

IMPLEMENTATION

Overview

This plan is intended to serve as a guide to help the City pursue work plans with the objectives of conserving resources and abating global warming. In some cases, implementation will require the cooperation of other agencies, private businesses, and citizens. It is therefore necessary that staff promote the principles of this plan when developing budget recommendations, and in dealings with the public and other governmental bodies.

Many of the initiatives in this document are already being implemented to varying degrees by different City departments. In some cases, however, implementation will require additional resources. Although rough budget estimates are provided for some of the measures, this document does not include specific budgetary recommendations to implement each measure. Rather, the lead City department will be responsible for developing the specific budget plans and making the budget requests. As always, budget recommendations developed by departments will have to balance available resources, competing programs, and priority goals.

Further, the initiatives are intended to be implemented over a period of several years. During that time, it is likely some measures will change as circumstances change and new opportunities present themselves. Therefore, monitoring of progress and periodic evaluation of measures will be critical part of meeting any goal for greenhouse gas reduction.

Administration and Staffing

Role of Energy Management Team/Energy Manager

One of the most important recommendations in this plan is the formation of an Energy Management Team within the City Government. This team, possibly composed of representatives from the Utilities, Facility Services, Transportation Services, and Natural Resources will be responsible for maintaining a focus on climate change abatement activities within the City government. Although initially the Natural Resources Department is likely to be assigned to take the lead in compiling the periodic report on climate change activities, it will require the continued focus and attention of an interdepartmental team to insure that the recommended actions are carried out as soon as is feasible.

The Energy Management Team/Energy Manager could be responsible for:

- Coordination with the Pollution Prevention Outreach Coordinator for new source review activities,
- Assisting with annual progress reports that identify energy conservation measures implemented, capital and operational costs of these measures, dollar savings, greenhouse gas savings, and other environmental impacts,

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- Recommending future specific actions to promote energy efficiency in the City,
- Identifying barriers to meeting the 15% City building energy use reduction goal,
- Identifying funding options for municipal energy efficiency,
Evaluating the costs and benefits of incentives for increasing energy efficiency in departments,
- Assisting with an interdepartmental (or inter-building) energy challenge,
- Identifying and recommending to Council trigger indicators that will be used to modify actions if progress towards a greenhouse gas reduction goal is not being met.

Departmental Responsibility

It will be the responsibility of each department to strive to implement the measures for which they are the lead. This includes making necessary budget and staffing requests, and including identified actions in annual staff work plans. In many cases, some level of implementation could be accomplished with existing resources, although additional resources would improve the degree of implementation, and possibly the effectiveness of actions. Some of the suggested measures lend themselves well to working with student interns, and this approach should be considered when current staffing resources are inadequate.

Potential Additional Staffing Needs

In addition to existing staff activities, the following new full-time equivalent (FTE) personnel have been identified as necessary to fully implement some of the measures in this plan:

- Climate Change/Pollution Prevention Outreach Coordinator
- HVAC Control Technician
- Green Building Program Administrator (after 2002)
- Additional Purchasing Agent
- Energy Manager

It will be at the discretion of the lead departments to determine the appropriate time to make the budget request for these positions.

Budgeting and Financing

City commitment to reduce greenhouse gases can perhaps best be evaluated by the level of funding provided for greenhouse gas reduction activities. Therefore, City staff, the City Manager, and the City Council will have to evaluate the importance of climate change reduction activities in relation to the importance of other goods and services the City must provide. Fortunately, most of the measures outlined in this draft plan directly support existing City policy and have the benefit of yielding cost savings to the City over time.

Departmental Responsibility

Recently, the City Council adopted a two-year budget cycle. The next budget cycle covers the years 2000-2001. Lead departments are responsible for making the necessary capital or operating budget requests necessary to implement recommended actions.

Potential Additional Funding Needs

Depending on base funding levels, additional funds may be necessary to implement the following measures:

ENERGY

- Upgrade of pumps and motors at water treatment facilities
- Enhanced energy efficiency for City buildings
- LED traffic signals
- City purchase of a portion of its own electricity from wind turbines
- Training program on the Model Energy Code for builders
- Installation of more wind turbines; requires a twenty year commitment on the City's part, even under "Green Pricing"

WASTE REDUCTION

- Expand capacity of Larimer County Recycling Center
- Add a second recycling drop-off site
- Other actions to support a 50% waste diversion goal by 2010

TRANSPORTATION

- Increased funding for existing transit, bicycle and pedestrian plans

EDUCATION

- Support for climate change education programs

Legislative Actions

The City of Fort Collins Legislative Agenda identifies issues of importance to the City. The Agenda expresses policies and positions on issues that affect the quality of life and the governance of our community. The Agenda is adopted annually by the full Council, and is offered to Legislators as a guideline when considering legislation that impacts Fort Collins.

The 1999 Legislative Agenda clearly supports actions that improve environmental quality:

"Environmental Quality

The City of Fort Collins vigorously endorses principles and applies practices to enhance the environmental quality of the city. The City is working towards environmental solutions through cooperative efforts in dealing with land use, transportation, and air quality (LUTRAQ) issues."

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Currently, the City has one staff person dedicated to implementing the Legislative Agenda. It is the responsibility of the Legislative Analyst, housed in the City Manager's Office, to work directly with state legislators and to present testimony on bills affecting the City.

The City also has a Legislative Review Committee, which is a representative group of Council members that reviews proposed legislation and expresses City policy in reaction to the legislation. Legislation that cannot be compared to previous City policy, as identified in the Legislative Agenda, is referred back to the full Council for consideration before any position is taken.

The Local Action Plan to Reduce Greenhouse Gas Emissions contains two measures that involve legislative lobbying and one measure that suggests an evaluation of current Legislative Agenda, summarized below.

1) Push for a "Renewables Portfolio Standard" as part of electric industry deregulation.

If the City decides to actively encourage adoption of a Renewables Portfolio Standard at the state or federal level, lobbying would be involved. (See page 72.)

2) Push for tighter fuel efficiency standards.

Fort Collins should actively push for increasing the national Corporate Average Fuel Economy (CAFE) standards. The benefits of higher fuel efficiency include reduced fuel costs, improved air quality, and reduced consumption of, and dependence on, foreign oil. (See page 49.)

For both lobbying measures, specific actions include:

- Adopt changes to the City's 2000 Legislative Policy Agenda to specifically authorize work on the issue.
- Designate one individual as having the responsibility to identify relevant bills, debates, and actions at the state and national legislature, and to draft the City's response to them.
- The City should identify partners that have similar goals, and combine lobbying efforts. Potential partners include Colorado Municipal League, National League of Cities, STAPPA/ALAPCO, and the Cities for Climate Protection (Denver, Boulder, and Aspen are other Colorado member communities).

3) Evaluation of Legislative Policy Agenda with regard to tax deductions. (See page 105.)

The plan also suggests evaluation of the Legislative Agenda to consider allowance of tax deductions for solar (and other) renewable energy. The Natural Resources Department should work with the Utility and the Finance Departments to conduct this evaluation. It will be especially important to conduct this evaluation once the electric industry in Colorado is deregulated.

Evaluation and Monitoring

Perhaps the most important aspect of our commitment to reducing greenhouse gases is periodic monitoring of progress and evaluation of strategies. Monitoring is important because it:

- Provides an accounting of our attempts to reduce greenhouse gases,
- Provides an evaluation of the cost effectiveness of these actions,
- Assists in making better choices in the future,
- Informs us of progress towards stated goals, and
- In the presence of indicator guidelines, allows us to modify our approach in a timely manner.

Periodic evaluation of activities is important because:

- Technologies changes,
- Data collection methods improve,
- New ideas emerge, and
- Variables such as public support or political will change, changing the feasibility of certain measures.

Therefore, Fort Collins' commitment to reduce greenhouse gases will involve a biennial accounting and evaluation of actions. Monitoring will involve a data collection and processing system to enable decision makers and the public to assess the City's progress towards achieving its greenhouse gas reduction goal, and to assess the need for changes in measures to be implemented.

EVALUATION

The process currently envisioned for achieving significant greenhouse gas reductions in Fort Collins involves:

- adopting a policy supporting greenhouse gas reduction,
- identifying a greenhouse gas reduction target of 30% reduction from predicted 2010 emissions levels,
- preparing biennial reports of greenhouse gas reducing activities, and
- conducting biennial measures evaluation, synchronized with the biennial budget cycle.

This schedule is reasonably compatible with the following reporting schedule for existing activities:

- City Plan Monitoring Project - Reports biennially starting in February 2001
- Air Quality Action Plan – Updated every four years, next update for 2004-2008
- Mobility Report Card – March 1999, then every three years
- Transportation Demand Management Plan on the following cycle: 2000-2002, 2003-2005, 2006-2009
- Transit Development Program – 2001 update, then annually updated

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MONITORING

Table 9 identifies elements that should be included in the first report to the City Manager's Office and City Council in early 2001, assuming the plan is adopted sometime in 1999. Additionally, the dollar amount spent, dollar savings, and productivity savings that result from each activity must be reported too.

It is very likely the Natural Resources Department will be assigned to take the lead in compiling information and preparing the first report, with the assistance of the Energy Management Team. Reporting will be synchronized with other existing reporting requirements to the extent possible.

Table 9. Proposed Evaluation Metrics for Biennial Report

Measure	Evaluation Metric(s)
TRANSPORTATION	
VMT Goal: VMT not outpace population growth	TDM Annual report <i>SMARTrips</i> Annual Report Status of Mason Street project Status of Bike Plan implementation Status of Ped Plan implementation/additional key projects completed Priority projects for 2001
Fort Collins-Denver commuter rail	Status of TAFS
Promote sale of fuel efficient cars	Report on outreach efforts
Telework	Status of City Telework Policy Number of City employees telecommuting Number of subsidized Transfort passes sold to businesses Number of other employees telecommuting (if available)
Citizen VMT Reduction Campaign	Report on outreach efforts
Accelerate TDM Program	Results of any parking pricing studies or pilot programs Guaranteed Ride Home status City-based land use measures summary County-based land use measures summary
Lobby for more stringent fuel efficiency standards	List of actions taken, partnerships formed
ULEV and ZEV vehicle for City fleet	Accounting of alternative fueled vehicle in fleet Number and percent of ULEV or better vehicles Report on electric vehicle pilot (if applicable)
Educate departments about fuel efficient vehicles	List of vehicles purchased by departments with MPG
Increase awareness of fuel consumption, by department	Monthly and annual fuel consumption, by City departments
ENERGY	
Reduce City building energy consumption 15% per Sq. Ft.	Results of building audits FASER reports on building energy consumption Energy efficiency measures implemented (number, location, cost, and estimated cost-savings) List of actions recommended for 2001, if any
Energy Management Team	Report on cost-benefit analysis of incentives for improving municipal energy efficiency
Education campaign for City staff on energy usage	Survey of current usage levels Summary of outreach efforts
City buildings with green building standards	Number of buildings built according to Green design Standards

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Measure	Evaluation Metric(s)
Consider joining Energy Star buildings	Energy Management Team's assessment
HVAC Control Technician	Summary of activities
Lobby for mandatory renewable energy	Deregulation status in Colorado Summary of discussion about renewables vs energy conservation List of actions taken, partnerships formed
Residential Green Building program	Status of City's Energy Code update
Increase repair and installation of solar thermal systems	Summary of outreach activities Report from local vendors (if possible) Report on ZILCH loan activity Report on enforcing solar easements
Optimization of City's wastewater treatment system	2000 Energy consumption at water treatment plant List of upgrades (cost, energy savings, cost-savings)
Pollution prevention to promote energy efficiency in commercial sector	Activity summary from Fort Collins Utility Design Assessment Summary of CSU's Industrial Assessment Center's local activities Report on P2 Pilot Program and other activities Status of Environmental Resource Directory
Alternatives to residential air conditioning	ZILCH loan activity Summary of outreach activities
Solar energy incentives	Summary of outreach activities Local solar projects, if feasible
Encourage compact fluorescents	Summary of outreach activities
SOLID WASTE	
50% diversion goal	Annual report to Council on recycling activities Estimate of Fort Collins' MSW generation in 2000
Expand facilities at Larimer County Recycling Center	Status report, volumes of material
Add second recycling drop-off site	Status report; volumes of material
Landfill gas to energy	Status of gas collection system at landfill
Trash Districting	None for first report
Reduce waste for City government operations	WasteWiSe annual report
VEGETATION	
Increase tree-plantings citywide so that restocking levels equal tree removal/mortality	number of trees removed/dead known number of new trees planted Summary of outreach activities and partnerships
Increase tree-planting to reduce building heating and cooling	Summary of activities
Increase mortality age of trees on City property	
Study to ID percent cover, appropriate tree species, appropriate planting locations, citywide	Percent cover List of appropriate species Summary of appropriate locations
Natural Areas Shrub plantings	Number and types of shrubs planted
PURCHASING	
Pilot environmentally preferable products	Summary report
City employees purchasing education campaign	Summary of activities
Distribute bids and proposal electronically	Number of electronic communications, estimate of paper saved
Work with MAPO	Report on MAPO activities, bulk purchasing
EDUCATION and OUTREACH	
Hire a P2/Climate Change Outreach coordinator	Summary of public outreach activities.

