

Front Range Beneficial Electrification Network

Charter | January 2024



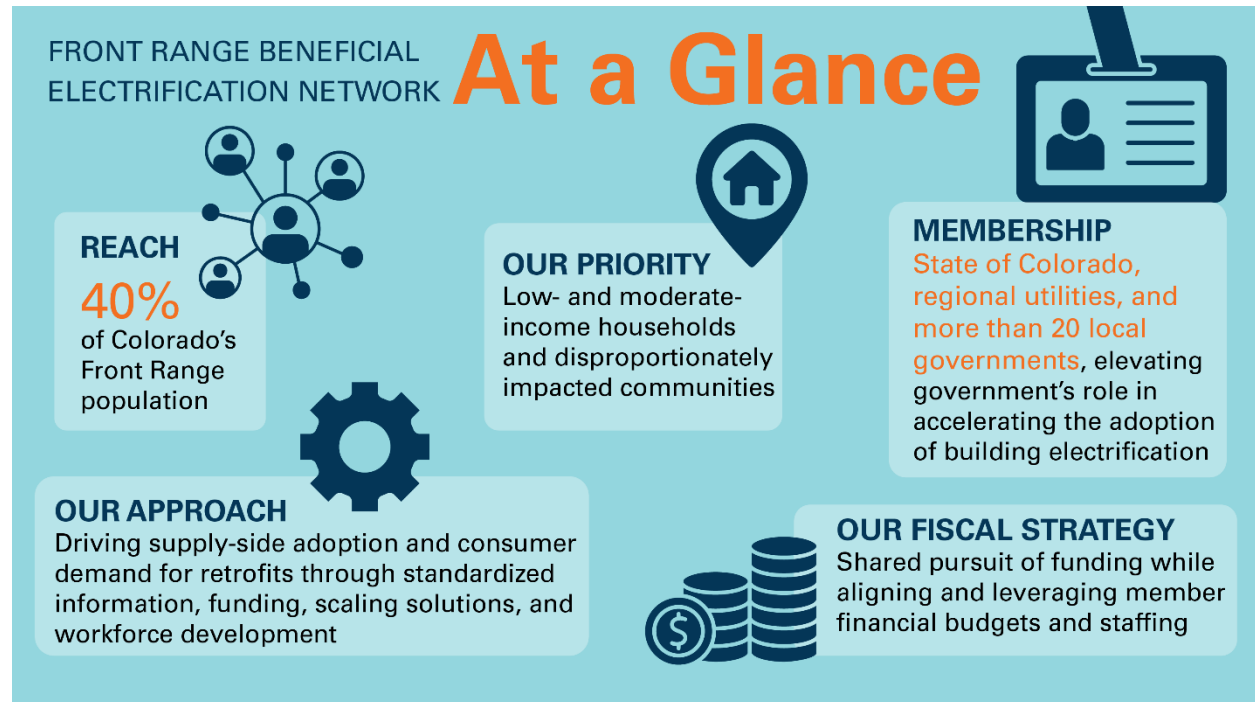
The Front Range Beneficial Electrification Network (Network) was formed in August 2022 to accelerate the adoption of beneficial electrification technologies in Colorado through regional collaboration and a focus on equity. The Network was initially convened as a self-organized group of local and state government electrification practitioners. In early 2023, the Network joined forces with Xcel Energy's Partners in Energy program to provide project management support, subgroup facilitation, and Network coordination services.

The Network recognizes that beneficial electrification is necessary for improving our indoor air quality and achieving climate action goals set by the State of Colorado and many other Network participants. The group appreciates the complexity of the barriers to implementing beneficial electrification and the barriers that must be addressed including technical feasibility, outreach and education, workforce development, supply chain issues and the associated cost of the transition.

CHARTER OVERVIEW

Since the Network is an all-volunteer group without a legal entity serving as its organizational home, this Charter is an important document to keep our Network organized and productive in pursuit of our Network goals. The Charter documents our Network focus areas, goals, equity priorities, geographic reach, membership expectations and governance structures.

Our Network at a Glance



The remainder of this Charter outlines these points in more detail.

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NETWORK MEMBERSHIP

The Network includes participation from more than 20 communities along the Front Range, representing more than 40% of the state's population. The Network is also supported by several state and utility partners and meets on a recurring basis with support from Xcel Energy's Partners in Energy program.

Below is a summary of Network member types, followed by a list of participants.

Member Type	Expectations	Benefits
Member	<ul style="list-style-type: none"> • Endorse the Charter through confirmation with the PM team • Attend quarterly full Network meetings • Participate in one or more subgroups and/or the Project Management team 	<ul style="list-style-type: none"> • Shaping and driving the work of the Network • Closer access to funding and leveraged resources • Full access to internal Network collaboration site, tools, and resources
Affiliate Partners	<ul style="list-style-type: none"> • Support the Network • Engage in relevant Network projects and programs 	<ul style="list-style-type: none"> • External Partners in Energy Portal access to follow along with progress and results • Invitation to participate in synergistic projects and engagement activities

Application Process

To become a member, an organization must submit the following to the Project Management team.

- 1) Name of organization
- 2) Relevant goals/initiatives
- 3) Name of representative(s) who will be participating

Participant List

Members

Adams County	Town of Erie	City of Westminster
Boulder County	City of Golden	Colorado Energy Office
Jefferson County	City of Lafayette	Colorado Governor's Office of Economic Recovery
City and County of Broomfield	City of Lakewood	Colorado Resiliency Office
City and County of Denver	City of Longmont	Denver Regional Council of Governments
City of Arvada	City of Louisville	Longmont Power & Communications
City of Boulder	Town of Nederland	Xcel Energy
City of Boulder	City of Northglenn	
City of Centennial	City of Sheridan	
City of Edgewater	Town of Superior	
City of Englewood	City of Thornton	

Affiliate Partners

To be determined.

NETWORK SCOPE

While beneficial electrification encompasses transportation and building electrification (Figure 1), the Network is focused primarily on building electrification, due to a historical lack of regional collaboration around this topic in comparison to transportation electrification.

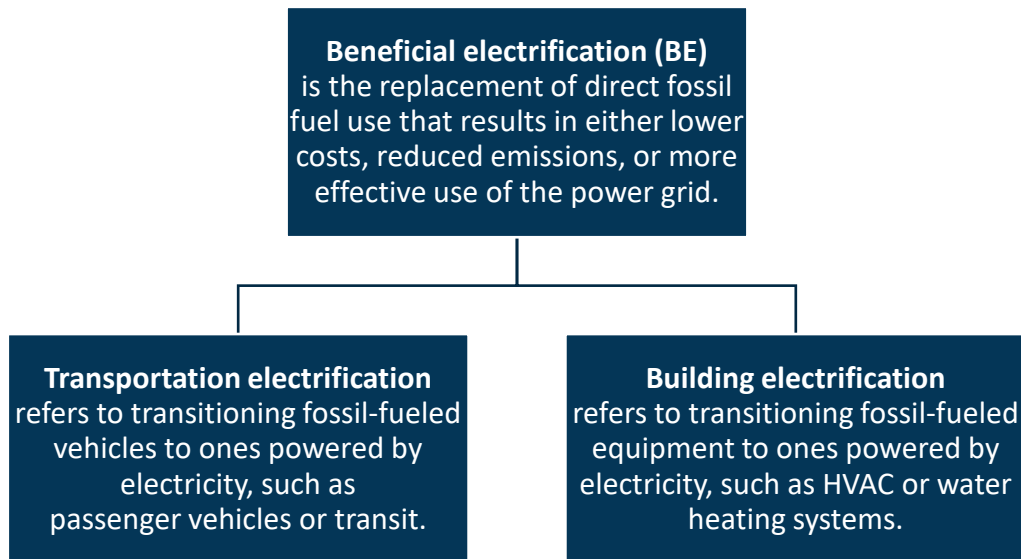


Figure 1: Beneficial Electrification Definition and Major Categories

As part of its formation, the Network created four, interrelated working groups to address some of the main levers for moving beneficial electrification forward.

- 1) **Scaling Building Electrification Workgroup:** Focused on the development and implementation of a regional program that incentivizes the accelerated adoption of building electrification technologies through a bulk purchasing approach.
- 2) **Workforce Development Workgroup:** Focused on understanding the current and potential workforce that is able to support beneficial electrification projects and using that information to build supportive workforce development initiatives.
- 3) **Funding Workgroup:** Focused on identifying and procuring funding in support of the Network priorities, as well as explore financing options to accelerate the adoption of beneficial electrification technologies.
- 4) **Standardized Information Workgroup:** Focused on the development of communications that share benefits and resources related to beneficial electrification – with an emphasis on leveraging existing materials and prioritizing equitable outreach.

The following sections summarize the objectives and equity considerations for each of the following Network workgroups.



Scaling Building Electrification (SBE)

This workgroup is focused on the development and implementation of regional programs that incentivizes the accelerated adoption of building electrification technologies.

Objectives

1. Increase awareness and education related to beneficial electrification for various stakeholders (e.g., policy makers, local governments, general public).
2. Prepare market and workforce for increased adoption.
 - Educate and prepare contractors for future demand (*in coordination with Workforce Development*) **(2023)**.
 - Engage with equipment manufacturers to determine how to increase regional availability **(2024)**.
3. Develop a streamlined regional program for equitable adoption that leverages existing funding and other opportunities **(2024)**.



Workforce Development (WD)

This workgroup is focused on understanding the current and potential workforce that is able to support beneficial electrification projects and using that information to build supportive workforce development initiatives.

Objectives

1. Conduct an ecosystem analysis of the current workforce development field in respect to electrification and energy efficiency contractors, trainings, resources, etc. **(2023)**.
2. Host a listening session for organizations that provide (or could provide) workforce development trainings for contractors, community groups, colleges, etc. **(2023)**.
3. Create a convening of unions/unionized workers to discuss electrification, identify actions to encourage further engagement and market transformation, and highlight the benefits of the IRA and electrified HVAC **(2024)**.
4. Develop standardize messaging for regional contractors about electrification benefits, myths, and resources (*in coordination with Standardized Information*).
5. Assess the temperature of local governments and others to contribute funding or resources.
6. Track regulatory processes and legislation impacting workforce development (e.g., statewide contractor registration, COPRRR regulated professions).



Funding (F)

This workgroup is focused on identifying and procuring funding in support of the Network priorities.

Objectives

1. Identify which regional projects to fund **(2023)**.
2. Use the regional priorities, catalog available rebates and grants that match priorities.
3. Increase capacity by distributing the workload (applying, reporting, etc.).
4. Create a permanent structure to collaborate regionally.



Standardized Information (SI)

This workgroup is focused on the development of communications that share benefits and resources related to beneficial electrification – with an emphasis on leveraging existing materials and prioritizing equitable outreach.

Objectives

1. Conduct ecosystem analysis of existing electrification resources and identify local information gaps **(2023)**.
2. Collect Colorado-specific case studies, data, and cost information on heat pumps **(2023)**.
3. Leverage existing networks and resources to develop consolidated contractor and workforce training materials and communications that cover multiple municipalities/utilities (*in coordination with Workforce Development Workgroup*) **(2023)**.
4. Develop residential retrofit decision-making tool, focused on low and moderate income (LMI) households and energy efficiency/weatherization first **(2023)**.
5. Develop commercial retrofit decision-making tool, focused on small-business and multifamily properties **(2023)**.
6. Develop an outreach plan that Network members can use to educate the public in a way that centers equity, incorporates available resources, and promotes a holistic approach to building efficiency **(2024)**.
7. Develop educational/promotional messaging that each community can use to develop collateral for commercial and residential electrification outreach **(2024)**.

Equity Considerations

Consideration	SBE	WD	F	SI
Focus on disproportionately impacted communities, addressing cultural and language barriers	X	X	X	X
Focus on households with lower incomes	X	X	X	X
Connect program to healthy homes	X			X
Incorporate equity-focus in outreach and workforce development efforts		X		X
Ensure all materials available in English and Spanish and meet best practice guidelines for accessibility				X
Ensure resource inventory reflects diversity of information (e.g., multifamily, mobile homes, undocumented residents, LMI households, commercial)				X
Develop process for reviews to ensure that reviewers represent the audiences we want to reach				X
Track number of households in disproportionately impacted census block groups utilizing electrification utility rebates	X			
Utilize data-driven tools such as state and local maps to analyze opportunities to include disproportionately impacted communities in plans and applications for funding	X		X	
Build a plan or system for community engagement for specific projects/grant applications			X	
Identify funding opportunities that prioritize LMI households and Spanish speaking communities			X	

GOALS & TRACKING

The primary purpose of the Network is to accelerate the adoption of beneficial electrification technologies in Colorado through regional collaboration and a focus on equity in order to improve air quality and achieve climate action goals set by the State of Colorado and many other Network participants.

Network Goals & Targets

To achieve this purpose, the Network is focused on the widespread adoption of heat pumps in residential and commercial buildings, prioritizing residential initially. The Network aims to support relevant state and local government climate policy goals, which are summarized in the table below.

Entity	Climate & Energy Goals
Adams County	Expand, create, and advocate for equitable clean energy opportunities for all community members to reduce our carbon footprint (Sustainable Adams County 2030)
Boulder County	Reduce countywide GHG emissions by 80% below 2021 levels by 2030
Jefferson County	Reduce GHG emissions by 73% by 2035 from 2015 levels while centering equity (2022 Climate Action Plan)
City and County of Broomfield	Reduce communitywide GHG emissions by 26% by 2025, by 50% by 2030, and by 90% by 2050 (Resolution No. 2020-169).
City and County of Denver	Reduce GHG emissions 80% below 2005 levels by 2050 (2018 Climate Action Plan).
City of Boulder	Reduce emissions 70% by 2030 against a 2018 baseline; become a net-zero city by 2035; become a carbon-positive city by 2040 (2021 City Council Goals). This includes a 40% natural gas reduction by 2030 (City of Boulder Electrification Plan)
City of Edgewater	Increase the use of clean renewable energy from the current 28% level to 40% by 2025, 70% by 2030 and 100% by 2035 (2019 Sustainability Plan)
City of Golden	Align GHG reductions with the Paris Accord by 2050
City of Lafayette	Reduce GHG emissions by 80% by 2050 (Resolution No. 2017-63)
City of Lakewood	Reduce GHG emissions by 20% below 2007 levels by 2025 and by 50% by 2050 (2015 Sustainability Plan)
City of Longmont	Reduce core GHG emissions 66% from the 2016 baseline by 2030 (2016 Sustainability Plan)
City of Louisville	Reduce GHG emissions annually below 2016 baseline through 2030 (Resolution 25-2019)
City of Westminster	Achieve 100% energy efficient, healthy homes (2021 Sustainability Plan)
Town of Nederland	Reduce GHG Emissions by 50% below 2005 levels by 2030 (Envision 2030)
Town of Superior	Reduce community-wide GHG emissions by 25% below 2016 emissions by 2025, by 60% by 2030, and net-zero by 2050 (2022 Sustainability Action Plan)
Longmont Power & Communications	100% renewable energy by 2030
Xcel Energy	Net-zero energy provider by 2050 (Carbon Reduction Plan)
State of Colorado	Reduce GHG emissions from 2005 levels by 26% by 2025, by 65% by 2030, by 90% by 2045, and by 100% by 2050 (SB23-16)

Looking at 2030 goals in particular, communities and the State have set a range of GHG percentage reduction targets across a range of baseline years:

- 45% below 2005 baseline
- 65% below 2005 baseline (State goal)
- 60% below 2016 baseline
- 70% below 2018 baseline
- 80% below 2005 baseline

To understand how the Network was contributing toward these goals, Partners in Energy analyzed Xcel Energy heat pump rebate data to identify a baseline and determine the impact of various adoption rates by 2030. One of the more ambitious community goals related specifically to electrification and natural gas use reduction is The City of Boulder's, which set a 40% reduction by 2030. **To meet residential building's portion of this reduction via space heating heat pumps would require approximately 300,000 new heat pumps by 2030.** The network is aligned in its desire to move forward in supporting its most ambitious community goals applied to the broader geographical area where feasible.

Tracking and Reporting

To track progress toward heat pump adoption, Partners in Energy will provide annual updates using Xcel Energy heat pump rebate data. These updates will inform communities on the level of annual heat pump rebate participation within each community as a proxy for heat pump adoption (currently there are no reliable methods to track heat pump adoption). Beyond supporting analytics around heat pump adoption goals, Partners in Energy will support the Network in performing additional data analysis, tracking, and reporting, including greenhouse gas (GHG) savings estimates, mapping rebate participation by geographical area, connections to equity datasets, and identifying areas of maximum impact of targeted implementation.

GOVERNANCE

Since the Network is an all-volunteer group without a legal entity serving as its organizational home, this Governance section clarifies the roles and decision-making processes of the Network. These governance principles help us to collaborate efficiently and productively toward our shared purpose and goals. Governance also helps us to position the Network for funding opportunities by demonstrating the capacity of the Network to implement work effectively and how to interact with the Network to implement new programs and projects.



Figure 2. Quarterly Network Meeting in Summer 2023

Organizational Structure

As shown in the Network Scope section, the Network is organized into four subgroups. A Project Management (PM) team oversees and supports the work of the subgroups with the assistance of Xcel Energy's Partners in Energy team. The remainder of this section clarifies roles and responsibilities of the subgroups, PM team, and Partners in Energy.

Subgroups

- Subgroups are the engine of the Network, driving strategic implementation.
- Each subgroup manages their own strategy, priorities, work planning to accomplish the subgroup objectives identified in the charter, including adhering to the equity principles for their respective subgroup listed earlier in this charter
- For decisions that impact the full Network, subgroups must submit proposals to the PM team for approval. Subgroups may request that a full Network vote is conducted for approval.
- Each subgroup has a chair or co-chairs that help drive the direction of the group, ensuring the group's activities align with the Charter objectives.
 - The chair(s) serve on the PM team for cross coordination.
 - The chair(s) can serve in this position for as long as they are willing. If they step down, they are responsible for helping to recruit their replacement if they need to step down from a role.

Project Management (PM) Team

- The PM team oversees overall management of the Network, providing the needed coordination to ensure the Network stays functional and productive.
- The PM team makes decisions for the Network, referring decisions out for a full Network vote as they deem necessary.
 - For decision-making, a quorum (2/3 of PM team) must be present.
 - For decision-making, a majority vote is required for decision; however, the PM team should strive for consensus.
- The PM team is responsible for ensuring the Network stays in alignment with its charter, including making progress toward its goals.
- The PM team is responsible for any needed charter updates.

- The PM team act as the main points of contact for new membership requests and other inquiries.
- The PM team is responsible for new member recruitment.
- The PM team is comprised of up to 6-7 members. It is recommended that there is no more than 1 representative per organization and that the team maintains representation from a diverse range of communities.
 - 4 subgroup chairs/co-chairs (one from each subgroup)
 - 1 state government representative
 - 1-2 cross-cutting local government representative
- The PM members will reflect annually in November to ensure they identify if any changes in the team should be made due to capacity or if any new perspectives or skills are needed.

Xcel Energy's Partners in Energy

- Partners in Energy provides support for the goals defined by Network Members and is not a decision-maker for the Network.
- Partners in Energy support includes:
 - Meeting facilitation
 - Charter maintenance
 - Strategy facilitation and core messaging
 - Tracking to goals and other analytical support
 - Coordination of Xcel Energy resources
- Partners in Energy support does not include:
 - Grant writing
 - Development and deployment of customized collateral across individual communities (individual community support can be requested at xcelenergycommunities.com/contact-us)

Affiliate Partners

- Affiliate partners support the Network by engaging in relevant projects and programs. This may include joining select subgroup meetings to provide input, acting as a liaison between the Network and their own organization, or partnering on funding applications.
- Affiliate partners are not entitled to being listed as FRBEN members on publicly facing materials, as to avoid any potential conflict of interest or similar concerns.

The following table summarizes the role of these entities using the RACI model:

- **Responsible:** does the work
- **Accountable:** reviews the work/final decision-maker
- **Consulted:** provides input to the work
- **Informed:** needs to know of the decisions made and/or outcomes of the work

	Responsible	Accountable	Consulted	Informed
Charter & Governance: ensuring Network alignment with Charter, setting and tracking progress toward Network-wide goals	PM Team	Network Members	Partners in Energy	Affiliate Partners
Strategic Implementation: development and implementation of strategies to further progress toward goals	Subgroups	PM Team	Network Members; Partners in Energy	Affiliate Partners
Cross-Network Coordination: facilitation of sharing across subgroups to ensure subgroups are aligned and progress toward goals	Partners in Energy	PM Team	Network Members	Affiliate Partners

Collaboration Tools

The Network maintains several collaboration tools to facilitate collaboration among participants.

- **Internal Network Website:** Partners in Energy hosts a Microsoft SharePoint site for Network Members and Affiliates to collaborate on shared materials. This site also includes a dedicated OneNote notebook for the network where all meeting notes are saved.
- **External Network Webpage(s):** Partners in Energy hosts a public-facing website (Partners in Energy Portal) for participating communities, which can include specific page(s) for the Network to share deliverables and other external materials.
- **Meetings:** As described in the below section, regular meetings are scheduled for all segments of the Network to foster collaboration.

Meeting Structure

- **Full Network Meetings**
 - Format: Quarterly for 2-3 hours; in-person preferred
 - Objectives: Share major Network updates, workshop ideas, align on major decisions
- **PM Meetings**
 - Format: Monthly, 45-60 minutes; virtual
 - Objectives: Ensure subgroups are coordinated, address governance issues, plan for quarterly full Network meetings
- **Subgroup Meetings:**
 - Format: Biweekly/Monthly, up to 1 hour; virtual
 - Objectives: Drive implementation, share learnings
- **Ad Hoc Coordination**
 - Format: Email or virtual meetings
 - Objective: Implement specific projects or workflows

Fiscal Structure

As a volunteer-based group, the Network cannot hold funds and relies on its participants to coordinate funding resources. The Network does not require any annual dues or fiscal obligations to participate. The following list provides recommendations for how participants might leverage existing systems to receive or contribute funds.

- Members are encouraged to align and leverage their related funding through the Network (e.g., sustainability, climate action, and public health budgets).
- For grant pursuits, originating subgroup or PM team identifies a member in the Network to serve as the fiscal agent to receive and manage funds/project implementation on behalf of the Network.
- For grant pursuits, the Network may ask participants to:
 - Track their time participating in Network events, meetings, and workflows as potential future 'cost sharing' demonstration.
 - Explore potential to contribute to a percentage cost share, if required
- Where funding is involved, individual projects are encouraged to develop a memorandum of understanding (MOU) or similar agreement document signed by participating members that serves as the project plan and includes project description (purpose, scope, approach); budget including fiscal/legal responsibilities; project timeline; project team/member roles; and communications plan for tracking/reporting outcomes.
- All other subgroups should coordinate with the Funding Subgroup, which may provide additional governance and organizational support to attract funders and comply with funding requirements.