

An Energy Project Plan City of Fort Collins



November 2017



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Executive Summary

The City of Fort Collins (the City) has aspirational climate and energy goals that will require collaborative solutions by citizens, businesses, and a wide range of organizations. The goals cut across all energy uses and fuel types, from electricity to natural gas to transportation fuels. While Fort Collins Utilities has a committed and well-resourced team to focus on electricity conservation, the City is challenged to engage at the same level for natural gas conservation.

As a participant in Partners in Energy, the City is working directly and collaboratively with Xcel Energy toward achieving both utilities' goals.

Our Goal

Community greenhouse gas emission reductions of 20% below 2005 by 2020 and 80 percent by 2030 and achieve carbon neutrality by 2050 have been adopted for the community. As a result of a number of initiatives already underway, significant progress has been made in the electricity sector but reductions in natural gas also are paramount.

To that end, more specific goals for this collaboration include driving incremental natural gas savings by promoting natural gas conservation programs that result in both environmental benefits and incremental activity in Xcel Energy's natural gas offerings. It is also an objective to provide end customers a more streamlined approach to energy conservation by working to co-promote energy efficiency offerings and simplify processes for accessing rebates.

How Will We Get There?

This project plan sets the course for operational and communications activities, targets, roles, and responsibilities to support progress toward the City's goals over the next 18 to 24 months. The plan includes three primary focus areas:

- Data Sharing and Analytics
- Efficiency Program Coordination
- Collaborative Communications and Marketing

Partners in Energy Project Plan

Introduction

The City of Fort Collins (the City) climate and energy goals require collaborative solutions by citizens, businesses, and a wide range of organizations. The goals cut across all energy uses and fuel types, from electricity to natural gas to transportation fuels. While Fort Collins Utilities (Utilities) has a committed and well-resourced team to focus on electricity conservation, the City is challenged to engage at the same level for natural gas conservation due, primarily, to a lack of data available for the community and the current economics associated with making efficiency improvements to natural gas-fueled equipment.

As a participant in Partners in Energy, Fort Collins is working directly and collaboratively with Xcel Energy toward achieving the City's goals. These goals include driving incremental natural gas savings by promoting natural gas conservation programs that result in both environmental benefits and incremental activity in Xcel Energy's natural gas offerings. It is also an objective to provide end customers a more streamlined approach to energy conservation by working to co-promote energy efficiency offerings and simplify processes for accessing rebates. To that end, this project plan will set the course for operational and communications activities, targets, roles, and responsibilities to support progress toward Fort Collins' goals over the next 18 to 24 months.

Project Plan Objectives

This project plan outlines the responsibilities for the Fort Collins Utilities team, the Partners in Energy team, and other program stakeholders for strategy metrics, execution, communications, and customer engagement. It also outlines the overall approach for working together on key focus areas identified by Fort Collins Utilities.

Data Sharing and Analytics Analytics

- Monthly Data Aggregation
- Premise Matching
- Sector Identification
- Savings Verification

Efficiency Program Collaboration

- Multifamily Buildings Program Coordination
- Small Business Lighting Program Natural Gas Direct Installation
- Efficiency Works Commercial Audits
- Contractor/Vendor Training
- Residential Audit Engagement for Natural Gas

Collaborative Communications and Marketing

- Co-marketing and branding the partnership
- Shared event presence
- Trade/partnership opportunities
- Public presentations

The main objectives of this project plan include the following:

- Develop strategies and tactics that address the key focus areas of data sharing/analysis and efficiency program collaboration
- Collaborate on modifying existing and developing new messaging and collateral that quickly articulate benefits of participating in select conservation programs to customers while streamlining multi-utility complexities
- Find new and creative ways to share the ongoing collaborative success with the community
- Based on early efforts, continue to identify other opportunities to collaborate for broader and sustained results

Assumptions and Constraints

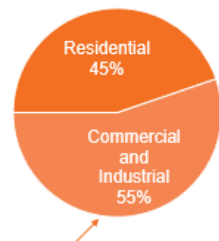
- Xcel Energy, through Partners in Energy, is funding data analysis, facilitated collaboration, project management, co-branding and marketing support, and tracking and reporting.
- Brendle Group, as Xcel Energy’s vendor for Partners in Energy, is administering these Partners in Energy Services on behalf of Xcel Energy.
- Fort Collins Utilities is providing staff and development resources, marketing support, program data, and program resources.
- Brendle Group also has a professional services agreement with Utilities to provide data analytics services that fall outside the direct scope of Partners in Energy but that are linked to the data sharing strategy and are served by the company’s role as a third-party vendor to both utilities.
- While Partners in Energy is a 2-year formal engagement, the goal will be long-term collaboration using the framework and channels established through Partners in Energy.
- Customer data privacy will be strictly maintained although mechanisms will be put in place to enable data sharing at the customer and aggregated level through voluntary consent.
- Third-party vendor/consultant relationships will be leveraged where possible to streamline data sharing and program implementation in Fort Collins (including Brendle Group, Franklin Energy, CLEARResult, and Nexant).
- Platte River Power Authority will be involved relative to Efficiency Works, shared vendors, and data sharing.

Focus Area 1 - Data Sharing and Analytics

Objectives

Because more than one energy utility provides service in Fort Collins, being able to share energy data, as well as participation and energy impacts, will help complete the community footprint picture and will go a long way toward informing new initiatives and

2016: 76,218,00 therms



71% of commercial and industrial consumption is transport (29,810,000 therms)

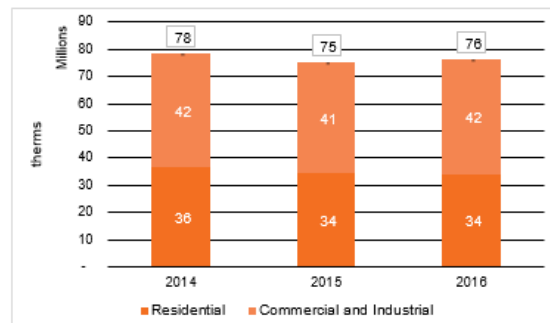


Figure 1. 2016 Natural Gas Use in Fort Collins

measuring the success of existing initiatives. Xcel Energy and Utilities will identify ways to share and analyze data in compliance with all applicable data privacy requirements while also looking for innovative ways to use shared data to creatively inform targets and opportunities for improvement. Furthermore, the Partners in Energy collaboration will facilitate streamlining and aligning customer data consent requirements and related data transfers so that information about the shared pool of customers moves more freely and without special requests between utilities.

Strategy 1 – Data Analytics

Monthly Natural Gas Aggregation

While Partners in Energy provides annual utility data by sector (residential, commercial/industrial), Utilities is interested in monthly aggregated data to help identify potential opportunities related to seasonality versus baseload. Partners in Energy staff will run the monthly analysis on existing natural gas raw data, check for 15/15 data privacy compliance¹, and provide monthly aggregated data along with heating degree days and cooling degree days to help inform further analysis and strategies.

Objective

The objective of this task is to enable Utilities to differentiate between energy used for water heating versus space heating, which will inform program and Climate Action planning.

Customer Matching

This task will involve using specific sets of electricity premise data provided by Utilities to match against natural gas premise data from Xcel Energy to inform a variety of questions outlined in the next three tasks. Partners in Energy staff will work with Utilities to test matching methods for best and most efficient outcomes before undertaking larger data sets, beginning with lists below and following with the others if the method is appropriate:

- a. Residential customers who have participated in Efficiency Works² audits and project upgrades (approximately 600 customers)
- b. Commercial customers who participated in Efficiency Works audits in 2015

Objective

Having a repeatable and streamlined method for matching customer data between the two utilities will directly support the next three tasks – sector identification, savings verification, and benchmarking support – that will rely on electricity and natural gas energy use by customer.

Sector Identification

On the basis of the process determined in the customer matching task as well as other processes yet to be determined, Partners in Energy staff will evaluate Xcel Energy natural gas commercial data to identify a reasonable breakout of commercial customers by customer or business type and use this information, along with sector data provided by Utilities, to help identify target business types and related efficiency programs and initiatives for these targets. These sectors will be broken out to the degree that the data are compliant with privacy protocols.

¹ Public Utilities Commission 15/15 Data Privacy Rule: The shared data set must be greater than 15 entities and no single entity can account for more than 15 percent of the usage within that data set unless data waivers are obtained.

² Efficiency Works is the combined demand side management program offered by Platte River Power Authority and its member municipally-owned utilities to increase efficiency in its service areas.

Objective

This task will help to identify potential target sectors where there is good energy savings potential, those sectors that tend to participate in programs and offerings and are strong channels for education and outreach, or gaps in service. Understanding these target sectors will inform how future offerings are developed to better serve the sectors and fill the gaps.

Savings Verification

Using specific data sets provided by Utilities (starting with residential Efficiency Works participants) and matching efforts described earlier, Partners in Energy staff will help verify actual versus deemed savings from natural gas and electricity projects and upgrades associated with projects identified and implemented by customers participating in Efficiency Works. These actual savings will be provided in aggregate or as an average to Utilities to maintain customer privacy unless customer consent is provided.

Objective

The benefit of determining actual versus deemed savings for this subset of customers will be to inform current deemed savings assumptions and potentially adjust rebate values accordingly. Further benefit could be to look at savings for bundled projects and show customers the advantage of doing those projects together for greatest impact.

Benchmarking Support

Utilities is a participant in the City Energy Project and is working toward benchmarking policies in the commercial sector. To this end, it will be helpful for Utilities to have both electricity and natural gas data for representative commercial buildings as the project objectives evolve. Partners in Energy staff will research, identify, and comply with any potential data privacy concerns and criteria relative to building energy use intensity (EUI), work with Utilities to identify appropriate buildings, and help develop a methodology to streamline benchmarking efforts for Utilities and Xcel Energy customers.

Objective

This effort will enable Utilities to estimate the impact of assessment recommendations on the ENERGY STAR® score potential for buildings and their potential change as a driver for motivating project implementation. This information will likely be useful in the City's overall City Energy Project efforts as well as to support education and awareness efforts to encourage more benchmarking in the community.

Additional Data Analytics

Given the nature of the utility collaboration and the variety of questions that could potentially be addressed as a result, Partners in Energy staff and Utilities will work together to identify other useful analytics tasks as needed. These tasks will be requested in writing by Utilities and may require budget adjustments depending on the scope of work involved. These efforts will be undertaken through a contract between Utilities and Brendle Group as supplemental to Partners in Energy efforts but will inform strategies that may be developed for Partners in Energy (see assumptions above).

Target Audience

Utilities Resource Conservation staff, along with Xcel Energy program staff, will be the primary recipients of outcomes from these strategies. The outcomes will help define new initiatives, support existing initiatives, and help to measure success over time.

Goals

The goals for this focus area are to increase and streamline data sharing between utilities, develop a better understanding of natural gas use and customer participation in Fort Collins, support Utilities' City Energy Project efforts, and identify useful avenues for collaboration.

Plan/Timeline

Third Quarter 2017

- Determine best method to transfer data securely between Utilities and Brendle Group (using Utilities SharePoint account)
- Execute supplemental data contract between Utilities and Brendle Group for data analysis beyond Partners in Energy standard scope
- Process natural gas data into monthly increments and develop heating degree day and cooling degree day
- Transfer commercial building data set from Utilities to Brendle Group for premise matching
- Develop preliminary customer matching methodology using customer address

Fourth Quarter 2017

- Evaluate and refine customer matching method
- Benchmarking Support – Develop process for evaluating consumption and potential savings data for Efficiency Works commercial building audit participants and calculate their ENERGY STAR® score
- Savings Verification – Develop method for evaluating weather normalized natural gas usage for residential customers and for comparing actual gas savings to deemed savings for specified categories of upgrade projects
- Sector Identification – Develop approach for looking at natural gas data by sector using Utilities sector categories and information

Progress with these strategies will be communicated with appropriate stakeholders throughout the collaboration.

Metrics for Success

Progress in this focus area will be measured by the team's ability to align customer data, determine and aggregate savings data over time, confirm priority data sectors, address barriers to customer benchmarking, and improve processes for data consent and transfer.

Focus Area 2 - Efficiency Program Coordination

Objectives

Given the shared residential and commercial customer base in Fort Collins, there are several opportunities and programs upon which to build greater awareness and participation for both utilities' conservation programs. Fort Collins Utilities and Xcel Energy have identified the following programs around which to develop strategies for greater customer impact, with the multifamily market as the top priority:

- Xcel Energy’s Multifamily Buildings Program
- Xcel Energy’s Small Business Lighting Program – extra capacity to conduct direct installation of natural gas equipment and provide lighting recommendations incentivized by Efficiency Works
- Efficiency Works Commercial Audits Coordination – natural gas recommendations and data sharing
- Vendor/contractor training
- Continued coordination on Efficiency Works audits, with additional emphasis on coordination through program delivery transition (shared customer communication, funding, outreach channels) to maximize participation and conversion on projects, as well as to reduce the number of drop-outs from delivery confusion among providers
- Collaboration among Efficiency Works, Larimer Conservation Corps, and Xcel Energy Home Energy Squad residential audits – natural gas recommendations, data sharing, and stacked rebates

Strategy 1 - Multifamily Buildings Program Coordination

Currently, Xcel Energy has a contract with Franklin Energy to deliver its Multifamily Program in its service areas in Colorado but has not actively pursued participants in Fort Collins. Fort Collins multifamily properties are eligible to participate in the existing Efficiency Works Business program; however, there has historically been low participation in this sector. Actively combining resources to increase participation in this market is a good first effort to address shared consent and data, tandem customer contact, co-branded information, and aggregated savings information. Depending on customer response/level of interest and success of this initial effort, the program could be opened to other Platte River Power Authority service areas and more participants in Fort Collins.

Target Audience

Xcel Energy’s three-step program design offers a free assessment to property managers/building owners, followed by direct installation of efficiency equipment for both common areas and individual units, and turnkey services to assist in comprehensive project completion that engages not only the property owner but also property occupants and provides immediate savings. A single program contact (Energy Advisor) to assist in project and rebate assistance appeals to both utilities.

On the basis of preliminary market research by Franklin Energy corroborated by account information from Utilities, there are potentially 14,000 or more renter-occupied units that could be eligible for this type of program. Utilities and Franklin Energy both believe the market to be robust and a good target for both electricity and natural gas savings.

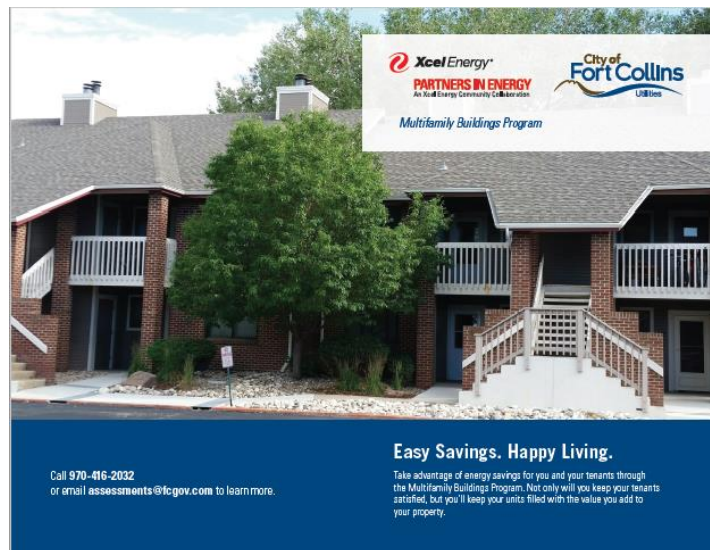


Figure 2. Multifamily Buildings Program Co-branded Brochure

Furthermore, Utilities Customer Accounts staff is already engaged with this sector through a variety of channels, including direct account contact and the NOCO Rental Housing Association (http://www.nocorha.org/new_nocorha_website_002.htm).

Goals

Taking into account potential market interest and resources in place to deliver the program in 2017, the target for this effort is to enroll 30 to 35 buildings in 2017-2018 (approximately 400 tenant units). The objective will be to complete the audits and direct installations (stages 1 and 2) by December 31, 2017, while building a project pipeline of upgrades (stage 3) to be completed in late 2017 and early 2018.

- Up to 400 units of direct equipment installation (estimated 500 showerheads and 800 aerators)
- Two building project conversions
- Potential year 1 direct installation savings: 140,000 kWh, 9,000 therms, 3,500 kgallons of water
- Potential project conservation savings (will be represented in Efficiency Works Business): 160,000 kWh and 7,300 therms

Plan/Timeline

Second Quarter 2017: Develop operational details listed below (Utilities, Platte River Power Authority, Franklin Energy):

- Contracting
 - Roles/responsibilities
 - Shared costs between utilities
 - Target number of properties/units
 - Target savings levels (direct install and converted projects)
 - Tracking
 - Timeline
- Level of effort to modify/develop for two incentive pools
 - Incorporating Efficiency Works rebate calculations
 - Review and testing process
- Material development (Partners in Energy collaboration)
 - Application modifications, including consent for utility data
 - Reporting modifications to accommodate Efficiency Works rebate calculations
 - Goal of streamlined experience for customer
 - Two reports – one for each fuel/incentive pool with unified cover letter
 - Unit leave behind
 - Flyer modifications
 - Presentation materials
- Cost share mechanism for tracking direct installation of electric and natural gas measures
- Data exchange and processing; reporting results to utilities
 - Shared results for both fuels with both utilities
 - Data privacy implications
 - Secure transfer of data

Third Quarter, 2017: Contract execution between Utilities and Franklin Energy

Second-Third Quarters 2017: Development

- Develop reporting and revised application/consent
- Develop data gathering/sharing/reporting process
- Develop co-branded brochure, program application, unit leave behind, resident notice, and report folder
- Develop co-branded presentation

Third-Fourth Quarters 2017: Outreach and Delivery

- Utilities to engage market through existing channels:
 - Utilities Multifamily Program Luncheon (October 13, 2017)
 - Email contact with Utilities Customer Accounts lists
 - Direct mail contact with broader market identified by Utilities from previous outreach
 - Utilities website content
 - Other channels as appropriate and necessary
- Franklin Energy to deliver direct installation and audits

Fourth Quarter 2017-2018: Project Conversion

- Franklin Energy and trade allies help customers install upgrades and apply for rebates through Efficiency Works and Xcel Energy
- Partners in Energy and Utilities track progress against targets and measure potential for scope expansion

Key Messaging

- Benefits of participating (property owner, occupant, community)
- Ease of participation – streamlined and including resources from both utilities in one package
- Limited opportunity to participate (only 30-35 buildings this year)

Strategy Roles, Responsibilities, and Periods of Performance

Project Role	Organization	Contact Name(s)	Period
Program contracting & operational development	Utilities, Franklin Energy, Platte River Power Authority	Brian Tholl, Josh Read, Bryce Brady	By 8/1/2017
Sector prioritization and customer targets	Utilities, Franklin Energy	Brian Tholl, John Phelan, Josh Read	By 9/1/2017
Data consent & sharing	Utilities, Franklin Energy, Partners in Energy	Brian Tholl, Michelle Hurst, Kate Servais	By 9/1/2017
Marketing development & outreach	Utilities, Partners in Energy, Franklin Energy	Brian Tholl, Diana Royval, Susan Blythe, Kate Mueller	Materials by 9/2/2017 Outreach Q3-4 2017

Project Role	Organization	Contact Name(s)	Period
Program operations – report generation, data collection and sharing	Utilities, Franklin Energy	Brian Tholl, Kate Servais	Monthly reporting after launch
Direct installation and pipeline reporting	Utilities, Franklin Energy	Brian Tholl, Kate Servais, Bryce Brady	Monthly after launch
Lead follow-up	Xcel Energy	Kate Servais	As needed
Tracking, pilot report & findings	Utilities, Franklin Energy, Partners in Energy	Brian Tholl, Kate Servais, Susan Blythe	End of Pilot

Metrics for Success

Franklin Energy will provide both Xcel Energy and Utilities with monthly tracking data that will capture installations at the unit level for energy savings as well as breakdowns by building (total installations, costs, energy savings).

Success will be measured by number of enrolled properties and electric and natural gas savings resulting from both direct installations and project conversions.


Strategy 2 - Small Business Lighting Program Natural Gas Direct Installation

Xcel Energy and CLEAResult have achieved Small Business Lighting program electricity targets for 2017 and have capacity the last quarter of 2017 to support increased natural gas measures. To this end, Xcel Energy is targeting gas-only service areas in Northern Colorado as an opportunity to install 1,000 aerators in businesses and raise awareness about other efficiency opportunities. This unique circumstance lends itself to collaboration with Utilities to leverage the contact with customers to drive interest in lighting upgrades as well as natural gas measures and get consent from customers to be contacted by both utilities for follow-up support.

Target Audience

The target business sector for this effort is hospitality (restaurants and hotels) and retail and will include direct installation of aerators (provided by Xcel Energy) and pre-rinse spray valves (provided by Utilities) free of charge to participating customers. In addition, a co-branded leave-behind will provide information on other

COMMERCIAL BUILDINGS PROGRAM



Small steps. Big savings.

Thanks for inviting us into your business and participating in this joint offering with Efficiency Works and Xcel Energy. We are committed to providing incentives to help businesses like yours install new energy efficient equipment that can save you money and conserve energy. Your advisor has indicated opportunities for you to consider below. Let us help you take the next step in connecting with a contractor.

<p>Lighting Rebates</p> <ul style="list-style-type: none"> <input type="checkbox"/> LED Track Lighting Fixtures \$0.25-\$1.50 per watt* <input type="checkbox"/> LED Ceiling Lighting Fixtures \$0.25-\$1.50 per watt* <input type="checkbox"/> LED Exterior Lighting Fixtures \$0.25-\$1.50 per watt* <input type="checkbox"/> Occupancy Sensors \$0.10 per watt reduced** 	<p>Heating Rebates</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hot Water Heaters \$200 per 100,000 BTUH** <input type="checkbox"/> Furnaces \$80-\$100 (92% AFUE minimum efficiency**) <input type="checkbox"/> Unit & Infrared Heaters \$50-\$125 per 100,000 BTUH** <input type="checkbox"/> Boilers and Tune-ups \$750-\$3,500 per 100,000 BTUH** <input type="checkbox"/> Steam Traps 25% of trap cost, up to \$250 per trap** <input type="checkbox"/> Pipe Insulation \$3-\$5 per pipe diameter and R value**
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*Potential rebates (for a limited time only earn a 50% bonus rebate on all lighting upgrades between August 15 and November 15, 2017). **Potential rebates based on equipment size and other requirements (BTUH-British Thermal Units per Hour; AFUE-Annual Fuel Utilization Efficiency).



If you are interested in pursuing more savings, contact Efficiency Works
970-229-5317 | Info@EfficiencyWorks.com

Start saving with FREE equipment installed today and provided by Xcel Energy and Fort Collins Utilities.

Restroom Sink Aerators

Kitchen Hand Sink Aerators

Pre-Rinse Spray Valves

equipment that could be upgraded for additional efficiency and rebates to offset costs.

Outreach channels will primarily be via press release, Utilities' Keep Current newsletter, Facebook® ads, Instagram®, North Fort Collins Business Association, South Fort Collins Business Association, and door-to-door contact.

Goals

Given calendar considerations and field resources provided by Xcel Energy (primarily looking at fourth quarter 2017), the target for this effort is to enroll 100 participants by the end of 2017.

- 100 business participants
- 1,000 sink aerators (700 restroom and 300 kitchen)
- 50 pre-rinse spray valves
- Potential campaign savings: 2,900 therms, 1,400 kgallons of water

Plan/Timeline

Third Quarter 2017: Determine operational details listed below (Utilities, CLEARResult, Partners in Energy):

- Vendor logistics
 - Determine equipment to install
 - Determine tracking and data sharing process
 - Tracking
 - Timeline
- Material development (Partners in Energy collaboration)
 - Leave-behind with electric and natural gas options and streamlined call to action
 - Outreach content that includes 2017 bonus lighting rebate information

Third-Fourth Quarters 2017: Outreach and Delivery

- Identify target customers
- Develop door-to-door strategy
- Send notification out via social media and newsletter outlets
- Conduct campaign and direct installation

Fourth Quarter 2017: Customer Follow-up

- Using leads provided by CLEARResult, Utilities staff to reach out to customers to support identified projects and raise awareness of program options

Key Messaging

- Benefits of participating
 - Immediate energy savings
 - Free equipment
 - Valuable information and connection to additional resources
- Utilities working together for customers
- Limited opportunity to participate (through end of the year)

Strategy Roles, Responsibilities, and Periods of Performance

Project Role	Organization	Contact Name(s)	Period
Sector prioritization and customer targets	Utilities, Xcel Energy, CLEARResult	Brian Tholl, Paige Romero, Clayton Reed	By 08/31/2017
Data consent & sharing	Utilities, CLEARResult, Partners in Energy	Brian Tholl, Clayton Reed, John Butler	As needed
Marketing development & outreach	Utilities, CLEARResult, Partners in Energy	Brian Tholl, Clayton Reed, Susan Blythe	By 08/31/2017
Program operations – Report generation, data collection and sharing	Utilities, CLEARResult	Brian Tholl, Clayton Reed	Bi-monthly once underway
Direct installation and Pipeline Reporting	CLEARResult	Clayton Reed	Bi-monthly once underway
Lead follow-up	Utilities, Efficiency Works, Xcel Energy	Customer Accounts	As needed
Report & findings	Utilities, CLEARResult, Partners in Energy	Brian Tholl, Clayton Reed, Susan Blythe	End of 2017

Metrics for Success

CLEARResult will provide both Xcel Energy and Utilities with bi-monthly tracking and customer lead data that will capture installations at the unit level for energy savings as well as recommended equipment upgrades.

Success will be measured by number of enrolled properties and electric and natural gas savings resulting from both direct installations and project conversions.

Strategy 3 - Efficiency Works Commercial Audits

Given the existing customer contact with Efficiency Works commercial energy audits, there is an opportunity to leverage both previous and future audits to encourage greater uptake of natural gas measures and funnel leads to Xcel Energy for follow-up. Xcel Energy is contracting with the Efficiency Works commercial audit vendor, Nexant, to reach out to more than 200 audit customers from 2015, 2016 and 2017 to encourage project implementation and to provide customer support that includes engaging trade allies for bids, bid review and recommendations, and rebate support. In addition, Nexant and Efficiency Works are expanding the scope of the actual audit to include a bigger focus on natural gas opportunities as part of commercial support throughout Efficiency Works’ region of service. This may include direct installation of additional gas saving measures in the future.

Finally, the strategy could include supporting an “opportunity coordinator” to guide customers through the rebate programs throughout Efficiency Works’ region or for Xcel Energy to assign and train a Business Solutions Center contact specifically for following up on or answering inquiries about audit recommendations.



Target Audience

The target audience is small to medium businesses that elect to participate in Efficiency Works audits. Outreach channels include the Efficiency Works website, contractor networks, social media and emails.

Goals

Efficiency works aims to conduct approximately 125 commercial audits each year with an increased focus on natural gas savings

- 20-30 natural gas project conversions
- Potential incremental campaign savings: 27,000 therms

Plan/Timeline

Third Quarter 2017: Determine potential benefits of collaboration (Utilities, Platte River Power Authority, Xcel Energy, Nexant)

Fourth Quarter 2017: Develop collaboration

- Develop inquiry and referral protocol between Efficiency Works and Xcel Energy Business Solutions Center
- Develop lead generation protocol (potentially mining previous participants)
- Identify contracting mechanism for Xcel Energy to engage Nexant in providing additional staff resources to support natural gas lead generation and referrals

2018: If viable, implement efforts

Key Messaging

- Benefits of participating
 - Access to both utility programs
 - Support with rebate applications
 - Don't miss out on additional rebate dollars to offset capital costs
- Utilities working together to increase participation in opportunity identification

Strategy Roles, Responsibilities, and Periods of Performance

Project Role	Organization	Contact Name(s)	Period
Sector prioritization and customer targets	Utilities, Efficiency Works, Nexant	Brian Tholl, Bryce Brady, Jim Zarske	TBD
Program contracting and operational development	Efficiency Works, Nexant, Xcel Energy	Bryce Brady, Jim Zarske, Margarita Alarcon	TBD
Consent and data sharing	Efficiency Works, Nexant, Partners in Energy	Brian Tholl, Bryce Brady, Jim Zarske, Susan Blythe	TBD

Project Role	Organization	Contact Name(s)	Period
Outreach/marketing development	Utilities, Efficiency Works, Nexant	Brian Tholl, Bryce Brady, Jim Zarske	TBD
Tracking	Nexant, Partners in Energy	Jim Zarske, John Butler	By December 31, 2018

Metrics for Success

Nexant will provide both Xcel Energy and Utilities with monthly tracking and customer lead data that will capture installations at the unit level for energy savings as well as recommended equipment upgrades.

Success will be measured by number of enrolled businesses and electric and natural gas savings resulting from project conversions.

Strategy 4 – Contractor/Vendor Training

Because many of the same contractors and vendors sell to customers served by both Fort Collins Utilities and Xcel Energy, it makes sense to ensure these trade allies have the most current information about DMS programs, supported technologies, and any special offers and bonus activities. Both Fort Collins Utilities/Efficiency Works and Xcel Energy have existing training offerings for contractors and the opportunity exists to collaborate where possible and appropriate to take advantage of direct contact with these important program ambassadors.

Target Audience

Contractors and vendors that serve residential and commercial customers in northern Colorado and can benefit from trainings and communications that include information for both utilities that they can use to promote higher efficiency equipment and drive their own businesses. Outreach channels include the Efficiency Works website, Xcel Energy website, trade organizations, and existing contractor training lists.



Figure 4. Training

Goals

Co-host at least one commercial and one residential contractor training annually and use shared contractor lists to push out program updates, bonuses, etc. to the trade ally network to encourage greater crossover participation.

- Approximately 260 annual contractor touches from Efficiency Works training history

Plan/Timeline

Fourth Quarter 2017: Review individual training schedules and content for overlap

Fourth Quarter 2017: Identify shared content opportunities and incorporate into training schedule, determine logistics (content, presenters, locations, shared costs, etc.)

2018: Implement trainings

Key Messaging

- Utilities working together to make things easier, less complex for contractors
- Don't lose out on pancake rebates for customers
- Be a valuable part of trade ally network of Northern Colorado
- Be in the loop on the latest rebate offerings

Metrics for Success

Success of this strategy will be measured by numbers of contractors attending trainings and survey results inquiring helpfulness of combined content and need for continued collaboration.

- Attendees
- Survey results

Roles, Responsibilities, and Period of Performance

Project Roles	Organization	Contact Name(s)	Period
Current training program review	Utilities, EW, and Xcel Energy	Bryce Brady, Bob MacCauley, Ann Kirkpatrick, Crystal Shafii	By 09/30/2017
Training and schedule development	Utilities, EW, and Xcel Energy	Bryce Brady, Bob MacCauley, Ann Kirkpatrick, Crystal Shafii	By 12/31/2017
Outreach/marketing development	Utilities, EW, and Partners in Energy	Bryce Brady, Susan Blythe, Crystal Shafii	Q1 2018
Tracking	Utilities, EW, and Partners in Energy	Bryce Brady, John Butler, Crystal Shafii	By December 31, 2018

Strategy 5 – Residential Audit Engagement for Natural Gas

Efficiency Works offers residential energy audits to customers in Fort Collins and links these customers to electricity and natural gas rebates, where appropriate. Taking a closer look at project conversion rates and rebates could inform additional natural gas measure leads. In addition, this is a good channel for gathering and subsequently sharing data and costs to reach the same customer base.

Something that may be considered in the future is providing free showerheads during audits but no details have been determined at this time.

Target Audience

New audit customers could benefit from low-flow showerheads installed at the time of their audits. In addition, Energy Advisors could benefit from retraining in Xcel Energy programs.

Goals

Review existing customer data to determine what proportion of customers take advantage of rebates from both Efficiency Works and Xcel Energy for heating, water heating, and insulation/air sealing projects. If a significant proportion have not exercised both, contact those customers directly for retroactive rebates. Also, Co-host at least one commercial and one residential contractor training annually and use shared

contractor lists to push out program updates, bonuses, etc., to the trade ally network to encourage greater crossover participation.

Plan/Timeline

Fourth Quarter 2017: Vet potential for including showerheads in audits in the future and identify next steps for a scope change, if applicable.

Fourth Quarter 2017: Develop protocols for mining for and referring natural gas leads and develop reporting protocols to capture more data related to natural gas savings.

2018: As part of the new in-house administration of Efficiency Works Homes program for Platte River Power Authority, determine what needs may be necessary to continue to share data on residential program participation in 2018 and beyond.

Key Messaging

- Customers may be leaving money on the table by not taking advantage of resources from both utilities
- Now may be a good time to upgrade equipment
- Instant savings on water and natural gas starts now – thanks to your utilities, working together for you

Metrics for Success

Success of this strategy will be measured by numbers of contractors attending trainings and survey results inquiring helpfulness of combined content and need for continued collaboration.

- Number of participants converting on both electric and natural gas projects

Roles, Responsibilities, and Performance Period

Project Roles	Organization	Contact Name(s)	Period
Current data review	Efficiency Works, and Xcel Energy	Adam Perry, Michelle Hurst	Q4 2017
Strategy development (including vendor scope)	Efficiency Works, Utilities, and Xcel Energy	Adam Perry, Kim DeVoe, Michelle Hurst	Q4 2017
Implementation	TBD	TBD	2018
Tracking	TBD, Partners in Energy	TBD, John Butler	Q4 2018

Focus Area 3 - Collaborative Communications and Marketing

Objectives

In support of the other focus areas and potential activities that may be identified as the collaboration proceeds, the objective of this focus area is to maintain regular and open channels of communication between utilities, work together to develop messaging and outreach materials for mutual customers and identified program opportunities, share progress with the community, and broadly celebrate successes.

How Are We Going to Stay on Course?

The nature of the City’s goals and discipline of both utilities in tracking value to effort and expense create a concerted approach to tracking progress during strategy implementation and after. The targets outlined in this plan will be included in regular utility monitoring and tracking.

Operational Actions and Tracking

The strategies outlined in this plan have timelines for execution as well as deadlines for measurement and reporting. At logical intervals during implementation, those responsible will evaluate progress and share with the larger team and community through reports and council updates. Because Partners in Energy spans 2 years, it is expected that interval reporting is built in. However, a further objective of collaboration is to continue to expand program collaboration and data sharing beyond the 2 years for longer-term progress.

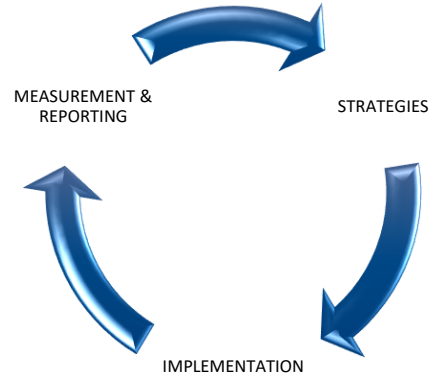


Figure 3. Actions and Tracking

In addition, it is the vision of the team to hold bi-annual summits to brainstorm, report on progress, and explore and coordinate on other opportunities for even greater conservation community-wide. These summits will be organized by Partners in Energy staff and split between Utilities’ and Xcel Energy’s offices.

Next summits: January 2018, July 2018

Communication and Reporting

Utilities plans to share progress on this collaboration as well as on strategy progress as appropriate, including in the annual Energy Policy and/or City Council “Good News” updates. The first opportunity for one of these updates will be in December 2017, where both utilities will be on hand to share about the Partners in Energy collaboration and progress to date.

Changing Course: Corrective Action

This plan, in its current state, is just a starting point. As strategies are further refined and new strategies are developed, this plan will be updated annually to reflect those changes. This update cycle will provide a framework for reviewing the actions underway, noting progress and challenges/barriers that may require adjustments. This is all part of a healthy action plan cycle that takes advantage of existing discipline and reporting structures familiar and underway for both Utilities and Xcel Energy.

Appendix 1: Baseline Natural Gas Data



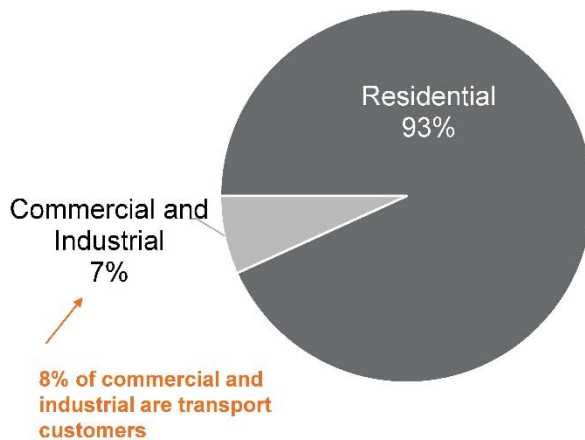
Data Team Meeting

4-14-2017

Premise Count



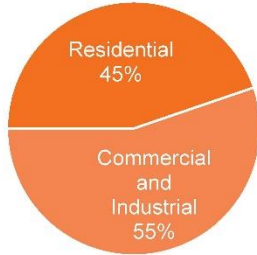
2016: 53,906 total premises



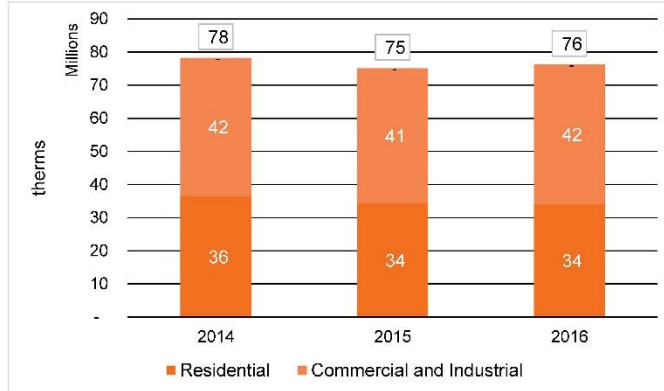
Total Natural Gas Use



2016: 76,218,00 therms



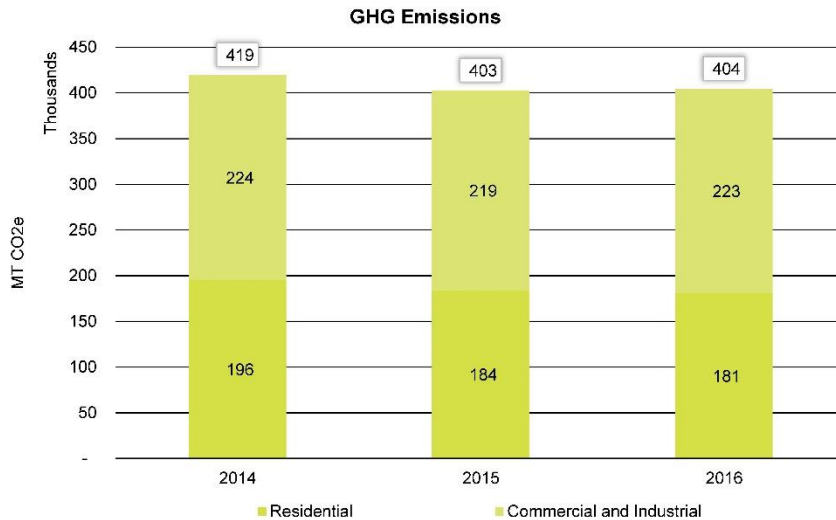
71% of commercial and industrial consumption is transport (29,810,000 therms)



3



Greenhouse Gas Emissions from Natural Gas

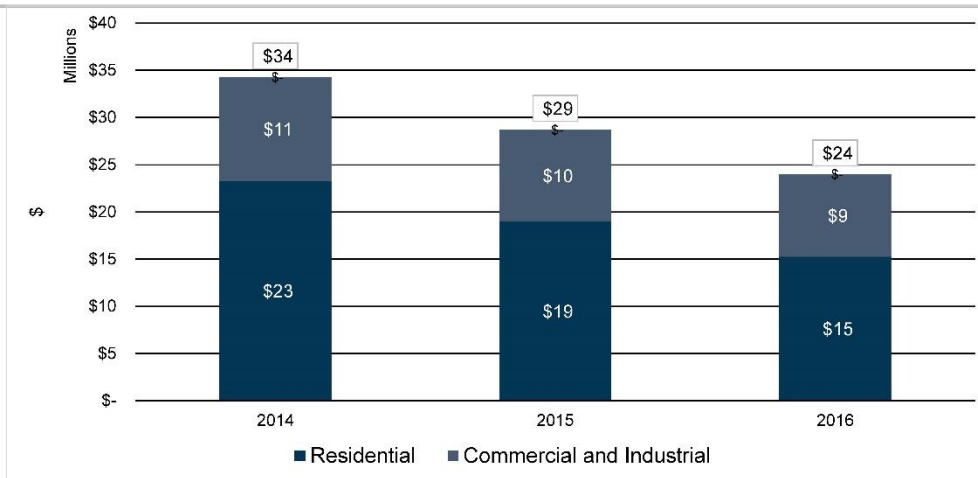


2016 GHG Emissions from Natural Gas: 404,500 metric tons



4

Total Natural Gas Costs

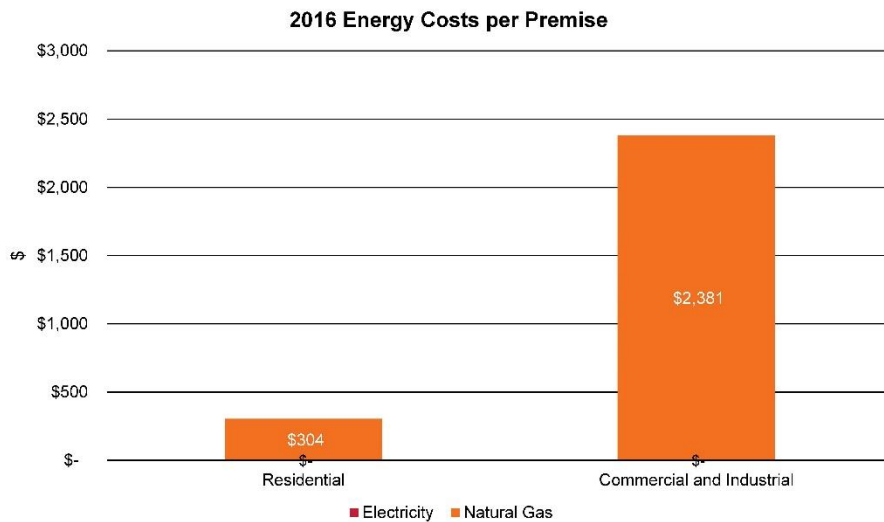


Year	\$/th	th % Δ from 2014	\$ % Δ from 2014
2014	\$0.64		
2015	\$0.55	-6%	-19%
2016	\$0.45	-6%	-35%

5



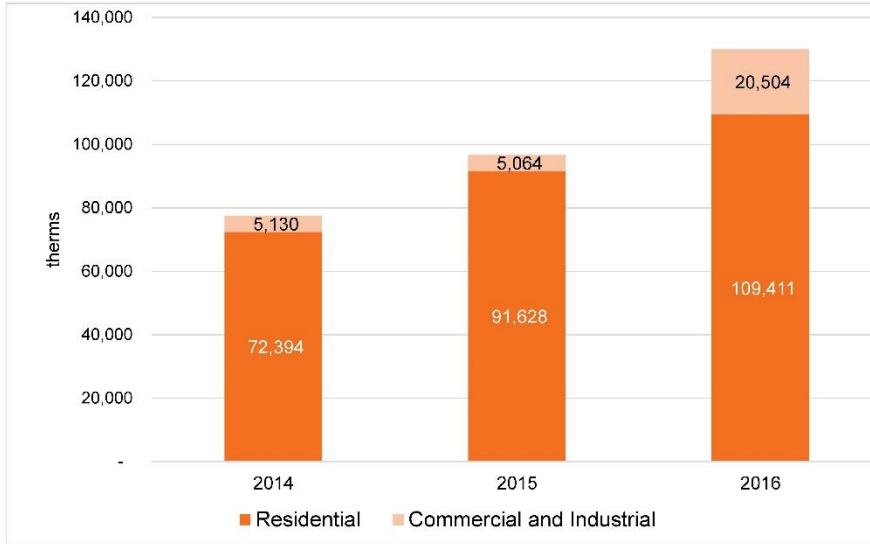
Natural Gas Costs per Premise



6



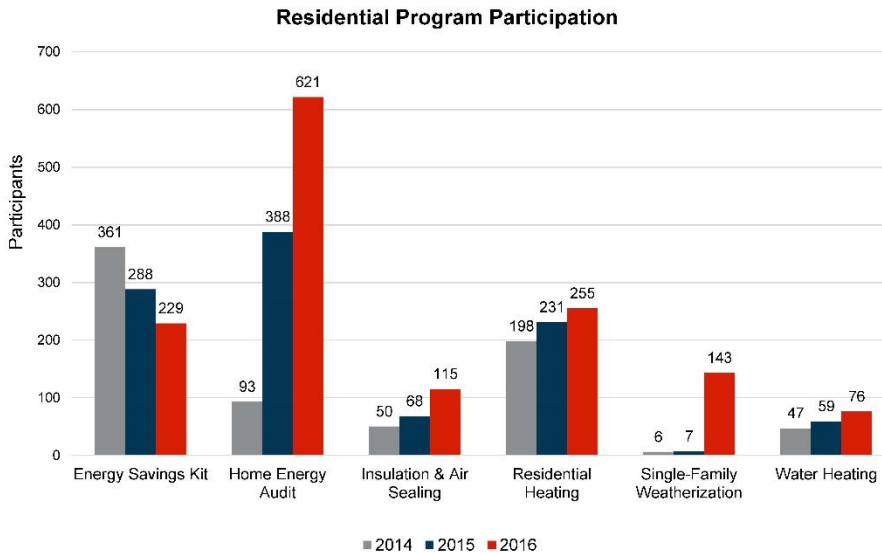
DSM Natural Gas Savings



7



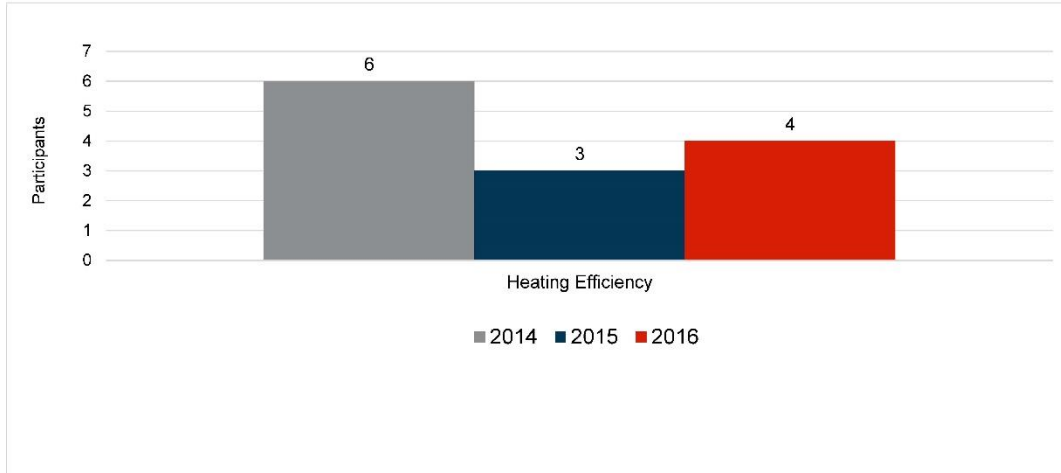
Residential Program Participation



8



Commercial Program Participation



9



Implications



- Largest natural gas users not eligible for DSM programs
- Instead, link to...
 - Residential – multifamily
 - Small/medium businesses
 - Energy reports
 - ENERGY STAR New Homes and new construction design assistance
- Other thoughts?

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