioning Engineers) Code 90.1 2007, Appendix G, by 20 percent. HUD's competitive program requirements also ensure that new construction and major renovations follow sustainable design and green construction principles to (1) optimize energy efficiency and performance; (2) employ integrated design principles (and controls); (3) protect and conserve water; (4) enhance indoor air quality; and (5) reduce environmental impact of materials used.

