



# An Energy Efficiency Work Plan for the City of Longmont

March 2020



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

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## Acknowledgements

Thanks to the following organizations and individuals for participating on the planning team for this work plan.

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## Longmont Energy Landscape

Since the beginning of 2018, the City of Longmont has taken a number of bold steps related to community energy and sustainability. In January 2018, City Council passed a resolution to commit Longmont to 100 percent renewable electric energy supply by 2030. Also in 2018, Longmont updated its 2016 Sustainability Plan and completed the City's first greenhouse gas inventory to develop a baseline of greenhouse gas emissions.



In late 2019, the Longmont City Council passed a resolution declaring a climate emergency, establishing Longmont's intent to take immediate and accelerated action to address the climate crisis. This resolution challenges the municipal government, residents, and community partners to take action to combat climate change. The City then convened a Climate Action Task Force composed of City staff, subject matter experts, partners, and concerned residents (including those most vulnerable to the impact of climate change). This task force currently is developing recommendations for further steps the City should take to promote a carbon-free, sustainable city.

While the task force will not present its recommendations to City Council until Spring 2020, this short-term work plan is closely aligned with tentative recommendations coming from

the Buildings subgroup of the task force, and the activities detailed in the work plan directly support priorities coming out of the task force subgroup, including commercial benchmarking, expanded low-income residential energy efficiency, and energy efficiency for small to medium businesses in Longmont. In addition, the work plan also aligns with goals established in the City's Sustainability Plan relative to building energy efficiency.

The Climate Emergency Resolution also widened the scope of the City's Just Transition Plan, which has been in development since late 2018. The original aim of the Just Transition Plan was to create an equitable transition to 100 percent renewable electricity through inclusive engagement and actions to minimize the impact of the transition on underserved and underrepresented populations. The Climate Emergency Resolution created the opportunity to expand the focus of the Just Transition Plan to equitable climate action for frontline communities. The Just Transition Plan Committee is currently supporting the Climate Action Task Force and developing its own recommendations. The implementation and format of these recommendations are still to be determined.

All of these efforts are coalescing around a more sustainable and equitable energy future for the City of Longmont.

## Xcel Energy’s Partners in Energy

Given its ambitious goals, the City applied to Xcel Energy’s Partners in Energy in 2019. Xcel Energy launched Partners in Energy to support communities in developing and implementing energy action plans that supplement existing sustainability plans, strategies, and tools and drive short-term activities with measurable outcomes. Xcel Energy is the primary natural gas provider for Longmont and the City recognized the opportunity to collaborate and leverage Partners in Energy resources to make progress toward its goals.

These resources include aggregated, community-wide natural gas data, facilitated planning support, heat mapping, and support developing the work plan. In addition, through Partners in Energy, Xcel Energy will work with Longmont Power & Communications (LPC) to help implement work plan activities for greatest impact once a non-binding memorandum of understanding is executed by both parties. This agreement will enable 17 months of continued collaboration directly related to implementing the strategies in this work plan.

## Progress toward Our Goals

This work plan was developed concurrently with other actions underway and in alignment with the direction provided in the Sustainability Plan (see goals below), which sets clear targets and identifies equitable and actionable strategies regarding the community’s energy performance, including energy efficiency and renewable energy supply.

 <p><b>Energy</b></p> <p><b>“Increase energy efficiency and expand the use of renewable energy technologies to improve environmental quality, provide a resilient energy supply, and realize related economic benefits.”</b></p>	 <p><b>Buildings &amp; Infrastructure</b></p> <p><b>“Adopt policies, programs, and design guidelines for resilient and efficient buildings and community infrastructure to enhance quality of life, reduce costs and complement the natural environment.”</b></p>
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The three focus areas identified as best suited for utility collaboration and included in this work plan are intended to catalyze greater energy efficiency in the built environment. Increased energy efficiency in the local built environment ultimately contributes to the goals of the Sustainability Plan, the Just Transition Plan, and the City’s progress toward 100 percent renewable electricity. They also will support recommendations from the Buildings subgroup of the Climate Task Force to address the climate emergency.

## Our Focus Areas

From the outset of the planning process, the City had three priorities in mind for collaborating with Xcel Energy and making progress toward its broader sustainability and climate goals:

1. Commercial Building Benchmarking (development)
2. Low-income Residential Energy Efficiency Program (publicity)
3. Sustainable Business Program (enhancement)

Given the nature of energy consumption at the community level in Longmont, the first two focus areas are intended to increase energy efficiency in the commercial/industrial sector – the sector with the greatest potential for significant impact based on percentage of both electricity and natural gas consumed. The third focus area supports increased energy efficiency in low-income homes where resources are limited and energy burden is a real concern.

## Local Outreach and Communication Channels

Engaging the community is critical to reaching work plan targets. Below are some of the ways that City of Longmont residents and businesses currently receive information. These communication channels have been identified in subsequent strategy details and will be helpful during implementation.

Table 1. Local Outreach

### **Local Outreach Channels**

Digital Communications (all newsletters are English-Spanish)

- Sustainable Business Program (SBP) Newsletter & Program Website
- Just Transition Plan Website
- City of Longmont Media Channels (Social Media, City Talk, Website, City Line, etc.)
- Sustainability, Partners for a Clean Environment (PACE) and LPC newsletters

Events

- May Expo
- October Sustainable Business Summit
- Cinco de Mayo
- Rhythm on the River
- Unity in the Community
- Dias de los Muertos
- Sustainable Resilient Longmont's Earth Day and Electric Vehicle Fair (local non-profit that the City partners with for these events)
- Efficiency Works, PACE, SBP seminars

Community Spaces for Collateral Distribution

- Financial council services
- Senior Center
- Center for People with Disabilities
- Faith communities
- Outreach United Resource Center, Inc. (OUR Center)
- Boulder Community Hub



## Local Outreach Channels

### Business Community

- Chamber of Commerce
- Downtown Development Authority
- Summa Latina- Boulder County
- El Comite
- Intercambio

### City Staff

- City facilities staff
- LPC
- Longmont Public Works & Natural Resources (PWNR)
- Community and Housing Investment Division
- Utility billing center

### Support Staff

- Energy Outreach Colorado
- Platte River Power Authority and Efficiency Works
- PACE

## Actionable Strategies

For each of the three focus areas, the planning team identified a single, actionable strategy that will ultimately support Longmont's overarching goals. Each strategy includes a description of its scope, a general timeline outlining key milestones, and roles and responsibilities for completing the scope. To help assess the progress of implementation, each strategy has one or more targets.

### Focus Area 1: Commercial Building Benchmarking

Commercial and industrial energy users make up 12 percent of Longmont's total electric premise count and 8 percent of its total natural gas premise count. However, the commercial and industrial sector disproportionately uses 60 percent of the electricity and 38 percent of the natural gas in the community. One effective way that communities have found to reduce energy use in this sector is to establish voluntary or mandatory benchmarking of commercial buildings. Benchmarking programs help promote building-specific energy use awareness and can highlight opportunities for efficiency improvements by allowing businesses to compare their energy use with like businesses in similar climates.

Longmont is developing a commercial benchmarking program, starting with select municipal facilities and key commercial buildings that are larger than 20,000 square feet, to engage building owners in tracking and understanding how much energy their buildings use and help them identify and implement improvements for better building performance. From an initial analysis, between 238 and 256 of these premises are above the proposed 20,000 square feet threshold established for participating in the benchmarking program.

## Strategy 1: Commercial Building Benchmarking Program Development

### Description

This strategy will inform program design, development, and implementation to enable Longmont's business community to lead on energy efficiency and to reduce overall energy consumption in the community. Initial efforts will include engaging with a select sampling of municipal and voluntary commercial facilities to clarify steps for successful benchmarking, including a process for streamlining data acquisition and methods for reporting. Benchmarking will include electric energy, natural gas, and water components, with the City leading on electric energy and water and Xcel Energy supporting natural gas.

This strategy will not only build out trainings and resources to assist participants in successfully benchmarking their facilities, but it will also identify and clearly communicate the benefits of the benchmarking and the impacts on both bottom lines and community goals. To this end, the strategy will include showcasing both municipal and private benchmarking case studies and recognizing early adopters and high performing buildings.

### Targets

- Enroll 9 municipal buildings and 6 other commercial buildings in 2020 to help formulate process, needs, tools, and expected outcomes for the program
- Develop a functional program that will be expanded beyond the initial sampling to include commercial buildings greater than 20,000 square feet by the end of 2020

### Scope

- Building Sampling Subset
  - Identify municipal and community facilities to participate in the initial, investigative phase of the program
    - Select municipal buildings well-suited to benchmarking
    - Recruit select voluntary commercial participants with buildings over 20,000 square feet that represent a variety of uses and building characteristics
  - Outline the participant process, including setting up an ENERGY STAR® Portfolio Manager® account (developed by the US Environmental Protection Agency), acquiring energy data, and reporting on annual energy use
  - Strategically develop and deliver marketing materials and necessary customer tools for success
  - Decide how and where benchmarking information is shared and how to recognize businesses that participate
  - Develop outreach and training materials and organize training events to educate participants
  - Track program participation and tangential outcomes (efficiency projects that may result)
  - Measure changes in building scores resulting from benchmarking



- Commercial Buildings 20,000 Square Feet and Larger
  - Based on findings from initial building sampling activities, modify program design as necessary and update marketing and training materials to reflect lessons learned
  - Develop program awareness, marketing, and outreach plan to inform and engage additional program participants
    - Create a list of benefits of benchmarking for businesses
    - Develop case studies of sample businesses as examples (using appropriate data release documentation)
    - Develop a strategy and timeline for bringing program awareness to the Longmont business community
    - Develop educational and event content (mailings, press releases, lunch and learn slide decks, workshop content, or association meeting content)
    - Determine the best approach for recognizing participation and high performance in an equitable manner (website, social media, annual event, press release, etc.)
- Continue to evaluate program participation and evolution, making course corrections as needed to support targets and community goals over time

### Responsible Parties

- Lead: LPC, Energy Strategy Specialist
  - Lead the design and development of the benchmarking program and process
  - Drive development and delivery of materials and the outreach plan to educate business owners on building benchmarking
  - Research benchmarking programs in other cities for best practices and lessons learned
  - Coordinate with other utilities to support outreach and training
  - Maintain ENERGY STAR Portfolio Manager® and analyze energy data for the participating municipal buildings
  - Use the City's media outlets to share successes on internal energy and water benchmarking and subsequent energy-saving efforts that result
  - Launch program and track metrics pertaining to the number of participating businesses
- Support: LPC, Key Account Managers
  - Help solicit commercial participants for sampling and later for broader program deployment
  - Communicate benefits of benchmarking to appropriate commercial customers
- Support: PWNR
  - Provide water consumption data to participants, if requested
- Support: Partners in Energy staff
  - Provide expertise and learning from other benchmarking programs to assist in developing Longmont's program
  - Serve as liaison between the City and Xcel Energy benchmarking and communications staff to support natural gas data collection for building benchmarking participants
  - Support the process of creating ENERGY STAR Portfolio Manager® accounts for selected municipal and private buildings
  - Provide support for business community outreach, engagement, and training events, including event staffing

- Support tracking and reporting progress to participation goals
- Share best practices and experiences from benchmarking efforts in other Xcel Energy communities (both those to whom Xcel Energy provides natural gas and/or electricity)

### **Timeline**

- Q2 2020
  - Outline sample buildings process, messaging, and schedule
  - Develop preliminary outreach materials for recruitment
  - Identify municipal building participants
  - Identify and begin to recruit select commercial facilities
  - Outline data acquisition process
  - Complete initial data input for selected municipal facilities
- Q3-Q4 2020
  - Develop training/onboarding materials
  - Conduct at least one training session for municipal and other participant staff (Portfolio Manager, data access and uploading, tracking)
  - Evaluate the lessons learned from the initial engagements and adjust program as needed
  - Develop targets, funding sources/resources, roles and responsibilities, and timeline for broader program deployment
- 2021
  - Design preliminary benchmarking website/systems and decide how and if data are shared publicly
  - Develop and deploy public engagement information, marketing materials, and customer tools
  - Continue program evolution and implementation, as applicable, for commercial buildings 20,000 square feet and larger

### **Funding/Resources**

- Existing City funding and staffing for program development
- Xcel Energy resources for content development and training support
- PWRN staffing for water consumption data, if requested

### **Needs & Opportunities**

- Participants will need to identify staff to cover benchmarking for their facilities
- The program will need to communicate effectively the myriad benefits of benchmarking, from bottom line cost savings to increased property value and other benefits, to make the case for the program
- Other City funding (capital improvement or other) will be needed to implement identified efficiency projects
- Participants can earn certification points for the Sustainable Business Program (SBP) by conducting benchmarking, so coordination between programs will be important

### **Outreach Channels**

- City facilities staff

- LPC Key Account Managers
- PWRN staff
- SBP outreach

### Measurement

- Number of commercial buildings that participate
- Number of enrolled buildings that complete one or more energy upgrades
- Future metrics may include the percent of buildings that achieve ENERGY STAR eligible scores or that perform above a certain scoring threshold, changes in building scores year over year, or number of building owners and/or business owners that are using a building score for marketing or employee engagement purposes

### Focus Area 2: Low-income Residential Energy Efficiency Program

According to City data, there are approximately 14,000 low-income households in Longmont and these households are more likely to experience a high energy burden (percent of monthly income spent on energy bills), making affordability a key concern.

LPC manages the Low-income Residential Energy Efficiency Program, which supports income-qualified residents with a free energy audit and free energy efficiency upgrades to reduce their energy bills and make their homes more comfortable. Last year, the City was able to provide service to 40 eligible residents and would like to double that in 2020, subject to funding availability. Resources for this program come from a partnership among LPC, Platte River Power Authority, Boulder County, Energy Outreach Colorado, and Xcel Energy.

The program provides free energy efficiency assessments and upgrades to reduce home energy bills for income-qualified households; however, the low-income community remains mostly unaware of its existence. Many barriers to awareness and program participation exist, including the following:

- A lack of understanding of the economic and health benefits of energy efficiency.
- Language barriers, which may make it difficult to understand educational materials or to communicate with program administrators. Approximately, 25.6% of Longmont’s population identifies as Hispanic or Latino and over 21% of households speak a language other than English.
- A lack of trust for government agencies or unknown organizations.
- Processes feel burdensome (applications, audits, and repairs require time).

### Strategy 2: Low-income Residential Energy Efficiency Program Publicity

#### Description

This strategy aims to overcome the barriers listed above to more broadly publicize the program, increase participation, reduce energy costs for those most vulnerable, and reduce climate impacts (each participating home averages about \$140 in annual energy cost savings and 2.65 MTCO<sub>2e</sub> reduced carbon emissions after participating).

LPC aims to more proactively publicize the Low-income Residential Energy Efficiency Program to raise program awareness among potential participants as well as organizations, institutions, and key cultural



brokers to increase participation. Additionally, the scope of this strategy includes identifying additional and consistent funding to help meet the targets set for 2020 and beyond.

### Targets

- Educate and inform at least 200 low-income residents about the value and benefits of participating in this free program in 2020
  - Equip at least 5 key community centers and/or cultural brokers with information about this program for eligible residents
- Engage up to 80 households in free energy efficiency upgrades in 2020

### Scope

- Identify additional funding to supplement the existing funds allocated from LPC/Efficiency Works, Boulder County, Xcel Energy, and Energy Outreach Colorado (looking to Boulder County)
- Partner with key support services to communicate effectively about the benefits, eligibility requirements, and process for the program, including talking points for City staff and partnering organizations to direct residents to the program
- Develop a list of key cultural brokers, faith community channels, and community centers that can distribute information and refer potential residential participants
- Identify key neighborhoods for targeted outreach based on data available within the City of Longmont as well as the heat map data provided in the appendix of this work plan
- Develop a list of potential events for tabling and education
- Deliver collateral through cultural brokers (targeted education and engagement), key community centers (general education and information distribution), and key service partners and other City departments (general education and information distribution)
- Track program participation
- Develop an engagement plan for 2021 based on program successes and lessons learned

### Responsible Parties & Roles

- Lead: LPC, Director of Energy Strategies and Solutions
  - Secure funding to support the delivery of key support services
  - Coordinate efforts among key support service providers
  - Lead development and delivery of any co-branded materials to educate low-income residents on available resources to drive energy savings
  - Support development of printed marketing materials, event materials, and tabling details
  - Track and monitor progress toward targets
  - Use the City's media outlets to deliver outreach and communicate with residents
- Support: LPC, Public Relations and Marketing Specialist
  - Serve as a direct conduit of information with organizations, such as the Senior Center, OUR Center (Outreach United Resource Center, Inc.), the City billing department, and faith-based leader groups
  - Serve as a liaison with cultural resource brokers for program information and key contacts
- Support: PWNR, Sustainability Specialist
  - Serve as liaison to Just Transition Plan process

- Assist with data and mapping activities
- Assist with developing a cultural broker list
- Support: Community Neighborhood Resources, Neighborhood Resource Specialist
  - Help share program information through neighborhood block parties, neighborhood newsletters, senior outreach efforts, etc.
- Support: PWNR, Sustainability Coordinator
  - Support with additional data and outreach activities
- Support: Energy Outreach Colorado
  - Help increase awareness among potential populations that could benefit from program services
- Support: Partners in Energy staff
  - Serve as liaison between City and Xcel Energy program staff on residential energy efficiency and income assistance programs
  - Use Xcel Energy channels (residential email, low-income program channels) to help increase program awareness
  - Support co-branded materials where appropriate
  - Support event outreach, when appropriate
  - Support tracking and reporting progress to goals

#### **Timeline**

- Q2 2020
  - Identify potential funding sources (e.g., Boulder County Sustainability Tax)
  - Develop a list of key cultural brokers
  - Determine content and develop co-branded materials
  - Distribute collateral through identified outreach channels and cultural brokers
- Q3 2020
  - Encourage and engage participants using all the methods identified
- Q4 2020
  - Evaluate and report on progress toward strategy targets
- Q1 2021
  - Based on lessons learned, develop an engagement plan for 2021, including new targets, funding sources/resources, roles and responsibilities, and timeline

#### **Funding/Resources**

- Additional funding to close the gap from Boulder County
- Current budgets and staffing from LPC, Platte River Power Authority/Efficiency Works, Xcel Energy, and Energy Outreach Colorado
- Partners in Energy staff support and printing funds
- LPC funding to print materials (about 200 flyers and bill inserts)

#### **Needs & Opportunities**

- To achieve the target of engaging 80 households in free energy efficiency upgrades in 2020, there is a significant financial gap. On average, the funding necessary for each household is \$4,000 each. This \$320,000 estimated cost eclipses what the program currently has in funding (\$140,000).

- Coordinate with Platte River Power Authority’s contractor to adequately ramp up capacity to meet the target.

### Outreach Channels

- Key community centers and other trusted organizations that frequently interface with and often provide information to income-qualified residents
  - Senior Center
  - Center for People with Disabilities
  - Faith communities
  - OUR Center
  - Boulder Community Hub
  - Youth Center/YMCA
- Key support services within and outside of the City of Longmont that interact with the target audience for the program
  - Community and Housing Investment Division
  - Utility billing center
- Just Transition Plan Website
- Cultural brokers

### Measurement

- Number of direct contacts made and applications received
- Projects completed through the Low-income Residential Energy Efficiency Program

### Focus Area 3: Sustainable Business Program

Launched in 2019, the Longmont SBP seeks to engage, support, and recognize local businesses making significant contributions to the environmental, economic, and social health of the community. In its first year, the SBP welcomed 50 businesses. Of these initial businesses, 21 were certified as sustainable at various levels (bronze, silver, and gold). The remaining 29 businesses improved their sustainability practices with assistance from program staff.

The program also has a specific equity objective to target frontline businesses — those that are operated by or that serve populations of color most impacted by the crises of ecology, economy, and democracy. This includes people of color who are refugees and immigrants, people with criminal records, those who speak languages other than English, and members of the LGBTQ+ (lesbian, gay, bisexual, and transgender) community.

### Strategy 3: Sustainable Business Program Enhancement

#### Description

This strategy seeks to expand the reach and membership in Longmont’s SBP by targeting specific market sectors in 2020 with information, resources, impact quantification, and recognition for certification. This strategy can and should operate in tandem with the commercial benchmarking program to help identify areas of opportunity and help track and measure business sustainability



progress over time. The strategy will address both small/medium and large businesses and will leverage resources from all of the local utilities as well as Boulder and Weld counties and the State for the greatest impact.

### Targets

- Engage up to 80 new businesses in 2020
  - Up to 10 frontline businesses
- Certify up to 50 new businesses in 2020
  - Up to 5 frontline businesses

### Scope

- Identify target market sectors for specific outreach campaigns and collaborate with Efficiency Works on door-to-door strategy
- Identify opportunities for tabling or other events to share marketing materials and engage existing and potential SBP businesses
- Schedule and organize seminars to share topical information, success stories, and tips (e.g., resource efficiency, benchmarking using ENERGY STAR Portfolio Manager®, financial/capital resources)
- Share key takeaways through established communication channels
- Conduct outreach and engagement through the lens of equity by making materials, initiatives, and programs accessible to all members of Longmont's business community
- Develop case studies demonstrating the economic benefits of sustainability for target market sectors
- Identify opportunities to promote SBP with economic partners and their events
- Encourage new and existing SBP businesses, especially those with facilities larger than 20,000 square feet, to participate in the commercial benchmarking program by providing points for participation in the certification checklist
- Coordinate with benchmarking outreach efforts to encourage businesses that participate in the benchmarking program to also join the SBP

### Responsible Parties

- Lead: PWNR, Economic Sustainability Specialist
  - Lead development and delivery of sector-specific content and potential quantification of impacts for specific activities
  - Develop a calendar of events and hosted seminars (identify which community events will be most beneficial to have a formal/increased presence)
  - Coordinate activities with Xcel Energy's sponsorship team
  - Lead content development and speakers for events and hosted seminars
  - Lead event tabling at community events (including coaching volunteers to support)
  - Define the most effective channels of bilingual communication
  - Track program participation, certifications, and projects
  - Coordinate strategy efforts with other current business marketing efforts delivered by the City

- Use the City's media outlets to deliver outreach and communicate with local businesses
- Support: Boulder County Partners for a Clean Environment (PACE)
  - Provide facility assessments and county incentives for sustainability projects
  - Support events and annual recognition
  - Continue to provide support for the GreenBizTracker program platform
- Support: Partners in Energy staff
  - Support development of sector-specific education and outreach content targeting energy conservation, including case studies showcasing participating businesses
  - Support coordination between PACE assessment efforts and Xcel Energy business assessments, if needed
  - Serve as liaison between the City and Xcel Energy program and communications staff
  - Support coordinated development of email content, website content, or other social media content
  - Provide basic tabling supplies (flyers and brochures, material display stands) for community outreach events
  - Support tracking and reporting related to outreach efforts and natural gas program participation

## Timeline

- Q2 2020
  - Share calendar of events with partners (modified based on cancellations caused by COVID-19 response)
  - Determine target sectors and collaboration with potential Efficiency Works door-to-door efforts
  - Coordinate sector-specific education and outreach content and materials as needed
  - Develop content and speaker list for seminars and flesh out event calendar (best content, tabling, attendees)
  - Consider hosting virtual spring events for outreach
  - If applicable, include recommendations from the Climate Action Task Force report
- Q3 2020
  - Plan potential late summer and fall events
  - Meet with participants for assessments
  - Track participant efforts
- Q4 2020
  - Host fall events and seminars
  - Showcase SBP and participants at the Green Business Engagement National Network summit being held in Longmont in October 2020
  - Track SBP participation and certification
  - Host annual recognition event in September
- Q1 2021
  - Based on lessons learned, develop an engagement plan for 2021, including new targets, funding sources/resources, roles and responsibilities, and timeline
  - Coordinate with the commercial benchmarking program to identify synergies with the SBP moving into 2021

- Deploy GreenbizTracker quantitative measures (will be available in 2021) to support quantitative targets for savings and impact

### **Funding/Resources**

- City staff and budgets (PWR, Sustainability Program)
- Efficiency Works resources and rebates
- PACE staff and incentives
- Xcel Energy resources and incentives

### **Needs & Opportunities**

- Volunteers will need to be identified for tabling and outreach to encourage participation
- Locating grant funding for SBP-specific incentives available through the program would help encourage businesses to apply and motivate them to make energy efficiency upgrades

### **Outreach Channels**

- SBP newsletter
- Chamber of Commerce
- Downtown Development Authority
- Events (May Expo, October Sustainable Business Summit, Cinco de Mayo, etc.)
- Door-to-door contact
- Key account managers
- Current SBP businesses
- NextLight business list
- Television announcements
- Downtown banners
- Bus shelters
- Social media
- City channels

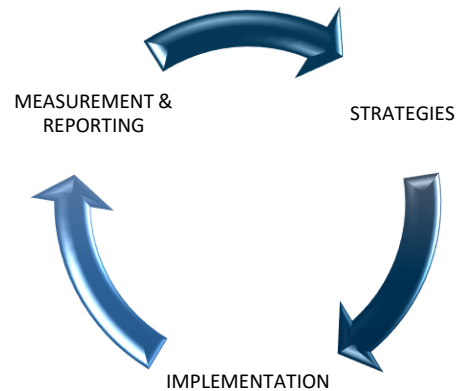
### **Measurement**

- Number of businesses that participate and certify each year
- Number of enrolled businesses that complete one or more energy upgrades



## How Are We Going to Stay on Course?

The planning team has worked hard to focus this collaboration on ambitious and achievable targets that align with the community's overall sustainability and climate goals. To achieve the targets outlined in this work plan, LPC and its partners identified in the strategies above will work to maintain consistent and clear communication among themselves and with the community at large. Each focus area already has individuals that are working out the details of implementation, will carry through on identified actions, and will share progress and results. Beginning at once in response to the impacts of the novel coronavirus (aka COVID-19) and over the implementation period, the planning team will regroup to ensure effective coordination and communication.



*Faced with evolving community conditions and significant adversity related to COVID-19, the targets of this work plan should be viewed as flexible and responsive. While the City of Longmont and Xcel Energy will work to implement the scope of each strategy and achieve the targets identified in the work plan, it is mutually understood that efforts may necessarily be adjusted to reflect public conditions, best practices, and to protect the health and safety of community members and employees.*

### Available Resources

Partners in Energy staff will track Xcel Energy program participation data and associated natural gas savings for Longmont on a bi-annual basis (typically February and August) and will report out on quantifiable progress. Once a year (typically February) the Partners in Energy staff will provide a summary of total natural gas consumption for the community and update on specific data requests, if any.

Each strategy leader also will track supplemental quantitative and qualitative information about implementation, such as number of activities, number of materials distributed, event dates, and estimated number of participants, etc.

### Communication and Reporting

At the end of the implementation period, the Partners in Energy team will provide a summary of the progress made, including quantitative and qualitative estimates of impacts on energy goals, and LPC staff will present results to the Longmont City Council.

### Corrective Action

Even though this work plan is designed for greatest impact over the next 17 months, the residual effect and momentum gained by demonstrating and showcasing efficiency, raising awareness, and leveraging resources will have long-term positive implications. An effective plan is cyclical in nature. In addition, the nature of implementation requires staging, flexibility, and course adjustments when necessary to be successful and to sustain progress. To ensure this work plan remains on track, the planning team will

review bi-annual tracking information and compare it against any supplemental strategy tracking metrics and information, to assess whether the efforts appear to be making an impact.

### Sharing Progress

The strategies outlined in this work plan have identified metrics for measuring and recognizing success; however, it will be important to let the wider community know how things are progressing and to recognize the collaborative efforts of those involved in hitting the plan targets. At critical milestones, the City of Longmont and Xcel Energy will publish updates on progress, share successes, and congratulate participants and partners through various communication channels.

## Appendix A. Longmont Energy Baseline

This work plan considers historic energy use by sector as a backdrop that confirms the importance of the identified focus areas and strategies, with two out of three addressing the commercial sector given the proportion of energy used by the sector per premise compared to the residential sector.

While LPC provides electricity for Longmont’s residents and businesses, participating in Partners in Energy offers insight into and a better understanding of the community’s natural gas use for a more complete picture of community energy use.

### Electricity

Longmont’s electric use baseline for the work plan is 2018 and data are broken out by residential and commercial/industrial sectors. These data provide a sense for how the community currently uses electric energy as well as the composition of the customer base and greatest potential for energy efficiency.

Figure 1 presents the breakdown of electric premises (44,000) by customer sector in Longmont, with the residential sector being predominant. However, Figure 2 and Figure 3 **Error! Reference source not found.** both illustrate that while commercial/industrial premises account for just 12 percent of the total premises, they make up 60 percent and 54 percent of the use and cost, respectively.

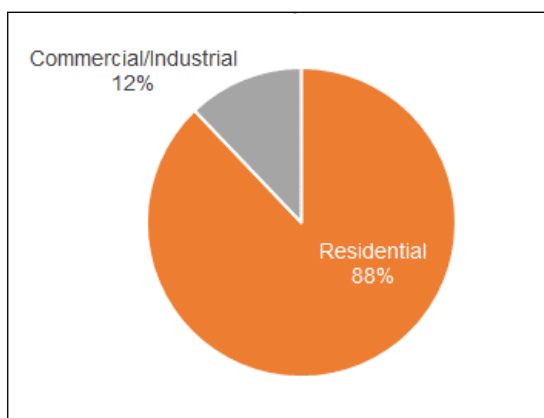


Figure 1. Electric Premise Breakdown by Customer Sector

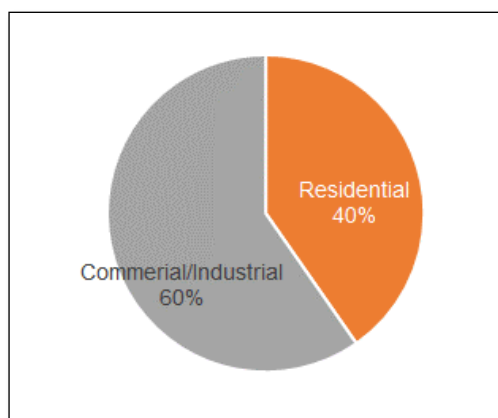


Figure 2. Electric Use by Customer Sector



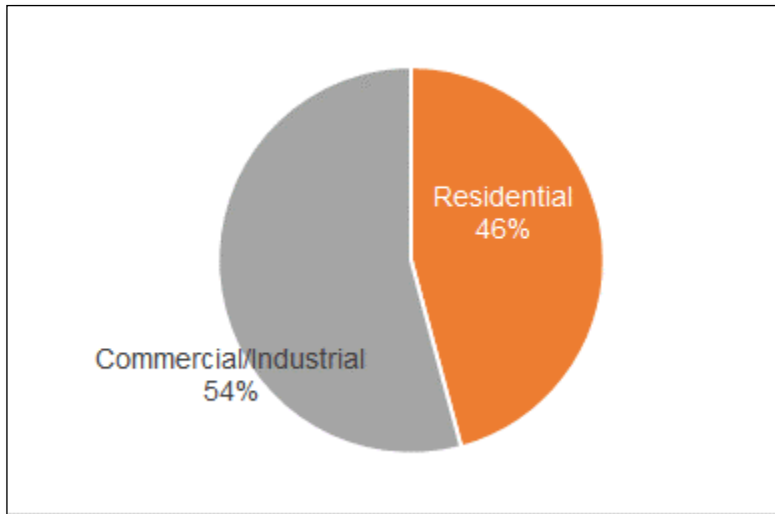


Figure 3. Electric Cost by Customer Sector

Figure 4 shows historical electric use in Longmont from 2016 to 2019, which has been fairly consistent year over year, despite overall community growth.

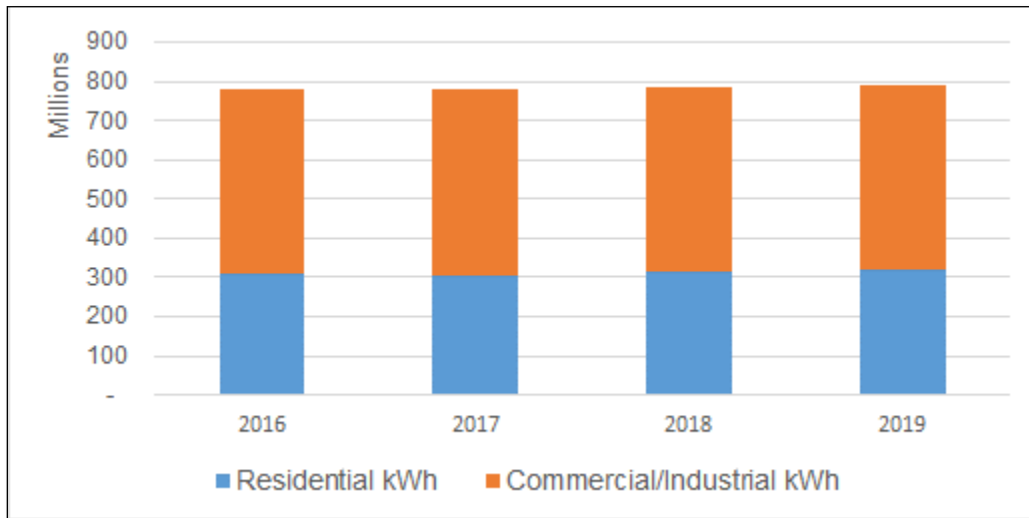


Figure 4. Historic Electric Consumption in Longmont

## Natural Gas

As the community's natural gas provider, Xcel Energy provided natural gas data by sector (residential and commercial/industrial) for the planning process. Xcel Energy also provided information about the community's transport gas customer sector. Transport gas customers purchase gas from a third party, typically in large quantities and at contract rates, and these third parties use Xcel Energy's natural gas infrastructure to distribute the fuel to customers.

Longmont’s natural gas use baseline also is 2018. Similar to the electric breakdown, Longmont’s residential sector makes up most of the community’s natural gas premises (92 percent) as shown in **Error! Reference source not found.**Figure 5. While the residential sector represents the largest percentage of premises, it accounts for only 62 percent of community natural gas use and 69 percent of community natural gas cost, respectively (Figure 6 and Figure 7).

Although there are significantly fewer commercial and industrial natural gas premises in the community, they combine to make up a significant portion of the community’s overall natural gas energy use. Specifically, commercial/industrial customers account for 38 percent of natural gas consumption in Longmont (Figure 6) and 31 percent of costs (**Error! Reference source not found.**).

Though most of Longmont’s commercial premises are traditional natural gas users, a small portion relies on transport gas. Of the 2,757 commercial premises included in the baseline, 6 percent are transport gas customers. These transport gas customers, which include some of the City of Longmont’s facilities, make up approximately 44 percent of Longmont’s commercial natural gas use.

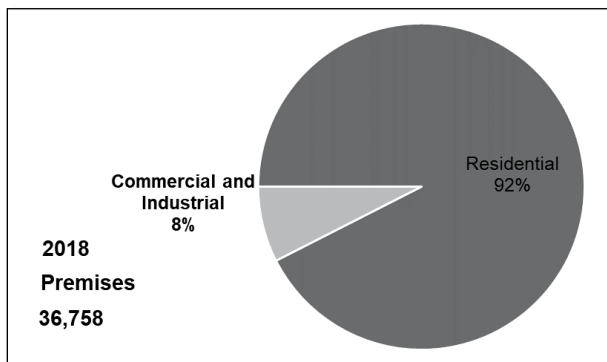


Figure 5. Natural Gas Premises in Longmont

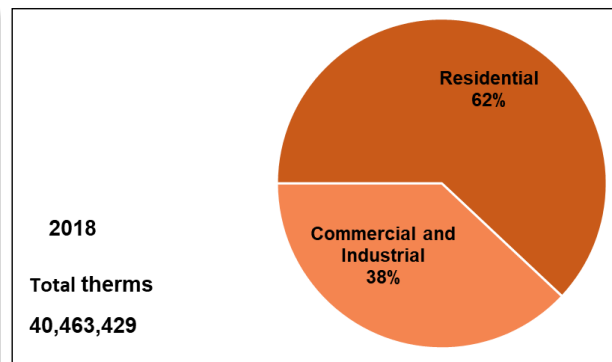


Figure 6. Natural Gas Use by Customer Sector

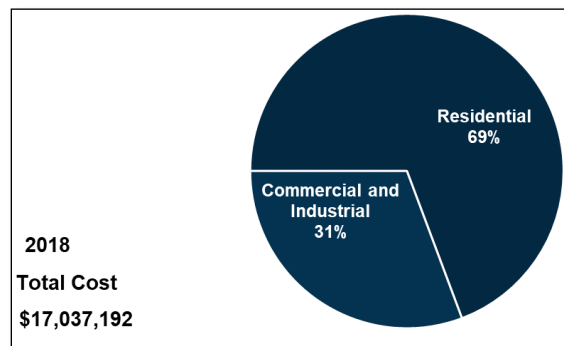


Figure 7. Natural Gas Cost by Customer Sector

Figure 8 shows historic natural gas use over the past 4 years. As a heating fuel, natural gas use is highly dependent on weather and although use data are not normalized for weather, the number of heating degree days (HDD) for each year of the baseline is included. HDD is the number of days where building

heating is required (outside temperature is below 60°F) and can be used as a proxy for changes in weather year over year.

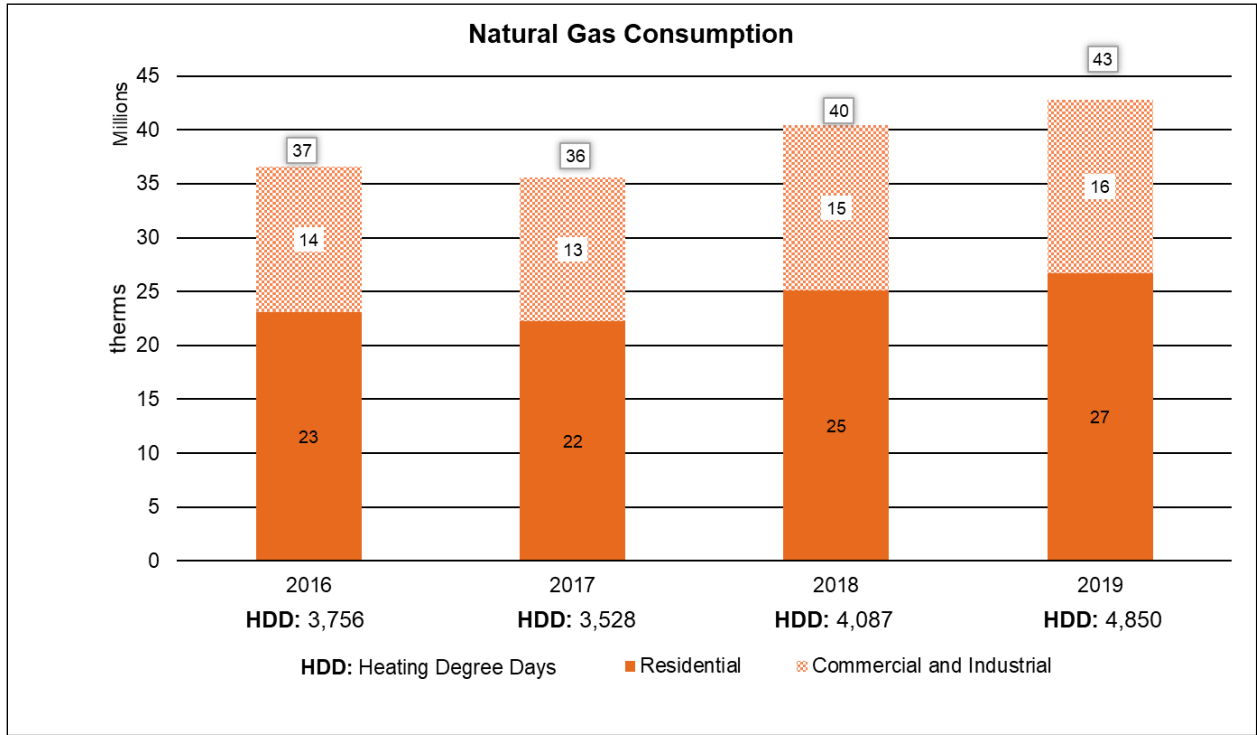


Figure 8. Historic Natural Gas Use in Longmont