Fort Collins Building Performance Standards (BPS)

Implementation Guide

Table of Contents

Introduction

The City of Fort Collins' transformational goals around climate, energy, equity, and resilience outline concrete and innovative steps to both protect the future of our own community and to join the broader efforts of communities and jurisdictions across the country to fight climate change. Leading jurisdictions are adopting Building Performance Standards (BPS), which require performance improvements across a wide swath of buildings.

BPS can include multiple standards to increase performance in covered buildings. Targets become stricter over time, driving continuous, long-term improvement. BPS are generally designed to provide a flexible approach to building improvements, accounting for variations in buildings and allowing building owners to determine the best ways to meet their own specific targets.

In Fort Collins, over two-thirds of our community's carbon emissions come from local buildings. BPS are the most impactful, direct policy action the City can take to reduce emissions by 2030. BPS have the potential to be nearly as impactful as every other existing energy efficiency program combined. Additionally, BPS support the Council-adopted priority around electrification through increasing building efficiency and promotion of beneficial electrification strategies.

BPS represent an opportunity to boost health, safety, comfort, and resilience. Improved building efficiency aligns with Our Climate Future (OCF) goals by promoting clean indoor and outdoor air quality, safe and efficient buildings, and reduced energy burden. BPS can also bolster the local economy and improve building quality leading to more equitable outcomes.

BPS policy implementation is supported through a considerable body of best practice documents developed by reputable research leaders in the industry, such as the Institute for Market Transformation. There is also a growing body of knowledge and resources from other jurisdictions, including Denver, Boulder, Aspen, and the State of Colorado, who all have adopted BPS policies.

If City Council adopts BPS, Fort Collins Utilities will deploy a variety of planned resources and communications to support owners of the approximately 1,400 covered multi-family and commercial buildings. Policy recommendations outline a range of compliance options to accommodate the variety of building functions, size, ownership, and occupancy types. It is critical that building owners understand what is expected and that they have access to sufficient resources to support them through implementation.

Section 1: Administrative Structure

There is not a defined best practice around the number of staff needed to support a BPS policy, as there are several variables that impact that decision, such as the number of covered buildings, available alternate pathways, and the type of support offered to all versus a subset of covered buildings. It is also crucial to maintain adequate staff to manage any potential increased workloads due to travel, illness, turnover, etc. Fort Collins plans to have alternates determined who can serve on an as-need basis.

Full-time Employees (FTEs) and Resourcing

Best practice documents and experience from other jurisdictions demonstrate that BPS is likely to have significant fluctuations in both activity and the required support for building owners. To reduce impact of these fluctuations, partnering with external vendors allows program staff the flexibility to parallel needed support with those fluctuations without impacting City FTEs. Contractual staff may be used to support program needs, likely from 2026-2030.

When considering staffing needs and differentiating what is most appropriate for City staff or vendor support, the following criteria are relevant:

- Fluctuations in staffing resource needs.
  - Help Center support is projected to range from 0.5 FTE – 5 FTEs, with more support needed early in BPS implementation and prior to targets.
- Accessible support staff available upon demand.
  - It is important to ensure there is always someone available to answer building owners' questions.
- Consistent point of contact.
- Administrative costs.

Staff acknowledge a tension between the desire for fully internal staff communicating with building owners and the variability of staff hours needed to provide robust and timely support. Staffing needs will be assessed annually, and any necessary changes will be recommended as appropriate.

Key Roles

Core Internal Support:

Program Manager (1 FTE)	The Program Manager will own the implementation process and garner buy-in from key collaborators both inside and outside of the organization with support from the Program Sponsor and the Strategic Leadership Team. The Program Manager will ensure all pieces of the BPS implementation are developed in strong coordination.
Energy analysis / data verification (0.5 FTE)	The Program Analyst is experienced in managing and analyzing benchmarking data along with other available datasets. In collaboration with content experts, this staff

	member will complete internal data verification to run quality control on submitted data while providing a point of contact for escalated inquiries.
Navigator (0.5 FTE)	Staff propose a Navigator role to provide tailored assistance to building owners to help them understand options to cover the costs of required upgrades. The Navigator would help building owners and their representatives understand and navigate the complex array of financial resources available to them, including rebates, incentives, tax deductions, green financing structures and more. Staff foresee this role being necessary from 2026-2030.

Additional Key Responsibilities

Program Leadership

The Program Sponsor and Strategic Leadership Team will oversee program direction, implementation and management.

Annual Building Performance Assessment

Completed through existing Benchmarking ordinance; no additional resources required.

Ongoing Program and Policy Outreach

See Section 6: Resource Hub

Supporting Equity & Responsibilities

Best practice indicates the most successful policy mechanisms to drive equitable BPS implementation are enhanced help desk and technical support for disadvantaged communities along with equity-targeted financial incentives. In alignment with Task Force Recommendations, Staff are planning to provide under-resourced buildings additional support.

Core Vendor Support

Advanced Technical Support

Successful BPS implementation requires experience in whole building energy performance, which includes energy audits, retrofit management, retro-commissioning/tune-ups, and major retrofit work at a building. Building owners may benefit from desktop audits and/or on-site assessments.

Waivers and alternative compliance pathways are important for a nuanced and equitable BPS policy but can increase the required administrative effort. To relieve administrative burden, Vendor support is planned to assist with the following:

- Review both simple and highly technical documentation and queries.
- Provide engineering review of target adjustments and other complex cases.

- Additional technical support including reviewing waiver and timeline adjustment requests and responding to technical questions.

Vendor support allows the flexibility required to scale services provided as demand fluctuates.

<u>Resource Hubs</u>

See details in Section 6: Resource Hub.

This includes creating and maintaining the web portal including a dynamic building owner portal and forecasting tool.

<u>Help Center</u>

BPS Help Center staff will be available via phone, email, and scheduled calls to provide support for more in-depth questions for all buildings covered by the policy. Help Center staff may provide the following services:
- Sending compliance notifications to building owners informing them of the new policy, targets, deadlines, etc.
- Helping building owners understand their targets, deadlines, and options under the policy.
- Evaluating compliance status of buildings.
- Providing guidance to building owners on compliance pathways and alternate pathways.
- Reviewing alternate compliance pathway applications and documentation.
- Host interactive, virtual webinars on BPS regulations.
- Support direct mailings through the development of content and pulling mailing lists.

See Section 6, Communication Strategies, for further details on Help Center outreach and educational activities.

The Help Center will offer additional support to under-resourced buildings, which will be communicated to them directly through targeted outreach including email, direct mail, and phone calls. Outreach efforts are aimed to help under-resourced building owners understand and access additional support that will be available to them, including advanced support with target and compliance pathway review, energy assessment analysis, and advanced technical support (onsite energy assessment with report and recommendations on next steps to meet their BPS target).

Bilingual and translation services will be available.

Ongoing Support

To ensure feasibility and minimize negative impacts, various groups will provide ongoing support that will make recommendations as needed:

- Climate Equity Committee (CEC)
  - Continue to provide feedback from an equity lens; monitor for negative repercussions resulting from policy and make recommendations if they occur.
- Technical Committee
  - Continue to provide technical feedback. Monitor for unforeseen challenges from the building science lens and make recommendations if they occur.
- Community Contributor feedback

- o Staff will continue to engage with community contributors as outlined in sections 4 & 6.

Section 2: Data Management and IT

Best practice encourages jurisdictions to develop robust management software to manage data and track compliance. Planned and existing City software include a transparent means to track energy performance, a Customer Relationship Management (CRM) tool, a portal for building owners, and a dashboard for program administration.

Existing Database and Customer Relationship Management

Fort Collins is in a strong position to launch a successful BPS given the existing data management system in place. The existing database tracks Energy Use Intensity (EUI) in covered buildings while maintaining historical records. Additional metrics as provided by the U.S. Environmental Protection Agency (EPA) tool ENERGY STAR® Portfolio Manager® are also tracked, including but not limited to building size, building type, associated buildings (e.g. multi-family complexes), and more detailed usage metrics.

The existing database also tracks building owner addresses (updated biannually from the Larimer County Assessor), building contact information and their relationship to the building, and tracks all historic communication with each contact.

Building Owner Portal

A planned building owner portal will allow owners and their representatives to see all properties associated with their account, as well as important information related to each building, such as compliance status, due dates for benchmarking and meeting BPS targets, and other fields customized to the City's requirements.

Owners can use the portal to:

- Update personal information.
- Access their previously submitted benchmarking and BPS data.
- Select BPS compliance pathway, submit requests for adjustments, EUI credits, waivers, or complete other compliance-related questions and/or upload required documentation.

The building owner portal will also include a Building Performance Forecasting Calculator tool, allowing building owners the ability to see their future year BPS target. Building owners will be able to add energy efficiency or renewable energy projects for forecasting and scenario planning purposes. The forecasting module will be configured to match the City's BPS targets (or caps as appropriate) and considers a building owner's historically reported benchmarking and BPS data. The platform also provides the ability to show a building owner their potential fines for non-compliance with BPS.

The calculator may include:

- Building data, including but not limited to building address, floor area, baseline performance, and most recent reported performance data.
- Forecasted performance after site EUI reduction: tool can display BPS targets and calculate the building's forecasted performance based on percent reduction from baseline/current site EUI data.
- Forecasted performance after EUI credits for onsite renewable energy.

- Forecasted potential fines based on scenarios with and without a reduction in energy use.
- Line graphs for visualization of each of the data scenarios described above.

Program Administrative Dashboard

The existing database will be expanded to include BPS metrics, track all submitted documentation (e.g., waivers, adjustments, etc.), allowing program staff to easily search and access all relevant documentation by building or contact. Program staff can add notes or flags and edit information (e.g. contact or address updates) as appropriate.

Software cost: Given the tools will build upon existing systems, year 1 software fees are relatively low, estimated at $29,000 including set up and configuration. Ongoing costs are estimated at $9,500 annually.

Section 3: Violations and Enforcement

Fort Collins BPS has been designed and will be implemented with the intention that the vast majority of buildings will comply without any need of an enforcement mechanism. However, local and national experience have shown the limitations of voluntary programs (in Fort Collins less than half of the projected opportunity within building performance is predicted to be achievable through incentive-based pathways). Fort Collins BPS will not be a revenue-generating policy, and every effort will be made to ensure funds are directed to building upgrades, not to paying City fines. There is an expected administrative effort will be associated with this effort.

Responsible parties

Building owners are the responsible party for BPS citations. In the case of a condominium, the registered Condominium Association is the responsible party. Ownership changes are tracked by program staff through biannual updates from the Larimer County Assessor, and additional updates are made by the Help Center during communication with building owners or representatives.

Fines

Fines are by kBtu (thousand British thermal unit) of non-compliance, meaning a building that is very close to its target will have a small fine, and one farther from its target would have a larger fine.

Individual fines in Fort Collins may not exceed $3,000, although aggregate (or reoccurring) penalties for continued non-compliance may exceed $3,000. Best practice in other jurisdictions suggests citations should be recurrent and should continue to reoccur until the building owner takes action. Fort Collins recommends a monthly recurrence until the total amount of the penalty has been included in citations, or until the building owner takes action, which would trigger a cure period.

Cure periods

Cure periods allow for the cessation of citations when and if a building owner takes action toward reaching their efficiency target. In practice, if a building owner receives their initial citation and determines that they would like to take action rather than continue to receive citations, they may demonstrate to Program Administration that they are taking action to meet their target (this could include meetings with contractors, receiving estimates for work, etc.). Thereafter citations would cease, however the building owner would be required to send regular updates documenting their progress toward their target. This assures that building owners are not directing funds toward citations that could be spent investing in building improvements. Cure periods will reduce the administrative burden on the prosecution and Court staff, while increasing administration on the program staff. Building owner updates and compliance status will continue to be recorded and tracked in the administrative and building owner portals.

Section 4: Local Coordination

Staff anticipate the need to coordinate with various governmental offices, both within and outside of Fort Collins, throughout implementation to align messaging and resources, coordinate with related programs, and acquire buy-in for local policy.

Platte River Power Authority/Efficiency Works Business

Platte River Power Authority (PRPA) is the wholesale power provider for Fort Collins, Loveland, Longmont, and Estes Park. As one of the member cities, Fort Collins benefits from programming offered through PRPA. Efficiency Works Business (EWB), a program offered in partnership with PRPA and the other member communities, provides both financial and technical support for efficiency projects. EWB has historically provided significant value (accounting for 70% of historical efficiency program savings) and an opportunity for growth in support of local BPS. The expansion of existing technical and financial resources necessary to support BPS can be streamlined and simplified through the existing partnership with EWB.

Core City Departments to Participate in Implementation

Sustainability Services is a strong collaborator in the BPS development process and will continue to be throughout implementation. Chief Sustainability Officer Jacob Castillo is the BPS Executive Sponsor. NOCOBiz Connect, our region's sustainable business program, presents an opportunity to share resources and recognize businesses for their creativity and excellence when implementing GHG reduction projects.

Utilities, including Communications and Marketing, Community Engagement and Energy Services, crafted the BPS development process and will develop resources and materials throughout implementation. Team members focus on customer-centered approaches to outreach, engagement, and materials development. Existing City newsletters, among several other methods, will be used to further advance communications.

Building Department and Energy Code Compliance partner with the BPS process in assuring technical standards are achievable and complementary of current and potential future energy code requirements.

Facilities Management continues to work toward achieving BPS that are already adopted for City buildings. Facilities management staff also partner with implementing staff in our Technical Committee, sharing experience to assure attainable targets and offramps.

City Attorney's Office, Prosecution team and Court team

See Section 4: Violations and Enforcement. The Program Manager and Program Analyst will work in partnership with the Municipal Court, Prosecution staff, and the City Attorney's Office to enforce BPS compliance.

Xcel Energy

Xcel Energy is a strong partner in providing both financial and technical resources to building owners, offering over 20 programs that support building efficiency in Colorado. Xcel rebates may be stackable with other financial incentives and will be a part of our Navigator's financial resource list.

Affordable Housing

Fort Collins benefits from a strong relationship with local subsidized affordable housing providers, which included their representation on our BPS Task Force. Affordable housing providers offered feedback on achievability, including detailed building data that was used to complete a BPS Case Study that demonstrates methods to meet potential targets (see BPS Case Studies, Council Work Session Material April 23, 2024). Staff will continue to partner to mitigate the risk of exacerbating current housing affordability concerns. Affordable housing is typically considered under-resourced in BPS policies and additional resources and/or timeline and target adjustments may be provided.

Green Financing

Green financing offers innovative financing techniques to enable green energy projects. Locally, program staff partner with Colorado Property Assessed Clean Energy (C-PACE) and the Colorado Clean Energy Fund (CCEF) to promote green financing and to isolate gaps in existing financing resources that the City can help address.

Local Jurisdictions

The State of Colorado, and the cities of Boulder, Aspen, and Denver have already adopted BPS policies. The existing strong relationship between these jurisdictions allows for shared learnings and resources, as well as greater opportunity to explore federal financing in partnerships with state and local jurisdictions. In consideration of existing State requirements, an approach to buildings within Fort Collins that are covered by the State BPS is outlined in Community Contributor Recommendations (Council Work Session Materials April 23, 2024).

Workforce Development

Staff partner with local industry organizations such as the Northern Colorado Home Builders Association and Northern Colorado Construction Sector Partnership to promote City scholarships designed to accelerate the education and knowledge of professional service providers in our community. This enables increased capacity to support local building requirements, BPS, and associated Council priorities.

Section 5: Resource Hub

Resource Hubs offer services and education in support of a BPS policy and were outlined as a critical resource by Community Contributors. A hub provides a central location where building owners can access essential guidance, technical assistance, information on available incentives, contractors, and more. Hubs aggregate the information that helps owners comply with a BPS policy, removing obstacles to compliance by spotlighting best practices and aiding those without the necessary educational, financial, or technical resources needed to act.

Throughout implementation, the City will continue to be guided by community engagement best practices observed, analyzed and outlined by a variety of organizations, including the Institute for Market Transformation (IMT), Colorado Energy Office (CEO), Environmental Protection Agency (EPA) and Department of Energy (DOE). Given the emphasis on the criticality of sufficient resources to support buildings owners shared by the Task Force and in best practice documents, engagement is an important step to disseminate planned resources.

Resource Hub content and Help Center cost:

Year 1: $85,000;

Year 2-5 estimate: $50,000/year

Identifying Needs

A first step to launching the hub is to identify gaps and areas of potential collaboration. City staff are exploring joint resources shared with local jurisdictions; however, Staff strongly recommend a centralized Fort Collins hub that includes all appropriate local resources in one place. The hub is expected to grow as further needs are identified throughout implementation.

Equity is a consideration when identifying needs, as Staff anticipates a subset of local buildings will have less access to the resources needed to comply with a BPS than other like buildings. Work is scheduled through 2024 to define and identify local under-resourced commercial and multi-family buildings, along with outreach to representatives from those buildings to determine barriers to increased efficiency.

Launching the Hub

The hub will include educational resources to assist in compliance. Planned resources to be created and launched upon BPS adoption include:

- A BPS compliance guide that details the City's rules and regulations.
- Live and recorded presentations (with downloadable slides) that provide an overview of the BPS regulations including step-by-step instructions on how to comply with building performance targets.
- On-demand video series that explains: BPS rules, how BPS works, processes to become compliant, alternate compliance options, and potential penalties for failing to meet EUI targets.
- Robust guides and documents: policy compliance checklists, FAQs, and pathway selection tools.
  - Pathway selection tools are simple, easy-to-use resources describing BPS compliance scenarios (e.g., caps, renewables, adjustments, and guidance on how to select a pathway and understand energy efficiency measures).

- Analysis of each building's past energy performance and proximity to meeting their target.
- Case studies of buildings demonstrating efficiency measures to improve their energy performance and meet their BPS target.
- A financial hub focusing on available rebates, incentives, tax deductions, and other means of offsetting costs.
    - Information on green financing structures such as C-PACE and CCEF.
    - Guidance to help building owners navigate existing funding and financing opportunities.
- A technical hub including resources to educate owners on the most cost-effective upgrades to achieve their targets.
    - Information on efficient technologies.
    - Links tools such as the existing Building Efficiency Targeting Tool for Energy Retrofits (BETTER) and Energy Performance Improvement Calculator (EPIC).
    - Options for both desktop audits and whole building in-person assessments offered by the City.
    - Technical guidance documents for upgrades/measures related to: retrofitting major building systems (envelope, ventilation, heating/cooling, domestic hot water, plugs and process loads), implementing strategies to decrease energy-related operating costs and providing estimations of potential savings, and assessing high-performance building technology solutions.
- The hub will help connect building owners to Help Center support.

Advanced Technical Support

Advanced technical support will be provided to a subset of under-resourced buildings that require substantial assistance accounting for their existing energy use and targets.

Advanced technical support will consist of the following services:
- Collecting in-depth building data.
- Conducting quality assurance testing and engineering analysis.
- Conducting an onsite ASHRAE Level II energy assessment.
- Developing detailed building performance plans with energy-saving projects that can be implemented to meet interim and final targets.
    - The estimated energy savings for each project will be used to estimate the resulting EUI reduction and impact toward meeting the BPS. Recommended projects will be prioritized based on the lowest cost to meet interim and final targets.
- Reviewing performance plans with building owners to evaluate the feasibility of the implementation timeline and estimated cost to help them select appropriate measures.
- Drafting scopes of work for each project, including the steps necessary to complete the implementation and the project schedule. Building owners will then be able to use the plans to seek bids from vendors to perform the implementation work.

Advanced Technical Support Cost: $7,500-$10,000/building

Section 6: Communication and Engagement

Overview

Continued communication and engagement (C&E) are planned throughout implementation to ensure impacted segments of our community understand policy requirements and available resources. BPS policy implementation will impact multiple sectors of our community. If Council adopts a BPS policy, about 1,400 building owners will need to take some sort of action that can range from as little as acknowledging they have already met their targets to completing building upgrades.

Communication and Engagement Strategy

The level of public engagement in the initial phase of implementation is "Consult" on the IAP2 Spectrum. This is defined as obtaining feedback on analysis, alternatives, or decisions. During this phase we will seek broad community feedback on the resources provided to support building owners. Concurrently and subsequently, public engagement will seek to "Inform," as staff shares education and available resources.

C&E will begin upon policy adoption and continue throughout implementation. Implementation will follow an annualized plan-do-check-act approach, meaning staff propose action, implement it, measure its success, consult those impacted to understand how the process can be improved into the future, and repeat.

The *purpose* of C&E is to:

- Share available resources and compliance requirements with covered building owners and representatives.
- Isolate resource gaps and negative impacts to design and implement mitigation strategies.
- Inform the general community about BPS benefits and how they align with community priorities.

The *goals* of C&E are to:

- Integrate consultation process into annualized C&E strategy to ensure implementation has minimal negative impacts on covered building owners and occupants.
- Raise awareness and share resources supporting compliance requirements with covered building owners and representatives.
- Work with community contributors to determine if resource gaps exist and how to address them.
- Increase general community understanding of BPS alignment with community priorities.
- Continue to refer to existing and developing best practice guidance, including continued engagement with other jurisdictions.

The *desired outcome* of C&E is:

- Covered building owners and representatives receive information and resources to understand compliance requirements.
- Covered building owners achieve targets without penalties.

- The general community understands the benefits of BPS.

Projected Challenges

- Communicating a complex and technical policy with broad impacts.
  - The variety of audiences will have different relevant messages.
- Assuring an understanding of why this policy is important.
- Exploring potential unintended consequences through a plan-do-check-act process.
- Engaging with community members who may not support policy direction.
- Preventing misinformation or confusion with State of Colorado BPS requirement.

Audiences/Impacted Parties

Significant Impact	Light Impact
Building owners	Colorado Energy Office
Commercial property lease holders	Denver/Boulder/Aspen and other neighboring communities with benchmarking/BPS policies or goals
Property managers	Poudre School District (public buildings are not covered)
Facility and energy managers	Local universities and colleges (public buildings are not covered)
Utilities (Fort Collins Utilities and Xcel Energy)	Developer/architects/builders
Efficiency Works Business and Platte River Power Authority	Everyone else who lives, works, or recreates in Fort Collins
Local business associations	Municipalities considering implementing a similar policy
Commercial real estate brokers and lenders	Local boards and commissions
Building occupants and multi-family building residents	Local politicians
Key Accounts, Chamber of Commerce, NoCoRHA	
Affordable housing representatives	
Community groups/community members	
Local workforce/service providers	
Green building associations and researchers	

Tactics

Type of Outreach	Focus	Audience	By Whom
Direct mail	Initial notifications	All covered buildings	Utilities
Mass email	Initial and follow up notifications	All covered buildings	Help Center
Phone calls	Initial and follow up notifications	All covered buildings	Help Center
Virtual webinars	3-5 interactive webinars with Q&A	All covered buildings	Help Center

Drop-in office hours	Specialized or technical questions	All covered buildings	Help Center, tracking in CRM
E-newsletters	BPS and OCF (e.g., Environmental Services, City News, Building Services, Keep Current)	General public	Utilities
Media release	BPS adoption and OCF, Council alignment	General public	Utilities
Unpaid and paid social media posts	BPS and OCF, Council priorities	General public	Utilities
Tenant-owner outreach	Facilitate strong alignment on project opportunities	Building owners and tenants	Utilities
Personal support	Leverage NOCOBiz Connect and Efficiency Works Business	Select covered buildings	Utilities and local partners
Interviews and promotion	Promoting efficient buildings (e.g., stickers or window clings for buildings once they reach EUI target)	Early adopters	Utilities
Direct mail	Additional resources (technical, financial, translation)	Under-resourced buildings	Help Center
Email	Additional resources (technical, financial, translation)	Under-resourced buildings	Help Center
Phone calls	Additional resources (technical, financial, translation)	Under-resourced buildings	Help Center
Building Hub promotion	One-stop-shop website with resources, including local incentives. (e.g., *buildinginnovationhub.org*)	All covered buildings	Help Center and Utilities
One-on-one relationship management	Maintain critical relationships (internal and external) through meetings, discussions	To be determined, but may include initial building owners who provided input	Utilities +/- other City staff
Equity engagement	Provide feedback on City messaging to under-resourced buildings and help the City share resources in a way that's accessible; leveraging existing relationships and trusted community groups will hopefully lead to greater utilization of resources	Community-based organizations (CBOs) including affordable housing providers	Utilities
Equity engagement	Periodically examine equity outcomes, especially for disproportionately impacted and marginalized communities	Climate Equity Committee (CEC)	Utilities

	Recommendations feed into BPS plan-do-check-act process to identify any negative equity-related impacts		
Community meetings and events	Information at events (e.g., EcoFest, Bike to Work Day, Open Streets)	General public	Utilities

Messaging

Key messages will be adapted to the audience and will provide information on the benefits of BPS and their alignment with OCF. Key messages will utilize a change management approach that will acknowledge and address the change that BPS presents to our community.

Desired Outcomes and Associated Metrics

To ensure we are reaching our intended audiences and making data informed decisions, we will track various metrics to determine if we have achieved certain desired outcomes:

- Track number of activities and people engaged.
  - Metric: community engagement tracker statistics.
  - All communications with covered building owners or their representatives will be tracked in the Help Center CRM.
- Track performance of C&E strategies to isolate the best ways to engage various audiences.
- Utilize unique website links for digital metric tracking:
  - Building Hub
  - E-newsletters
  - Social media
  - Bill insert
  - Event handouts
- Create a flow of information that allows engagement activity results to be organized and referenceable.
- Continue to iterate on public engagement strategies by learning from experiences and adjusting the engagement to best fit what is needed.

Initial Notifications

The way we introduce BPS to the community and the affected members is vital to its success. Initial notification strategies are an important part of how we manage relationships with covered building owners and their representatives. As such, creating notifications will be a thoughtful process where we seek feedback from internal partners and impacted members of the community. A critical part of this process will be to seek input from disproportionately impacted communities, Community Based Organizations (CBOs), and the CEC to shape language and strategies that are truly inclusive and accessible.

Initial notification of an adopted BPS policy will acknowledge the significant change that BPS brings to the community. Messages should seek to educate, inform, and be shared in a way that encourages building owners to share their perspective. Communication should be clear, concise, and available in the building owner's preferred language.

During initial outreach, Staff will utilize the "Consult" approach, sharing the wide-ranging resources created to support building owners and seeking feedback on accessibility, relevance, and any isolated gaps.

Notification by email and physical mail are essential but are only a part of the planned approach outlined in this section.

Staff benefited from robust engagement during policy development and will continue to expand upon existing relationships with representatives of impacted industries. Furthermore, as all potentially covered buildings are currently covered by the local Benchmarking ordinance (§12-202 of the Municipal Code), we have confirmed contact information associated with covered buildings.

Initial notifications will need to include several core elements:

- Notification that the policy exists.
- What buildings are covered.
- Policy timeline.
- Point of contact for questions.
- How the policy was developed.
- Why the policy was developed (ties to Our Climate Future and City Council priorities).
- Compliance pathways.
- Available resources (building owner portal, forecasting calculator, resource and technical hubs) including specific offerings for under-resourced buildings.
- Next steps (e.g., ensure your contact information is correct, link to compliance guide, review the building owner resource hub, planned and recorded webinars, other).

Notifications will acknowledge:

- Multiple audiences: different information may be relevant to various audiences.
- Plain language in communicating about a technical requirement.
- An opportunity for building owners to provide feedback.

Planned messaging and content will be shared with community contributors for feedback prior to finalizing.

Evaluation

Review effectiveness of each strategy and overall efforts annually, aligning with compliance as tracked in dashboard. Surveys of building contacts will illuminate their perspective on City engagement efforts. Third party program evaluation at the end of the interim goal period to ensure outcomes are being met. Continued engagement with the CEC and CBOs will evaluate near term community impact.

Costs

Included below are vendor costs and projected costs associated with communication and engagement (e.g., direct mailers, social media, outreach events, etc.).

	Year 1	Ongoing
C&E	$20,000	$20,000
Resource Hub and Help Center	$85,000	$50,000
Software Fees	$29,000	$9,500
Advanced Technical Support		$7,500-$10,000/building

Final Considerations

Implementing a successful and equitable BPS will require careful planning and an investment of resources. BPS is a new policy instrument, and as nationwide experience grows, more tools, best practices, and resources are likely to become available.

Utilities acknowledges the significant change a BPS policy will bring to Fort Collins, and Staff will continue to manage the process to better prepare those affected. Sufficient education and information are an integral part of the change management strategy, along with continuing to monitor the community for newly developing risks and aversion. The change management approach acknowledges that opposition is a part of the process and not a pause in the process, and it allows us to appropriately prepare to address potential concerns and questions.

Costs outlined in this guide may vary, and in general resource needs are expected to increase leading up to 2030 targets. Program staff are open to feedback and recommendations from leadership around proposed specifics.