

MEETING NOTICE

The next meeting of the Gunnison Valley Rural Transportation Authority will be:

March 20, 2009 at 8:00 a.m.
in the Commissioners Room
in the Gunnison County Courthouse
200 E. Virginia Ave., Gunnison, CO.

For copies of the agenda and minutes of previous meetings, please call Scott Truex at 970-275-0111.

Two or more County Commissioners may be in attendance at this meeting.

AGENDA
GUNNISON VALLEY RURAL TRANSPORTATION AUTHORITY
March 20, 2009
8:00 A.M. – GUNNISON COUNTY COURTHOUSE

- 8:00 A. INTRODUCTION
- 8:01 B. APPROVAL OF THE FEBRUARY, 2009 MINUTES
- 8:03 C. EXECUTIVE DIRECTOR'S FINANCIAL REPORT
- 8:08 D. CORRESPONDENCE
 - 1)

GENERAL RTA ISSUES

- 8:10 E-1. OLD BUSINESS
 - 1) Reschedule May meeting
 - 2) Presentation from ORE – Energy Action Plan

- 8:45 F-1. NEW BUSINESS
 - 1) 2010 Budget discussion (executive session to discuss contract negotiations with CBMR)
 - 2) Report from Tourism Association
 - 3) Comments from Citizen Advisory Committee

AIR SERVICE ISSUES

- 9:05 E-2. OLD BUSINESS
 - 1) 2008-2009 air service discussion
 - 2) Greeters at the airport
 - 4) Request from John DeVore to sponsor meeting of Colorado Airport Operators

- F-2. NEW BUSINESS
 - 1) 2009-2010 air service discussion
 - 2) Airport discussion
 - 3) FAA reauthorization (letter)

GROUND TRANSPORTATION ISSUES

- 10:00 E-3. OLD BUSINESS
 - 1) Gunnison – CB service update
 - 2) Mechanical Issues - update

- 10:20 F-3. NEW BUSINESS
 - 1) Summer 2009 service
 - 2) Ohio Creek park & ride discussion

10:55 G. COMMENTS FROM BOARD MEMBERS

11:00 H. PUBLIC COMMENT PERIOD

I. ADJOURNMENT

Next Meeting – April 10th, 8:00 a.m. in Crested Butte

All times are approximate – the meeting may move more quickly or more slowly than indicated.

Gunnison Valley Rural Transportation Authority
Meeting Minutes
February 13, 2009

Members Present:

Scott Truex, Executive Director
Kent Myers, Airplanners LLC
Jim Starr, Gunnison County
Jonathan Houck, City of Gunnison
Kimberly Metsch, Town of Crested Butte
Skip Berkshire, Town of Crested Butte
William Buck, Town of Mt. Crested Butte
Bill Babbitt, Town of Mt. Crested Butte

Several other community members were present in the audience including representatives from the Town of Mount Crested Butte, Crested Butte Mountain Resort, the Tourism Association, the RTA Citizens Advisory Committee, Alpine Express, and Western Voices PA, Inc.

A. INTRODUCTION: The meeting was called to order by Jim Starr.

B. APPROVAL OF THE January 2009 MINUTES: William Buck moved to approve the minutes of the January RTA meeting. Jonathan Houck seconded the motion. The motion passed unanimously.

C. EXECUTIVE DIRECTOR'S FINANCIAL REPORT: Scott Truex noted that revenues for 2008 were down about 13% from budget. He also summarized a recent meeting with the Colorado Transit Coalition regarding bike and ski racks. At Jim's request, Scott reviewed the RTA fund balance projections for 2009 and 2010.

D. CORRESPONDENCE: None

GENERAL RTA ISSUES

E-1. OLD BUSINESS:

1. Invoice from County Clerk for election fees - discussion: Scott reported that the County Clerk has decided to reduce the RTA election cost by one-half.

F-1. NEW BUSINESS:

1. Resolution #1, Series 2009 – Authorizing the filing of grant applications with the Federal Transit Administration (FTA): Scott summarized the background for this and the next three agenda items as they relate to the grant process for the Ohio Creek Park and Ride. After some Board discussion, William Buck moved to authorize Resolution #1,

Series 2009 and Resolution #2, Series 2009 and to accept the Opinion of Counsel regarding filing of grant application with the FTA, and designating the signature authority for the Transportation Electronic Award and Management process with the FTA. Jonathan Houck seconded the motion. The motions passed unanimously.

2. Resolution #2, Series 2009 – Authorizing the local match for section 5309 capital grant for the Ohio Creek Park and Ride: See F-1.1, above.

3. Acceptance of Opinion of Counsel regarding filing of grant applications with the FTA: See F-1.1, above.

4. Designation of Signature Authority for the Transportation Electronic Award and Management Process with the FTA: See F-1.1, above.

5. Report from the Tourism Association: Jane Chaney summarized recent advertising and marketing efforts of the Tourism Association. She also noted recent State budget issues which could impact tourism in Colorado. After some discussion Jonathan Houck move to authorize the RTA chairman to sign a letter to the State Legislature urging full funding for tourism initiatives in Colorado. The motion was seconded by Kimberly Metsch. The motion passed unanimously.

6. Report from the Citizen Advisory Committee: None

7. Reschedule of May meeting: Scott asked the Board to confirm dates for upcoming meetings. After some discussion regarding planned attendance, the Board agreed to the following meeting dates: March—20th, April--10th, May—TBD (but not the 8th).

8. Request from ORE regarding possible presentation: The Office for Resource Efficiency has requested time to make an Energy Planning presentation to the RTA. After a brief discussion, the Board asked Scott to include the presentation in the next meeting.

AIR SERVICE ISSUES

E-2. OLD BUSINESS

1. 2008-2009 Air Service Discussion: Kent summarized the status of airline seat sales and load factors. He still needs to get January data.

F-2. NEW BUSINESS

1. 2009-2010 air service discussion: Kent noted that next year the industry likely will not take any more capacity out of the system. Jet fuel is down 20%. Kent feels that the industry won't see any big carriers go out of business next year. Specific airline issues are as follows: AA from Chicago is not working well; DL from SLC is also not working well. The discussion then moved to diversions and Scott provided updated information.

Jeff Moffett noted that CBV has been offering a lot of special deals to encourage travel from Chicago and SLC.

2. Greeters at the GUC airport: Jeff Moffett briefly summarized how the 'greeter' function is working at the airport. CBMR folks are there during busy times to greet guests and help smooth their arrival at GUC.

3. Request from John DeVore to sponsor a meeting of Colorado Airport Operators: Scott summarized the request from the GUC airport manager for financial support for the upcoming meeting of Colorado Airport Operators. After some discussion, it was decided to postpone this item to the next meeting when John can be present to answer questions.

GROUND TRANSPORTATION ISSUES

E-3. OLD BUSINESS

1. Gunnison-CB service update: Scott reported that ridership was up 46% in January (~16,000 riders). He also summarized some of the lingering mechanical issues and noted that the back-up bus has arrived and is being prepared for possible use.

2. Ratify contract with Black Hills Stage Lines: Scott noted that the Board had authorized the Chairman to sign the contract with Black Hill Stage Lines for bus service between Gunnison and Denver at the last meeting subject to ratification at this meeting. After a brief discussion William Buck moved to ratify the Contract with Black Hills Stage Lines. Kimberly Metsch seconded the motion. The motion passed unanimously.

F-3. NEW BUSINESS

1. Denver bus service – connection with the RTA route: Scott reported that the Denver bus will now stop at High Country Station (Hwy 135 and Denver). The bus from Denver will arrive to meet the evening RTA bus. Also, after some discussion, it was agreed that the RTA buses will only allow carry-on bags.

G. COMMENTS FROM BOARD MEMBERS: None

H. PUBLIC COMMENT PERIOD: Woody Sherwood asked about the RTA retreat and any issues from the meeting. The Board gave Woody a brief summary of the air and ground issues from the retreat.

William Buck moved to go into executive session for discussion of negotiation issues. Kimberly Metsch seconded the motion. The motion passed unanimously. No action was taken following the executive session.

I. ADJOURNMENT: The meeting was adjourned

The next meeting is scheduled for Friday, March 20th in Gunnison.

**Gunnison Valley Transportation Authority
Financial Report - January 2009**

| Revenues | 2009 Actual | 2009 Budget | Board Approved Revisions | 2009 Revised Budget | % of Budget |
|-------------------------------------|------------------------|------------------------|---|------------------------------------|------------------------|
| Starting Fund Balance 1/1 | \$ 635,277.00 | \$ 635,277 | | \$ 635,277 | |
| Jan | \$ 86,152.67 | \$ 104,500 | | \$ 104,500 | 82.4% |
| Feb | | \$ 94,800 | | \$ 94,800 | 0.0% |
| Mar | | \$ 109,900 | | \$ 109,900 | 0.0% |
| April | | \$ 62,600 | | \$ 62,600 | 0.0% |
| May | | \$ 66,700 | | \$ 66,700 | 0.0% |
| June | | \$ 106,000 | | \$ 106,000 | 0.0% |
| July | | \$ 136,400 | | \$ 136,400 | 0.0% |
| Aug | | \$ 128,500 | | \$ 128,500 | 0.0% |
| Sept | | \$ 106,100 | | \$ 106,100 | 0.0% |
| Oct | | \$ 80,000 | | \$ 80,000 | 0.0% |
| Nov | | \$ 80,000 | \$ (23,000) | \$ 57,000 | 0.0% *based upon 2008 |
| Dec | | \$ 124,500 | \$ (17,500) | \$ 107,000 | 0.0% *based upon 2008 |
| Year to Date Tax Revenues | \$ 86,152.67 | \$ 104,500 | | \$ 104,500 | 82.4% |
| Full Year - Tax Revenues | \$ 86,152.67 | \$ 1,200,000 | | \$ 1,159,500 | 7.4% |
| Other Revenues | | | | | |
| RTA Tax - Clerk | \$ 383.12 | \$ 10,000 | | \$ 10,000 | 3.8% |
| Denver Bus Partners | \$ 24,000.00 | \$ 29,500 | | \$ 29,500 | 81.4% |
| Operating Grant | \$ - | \$ 118,000 | | \$ 118,000 | 0.0% |
| Capital Grant | \$ - | \$ 240,000 | | \$ 240,000 | 0.0% |
| Interest Revenue | \$ 370.23 | \$ 13,307 | | \$ 13,307 | 2.8% |
| Total Revenue | \$ 110,906.02 | \$ 1,610,807 | | \$ 1,570,307 | 7.1% |
| Expenses | | | | | |
| Postage | \$ 1.34 | \$ 100 | | \$ 100 | 1.3% |
| Photocopies | \$ - | \$ 20 | | \$ 20 | 0.0% |
| Professional Services - Truex | \$ 11,200.00 | \$ 67,200 | | \$ 67,200 | 16.7% |
| Professional Services - Airplanners | \$ 11,509.82 | \$ 72,000 | | \$ 72,000 | 16.0% |
| Professional Services - Landwehr | \$ 360.00 | \$ 10,800 | | \$ 10,800 | 3.3% |
| Professional Services - Levy | \$ - | \$ - | \$ 830 | \$ 830 | 0.0% |
| Audit Cost | \$ - | \$ 3,000 | | \$ 3,000 | 0.0% |
| Revenue Collection Fee | \$ - | \$ 15,000 | | \$ 15,000 | 0.0% |
| Airline Guarantees | \$ - | \$ 800,000 | | \$ 800,000 | 0.0% |
| Airline Startup Costs | \$ - | \$ - | \$ 55,000 | \$ 55,000 | 0.0% |
| Fees | \$ - | \$ 150 | | \$ 150 | 0.0% |
| Ground Transportation | \$ 56,106.24 | \$ 411,335 | | \$ 411,335 | 13.6% |
| Denver Bus Service | \$ - | \$ 43,500 | | \$ 43,500 | 0.0% |
| Advertising | \$ 3,429.88 | \$ 5,000 | \$ 6,000 | \$ 11,000 | 31.2% |
| Travel & Transportation | \$ 3,533.03 | \$ 1,200 | \$ 3,300 | \$ 4,500 | 78.5% |
| D&O Insurance | \$ 3,238.00 | \$ 3,500 | | \$ 3,500 | 92.5% |
| Meals & Lodging | \$ 978.75 | \$ 3,500 | \$ 1,000 | \$ 4,500 | 21.8% |
| Dues & Meetings | \$ 3,230.25 | \$ 3,500 | | \$ 3,500 | 92.3% |
| Repair & Maintenance - Vehicles | \$ 1,289.81 | \$ 20,000 | \$ 9,000 | \$ 29,000 | 4.4% |
| Fuel | \$ 7,949.34 | \$ 148,000 | | \$ 148,000 | 5.4% |
| Vehicles | \$ - | \$ - | \$ 12,000 | \$ 12,000 | 0.0% |
| Construction Costs | \$ - | \$ 300,000 | | \$ 300,000 | 0.0% |
| Treasurer's Fees | \$ 811.90 | \$ 12,000 | | \$ 12,000 | 6.8% |
| Transfer to General Fund | \$ 1,260.00 | \$ 15,120 | | \$ 15,120 | 8.3% |
| Total Expenses | \$ 104,898.36 | \$ 1,934,925 | | \$ 2,022,055 | 5.2% |
| Revenues Over (Under) Expenses | \$ 6,007.66 | \$ (324,118) | | \$ (451,748) | |
| Balance Remaining | \$ 641,284.66 | \$ 311,159 | | \$ 183,529 | |

Report shows posted revenues & expenditures through January

Reschedule May meeting: We need to reschedule the May meeting to May 15 or May 22.

Presentation from ORE – Energy Action Plan: Please see documents attached to the email with the packet. These documents will form the basis of our discussion during the presentation.

Report from Tourism Association: Jane will be in Telluride on March 20 at a SW Colorado Travel Region meeting. She asked me to report that the TA is ramping up spring and early summer with direct mail, print, travel web site advertising and E-communication with targeted E-blasts.

Greeters at the airport: The board asked me to add this to the agenda. Jeff Moffett may have insight.

Request from John DeVore to sponsor meeting of Colorado Airport Operators:
Email from John:

Scott,

Gunnison/Crested Butte Regional Airport will be the host for this year's annual meeting of the Colorado Airport Operators in Crested Butte. This annual meeting is attended by well over 40 airports, the FAA the Colorado Division of Aeronautics and many airport consultants. My question is would the RTA consider being one of the sponsors. Sponsorships range from \$500 to \$5000. Let me know what you think.

John DeVore
Airport Manager
Gunnison/Crested Butte Regional Airport
970-642-7388
Cell 970-497-6362

Airport Discussion:

John DeVore will be attending the meeting so we can discuss anything you would like regarding the airport.

FAA reauthorization (letter):

John DeVore requested that we send a letter regarding this issue. The letter we sent last year is on the next page.

Gunnison – CB service update:

Ridership on the RTA Gunnison - Crested Butte Route

| Year | Month | Riders | Bus Trips | Miles | ADA Days | Riders Trips | Riders per trip | Riders per day | Riders Last Year | Change | % |
|--------------|----------|---------------|--------------|---------------|-----------|--------------|-----------------|----------------|------------------|--------------|------------|
| 2008 | December | 15,837 | 698 | 22,336 | 31 | - | 22.69 | 510.9 | 12,549 | 3,288 | 26% |
| 2009 | January | 15,829 | 684 | 21,888 | 31 | - | 23.14 | 510.6 | 10,867 | 4,962 | 46% |
| 2009 | February | 13,060 | 622 | 19,904 | 28 | - | 21.00 | 466.4 | 11,861 | 1,199 | 10% |
| Total | | 44,726 | 2,004 | 64,128 | 90 | - | 22.32 | 497.0 | 35,277 | 9,449 | 27% |

Ohio Creek park & ride:

Jim Starr and I will be meeting with Marlene Crosby and the County engineer prior to the meeting. We will update you at the meeting regarding the progress we are making towards construction of a park & ride.



Gunnison Valley Rural Transportation Authority

Jim Starr, Board Chairman
P.O. Box 39, Crested Butte, CO 81224
Phone: 970.275.0111
FAX: 970.349.6626
Email: struex@wic.net

June 19, 2008

The Honorable Ken Salazar
United States Senate
702 Hart Senate Office Building
Washington, DC 20510

Dear Senator Salazar:

It has come to our attention that the FAA reauthorization bill in its current form contains an issue that would have a significant impact on our organization. The issue is the one being pushed by the International Association of Fire Fighters (IAFF) and the AFL-CIO's Transportation Trades Department to force airports to comply with the National Fire Protection Association standards. The IAFF has stated, "the lax safety culture of the Federal Aviation Administration extends beyond aircraft maintenance to the outdated 20-year-old FAA standards for fire and rescue operations that jeopardize lives in the event of an aircraft incident at an airport". This statement does not square with reality. Aviation has a remarkable safety record over the past 15 years and we consider safety at our airport the number one priority. This is why the ARFF personnel in Gunnison are well trained, have modern equipment, have recurrent training on an annual basis and also receive 10 hours of additional training per month. The airport also has mutual aid agreements with our local fire department who will respond to any alert at the airport.

If these standards are included in the reauthorization bill, the Gunnison/Crested Butte Regional Airport will need to have nine certified ARFF personnel on duty per shift. This will cause the airport to have to increase staffing by 12-15 ARFF personnel as well as require additional equipment. This is a heavy burden to place on our small community airport, especially during these difficult economic times.

In our view, the budgetary impact of this requirement will cause the loss of commercial air service to the Gunnison community. The loss of commercial air service to our community will have severe economic impact. We are a destination resort community and without commercial air service we cannot compete in this market. We hope you will take into consideration the serious consequences of this requirement to our airport and other Colorado rural communities as the reauthorization bill continues to be debated.

Thank you very much.

Sincerely,

Jim Starr,
Board Chairman

Timeline of Energy-Planning in the Gunnison Valley

September 2008-June 2009

September 10th-11th – ORE Energy Summit

- Energy-planning committees were formed following the completion of the Emissions Inventory and preliminary action brainstorming sessions were held.

September 23rd- December 2008 – Initial Sectoral Meeting Phase

- Four committees focused on brainstorming action ideas for buildings, transportation, waste, power production and public awareness for the Energy Action Plan (EAP).
- Committees also discussed financing Energy Action Plan (EAP) implementation.

Mid-January 2009 – Deadline for First Draft of EAP

- The first rough draft of the plan was completed and circulated to Energy Planning Exchange attendees and committee members for feedback.

January 16th – Energy-Planning Exchange

- All four committees convened for a brunch conference to exchange their experiences with the process to date and to offer feedback and concerns about the process thus far.

January 16th- March 31st – Secondary Sectoral Meeting Phase

- Committees filter actions through cost-effectiveness data and further scrutiny to refine lists and condense plans.
- The committees discuss timeframe, funding and other implementation details for each of the plans' action items.
- A Writing Committee significantly edits and writes additions for the EAP draft.
- A Number-Crunching Committee devises a methodology for data analysis.
- Committees also work on introductions for their regional plans and work on editing, word-smithing and formatting their plans.

February – First Work Sessions with Councils/Commissioners

- During this period (Feb. 2nd - 24th), committee representatives will meet with their respective Councils/Commissioners for a brief work session to present rough drafts of their plans to get feedback.

Mid-March – Deadline for Second Draft of EAP

- The second drafts of the EAP should be completed at least a week prior to the second round of Council/Commissioner work sessions in order to be included in the packets in time. This date will vary committee-to-committee, but will be mostly around mid-March.

- The EAPs will be revised by the energy-planning committees based upon feedback from the first work sessions with Councils/Commissioners and feedback from Energy Exchange attendees.
- The EAPs will also be edited by a number of stakeholders in the process, as well as by outside consultants to incorporate as many viewpoints and ideas as possible. Other editing entities will include local stakeholder representatives, ICLEI, and outside experts from experienced communities.
- The Valley-wide introduction will be edited in-depth by the Writing Committee and then sent to each energy-planning committee for further revisions.

Mid/End-March – Second Work Sessions with Councils/Commissioners

- Committee members/chairs will present much more detailed EAP drafts to Councils/Commissioners to get final feedback.

End May – Deadline for Final EAP

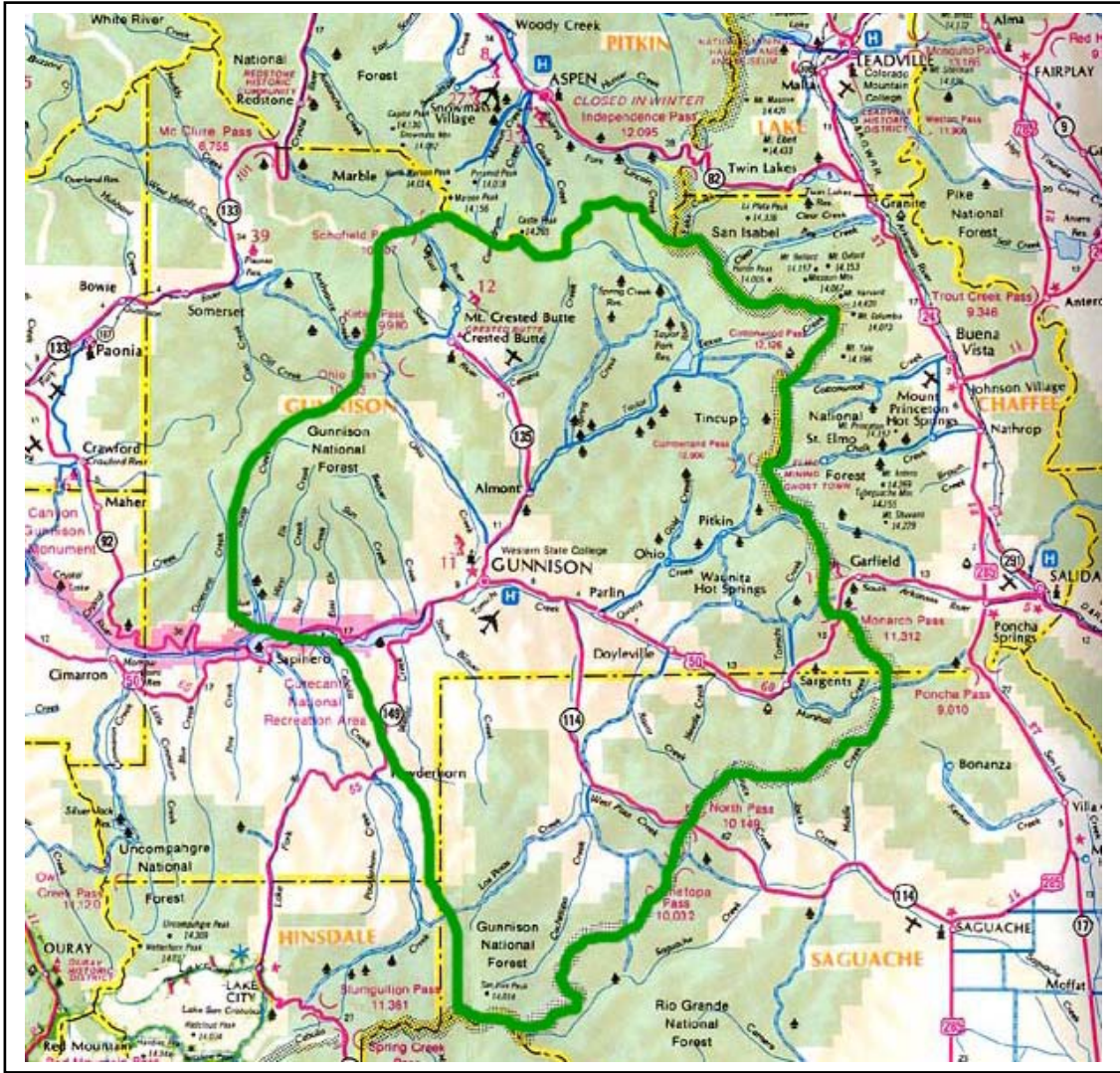
- By this date, all of the revisions recommended by the Councils/Commissioners, by the committees and outside stakeholders (see above) will have been made.

End June – Plan Adoption

- Committees will present the final drafts of the plans to the Councils/Commissioners in the beginning and middle of May (depending upon completion dates).
- The governmental entities will begin to go through their respective approval processes.
- Four separate resolutions – one for each region – will need to be passed by each governmental entity to adopt their respective regional plans.
- A multi-jurisdictional resolution will also be signed after each regional plan is adopted to signify commitment to working together as a Valley to lower emissions through plan implementation and through collaborating on multi-jurisdictional issues.

July – EAP Celebration

- With the completion of the EAP, all of the committees and the general public will get together to celebrate the completion of the plan and look toward the future at plan passing and implementation.



Gunnison Valley Energy Action Plan

*****WORKING DRAFT*****
FOR REVIEW BY THE RTA
MARCH 20TH, 2009

Acknowledgements

The many authors of the Energy Action Plan (EAP) would like to gratefully acknowledge the significant efforts of the multitude of individuals who have contributed their time and energy to the energy-planning process. The creation of this document would not have been possible without the dedicated work, participation, input (large or small) and support from the people of this Valley.

The authors would like to extend a special thanks to the Colorado Department of Local Affairs (DOLA) for funding this process, to all of the sponsors who have supported the Energy Summit and to Western State College and the Almont Resort for hosting energy-planning events.

Below are the names of all of the persons involved in the creation of this Plan.

The Gunnison County Committee

Chair: Richard Karas (Gunnison County Planning Commission)
Hap Channell (County Commissioner; Former Chairperson)
Ben Cowan (County Assistant Finance Director)
Nathaniel Gallion (WSC Student)
Benedicte Henrette (Parent of WSC Student)
Rob Hicks (WSC Student)
Bart Laemmel (B2 Building Science, Bulldog Remodeling, LLC)
Donald McLeod (Retired Emeritus Professor of Physics, University of Illinois)
Eric McPhail (Colorado State University Extension Services)
Jon Mugglestone (Colorado State University Extension Services)
Cathie Pagano (Gunnison County Planner)
Mike Pelletier (Gunnison Information Services Manager)
Paul Van Ryzin (Natural Resources Conservation Service, Delta)
John Scott (Natural Resources Conservation Service, Gunnison)

The City of Gunnison Committee

Chair: George Sibley (Retired Professor)
Butch Clark
Ken Coleman (City Manager)
Philip Fandel (ORE Intern)
Nathaniel Gallion (WSC Student)
Ellen Harriman (City Council)
Jonathan Houck (City Council)
Drew Jenkins (WSC Associate Vice President for Finance & Administration)
Jeremy Johnrow (WSC Student)
Richard Karas (Sub-Chairperson)

Janice Lung (WSC Professor)
Mark Lung (WSC Professor)
Karla McMasters
Matt Servia (ORE Intern/Volunteer)
Stewart Soleman (WSC Student)
Dusty Szymanski (Straw and Timber Craftsman)
Cayla Vidmar (WSC Student)

The Town of Crested Butte Committee

Chair: Billy Rankin
Reed Betz (Town Council)
Arin Billings (ORE Program Assistant)
Bruce Driver (Environmental Attorney)
Philip Fandel (ORE Intern)
Alison Gannett (ORE & SOS Founder)
Bob Gillie (Building and Zoning Director)
Tal Golan (WSC Student)
John Hess (Director of Planning and Community Development)
Steve Lawlor (UGRW Inventory Compiler)
Scott LeFevre (Building Inspector)
Margot Levy
Christi Matthews (Director, Chamber of Commerce)
Chris Menges (Climate and Clean Energy Coordinator, HCCA)
Eric Naughton (Electrical Logic)
John O'Neal (Butte Electric Cars; Filmmaker)
Jay Pozner (Nunatak Alternative Energy Solutions)
Vicki Shaw
Vicki Spencer (Energy Use/Communications Specialist, GCEA)
Phillip Supino (CB Building Department)
Scott Truex (Executive Director, RTA)
Erica Vohman (The Equilibrium Fund)
Robert Warren

Lena Wilensky (Nunatak Alternative Energy Solutions)
Julie Ann Woods (ORE Facilitator; Elk Mountains Planning Group, Inc.)
Andris Zobs (ORE Building Director)

The Town of Mt. Crested Butte Committee

Chair: Bill Racek
Theresa Henry (Mt. CB Community Development Administrative Assistant)
Steve Lawlor (UGRW Inventory Compiler)
Chris Morgan (GCEA Board Member)
John Sale (CBMR)

ORE Staff

Arin Billings (Program Assistant)
Gesá Michel (Executive Director)
Maya Silver (Energy Action Plan Coordinator)
Andris Zobs (Building Director)

ORE Board

William Buck (Mt. CB Mayor)
Hap Channell (County Commissioner; Vice President)
Alison Gannett (ORE & SOS Foundation Founders; President)
John Hausdoerffer (WSC Professor)
Steve Lawlor (UGRW Inventory Compiler)
Chris Morgan (GCEA Board Member; Treasurer)

Ethan Mueller (CBMR)
Billy Rankin (CB Town Council)
Vicki Shaw (Secretary)
George Sibley (Retired Professor)

ICLEI Contacts

Micah Lang (Senior Program Officer)
Xico Manarolla (Program Officer)
Mark Ruzzin (Former Program Officer)
Anna Frankel (Western States Representative)

Consulting

Paul Van Ryzin (Resource Conservation and Development Coordinator, Painted Sky with Colorado Natural Resources Conservation Science, Delta)
Sue Wallace (Sue Wallace Consulting)
Julie Ann Woods (ORE Facilitator; Elk Mountains Planning Group, Inc.)

Resources in Other Communities

Joani Matranga (CO Governor's Energy Office in Denver)
Nathan Ratledge (Aspen, CO – Community Office for Resource Efficiency)
Dan Richardson (Carbondale, CO – Schmueser Gordon Meyer)
Lucinda Smith (City of Fort Collins, CO)

Executive Summary

To Come...

I. Introduction

A. Mission

The incorporated and unincorporated communities of the Upper Gunnison Valley will work, together and in their distinct jurisdictions, to implement coordinated plans to significantly reduce fossil-fuel energy consumption and consequent greenhouse gas emissions in the valley, in order to develop a more efficient and locally-reliant economy, while maintaining the environment and its remaining resources for those who come after us in this beautiful place.

B. Background and Rationale for the Valley Energy Action Plan

The Challenge: This coordinated set of Energy Action Plans has been created out of a dual concern shared by many governing officials, business people, and citizens in the Upper Gunnison River valley:

- The people of the Upper Gunnison valley import almost all of our energy resources from outside of the valley, a tremendously expensive drain on the local economy, and a situation of increasing vulnerability as the finite fossil fuels foundational to the global economy become more scarce this century.
- The energy resources consumed, directly or indirectly, by the people of the Upper Gunnison valley – primarily fossil fuels – contribute to greenhouse gas accumulations in the atmosphere that are causing climate change globally – changes that a consensus of scientists agree will have drying and warming effects in the American Southwest that will negatively impact the valley’s economy.

An Intergovernmental Commitment to Action:, The four participating incorporated governments of the Upper Gunnison River Valley signed a historic intergovernmental agreement in September 2007, pledging to collaborate on an Energy Action Planning Process for the valley to address the challenges stated above, and creating a Temporary Energy Task Force to initiate and coordinate that process.

This preceded by two months the commitment by Governor Ritter’s administration, to a “Climate Action Plan” targeting statewide greenhouse gas emission reductions of 20% from 2005 levels by 2020, and 80% by 2050.

Shortly after the signing of that agreement, the Temporary Energy Task Force raised \$12,000 from the four governments to launch the process that has resulted in the plans that follow here.

C. Goals

These overarching goals, consistent with goals set for Colorado and many nations globally, drive the Energy Action Plans for the valley:

- **2020 Goal:** Reduce greenhouse gas emissions 20% below 2005 levels by 2020, consistent with state and national goals.
- **2050 Goal:** Reduce greenhouse gas emissions below 2005 levels to a target consistent with state, national and global goals.

D. Guiding Principles

In developing these plans, the Working Group for each community was guided by principles that reflected the enduring cultural values and economic realities of that community, and will guide the communities in implementing the plans. These principles were common to all the Working Groups:

- We will emphasize voluntary energy actions that inspire and motivate behavioral changes needed to accomplish and maintain the reduction goals, and that reflect the economic circumstances of the valley and its citizens.
- We will accompany or precede all energy actions with appropriate educational efforts so that citizens will not be asked to do things they do not understand the need for.
- We will develop energy actions that are fiscally responsible within the context of each government's budget, and that strive to employ local labor and resources in ways that improve local economies and local government revenues.

E. The Greenhouse Gas Inventory

The first step in developing local Energy Action Plans for reducing both the valley's energy outlays and carbon emissions was to develop an inventory of the valley's current energy use and emissions.

Because "carbon-based greenhouse gases" are a good common measure for all types of fossil-fuel energy used in the valley (virtually all of our energy consumption), and because the State is using that measure, the valley governments agreed that measures of greenhouse gas emissions would be a reasonable measure for the energy consumption challenge too.

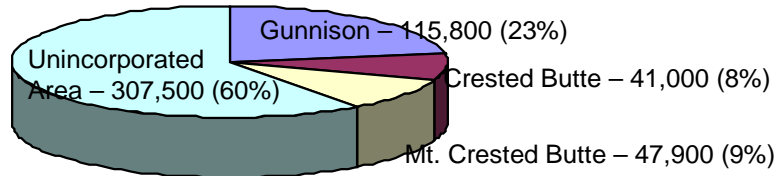
Following the signing of the Intergovernmental Agreement, the Temporary Task Force set up by that Agreement obtained pledges of \$3,000 from each of the four governments and contracted with the valley's Office for Resource Efficiency (ORE) to prepare a Greenhouse Gas Inventory for the Upper Gunnison River Valley. ORE also applied for and received a \$25,000 planning grant (administered through the County government) from the Colorado Department of Local Affairs.

The Greenhouse Gas Inventory was carried out through the winter of 2007-8, in accord with international procedures, protocols, and conversion standards established by the International Council for Local Environmental Initiatives (ICLEI). 2005 was selected as the base year for the Inventory (consistent with the Colorado Climate Action Plan), and 2005 energy consumption figures were collected from government and energy-industry sources for four entities: the City of Gunnison, the Towns of Crested Butte and Mt. Crested Butte, and the Unincorporated Area of Gunnison and Saguache Counties in the Upper Gunnison River watershed.

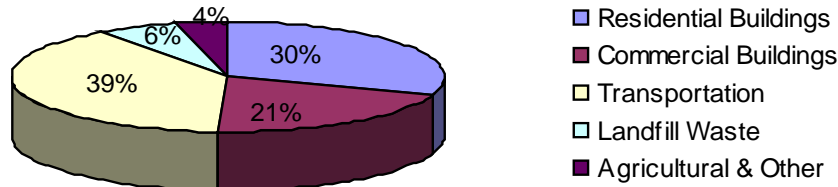
The Inventory was completed in the spring of 2008, and calculated that human activity in the Upper Gunnison valley in 2005 produced some 512,000 tons of "carbon dioxide equivalent" greenhouse gas emissions, broken down as shown in the graphs on the next page.

Total Energy Emissions for the Upper Gunnison River Valley in 2005 – 512,200 Tons CO₂e

Total Energy Use/Emissions by Location:



Total Energy Use/Emissions by Source:



GREENHOUSE GAS EMISSIONS FOR THE FOUR EAP JURISDICTIONS

| JURISDICTION CATEGORY → ↓ | CITY OF GUNNISON | TOWN OF CRESTED BUTTE | TOWN OF MT. CRESTED BUTTE | UNINCORPO- RATED PART OF VALLEY | CATEGORY TOTALS |
|---|-------------------------|-----------------------------|---------------------------------|---------------------------------------|-------------------------|
| RESIDENTIAL/ COMMERCIAL BUILDINGS | 94,400 (18%) | 31,000 (6%) | 42,900 (8%) | 92,700 (18%) | 261,000 (51%) |
| TRANSPOR- TATION | 17,800 (3%) | 5,100 (<1%) | 2,600 (<1%) | 175,100 (34%) | 200,600 (39%) |
| LANDFILL WASTE | 3,600 (<1%) | 4,900 (<1%) | 2,400 (<1%) | 20,100 (4%) | 31,000 (6%) |
| AGRICULTU- RAL & OTHER | <100 (<1%) | <10 (<1%) | 0 | 19,600 (4%) | 19,600 (4%) |
| EAP JURISDICTION TOTALS | 115,800 (23%) | 41,000 (8%) | 47,900 (9%) | 307,500 (60%) | 512,200 |

ALL FIGURES IN TONS OF CARBON DIOXIDE EQUIVALENTS (CO₂e), ROUNDED TO NEAREST 100 TONS.
THE PERCENTAGES ARE EACH FIGURE'S PORTION OF THE VALLEY TOTAL (512,200 TONS).

The two charts make several things immediately clear about the challenges and opportunities for energy use/greenhouse gas reductions in the valley:

- Buildings in the three communities and the unincorporated part of the valley are the largest energy consumers, and represent substantial opportunities for money-saving home improvements that will also help the planet.
- Transportation in the valley, beyond the three communities, represents a major challenge. Some of this is commuter transportation that can be (and already is being) addressed through public transportation, but much of it is the consequence of local appetites for recreational opportunities dispersed in time and space throughout the valley; this is the reason many citizens live in the valley, and represents a freedom that will be hard to address through conservation and efficiency options currently available.

F. The Energy Summit

With the Inventory completed, the four governments held a public Energy Summit in September 2008, to introduce the inventory and lay the foundation for the creation of working groups to which resulted in the formation of Working Groups to generate an Energy Action Plan for each of the four entities.

Several presentations were made about energy planning efforts in other communities and analyzing the Valley's inventory. During the afternoon, attendees grouped into brainstorming sessions where preliminary ideas were formulated for the future EAPs.

G. Methodology

After the Summit, attendees and other citizens formed four community groups (one for each region), and met bi-monthly to draft Energy Action Plans for their individual communities and to collaborate on common opportunities for valley-wide reductions. A chairperson presided over each committee, facilitating each meeting (see "List of Involved Persons" for chairs and members).

Committees brainstormed action ideas for the building, transportation, waste and power production sectors, using ideas from the Summit as a reference. They proceeded to prioritize these ideas, attach timeframes to them and form them into EAPs based on cost-effectiveness data analysis. Committees also discussed funding for executing the plan and education campaigns to garner public support for the EAP.

In the winter of 2009, several additional committees were formed to support the process and begin anticipating implementation. A Writing Committee created and edited the content that would precede and follow each of the individual plans. A Number-Crunching Committee developed a sound methodology for calculating the costs, reductions and savings associated with each action item. A Fundraising Committee brainstormed and researched financing opportunities and possibilities for the plan's implementation. An Education Committee began addressing public awareness and support. Involved persons in the energy-planning process also participated in an outreach effort to various Valley entities and organizations.

This Energy Action Plan for the Upper Gunnison River Valley is a set of citizen recommendations to the four governments, resulting from the work of these volunteer committees through the fall, winter and spring of 2008-9.

H. Coordination

Successful EAP implementation will require continued coordination between the four local governments, the utility companies, local industry, ORE and other involved entities. As

implementation plans for the proposed actions are chiseled and refined, necessary steps will be outlined and responsibilities will be identified.

While the local governments will ultimately adopt these plans, all of the action items within them do not fall under their jurisdiction. Certain action items that can only be carried out by the government will be their responsibility. Many action items will fall under the jurisdiction of volunteers, citizen groups and ORE. Thus, by adopting these plans, the local governments are not committing to their entire implementation. Rather, they are committing to carrying out the implementation of action items under their jurisdiction and supporting the implementation of the other action items. This will result in close relationships between all implementers of the EAPs.

The implementation of multi-jurisdictional issues will require an even greater level of coordination between all four local governments, representatives from each jurisdiction and ORE.

It will remain up to the local governments (and their budgets) whether they decide to hire their own regional energy program coordinators to oversee local EAP implementation, assign current personnel to the project or ask ORE to help oversee EAP.

II. WORKING DRAFT: ENERGY ACTION PLAN FOR GUNNISON COUNTY

A. EFFICIENCY AND CONSERVATION OBJECTIVES FOR EXISTING BUILDINGS – RESIDENTIAL

B. EFFICIENCY AND CONSERVATION OBJECTIVES FOR EXISTING BUILDINGS – COMMERCIAL

C. EFFICIENCY AND CONSERVATION OBJECTIVES FOR EXISTING BUILDINGS – GOVERNMENT

D. PUBLIC EDUCATION OBJECTIVES

E. TRANSPORTATION OBJECTIVES

OBJECTIVE 1: **Education:** educate citizens on options for utilizing local, low-carbon transportation

OBJECTIVE 2: **Public Transit:** increase scale and use

- **ACTION STEP 2.1: Increase Hwy 135 bus ridership**
 - ACTION STEP 2.1.a: More frequent/convenient bus stops
 - ACTION STEP 2.1.b: Circulator buses
 - ACTION STEP 2.1.c: Bike-friendly buses
 - ACTION STEP 2.1.d: Amenities on buses (food, drink, entertainment)
 - ACTION STEP 2.1.e: Ski cage and racks on buses and safety improvements
 - ACTION STEP 2.1.f: “Park & Bike” lots
 - ACTION STEP 2.1.g: Hub and spoke system to popular recreation spots from RTA bus stops
 - ACTION STEP 2.1.h: Increase frequency of RTA and circulator buses
 - ACTION STEP 2.1.i: Transit and pedestrian-oriented development regulations
 - ACTION STEP 2.1.j: Study free vs. modest-cost bus fares (e.g. free “stopping bus” and modest-fare “express bus”)
- **ACTION STEP 2.2: Parking restrictions and incentives**
 - ACTION STEP 2.2.a: Parking time limits (perhaps with decals for residents) on town streets in CB and Mt. CB
 - ACTION STEP 2.2.b: Parking “cash-out” incentive at workplaces

OBJECTIVE 3: **Increased fuel efficiency for vehicles**

- **ACTION STEP 3.1: Promote fuel efficient vehicles**
 - ACTION STEP 3.1.a: Promote use of hybrid, plug-in, and fuel-efficient vehicles: vehicle registration and license fee incentives
 - ACTION STEP 3.1.b: Promote carpooling: provide incentives and services (web-based ride board) to riders, drivers and employers
 - ACTION STEP 3.1.c: “Right-size” the number and size of government vehicles
 - ACTION STEP 3.1.d: Increase use of bikes: additional bike lanes (including bike-to-school lanes), better intersections, community bikes
 - ACTION STEP 3.1.e: Permit use of electric vehicles on city streets
 - ACTION STEP 3.1.f: Increase pedestrian traffic: improved intersections, safer winter sidewalks
- **ACTION STEP 3.2: Emissions taxation**

- ACTION STEP 3.2.a: County tax on CO₂ emissions (mileage, fuel usage, or cap & trade)

OBJECTIVE 4: Address airport emissions

- ACTION STEP 4.1: **County powers:** explore legal limits of county's powers with regard to energy efficiency or aircraft, airport operations
 - ACTION STEP 4.1.a: County tax on emissions
 - ACTION STEP 4.1.b: Carbon offset tax on takeoffs

F. WASTE OBJECTIVES

G. POLICY AND FINANCE OBJECTIVES

III. WORKING DRAFT: ENERGY ACTION PLAN FOR THE CITY OF GUNNISON

A. EFFICIENCY AND CONSERVATION OBJECTIVES FOR EXISTING BUILDINGS

B. NEW CONSTRUCTION AND DEVELOPMENT OBJECTIVES

C. PUBLIC EDUCATION OBJECTIVES

D. TRANSPORTATION OBJECTIVES

OBJECTIVE 1: Collaborate with the County government and the Rural Transportation Authority to reduce Gunnison-initiated commuter traffic on Highway 135 by ___% by 2020.

- **ACTION STEP 1.1:** Publish and distribute the bus schedule more extensively and intensively.
- **ACTION STEP 1.2:** Develop a plan for “Park-n-Ride” lots with covered shelters for locking up bicycles.
- **ACTION STEP 1.3:** Support RTA efforts to increase number of bus trips on Hwy. 135.
- **ACTION STEP 1.4:** Explore the possibility of expanding the city website and radio “Ride Board” for regular commuters to find rides with people who have to drive (contractors, construction workers with toolboxes, et cetera).

OBJECTIVE 2: Create incentives for reducing use of private automobiles, especially within the City.

- **ACTION STEP 2.1:** Do street improvements to make the streets more convenient and safe for pedestrians and bicyclists.
- **ACTION STEP 2.2:** Create and distribute flyers and reminders to “bundle” chores requiring car use, resetting the “internal timer” to leave 5-10 minutes earlier to permit walking, et cetera.
- **ACTION STEP 2.3:** Research funding for a circulator bus to move people around the city.
- **ACTION STEP 2.4:** Explore the possibility of a bike-borrowing system and its maintenance.
- **ACTION STEP 2.5:** Explore the possibility of a “Ride-on-Call” system (like “Safe-Ride”).

OBJECTIVE 3: Create disincentives for driving a private automobile.

- **ACTION STEP 3.1:** Create a local fuel tax to subsidize the bus system. (Can it be done in way that would make it non-regressive?)
- **ACTION STEP 3.2:** Develop a parking-fee system (creative ideas needed) to subsidize the bus system. (Exemptions for handicapped, seniors over 75?)

E. WASTE OBJECTIVES

F. LONGER-TERM “2050” OBJECTIVES (Objectives that should be underway, but not fully executed, by 2020)

IV. WORKING DRAFT: ENERGY ACTION PLAN FOR TOWN OF CRESTED BUTTE

A. EFFICIENCY AND CONSERVATION OBJECTIVES FOR EXISTING BUILDINGS

B. PUBLIC EDUCATION OBJECTIVES

C. TRANSPORTATION OBJECTIVES

OBJECTIVE 1: Awareness about green transportation

- ACTION STEP 1.1: Newspaper features (e.g. Bus Rider of the Week in CB Weekly)
- ACTION STEP 1.2: Monthly “No Drive Day”
- ACTION STEP 1.3: Further publicize RTA and schedule
- ACTION STEP 1.4: Create Tourist/Citizen Hospitality Packet

OBJECTIVE 2: More school bus ridership

- ACTION STEP 2.1: Promote school bus riding/discourage drop-offs

OBJECTIVE 3: Decrease commuting

- ACTION STEP 3.1: Create more affordable housing (keep workforce in town)

OBJECTIVE 4: Decrease single-occupancy trips

- ACTION STEP 4.1: Create a carpooling database

OBJECTIVE 5: Increase biking

- ACTION STEP 5.1: Create a rec path from CB to CB South
- ACTION STEP 5.2: Create a trail to Brush Creek

OBJECTIVE 6: Improve/expand public transit

- ACTION STEP 6.1: Expand bus service in range/frequency
- ACTION STEP 6.2: Encourage Mtn. Express to address energy efficiency and service

D. WASTE OBJECTIVES

E. ENERGY GENERATION OBJECTIVES

F. POLICY AND FINANCE OBJECTIVES

V. WORKING DRAFT: ENERGY ACTION PLAN FOR TOWN OF MT. CRESTED BUTTE

A. ONE-YEAR OBJECTIVES

B. FIVE-YEAR OBJECTIVES

C. 2020 OBJECTIVES

D. LONGER TERM ACTIONS

E. NON-PRIORITY ACTIONS

VI. IMPLEMENTATION

To come...

- A. How this Plan should be Adopted**
- B. Beginning Coordination and Responsibilities**
- C. Committee Formation**
- D. Staffing Needs**
- E. Program Planning**
- F. Plan Financing**
- G. Policy Recommendations**
- H. Measures of Success**

APPENDICES

Appendix I. Important Terms, Abbreviations and Acronyms

| | |
|------------------------|--|
| AFV | Alternative-Fueled Vehicle |
| BOZAR | The Board of Zoning and Architectural Review (Crested Butte) |
| Btu | British Thermal Units |
| CAPPA | Clean Air and Pollution Planning Assistant (ICLEI Software) |
| CB | Town of Crested Butte |
| CBMR | Crested Butte Mountain Resort |
| CBS | Crested Butte South (Unincorporated Area) |
| CCP | Cities for Climate Protection (ICLEI Guide) |
| CFL | Compact Fluorescent Light Bulbs |
| CH₄ | Methane |
| CO₂ | Carbon Dioxide |
| CO_{2e} | Carbon Dioxide Equivalent |
| DoE | Department of Energy (US) |
| DSM | Demand Side Management |
| EAP | Energy Action Plan |
| EPA | Environmental Protection Agency |
| GCEA | Gunnison County Electric Association |
| GEO | Government Energy Office (State of Colorado) |
| GHG | Greenhouse Gases |
| GUC | Gunnison County |
| GWh | Gigawatt hour |
| HCCA | High Country Citizens' Alliance |
| HFCs | Hydroflourocarbons |
| ICLEI | International Council for Local Environmental Initiatives |
| IPCC | Intergovernmental Panel on Climate Change |
| KBUT | Crested Butte Community Radio Station |
| kWh | Kilowatt Hour |
| MPG | Miles Per Gallon |
| Mt. CB | Town of Mt. Crested Butte |
| N₂O | Nitrous Oxide |
| ORE | Office for Resource Efficiency |
| PFCs | Peflourocarbons |
| PSAs | Public Service Announcements |
| PV | Photovoltaic |
| REMP | Renewable Energy Mitigation Program |
| RTA | Rural Transportation Authority |
| SUV | Sport Utility Vehicle |
| UGRW | Upper Gunnison River Watershed |
| WSC | Western State College of Colorado |

Appendix II. Index of Financing Options

1. FEDERAL TAX INCENTIVES - Tax Incentives Assistance Project (TIAP)

- **Website:** www.energytaxincentives.org
- **Some Incentive Examples:**
 1. Efficient commercial building tax deductions
 2. Tax credit for efficient heating equipment and proper insulation installed in existing homes
 3. Manufacturer tax credits for sales of high-efficiency appliances
 4. Tax credit for plug-in hybrid vehicles
 5. 10% investment tax credit for co-generation (heat and power)
 6. Fuel cell and micro-turbine credits
 7. 30% tax credits for PV systems installed in businesses
 8. Up to \$2000 credit for solar hot water systems installed by homeowners

2. STATE FINANCING OPPORTUNITIES

- **Website:** www.colorado.gov/energy/resources/funding-opportunities.asp
- **Rebates for Homeowners/Small Business Owners:**
 1. *Insulate Colorado* Grants – Rebates for insulation and air sealing
 2. *Solar Rebate Program* – Electric and Hot Water Installation Rebates
 3. *Small Wind Turbine Installation Rebate*
- **Some Project-Funding Partnerships:**
 1. *Advancing Colorado's Renewable Energy Program* – Funding for energy-related projects benefitting agriculture (via the CO Dept. of Agriculture)
 2. *Colorado Carbon Fund* Grants for GHG-offset projects (i.e. anaerobic digestion, biomass, solar hot water, transportation-related, etc.)
 3. *Community Woody Biomass for Thermal Usage Program* – Funding for projects promoting community woody biomass (i.e. wood chips, pellets, etc.)
 4. *Energy Star New Homes* – Support for construction of Energy Star-certified new homes
 5. *Event Support* – Funding for green, efficient public events
 6. *High Performance Design* – Grants for Building Project Managers working on high performance design buildings
 7. *Income-Based Energy Programs* – Funding for low-income residents to participate in energy-efficiency programs
 8. *K-12 Schools Program* – Funding for schools undergoing energy improvements
 9. *Small Hydro* – Grants for feasibility studies in small hydro
 10. *Biofuels Research Grants*
 11. *Alternative Fuel/Hybrid Vehicle Tax Credit*

3. LOCAL INCENTIVE/FUNDRAISING POSSIBILITIES

- See the following website for other local initiatives:
<http://www.dsireusa.org/library/includes/map2.cfm?CurrentPageID=1&State=CO&RE=1&EE=1>
- Local grant programs for homeowners/small business owners
- Local loan programs for homeowners/small business owners
- Tax exemption/reduction policies for green/high-efficiency businesses and buildings
- Sales tax exemption policies for green/high-efficiency purchasing
- Tax refund programs for green/high-efficiency purchasing and investments

4. GCEA FUNDING PROGRAMS

- *Renewable Energy Resource Loan*
- *Net Metering* – Refunds for negative energy balance (offset by renewable systems)

5. SOME OTHER FUNDING/GRANT OPPORTUNITIES

- *Gates Family Foundation* for Green Building Grants (www.gatesfamilyfoundation.org)
- *Boettcher Foundation* Grants (www.boettcherfoundation.org)

- *Kresge Foundation* Grants for green building/planning (www.kresge.org)
- *Home Depot Foundation* Grants for green building, community trees, etc. (www.homedepotfoundation.org/grants.html)

6. OTHER FUNDING OPPORTUNITIES/INCENTIVES FOR INDIVIDUALS

- **Pure Payback** – Educating homeowners about payback time for energy-efficient construction, renovations and installations
- **Net-Metering** – Selling unused extra energy produced by small-scale renewable systems (i.e. PV, wind, etc.) back to the energy company for compensation or discounted energy bills
- **Low-cost Loans** – Bond money for low-interest loans with reduced application fees to homeowners for efficient and green construction, remodeling and installations with payback in the form of slightly higher property taxes that stays with the property, not with the purchaser (a new initiative in Boulder that should be monitored)

7. OTHER FUNDING OPPORTUNITIES FOR COMMUNITIES AND GOVERNMENTS

- **Carbon Tax** – Instituting a scaled tax based on electricity, gas or water use upward of a certain amount
- **Inclining Block Rates** – Similar to a Carbon Tax, albeit instituted by the energy/service provider rather than the government; Users are charged more as they use more, creating a revenue stream to fund efficient projects and programs
- **Excess Energy Use Fines** – Fining energy users who exceed a certain “energy budget” (or water budget or electricity budget) allotted to them
- **Impact Fees** – Fine individuals who choose to purchase or use certain inefficient products and systems as in the REMP Program (e.g. heated driveways, hot tubs, heated pools, inordinately large homes, electric or gas lawnmowers, etc.)
- **Sales Tax Allocation** – Allocating a portion of sales tax toward green-building loans and grants or toward emission-reducing programming
- **Real Estate Transfer Tax/Fees** – Charge 1% on real estate transfer taxes
- **Performance Contracting** – Large commercial buildings or public buildings have a contractor install renewables or other energy-efficient/energy-saving systems, appliances or insulating materials in their property and repays company with ensuing savings in energy costs
- **Utility Surcharges** – Attach a small surcharge adjusted to use onto utility bills
- **Gasoline Tax** – Pass a tax on gasoline consumption
- **Paid Parking** – A revenue stream created through metered parking, pay station parking, parking permits and parking violation fines.
- **Fundraising Programs** – A lot of room for creativity here – ways to raise money through events (e.g. concerts), donation solicitation (e.g. tabling at events, door-to-door, etc.), green business opportunities, etc. should be discussed
- **ORE Store** – ORE could sell efficient appliances, gadgets, bulbs, home efficiency kits, etc. from local vendors to raise money for EAP implementation.

Appendix III. Methodology: Formulas and Assumptions

To come...