

# An Energy Action Plan for **City of Lafayette, Colorado**



*Final: 7/1/16*

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## Acknowledgements

Thanks to the following organizations and individuals for participating in developing this Energy Action Plan.

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The planning team was formed from a varied group of city and county staff, local and regional organizations, local businesses, and committed community members.

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# CITY OF LAFAYETTE ENERGY ACTION PLAN

## Executive Summary

### Our Goal

*The City of Lafayette, with its partners, will increase participation in targeted residential and commercial energy efficiency programs, develop long-term plans for breaking down barriers to solar and other renewable energy uptake, and develop a holistic plan to both accommodate and encourage the widespread use of electric vehicles within the community.*

### How Will We Get There?

<b>Residential</b>	<b>Strategies:</b> Increase Energy Efficiency Measures for Historic Homes Pilot Lafayette Lower-Middle-Income On-bill Payment Program
<b>Commercial</b>	<b>Strategies:</b> Upgrade Lafayette Green Business Recognition Program Conduct Small Business Lighting Campaign
<b>Renewables</b>	<b>Strategy:</b> Reduce Solar Market Barriers
<b>Electric Vehicles</b>	<b>Strategy:</b> Develop Plug-in Electric Vehicle (PEV) Readiness Plan



**PARTNERS IN ENERGY**  
An Xcel Energy Community Collaboration

# Playbook for Achieving Our Goals

## Ongoing – Tracking

- Regular strategy team meetings and updates
- Annual ongoing Xcel Energy program participation and savings
- Assessment rebates for historic homes
- Lafayette Green Business Recognition Program participants (number and measures)
- Lighting sweep participants
- C-PACE workshops
- C-PACE projects in Lafayette
- Electric vehicle charging stations
- Permitted solar installations

## Immediate Actions (July – Dec. 2016)

- Execute Memorandum of Understanding with Xcel Energy
- Mobilize strategy teams
- Establish regular progress check-in strategy
- Publicize Green Business Recognition Program application
- Coordinate with EnergySmart, Boulder County PACE, and Xcel Energy on residential and commercial program offerings
- Develop content and outreach materials for C-PACE workshops
- Gain approval for on-water-bill financing pilot and identify capital partner
- Continue efforts in National Solar Foundation SolSmart Program on long-term renewables plan
- Identify means to track solar installations
- Evaluate PEV readiness, tools, and existing reports

## Longer-term Actions (Dec. 2016 – Dec. 2017)

- Identify and respond to any additional needs of historic homes
- Transition on-bill loans from pilot to program
- Continue to improve Lafayette Green Business Recognition Program
- Identify next steps for energy benchmarking program participants
- Identify additional areas for business lighting sweeps
- Track progress on PEV readiness plan
- Track progress On National SolSmart Designation
- Integrate with carbon reduction efforts
- Develop and administer survey(s) to track program metrics
- Identify ongoing efforts and capacity post plan implementation period

## Introduction

The Partners in Energy planning process was initiated as a follow-up effort to the City of Lafayette’s participation in the pilot version of the community planning process to develop a Community Energy Efficiency Plan (CEEP). Building on the successful elements of that plan as well as lessons learned during the process, the City of Lafayette and the Lafayette Energy and Sustainability Advisory Committee (LESAC) engaged with Xcel Energy’s Partners in Energy to enhance LESAC’s energy action planning and leverage partnerships with other organizations and resources for greater outcomes.

This Energy Action Plan is a documented set of actionable strategies that leverage existing City of Lafayette, Xcel Energy, and EnergySmart programs – as well as new initiatives and resources – related metrics, and specific implementation timelines to enable the community to achieve the targets outlined in the plan. Xcel Energy, the City of Lafayette and LESAC, and other regional partners identified in the plan, will work together over the next 18 months to deploy the strategies identified and measure progress toward goals (see Figure 2 for general ways Xcel Energy is committed to help with implementation).

## Xcel Energy Partners in Energy

Xcel Energy is the main electric and gas utility serving the City of Lafayette. In the summer of 2014, Xcel Energy launched Partners in Energy to support communities, such as Lafayette, in developing and implementing energy action plans that supplement existing sustainability plans, strategies, and tools. The content of this plan is derived from a series of planning workshops held in the community with a planning team committed to representing local energy priorities and implementing plan strategies.

Partners in Energy will work with Lafayette to coordinate support for implementing the plan and will develop a Memorandum of Understanding that outlines specific support to help Lafayette deploy its strategies and achieve its goals.

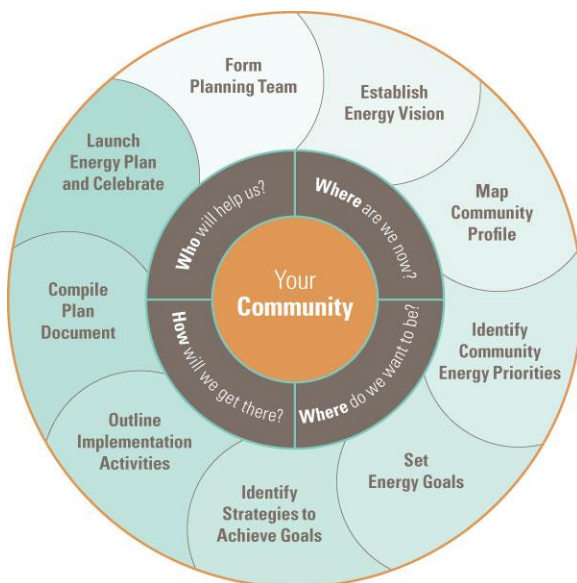


Figure 1: Partners in Energy Process for Success



Figure 2: Resources from Xcel Energy for Implementation

## City of Lafayette – Community Background

The City of Lafayette is a home rule municipality anchoring eastern Boulder County (Figure 3). The city was first established in 1888 after a coal mine was discovered in the area. Most of the coal mines closed between the 1950s and 1970s and the area returned to agricultural production. During the last few decades, the city has rapidly grown as the nearby cities of Denver and Boulder have grown. Currently, the primary industries are health care and professional services.

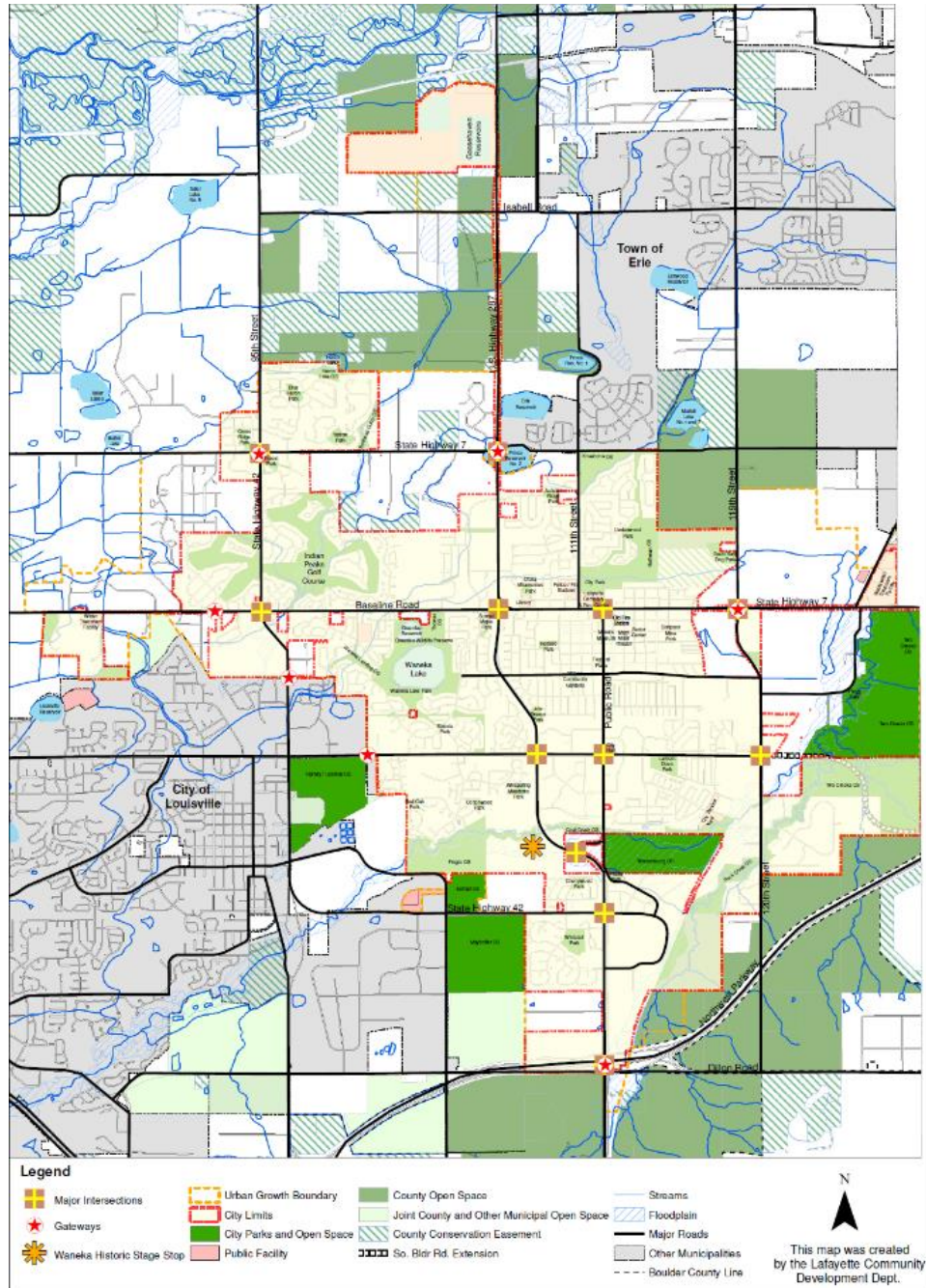


Figure 3. City of Lafayette Boundaries Map

## Geography, Population, and Demographics

The City of Lafayette is comprised of 9.6 square miles located in southeastern Boulder County. Census data indicate an estimated population of 27,081 in 2014. According to the city's planning department, the population in Lafayette is anticipated to grow by the following percentages through 2020:

- 2016- 2.39 percent
- 2017 – 3.96 percent
- 2018 – 2.61 percent
- 2019 – 2.29 percent
- 2020 – 1.70 percent

Over 80 percent of the community is Caucasian and over 15 percent is Hispanic or Latino. The overall median age is 39, with about 10 percent of the population over 65 and 23 percent under 18.

## Housing

Approximately 74 percent of housing units are owner occupied, and 76 percent are single family units (Figure 4). In addition, much of the housing stock is fairly old, with 83 percent built before 2000.

Approximately 31 percent of home owners are spending over 30 percent of their monthly income on housing costs, while 54 percent of renters are spending over 30 percent of their monthly income on housing costs.

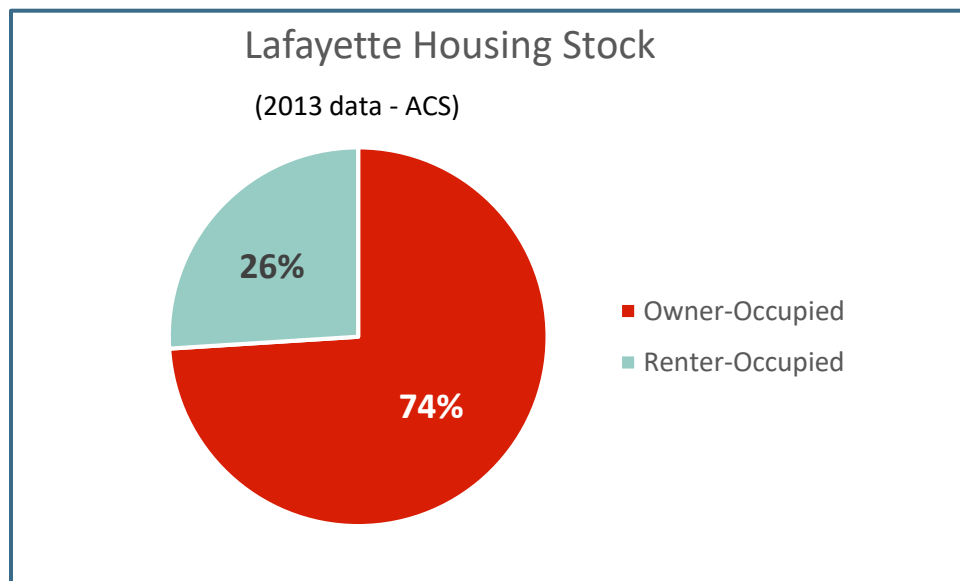


Figure 4. Lafayette Rental and Homeownership

## Business and Economy

Lafayette has approximately 650 businesses and employs approximately 7,500 people according to the 2012 census data documented in [American Fact Finder](#). The unemployment rate was 3.5 percent in April of 2015 and the average household income was \$70,600. Major employers in Lafayette include Exempla/Kaiser Medical Complex, Epsilon/Abacus advertising agency, UFP-Lafayette, Wal-Mart, Rocky



Mountain Instruments, Ball Aerospace, and GE Dharmacon. Figures 5 and 6 illustrate major business types and those businesses that employ the greatest number of people in Lafayette.

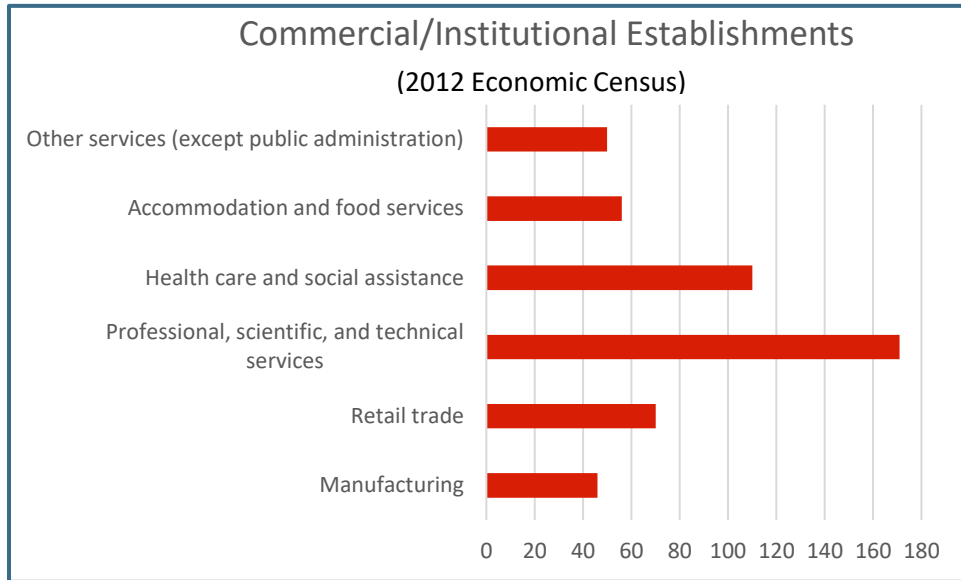


Figure 5. Lafayette NAICS Codes – Establishments

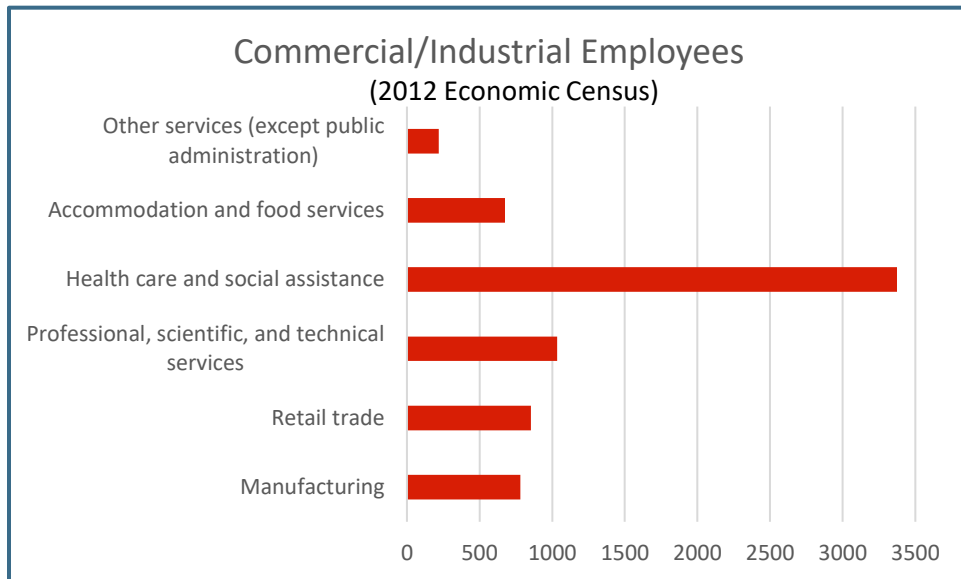


Figure 6. Lafayette NAICS Codes – Employees

### Commitment to Sustainability (Values and Beliefs)

The City of Lafayette recognizes the importance of energy and sustainability and has formed a formal committee known as LESAC that works to promote a citywide approach to an environmentally sustainable community. LESAC collaborates with City departments and supports economic expansion by creating opportunities for access to clean, affordable energy for businesses and residents. This citizen-led group

develops annual goals and energy action plans to increase sustainability throughout the community and for municipal operations. Participating in Partners in Energy enhances this existing planning effort and brings other partners to the table as resources beyond the City and LESAC. Previous initiatives have been far ranging, but have included launching the Lafayette Green Business Recognition Program, developing greenhouse gas accounting methods, and engaging in various energy efficiency and sustainability efforts.

Recently, the City of Lafayette has integrated energy and sustainability efforts throughout municipal operations, leading the development of a community solar garden, improving energy efficiency throughout city facilities, and installing public electric vehicle charging stations at several city buildings. The City is widely recognized as a leader in both energy efficiency and renewable energy efforts, and is consistently looking for ways to provide additional opportunities for community members to live more sustainable lifestyles.

### **The Case for a Community Energy Action Plan**

As a community embracing the challenge of thriving in a resource-constrained world, Lafayette recognizes that a community energy action plan can complement existing efforts to enhance energy savings and increase awareness of the benefits of making responsible energy decisions. LESAC is an all-volunteer committee with deep expertise but limited time. This plan will help optimize the available resources and complement annual planning efforts of that group and the City in order to enable more programmatic success.

In addition, as housing costs continue to increase and more people continue to move to Lafayette, the importance of assisting existing businesses and residents in saving money wherever possible is magnified. In particular, Lafayette is interested in looking at identifying solutions for lower income residents to access financing to save energy without increasing monthly payments and working with other City departments, boards, and commissions to identify appropriate solutions for their unique needs. In addition to saving energy and reducing energy costs, working with the Historic Preservation Board to address the specific needs of older homes will strengthen community bonds in addition to saving energy.

Businesses in Lafayette are benefitting from the Lafayette Green Business Recognition Program, and supporting and enhancing that program will ensure the momentum continues. The number of opportunities for businesses to save and track energy, access funding for electric vehicle related expenses, etc., are increasing, and using what has been a successful program to date to communicate with businesses that are engaged can be one of the most successful means of converting additional projects.

Lafayette has been increasingly taking advantage of the abundant sunshine and lower costs of photovoltaics (PV) as residents, businesses, and the municipality have installed solar PV systems in a variety of locations. As that trend continues, and in recognition of the desire to transition to cleaner energy sources as quickly as possible, Lafayette recognizes the importance of ensuring that as many potential barriers to renewables are removed for residents and businesses. The renewables portion of the Energy Action Plan focuses on establishing a comprehensive process to ensure ease of solar PV installation using best available practices and partnerships.

Looking to the future, Lafayette has identified the increasing number of electric vehicles as an emerging trend and will create a plan to build out electric vehicle infrastructure in a deliberate and coordinated effort with utility, State, and County stakeholders to accommodate more vehicles over time.

## Where Are We Now? – Baseline Energy Analysis

### Baseline Energy Analysis

An early step in the Partners in Energy planning process involved reviewing energy use in Lafayette (electricity and natural gas in buildings) as well as historic participation in Xcel Energy and EnergySmart programs. Xcel Energy provided raw community consumption, cost, and program participation data for the planning process that were segmented along commercial and residential customer lines. In addition, Boulder County's EnergySmart program provided participation and savings data for its programs in Lafayette. These data were aggregated and populated into the Partners in Energy COMPASS tool, an analysis tool that houses and presents community data, enables forecasting that takes into account population growth projections, and enables communities to align potential goals with program participation rates to determine plan targets and estimated savings outcomes over time. COMPASS also will be used to track progress against targets moving forward. The Partners in Energy team presented aggregated energy use (both electricity and natural gas) using 2014 as a baseline to inform focus areas and potential targets of the plan<sup>1</sup>. Concurrently, the City invested in developing its own greenhouse gas inventory tool that it will use to track progress toward Lafayette's greenhouse gas emission reduction goals. Using both tools, the City will be able to track effectiveness of the strategies as well as overall carbon reductions.

Electricity and natural gas data supplied by Xcel Energy show that Lafayette had 9,993 residential premises and 1,165 commercial premises that, together, used 172 million kWh of electricity and 9.7 million therms of natural gas in 2014. These totals are combined into MMBtu (million British thermal units) and are represented for commercial and residential segments in Figure 7.

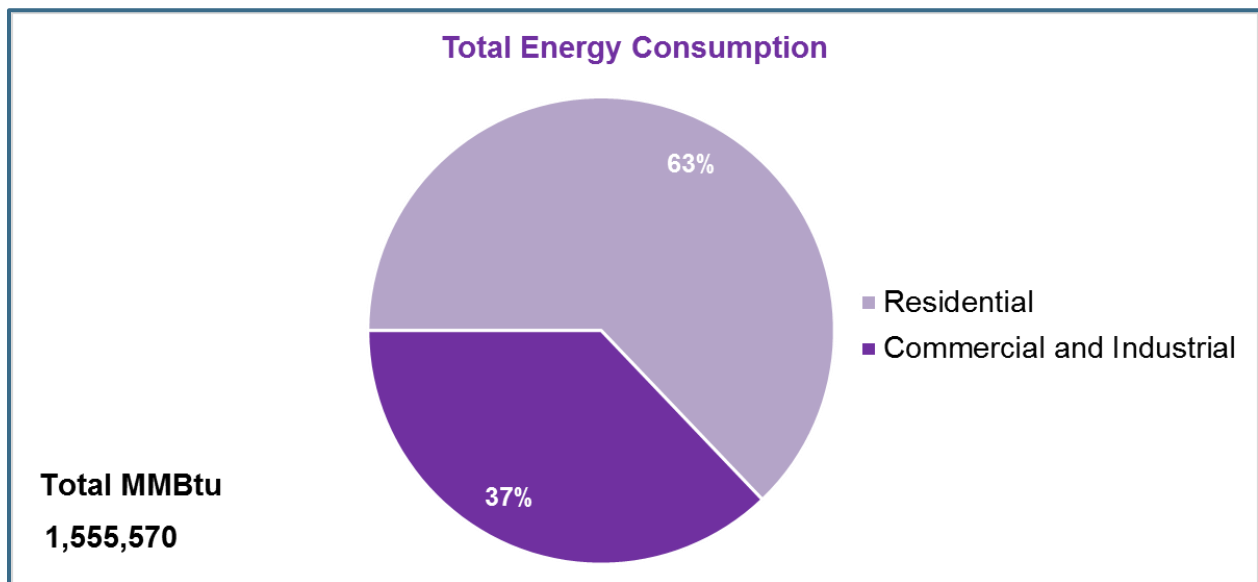


Figure 7. 2014 Lafayette Energy Use (MMBtu)

<sup>1</sup> All energy data presented through this process was developed for planning purposes and may contain variations from data obtained through other sources. All energy and program data presented here comply with Xcel Energy's Colorado data privacy policies (all summary statistics must contain at least 15 entities, and no single entity can be responsible for more than 15 percent of the total or they will be removed from the summary).

## Existing Energy Practices

To make progress toward community purposes, Lafayette has gained traction on a variety of fronts, including its work with Boulder County and also its growing Green Business Recognition Program. In addition, Lafayette has experienced higher than average participation levels in some Xcel Energy efficiency programs, especially the residential offerings. Furthermore, the community was awarded 1 megawatt of capacity in Xcel Energy's Solar® Rewards Community Program in 2012, which allowed the City to form an innovative partnership with Community Energy and Bella Energy to build 2 solar gardens producing enough energy to power 180 homes and including subscriptions for low-income residents. The City has installed solar PV systems on a number of municipal facilities including City Hall, the Recreation Center, the Police Department, the Lafayette Library, and the Water Reclamation Plant, and also has built out a beginning municipal electric vehicle charging infrastructure.

These and other existing initiatives and activities (listed below) are foundational to the success of the actions outlined in this plan and are as a basis from which to build.

### Community Energy Initiatives

#### Energy Planning

- 2009 City of Lafayette Energy Sustainability Master Plan
  - 20 percent greenhouse gas emissions reduction from 2005 levels by 2020
  - 80 percent below 2005 levels by 2050
- 2014 Community Energy Efficiency Plan
  - Enhanced online building permits
  - Contractor training
  - Enhanced Green Business Recognition program
- 2015 and 2016 LESAC Energy Action Plans
  - Participate in Xcel Energy Partners in Energy to enhance existing activities and leverage partnerships with other organizations
  - Act on a Carbon Accounting Plan developed by the Environmental Defense Fund
  - Continue to expand Green Business Recognition Program
  - Develop and implement on-water-bill micro loan program/mechanism
  - Research and promote Commercial Property Assessed Clean Energy Program project (with Boulder County)
  - Collaborate with City Departments for Integrated Sustainability
  - Continue to promote solar for residential and commercial markets
  - Work with EnergySmart to target older homes and offer incentive to participate
  - Evaluate workplace electric vehicle charging at local businesses
  - Complete electric vehicle supply equipment (EVSE) installation project
  - Remove barriers for renewable energy for low-income citizens
  - Develop plan to outline options for electric vehicle Infrastructure

#### Municipal Activities/Initiatives

- Electric vehicle charging stations at municipal facilities
- Plans for ground source heating and cooling at City Hall
- Existing Community Solar Garden through Community Energy and Bella Energy
- Methane capture at wastewater treatment plant
- Participation in local government working group on regional greenhouse gas emissions

## Local Outreach and Communication Channels

Engaging the community is critical to reaching Action Plan goals. Below are some of the ways that residents and businesses currently receive information. These communication channels will be helpful during implementation efforts (example in Figure 8).

### Local Outreach Channels

#### Digital Communications

- Lafayette Energy and Environmental Sustainability Web Site ([www.cityoflafayette.com/gogreen](http://www.cityoflafayette.com/gogreen))
- Green Business Recognition Program Boulder County Partners for a Clean Environment (PACE) Website ([www.pacepartners.com](http://www.pacepartners.com))
- Targeted email from Xcel Energy
- City of Lafayette Facebook Page
- @City\_Lafayette Twitter Feed
- Email Blasts to City Mailing List
- EnergySmart quarterly email updates
- Boulder County PACE email lists
- Partner websites

#### Events

- Art Night Out
- Farmers Market
- Peach Festival

#### Community Spaces for Collateral Distribution

- Lafayette Public Library
- Bob L. Burger Recreation Center
- Lafayette Senior Citizen Center

**Check in @ LPL: March Newsletter**

**Check in @ LPL**  
March 2016

Welcome to Check in @ LPL - March 2016      "Where Books are Just the Beginning ..."

"March ... when it is summer in the light, and winter in the shade." Charles Dickens

**LIBRARY CLOSURE**  
The Library will be closed on Sunday, March 27, in observance of Easter Sunday. Book drops close on Saturday, March 26 at 5 pm, and reopen Monday, March 28 at 8:30 am.

**Read Aloud Month Campaign**  
**Why Read Aloud?**  
In an era of high-stakes testing and education reforms and revolutions, research has repeatedly proved that one simple parenting technique is among the most effective. Children who are read aloud to by parents get a head start in language and literacy skills and go to school better prepared.  
**Read aloud** 15 minutes a day. Every day!

**Read Aloud 15 MINUTES**  
Every child. Every parent. Every day.

**Taxes! Taxes! Taxes!**  
Wednesdays, Through April 13, 1-4 pm  
The AARP Tax help volunteers are here to help people file their taxes, on Wednesday afternoons in the Meeting Room.  
AARP Foundation Tax-Aide is available free to taxpayers with low and moderate income, with special attention to those 60 and older.

**Appointments required:** call to reserve your place, 303-665-5200 option 5. Check out all the details on [our webpage](#).

**Free Legal Clinic**  
Friday, March 11, 2:30-3:30 pm, online in the group study room  
15 minute appointments - appointments will be in order of arrival.  
A free, online legal clinic for people who have no attorney. Volunteer attorneys answer questions via computer link. They help fill out forms, and explain the process and procedure for all areas of civil litigation, including family law, property law, probate law, collections, appeals, landlord-tenant law, small claims, veterans issues, and civil protection orders. **Registration required!**

**Checkerboard: A Legal Assistance Resource**  
For more legal help check out **Checkerboard**, a site organized by Colorado lawyers, specifically for Colorado courts. Access statutes, processes, and forms regarding legal issues.

**Spring Break Book Sale**  
The Annual Kid's & Teen Spring Break Book Sale is March 19-26, during Library hours. It's a perfect opportunity to refresh your home library, and a great chance to donate your outgrown kids books.  
**Help us** offer a rich book shopping experience for our community - drop off your gently used kids books, DVDs, and CDs. All profits go right back into the important work of the Library, including funding a Library van! Thanks for your help. Presented by our hardworking Friends of the Lafayette Public Library.

"Humor is serious business. Sure, there's simple comedy like a pie in the face or an Adam Sandler movie, but a lot of jokes display real intellect, and despite much reflection and experimentation—both in labs and on stages—no one has yet discovered a unified theory of hiynty. Humor has as many functions and styles as there are variations on the light bulb joke."  
- Psychology Today

Figure 8. Check in @ LPL, Lafayette Public Library Newsletter

## Where Do We Want To Go? – Community’s Energy Vision, Focus Areas, and Goals

### Our Energy Vision

Lafayette’s energy planning vision builds on its history and commitment to sustainability and acknowledges the critical roles of local and regional partners in delivering results that reflect community desires. The intent is to demonstrate a model where economic progress can thrive in harmony with reaching for sustainability goals and where the path to energy efficiency and clean energy is more streamlined and accessible for everyone.



Figure 9. Planning Group Brainstorm on Focus Areas

*Lafayette is increasing access to energy efficient and clean energy solutions and putting in place the social and governmental infrastructure for an economically thriving, sustainable, and healthy community by leveraging partnerships and collaborative innovation.*

### Focus Areas and Goals

With the backdrop of leveraging existing initiatives underway through LESAC and Boulder County, four focus areas were identified. The rationale behind the focus areas was built on the basis of utility data analytics, potential for energy and carbon savings, ease of implementation, and contribution to priorities and values.

One of the primary benefits of the planning process was to examine the potential impacts of various strategies envisioned by the community for each focus area. Using the COMPASS tool to model savings scenarios based on differing levels of program participation combined with a realistic evaluation of what strategies could be implemented for each focus area, the planning team identified achievable goals that made the most sense for the community. The overall goal to reduce energy use by 7.5 percent compared to business as usual by 2020 is a combined target for the residential and commercial sectors and estimates 1.25 percent annual year-over-year energy savings. This goal was developed by assuming continued average historical participation in existing EnergySmart and Xcel Energy as well as increased uptake related to the strategies identified in this plan. Figure 9 illustrates this goal compared to business as usual and also to Xcel Energy reduction goals for Colorado over the same period. The business as usual line (dark solid) indicates the level of total energy use expected based on population growth if no actions are taken. The Xcel Energy goal line (dashed) indicates the utility’s own efficiency goals for the state. The Lafayette goal line (light solid) indicates expected efficiency on the basis of the strategies in this plan.

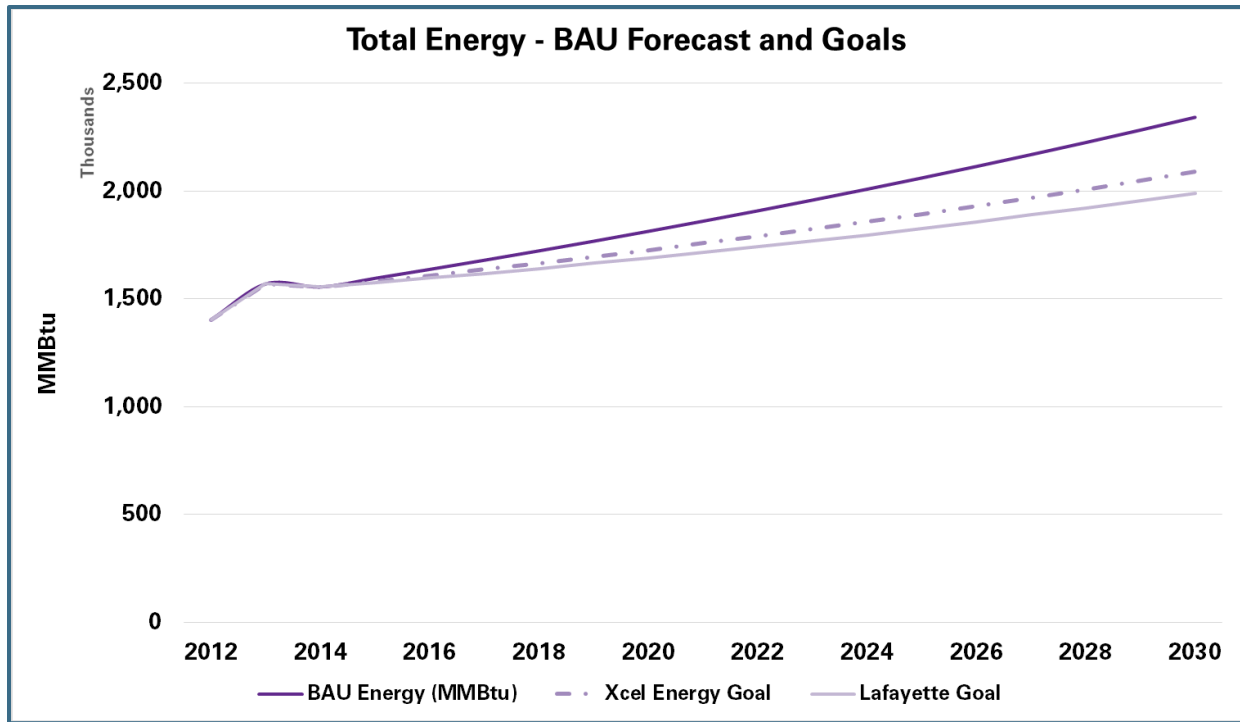


Figure 10. Energy Action Plan Goal (MMBtu)

The goals for the renewables and electric vehicles focus areas are both more flexible and by their nature have impacts that are harder to quantify. The intent in both cases is to increase adoption of those technologies over time in Lafayette. While the goals listed in each focus area provide overall guidance for each, the strategies include a number of specific targets that will be tracked to measure progress within each focus area.

Achieving these goals is estimated to reduce Lafayette’s annual carbon footprint by 16,800 MTCO<sub>2</sub>e – approximately equivalent to the carbon emitted from 3,550 passenger vehicles per year ([www.epa.gov/energy/greenhouse-gas-equivalencies-calculator](http://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator)). Figure 10 illustrates the estimated plan outcomes in reduced greenhouse gas emissions.

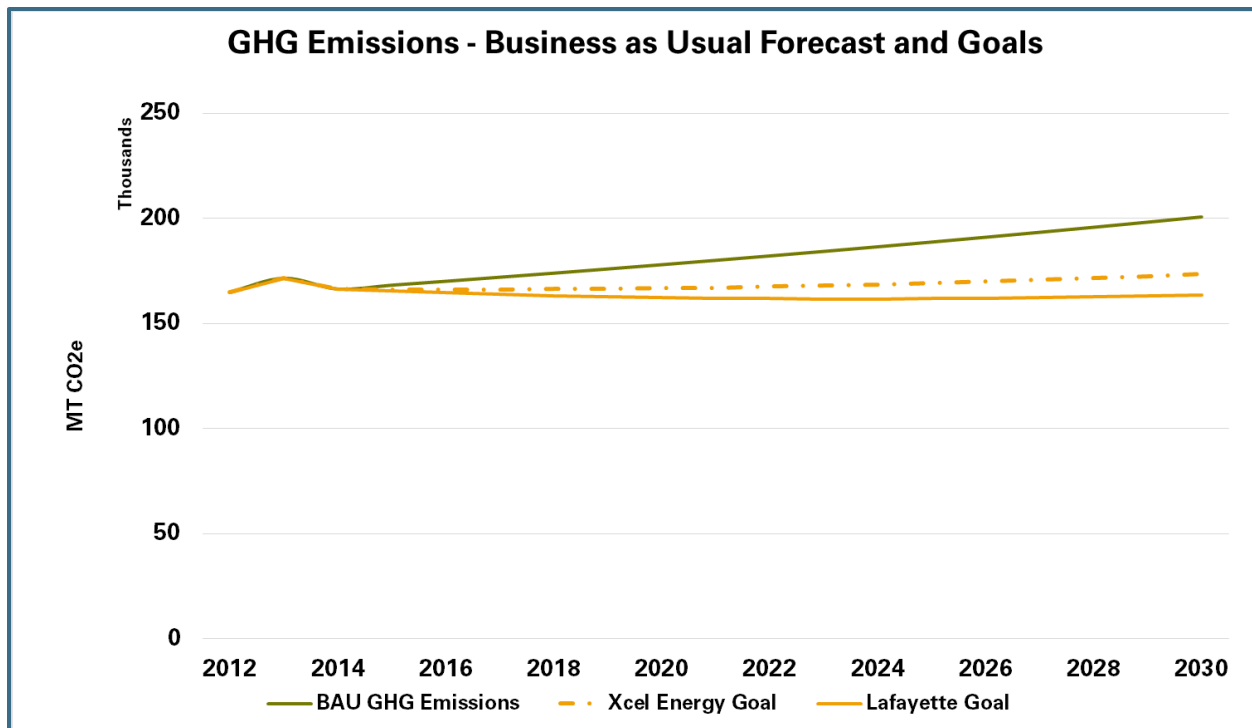


Figure 11. Energy Action Plan Goal in Greenhouse Gas Emissions (MTCO2E)

### Focus Area 1: Residential Sector

During the last energy planning partnership with Xcel Energy undertaken by the City of Lafayette, the focus was on the business community. However, because the city is interested in reducing its energy footprint and increasing access to renewable energy more broadly at this point, and because more than half of the community's energy consumption is attributed to residential premises, it is important to elevate this area. Efforts will be made both with existing buildings and new development to encourage energy reduction and increased participation in renewable energy opportunities. In addition, there are a number of existing programs and initiatives that already reach out to residential customers and it will be important to leverage those programs and increase participation in order to achieve community goals.

After reviewing previous goals, revisiting the energy vision, and testing out different scenarios, consensus formed around the following energy goal for Lafayette's residential focus area as part of the overarching energy savings goal:

- **Increase participation in EnergySmart, Xcel Energy, and City programs identified in the residential strategies to reach 1,450 MMBtus of total incremental energy savings by December 2017.**

### Focus Area 2: Commercial Sector

While the community has made significant strides in the past few years to raise awareness and participation in the commercial sector, there is still much to be done to reach businesses and institutions and encourage conservation and increased use of renewable energy. This plan builds on the objectives laid out by LESAC to continue to improve and grow the Green Business Recognition Program and engage



more businesses and contractors to participate and implement improvement projects and establishes the following energy goal:

- **Increase participation in Boulder County PACE, Xcel Energy, and Green Business Recognition programs identified in the residential strategies to reach 6,850 MMBtus of total incremental energy savings by December 2017.**

### **Focus Area 3: Renewables**

Building on the success of solar gardens around the community as well as collaboration with Solar Benefits Boulder County, the City wants to identify additional opportunities to promote solar PV in both residential and commercial markets. The goal for this focus area is the following:

- **Remove barriers to increasing solar installations beyond current levels by the end of 2017.**

While this goal does not have a specific target identified in terms of new solar capacity, a target may emerge as a result of strategies undertaken for this focus area. The main outcome is to create a long-term renewables plan in conjunction with local and national experts that will continue to reduce barriers to access for both residents and businesses relative to solar installation.

### **Focus Area 4: Electric Vehicles**

In recognition of the increased adoption rates of electric vehicles in the general population and in anticipation of that trend continuing, Lafayette is committed to taking a proactive stance toward electric vehicles and electric vehicle infrastructure. In order to incorporate best practices and be responsive to market needs, Lafayette is taking multiple steps to prepare for the increased presence of electric vehicles and is committed to the following goal:

- **Develop an actionable plan for increasing electric vehicle infrastructure to encourage electric vehicle market growth.**

From a utility energy perspective, there are no immediate electricity energy savings from increasing the use of electric vehicles, and in fact they could add additional load to the power grid. However, the greenhouse gas emissions from electrical generation are less than those generated for transportation directly from petroleum-based fuels. In addition, Lafayette has implemented solar PV along with electric vehicle supply equipment (EVSE) to promote and support renewable generation along with electric vehicles and charging stations.

In addition, Xcel Energy has completed pilot studies investigating the potential for electric vehicles to help moderate high electrical demand periods and is interested in continuing to monitor that potential as the technology becomes more widespread. By developing a plan in conjunction with Xcel Energy and other regional and national experts, Lafayette will be able to approach this new technology in a way that maximizes benefits for all parties involved.

## **How Are We Going To Get There? – Actionable Strategies**

Strategies are specific actions that Lafayette and its partners plan to take to achieve the goals stated in this plan. Lafayette's planning team developed energy strategies by examining energy data, brainstorming and prioritizing possible actions, considering existing programs and opportunities, and assessing the potential impacts compared to the identified goals.

Each strategy identified has its own action plan that identifies a responsible leader and team members, outlines implementation steps and a timeline, identifies partners and resources, and assigns metrics for tracking progress.

## Residential Sector

Given the importance of the residential sector in Lafayette, its proportion of total energy use, and the impacts increased awareness can have overall in the community, the planning team identified two strategies to achieve its residential energy targets. These strategies are described in the tables below:

Strategy 1: Increase Energy Efficiency Measures for Older Homes	
<b>Description</b>	Identify and create a targeted campaign to reach the approximately 600 homes in Lafayette that are 50 years and encourage increased energy efficiency. This effort will involve reaching out to, engaging, and subsequently improving that aged part of the housing stock with energy efficiency retrofits. LESAC, the Lafayette Historic Preservation Board, and Boulder County EnergySmart are partnering to address this demographic of homes. This program will offer a rebate on an audit or an eligible energy efficiency measure to participating homeowners.
<b>Targets</b>	<ul style="list-style-type: none"> <li>Engage 5 percent of Lafayette homes that are more than 50 years old to, at a minimum, identify where improvements are needed and spur tangible action. Engagement is defined as having an energy audit or having a phone consultation with an energy advisor.</li> <li>Assuming a rough population of 600 homes, it is reasonable to expect 75 percent of the engaged participants (23 homes) to implement additional measures.</li> </ul>
<b>Scope</b>	<ul style="list-style-type: none"> <li>Identify the number and location of homes more than 50 years old through existing resources (e.g., Lafayette Planning Department, Boulder County Assessor).</li> <li>Develop bundled offerings specific to needs of homeowners of older homes, including incentives and information on storm doors and windows, window glazing, weather stripping, aging HVAC equipment, and insulation.</li> <li>Identify a rebate incentive that would adequately motivate homeowners to implement energy efficiency projects. The primary incentive offered by Lafayette will be a discount on the EnergySmart energy assessment (audit) or a rebate on an eligible measure and LED light bulbs.</li> <li>Invite EnergySmart program lead to a Historic Preservation Board meeting to share and learn about historic home specific energy measures.</li> <li>Host homeowner workshops on energy efficiency measures for older homes.</li> <li>Develop an outreach campaign with specific messaging aimed at owners of older homes coordinated with contacts that have specific knowledge about historic homes.</li> <li>Through EnergySmart, leverage Xcel Energy's Home Energy Squad program to ensure that direct install opportunities are maximized (if applicable)</li> <li>Subsidize energy audits from Xcel Energy to get them to the approximate \$100 out of pocket range for as many residents as possible OR provide targeted incentives of the same amount applicable toward other measures.</li> </ul>

<p><b>Responsible Parties</b></p> <p>Dave Hatchimonji, EnergySmart, Co-lead          Antoinette Maes, Lafayette Sustainability Coordinator, Co-lead          Rebecca Schwendler, Historic Preservation Board Chair, Co-lead          Matt Wilmoth, Xcel Energy, Home Energy Squad coordination          Conor Merrigan, Partners in Energy, measures and outreach support          National Trust for Historic Preservation staff, best practices and outreach</p>
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• July 2016: Determine age and characteristics of housing stock.</li> <li>• July 2016: Finalize collaboration with EnergySmart, LESAC, Historic Preservation Board, and Xcel Energy Home Energy Squad.</li> <li>• July 2016: Determine number of homes targeted for rebates.</li> <li>• July 2016: Develop outreach plan and workshop schedule.</li> <li>• August 2016: Conduct auditor/advisor briefings.</li> <li>• August 2016: Work out Intergovernmental Agreement rebate mechanism to incorporate Lafayette money into rebates (or send separately).</li> <li>• September 2016: Launch campaign.</li> <li>• September 2016 - August 2017: Conduct outreach activities.</li> <li>• December 2017: Track participation and outcomes.</li> </ul>
<p><b>Funding</b></p> <p>Boulder County 2016 sustainability matching grant awarded to Lafayette          Xcel Energy rebates          Historic Preservation Board funding for joint workshops          Xcel Energy funding for outreach and collateral development          Lafayette – \$100 incentive for home audits in addition to approximately \$200 rebate from Xcel Energy to the first 25 homes</p>
<p><b>Collaborators</b></p> <p>Boulder County EnergySmart          Xcel Energy Home Energy Squad          Longs Peak Energy Conservation          Lafayette Historic Preservation Board          Colorado State Historic Preservation Office          National Trust for Historic Preservation          Energy efficiency contractors</p>

<p><b>Outreach Channels</b></p> <p>Jointly hosted homeowner workshops</p> <p>City website and media channels</p> <p>Trainings and briefings by the Historic Preservation Board</p> <p>Xcel Energy targeted campaign (brochures or email based on targeted homeowners)</p> <p>County website</p> <p>Lafayette Art Night Out Booth</p> <p>Next Door and Lafayette Facebook pages</p> <p>LESAC</p> <p>EnergySmart energy advisors when contacted by homeowners whose homes are within the targeted age</p>
<p><b>Measurement</b></p> <ul style="list-style-type: none"> <li>• Progress will be measured in EnergySmart’s customer management system</li> <li>• Measures implemented and energy savings achieved will also be tracked in EnergySmart’s customer management system, as well as applicable rebates through Xcel Energy and contractors</li> </ul>

<p><b>Strategy 2: Pilot Lafayette Lower-Middle-Income On-Bill Payment Program</b></p>
<p><b>Description</b></p> <p>Develop an on-water-utility mechanism to provide billing and repayment for loans targeted toward 80 percent Area Median Income (low to medium income [LMI]) residents of Lafayette. This will be a complementary service to existing services, such as EnergySmart+ (AMI targeted EnergySmart) and Longs Peak Energy Conservation’s Weatherization Assistance Program.</p>
<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>• Secure capital and develop a bill repayment collections mechanism.</li> <li>• Provide 6 loans to LMI residents in year 1, 8 loans in year 2, and 10+ loans in year 3.</li> </ul>
<p><b>Scope</b></p> <ul style="list-style-type: none"> <li>• Secure a capital source to provide loans.</li> <li>• Develop a bill mechanism through City water billing system with City staff.</li> <li>• Develop criteria for pilot outreach and identify preferred partners.</li> <li>• Develop outreach and marketing campaign to identify pilot participants with partners.</li> <li>• Coordinate to enable participants to take advantage of Xcel Energy and EnergySmart rebates where possible.</li> <li>• Track outcomes.</li> </ul>

<b>Responsible Parties</b>
<p>Robb Menzies, LESAC, Lead</p> <p>Jeremy Epstein, Harcourt Brown &amp; Carey, billing mechanism and program guidelines, capital source identification</p> <p>Luke Ilderton, Energy Outreach Colorado, capital source identification and outreach</p> <p>City of Lafayette staff, billing mechanism</p> <p>LESAC members, outreach and marketing</p> <p>Dave Hatchimonji, EnergySmart, outreach and marketing coordination</p> <p>Long’s Peak Energy Conservation, outreach and marketing coordination</p> <p>Xcel Energy, outreach and marketing content coordination</p> <p>Julie Pilar, Sister Carmen Community Center, low income advocate</p> <p>Cheryl Diaz - Hispanic advocate</p>
<b>Timeline</b>
<ul style="list-style-type: none"> <li>• Complete: Secure \$21,000 in available funding from City Council for the program.</li> <li>• June 2016: Finalize contract with Harcourt Brown &amp; Carey for on-bill finance roadmap.</li> <li>• June 2016: Identify launch date for program in roadmap.</li> <li>• Summer 2016: Develop marketing plan for program.</li> <li>• Summer 2016: Secure underwriting.</li> <li>• Summer 2016: Build out City software patches needed to bill water customers.</li> <li>• Summer 2016: Identify pool of eligible participants.</li> <li>• Summer 2016: Launch program.</li> <li>• Fall 2016: Promote program.</li> <li>• Ongoing: Track participation and energy savings.</li> </ul>
<b>Funding</b>
<p>LESAC funding (\$21,000)</p> <p>City of Lafayette: Gary Klaphake, City Administrator, has indicated willingness to devote additional City dollars to assist in build-out of utility billing mechanism and any software/time resource costs incurred in that process.</p>
<b>Collaborators</b>
<p>LESAC</p> <p>Harcourt Brown &amp; Carey (consultant)</p> <p>EnergySmart</p> <p>Long’s Peak Energy Conservation</p> <p>Xcel Energy</p> <p>Capital provider (TBD)</p>

<b>Outreach Channels</b>
<p>City of Lafayette</p> <p>EnergySmart</p> <p>Long's Peak Energy Conservation</p>
<b>Measurement</b>
<ul style="list-style-type: none"> <li>• Number of loans funded and total dollar amounts funded</li> <li>• Energy savings of measures and overall value of improvements installed as result of loan product</li> <li>• Energy savings quantified by participation in Xcel Energy DSM programs and/or by deemed savings for measures financed</li> </ul>

## Commercial Sector

The city has built a solid Green Business Recognition Program infrastructure and has had reasonable participation from local businesses in the last few years. Rather than undertake an entirely new effort to reach commercial customers, the planning team believes it is important to build on the existing success of the program and develop improved methods for raising awareness among business owners as well as trades and contracting businesses. In addition, it will be imperative to take advantage of partnerships available with other programs to target specific business types and areas for greatest effect to achieve the targets set in this plan. Finally, as momentum and recognition of the program continue to grow, there will be an opportunity to increase the participation threshold for recognition, simultaneously increasing energy savings per participant and keeping the program participation in line with available resources.

In addition to upgrading various components of the Green Business Recognition Program, Lafayette will also take advantage of the knowledge developed over prior years and that of partners on the planning team to implement a small business direct install lighting sweep. This discrete effort will deliver immediate and accessible energy savings as well as provide businesses with the information to pursue deeper energy savings projects.

<b>Strategy 3: Upgrade the Lafayette Green Business Recognition Program</b>
<b>Description</b>
<p>Build on the momentum from the 2015 program and leverage the Boulder County PACE resources to increase Green Business Recognition Program participation in 2016 and 2017. The Green Business Recognition Program recognizes businesses that take steps toward sustainability.</p> <p>The Sustainability Program Impact Analysis performed for Boulder County by Natural Capitalism Solutions shows that the return on investment for Boulder County's PACE program is 10:1. Lafayette, therefore, sees significant advantages to leveraging this partnership again in 2016 and 2017.</p> <p>Through targeted outreach to Lafayette businesses using Boulder County PACE resources, raise awareness among Lafayette businesses about partnerships and resources that can help</p>

them lower their carbon footprint in daily operations while often lowering their operating costs at the same time.

Lafayette will include additional features to expand the program:

- Promotion of commercial solar with Colorado Commercial Property Assessed Clean Energy Program
- Strong encouragement and recognition for conducting energy benchmarking (Strategy 3a)
- Transportation / support of workplace EV charging stations and alternative fuel vehicles
- Criteria for sustainable packaging

As more businesses participate, criteria for recognition will continually increase to encourage engagement. Increasing energy savings across the program will remain the key objective.

### Targets

- Increase number of business participants by 20 percent and encourage 25 percent of existing participants to implement another project.
- Implement new program offerings for Transportation, Commercial Solar, and Energy Benchmarking (see related strategies).
- Increase awareness in business community of available electric vehicle supply equipment (EVSE) and alternative fuel vehicle resources.
- Increase number of Regional Air Quality Council (RAQC) applications from Lafayette business community.
- Enroll three to five Lafayette businesses in the “Wired Workplaces” by December 2017.

### Scope

- Revise Green Business Recognition Program application to include additional ways to earn points and encourage projects (energy benchmarking, business fleet opportunities, workplace EV charging, and commercial solar).
- Develop spend plan for budget of \$4,750.
- Develop coordinated outreach plan and content for web sites, flyer, and press releases.
- Launch outreach campaign.
- Receive applications.
- Review and score applications and award points and certifications.
- Hold annual recognition event.
- Revise program application and requirements annually.

### Responsible Parties

Jeanne Stratton, LESAC, Co-lead, planning, overview, implementation

Antoinette Maes, Consultant, CO-lead, planning, overview, implementation

Zach Swank, Boulder County PACE, planning, direct assistance

Lafayette Waste Reduction Advisory Committee, waste category development, event planning

Lea Yancy, Boulder County Sustainability, outreach material review

Partners in Energy, planning and content development, recognition event support

<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• June 2016: Develop spending plan for budget of \$4750.</li> <li>• April 2016: Develop internal outreach plan.</li> <li>• May 2016: Develop content for launch fliers.</li> <li>• May 2016: Develop website content.</li> <li>• May 2016: Launch targeted outreach for Green Business Recognition Program applications.</li> <li>• Summer 2016: Application period.</li> <li>• July 2016: Engage program partners/sponsors.</li> <li>• July 2016: Develop incentive program for non-city rebates.</li> <li>• July 2016: Coordinate with additional outreach partners for ongoing outreach.</li> <li>• September 2016: Score LESAC applications.</li> <li>• October 2016: Develop City Council recognition format, plan recognition event, and soliciting sponsors.</li> <li>• October/November 2016: Host recognition event.</li> </ul>
<p><b>Funding</b></p> <p>Boulder County Matching Grant Fund (\$4,750 is targeted for this program) for outreach, recognition decals, recognition event, ads, energy saving device for drawing, etc.</p> <p>Xcel Energy for event support (examples might include food, drawing prize, recognition article content)</p> <p>Sponsor contributions to event, such as drink coupons, drawing prizes, solar credits for commercial solar system</p> <p>Boulder County PACE and Xcel Energy incentives for energy efficiency, waste reduction, water efficiency, and transportation</p>
<p><b>Collaborators</b></p> <p>LESAC</p> <p>Boulder County PACE</p> <p>Xcel Energy</p> <p>Denver Clean Cities</p> <p>Colorado Energy Office, Colorado Commercial Property Assessed Clean Energy Program</p> <p>Lafayette Waste Reduction Advisory Committee</p>
<p><b>Outreach Channels</b></p> <p>City of Lafayette websites</p> <p>Lafayette Chamber of Commerce</p> <p>Xcel Energy Business Customer List</p> <p>Home Town Weekly ads</p> <p>Home Town Weekly article</p> <p>City Media - Facebook, Twitter, newsflash</p>



Boulder County PACE website and email blasts  
 County Commissioner’s Sustainability Newsletter  
 City Council recognition of participating businesses  
 Decals to put in business’s windows

**Measurement**

- Number of business applications received
- Survey results in November 2017 to identify actions taken during last year
- Energy savings recorded as part of Boulder County PACE program
- Increase in Xcel Energy DSM programs related to small businesses

**Strategy 3a: Encourage Energy Benchmarking**

**Description**

Develop approach for encouraging commercial energy benchmarking to allow businesses to track energy use over time. Benchmarking will enable businesses to identify energy savings opportunities and compare their energy use to comparable buildings to see how they are performing. Energy benchmarking is the first step in energy management and will enable interested entities to take the next steps to engage with private companies to initiate energy savings projects.

**Targets**

- Enroll 40 Lafayette Green Businesses partners in Xcel Energy’s Commercial benchmarking program by December 2017.
- Engage 10 participating businesses in implementing energy saving projects by December 2017.

**Scope**

- Incentivize participation in energy benchmarking on Lafayette Green Business Recognition Application.
- Help willing business owners enter their information into Xcel Energy’s benchmarking service (Boulder County PACE, including automated Portfolio Manager upload).
- Focus on businesses over 5,000 square feet that could be ENERGY STAR rated, but also available for smaller businesses.
- Develop collateral outlining benefits of energy benchmarking and management.
- Share collateral with Lafayette Green Business Recognition Program partners and potential participants.
- Explore data sharing possibilities with participants to enable direct engagement.
- Develop and administer survey of businesses to evaluate use of benchmarking program.

<b>Responsible Parties</b>
<p>Antoinette Maes, LESAC, Lead, Green Business application</p> <p>Zach Swank/ Ambra Sutherlin, Boulder County PACE, rebate funding, benchmarking program, and reporting and check-in support</p> <p>Conor Merrigan, Partners in Energy, program support</p>
<b>Timeline</b>
<ul style="list-style-type: none"> <li>• May 2016: Update Green business application.</li> <li>• July 2016: Develop benchmarking collateral.</li> <li>• July 2016, ongoing: Deliver collateral with Green Business program updates.</li> <li>• Ongoing: Track participation.</li> <li>• Summer 2016: Settle data privacy/direct engagement issues.</li> <li>• Fall 2016/Winter 2017: Develop any additional offerings.</li> <li>• Winter 2017: Distribute follow up information to benchmarking businesses.</li> <li>• Late 2017: Administer survey</li> </ul>
<b>Funding</b>
<p>None additional at this time</p>
<b>Collaborators</b>
<p>Boulder County PACE</p> <p>LESAC</p> <p>Xcel Energy</p> <p>City of Lafayette</p>
<b>Outreach Channels</b>
<p>Lafayette Green Business Recognition Program existing participant list</p> <p>Xcel Energy business customer list for targeted emails/postcards</p>
<b>Measurement</b>
<ul style="list-style-type: none"> <li>• Number of businesses enrolled in Xcel Energy Benchmarking Program</li> <li>• Number of program inquiries</li> <li>• Reported energy savings from any measures identified through program</li> </ul>

**Strategy 3b: Increase Business Awareness of Colorado Commercial Property Assessed Clean Energy (or C-PACE) for Energy Efficiency and Commercial Solar**

**Description**

Promote the Colorado Commercial Property Assessed Clean Energy Program recently adopted by Boulder County and address energy efficiency and commercial solar related to Commercial Property Assessed Clean Energy.

<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>• Conduct at least three workshops to promote/educate regarding Commercial Property Assessed Clean Energy financed energy efficiency and commercial solar projects for local commercial property owners, local contractors / installers, and other identified stakeholders.</li> <li>• Increase awareness of and participation in Xcel Energy programs that complement Commercial Property Assessed Clean Energy project financing.</li> <li>• Identify at least three Commercial Property Assessed Clean Energy projects and resultant energy savings (kW/kWh)/generation capacity (kW) initiated/facilitated by workshop participants.</li> </ul>
<p><b>Scope</b></p> <ul style="list-style-type: none"> <li>• Identify target audience(s) for each workshop.</li> <li>• Work with City of Lafayette, Colorado Green Building Guild, Xcel Energy, and perhaps other organizations to set up, promote, and host these workshops.</li> <li>• Conduct quarterly follow-up during implementation period.</li> </ul>
<p><b>Responsible Parties</b></p> <p>Tracy Phillips, LESAC, Lead, training materials and workshop facilitation</p> <p>Ann Livingston, Southwest Energy Efficiency Project, Colorado Green Building Guild, Lead, promote workshops</p> <p>Zach Swank, Partners for A Clean Environment, incorporate into Boulder County PACE interactions in Lafayette</p> <p>Susan Blythe, Partners in Energy, event coordination support</p>
<p><b>Timeline</b></p> <p>July 2016: Set date for first workshop.</p> <p>July 2016: Gather and coordinate Xcel Energy Commercial DSM program information.</p> <p>July 2016: Conduct outreach (all partners).</p> <p>July 2016: Develop internal Commercial Property Assessed Clean Energy Program workshop materials.</p> <p>August 2016: Conduct and debrief on first workshop and plan second workshop.</p> <p>August-December 2016: Host two more workshops.</p> <p>Q3 2016: Conduct first round of quarterly follow-ups.</p> <p>Q4 2016 - Q4 2017: Conduct additional follow-ups.</p>
<p><b>Funding</b></p> <p>Sustainable Real Estate Solutions (Commercial Property Assessed Clean Energy administrators)</p> <p>Southwest Energy Efficiency Project</p> <p>City of Lafayette</p> <p>Private Commercial Property Assessed Clean Energy company sponsors</p> <p>Xcel Energy, rebate programs</p>

<p><b>Collaborators</b></p> <ul style="list-style-type: none"> <li>Southwest Energy Efficiency Project</li> <li>Colorado Green Building Guild</li> <li>City of Lafayette</li> <li>Boulder County PACE</li> <li>Colorado Energy Office</li> <li>Xcel Energy</li> </ul>
<p><b>Outreach Channels</b></p> <ul style="list-style-type: none"> <li>Colorado Green Building Guild channels</li> <li>City of Lafayette website</li> <li>Partners for A Clean Environment</li> <li>Green Business Recognition Program participants</li> <li>Project developers and capital providers</li> <li>Building Owners and Managers Association (BOMA)</li> <li>Contractors</li> </ul>
<p><b>Measurement</b></p> <ul style="list-style-type: none"> <li>• Number of workshop attendees</li> <li>• Number of contractor applications received by C-PACE from contractor attendees</li> <li>• Number of projects completed through C-PACE on commercial real estate owners' buildings</li> <li>• Savings from Xcel Energy programs related to Commercial Property Assessed Clean Energy Program projects (kWh, therms, dollars)</li> </ul>

<p><b>Strategy 4: Conduct a Small Business Lighting Campaign</b></p>
<p><b>Description</b></p> <p>To encourage higher efficiency lighting in the business community, develop a replicable model to identify target commercial areas, conduct outreach (for both lighting and Green Business Recognition Program participation), and serve businesses with lighting audits and guidance on project implementation. Once the model is developed, repeat its application on a regular basis annually to address future target areas in Lafayette for persistent improvements.</p>
<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>• Engage 5 percent (50 businesses) of the eligible businesses in a free lighting audit and related direct install measures and convert 35 percent to broader projects (18). Eligible businesses are Xcel Energy electric customers with a peak demand of 400 kW or less.</li> </ul>

<p><b>Scope</b></p> <ul style="list-style-type: none"> <li>• Leverage any direct business visits by Green Business Recognition Program and Boulder County PACE to identify eligible businesses for lighting upgrades.</li> <li>• Take advantage of Boulder County PACE and Xcel Energy’s Small Business Lighting efforts across Boulder County by scheduling a few days to visit businesses directly, conducting direct installs, and encouraging other projects and participation in Green Business Recognition Program.</li> <li>• Cross-reference Xcel Energy Small Business Lighting customer lists from previous Boulder County PACE efforts in Boulder County to identify other eligible business for lighting improvements.</li> <li>• Leverage existing Xcel Energy Small Business Lighting and Boulder County PACE outreach materials and methods and incorporate benefits of lighting projects for Green Business certification.</li> <li>• Reach out to trades/contractors in Boulder County to make them aware of the opportunity to provide implementation support once businesses have received an audit.</li> <li>• Develop a timeline for repeating the model in other identified corridors.</li> <li>• Measure participation and conversion.</li> </ul>
<p><b>Responsible Parties</b></p> <p>Zach Swank, Boulder County PACE, Lead, coordination, outreach, and program support Jeanne as CO-Lead</p> <p>David Webb, Xcel Energy Small Business Lighting, outreach coordination and program implementation</p> <p>Susan Blythe, Partners in Energy, coordination and materials development</p>
<p><b>Timeline</b></p> <ul style="list-style-type: none"> <li>• July 2016: Define approach for direct and coordinated site visits (where, how many, etc.).</li> <li>• August 2016: Develop any additional outreach content needed (including adding Green Business benefits, call script, etc.)</li> <li>• August 2016: Notify contractor networks of upcoming effort and need for support.</li> <li>• August-September 2016: Conduct audits and direct installs.</li> <li>• Fall-winter 2016: Encourage project implementation through direct follow up with audit customers.</li> <li>• Early 2017: Track participation and outcomes.</li> <li>• Spring 2016: Begin process for next corridor.</li> </ul>
<p><b>Funding</b></p> <p>Xcel Energy Small Business Lighting program support and funding for direct installation</p> <p>Boulder County PACE program support</p>
<p><b>Collaborators</b></p> <p>Local contractors</p> <p>LESAC</p> <p>Lafayette Chamber of Commerce</p>

Xcel Energy
<b>Outreach Channels</b>
<p>Boulder County PACE and Xcel Energy Small Business Lighting outreach channels (customer lists, call center, direct contact)</p> <p>Chamber of Commerce website, newsletter, Facebook page</p> <p>Xcel Energy and EnergySmart trade ally network</p> <p>Boulder County PACE database of Lafayette business contacts (blast emails, individual emails, call center, direct contact)</p> <p>City of Lafayette Newsflashes and monthly reminders, press release, Facebook, possibly an article inviting businesses to participate</p>
<b>Measurement</b>
<ul style="list-style-type: none"> <li>• Number of program participants (direct installs and project conversions)</li> <li>• Savings from direct installs and project conversion (tracked directly by Xcel Energy and Boulder County PACE)</li> </ul>

## Renewables

Working from the baseline of success with Solarize Colorado, Lafayette will promote solar PV in both residential and commercial markets to increase installations by an additional 250 kW above the 2014 baseline by the end of 2017. This promotion will primarily be addressed via a partnership with national and regional experts to identify the most effective means of reducing the barriers to accessing solar for both the residential and commercial sectors by developing a Long-Range Solar/Renewables Plan.

<b>Strategy 5: Reduce Solar Market Barriers</b>
<b>Description</b>
<p>Phase 1: Apply for National Recognition in the <b>SolSmart</b> (formerly SPARC) program administered by the Solar Foundation and the International City/County Management Association (ICMA) and funded by the U.S. Department of Energy. Apply to be an early adopter and begin to take preliminary actions prior to the launch of the program to receive bonus points in the program and support and promote community solar projects (TBD based on City efforts and Public Utilities Commission decisions).</p> <p>Phase 2: Promote the designation and measures taken to increase installed capacity.</p>

**Targets**

- Accomplish actions identified in the Early Adopter Action Plan developed by NREL by March 31, 2016 to earn bonus recognition points (COMPLETE).
- Fulfill required actions in Permitting and Planning by December 2017.
- Accomplish activities to meet National Designation Criteria for Gold Level Recognition by June 2018.
- Improve process so that solar is more accessible.

**Scope**

- Apply for Early Adopter Designation (COMPLETE).
- Meet with Solar Foundation and NREL/SolSmart on Action Opportunities.
- Complete Early Adopter Actions:
  - Improve navigation and search capabilities on the City of Lafayette website related to solar permitting and inspection processes.
  - Explore online permit processes with City staff.
  - Provide resources to builders regarding solar for new construction and consider requirement for solar ready construction in the future.
  - NREL/SolSmart to create action plan for meeting National Designation Criteria for Gold Level:
  - Develop solar statement outlining community goals and commitment to tracking number and capacity of installed PV systems.
  - Fulfill required actions in Permitting and Planning/Zoning/Development.
  - Earn 20 points in Permitting and Planning/Zoning/Development.
  - Complete two silver-required actions in Planning/Zoning/Development and Inspection categories.
  - Earn 200 points overall from actions across 6 categories: Inspection, Construction Codes, Solar Rights, Utility Engagement, Community Engagement, Market Development and Finance.
- As part of utility engagement, collaborate with Xcel Energy on a process to integrate interconnection and electrical inspections and gain broader understanding of utility position on net metering.
- Apply to host SolSmart Advisor for 6 months of technical assistance.
- Work with City Planning and Development Departments on process improvements for solar development.
- Promote better process and encourage participation.
- Integrate outreach on solar opportunities into commercial and residential Partners in Energy efforts.

**Responsible Parties**

Emily Miller/Antoinette Maes, LESAC, Co-leads, program coordination  
 Jason Coughlin and Amy Hollander, NREL, technical support  
 Ron Kaufman, City of Lafayette, City liaison, planning, zoning, permitting and inspection policies and procedures  
 Zach Greene National, Solar Foundation, program support

National League of Cities – co-sponsor Xcel Energy Solar*Rewards® and Community Solar Gardens
<b>Timeline</b>
<ul style="list-style-type: none"> <li>• March 2016: Achieve Early Adopter status.</li> <li>• June 2016: Respond to National Designation Criteria.</li> <li>• TBD 2016: Complete intake form.</li> <li>• June 2016 – June 2018: Work with NREL/SolSmart for 2 years to complete process.</li> <li>• December 2017: Achieve required actions.</li> <li>• Fall 2016 – Fall 2017: Conduct outreach and encourage solar projects.</li> <li>• Ongoing: Track solar installations.</li> </ul>
<b>Funding</b>
\$1,000 from Boulder County matching grant
<b>Collaborators</b>
National Solar Foundation NREL Xcel Energy Solar installers and manufacturers Southwest Energy Efficiency Project
<b>Outreach Channels</b>
Free SolSmart outreach materials (flyers, etc.) Lafayette website LESAC website NOTE: Any community solar campaign will entail a more detailed and robust marketing strategy.
<b>Measurement</b>
<ul style="list-style-type: none"> <li>• Recognition</li> <li>• Reduced soft barriers</li> <li>• Number of solar installations by December 2017</li> </ul>

## Electric Vehicles

There is considerable momentum as a result of recent group purchasing opportunities and federal tax incentives to purchase electric vehicles. However, with the low price of fossil fuels, the challenge will be to raise awareness about the benefits, show commitment to electric vehicle infrastructure, and encourage additional purchases. Because the technology is so new and adoption rates are relatively rapid, there is a clear need to be strategic as a community to make sure that all the variables involved are given due consideration. This effort will support an overall objective of showing Lafayette as a sustainable and forward thinking community where people want to live and invest in sustainable technology.



**Strategy 6: Develop a PEV Readiness Plan****Description**

Develop a holistic vision and plan for the City of Lafayette to both accommodate and encourage the widespread use of EVs within the community that will evaluate the current readiness of Lafayette to support EVs (i.e., the status quo) and set goals to improve EV readiness, as well as identify specific actions and programs to make progress toward those goals.

**Targets**

- Completed Readiness Plan.
- Completed Department of Energy technical analysis of pilot, rate structure, and rate design.
- Reduced barriers to multi-family unit charging.
- A replicable model for other communities.

**Scope**

- Identify key performance metrics for Lafayette and develop a baseline (possibly use existing Department of Energy Alternative Fuels Data Center PEV Readiness Score Card or other similar tools to establish baseline).
- Based on results of baseline assessment, determine specific opportunities for Lafayette to improve EV readiness.
- Coordinate with the City of Denver DC Fast Charging Study by collaborating to identify fast charge needs in Lafayette.
- Research resources and best practices in programs and activities that can support City objectives.
- Create City EV Action Plan and select and prioritize programs and activities to support City objectives.
- Select metrics to evaluate success of EV Action Plan.
- Engage partners and other resources in developing programs and activities to support City objectives.
- Implement selected programs and activities.
- Evaluate programs and activities using selected metrics.

**Responsible Parties**

Leia Guccione, LESAC, Co-lead, plan development and implementation

Zack Rogers, LESAC, Co-lead, plan development and implementation

Antoinette Maes, consultant, planning and guidance

Jana West-Heiss, Denver Clean Cities Coordinator, planning support

Eric Van Orden, Xcel Energy, planning support

Will Toor, Southwest Energy Efficiency Project, technical assistance

**Timeline**

- Summer 2016: Complete baseline assessment and propose objectives for EV Action Plan to City Council.

- Fall to Winter 2016: Identify partners, research programs, and resources and create City EV Action Plan that includes metrics for evaluation.
- Spring 2017: Work with partner organizations to develop programs per the EV Action Plan.
- Spring-Summer 2017: Roll out programs and activities.
- Fall 2017: Continue program implementation.
- Fall 2017: Begin program evaluation.

**Funding**

City of Lafayette  
 State and County grants  
 Department of Energy grants/National Labs (Idaho)  
 Manufacturer/dealership sponsorship or support

**Collaborators**

Southwest Energy Efficiency Project Transportation  
 Electrification Coalition (Drive Electric Northern Colorado)  
 Denver Clean Cities  
 Boulder County  
 Regional Air Quality Council  
 Xcel Energy

**Outreach Channels**

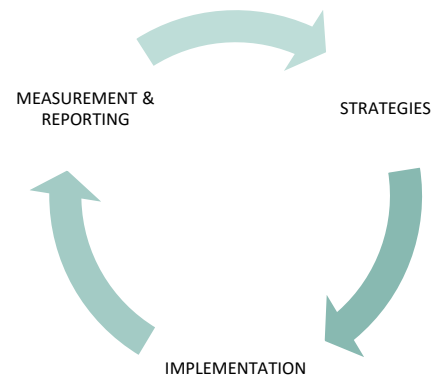
LESAC website  
 City of Lafayette website  
 Community events (e.g., Art Walks)  
 NextDoor.com  
 Partner channels

**Measurement**

- Completed City EV Action Plan
- Scorecard metrics (number of charging stations, use of charging stations, number of vehicles, etc.)

## How Are We Going to Stay On Course?

The work envisioned in this plan relies heavily on partner organizations, the work of existing programs, paid consultants, and volunteer time from committed community members. During the 18 months of implementation, there will be a significant amount of work developing and launching the strategies that are intended to result in energy impacts for Lafayette. The goals and targets in the plan are milestones toward progress and are not binding or static. As the implementation period commences and progresses, some of the targets will be surpassed while others may fall short. Unforeseen barriers may arise while unexpected opportunities may as well. Lafayette is positioning itself to make progress based on expectations that are deemed realistic with responsibilities outlined and individuals committed to lead the efforts. As the implementation period gets underway, Lafayette will ensure that the results of the various strategies are captured in order to quantify the benefits where possible and provide qualitative examples of the community taking action.



## Operational Actions and Tracking

Due to the myriad of partners involved in the various strategies, there will be multiple tracking methods employed and a need for regular check-ins to ensure that coordination is happening, new opportunities are being explored, course corrections are made, and any barriers to progress are addressed. During the 18-month implementation period, the Partners in Energy team will act as data aggregators and strategy facilitators to ensure that strategies continue to move and all available data are being used to track progress. While the ultimate goal is to have these efforts move forward independently of Partners in Energy team assistance, the support offered during implementation will help fill in gaps, manage logistics, and coordinate the implementation activities defined in the Xcel Energy Partners in Energy Implementation MOU.

Strategy check-ins will be scheduled quarterly at a minimum (potentially monthly at the outset), with status updates being provided quarterly. These will be coordinated with strategy leads and identified partners and will include status updates, support requests, and resource coordination. Tracking will include participation, energy savings, and other metrics identified in the individual strategies and the Implementation MOU. As several of the strategies involve identifying additional metrics, once those are determined they will be added to the tracking and reported back to the community on a semi-annual basis.

## Communication and Reporting

As the plan is implemented, it will be important to communicate both internally and externally on progress and observations. Internally, the semi-annual reporting will provide a jumping off point to ask additional questions, identify any needed changes, and start to identify which components are best for external communications. External communications will be identified per strategy but consolidated wherever possible. EnergySmart, for example, already provides quarterly updates to the entire county, and for residential offerings it may be able to send out a segmented message regarding Lafayette programs.

Regular outreach to the Lafayette Green Business Recognition Program participants will provide an avenue to reach the commercial participants, and as the Renewables Plan and Electric Vehicle Infrastructure Plan are developed, those teams will identify additional messaging targets.

Due to the variety of existing programs in Lafayette and Boulder County, the decision was made not to create an additional brand for the strategies in this plan but rather to incorporate the information under the umbrella of those existing programs. In addition to the semi-annual reporting, an annual report will be prepared in line with LESAC's annual reporting and included as part of that effort. Xcel Energy's community reports will highlight the overall trends in energy consumption and reductions, and the information from EnergySmart and PACE will break out information for Lafayette as well. Because city communications staff is stretched relatively thin at Lafayette, wherever possible LESAC members, Partners in Energy team members, Boulder County partners, and the City Sustainability Coordinator will develop most of the content for outreach efforts and will coordinate with the city to identify the most effective ways to distribute information.

### **Changing Course: Corrective Action**

During the implementation period, assumptions will be tested and unanticipated events will occur. By keeping the implementation process dynamic, the team will be able to adjust to changing scenarios so as to remain effective, allocate resources where they are most needed, and take advantage of opportunistic offerings or events. The regular meeting process with the strategy teams will help maintain this awareness, as will the regular gathering of feedback from city staff, program partners, and community members. By keeping the focus on what is working most effectively, Lafayette can ensure that the most progress toward the overall energy reduction goals is being made.

### **Ongoing Planning Team Support**

The support from the Partners in Energy team is detailed in the Implementation MOU and is a combination of both specific tasks and items that have been identified as well as more general effort identified. In addition to the Partners in Energy team, additional planning team members have support roles identified in the strategies. LESAC will remain the primary organization supporting the various strategies, but will be relying heavily on the paid staff of partner organizations and consultants to manage the logistics, coordination, and on-the-ground interactions as identified.

### **Recognition for Achieving Goals**

Recognition is not the primary aim of implementing these strategies, but it is important to provide the opportunity to share progress and success in a way that increases awareness and community pride. One of the reasons to have quantifiable results is to know when goals are reached or exceeded in order to acknowledge the efforts of all the partners involved and recognize the community members taking action. The Green Business Recognition Program includes a recognition element for participants and leaders that showcases their efforts and builds momentum for the program as others find out about it. As notable examples are encountered throughout the implementation period, all of the partners will help identify them as potential case studies and will highlight community members worthy of recognition. The exact means of providing that recognition will vary and will depend on factors such as resources and priorities, but recognition will be a regular meeting topic throughout the implementation period.

## **Beyond the Plan Horizon**

Especially with two of the primary strategies being to develop specific plans, it is important to look to what can happen beyond the implementation period as well as beyond the plan horizon. Reaching the remaining older homes, expanding the on-water-bill finance program, moving from energy benchmarking to energy management, installing additional electric vehicle charging infrastructure where most practical, installing more renewable systems, and more projects taking advantage of Commercial Property Assessed Clean Energy Program financing are all ways to continue these efforts that are being built up over the next year and a half. Some specific new opportunities are already being investigated, including finding a site for a large community solar project and figuring out how to best take advantage of new Xcel Energy program offerings, such as lighting efficiency for health care.

As energy reductions are realized, there is also the clear desire for Lafayette to take a holistic approach to driving an even greater reduction in greenhouse gas emissions. This can be demonstrated with the focus on electric vehicles, but also in looking at renewables and expanding the scope of LESAC to look at waste and carbon efforts across the board. This plan is one piece of a larger commitment by Lafayette, and as the implementation period commences it will provide valuable lessons in how to leverage City partners and citizens to implement deep changes to the current paradigm. Taking a city that is already a leader and trying to keep pushing once many of the low-hanging opportunities have been exhausted is a significant challenge, and in order to reach more ambitious goals the example set will need to be modeled by the citizenry at large and the regional communities. Lafayette continues to increase awareness, identify opportunities for energy savings, and discover untapped capacity within the community.

## **Appendix 1: Implementation Memorandum of Understanding**

To be added.